

# RED BRICK BUILDING

COMMUNITY • ARTS • EDUCATION • ENTERPRISE



Business plan  
April 2018 – March 2021

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## **Executive summary**

This Business Plan moves the Red Brick Building (RBB) on to the next stage of its development to become a financially sustainable project requiring minimum grant intervention for specific projects or staff posts.

It also sets out how the Red Brick Building wants to be a catalyst for change in the local area. Owned by and working for and with the local community, to meet the needs of a diverse population and range of needs for all ages.

The Building opened in 2013 and during the initial five years has sought funding through grants and from individual investors as well as through community shares.

A grant from Power to Change ended in December 2017 and the Red Brick Building used the opportunity to review the achievements over the last five years and set the direction for the next three years 2018-2021.

There are four strands to our strategy over the next three years:

- Reach more people
- Help our customers and local people in more ways
- Raise more finance to meet our capital and revenue needs
- Make more surplus from our enterprise activities to sustain our work and achieve our community benefit.

All involved with the project are committed to making RBB financially sustainable and this 3-year plan sets our ways towards achieving that.

## **PART 1. THE STORY SO FAR**

The Red Brick Building Ltd (RBB) is an innovative community-owned social enterprise based in the former Morlands Factory situated between Glastonbury and Street in Somerset.

### **History of the buildings**

The site was saved by local people from demolition and placed in community ownership. Since 2009 RBB has been registered as a Community Benefit Society to take charge of the site and has 339 community shareholders.

In the last six years, we have raised close to £1million locally through community shares, and through grants and local investment from individuals. Two of the three derelict buildings have been turned into a vibrant community space for all ages. This includes affordable hot desking space; workspaces for social enterprises and small businesses; an award-winning bar and restaurant; a local FM radio station; artisan workshops; a youth club and a space hosting a variety of events for the local community including regular gigs, the Glastonbury Film Challenge, workshops including yoga and Tai Chi, and hosting art exhibitions by local artists.

Our tenants include, amongst others, Barnardo's and Elim Connect who offer counselling services and wellbeing sessions and host a homeless drop-in. We have three spaces that can be hired for a range of events, workshops, conferences and weddings.

We are now focusing on supporting new business and social enterprise. We want to develop training, skills and networking particularly for young people, providing much needed opportunities for employment within the community. We suffer from the rural exodus as young people move to go to university and find employment outside of the county. There is no University in Somerset itself.

## **Market for our services**

The Red Brick Building is situated in the Mendip District Council area and between the towns of Glastonbury and Street. Both towns have populations of around 10,000. Street has a younger population with fewer people aged over 60. Glastonbury is similar, but with a slightly higher proportion of working age residents.

Compared to the national picture there is an under representation of residents between the ages of 20-39 for the Mendip area as a whole. This is likely to be a result of young people moving away from the area for university and wider employment opportunities. This impacts on the local labour market as it constrains its capacity.

Self-employment is estimated to be around 23% and microbusinesses employing less than 10 people represent 86% of the business in the area. Unemployment is low at around 2-3%.

Whilst the amount of disadvantage is low, communities in Glastonbury and Shepton Mallet are ranked within the 20% most economically deprived in England mostly due to low incomes, poor skills and difficulties in securing employment.

## **The Community Benefit Society**

We are incorporated as a Community Benefit Society, the Red Brick Building Centre Ltd. Our aims as laid out in the Rules of the Society state are to:

1. Maintain or improve the physical, social and economic infrastructure within Glastonbury, Street and their rural hinterland;
2. Advance education (particularly concerning asset based community development and enterprises with a community or environmental focus);
3. Provide an opportunity for public-spirited people and organisations to contribute financially to the community, with the expectation of a social dividend, rather than personal financial reward;
4. Promote access to the creative arts; and
5. Enable the inclusion of young people at the centre of community led activities.

The Society owns the buildings and is responsible for the liabilities associated with its acquisition and development. All our assets are asset locked, and can only be used for the benefit of the community.

**Subsidiary company.** Our trading activities are managed within Red Brick Building Tenancy Services Ltd - a company limited by shares that is wholly owned by the Society.

As a social enterprise we are values driven. Our **values** include:

- A commitment to social and environmental justice
- A commitment to the wellbeing of our community
- Honesty and openness
- Democratic consensus decision-making
- Inclusivity - recognising the positive potential in everyone
- Mutual aid, self-help and self-responsibility
- Equality, equity and solidarity
- Social responsibility
- A commitment to peace and conflict resolution

## **Experience to date**

We have worked hard and with success to establish a functioning social enterprise with strong community links.

The project was born out of community action to save the building from demolition in 2008 and the Red Brick Building Centre Community Benefit Society was formed in August 2009 with the vision (promise) of delivering social and micro enterprise support, arts and community activity, skills and training.

In December 2010 a development agreement was signed with the then South West Regional Development Agency to make the building sound and waterproof. This first stage was undertaken by Ecos Homes and volunteers.

A community share offer was launched in December 2010 raising the initial £105,000 from 180 local people. An Investors Club, loans and grants secured the additional funds required. In all, close to £1million has been raised to restore the buildings, make improvements and run the building since the start of the project.

In 2011 and 2012 local builders, supported by volunteers, made extensive renovations to the buildings, retaining original features and materials where possible. This was an extensive programme of work, and was made possible by the generosity of the Investors Club and individuals amazing commitment.

The legal structure means that the RBBC is secured as an asset for the local community.

We have been operating and providing a range of services to the local community since 2012 with the building opening in January 2013. Our achievements to date include:

- having a vibrant community building used by the communities of Glastonbury, Street and the surrounding area;
- providing affordable offices, desk space and artisan studio for start-ups, small businesses and organisations;
- providing volunteering opportunities and establishing a core team of more than 40 volunteers
- hosting groups and organisations for therapeutic gardening on a regular basis
- hosting a wide range of events, including gigs on Fridays and Saturdays in conjunction with the anchor tenant
- working with individuals to set up classes, workshops and new opportunities
- developing a website to assist with marketing and providing online ticket sales
- being a welcoming place, open to all
- hosting a range of successful small businesses as tenants, including a local independent bar and restaurant
- hosting a weekly term-time Youth Club run by the YMCA with more than 40 regular users and more than 100 young people on the register

The income and expenditure for the last three years are summarised below:

<b>Income and expenditure from trading</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18*</b>
Income	188,807	178,983	238,539	251,012
Expenditure	191,401	188,817	228,474	215,805
Net Surplus (Loss)	(2,594)	(9,834)	10,065	35,207

- **2017/18 are draft figures currently with the Accountant being audited.**

### **Lessons we have learned**

We have learned a great deal over the last 5 years of operations, adapting to change and taking on new opportunities as required. In particular, the learning has included:

- Everything costs more than estimated, anticipated or budgeted for, especially with regards to building work
- The small staff resource is stretched to the maximum
- To achieve our community benefit work we need to be producing a surplus from our activities including rentals, events and space hire
- We have sufficient capacity for room hire to be able to provide a lot more, working in partnership with individuals, organisations and local businesses
- We need constant community feedback to ensure we are providing what's needed and require a mechanism for gathering that information
- There is a need to understand that the RBB has to be financially viable by running as a social enterprise business. In this way we can practice our values, which includes working towards supporting those community demands that are never going to be financially viable.
- There is a need to better measure our effectiveness and social impact.

In developing the strategy and business plan for the next three years we have reflected upon and incorporated these learnings.

### **Differentiating our offer**

We know that we must differentiate our offer to the local community and there are three elements that taken together make us unique:

- The building was saved by the community, for the community and is community-owned
- The project brings social benefit to the area as well as providing a wide range of events, activities and support for small businesses and young people
- Surplus revenue goes directly towards funding community engagement and involvement initiatives

## **PART 2. THE VISION FOR THE FUTURE**

The history and experience to date demonstrate that there is a strong desire within the community that the building is retained and developed to create a resource with as wide a reach and social impact within the community as possible.

Since saving the building we have been on a journey to develop our presence in the community and establish a range of core services and community activities.

### **A sustainable social enterprise**

We have learned much over the last five years and are now at an important stage in the development of the organisation. Over the next three years we must work to make the organisation sustainable by making the most of the enterprise opportunities that the building and our people present, whilst remaining true to our social purpose.

*Our **vision** is for Red Brick Building to be a sustainable social enterprise that serves and is firmly rooted in our local community and is financially viable for the long term.*

### **What will success look like?**

Our key indicators for success include:

- No reduction in current level of income generated
- Increased turnover to generate sufficient income to deliver community benefit and maintain staffing levels
- More daytime room hire and a full and vibrant centre
- Wider range of activities on offer for the local community
- Genuine community engagement
- More young people using the building
- Strong and diverse Board setting the strategic direction of the project
- Established creative arts and events programme
- Getting the culture and direction for the project right
- Establishing ourselves as a venue for weddings and civil ceremonies

For **Buildings A and B** we wish to:

- Increase the number of room hires for all spaces to include: business meetings and conferences; workshops; skills training and more, particularly during the daytime
- Increase the team of volunteers
- Maintain occupancy levels and fill spaces quickly when they become available
- Ensure the Hub space is used to 80% capacity
- Increase the number of people using the building, especially young people
- Increase partnership working with tenants and other organisations to deliver community benefit and social impact work.

We wish to develop **Building C** in line with the review of our options. Our priorities for the building are in line with our aims and include consideration of:

- Developing the building for own use – along the lines of A&B
- Developing with a tenant or tenants for their use
- Partner with another organisation to develop the site

Finances are a major consideration and will need to be met through a variety of measures including fundraising, grants and community shares.

Potential uses for the building centre around training and education; business incubator; craft workshops and studios and more. Consultation and a specific business plan for Building C will be required once the direction for the building is identified.

## **PART 3. OUR STRATEGY TO ACHIEVE CHANGE**

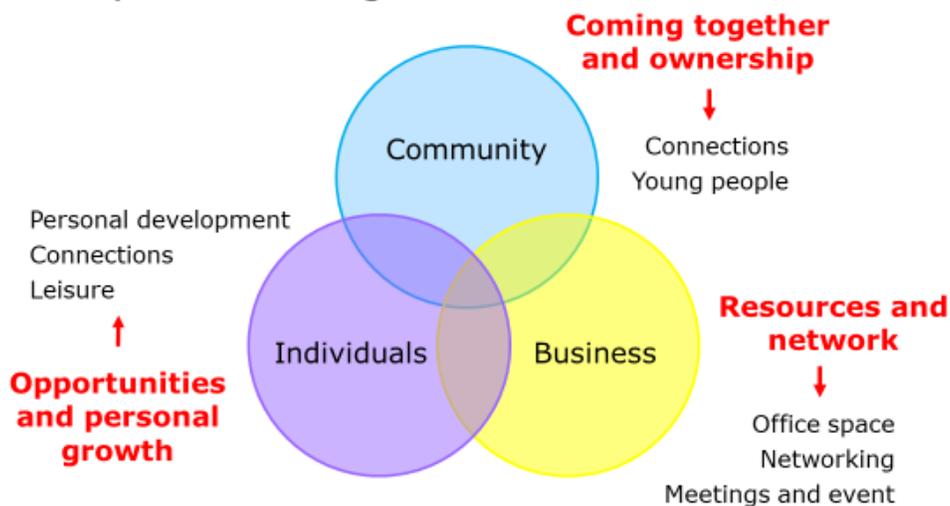
### **Social impact and our stakeholders**

We wish to be a catalyst for change. It is important that we balance the Red Brick Building's social purpose and priorities with complementary enterprise activities for stakeholder groups that generate income and make the most of the building, our people and other resources:

- **Community** – coming together and ownership, focus to include young people, families and events
- **Businesses** – resources and network, including office space, meetings venue, networking and events; hot-desking; support for small businesses and social enterprises
- **Individuals** – opportunities for personal growth, including around leisure, volunteering and personal development.

This is illustrated in the following diagram:

## A catalyst for change



The project will continue to provide wide-ranging benefits and outcomes in our community that will make a real difference, and where possible improve and extend these activities. These include empowering people through:

- education, training and personal development opportunities
- dissemination of new ideas and possibilities
- providing advice services, self-help and mutual aid
- providing facilities for young people to meet and engage in a variety of activities including personal development and engagement in the arts and media
- providing space to nurture and support small businesses and social enterprises
- providing space to support artists and other creative industries
- providing space for networking to support collective and social enterprises and co-operatives
- enriching the cultural life of the community through music, performing and visual arts
- engagement with social, environmental and economic issues that affect our community
- people coming together building and making stronger community

### Four strategic priorities

Our vision is stretching but deliverable with focused energy and resource. No change is not an option: we must build upon the achievements and achieve financial viability.

There are four strands to our strategy over the next three years:

1. Reach more people
2. Help our customers and local people in more ways
3. Raise more finance to meet our capital and revenue needs

4. Make more surplus from our enterprise activities to sustain our work and achieve our community benefit



### **Priority 1. Reach more people**

We wish to broaden our community benefit by engaging with more people. The beneficiary groups we work with already, but wish to expand our scope are:

- **Older people** – tackling issues of loneliness, providing a social meeting place and helping to support wellbeing
- **Young people** – providing opportunities, encouraging volunteering, working with organisations that support young people, to bring young people in to the building to demonstrate the Red Brick is a place for them to generate ideas and influence the way the project develops. In particular, to establish a group for young people to be able to do that.
- **Deprived / Lower income groups** – to support local people from deprived / lower income groups to find a way to engage with the Red Brick and develop their own ideas.
- **Black & Minority Ethnicity (BAME) communities** – work with communities and organisations to increase the diversity in the building.
- **Artists** - work with artists from a wider geographical area

### **Marketing plan**

Our marketing plan to engage these target groups includes the following activities:

- Introducing a Friends Scheme – annual membership that supports the organisation, offers discounts and provides greater opportunities for engagement
- Continued Social media coverage – boost more on Facebook and pay for targeted marketing
- Outreach and targeted events/activities to groups that we are targeting

- Events/open days to promote what we have available and What's On
- Holding community and shareholder consultations twice a year
- Marketing stunts – for certain events which could lead to media coverage
- More regular targeted newsletters to specific audiences

### **Indicators of success**

We have set the targets below for increasing our reach over the next three years:

<b>Groups and number of beneficiaries</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
Older people	20	50	100
Young people	50	75	100
Deprived/Lower income	10	25	50
BME	5	10	15
Artists	8	15	20
<b>Total number of beneficiaries</b>	<b>93</b>	<b>175</b>	<b>285</b>

### **Priority 2. Help local people in more ways**

We wish to deepen our community engagement and help people in more ways.

#### **Existing services**

We have established a good track record for provision of the following services and activities:

- Room hire
- Office and Artisan space
- Co-working space – The Hub
- Events and activities
- Live Music
- Art exhibitions
- Youth Club
- Wellbeing activities including art and mindfulness, teen yoga, therapeutic gardening, homeless drop-in.

#### **Improving our services**

We have identified the following areas where we can develop the services further:

- Wider Wellbeing offer for all ages
- Range of opportunities for young people and work in partnership with Avalon School, Strode College, Somerset Rural Youth, Mendip YMCA etc.
- Training, education and skills workshops
- Weddings and events
- Establishing a repair café
- Holding events where people can meet and share ideas over food and drink

- Links to the heritage of the buildings
- Minimising our environmental impact by making responsible choices around purchasing and encouraging behavioural change in others
- Recognising RBB's contribution to the local economy
- Asking the local communities what they want the building to offer and working with them to provide it
- Forming a Youth Board and working with the local Youth Council
- More direct community engagement

### **Indicators of success**

We have to monitor our offer by measuring and recording:

- Number of people engaged in activities
- Number and range of activities provided
- Establishment of additional provision and services
- Finding suitable tools to measure social and environmental impact

### **Priority 3. Raise more finance to meet our needs**

To become a more sustainable social enterprise we need to address two key issues over the next three years:

1. Establish a strategic position on the existing debt and how it is managed
2. Attract new funding to maintain and develop the building that is long term, affordable and does not draw on limited resources until sustainability is achieved

#### **What will this mean?**

- Establishing the basis and terms for any repayment or transfer to shares or donations of existing loans, whilst recognising the impact of the debt on the project
- Implementing a fundraising strategy to include:
  - Community share offers – time-bound and open
  - Engaging existing shareholders to encourage further shareholdings and recruit up to three new shareholders each
  - Legacies
  - Donations
  - Launch Friends of the Red Brick Building
  - Grants - predominantly for specific projects and capital works
- Increase revenue through ticket sales for events and maximising room hire

### **Indicators of success**

We have set the indicators below to measure our success in raising more finance:

- Increase in trading income from all sources
- Applying to grant funding bodies for community benefit work and specific capital and other requirements, including some staff posts
- Increased shareholding from existing shareholders
- Increased number of shares held by new shareholders
- Increased number of Friends of the Red Brick Building
- Having a financially sustainable project within 2 to 3 years.

## **Priority 4. Make more surplus from our enterprise activities**

The surplus we generate from hiring space and other services supports our core costs and other operating expenses, including interest payment, as well as capital repayment on the outstanding debts of £492,696 (£403,000 long-term).

There are significant opportunities to transform our financial performance whilst adding to our social impact.

Our marketing plan is focused upon four areas for development:

### **1. Business meetings in the Morland Room**

Continue to increase specific targeted marketing to Chambers of Commerce, local businesses and business further afield e.g. Bristol, Exeter, Bridgwater, Taunton.

### **2. Family celebrations in the Event Space**

Promote the Events Space for private parties, weddings, civil ceremonies, wakes and more to targeted audiences including wedding planners.

### **3. Higher profile gigs in the Event Space**

Engage higher profile bands and DJs in the Event Space working with a wider range of music agencies and promoters.

### **4. Community sessions in the Studio Room**

Increase the range of arts and crafts activities on offer working with providers to hire the space and helping to promote the range of activities.

### **5. Increased Hot Desk and Media Hub occupancy**

Promote the space available through website and social media focussing on affordable offer, friendly and vibrant centre and the opportunity to work with others to develop ideas.

## **Marketing plan**

Our marketing plan to promote these new services and activities includes the following work:

- Using all social media channels
- Producing a marketing brochure and distributing it to relevant businesses and organisations
- Encouraging shareholders, volunteers and users of the building to promote the hire spaces

## **Indicators of success**

We have set the targets below for the additional income annually from these opportunities and by Year 3 our projections are as follows:

<b>Opportunity</b>	<b>Financial benefit in a year (by Year 3)</b>	
Business meetings in Morland Room	Bookings for three days per week @ £95	£14,820
Family celebrations in Event Space	2 events per week @ £150	£15,600
Higher profile gigs in Event Space	1 higher profile gig per month @ £2,550	£30,600
Community sessions in Studio Room	5 hours booked @ £12, 3 days per week	£9,360
Increased Hot Desk occupancy	80% occupancy	£13,500
<b>Total revenue being generated by Year 3</b>		<b>£83,880</b>

### **Projected Income**

<b>Projected income from each space per year</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Morland Room hire</b>	6,440	9,880	14,820
<b>Event Space hire excluding evening gigs</b>	3,900	7,800	15,600
<b>Studio hire</b>	6,600	7,488	9,360
<b>Hot desk hire</b>	10,800	12,150	13,500
<b>Higher profile gigs in Event Space</b>	21,000	25,800	30,600

## **PART 4. FINANCE AND FUNDING OUR ACTIVITIES**

Financial sustainability is essential for the long term and we will have complementary income streams that capitalise on the space, heritage of the building and dynamism of the community.

Outstanding debts at the start of the planning period are around £490,000. This is against assets valued in October 2017 for the freehold of the property of £795,000 and a rental value of £120,000 per annum.

We have prepared a budget for the next three years. The budget is based upon our experience to date and research into the financial performance of similar enterprises. We have made assumptions about the critical factors affecting performance such as user numbers, rental pricing and occupancy and we will monitor these as we progress.

We have a monthly cash flow forecast for the next three years. For 2018/19 the first deficit is shown. The Board has taken steps to reduce the deficit by reducing staff hours whilst maintaining a focus on revenue generation. We are working hard to identify additional revenue streams as well as grants suitable for specific projects. Our financial sustainability depends on being able to generate sufficient income through our existing activities to cover staff time. We are also in a position during 2018/19 of repaying a loan. We are aware that an additional £5,000 a month would enable us to secure the above as well as begin to generate some reserves for the organisation.

## Financial performance

The enterprise strands will begin to generate a surplus over the period of the plan with early losses funded from the previous year's surplus and from capital raised. In summary the financial figures are as follows:

<b>Income and expenditure</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Consolidated accounts – RBBC and RBBTS</b>			
Income	£152,461	£172,582	£182,589
Outgoings	£202,015	£171,783	£173,342
<b>Net Surplus (Loss)</b>	<b>(£49,554)</b>	<b>£799</b>	<b>£9,247</b>

## Investment and sources of funding

To achieve our vision we will need working capital for the following items:

- Staff posts including Volunteer Coordinator and Community Gardener
- To improve and increase our Wellbeing offer
- Funds to support training, education and skills workshops
- Maintenance
- Marketing

We also need funds to cover capital investment across the building estate:

- **Buildings A and B**

Capital funding to make improvements to Buildings A and B. These include cloakroom, more toilets, community facilities, roof on terrace in the garden, improving the main entrance, completing the rear garden and increasing outside signage, as well as other potential projects that may come up.

- **Building C**

Currently unknown and dependent on the solution identified for this part of the building.

These items will be costed over and above our three-year budget and we will source this through grant funding and a community share issue so local people continue to have the opportunity to contribute to making our vision happen. We will only be able to progress these items subject to grants, community shares and donations. Further work will be carried out during 2018/19 to cost these options and source funding.

## **PART 5. MAKING IT HAPPEN**

We have an action plan and team in place to achieve our Business Plan and the team will draw upon on the resources and expertise of other local people.

### **People and organisation**

Over the last five years we have established a group of people who are providing the leadership, skills and experience to make our ideas a reality.

**Board of Directors.** The Board of the Society is elected by the membership of our social enterprise and will provide the strategic direction, oversight and compliance essential for good governance.

The Board members have a wide range of skills, knowledge and experience and work effectively as a team. They are:

- **Tom Clark (Director, Building C Steering Group).** Tom Clark takes an active role in the overall strategic planning of the Building C project. Tom has extensive experience with charitable organisations and theatre work. He has been a friend of the project since the beginning and has provided significant financial support.
- **Paul Eavis (Director, Building C, Finance Committee).** Paul is co-owner of Bocabar (Glastonbury & Bristol). Previous to this he worked as a Senior Advisor on Armed Violence Prevention at the United Nations Development Programme (UNDP) and as the Director of the international conflict resolution NGO, Saferworld. He was awarded an MBE in 2002 for his contribution to international conflict resolution.
- **Tim Knock (Director, Building C, Finance Committee)** Tim is the Arts and Events manager at RBB, a film maker and musician living in Glastonbury and has a passion for developing the building as a hub for the creative community. He is also Arts and Events Manager at the Red Brick Building.
- **Gareth Mills (Director)** Gareth is a Director of The Speaking Tree Ltd and The Glastonbury Trust.
- **Sarah Sander-Jackson (Director, Building C, Finance Committee).** Sarah is a founder Director of the Red Brick Building. She has experience of initiating successful social enterprises including St Werburghs City Farm Bristol, local food projects in Somerset, and the national Learn to Lead. She supports the enterprise aspect of Red Brick, and is working with Transition Athelney and Green Wedmore on 'Reimagining the Levels' work. She is part of the staff support group and is on the steering group for Building C development.
- **Rory Weightman (Acting Chair, Director, Education Committee).** Rory is a visual artist and theatre practitioner. His background is in education and performing arts. He is the former Director of the Hub Theatre School, Cornwall College and an early member of the cult music group The Portsmouth Sinfonia.

He was heavyweight boxing champion S.E. Schools 1963. Rory was involved in the initial occupation of the Red Brick Building Jan 2009.

- **Rosie Park (co-opted Director).** Rosie Park is Head of Marketing & Communications at leading national charity Action on Addiction, which seeks to tackle the stigma surrounding addiction as well as provide support and treatment for individuals, families and communities. Previously she has worked in the housing and property sector as well as with growth businesses and entrepreneurs. In 2017 she organised and delivered Wells Stone Carving Festival, a local arts event that raised money for the redevelopment of The Bishop’s Barn, a medieval tithe barn in Wells.

During 2018 we are looking to co-opt further Board members prior to then being elected on to the Board at the AGM. The skills we are focusing on bringing to the team are financial, marketing and promotions, fundraising and business management. Currently Emmaline Maxwell, Geri Laithwaite and Rachel Inman have also been co-opted.

The Board meets every month to monitor progress against the business plan. As part of our business planning work, we have established Key Performance Indicators for the different activity strands. We will monitor these as a routine.

**Staff and volunteers.** We employ a small staff team, equivalent to 2.5 full time staff, to provide day-to-day management of the Building and our activities.

The key roles are:

Arts and Events Manager	25 hours pw
Administrator including marketing	35 hours pw
Building and Facilities Coordinator	12 hours pw
Community Gardener	11.25 hours pw
Book keeper	10 hours pw (average)

We expect to increase our volunteer base as our activities grow from 40 to 70 over the next three years. Volunteers will continue to support our marketing and communication work as well as work with the staff to deliver activities and services.

The staff and Board will work together to recruit new volunteers and provide their induction. Volunteers will be managed by the person responsible for the area they are working in e.g. garden, events, publicity and promotion.

### **Day-to-day operations**

The small staff team manages the building, bookings, organising events, volunteers, marketing and promotions, tenants and lettings and all day-to-day running.

The building is open seven days a week to coincide with the opening of the onsite bar and restaurant. As of September 2018:

- All small offices are currently fully occupied with a waiting list.
- Hot desks / Co-working space has a 50% vacancy rate with the drive to fill these spaces being a priority
- All Artisan Studios are occupied
- Offices and the restaurant are occupied under lease arrangements, with licences being in place for the hot desk and artisan tenants.

In addition to the weekend music events, there are regular classes including yoga, pilates, salsa, table tennis club as well as one-off or semi-regular bookings from businesses and other organisations.

## Uncertainty and risk

We have identified areas where there is risk and our business plan reflects our response to the things that could go wrong. The main areas are:

What could go wrong	What we will do about it
Lack of funding for non-income generating posts e.g. Volunteer Coordinator, Community Gardener	<ul style="list-style-type: none"> <li>• Identify and apply for suitable grants</li> <li>• Raise the profile of what we need help and support for from the local community to encourage donations</li> </ul>
Insufficient hire for all rooms	<ul style="list-style-type: none"> <li>• Additional promotion through brochure distribution and press releases</li> <li>• Telephoning local businesses – personal contact</li> <li>• Looking at alternative incomes for long-term rental of rooms</li> </ul>
Diverse visions	<ul style="list-style-type: none"> <li>• Board and staff regularly reviewing the Vision to ensure it meets the needs of the project</li> <li>• Development work and away days for Board and staff to ensure strong working relationships and all signed up to the same vision and how to achieve it</li> </ul>
Being unable to attract new people to the Board	<ul style="list-style-type: none"> <li>• Recruitment drive</li> <li>• Liaising with other voluntary sector organisations to assist with recruitment</li> </ul>
Conflicts of interest	<ul style="list-style-type: none"> <li>• Ensuring all conflicts of interest are stated at meetings</li> <li>• Ensuring anyone with a conflict of interest is not involved in decision making on an item that affects them</li> <li>• Increasing the number of people involved without conflicts of interest</li> <li>• Identifying and implementing ways to reduce the number of conflicts of interest</li> </ul>
Tenants leaving and not being able to fill space	<ul style="list-style-type: none"> <li>• Targeted promotion of vacancies – rooms and hub</li> <li>• Special introductory offers</li> </ul>

Bad debts	<ul style="list-style-type: none"> <li>• Follow up with all debtors</li> <li>• Manage finances closely</li> <li>• Ensure any debtors are unable to hire space until debts cleared</li> <li>• Up-front payment only for known bad debtors only</li> </ul>
Staff leaving	<ul style="list-style-type: none"> <li>• Focus on staff retention</li> <li>• Ensuring good working conditions and manageable workloads</li> <li>• Regular one to ones and reviews to address any issues and retain staff</li> <li>• Good recruitment to fill vacancies</li> </ul>
Insufficient volunteer numbers	<ul style="list-style-type: none"> <li>• Promotion of volunteering opportunities</li> <li>• Recruitment drives in relevant places e.g. events</li> <li>• Encouraging existing volunteers to recruit new volunteers</li> <li>• Aim to retain volunteers</li> </ul>

## Our action plan

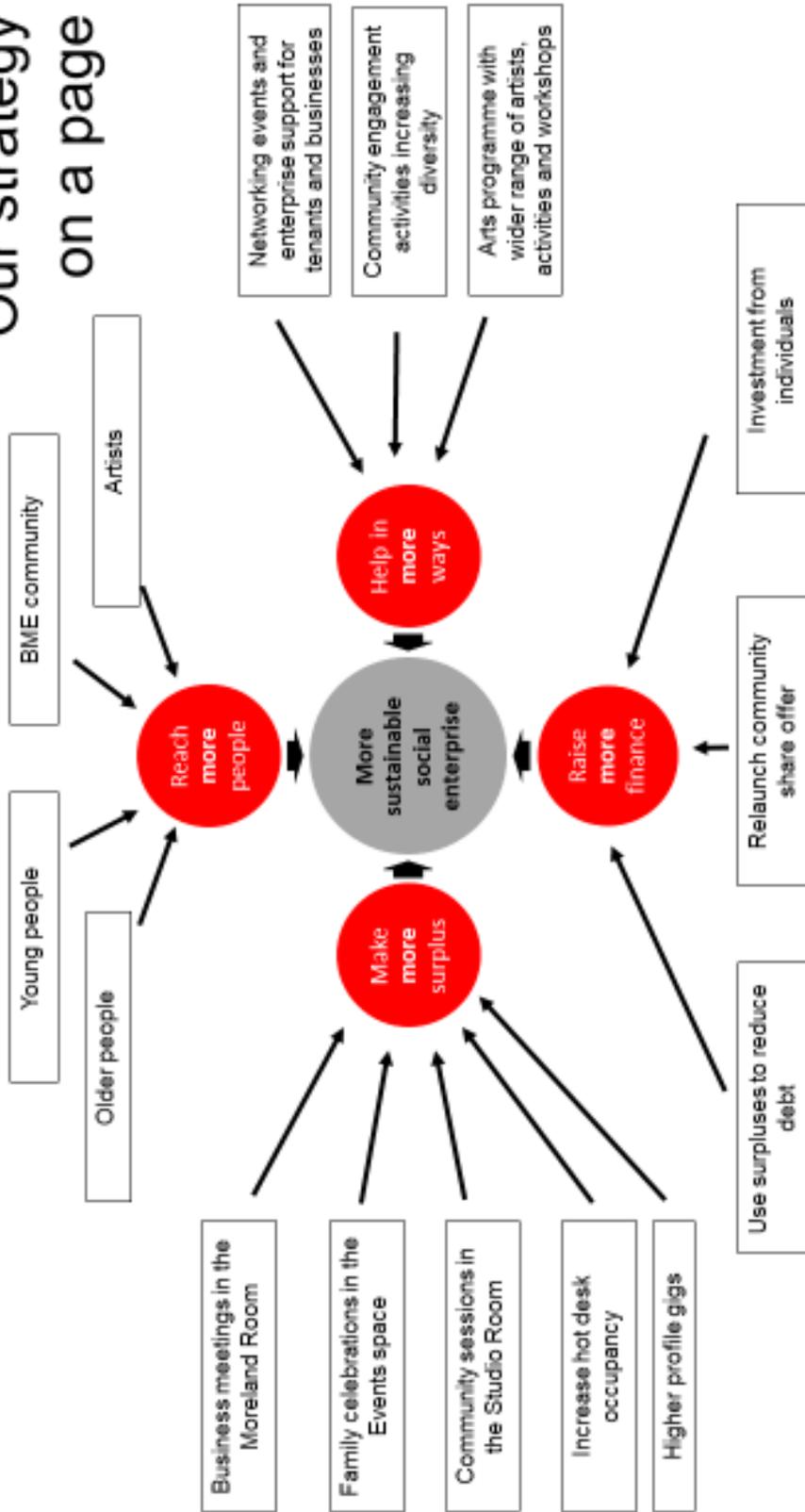
In summary the main areas of activity, timing and individuals that will lead each are as follows:

Activity	When	Lead
<b>Project</b>		
Increase daytime room hire for all spaces	Ongoing	Administrator and whole team
Increase and maintain at least 80% capacity in the hotdesk rooms – The Hub and Media Hub, with a view to reaching 90%.	Ongoing and by March 2019	Administrator
Maintained fully tenanted offices and artisan studio	Ongoing	Administrator
Provide support for tenants and start-ups through training, workshops and 1 to 1s and peer support.	10 enterprises supported over 18 months	Administrator
Launch a 'Friends' membership scheme	November 2018	Board
<b>Volunteers</b>		
Promote volunteer roles within building	Immediately	Whole team
Attend local seminars/conferences to promote Volunteering at RBB and RBB	Immediate and ongoing	Administrator and Events Manager

Develop new recruitment strategy for Volunteers	Immediately	Board
Develop comprehensive induction process for volunteers	By October 2018	Board
Train staff on volunteer induction and retention	By end October 2018	Administrator and Events Manager
Attract and engage a team of younger volunteers	10 younger people by end of March 2019	Youth Club Coordinator and Events Manager
<b>Community Garden</b>		
Develop and implement an offer for Therapeutic Gardening, supporting people with personal budgets in order to make the garden sustainable	Ongoing	Community Gardener
Instigate activities to generate revenue from the garden e.g. plant sales, mushroom sales, running workshops	Ongoing	Community Gardener
<b>Marketing and Promotion</b>		
Produce a marketing brochure	July 2018	Completed
Distribute marketing brochure to local businesses and organisations and as widely as possible	September 2018	Administrator and Volunteers
Manage all social media channels	Ongoing	Administrator
<b>Events</b>		
Continue to build reputation of RBB as a venue by attracting bigger name acts and performers, increasing footfall and revenue. One higher profile act each month.	By end March 2019 and ongoing	Arts and Events Manager in partnership with others.
Increase number of events specifically for engaging a younger audience. Target 2 a year.	Ongoing	Arts and Events Manager in partnership with others.
Diversifying events e.g. theatre, comedy, music to engage a wider audience.	Ongoing	Arts and Events Manager in partnership
<b>Arts</b>		
Increase number of high profile exhibitions to two per year	2018 and ongoing	Arts and Events Manager
Increase range of artists exhibiting, encouraging young artists and new artists in the area to exhibit	2018 and ongoing	Arts and Event Manager
Strengthen Arts Committee	Ongoing	Arts Committee and Arts and Events Manager

Building on existing relationships such as with the Blue School and encourage Strode College and other schools to exhibit artwork at RBB	3 schools actively and regularly engaged by end of March 2020	Arts and Events Manager
Increase range and diversity of art and creative classes offered at the RBB	2018-19	Arts and Events and Project Manager
<b>Building</b>		
Developing the outside space including decking, patio etc., subject to funding.	March 2020	Building and Facilities Coordinator
Investigate potential options for using the basement for recording studio, dark room and printmaking studio or similar subject to being able to satisfy fire regulations and provide a suitable fire exit.	March 2020	Building and Facilities Coordinator

# Our strategy on a page



	Year 1	Year 2	Year 3	Change %	
	2018-19	2019-20	2020-21	Y2 vs Y1	Y3 vs Y2
<b>INCOME</b>					
Events programmes	21,000	25,800	30,600	22.9%	18.6%
Space hire					
Offices	34,848	35,545	36,611	2.0%	3.0%
Bocabar	23,049	24,400	25,861	5.9%	6.0%
GFM space	3,504	3,554	3,809	1.4%	7.2%
Hot desks	10,800	12,150	13,500	12.5%	11.1%
Artisan units	9,660	9,853	10,050	2.0%	2.0%
Morland Room	6,400	9,880	14,820	54.4%	50.0%
Studio Room	6,600	7,488	9,360	13.5%	25.0%
Event space	3,900	7,800	15,600	100.0%	100.0%
<b>Sub-total</b>	<b>98,761</b>	<b>110,670</b>	<b>129,612</b>	12.1%	17.1%
Revenue grants					
Power to Change	12,200	0	0	-100.0%	-
SCF & JAC Trust	6,000	0	0	-100.0%	-
AHF	1,150	0	0	-100.0%	-
Other/new grants	1,500	0	7,000	-100.0%	-
Share Offer / Donations	0	23,000	0		
<b>Sub-total</b>	<b>20,850</b>	<b>23,000</b>	<b>7,000</b>	10.3%	-69.6%
Other income (eg recharges, Friends)	11,850	13,112	15,377	10.6%	17.3%
<b>Total income</b>	<b>152,461</b>	<b>172,582</b>	<b>182,589</b>	<b>13.2%</b>	<b>5.8%</b>
<b>OVERHEADS</b>					
Staff costs	89,154	79,908	79,908	-10.4%	0.0%
Events programme	12,576	12,630	12,700		
Accountancy and Audit	5,400	5,508	5,618	2.0%	2.0%
Bank charges	680	694	707	2.0%	2.0%
Biomass fuel	6,400	6,528	6,659	2.0%	2.0%
Cleaning	2,265	2,310	2,357	2.0%	2.0%
Electricity	18,000	18,360	18,727	2.0%	2.0%
Insurance	7,967	8,126	8,289	2.0%	2.0%
Loan repayment	22,500	0	0	0.0%	0.0%
PAT testing	200	204	208	2.0%	2.0%
Pest control	520	530	541	2.0%	2.0%
Repairs and maintenance	12,000	12,240	12,485	2.0%	2.0%
Telephone	3,776	3,852	3,929	2.0%	2.0%
Broadband	4,000	4,080	4,162	2.0%	2.0%
Waste management	1,140	1,163	1,186	2.0%	2.0%
Water	4,600	4,692	4,786	2.0%	2.0%
Other expenses	6,037	6,158	6,281	2.0%	2.0%
Management charge	4,800	4,800	4,800	0.0%	0.0%
<b>Total Overheads</b>	<b>202,015</b>	<b>171,783</b>	<b>173,342</b>	<b>-15.0%</b>	<b>0.9%</b>
<b>NET SURPLUS/(DEFICIT)</b>	<b>(49,554)</b>	<b>799</b>	<b>9,247</b>		