

# COMMUNITY ASSET TRANSFER

## Business Plan Template

This template<sup>1</sup> is provided for guidance only; feel free to change and rearrange the sections and headings to suit the needs of your organisation.

This template focuses on:

1. Operational plan, particularly the cashflow
2. Marketing Plan including SWOT Analysis
3. Risk Analysis

Other sections that would normally form part of a standard business plan are covered in Stage 2 application form.

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<sup>1</sup> Information in this template is based on various sources including NCVO at [knowhownonprofit.org](http://knowhownonprofit.org) and [Bradford Council's Toolkit for Community Organisations](#).

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**BUSINESS PLAN 2019 TO 2024**

**Rooted In – The Old Library**

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## 1. Operational plan

Since October 2018 we have informed in excess of 1700 individuals about The Old Library making them aware of the history, current situation and potential future options. We have also consulted with a local architect firm (Rance Booth & Smith), construction firm (Brierstone Ltd) and CABAD to consider potential options and avenues for this site.

Our plan will see a landmark building brought back to life after decades of neglect and damage. A renovation of the existing building meeting current minimum building regulations and energy performance would produce a building with 107m<sup>2</sup> over 2 floors at a cost of £195,000. Our hope is this landmark project will signify that Allerton is a thriving community, one with aspiration, creativity and opportunity.

Understanding the heritage of the site, our community and the need for clear vision and aspiration will be key to the long term viability and success of this site.

The existing building and land was bequeathed by Cllr Angus Rhodes and is held under a charitable trust under the trusteeship of Bradford council. Conditions were placed on the future use of the site, however there was an acknowledgement of the limited life span of the building. Cllr Rhodes stated the building could be replaced so long as he intended purpose of the site is maintained.

Whilst the building was converted and bequeathed as a library and reading room, with shifts in technology and society, to expect this building to returned to those original purposes, whilst romantic is somewhat impractical and provides no opportunity for income generation or long term sustainability.

Our understanding is, Cllr Rhodes, understood the importance of education and opportunity for the people of Allerton. With this understanding and our charities vision to help create a progressive, thriving and self-sustaining community, we have developed alongside the community a plan for a multi-use facility.

First and foremost, this facility is about the people of Allerton, it will provide spaces and opportunities identified by the community that are not being met through existing services and facilities. Secondly, we believe this plot of land is of strategic importance to our community, it is the welcome, introduction and gateway to our community passed by thousands of people each day. Currently, this site speaks of decay, neglect, abandonment and no hope.

The plan for the building involves the ground floor being a commercial bakery social enterprise following our established model with The Sugar Snap Kitchen, an event catering and coffee shop business providing training, work experience and support into long term employment. The first floor will be offices for project support and community development space for our charity Rooted In. Alongside our office space we will create co-working/hot-desking space to provide an incubator environment for local start up business' and other voluntary led groups.

As an organisation we have a significant track record in delivery of varied and effective projects and activities. We also have the proven ability to raise finance on this scale. Furthermore, we have the vision and long term strategy to bring a project as ambitious as this to successful fruition.

## **1.1 Initial set up costs**

Currently, the building is structurally unstable with significant decay to walls, floors and roof. A Bradford Council Building Condition Survey from 2003 states the perilous condition of the building, further reports from 2010 record further degradation and indicate no improvements or maintenance took place in that time period.

Before the building can be renovated a fully costed and detailed engineers/architects plan will need producing and submitting for planning permission. Once this has been achieved it will enable our organisation to start applying for capital and revenue funding to oversee and deliver this project. However, until we have planning permission, opportunities for funding are restricted.

To meet the initial design and planning costs, we are looking to local firms who are willing to provide pro bono services whilst identifying trusts and grant givers who are open to providing early stage seed funding. We recently secured a Co-op youth grant to engage with local youth to explore their ideas and hold community consultations about the potential of this site. This has enabled us to compile significant feedback from the community as well as identifying a number of key individuals and businesses that have expressed a desire to donate their service for the community.

Phase 1: Ready for investment

- Legal structure changed from charity to CIO
- Secure short term funding to create organisational capacity to oversee initial stage
- Identify potential capital grants/donor supporters

Phase 2: Concept development, planning application submission and fundraising

- Using secured funds develop a brief with community consultations and present to architects for tender
- Select architect and develop final concept for planning application
- Apply to potential funders with approved building plans and projects

Phase 4: Pre-build

- Identify local contractors and issue tender documents
- With architect's firm, select suitable contractors

Phase 5: Build

- Engage with local contractors identifying work experience opportunities for local residents

We anticipate Phases 1-5 will take 18 months

## **1.2 Annual running costs**

The below costs are based on other comparable community spaces, advice from consultants and quotes from providers. The financial projects below are based on us securing capital to cover 100% of the renovation costs (ie no debt repayments).

5 Year Revenue Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Ground floor commercial premises			6000	6180	6365
First floor anchor tenant offices			6000	6180	6365
First floor start up incubator rent			1800	1854	1910
Local organisation subscriptions			960	989	1018
Fundraising for preparatory revenue costs	9500	8000			
5 Year Expenditure Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Wages & Salaries	3000	5000	3000	3090	3183
Rates			3200	3296	3395
Insurance	1500	1500	1100	1133	1167
Light & Heat			2000	2060	2122
Cleaning			800	824	849
Repairs & maintenance			600	618	637
Telephone & Internet			500	515	530
Marketing	500		1200	1236	1273
Equipment			1000	1030	1061
Professional fees	4500	1500			
Operational summary					
Revenue	9500	8000	14760	15203	15659
Expenditure	9500	8000	13400	13802	14216
Balance	0	0	1360	1401	1443

Incoming capital					
	Year 1	Year 2	Year 3	Year 4	Year 5
Fundraising for the build capital	70000	125000			
Subtotal					
Capital expenditure					
	Year 1	Year 2	Year 3	Year 4	Year 5
Subtotal					
Capital summary	Year 1	Year 2	Year 3	Year 4	Year 5
Balance	0	195000			

To secure the capital funding for this grant we have identified the following grant givers/trust funds.

Saffron Dean Community Association: They are custodians and distributors of capital from the sale of former council properties in the Allerton area.

Big Lottery: Reaching Communities: Initial conversations have been positive, especially when we expressed our desire for partnership working with Lower Grange community Centre and with the development of the property being a community led initiative. There would be a heavier weighting towards revenue funding through this fund

Heritage Lottery: Due to the age, location, provenance and history of the building, we are eligible to apply for capital funding.

WREN: Capital renovation funds towards the ground floor commercial bakery space.

Local fundraising: To further embed this project in the heart of the community we will be looking to our volunteer committee of local residents to spear head a wide range of local awareness and fundraising activities. We will look to the community raising at least 10% of all costs associated with bringing this site back into use.

### 1.3 Insurance

Liability insurance doesn't currently cover any buildings as the charity doesn't hold any lease or freeholds. However, we have existing public liability insurance that covers all existing activities of the charity.

Should the charity secure this building, we will look to take out an entirely new policy to cover all aspects of the renovation work. This policy will be reviewed annually or when significant changes take place that would require immediate notification to our insurance provider.

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## **2. Marketing (if appropriate)**

### **2.1 Marketing strategy**

Our marketing plan will aim to engage and inform as wide a cross section of the community as possible to the changes and developments happening. We want to provide ample time for anyone with an opinion or contribution to feel they have been given the chance to input or join us.

This awareness and community involvement strategy will be developed and delivered by our Old Library committee, currently made up of 9 adults and youth. We will heavily utilise social media growing our existing facebook page content. Further advertising will be site banners/hoarding as and when appropriate.

At key points during the design and consultation process we will host open meetings, these will be promoted by our charities existing networks, through local schools, SMS service and social media.

### 3. Business analysis

<b>Strengths</b> What you're good at and why people choose or trust you over others	<b>Weaknesses</b> Areas where you're not as strong or things that you find it hard to keep on top of	<b>Opportunities</b> Key opportunities to improve and grow your project.	<b>Threats</b> Anything that could damage your business or reputation, or give your competitors an advantage.
<p>Community focused</p> <p>Good connections with the community and a good understanding of their needs and issues</p> <p>Been here for many years, have a proven track record of working with the community</p> <p>Quick to evolve to the changing needs of the community</p> <p>Strong leadership team</p> <p>Dynamic, energetic team of staff</p> <p>Strategic organisational plans</p> <p>Clear, documented view of our purpose within the community</p> <p>Committed team of volunteers</p> <p>Proven track record in developing a successful community driven social enterprise which is now offering volunteer work experience for people from Allerton</p> <p>Proven record of securing grants and finance.</p>	<p>Online presence and public marketing</p> <p>Lack of experience in running our own building.</p>	<p>Project fits our strategic plans</p> <p>Offer more volunteering opportunities</p> <p>Offer work experience</p> <p>Create a fit for purpose building for the community</p> <p>Create a landmark building that Allerton can be proud of which is visible to passing commuters</p> <p>Help create a positive view of Allerton</p> <p>Attract income from outside of Allerton</p> <p>Support new, small businesses by offering affordable hot desking and office space</p> <p>Create an energy efficient building</p> <p>To generate income/profit which is invested back in to community led activities run by Rooted In</p>	<p>Finance, competition is high for grants and capital support.</p> <p>Public complaint, a diverse range of opinions and suggestions have been voiced. Creating one way forward may leave some feeling alienated</p>

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#### 4. Risk analysis

Risk	Likelihood	Impact	Mitigation tactics
Governance risk e.g. conflicts of interest, failure of leadership	Low	Medium	
Public complaint or bad press	Low	Medium	
Financial risks e.g. loss of income source	Medium	High	Design in low running costs. Have a diverse range of income. Overall running costs are kept low.
Operational e.g. loss of key staff, poor support	Low	Medium	Ensure no key man dependencies. Building will be trustee managed. Policies and procedures ensure continuation in the event of staff changes.
Failure to deliver on services	Low	High	Closely monitor projects and measure outcomes