

# Succeed & Sustain

Diversify your income and finance sources



locality

the power of community





We believe in  
the **power of community**  
to create a  
**fairer society**

# About Locality

Locality is the national membership network supporting community organisations to be strong and successful.



# Introductions

Member led

Bradford members (15 and growing)

Enterprise & Assets means to Succeed

- Cultivating Enterprise

- Asset Transfer Unit

- Bright Ideas

- Local Sustainability Fund







**LLOYDS BANK  
FOUNDATION**

England & Wales

# Keep it Local

For services that transform lives



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# KEEP IT LOCAL: ECONOMIC RESILIENCE FRAMEWORK



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# Speakers

## **Public sector:**

The changing nature of commissioning

Julie Robinson-Joyce, Commissioning Manager, Dept of Health & Wellbeing [www.bradford.gov.uk](http://www.bradford.gov.uk)

## **VCSE sector:**

Growing earned income and developing assets

Rob Normington, CEO <http://www.tlcbierley.co.uk>

## **Private Sector:**

Realising the potential of businesses to support the VCSE sector

Anthony Waddington, CEO [www.participateprojects.org.uk](http://www.participateprojects.org.uk)



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# The workshop (part 1)

Sophie Michelena

# Why are you here? (in pairs)

**Sustaining your organisation...**  
**What does it mean to you?**

[Halifax Opportunities Trust](#)

[Locality's Enterprising Organisation Of 2018](#)



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# CONTENTS

Income Mix

Planning for the future

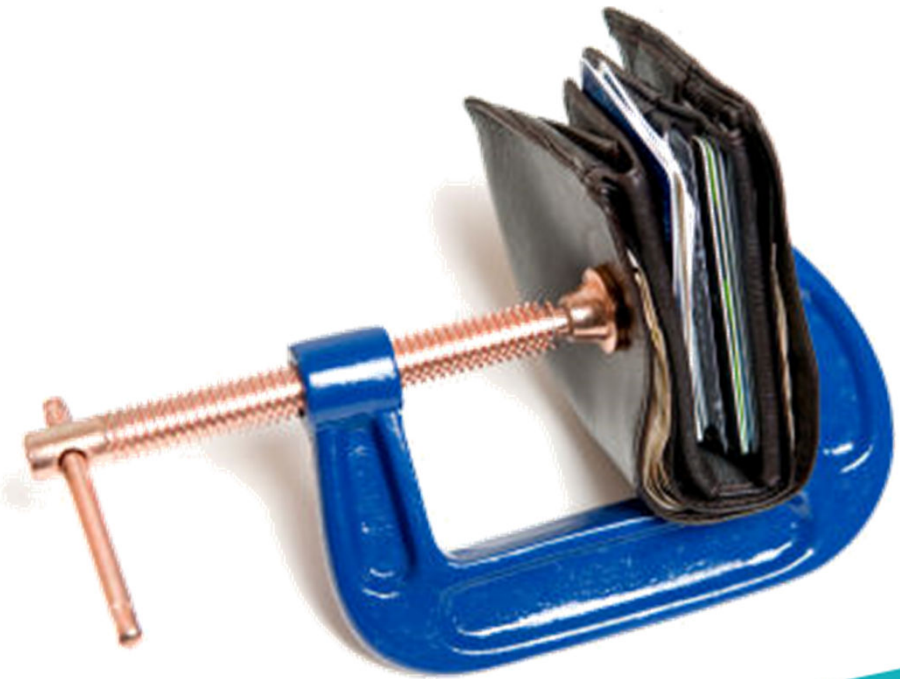
Asset Development

Financing new projects

Signposting and further support



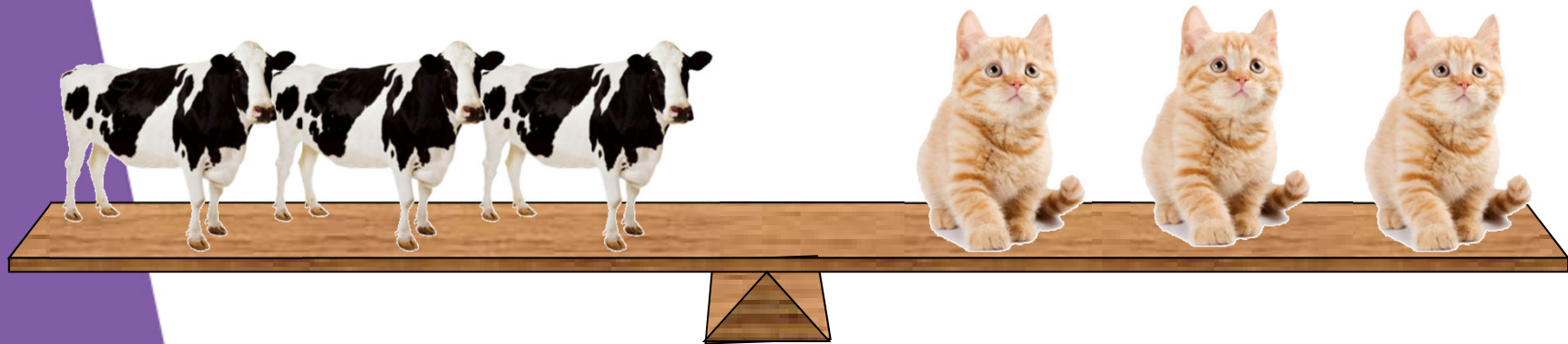
# The context...



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# Income Generation

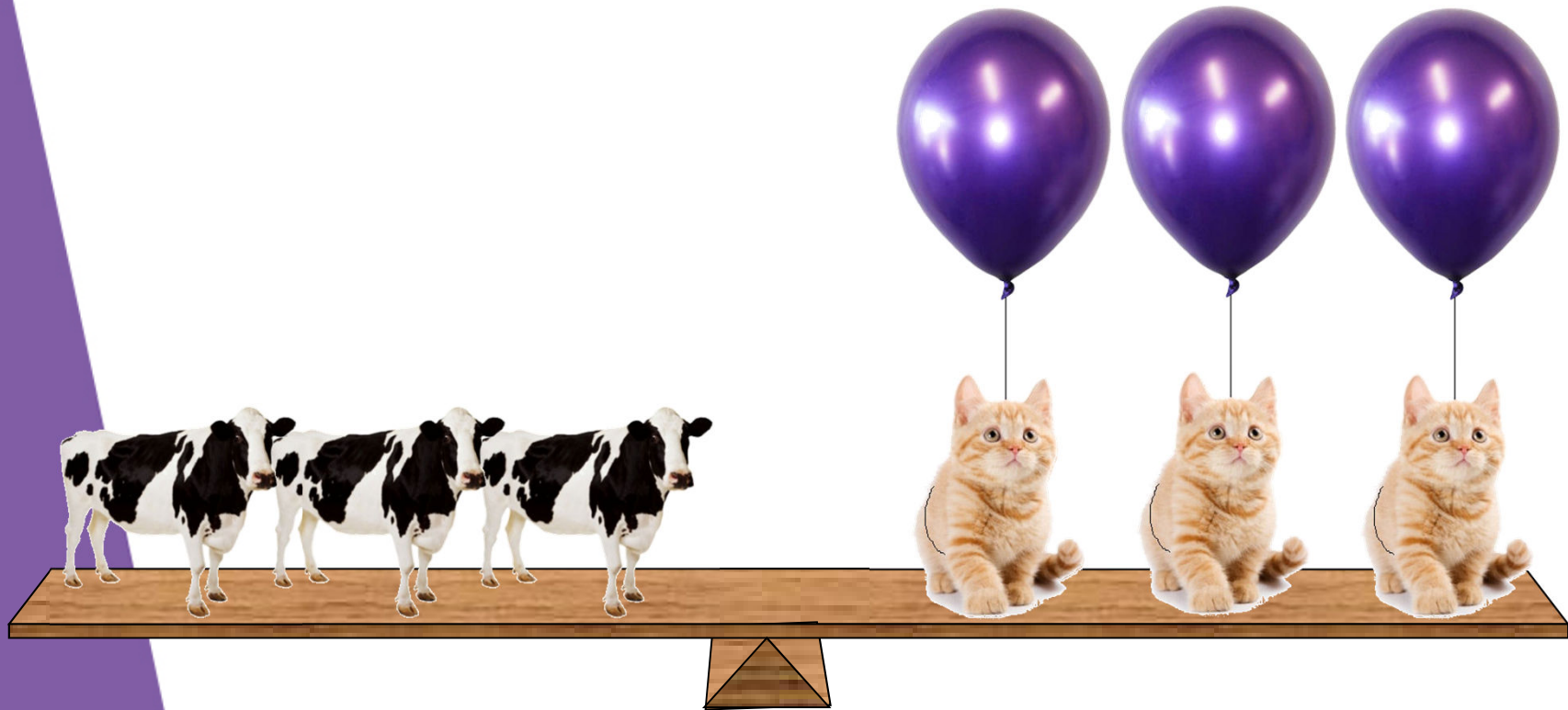
## The Right Balance



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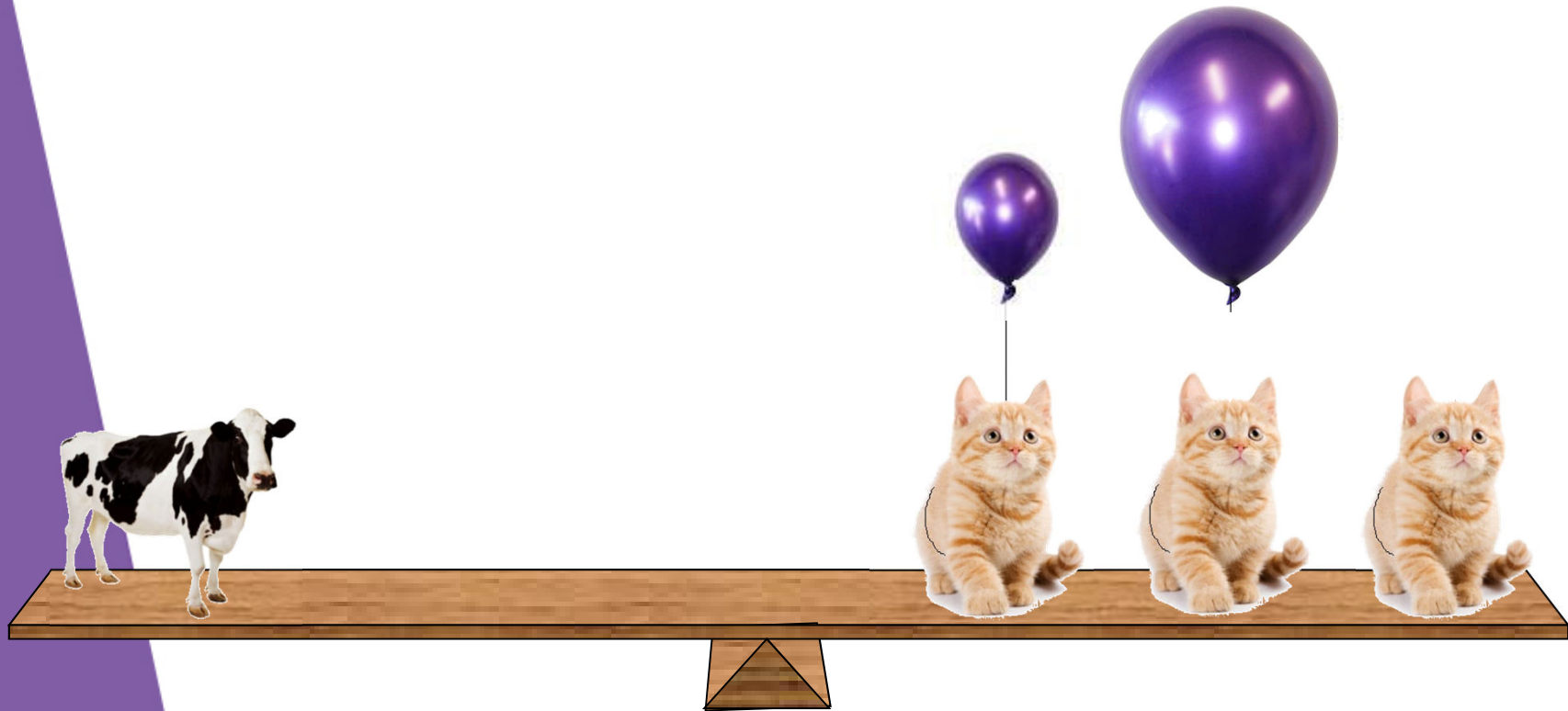
# Income Generation

## A little help?



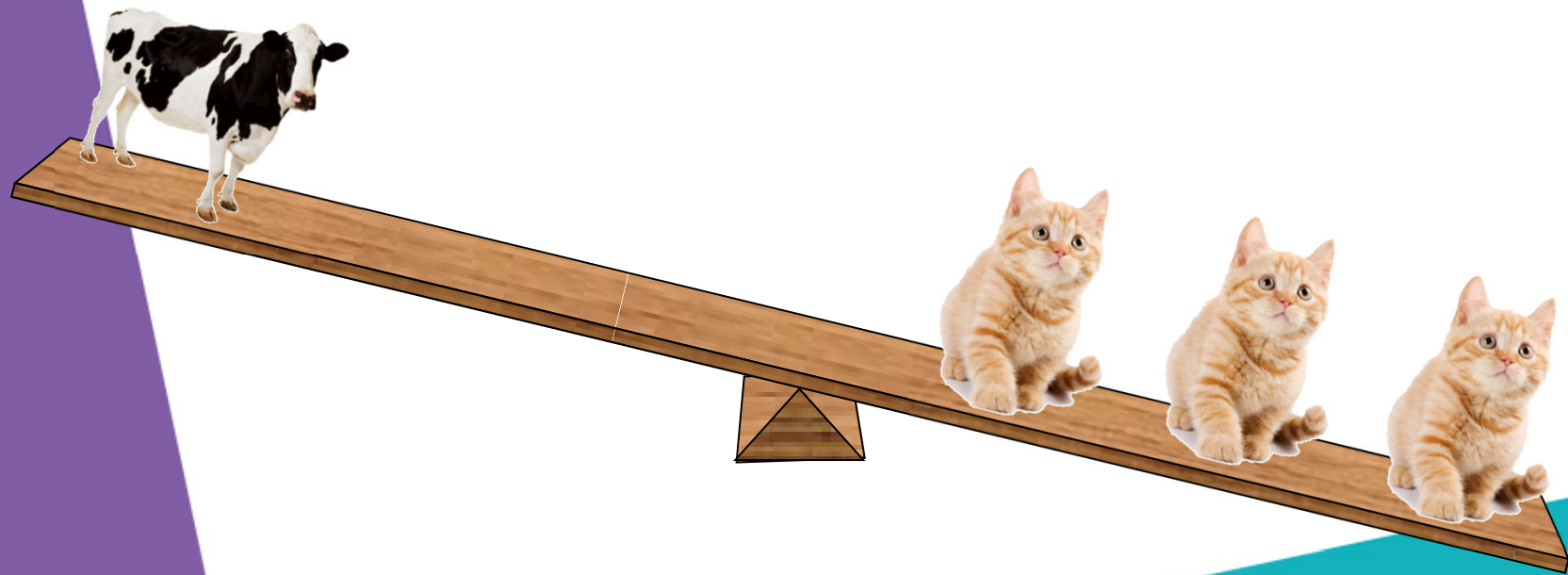
# Income Generation

## Funding reliant





# Income Generation Collapse



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# Income Generation - TIPS

Work with others



# Income Generation - TIPS

Adapt



# Income Generation - TIPS

Diversify



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# Questions





# Social Enterprise – an example

## Fresh Start Meals and Care



Local Church



Cook and deliver  
meals



Additional support for  
clients from the drivers



# Income Mix

CONTRACTS/COMMISSIONING  
FROM PUBLIC SERVICES



GRANTS



ASSET  
DEVELOPMENT



TRADING WITH  
THE  
PUBLIC/DIRECT  
SALES



What is earned income?

# Your income Mix

Number of Different types of income:

List:

% of earned income in my organisation:

## TARGETS

within 1 year:

within 3 years:

within 5 years:

Notes:

# Questions



# Planning

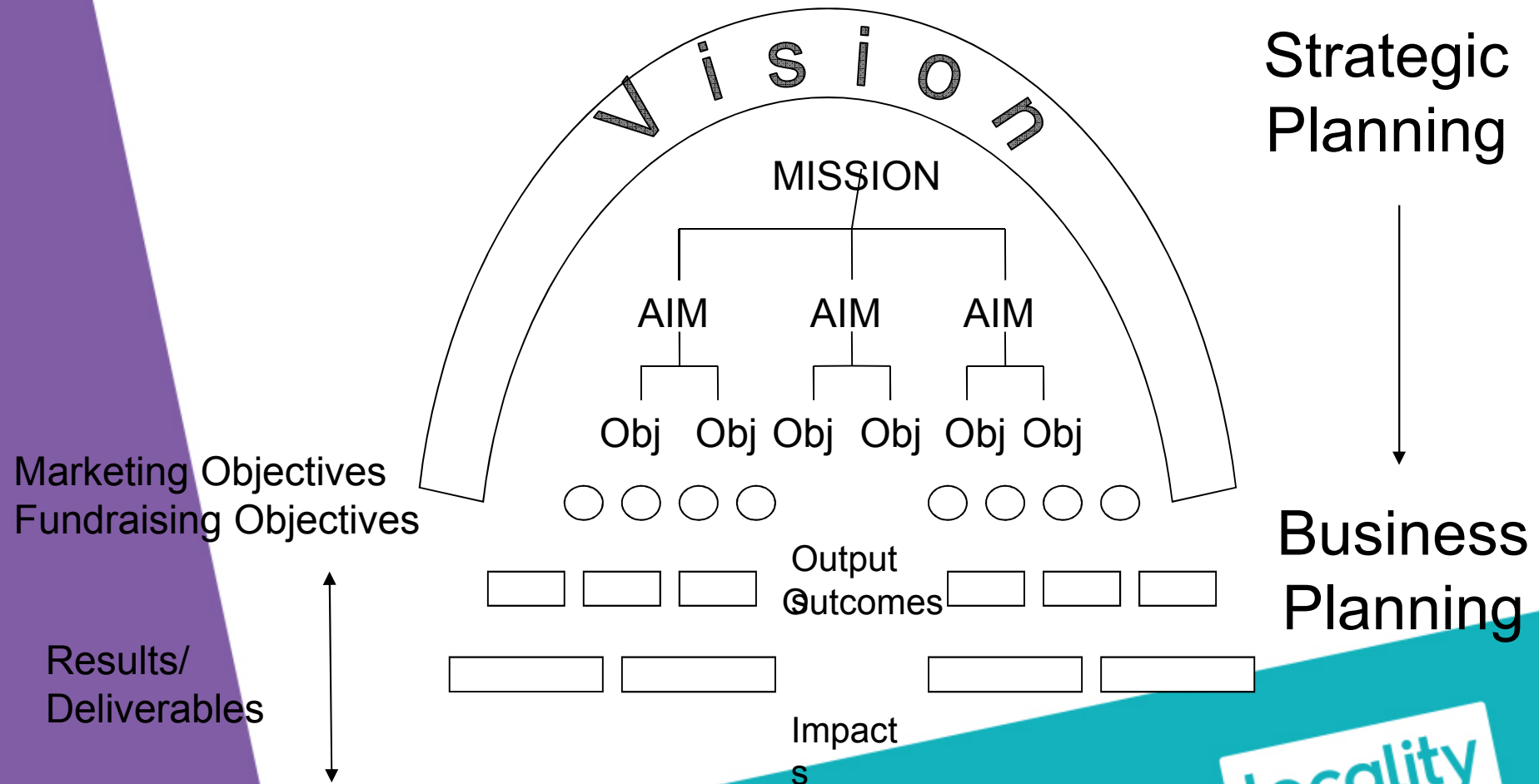
## Why write a plan?

- understand your organisation and where it's going
- raise awareness & obtain approval/funding from others
- from a concept to the detail
- help you track progress

If you **FAIL** to plan  
you **PLAN** to fail

# Business Planning

## The Planning Hierarchy



# Broad Brush Business Plan

- 1) Executive summary
- 2) Organisation profile / Background
- 3) Operational Plan

**Activity**

**Objectives**

**Resources**

**Risk and Mitigation**

- 4) Marketing Plan
- 4) Financial forecast
- 5) Appendices



# Your Business Plan

DO YOU HAVE ONE?

WHEN DID YOU LAST REVIEW IT?

What is the **1 idea** you would like to spend more time developing to develop a more sustainable income stream? Would you need to work with others on it?





# The workshop (part 2)

Hugh Rolo

# Finance Needs

## What Do You Want It For?

- **Development Finance** – grow change or die - (for R&D, new project development, investment readiness, future planning)
- **Capital development** – acquiring assets - for refurb, new build, equipment
- **Working Capital** –
  - Early trading
  - Monthly turnover



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# Financial & Social Capital

## Local to National Grants

- [Give Bradford](#)
- [The National Lottery](#) Community Fund
- [Power to Change](#)
- [Enable grants](#) from Lloyds Bank Foundation

## Commercial Lenders & Social investors

- [Key Fund](#)
- [Charity Bank](#), [Triodos Bank](#), [Unity Bank](#)

## Community investors

- [Share issue](#)
- Donations/[crowdfunding](#)





# Sources of Information

<https://www.fundingcentral.org.uk/default.aspx>

<https://www.goodfinance.org.uk/>

<https://www.leedscf.org.uk/?s=Bradford>

<https://www.bfunded.org.uk/>

# Look for targeted programmes

Sports England has a focus on Bradford and is MUCH broader than just sport.

Power To Change Empowering Communities

New Revive the Highstreets –alternative use of retail premises

Bradford Better Start

# Community Assets

<https://www.bradford.gov.uk/your-community/community-assets/community-asset-transfer/>

Top team –4 officers, clear process, some financial support with legal expenses (£1000)

Support available from CABAD and Locality



# Further Support

Peer Support –look to the successful CAT's  
Find a “big brother/sister”  
Participate in networks

Development Support: business planning, ...  
Training –access via [CABAD](#)  
[Bradford Transformation Fund](#)



# COMMUNITY ACTION

## Bradford & District

Making a Positive Change



# **Transformation Programme for Bradford district**

Innovative programme designed to help voluntary, community and social enterprise organisations become resilient in the current funding climate.

# Supporting Organisations to:

1. Maximise current income generation activity
2. Develop new income streams
3. Develop buildings as assets to support 1&2
4. Support ideas that help organisations move towards a sustainable future

# Support is provided in a number of ways including:

- Support to access pro-bono professional support
- Consultancy for business development activities,
- Coaching,
- Mentoring
- Peer support

# Not a grants programme

It will provide support for one-off or short term interventions to improve organisational capacity.

It is not designed to fund small projects or pay for staffing costs over prolonged periods of time.

# Access the Transformation Programme

Contact Community Action Bradford & District

A Voluntary Organisation Support Officer (VOSO) will undertake an organisational assessment with you that looks at the strength of your organisation as well as discussing, developing and designing activities to support your longer term plans and vision.



# Your assessment

The assessment is discussed by a panel of peers who meet every couple of months.

At the panel recommendations are made which might include further investigation of your ideas or confirmation of investment to support what you want to do.

Quite often the investment is a mixture of pro-bono support, access to training or allocation of money to pay for consultancy.

# The Panel

The panel is made up of council commissioners and larger Bradford based voluntary, community and social enterprise organisations who have a purpose to support development of communities and organisations based within them.

# Get in touch

For further information and to book an appointment please contact:

Chris Barker, email [chrisb@cabad.org.uk](mailto:chrisb@cabad.org.uk) or telephone 01535 612500

Sarah Moss, email [sarahm@cabad.org.uk](mailto:sarahm@cabad.org.uk) or telephone 01274 781222



# Thank you!

## Sophie Michelena

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# Networking & Surgeries

