

Shenley Youth & Community Trust

BUSINESS PLAN (FINAL)

1ST APRIL 2018 - 31ST MARCH 2020

**Shenley Youth & Community Trust
200, Green Meadow Rd.
Selly Oak
Birmingham
B29 4ED**

Tel: 0121 475 7521

**Email: enquiries@shenleycourthall.co.uk
Website: www.shenleycourthall.co.uk**

**Charity Registration: 1124201
Company Registration: 06535437**

FOREWORD

Shenley Court Hall (SCH) is a thriving independent, modern community centre managed by Shenley Youth & Community Trust (SYCT), serving local people and providing a wide range of activities and services for the community.

This Business Plan builds on activities and services originally provided at Shenley Green Centre as well as those developed following the opening of Shenley Court Hall in June 2010. Warm thanks are due to both Bournville Village Trust and the Charles Henry Foyle Trust for their financial and technical support.

The establishment of SCH has led to significant growth in the range and number of local user groups and services offered by SYCT. Thanks are due to staff and volunteers, ably led by Karen Turvey, SCH's Manager, and to Board Trustees.

This Plan builds on and forecasts the maintenance of at least existing 'year on year' levels in the number and range of user groups and organisations and associated footfall. It seeks to identify and develop new opportunities to meet gaps in local provision. Planned developments include the provision of additional youth work services.

Governance arrangements have also been reviewed and strengthened, recruiting people with a range of skills and experiences onto our Board. Further recruitment is planned to take place over the lifetime of this Business Plan.

However, as with many other voluntary and community organisations SYCT continues to be faced with a number of challenges including the need to maximise income and, at a time of continuing constraints on third sector funding both locally and nationally, to attract additional funding. In particular, competition from one of our After-School Club feeder schools has potentially serious financial consequences for SYCT's sustainability beyond the period of this Business Plan. This, together with probable additional financial commitments related to SYCT's lease of SCH, will create significant challenges for the Board of trustees.

SYCT's close working relationship with Bournville Village Trust and with other local organisations continues to be important in achieving the key objective of providing a high quality and accessible service to local people.

Chris Bonnard
Chairperson – Shenley Youth & Community Trust

CONTENTS

FOREWORD

EXECUTIVE SUMMARY	Page 4 - 5
1. Shenley	Page 6
1.1 The area	
1.2 Demography	
2. The organisation	Page 6 - 8
2.1 Shenley Youth & Community Trust	
2.2 Mission Statement,	
2.3 Aims	
2.4 Objectives	
2.5 Policy context and the external environment	
2.6 Stakeholder analysis	
3. The people	Page 9
3.1 Governance	
3.2 Staffing	
3.3 Organisational structure	
4. Our activities	Page 10 - 11
4.1 Needs analysis	
4.2 Current activities and services	
4.3 Key achievements	
5. Priorities & New developments - 2018/2019/2020	Page 12 - 13
5.1 SCH Activities & Services	
5.2 Management & Governance	
5.3 External Stakeholders & Partners	
6. Our finances	Page 14 - 18
6.1 Introduction	
6.2 Financial Commentary	
6.3 Income Generation	
7. Marketing our activities and services	Page 19 - 21
8. Monitoring, evaluation and risk	Page 22 - 23
8.1 Monitoring & evaluation	
8.2 Risk register	
8.3 Risk and opportunities	

EXECUTIVE SUMMARY

Shenley - The area

Shenley is set within the Weoley Ward and the Northfield Constituency of Birmingham. It is part of a large mixed estate, developed and managed in the post war period by Bournville Village Trust (BVT).

SYCT - The organisation

Shenley Youth & Community Trust (SYCT) is a charitable company formed in 2008. It holds a 50 year lease on Shenley Court Hall (SCH) a community centre located in the heart of the area of Shenley Green in South Birmingham. Capital funding to build SCH was provided by BVT, with additional support from the Charles Foyle Trust.

SYCT's purpose is to provide high quality activities and services in order to maintain and enhance the quality of life of local people, to tackle deprivation and disadvantage and to work with other public, private and third sector organisations, agencies and businesses to achieve this.

SYCT - The people

SYCT through its Board, is responsible for the proper management of SCH, assessing and setting priorities, ensuring SYCT's financial sustainability, its compliance with legal and regulatory responsibilities including the employment of staff. In order to ensure the smooth operation of SCH and to deliver high quality services, SYCT, as at April 2018, has fourteen full and part time staff, and ten volunteers.

SYCT - Activities, Services & Key Achievements

Based on need and subject to the identification of resources, activities and services are informed by census, local survey information and evaluation of existing services, helping to inform the Board's decision-making.

As at April 2018, twenty-four different activities and services provided or supported by SYCT take place at SCH with other opportunities to be developed in the future.

SYCT runs a breakfast club and an after-school club for primary school children, a youth club for 8 -11-year olds, a senior youth club and outreach activities for 11-18-year olds, holiday play schemes, a senior citizens' luncheon club and a recording studio facility. Spaces for community groups to hire include a computer room, arts and crafts room, a recording studio, a multi-purpose room for individuals and small groups as well as conference and exhibition halls.

Key achievements over the past year include an increase in the range of groups providing activities focussing on physical and mental health and on IT, together with a thriving Out of School Club, a Lunch Club and Senior Citizens Club. Good working relationships with BVT, other local groups and organisations and key local and city-wide agencies have been maintained. Enhanced governance arrangements have been fully implemented including the recruitment of three new trustees.

SYCT - Priorities for 2018 - 2020

The period covered by this Business Plan presents both challenges and opportunities for trustees and staff with priorities set out in Section 5.1 below. These include the following commitments.

- Sustain and grow activities and services
- Secure additional funds to support the engagement of young people
- Attract additional community, public and private services to be located at SCH
- Increase income through charges for services and activities and successful funding bids
- Minimise the impact of Northfield Manor Primary Academy's decision to start its own After-School Club from April 2018.
- Consider and put in place actions to ameliorate significant likely increases in building repairs and maintenance.
- Enhance partnership working with BVT and other local organisations and agencies.
- Recruit new board members, including a new Treasurer, to meet gaps identified by a skills audit.
- Continue the evaluation of SYCT services and activities
- Continue to promote Shenley Court Hall through existing and new marketing strategy priorities
- Promote IT related training, learning and support services and activities.

SYCT - Our finances

Cuts locally and nationally present significant challenge to trustees and staff in attracting income to sustain the work of the SYCT. However, growth in activities and services has made a significant financial contribution, supporting SYCT's continued success.

The importance of ensuring that SCH is used primarily as a resource for local people whilst generating income from private events (e.g. conferences) where possible, continues to be at the centre of the Board's thinking.

The establishment of additional activities such as IT training and new activities has meant the level of room hire income has been sustained. The continuing generosity of funders including BVT, together with increasing income from the growth of the OoSC, room hire and other funding sources, continues to be essential if SYCT is remain financially sustainable. However, competition from one of our Out-of-School Club feeder primary schools has potentially serious financial consequences for SYCT's sustainability beyond the period covered by this Business Plan as does increasing pressures on building repair costs.

SYCT's projected budget for 2018/19 identifies income of £135,519 and expenditure of £147,263, a significant deficit of £11,744. Financial planning for 2019/20 indicates income of £140,985 and expenditure of £152,310, a deficit of £11,325. Detailed projected budgets are set out in Section 6 of this Business Plan.

SYCT - Marketing

SCH's website and its twitter and face book accounts provide the cornerstone of SYCT's marketing activities, enhanced by targeted publicity and through leaflets, flyers and posters. Marketing priorities will be informed through the implementation of SYCT's Marketing Strategy and evidence from consequent needs analysis and user surveys.

SYCT - Monitoring & evaluation

Monitoring and evaluation of services and activities provided by SYCT are the overall responsibility of the Board of Directors as is the analysis of risk through a formal risk assessment process. The Business Plan provides a framework against which this can be undertaken.

1. SHENLEY

1.1 The area

Shenley is set within the Weoley Ward and the Northfield Constituency of Birmingham. It is part of a large mixed estate developed and managed in the post war period by Bournville Village Trust (BVT). Its population lies in an area extending from Northfield in the south west to Shenley Fields Road in the North, Middle Park Road in the east and Bristol Road South which runs through to Northfield.

1.2 Demography

Section 4.1 of the Business plan provides a more detailed analysis of census data, focuses on an evidence-based needs analysis, applying both census and other local data to assist priority setting.

2. THE ORGANISATION

2.1 Shenley Youth & Community Trust

Shenley Youth & Community Trust (SYCT) is a registered charity & company limited by guarantee and governed by its Memorandum & Articles of Association. Formed in 2008, it took over the assets of Shenley Green Centre and holds a 50 year lease on SCH.

Shenley Court Hall is a modern community centre located in the heart of the area of Shenley Green in South Birmingham. Funded by BVT, with additional support from the Charles Foyle Trust, SCH replaced the old Shenley Green Centre, the site of which has now seen the provision of new housing for local people.

SYCT is responsible for the proper management of SCH, setting priorities, ensuring SYCT's financial sustainability, and its compliance with legal and regulatory responsibilities and including the employment of staff.

2.2 Mission statement

Shenley Youth & Community Trust's mission is:

'to work in partnership with residents and engage with relevant organisations and agencies in helping to identify and provide what is needed in order to make Shenley a place where people would want to live'.

2.3 Aims

The key aims of SYCT are to:

- Work in partnership with residents and other organisations and agencies to make Shenley a place where people would want to live.
- Provide a range of appropriate high-quality activities and services meeting the needs of local people and reflecting the demography of the community.

2.4 Objectives

The key objectives of SYCT are to:

- Empower people to have a voice for positive change in their own community;
- Facilitate the economic and social health of families through the provision of quality child care;
- Alleviate isolation and fear experienced by vulnerable people.

2.5 Policy context and the external environment

A ‘macro’ PEST analysis focussing on policy and the external environment is set out below. The development of a ‘micro’ PEST analysis will be examined by SYCT during 2018/19.

<p>Political Reduction of Local Government budgets Piloting of government business rates Transfer from national to local govt. Exiting the European Union Local commissioning and outsourcing of services Continuing implementation of Charities Act 2016 legislation/regulation Restrictions on lobbying/campaigning Changes in Welfare reform e.g. Tax Credits, Universal Benefit; disability benefit.</p>	<p>Economic Funding trends e.g. competition and collaboration across providers Exiting the European Union No grant funding from Birmingham City Council Local commissioning and outsourcing of services New fundraising regulations Increases in Minimum Wage and Living Wage Funding and in-kind support from BVT Economic sustainability of partners and businesses Local provider(s) setting up services in competition</p>
<p>Social Demographic changes – growth in numbers of older people and young people under 18 Aging Needs of young people Meeting needs across different communities Working patterns of parents/carers National Safeguarding improvements Whistleblowing Interests of new residents Collaboration with other local agencies</p>	<p>Technological Digital Access Introduction of Digital A/Cs by Charity Commission Increasing online and social media presence User Surveys – on line and data base General Data Protection Regulation</p>

2.6 Stakeholder analysis

The Inform/Engage/Consult/Partner framework was established in 2015/16 to support the assessment of SYCT’s possible engagement with different types of stakeholders. It is reviewed annually and last updated in March 2018. This approach informs and supports SYCTs effective relationships with stakeholders over the period covered by the business plan and its associated marketing strategy and related priorities.

HIGH	<i>INVOLVE</i>	<i>PARTNER</i>
▲ ↑ I N F L	Funders Staff Volunteers Neighbours Kids at local Schools Green Meadow and Northfield Manor Primary Schools Local Colleges and Universities	BVT Shenley Lane Community Association St David's Church SYCT Board members Funders
	<i>INFORM</i>	<i>CONSULT</i>
U E N C E ↓	Birmingham City Council Bournville Extra-Care Village Local residents Suppliers Competitors Local Shops & Business circles Parents/carers User group leaders	User groups Parents Carers BVT Local Organisations Residents
LOW	←	→
	INTER	EST
		HIGH

3. THE PEOPLE

3.1 Governance

Shenley Youth and Community Trust (SYCT) is a registered charity and a company limited by guarantee. The Board of Directors has responsibility for SYCT's policies, its strategic direction and the establishment of priorities. In addition, it has full financial and legal responsibilities for the Trust, its staff, activities, services and assets.

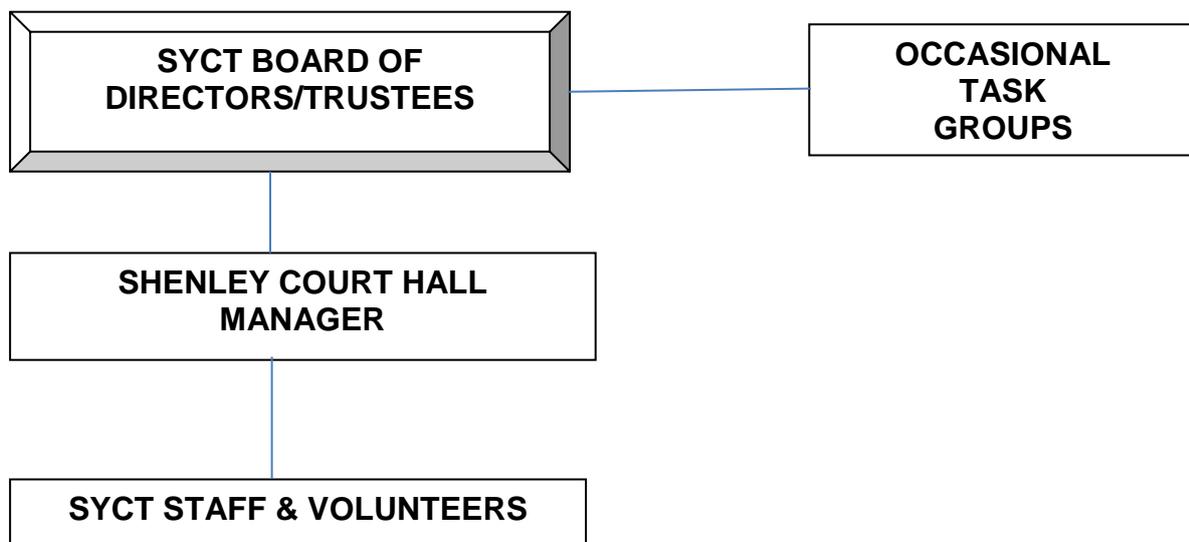
The Board is made up of a cross-section of people reflecting local residents and others with the skills necessary to provide good governance of SYCT and users of SCH. As at April 2018 Board Directors/Trustees are:

Chris Bonnard	- Chairperson and Company Secretary
Peter Cornell	- Vice-Chairperson
Theo Van Beurden	- Treasurer
Ellie Ahmed	- Marketing & Communications lead
Richard Craddock	- Director/Trustee
Ina Clason	- Director/Trustee
Alyson Ralphs	- Director/Trustee
Pauline Grace	- Children and Young Persons lead

3.2 Staffing

Shenley Court Hall's Manager is seconded on a full - time basis from Bournville Village Trust and is responsible for ensuring the development of activities, the smooth management of SCH and the supervision of staff employed by SYCT and for volunteers. Other staff have specific responsibility for reception, administration, preparation of meals, caretaking and cleaning and to support other activities including a luncheon club, a junior and senior youth club and a flourishing out of school club. As at April 2018 SYCT employed 14 full and part-time staff together with responsibility for 10 volunteers.

3.3 Organisational structure



4. OUR ACTIVITIES

4.1 Needs analysis

As an organisation, SYCT seeks to provide services and activities that will serve the needs of the local community. In order to assist this objective this section of the Business Plan sets out the latest UK census data (2011), focuses on an evidence-based needs analysis, and applying census, other local data and evaluation results to assist priority setting.

Children and Young People

14.7% of households have children aged 0-4.

7% of residents are aged 5-9.

9% of residents are aged 10-15.

Overall, 26% of residents in Weoley Ward are aged under 18.

Older people

25% of households in the Weoley Ward are occupied by residents aged over 65. Just over half of these are occupied by older people living alone (13% of total households).

Health

10% of residents say their daily activities are limited by their health conditions.

SYCT will continue to undertake analysis of different user groups and activities during 2018/19 and 2019/20 This will provide a profile of SCH users and help the Board in deciding on future priorities.

4.2 Current activities and services

SYCT provides and directly manages a breakfast club and an after-school club for primary school children, a junior youth club for 8 -11-year olds, a youth club for 11-18-year olds, a lunch club and recording studio facility. Additionally, 20 activity groups use SCH, including a senior citizens club and an art group. Available for hire by community groups and other organisations, SCH has a computer room, arts and crafts room, and a recording studio. A full summary of services and activities provided or supported by SYCT and taking place at Shenley Court Hall as at 1st April 2018 is set out below:

Services provided and directly managed by SYCT

Out of School Club (OOSC) incorporating a Breakfast Club and After School Club

Junior Youth Club - 8 to 11 years

Youth Club - 11 to 18 years

Luncheon Club

Play Schemes

Recording Studio facility

Activities run by other groups

Karate

Badminton club

Harborne Heartbeats

Mess Around

Clubercise

Fly above tuition

Senior Citizens

Zumba

Yoga

Dance club

Psychic Development Group

Keep Dancing

Kickboxing

Family Clubercise

Digital drop in

Art Group

Tap Dancing

Weight watchers

4.3 Key Achievements in 2017/2018

Key achievements over the past year are set out below:

SCH Activities & services

- An increase in the variety of community groups using SCH with an average footfall of circa 900 people a week
- An increase in the number of children attending the Breakfast and After School Clubs from 48 to 60 registered places per session
- A Junior Youth Club with an average of 12 young people taking part each week
- The provision of internal and external activities, including a youth club night and other activities for up to twelve 11 to 18-year olds
- Easter and Summer Play schemes attended by 40 children
- An attendance at SYCT's lunch club of 40 people per week
- An increase in senior citizens' club membership with average attendance of 75 people per week
- Increased usage of information technology facilities, including drop-in advice sessions (led by BVT), tutoring for young people and training sessions for local people
- Introduction of a children's' birthday party package with four new bookings

Governance and Management

- Recruitment of three new trustees
- Implementation of a trustees Code of Conduct and Register of Interests
- Adoption of small charities Governance Code
- Put in place a skills audit of trustees
- Agreement in principle to introduce the voluntary real living wage
- Continuous review of SYCT's Risk Register
- Continuous review of Reserves Policy
- Implementation of SYCT's Marketing Strategy
- Introduction of a Risk Management Policy
- Establishment of working group to ensure compliance with new GDPR rules
- Continuous review of existing operational policies and procedures
- Regular and increased use of SYCT twitter and face book sites.

External Partners

- Building and maintaining good working relationships with local organisations including Bournville Village Trust, St. David's Church, Bournville Extra-Care Village, Shenley Lane Community Association, Green Meadow School, Northfield Manor Primary Academy.

5. PRIORITIES & NEW DEVELOPMENTS FOR 2018/2020

The period covered by this Business Plan will present both challenges and opportunities for trustees and staff. Key and continuing priorities for SYCT are as follows:

5.1 SCH Activities & Services

Activities and services: sustaining and building existing and new activities and services will be informed by evidence-based needs analysis and applying both census and other local survey and evaluation data to assist priority setting.

Footfall: SCH footfall be sustained year on year, reflecting increased levels of activities, services and private bookings.

Out of School Club: an increase in the numbers of children from Green Meadow School and assessment of the impact upon, and subsequent decisions to be taken in the light of the decision by Northfield Manor Primary Academy to establish their own after-school club from April 2018.

Holiday Play Schemes: subject to a successful piloting of a 'wrap-around play scheme for the Easter 2018 holiday, the establishment of similar schemes for holiday periods throughout the period covered by this Business Plan.

Work with young people: a Service Level Agreement between BVT and SYCT including funding of £5,000 p.a. to support SYCT's work with young people between 11 -18 years of age. Internal and external independent evaluations of the service will take place with the young people and their parents/carers.

Development of a professional relationship with Newman University to bring youth work support resources to SYCT's youth work provision and undertake the external evaluation of SYCT's youth work.

Additional funds to be attracted to support the engagement of young people and to develop their confidence and skills through SCH and outreach activities.

Bursary Scheme: resources have been jointly identified by SYCT/BVT to award an annual bursary of up to £500 to support a local young person's education and training.

Lunch Club: maintaining at least the existing level of services for older people living in and close to the community of Shenley.

Information technology: maintenance of IT related training, learning and support services and activities.

5.2 Management & Governance

'Micro' PEST analysis. The development of a 'micro' PEST analysis will be examined by SYCT during 2018/19.

Income generation: SYCT to continue to generate additional income, allowing SYCT to meet increasing operational costs, including repairs and maintenance and staffing and to build towards future sustainability.

Staff and volunteer development: professional development and skills training will continue to be a cornerstone of both ensuring staff and volunteers are fully informed of changes in legislation and regulation affecting their work and in maintaining and enhancing high quality customer care.

User surveys: the period covered by the Business Plan will see further analysis of users of services and activities in order to understand the degree to which this matches the local census data profile.

Website analysis: a detailed analysis of website use and associated trends will be maintained to inform further developments and priorities.

General Data Protection Register: agreement and implementation of actions to ensure SYCT's developing compliance with the new GDPR rules from 25th May 2018 onwards.

Policies: policies will continue to be reviewed/introduced to ensure full compliance with the law and building continued high-quality services. In the light of the Data Protection Act 2017, SYCT's data protection policies and procedures will be reviewed. The development and implementation of a Whistle-blower Policy will be completed.

Living Wage: in principle the Board has agreed to the phased introduction of the voluntary living wage. However, the speed of implementation will be dependent on SYCT's financial position.

Shenley Court Hall Lease: a review of current lease conditions is being undertaken by BVT/SYCT though it is considered unlikely that the current re-negotiation of the BVT lease agreement will be successful. As a result, during the budget year, the Board of Trustees, will need to take a view as to how future repairs and maintenance items will be funded.

Skills Audit: the skills audit of trustees/Board, started in 2017, will be completed. Results will inform gaps in skills, knowledge and experience, identifying areas for future professional development of existing trustees and the recruitment of additional trustees.

Board Recruitment: over the period of the Business Plan further recruitment of new trustees will take place in order to meet skills gaps and emphasise local community engagement. Particular attention will be given to the recruitment of a new Treasurer and with trustees having the potential to take on the position of Chairperson of SYCT from 2020/21 onwards.

Charitable Incorporated Organisation (CIO): consideration of the advantages and disadvantages of conversion from 'charitable company' to 'CIO' status and consequent decision and implementation.

5.3 External Stakeholders & Partners

Evaluation: an evaluation framework will be developed and piloted with SCH users during 2018/19 with a view to adopting a quality mark in 2019/20 or 2020/21.

Stakeholder framework: an Inform/Engage/Consult/Partner framework has been introduced to assess SYCT's possible engagement with different types of stakeholders. SYCT will review this on a rolling basis thereafter.

Partners: Board and staff will continue to work closely with Bournville Village Trust. In order to ensure its effectiveness, the five-year Service Level Agreement between SYCT and BVT, in place from the 1st January 2015, will be reviewed on a rolling basis. This reflects the full-time secondment from BVT to SYCT of the SCH Manager and financial contributions from BVT including resources to introduce youth work activities locally. With the retirement of BVT's Chief Executive in June 2018, arrangements will be made to ensure that the new Chief Executive has the opportunity to meet trustees, observe Shenley Court Hall in action and to ensure SYCT's strategic and operational relationship with BVT is maintained.

A close working relationship with St. David's Church, Bournville Gardens, Shenley Lane Community association and other key agencies such as the police and social services will continue to be supported. Opportunities for collaboration with Birmingham City Council and other local and regional strategic and funding bodies will be explored on a continuing basis.

6. OUR FINANCES

6.1 Introduction

The strain on public financial resources has continued in the year 2017/18 and it is not expected that any improvement will be realised during the term of the business plan.

The demand for SYCT's services, particularly for children and for senior citizens will continue, although some strong competition is anticipated. SYCT's financial viability will remain dependent on the provision of fee paying services. No public funding is being budgeted or planned, although some of our users may be dependent on public funding.

The decision by Northfield Manor Primary Academy ("NMPA") to start its own After School Club from April 2018 is likely to impact the number of children that will be attending SYCT's After- School Club.

A great deal of uncertainty exists around the terms and conditions under which the UK will leave the EU in March 2019. It is nearly impossible to estimate what the impact on future employment and the cost of living will be. No attempt has been made to take the impact of Brexit into account in the formulation of the numbers for the 2019/20 Plan.

It is against the above background that the 2018/19 Budget and 2019/20 Plan have been prepared.

6.2 Financial Commentary

6.2.1 Forecast 2017/18

A surplus of £6,889 is forecast for the year, an improvement of £2,610 on the budget and £4,235 on the latest forecast.

Compared to the budget income is expected to be £4,055 short of budget with Luncheon Club, Room Hire and Recording Studio being the main contributors to this shortfall. Expenditure is forecast at £134,778 or £6,665 below budget with under-expenditure at nearly all levels. The exceptions are staffing costs Out of School club and Repairs & Maintenance.

Compared to the latest forecast the improvement is primarily due to:

- shortfall in income from Luncheon Club and Room Hire is lower than previously forecast;
- expenditure on Repairs & Maintenance and Office Equipment is lower than previously forecast.

6.2.2 Budget 2018/19

The budget shows a deficit of £11,744, a significant deterioration on the current year primarily due to lower income from the After-School Club and higher staffing costs.

Income:

Income is budgeted at £135,519 or a decrease of 4% on the current year primarily due to lower income from the Out of School Club. Main assumptions are:

Out of School Club:

- Following the decision by NMPA to start its own After School Club it is prudent to take a conservative view on the number of children that will be attending our After-School Club from April 2018 onwards. The worst scenario would be the loss of 22 children per session. However, for budget purposes it has been assumed that

some of the losses may be compensated by new arrivals from the Green Meadow School or by children from NMPA not joining the new After-School Club at that school. The budget is therefore based on 40 children attending the SYCT After School Club throughout the year;

- Number of children increased from 27 to 30 per session for the breakfast club;
- Fees left unchanged;

Luncheon Club:

- Number of attendees: 19 per session, although capacity of 25 available;
- Price per meal increased from £4 to £4.50;

Play scheme:

- Number of children and fee structure unchanged;
- The budget does not provide for the potential extension of hours as no reliable data in respect of the increase in children is available.

Room Hire:

- Despite the loss of PAP during the current financial year the budget target has been brought back to £24,000.

Recording Studio & Fundraising:

- Nil budgets.

BVT Grant Aid:

- The grant of £5,000 from the BVT Chief Executive Officer has yet to be confirmed for the budget year 2018/19 or for 2019/20.

Expenditure:

Expenditure is budgeted at £147,263, representing an increase of £13,085 on the current year. The main contributory factor is staffing costs, budgeted to increase by £9,068. Staffing costs account for 66% of the expenditure budget.

Staffing Costs:

- Increase of 3% for all staff not dependent on the Statutory Minimum Wage legislation. i.e. their hourly rate is already above the minimum wage;
- all other hourly rates increased in line with minimum wage legislation effective from April 1st 2018;
- Intention, in principle, to implement the Living Wage over a number of years. However, given the potential loss of a significant part of Out of School Club income, it has been decided not to make a provision in the budget. In the event of income being significantly higher than expected the Board will re-visit this subject;
- Contributions to Worker's Pension increased from 1% to 2% (a statutory requirement);
- National Insurance thresholds and rates left unchanged;
- £3,000 NI Cashback maintained;
- Staffing levels unchanged from present.

Other Costs:

- Some costs are driven by numbers e.g. Out of School Club and Luncheon Club;
- Remaining costs have been increased for inflation and/or other information e.g. Heat & Light increased by 20%, as the forecast has the benefit of the release of a £987 provision that will not be repeated.
- Council rates increased by 6%, the maximum allowed;
- The budget still assumes that SYCT remains wholly responsible for the up-keep of SCH.

6.2.3 Financial Plan 2019/20

A deficit of £11,325 has been planned for 2019/20. The main contributory factor is the uncertainty around the number of children who may transfer to the After-School Club operated by NMPA as from April 2018.

Income:

- Income planned to increase by 4.0%; resulting from a £0.20 per session increase of Out of School fees, a £1 per session increase of Play scheme fees, a slight increase in numbers for Luncheon Club combined with a £0.20 increase in the price of a meal and a 5% increase in the income from Room Hire;
- The Out of School Club number of children planned for 2019/20 has been kept at the same level as in the budget 2018/19, given the uncertainty of how numbers will be impacted as the result of the new After-School Club at NMPA;
- The income of Play Scheme is based on the current type of operations.

Expenditure:

- Expenditure planned to increase by £5,047 or 3.4%;
- Staffing costs are planned to increase by 3.6% due to inflation 3%, increase in the contribution in Worker's Pension from 2% to 3%. No provision has been made for the implementation of the 'voluntary living wage';(see comments above);
- Nearly all other costs have been inflated by 3%;
- The plan assumes that SYCT remains fully responsible for the up-keep of SCH.

SYCT – FINANCIAL DATA – 2018 /2020

INCOME	Forecast 2017/18	Budget 2018/19	Plan 2019/20
OVERALL SUMMARY	£	£	£
INCOME	141,067	135,519	140,985
EXPENDITURE	134,178	147,263	152,310
SURPLUS/DEFICIT	6,889	-11,744	-11,325
INCOME			-
Fees and charges:			
Out of School Club	91,008	87,555	90,285
Senior Youth Club	5,000	5,000	5,000
Events	-	-	-
Luncheon club	6,442	7,524	8,686
Play schemes	2,934	3,040	3,344
Junior Youth Club	329	346	364
Refreshments	810	850	892
Equipment Hire	194	204	214
Total Fees & Charges	106,717	104,519	108,785
Premises charges:			
Room Hire	22,201	24,000	25,200
Recording Studio	149	-	-
Total Premises Charges	22,350	24,000	25,200
Grants:			
BVT Grant Aid	5,000	-	-
BVT Revenue Grant	7,000	7,000	7,000
Total Grants	12,000	7,000	7,000
TOTAL INCOME	141,067	135,519	140,985

EXPENDITURE	Forecast 2017/18	Budget 2018/19	Plan 2019/20
	£	£	£
Staff Costs			
Out of School Club	50,491	56,889	58,863
Senior Youth Club	5,229	5,427	5,615
Administration	16,008	16,680	17,259
Caretaking	10,954	11,910	12,323
Luncheon club	4,081	4,456	4,611
Play scheme	1,261	1,526	1,579
Junior Youth Club	1,704	1,848	1,912
Volunteers expenses	1,140	1,200	1,260
NI Cash Back	- 3,000	- 3,000	- 3,000
Total Staff Costs	87,868	96,936	100,422
Programme Costs:			
Out of School Club	6,528	6,460	6,654
Senior Youth Club	662	750	772
Events	1,199	1,200	1,236
Luncheon club	4,023	5,016	5,166
Play scheme	506	520	536
Junior Youth Club	95	120	124
Recording Studio Contractor	230	-	-
Refreshments	699	734	756
Training/Professional Development	400	750	775
DBS	329	350	360
Transport	700	900	950
Total Programme Costs	15,371	16,800	17,329
Admin. costs:			
Office Expenses	897	924	952
Office Equipment	500	1,000	1,000
Telephones/IT	210	210	210
Website & Marketing	50	300	300
Insurances	1,642	1,724	1,776
Professional fees	1,139	1,200	1,236
Total Admin. Costs	4,438	5,358	5,474
Premises costs:			
Rates	2,227	2,361	2,503
Water rates	1,082	1,136	1,170
Heat and light	5,950	7,145	7,359
Cleaning & sundries	1,478	1,524	1,570
Repairs & maintenance	14,790	15,000	15,450
Equipment	974	1,003	1,033
Total Premises Costs	26,501	28,169	29,085
TOTAL EXPENDITURE	134,178	147,263	152,310

6.3 Income Generation

In 2016/17 the Board agreed a Funding Strategy, based on the following framework:

- (i) Maximising existing income streams
- (ii) Maximising existing grants
- (iii) Identifying cost savings
- (iv) Developing new activities
- (v) Identifying and assessing potential funding sources
- (vi) Considering other fundraising possibilities
- (vii) Establishing an Action Plan

Additionally, the following key income generation actions have been identified to ensure SYCT's sustainability and the continued and growing provision of high quality services:

- Attract a range of grants and donations in order to meet projected targets;
- Further increase the use of the IT suite for work search, IT training and links with local schools and colleges;
- Through increased use by voluntary and community groups, public sector bodies and other private bookings, ensure the income target for general room hire is achieved and exceeded if possible;
- Undertake annual reviews of general room hire charges and other charges;
- Consider other services relevant for delivery by SYCT;
- Undertake a wider marketing of services and room hire resources through our inter-active website and social media (e.g. twitter and face book);
- Consider the principles and practicalities of local advertising on SCH's website;
- Review and reduce costs wherever feasible.

7. MARKETING OUR ACTIVITIES AND SERVICES

During the period of this Business Plan SYCT's Board will work closely with Shenley Court Hall's Manager and staff to ensure the effective implementation of the following SYCT Marketing and Stakeholder Strategy.

SYCT Aims

- To work in partnership with residents and other organisation and agencies to make Shenley a place where people would want to live.
- Provide a range of appropriate high-quality activities and services meeting the needs of local people and reflecting the demography of the community.

SYCT Objectives

- Empower people to have a voice for positive change in their own community.
- Enable young people to become the next generation of community activists.
- Facilitate the economic and social health of families through the provision of quality childcare.
- Generate sufficient income to ensure SYCT's continued sustainability
- Achieve a competent and confident management and staff team.

Marketing Objectives and Targeting

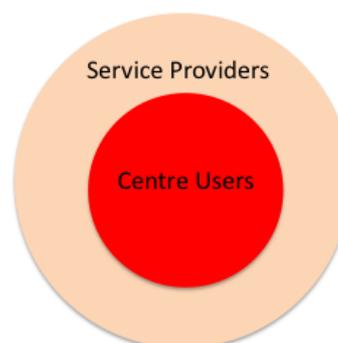
Objective 1

Maintain and increase attendance at regular activities scheduled at Shenley Court Hall.

Target Audience

Core audience: Centre Users

Service providers will also be exposed to marketing activity.



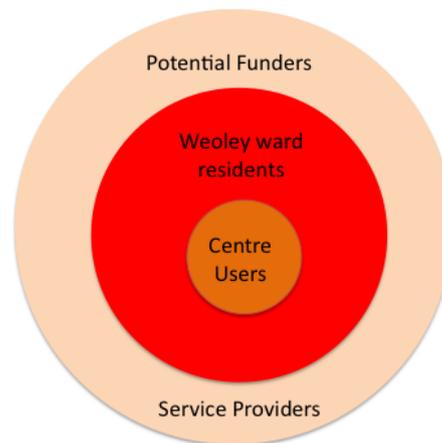
Objective 2

Ensure Shenley Court Hall continues to be an important community asset by residents, funders and other stakeholders.

Target Audience

Core audience: residents of Weoley ward
(likely to include centre users)

Potential funders and service providers may be exposed to the activity, but they are not the direct target audience for it.



Marketing Strategy

2018/19

1. Maintain and increase attendance at regular activities scheduled at Shenley Court Hall.

SYCT will continue with the current marketing approach, which includes:

- Leaflets and posters which are available within Shenley Court Hall itself, on community notice boards throughout Weoley ward, and in appropriate community locations such as local schools;
- Shenley Court Hall website and links to other local community-based websites
- Regular Twitter and Facebook updates.

Where additional support is needed to boost participation in activities directly run by Shenley Court Hall, SYCT will investigate the possibility of targeted and strategic paid-for advertising opportunities.

2. Ensure Shenley Court Hall continues to be an important community asset by both residents, funders and other stakeholders.

SYCT will continue to use PR to promote the work Shenley Court Hall is doing with young people by:

- Making use of our wider connection with Bournville Village Trust and other organisations such as the Bournville Community Hub to tie in with their promotional calendars where appropriate;
- Promoting activities before they happen and providing follow-up information after they happen to celebrate successes.

Shenley Court Hall will continue to promote itself as a meeting/event venue through Google Reviews by actively asking those who book an event with SYCT to review their experience on Google after their event, monitoring the number of Google Reviews each quarter, and responding to positive and negative comments in the Google reviews where appropriate.

SYCT will identify specific stakeholder organisations in the wider community with whom Shenley Court Hall could develop a mutually beneficial partnership, for example, local colleges, and trial some form of regular, relationship-building activity.

2019/20

1. Maintain and increase attendance at regular activities scheduled at Shenley Court Hall.

SYCT will continue with the current marketing approach, which includes:

- Leaflets and posters which are available within Shenley Court Hall itself, on community notice boards throughout Weoley ward, and in appropriate community locations such as local schools; Shenley Court Hall website and links to other local community-based websites
- Regular Twitter and Facebook updates.

2. Ensure Shenley Court Hall continues to be an important community asset by both residents, funders and other stakeholders.

SYCT will continue to use PR to promote the work Shenley Court Hall is doing with young people by:

- Making use of our wider connection with Bournville Village Trust and other organisations such as the Bournville Community Hub to tie in with their promotional calendars where appropriate;
- Promoting activities before they happen and providing follow-up information after they happen to celebrate successes.

Shenley Court Hall will continue to promote itself as a meeting/event venue through Google Reviews by actively asking those who book an event with us to review us on Google after their event, monitoring the number of Google Reviews each quarter, and responding to positive and negative comments in the Google reviews where appropriate.

Building on learnings from 2018 stakeholder activity, SYCT will establish regular, relationship-building activities with specific stakeholder organisations in the wider community with whom Shenley Court Hall to foster mutually beneficial partnerships.

Evaluation

SYCT will evaluate the marketing activities using hard and soft measures including:

- Web traffic data
- Number of Twitter followers and Facebook 'likes'
- Attendance levels for activities run by SCH and those run by external service providers
- Feedback from service users
- Attendance at community events
- PR coverage achieved
- Questions in the Bournville Village Trust residents' survey concerning knowledge of, and use of, Shenley Court Hall.
- The manhours needed to plan and execute the new strand of marketing activities targeting Weoley ward residents.

8. MONITORING, EVALUATION AND RISK

8.1 Monitoring and evaluation

Monitoring and evaluation of services and activities provided by SYCT are the overall responsibility of the Board of Directors/Trustees. To effectively evaluate the performance of SCH, during 2017/18 the SYCT Board of Directors/Trustees worked closely with key staff to develop an evaluation framework related to the provision of youth work activities. The evaluation framework will enable the Board to gain qualitative and quantitative insight into the performance of SCH in this area and to further improve service provision for the future.

In addition to evaluation of youth work activities, during 2018/19 and 2019/20 SYCT will establish evaluation questions, closely linked to the following Business Objectives set out in this Business Plan and which will inform both a process and impact evaluation approach:

- Facilitate the economic and social health of families through the provision of quality child care;
- Alleviate isolation and fear experienced by vulnerable people;
- Generate sufficient income to ensure SYCT's continued sustainability;
- Achieve a competent and confident management and staff team.

Evaluation questions, timing of research and data collection methods will be prioritised, taking into account resource and budget constraints.

8.2 Risk Register

In January 2018 the Board considered and agreed a Risk Management Policy. Additionally, a Risk Register framework has been established, measuring impact, identifying actions and regularly reviewing results and changes against the following operational risks:

- Capital Resources
- Safeguarding
- Public Benefit
- Policies and Procedures
- Competition and Partnerships
- Project Viability
- Reserves Policies
- Dependency on Bournville Village Trust

The Risk Register will be reviewed by the Board at their quarterly board meetings.

8.3 Risk and opportunities

- At present a deficit of around £12,000 is budgeted for 2018/19 and a deficit of around £11,000 is planned for 2019/20. Although the current level of free reserves would be adequate to cover these deficits; they are not sustainable beyond the end of the 2020/21 financial year;
- The impact of the decision by NMPA to start their own After-School Club is as yet unknown. In particular it is probable that some NMPA children continuing to attend

the SYCT After-School Club after Easter will transfer to NMPA after the Summer holidays;

- In the light of NMPA's decision to establish their own After School Club, SYCT will promote its breakfast Club to parents of children attending NMPA.
- There are 15 children from Green Meadow School registered for the SYCT After School Club who could partly fill the gap created by the loss of NMPA children;
- Steps are taken to extend the Play Scheme to cover a daily period of 10 hours opposed to the current 5 hours. The additional income stream and associated costs have not been budgeted;
- Income for Youth Work is limited to a grant of £5,000 from BVT. Possible additional funding streams are investigated by trustees;
- A continued selective approach towards the use of the halls over the weekend e.g. birthday parties may result in an increase in Room Hire income;
- It is considered unlikely that the current re-negotiation of the BVT lease agreement will be successful. As a result, during the budget year, the Board of Trustees, will need to take a view as to how future repairs and maintenance items will be funded;
- Further cuts in public spending may increase the charges for services provided by public authorities or suppliers depending on public funding;
- The rate of inflation used in the budget is 3%; any increase above this level may adversely impact costs;
- The recent number of businesses that have gone into administration or have been liquidated could adversely affect unemployment and place parents in a position that they can no longer afford the Out of School Club fees;
- Any change in government regulation leading to the withdrawal of mandatory/discretionary business rate relief on charities would present a major threat to the survival of SYCT;
- Any pressure by Government to increase the statutory minimum wage or increase pressure on businesses to implement the Living Wage would adversely impact staffing costs;
- Despite the reduction in income from the Out of School Club no provisions have been made for redundancies. If SYCT is forced in that direction then overtime would be cut in the first instance. However, that action could result in staff leaving, given contracted hours being inadequate to meet their monthly outgoings.