



St Pauls Unlimited Community Partnership

Business Plan

April 2014 – March 2017



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Acknowledgements

SPU would like to thank all of the residents and partners who have supported and contributed to making St Paul's a better place. SPU look forward to working with residents and partners over the next 3 years to make St Paul's an *even* better place.

SPU Coordinating body

1. Executive Summary

- 1.1 St Pauls Unlimited Community Partnership (SPU) is a resident led organisation that has helped to improve the St Pauls area of Bristol over the last 10 years. During this time, SPU has been supported by Bristol City Council (BCC) which has provided it with staff and running costs. From 2014, the council will no longer be in a position to finance SPU.
- 1.2 SPU has decided to continue as an independent Charitably Incorporated Organisation (CIO), and this business plan sets out its ambitious plans to continue to drive forward the much needed improvements that will enhance the St Pauls neighbourhood and make it a happier, healthier and more successful community.
- 1.3 SPU has already achieved a great deal. It has helped to create better local services, tackle crime and improve community safety, and enhance the physical environment. However, there is still much to be done, and a recent consultation has shown that residents strongly support the continuation of a local organisation that enables them to influence decision making in the neighbourhood.
- 1.4 SPU works to benefit St Pauls, a densely populated vibrant inner city area of around 6,000 residents, which, despite a number of major regeneration initiatives, remains one of the poorest communities in Bristol and in the U.K. All of the four LSOAs in the St Pauls neighbourhood fall within the most deprived 10% in England in terms of multiple deprivation, particularly in terms of income, employment, crime and living environment deprivation (English Indices of Deprivation, DCLG, 2010).
- 1.5 The recent community survey found that overall; there was a high level of satisfaction with St Pauls as a place to live, with 33% of respondents very satisfied and over 50% fairly satisfied with St Pauls. More than 55% of respondents thought that the area had got better whilst they had lived there.
- 1.6 The survey found that residents also reported that they felt a number of issues needed action. These issues included improving or taking action on job prospects, rubbish clearance and fly tipping, activities for teenagers, control of dogs and dog fouling, parking on pavements, clean streets, crime and anti-social behaviour, street drinking, activities for older and disabled people, pollution levels, better roads and pavements and noise nuisance.
- 1.7 The current local and national policy and operating context shows a mixed picture for SPU's next phase. There are emerging opportunities arising from the Localism Act 2011, Bristol's Neighbourhood Partnerships and the more general recognition of the role of the voluntary sector in engaging residents both in influencing and in practically delivering local services. However, the economic recession means that people in St Pauls have been hard hit by service and benefit cuts, and there is far less funding available for voluntary organisations.
- 1.8 In order to be able to function effectively over the next 3 year period, SPU needs to secure sufficient resources to employ staff and fund running costs. As a minimum, this means attracting funding for a Community Development Manager and an Administrator. SPU have therefore identified potential funders and will be writing funding bids.
- 1.9 To support the personnel changes, SPU will be reviewing and improving its policies and procedures. SPU will also be strengthening the Coordinating Body through providing new opportunities for volunteers and ongoing training and support.

- 1.10 There are opportunities for SPU to negotiate with Bristol City Council to acquire its current office base – St Agnes Lodge – as well as other community buildings becoming available in the St Pauls area. This could help provide a more sustainable income for SPU as well as retain and improve the use of community buildings in the area. More research is quickly required to assess the viability of such a plan.

2. Background

In 1998, residents in St Pauls set up St Pauls Residents Association which was active for a number of years. The association took part in St Paul's Assessment, a major community consultation project led by Bristol City Council (BCC) in response to the long term social and economic disadvantages experienced by many residents in the area. One outcome of the Assessment was the setting up of a new body in 1993 - St. Paul's Unlimited Community Partnership (SPU) - which aims to provide a voice for residents and campaign for better services and opportunities to improve their quality of life.

Over the years, SPU has worked with Bristol City Council, local community groups, housing and faith organisations, businesses and many resident volunteers to successfully deliver a wide range of positive changes in the area. SPU has made a significant contribution to developing the St Pauls Neighbourhood Plan, creating St Paul's Learning and Family Centre and improving local parks. SPU also has a successful track record in helping to minimise the negative impact of illegal drug use and dealing in the area, working with the police, landlords and other agencies to deliver what was a national pilot scheme to quickly closing down 'crack houses', an approach replicated in other neighbourhoods across the UK.

SPU has also engaged and inspired many local residents to action. This has included organising numerous consultations, producing newsletters and community notice boards, developing a "street ambassadors/warden" scheme and supporting residents in local and national campaigns for better services and to end the negative reporting about the area.

For 10 years, BCC has supported SPU by seconding a range of council staff and providing funds and other resources through a number of regeneration funding schemes and more via the council's core budget. However, like all local authorities, BCC needs to make significant savings to its current expenditure, and thus it has indicated that it will not be able to provide SPU with funding for running costs from 31st March 2014. The current council staff review will see funding for one SPU staff post end on 31st October 2014, and it is likely that the other post will also not be funded from either late 2014 or sometime in 2015.

SPU has therefore undertaken work that will enable it to move into a new phase of activity from 2014 onwards. This will see it become a financially independent organisation, with a refreshed vision and mission reflecting the changing needs of St Pauls' residents. There have been preparations for this change since 2012, which have included a comprehensive review of both SPU and the St Pauls' Neighbourhood Plan; an action plan for the SPU's Co-ordinating body which has included training in fundraising, good governance and legal structures; and a skills audit to identify skill gaps within the leadership group.

This business plan sets out the ambitious plans of SPU to continue to drive forward the much needed improvements that will enhance the St Pauls neighbourhood and make it a happier, healthier and more successful community for the benefit of all residents and for their neighbours across the city of Bristol.

3. How this business plan was developed

What	When
1. SPU conducted a review of the organisation and the progress made over the past 10 years. This included reviewing delivery against the objectives outlined in the St Pauls Neighbourhood Plan. The review included: <ul style="list-style-type: none"> • External review of partners perceptions (22 partners interviewed) • Three internal SPU facilitated sessions with the Coordinating Body • External public survey delivered online and one-to-one with the assistance of Resident Reps (approx. 100 responses) • Two public meetings (approx. 40 attendees) • Internal review of the SPU Neighbourhood Plan 	2012
2. SPU accessed training and support from Voscur support hub. Training included understanding legal structures, roles and responsibilities as directors/trustees, fundraising and working with volunteers	2013
3. SPU agreed to progress a new legal structure, a Charitably Incorporated Organisation (CIO)	2013
4. SPU appointed Vivid Regeneration LLP to support the Business Planning process	2013
5. SPU carried out community research (294 responses), collecting and collating views on current issues and priorities for the neighbourhood	2013
6. Vivid facilitated 3 sessions with the Coordinating Body to agree the content of the Business Plan	2013
7. SPU updated Neighbourhood Plan	2013
8. SPU updated members on the proposed Business Plan at AGM	2013
9. Business Plan draft written and reviewed	2013
10. Business Plan signed off by Coordinating Body	2014

4. Vision, Mission and Objectives

SPU Vision

That St Pauls is a thriving, welcoming, healthy and safe neighbourhood, where every resident is able to fulfil their potential and enjoy a good quality of life.

SPU Mission

St Pauls Unlimited Community Partnership aims to achieve its vision by being an active, locally accountable organisation which gives a voice to residents, enabling them to work with and influence decision makers and service providers in order to make the area better to live and work in.

SPU Objectives

- To provide an open, accountable, community-led organisation to advocate and lobby for the community of St Pauls.
- To encourage and support partnership working between the local community, service providers and other community and voluntary groups.
- To influence and change the way agencies work in St Pauls so that they better meet the needs of local people.
- To identify gaps in local services and where appropriate raise funds to deliver services to meet identified needs.
- To positively challenge and change the negative reputation and stereotypes of the St Pauls area.
- To empower local people and groups to become actively involved in and take a lead in the regeneration of their area.
- To coordinate the ongoing development and delivery of the Neighbourhood Plan that reflects the needs and aspirations of the multicultural community.
- To promote equality and challenge discrimination

5. What is the need for SPU?

St Pauls Unlimited Community Partnership operates within the neighbourhood of St Pauls, in Ashley ward, Bristol. The SPU area of benefit covers a densely populated inner city area of Bristol with boundaries on Stokes Croft, Ashley Road, Lower Ashley Road, Bond Street and Newfoundland Road (see Appendix 1 for map). This area extends to the edge of Bristol's main city centre shopping areas – Cabot Circus and Broadmead. On its western edge is Stokes Croft, a major thoroughfare leading out to Gloucester Road, with (at the city centre end) a large underpass under the St James Barton Roundabout known locally as the Bear Pit. On its Southern side, the SPU area is bounded by Bond Street and Newfoundland Way, which are large dual carriageways leading to the M32 motorway. Though there are some pedestrian crossings at road level and on foot bridges, the major road means that there is less connection with neighbouring Easton ward.

The history of the area mirrors many UK inner city neighbourhoods, in that it has been the home of successive generations of immigrants from all over the world, in search of better prospects for themselves and their families.

In the 18th century, St Pauls was a favoured location for wealthy slave traders, which is seen in the Georgian architecture which still exists in the area. In the 1870s, Brooks Dye Works, on the edge of St Pauls became a major local employer which led to the construction of terraced houses in St Pauls. In Victorian times, there was significant migration into Bristol, both from overseas and within Britain, which led to St Pauls becoming a densely populated suburb. After being bomb damaged during World War 2, rebuilding work in Bristol was focused on new outer housing estates rather than St Pauls, which contributed to a decline in the area. During the large-scale immigration of the 1950s, many people moved from Jamaica and other Caribbean islands and settled in St Pauls. More recently, in the late 1990s and early 2000s, St Pauls saw another wave of migration, predominantly by people from Somalia.

The SPU area covers about half of Bristol's Ashley ward (which contains nine Lower Super Output Areas, LSOA) and corresponds with the whole area of LSOA St Pauls Portland Square, LSOA St Pauls Grosvenor Road, LSOA St Pauls City Road, about half of LSOA St Agnes and a small section of LSOA Lower Montpelier. This business plan focuses on those LSOAs (Portland Square, Grosvenor Road, City Road and St Agnes) that wholly or mostly make up the SPU St Pauls area.

The four LSOAs that make up the St Pauls neighbourhood are home to just over 6000 people, out of a total population for Ashley ward of around 16,000 people (2011 Census). Two of the four LSOAs (City Road and Grosvenor Road) are the most densely populated in the whole of Bristol.

Over the period 2001 to 2011, the population of Ashley ward grew by almost 20% (nearly 3,000 residents) due to both in-migration and births. In the same period, the black and minority ethnic population (BME) in Ashley ward grew from 26% of the population to 36% (5766 residents). This compares to a Bristol average of 8% BME residents. Nearly 15% of Ashley residents do not have English as their first language. Also over the same period (2001 to 2011), the number of older Ashley residents (over 65 years of age) fell by over 22%, meaning that the ward now has a lower age profile, with more children and young people living in the area.

All of the four LSOAs in the St Pauls neighbourhood fall within the most deprived 10% in England in terms of multiple deprivation, particularly in terms of income, employment, crime

and living environment deprivation (English Indices of Deprivation, DCLG, 2010). There are other local issues that impact negatively of St Pauls residents, including environmental pollution due to the proximity of major roads.

The 2011 Census information reported a 10% unemployment rate for the St Paul's area against a Bristol and England average of 4%. In St Pauls, 13% of working age residents have never worked or have been long term unemployed compared to a City average of 5% and England average of 6%. 22% of unemployed residents in St Pauls are between the age of 16 and 24.

Approximately 49% of the housing stock in St Pauls is owned either by BCC or other social landlords. This compares to a Bristol average of 20% and England/Wales average of 18%. Private rented accommodation is also high at 31% compared to Bristol 24% and England/Wales 17%. Only 13% of residents own their own homes (either outright or with a mortgage) compared to 54% Bristol average and 64% England/Wales average. The number of one person households in St Pauls is high at 44% (Bristol 34%). 77% of the accommodation in St Pauls is flats, maisonettes, shared houses or bed sits, compared to 33% average for the City. Shared ownership is higher than the Bristol average at 5% (Bristol average 1%).¹

In terms of health data, life expectancy has improved and is 80 years in Ashley (city average of 80 years). Satisfaction with health services is below average.²

Crime rates have been falling and have halved since 2001/02. The crime rate is still high compared to other wards.³

Educational attainment rate at 11 years (Key stage 2 Level 4+ with English and Maths) is improving in Ashley and is close to the city average. Educational attainment rate at 16 (Key stage 4 with 5 GCSEs A*-C) is improving and is very similar to the city average in Ashley.⁴

In October 2013, SPU conducted a door to door resident survey which had 294 responses. Of the respondents, 49.6% were white British and 46.5% were BME residents. In terms of ethnic background, the three largest BME respondent groups were Somali (46 responses) Caribbean (36 responses) and White European (22 responses). 43% of all respondents were not born in the UK. Over 90% of respondents were working age (16 – 64 years) and there were more women (63%) than men (37%) taking part.

Overall, there was a high level of satisfaction with St Pauls as a place to live, with 33% of respondents very satisfied and over 50% fairly satisfied. More than 55% of respondents thought that the area had got better whilst they had lived there.

When asked about local issues that needed improvement, the 8 issues that were thought to be poor and in need of improvement by over 40% of respondents were job prospects; rubbish clearance and fly tipping; activities for teenagers; control of dogs and dog fouling; parking on pavements; clean streets; crime and anti-social behaviour; and street drinking. Also of significant concern were activities for older and disabled people, pollution levels, roads and pavements and noise nuisance.

¹ Information taken from Census 2011

² Information taken from Neighbourhood Partnership Statistical Profile (Ashley analysis not St Pauls LSOAs).

³ Information taken from Neighbourhood Partnership Statistical Profile (Ashley analysis not St Pauls LSOAs).

⁴ Information taken from Neighbourhood Partnership Statistical Profile (Ashley analysis not St Pauls LSOAs).

6. The policy and operating context

6.1 Policy

Both locally and nationally there is a growing interest in devolving decision making to communities. There is also recognition of the important role that the Voluntary and Community Sector (VCS) can play in ensuring that resident voices are heard and that residents are better able to influence the decisions that affect them.

6.1.1 National Context

Localism Act Nov 2011

The aim of the Act is to devolve more decision making powers from central government back into the hands of individuals, communities and councils. The Act covers a wide range of issues related to local public services, with a particularly focus on the general power of competence, community rights, neighbourhood planning and housing.

6.1.2. Local Context

BCC Ashley, Easton and Lawrence Hill Neighbourhood Partnership

Bristol City Council has established 14 Neighbourhood Partnerships to bring some public sector decision making to a more local level with residents influencing how they would like to see their neighbourhood improve. The Neighbourhood Partnership for the SPU area covers Ashley, Easton and Lawrence Hill wards.

Ashley Forum

The Neighbourhood Forums are a type of public meeting, less structured and less formal than the Neighbourhood Partnership, where anyone from the neighbourhood can come and raise issues, concerns about services delivered in their area or ideas for way to improve their neighbourhood. Issues relating to the SPU area are covered by the Ashley Forum.

Voscur Neighbourhoods and Communities Network

This network is for VCS groups working in neighbourhoods. The network brings together neighbourhood and community issues such as police and community safety, community buildings and other assets, advice service, housing and homelessness.

6.2 Operating context

Economy and recession

Over the last five years the UK economy has been experiencing low economic growth, high unemployment and increasing levels of personal debt. At a local level the impact of this has been fewer job opportunities, business failures, rising unemployment and an increase in the number of households living in poverty (particularly child poverty and fuel poverty).

Public Sector Cuts

Following the global financial crisis of 2008, the UK has seen significant reductions in public sector spending. The public sector has been dealing with unprecedented cuts in grant income implemented by the coalition government most notably since the 2010 Comprehensive Spending Review. Local authorities have been amongst the most significant casualties of these public sector cuts. Between 2013 and 2016 BCC will be making a further £90m worth of cuts.

A report commissioned by the Joseph Rowntree Foundation concluded that:

“The impact of service reductions will fall more heavily on disadvantaged people. This is because of their greater reliance on the broad range of public services, compared to affluent households who have the capacity to supplement public with other forms of provision”.

Serving deprived communities in recession, Annette Hastings et al. January 2012.

At a local level the cuts have had an impact as follows; the 2013 budget consultation currently carried out by the Elected Mayor included the removal of a significant subsidy to St Paul's Learning Centre. Docklands Youth Centre is also currently under threat of closure and the Youth Links review has seen a significant reduction in the level of youth services within the area.

Changes to welfare benefits

The Welfare Reform Act 2012 became law on 8 March 2012. The Act introduces a wide range of reforms to the benefits and tax credits system. Whilst some of the reforms have been welcomed (particularly the simplifying of the system) there is a growing body of evidence that suggests that the reforms are widening the gap between rich and poor. For example, there have been reports of a three-fold increase in number of working families using food banks over the last 12 months (Trussell Trust Oct 2013).

6.3 Local issues

There are a number of current developments in the St Pauls area that provide opportunities for SPU. SPU will therefore seek to research and develop appropriate actions with regard to the following issues:

Dove Lane Redevelopment

SPU has already successfully influenced this major development site and will continue to work with the developer (Places for People) to represent resident aspirations.

St Agnes Lodge

This BCC owned building is SPU's current office base. SPU will require office accommodation in the future, and the lodge has other meeting rooms and space that could be let out and earn rental income. SPU could negotiate a deal with BCC under its Community Asset Transfer scheme, whereby the council can transfer the freehold ownership of its buildings at less than market value to voluntary organisations that deliver community benefits. SPU has developed a proposal to the Social Investment Business for funding to undertake a feasibility study of the building, with the intention of developing a business plan to run and manage the building in the longer term.

St Pauls Family and Learning Centre

This BCC purpose built centre opened in 2005. BCC have recently announced that due to the need to make substantial budget savings, it would not be providing any further funding from 2014, but SPU worked with residents and other local groups to campaign for continued council support for the centre. BCC have now indicated that it will continue to provide funding for 1 further year, whilst it undertakes a Community Asset Transfer Process for the building. SPU are conducting a community consultation which will inform the decision making processes around this CAT.

Docklands Youth Centre

Following a review of BCC youth centres, the council is currently implementing its plan to invite voluntary and community organisations to manage youth and play facilities to bring local benefits through its Community Asset Transfer (CAT) scheme. The Docklands Centre is actively being marketed under this scheme.

Westmoreland House and Carriageworks

This major site on Stokes Croft has been derelict for 20 years. A new initiative from BCC will see the council seek a compulsory purchase order to secure the site for redevelopment. The council have selected Knightstone Housing Association as its preferred developer, and outline plans for the site include social housing, cultural and community facilities, and retail and business space. SPU already has links with the local action group – Carriageworks Action Group – and recent positive developments mean that there are opportunities to enhance local resident and small business participation in the ongoing development.

Parks and green spaces

SPU has been instrumental in working with BCC to make numerous improvements to local parks and green spaces. It will continue to support this work, including through the newly established Friends of St Pauls Parks.

Resident Parking

Plans to implement resident parking have been halted while a thorough consultation is undertaken. SPU have played a key role to date in ensuring that residents' are able to influence these plans.

St Pauls Adventure Playground

This facility is also facing funding cuts. The future of the adventure play ground is not currently known.

Operating context in summary

The recent recession, ongoing public sector cuts and recently implemented welfare reforms have created challenging times for all communities. Undoubtedly these challenges have had a significant impact on the residents of St Paul's. Never before has it been more important for the residents of St Pauls to have a voice and an ability to influence decisions. This is a key role for SPU into the future. Over and above this role, the government will be increasingly be looking to communities to run services and manage buildings locally.

SPU are already involved with the Ashley Easton and Lawrence Hill Neighbourhood Partnership and Ashley Forum and will continue to be active in these bodies. SPU will continue attending the Voscur's Neighbourhood and Communities Network.

7. Key SPU services and activities

What do we want to do?	What does this mean?	What will we do?
1. Focus on community involvement 2. Share information and foster positive relationships	Building relationships with residents across St Paul's and between different residents. Knowing what is important to local people. Supporting residents to make things happen. Encouraging people to attend Neighbourhood Forums to tackle problems and to benefit from budgets.	<ul style="list-style-type: none"> Promote Neighbourhood Forum and other meetings Secure and provide small grants for residents to bring forward their own community projects Regular door knocks Volunteer opportunities within SPU Produce and distribute a quarterly news letter Promote St Paul's issues and opportunities through website, social media, notice boards Organise and deliver community events
3. Form project groups to tackle resident issues	Bring residents together to discuss and tackle issues. Facilitate consultation on behalf of police, council, housing, health, employment services	<ul style="list-style-type: none"> Set up smaller focus groups for specific issues as and when required - E.g. Community buildings group
4. Create a future strategy for community buildings	Facilitate a partnership of people who run community buildings and develop a forward plan	<ul style="list-style-type: none"> Set up a community buildings forum Lead debate and action on community buildings at risk (Docklands, St Pauls Learning Centre, St Agnes Lodge) Consider managing a building in the future
5. Capacity build St Paul's	Find ways to encourage more residents to support and get involved with community organisations in St Pauls. Work with community organisations to bring resources into St Pauls.	<ul style="list-style-type: none"> Co-ordinate and deliver VCS training locally including trustee training, governance, fundraising
6. Focus: Children and young people	Clarify what is most important to local people, work out what can be done and build a plan to address this.	<ul style="list-style-type: none"> Set up a children and young people's working group Co-ordinate holiday activities Develop a strategy
7. Focus: Employment and economy	Clarify what is most important to local people, work out what can be done and build a plan to address this. Promote employment	<ul style="list-style-type: none"> Set up an employment and economy working group Meet with service providers, promote services, monitor uptake, review and address issues

What do we want to do?	What does this mean?	What will we do?
	services and ensure that city wide providers meet needs of St Paul's residents.	
8. Focus: Planning	Continue the work of the Planning Group. Identify and monitor sites and arrange consultation meetings as the need arises. Consider the implications of the Localism Act (potential to be Parish Council) and new arrangements for resident/community involvement.	<ul style="list-style-type: none"> • Monthly meeting of Planning Group • Respond to planning applications • Carry out and contribute to consultations as required.
9. Focus: Maintain links with Stokes Croft groups.	Ensure positive links with the St Pauls Community. Stokes Croft should complement but not take over and change the culture of St Pauls. Foster a community feel within Stokes Croft.	<ul style="list-style-type: none"> • Ensure Stokes Croft Trader on co-ordinating body • Attend Stokes Croft Traders Association
10. Bigger/strategic issues	SPU Board and members to use their influence at the Neighbourhood Partnership (NP) and Neighbourhood Forum (NF) to raise the issues important to local people and ensure the NP and other relevant bodies). Focus on issues that are important to the St Pauls community.	<ul style="list-style-type: none"> • SPU negotiate NF agenda and Neighbourhood Partnership (NP) agenda and priorities of partners • E.g. Resident parking, health and wellbeing.
11. Make connections beyond the St Pauls boundary to get the work done	Work with NP, Kingsdown, St Werburghs, St Andrews, all Ashley Ward, Stokes Croft, and Montpelier on joint initiatives and shared issues of concern.	<ul style="list-style-type: none"> • Attend NP meetings and NF meetings • Work in partnership on joint projects as identified
12. Keeping up to date with policy and operational issues.	Understand and consider changes in legislation, policy and service delivery, the impact and opportunities for St Pauls.	<ul style="list-style-type: none"> • Ongoing work. Simplify for residents. No jargon.

8. Partnerships

During its 10 years of operation, SPU has worked in partnership with a wide range of local, city wide and national organisations. Amongst its current close partners are local residents, voluntary and community groups, statutory and voluntary service providers (including the Bristol's two mayors, local ward councillors, Neighbourhood Partnership staff and several council departments), housing associations, schools, the police and fire brigade. SPU has also developed some good working relationships with local businesses, traders groups and faith groups. For a full list of partners see Appendix 2.

There are a number of agencies (some of which it has worked with in the past) that SPU would like to develop better partnerships with over the next 3 years. These are:

- Funders - Quartet Community Foundation, national and local trust funds including Tudor Trust, Esme Fairburn Foundation, John James Trust, Henry Smith Foundation, Foyle Foundation, Merchant Venturers, Comic Relief, Children in Need and Big Lottery
- Local and city-wide voluntary and community groups - Bristol Somali Forum, St Paul's Carnival, CEED; the Ethical Property Company; Bristol Civic Society; Montpelier Conservation Group; and Montpelier Planning Group
- Statutory and voluntary service providers - Bristol Drugs Project; the Probation Service; Leyhill Prison; Ashfield Young Offenders Institute.
- Research and social policy organisations - Joseph Rowntree Foundation, Bristol University, University of the West of England
- Larger businesses in the area - IKEA, Cabot Circus and Broadmead businesses, banks
- Local professional firms – e.g. solicitors, insurance companies, architects

9. Governance

St Pauls Unlimited Community Partnership is currently registered as a company limited by guarantee.

SPU intends to register as a new legal body – a Charitably Incorporated Organisation (CIO). CIOs were introduced by the Charities Act 2006 as a way for a charity to set itself up as a company. The CIO structure will allow SPU to take advantage of the benefits of corporate structure (such as limited liability), but without the current dual regulation (by Companies House and the Charity Commission). As a CIO (which must be a charity) SPU will be registered and regulated solely by the Charity Commission, comply with all reporting and record keeping requirements and satisfy the public benefit test.

As a CIO, SPU will be able to:

- Own land in its own name
- Control substantial funds or assets
- Enter into contracts, (e.g. by employing staff)
- Engage in charitable activities involving commercial risks.

The SPU CIO will be a membership organisation with membership open to all residents of St Pauls and to those who support the aims and objectives of SPU. The CIO will be managed overall by the SPU Board of Directors.

The Board of Directors will have a minimum number of three members and a maximum of twenty one, and each member will be elected at the Annual General Meeting.

The Board of Directors will elect a Chair, Deputy Chair, Secretary and Treasurer who will each have responsibility for specific company duties, including co-ordinating Board sub-committees as required. This will include the planning sub-committee. The Chair will have responsibility for supervising the Development Worker and other SPU staff in the first instance.

SPU will also designate some Directors to have lead responsibilities for sustaining and developing key partnerships, including with the Ashley Forum; Ashley Easton and Lawrence Hill Neighbourhood Partnership; BCC planning department.

SPU will also have a wider local advisory group made up of residents and other interested individuals, who will not be company Directors but will have an advisory role to the Board.

The SPU Board is keen to ensure that people from all sections of the community are involved in decision making in the CIO, including young people, older people and people with disabilities. The SPU Board will therefore implement appropriate systems to support people to make their contribution to SPU decisions.

Both the Board Directors and Advisory Group members will be encouraged to update their skills and knowledge through undertaking relevant governance training and through participation in SPU organised visits and events.

10. Resources and organisational structure

In order to deliver its work programme and remain a viable organisation over the long term, SPU will prioritise securing funds for at least one full time Community Development Manager for an initial period of 3 years. The SPU Community Development Manager Job description and person specification are attached at Appendix 6. SPU will also seek funding to employ a part-time Administration worker and aim to secure funding for its marketing and communications work.

The Community Development Manager will focus on working with the Board of Directors to ensure that the SPU work programme is successfully delivered. The person appointed will also be expected to research and secure resources and funds for future SPU activities and services, as well as support the Board to investigate ways in which SPU can generate its own trading income and thus be more self-sufficient as a social enterprise. The SPU Chair will provide regular supervision and the Manager will report to the Board.

The Administration Worker will be responsible for setting up and maintaining office systems, reception, day-to-day finances, some monitoring and record keeping and assisting the Manager with marketing and publicity.

The Community Development Manager will be responsible for supporting volunteers, assisting those residents who wish to contribute towards the aspirations of SPU to undertake a wide range of activities in a voluntary capacity, including becoming a street ambassador, campaigning on local issues, participating in working groups, running community events and undertaking local fundraising to support SPU projects.

11. Budget and financial management

Budget

See Appendix 3 for the detailed budget for SPU and Appendix 4 for the first year cash flow forecast. SPU's fundraising target for 2014/2015 will be £42k. The three year fundraising target will be £187k (see section 12 for further detail on this).

Financial Management

Sound financial management and governance will be achieved through:

- Setting annual budgets and ensuring monthly monitoring of income and expenditure
- Putting in place a robust finance policy and ensuring that it is adhered to
- Setting up a finance sub-committee to oversee financial matters
- Reporting financial information to the Board of Directors
- Working with BCAP to ensure accurate book keeping, pay roll and audits
- Ensuring that staff, the treasurer and volunteers receive ongoing support and training

12. Fundraising and investment strategy

SPU recognises that it will need to prioritise this new area of activity, and therefore it will:

Continue to develop the SPU funding and investment strategy

SPU will designate a Board Director to be the lead person on funding and investment, with responsibilities for working with the Board, paid staff and volunteers to make sure that the funding strategy is relevant and is successfully implemented. The funding strategy will be reviewed and updated annually, and funding will be a standing item at all Board meetings.

Continue research into funding and investment opportunities

SPU will work with Voscur and Quartet Community Foundation to continue to identify potential funders and investors for its core services and for projects. SPU will join other relevant networking bodies, including Locality and NCVO, to receive regular funding updates. SPU will ensure that it receives all relevant information from local and national government departments and agencies about possible funding opportunities. SPU will also register with public bodies as a potential contractor and receive information about commissioning opportunities.

Ensure that it has the right skills to develop successful funding proposals and contract tenders

SPU will encourage Directors, staff and volunteers to undertake training with Voscur and other appropriate organisations to enhance fundraising and skills and to ensure that the organisation is "commission ready".

Investigate and develop social enterprise activities

SPU will (where appropriate) develop activities and services that it will sell and thus create a trading income. These activities could include selling advertising space in newsletters, managing work and community space, such as in St Agnes Lodge, and providing consultancy services to other resident led organisations.

Develop closer working relationships with potential funders

SPU will ensure that a range of possible funders, including Charitable Trusts, Big Lottery, businesses and government agencies, are aware of the SPU's activities in St Pauls through inviting key people to SPU marketing events, attending conferences and other networking events, and widening the reach of its publicity in local and social media.

Apply for 3 year funding for staff and running costs

SPU will make applications to appropriate funders for its initial minimum running costs for 2014-2017 (see Appendix 3, Budget, and Appendix 5, Possible funders). The proposed Community Development Manager post will have fundraising as a key responsibility.

Ensuring full cost recovery on all funding applications

SPU will make sure that all projects are sufficiently resourced to support the core functions of the organisation.

13. Marketing and communication

SPU will develop a detailed marketing and communication strategy, which will set out how SPU will communicate with:

- Residents (those involved and those not yet involved)
- Current and potential partners and networks
- Current and potential funders/investors
- Policy and decision makers (local, regional and national)

SPU will deliver a range of practical marketing initiatives to include:

- Sustaining and improving the newsletter
- Ensuring a strong brand and image for SPU
- Promotional material for activities, events, meetings
- Regularly updating the website and all other social media communication channels
- Ongoing communication through street ambassadors
- Promotional materials and press releases/articles around successful initiatives.

14. Monitoring and evaluation

Progress against targets set within the business plan will be reported to the Board at regular intervals (at least every 6 months). The year one targets will be monitored in terms of progress on a red, amber, green basis. Explanations of variance to targets will be recorded and appropriate action taken.

The business plan will be translated into work plans for SPU staff and monitored through regular supervision and annual performance management reviews.

Financial reporting will take place at every SPU Board meeting. Variance to budget figures will be highlighted. Explanations of variance to targets will be recorded and appropriate action taken.

SPU will keep accurate records and there will be regular monitoring of activities and outputs in line with SPU and funder requirements. This data will be used to ensure SPU are reaching their intended beneficiaries and to make any necessary changes to services and activities. A summary of this information will be published as part of SPU's Annual Report.

SPU recognise that learning from experiences and evaluating what has worked well and what has worked less well is an important part of project planning and management. SPU will carry out an evaluation of activities and services towards the end of the three year period of this business plan. This evaluation will enable SPU to review progress towards longer term outcomes, and to make any necessary changes to overall priorities. The evaluation will help to identify new services that might be required in order to meet the changing needs of local people. SPU will involve all beneficiaries in conducting user surveys that will provide invaluable feedback on services and activities. The results of the evaluation will be made available to all stakeholders.

15. Risk assessment

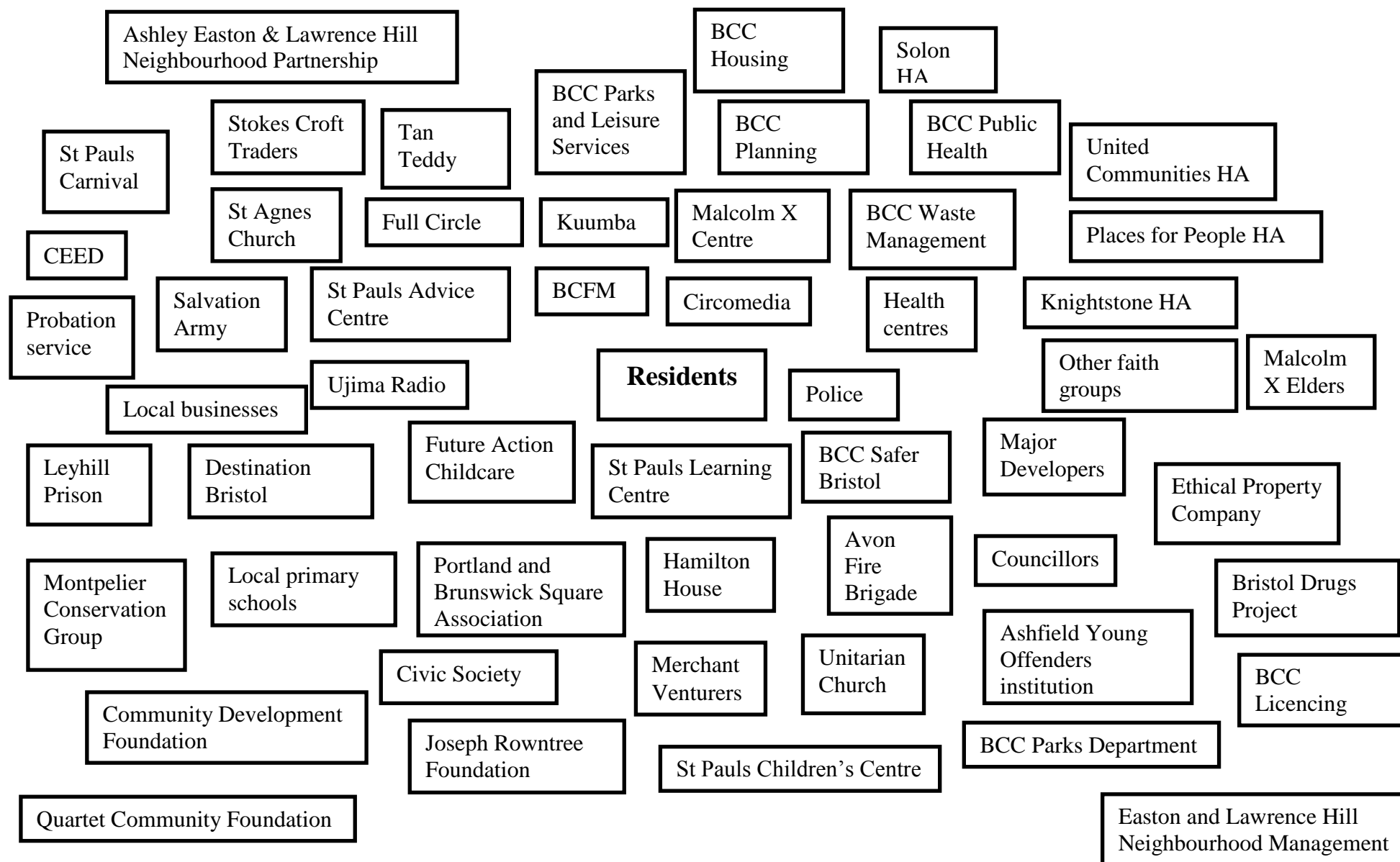
Risk	Probability low/med/ high	Impact low/med/ high	Mitigation/Management
Many residents are unable or unwilling to become active in SPU - burn out of long term key volunteers	Medium	Medium	SPU will re-launch the organisation, aiming to engage and enthuse a wider cross section of residents, ensuring that each volunteer has a manageable task. Support, supervision and training will be offered to volunteers.
Insufficient people wish to become Board Directors	Medium	Medium	SPU will undertake wide local publicity to attract new members and Board Directors, and provide a package of support.
Board Directors have insufficient skills to implement Business Plan	Low	High	SPU will provide appropriate training to all Board members and invite additional non-executive Directors to with specific skills to join the Board as required.
SPU fails to secure sufficient funds to employ staff and deliver planned action	Medium	High	An SPU Board Director will have the lead responsibility for the funding strategy. Proposal writing skills are essential for the main employee. Fundraising training will be provided to all Board Directors and SPU volunteers.
SPU overspends on its budget	Low	High	No expenditure will be undertaken without secured funds. Budget monitoring systems will be put in place and regularly reported to the Board. SPU will prioritise creating a contingency fund.
Key staff or volunteers leave or are long term sick	Medium	High	SPU will have up to date job descriptions and person specs and a recruitment budget for re-recruiting if required. Board Directors and volunteers will cover for some tasks.
Local competition for scarce resources and funding threatens partnership work in voluntary sector	Medium	Low	Resources are always limited. SPU will help raise St Pauls profile and attract new funders and investors, benefitting all local groups.

16. Action Plan 2014/2015

What	By when	Outcome
1. Change to CIO legal structure	April 2014	CIO set up
2. Complete 4 funding applications for core and activity costs	May 2014	4 funding bids completed
3. Organise training for coordinating body and other volunteers	Ongoing	Increase in skills and confidence
4. Recruit new members to the Board and wider group	May 2014	New members/directors in place
5. Set up personnel subcommittee to agree Job Description and to develop HR policies	May 2014	Job Description agreed and HR policies in place
6. Secure funding for Community Development Worker	September 2014	Funding secured
7. Set up finance subcommittee and put in place systems to manage new funding streams	September 2014	Systems in place
8. Advertise, recruit and induct workers	September and November 2014	Workers in post
9. Produce quarterly newsletter	Each quarter	4 newsletters produced
10. Develop and update all social media communication channels, notice boards, generate press coverage and news stories	Ongoing	Refreshed and updated website Residents and partners know what is going on Positive press stories.

What	By when	Outcome
11. Deliver 4 community events	By end of year	4 events delivered and evaluated
12. Continue to support and contribute to the Neighbourhood Forum and Neighbourhood Partnership	Ongoing	St Pauls resident views represented
13. Facilitate Community Buildings Task Group	Ongoing	Action plan developed for community buildings Feasibility studies completed for key buildings Next steps for community buildings agreed and actioned
14. Co-ordinate VCS training for partners and residents	Feb 2015	6 training sessions held Partners and residents report an increase in skills and confidence
15. Set up a Children and Young People's Task Group	Nov 2014	Agree an action plan with partners. Identify gaps in provision and address these. Promote activities.
16. Set up an Employment and Economy Task Group	Feb 2015	Agree an action plan with partners. Identify gaps in provision and address these. Promote activities.
17. Ongoing links with partners and other groups	Ongoing	Attend Stokes Croft Traders, CAG, Kingsdown etc.

Appendix 2 Partnership diagram



Appendix 3 Budget

SPU 3 Year Budget	2014/2015	2015/2016	2016/2017	TOTAL	
Income	£	£	£	£	Notes
FUNDRAISING TARGET	41,000	68,200	72,900	182,100	
Advertising from newsletter	800	800	800	2,400	
Earned Income		1,000	1,500	2,500	
Total Income (A)	41,800	70,000	75,200	187,000	
Expenditure					
SPU Community Development Mgr (£32k) + on costs	19,520	39,040	39,821	98,381	Assume in post 1st Oct 2014.
Insurance	400	410	420	1,230	
Training budget (staff and volunteers)	1,000	1,025	1,051	3,076	
Job Ad	800	500	800	2,100	
Newsletter	2,400	2,460	2,522	7,382	Quarterly
Events	3,000	3,075	3,152	9,227	
Audit, accounts and book keeping	1,200	1,230	1,261	3,691	
Admin + Marketing (3 days per week) £18k + on costs	4,392	13,440	13,708	31,540	Assume in post 1st Dec 2014
Equipment	1,000	500	513	2,013	Computers, desks etc
Office rent+ office running costs	7,200	7,380	7,565	22,145	
Evaluation			3,000	3,000	
Total Expenditure (B)	40,912	69,060	73,811	183,783	
Surplus/Deficit (A)-(B)	888	940	1,389	3,217	
Opening balance	-	888	1,828	-	Carry forward from 2013/2014 to be input
Carry forward figure	888	1,828	3,217	3,217	
Notes: On costs include tax, NI and contributory pension. Inflation at 2.5%.					

Appendix 4 Cash flow forecast

Requires input of an opening balance (not yet available).

SPU Annual Budget By Month 2014 2015 and cash flow															
Income	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Total	Budget	Variance
FUNDRAISING TARGET						20,500		20,500					41,000	41,000	-
Advertising from newsletter		200			200			200			200		800	800	-
Earned Income													-	-	-
Total Income	-	200	-	-	200	20,500	-	20,700	-	-	200	-	41,800	41,800	-
															-
Expenditure															-
SPU Community Development Mgr (£32k) + on costs							3,253	3,253	3,253	3,253	3,253	3,253	19,520	19,520	-
Insurance		400											400	400	-
Training budget (staff and volunteers)		200		200		200		200		200			1,000	1,000	-
Job Ad						800							800	800	-
Newsletter			600			600			600			600	2,400	2,400	-
Events				1,000		1,000		1,000					3,000	3,000	-
Audit, accounts and book keeping	100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,200	-
Admin + Marketing (3 days per week) £18k + on costs									1,098	1,098	1,098	1,098	4,392	4,392	-
Equipment						1,000							1,000	1,000	-
Office rent+ office running costs	600	600	600	600	600	600	600	600	600	600	600	600	7,200	7,200	-
Evaluation													-	-	-
Total Expenditure	700	1,300	1,300	1,900	700	4,300	3,953	5,153	5,651	5,251	5,051	5,651	40,912	40,912	-
													-	-	-
Total Income - Total Expenditure	- 700	- 1,100	- 1,300	- 1,900	- 500	16,200	- 3,953	15,547	- 5,651	- 5,251	- 4,851	- 5,651	888	888	- 0
															-
Cash flow													-		-
Opening Balance		- 700	- 1,800	- 3,100	- 5,000	- 5,500	10,700	6,747	22,293	16,642	11,391	6,539	-		-
Closing Balance	- 700	- 1,800	- 3,100	- 5,000	- 5,500	10,700	6,747	22,293	16,642	11,391	6,539	888	888		888

NB: Cash flow requires an opening balance of at least £5,500 April 2014

Appendix 5 Possible funders

Our Place

<http://mycommunityrights.org.uk/ourplace/>

The Our Place programme will help areas working to transform local public services in three ways:

Direct support – consultancy/coaching support, tailored to meet the needs of your neighbourhood

Grant payments - Small Getting Ready grants of £3,000 in Year 1 with some direct support; Getting Going grants of £10,000 in Year 2 with further direct support; Going Further grants of between £5,000 and £7,500 for those who are prepared to push the boundaries and up to £20,000 for projects preparing to break new ground

Shared learning opportunities (including peer groups, coaching, training and learning events, networking opportunities)

Comic Relief

<http://www.comicrelief.com>

The Stronger Communities theme aims to strengthen local communities through making small grants of up to £10,000 to small, locally based groups or organisations in areas of disadvantage that have a clear understanding of the needs of their community and are undertaking actions as a means of addressing these needs.

Big Lottery Reaching Communities

www.biglotteryfund.org.uk/global-content/programmes/england/reaching-communities-england

Priorities include: People have better chances in life, with better access to training and development to improve their life skills; stronger communities, with more active citizens working together to tackle their problems; and healthier and more active people and communities.

Henry Smith Charity

<http://www.henrysmithcharity.org.uk>

Priority is given to work with groups experiencing social and/or economic disadvantage and to work that tackles problems in areas that fall within the bottom third of the National Indices of Deprivation.

Lloyds TSB Foundation for England and Wales.

www.lloydstsbfoundations.org.uk

Priorities include work that helps disadvantaged people play a fuller role in the community.

Paul Hamlyn Foundation

<http://www.phf.org.uk>

The Social Justice programme is probably the most relevant, and there is no maximum amount. In this theme, the Foundation is interested in funding work that puts into practice new ideas that will achieve better outcomes, leading to significant, long-term impact, as well as work that challenges an organisation to reflect on, consolidate and/or change the way it operates. An example of this could be building capacity or changing the nature of how it works across departments and/or with outside partners. The Foundation is particularly interested in work that enables participants to shape the direction and delivery of the work.

Tudor Trust

www.tudortrust.org.uk

Grants available for organisations working directly with people who are at the margins of society; building stronger communities by overcoming isolation and fragmentation and encouraging inclusion, connection and integration; organisations which are embedded in and have developed out of their community – whether the local area or a 'community of interest'; high levels of user involvement, and an emphasis on self-help where this is appropriate; work which addresses complex and multi-stranded problems in unusual or imaginative ways.

Esme Fairbairn Foundation

<http://esmeefairbairn.org.uk>

Grants are available to support the arts, education and learning, the environment and social change.

Applications are prioritised if they address a significant gap in provision; develop or strengthen good practice; challenge convention, taking risks to address a difficult issue; test out new ideas or practices; take an enterprising approach to achieving its aims; aim to influence policy or change behaviour.

Tesco Charity Trust Larger Grants

<http://www.tescopl.com>

One off grants up to £25,000. Charities working on an international, national or regional basis are eligible to apply. Charities should be working around Tesco stores, and in the countries where Tesco sources from. The current application deadline is 09 January 2014 but there will be other rounds. Funding is available for practical equipment and resources, and current priorities are children's welfare and education; older people's welfare; and adults and children with disabilities.

Trusthouse Charitable Foundation

<http://www.trusthousecharitablefoundation.org.uk>

One off, one year small and large grants are available, of between £5,000 to £30,000.

The Co-operative Community Fund

<http://www.co-operative.coop/membership/local-communities/>

Small grants of up to £2000 are available for community projects.

Local Enterprise Partnership

<http://www.westofenglandlep.co.uk/funding/>

European Regional Development Fund - this fund is not yet open for business but it is estimated that it will come on stream during 2015.

Appendix 6 Draft Community Development Manager Job Description

St Pauls Unlimited Community Partnership Job Description Community Development Manager

Hours: 37.5 per week, to be worked flexibly in line with the needs of the role. Some evening and weekend work will be required for which time off in lieu will be given.

Responsible to: St Pauls Unlimited Community Partnership

Responsible for: Volunteers and any other paid posts for which funding is secured.

Job Purpose:

- To co-ordinate and support the aims and objectives of St Pauls Unlimited Community Partnership (SPU)
- To be responsible for the development of St Pauls Unlimited Community Partnership and the delivery of activities, services and projects identified in the SPU Business Plan.

Duties and Responsibilities

1. To support the ongoing development of St Pauls Unlimited Community Partnership (SPU), including planning the strategic direction with the Board and ensuring that training, support and advice is provided for Board members as appropriate to fulfil the organisation's legal and constitutional obligations.
2. To ensure that SPU has appropriate policies in place to support the above and that they are regularly reviewed and updated.
3. To identify, and enable the organisation to access appropriate income streams, including funding and grant opportunities, contracts and self generated income, for projects identified by SPU.
4. To co-ordinate the implementation of the St Pauls Unlimited Community Partnership Business Plan.
5. To develop and facilitate partnerships and partnership working between agencies delivering mainstream and other services to make sure the needs of the community are met, in line with the Business Plan.
6. To ensure the continued development and relevance of the Business Plan through annual reviews and other methods as agreed with the SPU Board.
7. To represent, promote and publicise the work of SPU and maintain its profile locally, citywide, and beyond, as appropriate and agreed with the SPU Board.
8. To ensure that SPU is able to network on a citywide level, including in consultation events, workshops and conferences run by Bristol City Council; health, the police and other statutory bodies; voluntary sector agencies; and business associations.
9. To be responsible for the day to day financial management of SPU, including the preparation of budgets for agreement by the Directors, and ensuring that any potential risks are identified and managed.
10. To manage all financial reporting and monitoring and evaluation in respect of funding and grants, contracts and any other income received.

11. To ensure administrative support is available to the SPU Board, the SPU Co-ordinating Group and other relevant sub groups as agreed with the Board.
12. To enable SPU, where possible, to support the priorities and aspirations of local groups addressing aspects of the St Pauls Neighbourhood Plan.
13. To ensure the completion of all reports and compliance with the requirements of the Charity Commission and Companies House.
14. To support SPU in ensuring that Equalities groups are represented within the organisation and that their needs are recognised and addressed within the Business Plan.
15. To carry out any other duties commensurate with the post.

Person Specification

- A confident, skilled communicator with proven ability to work with minimal support and be self directing and motivated.
- A minimum of 3 years relevant experience of managing an organisation or a major project in the public, private or voluntary sector.
- A good understanding and experience of financial management in the voluntary sector.
- Up to date knowledge of current issues and the national context affecting the statutory and voluntary sector and local communities.
- The ability to work in a collaborative and empowering way with a resident led Board.
- Well developed facilitation skills and the ability to communicate effectively with a wide range of people.
- Proven successful experience of partnership working and working across different sectors.
- Excellent analytical and report writing skills and experience.
- Ability to quickly form effective working relationships and be adaptable and flexible in how the work is carried out.
- Experience of developing and implementing community led plans.
- A track record of successful fundraising in the voluntary sector.