

New Bolsover Model Village



Community Hub

Business Planning Study Report



Executive Summary

Brief

Monkey Park CIC has been commissioned by the Bolsover Partnership to work with those improving facilities, services & community cohesion in New Bolsover, including local residents, community groups, local authorities, charities & social enterprises - to recommend frameworks & approaches for developing the new community house. This should lead as far as is possible towards a business plan.

Background

As part of the Heritage Lottery Fund (HLF) & Bolsover District Council (BDC) programme to regenerate New Bolsover Model Village (NBMV) there has been, in addition to the physical redevelopment, a programme of interventions to help develop the local community. That has included the allocation of a Community House for use by local residents as a hub for their activities. In the longer term, local residents will need to develop their own plans for the future role of the house, for its financing, and for the benefit that it will deliver to the local community. This report explores options for the ongoing development of the house and the steps which will need to be taken to secure its future.

Local aspirations

Local residents have formed a community group Friends of New Bolsover (FoNB) which has assumed responsibility for the current running of the community house, and for the development of new activities. As part of the production of this report, the authors have met with local residents, community development workers and other stakeholders to understand their wishes.

There are many resident-led ideas for the community house's potential future uses ranging from a simple drop-in point to an opportunity to use the unique heritage of the area as a catalyst for community engagement & visitor income. The house could make an ideal base for organised groups like stay & play, could host advice & support sessions for local residents or a range of classes and projects. There are trading opportunities: from raising money from events and occasional lettings, to hosting a community radio station or providing rented office accommodation. Any of these are possible, providing that local organisations involved can draw together the necessary resources.

Case studies and learning points

During the preparation of this report the authors have investigated similar projects elsewhere in the country, and have taken members of FoNB and the community development worker to visit a number of local projects including a community garden, a community centre, a community café and enterprise hub, and a community house similar to the new Bolsover house. Learning points from these visits and from the additional research made it clear that a successful project should seek to: have in place a strong and balanced management board for the project; embrace new ideas from the community and help community members to develop those ideas; and to be flexible in looking for new ways of funding the project's future.

Success factors for the community house

A simple summary of the key factors necessary to ensure the future success of the NBMV community house considers the resources which it will need to develop in three categories:

- **People:** Identifying owners and leaders for individual activities and for the community house project overall. Building the capacity provided by additional volunteers, and identifying the skills gaps which will need to be filled. Building appropriate links with other stakeholders outside NBMV.
- **Physical :** Understanding what space, equipment and consumables will be required. Who will be responsible for procuring them and looking after them. Identifying the cost of these resources.
- **Financial:** Understanding the costs of running individual projects, and of the house overall. Identifying how those costs will be covered, whether from charges for activities or from other sources.

Financial options

The report provides descriptions of some of the ways in which funding for the project can be raised: Small fundraising activities; small grants; trading / earned income; larger grant funds and fundraising campaigns (inc crowdfunding) delivering contracts or seeking commissions; and social investment. Income and expenditure models have been produced to cover future scenarios, after core funding for the house's running costs has ended, which included:

- modest fundraising activity (probably insufficient to cover costs);
- trading models which are initially grant funded by (for example) Awards for All, Heritage Lottery Fund or Coalfields Community Grants, designed to breakeven during the funded period;

- larger projects funded by major grants such as People's Health Trust (which could be capable of producing a surplus during the period of funding); and
- generating ongoing income, for example by creating shared workspace for local small businesses (capable of producing ongoing annual surplus)

As the report explains, these options need to be considered against the aspirations of residents and those leading the project, and against the capacity and capability of those involved to run the activities involved in the different scenarios, and the sound running of the core organisation. The organisational structure and governance of the leading organisation may need to develop or be changed to enable higher income options to be explored.

Next steps

BDC has indicated that it will be prepared to allow rent-free access of the community house beyond its trial period, as long as running costs are covered by a host organisation, and as long as the house can be seen to be delivering genuine community benefit. The project is still in its early stages, there is still much fluidity in local residents as houses are redeveloped and re-occupied. Over the coming months, though, there are some specific steps which will need to be considered and for decisions to take shape progressively:

- What the house will be used for – what model it will follow?
- Who will be involved in its development and running?
- How will other members of the community be engaged to participate in the project?
- How it will be resourced?
- What community benefits will be delivered and how will these be measured?

The report concludes with recommendations for immediate action, within the next six months, which address:

- Setting out plans for the day-to-day operations of the house;
- Developing a marketing plan;
- Developing a communication plan including various media;
- Continuing ongoing dialogue with local people;
- Starting negotiations on formal lease arrangements for the building; and
- Exploring longer term options for governance and constitution.

There is plenty of evidence of enthusiastic support for the community house project amongst a core of local residents. The above steps now need to be considered to begin planning for the project's long term future.

Context

The authors

Simon Redding is a social entrepreneur working in Chesterfield who has successfully co-founded four social enterprises including the award winning Loundsley Green Community Centre & Monkey Park Community Hub. He helps people to start social enterprises.

Paul Davies is a business coach & social enterprise adviser with a long association with Bolsover District. He is a founder of Clowne Enterprise, a local business startup hub.

Setting the scene

Bolsover Model Village was built in 1891, as a model village for the neighbouring colliery - with houses which were at the time state of the art: a neighbourhood co-operative store, church, sports & social facilities, an orphanage and a school.

Over the years, the model village has changed in character greatly and there have been major changes in local culture, society & economy. The school, the church & the local store have closed; two of these have also been demolished. The orphanage has become 'Bainbridge Hall' - a community venue. In the thirty years between 1985 & 2015, heavy social & economic upheaval has fragmented the community & there has been substantial deprivation and loss of cultural identity.

In 2016 a £12m regeneration project commenced which will run until 2019, co-funded by the local authority (£10m) & the Heritage Lottery Fund (£2m). This project is refurbishing the 194 houses & their gardens on the model village, raising the standard of housing accommodation & striving to also raise the profile & reputation of the village.

The main aims of the project are:

- To implement a program of repair and restoration, which will include the reinstatement of architectural detailing such as windows.
- To work in partnership with community organisations to strengthen community spirit and promote pride in local heritage.
- To improve housing and housing conditions for local people through physical improvement, better maintenance, and improved thermal efficiency.
- To provide local training and volunteering opportunities.

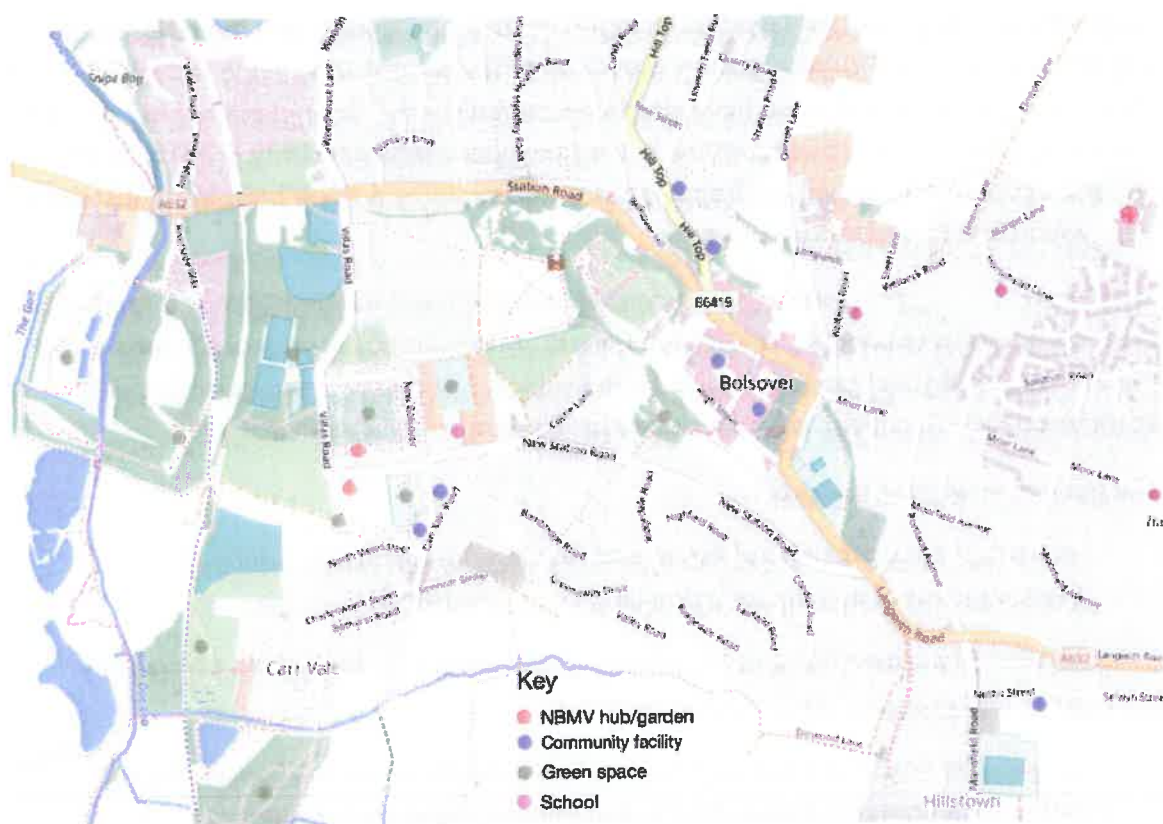
There is an aspiration to empower local people to rebuild the strength & resilience of their village - socially, economically and in wellbeing terms.

This aspiration has led to four elements of the project:

1. Cultural exploration through a number of community arts projects, exploring both heritage & future potential
2. The allocation of a 'Community House' from the housing stock for at least the duration of the project to support growth in social capital.
3. Conducting community organising/facilitation/support activities with village residents.
4. Support for the founding of a community organisation, "Friends of New Bolsover" made up of local volunteer residents.

Physical asset mapping

These other venues are close by:



We recommend discussion on collaboration with Bainbridge Hall, as their rooms are larger. The unique selling point / niche of a community house is that is embedded into the housing stock among residents and can be a place where groups (like social eating) start / are piloted before scaling up to larger venues.

Why does New Bolsover need a community house?

Through adhoc community listening activities & three public meetings, we have asked residents why they perceive a need for a house/hub. These are some relevant points:

- Community facilities are good in Bolsover, but many of these are too far to travel to - especially given that New Bolsover is down a steep hill from the town centre
- Nearby facilities (e.g. Bainbridge Hall) do not provide a cosy welcoming environment to enable mutual community support or collective action - they provide larger empty spaces more suitable for running meetings
- Other facilities are run by authorities or organisations with specific objectives - the community needs its own space & to be able to set its own direction
- A small space is required to gather the community, which feels more like getting together to support each other & initiate change
- Bolsover District Council see specific benefits associated with community cohesion; it is hoped that increase cohesion will enable consequent improvements in resident behaviour, financial resilience, mutual wellbeing support etc. This may be able to reduce demands on the council or rent arrears.
- Provides an opportunity to showcase the unique history of the Model Village and attract visitors to the area

Limitations of a community house

A community house has small rooms and is not ideally suited to holding large meetings, training sessions or gatherings. It is also not suitable for provision of many centralised services, since it is embedded among residential housing. However these apparent drawbacks are also its prime assets. Instead of being considered as a standard rentable community venue, a community house can be seen as a space where people can gather & plan - creating social capital & community initiatives that can then scale to other venues.

A community house is also an ideal space for small one to one support on many topics. If implemented well is is widely known about, is approachable without stigma & is a trusted venue. A community house should be open to all but will need a single organisation to administer it - coordinating bookings, paying bills etc. This role naturally falls to the Friends of New Bolsover but they must be careful that the community do not perceive it as "someone else's house" - it is for all in the community to use.

PESTLE analysis

A PESTLE analysis identifies the pressures and trends that are on an area or project. It is important to understand how society & organisations in the area are changing in order to provide context for this project. Things that may influence this initiative are split into six areas:

- Political trends
- Economic pressures
- Social changes
- Technological changes / opportunities
- Legal constraints / pressures
- Environmental pressures

Political

Need to justify local authority & NHS expenditure for any non-statutory service provision. Opportunities are opening up for communities & voluntary sector organisations to run core services that used to be run by statutory authorities. Recent regeneration activity has been imposed on residents, albeit with consultation. This will have the effect of dampening action driven by the community.

Technological

Technology is enabling new ways to engage with services (e.g. on mobile phones) Digital exclusion is a serious & increasing problem in North Derbyshire. Internet social networks can improve communication opportunities within neighbourhoods but can also inflame divides & confusions.

Economic

Third sector is less funded each year, putting pressure & obligation on volunteering. Grant funding is less funded by local authorities but is still available from national & specialist funders. Residents are financially struggling and the low current occupancy rate of the village means there is less collective spending power that could be used to support new services.

Legal

Community organisations are stepping up to deliver critical services but need the legal structures to be able to do so

Social

Society is becoming more fragmented, particularly with increased transient living & physical separation between family members. Isolation is rising, and causing increases in health inequalities. People have busier lives as each year passes, with increasing pressure to be seen to be economically productive - reducing time for involvement in positive community led action.

Environmental

Many residents don't have access to a car; a community house can provide services for which they don't have to travel. People are more aware of environmental issues, but in recent times concern has not matched this increased awareness for many people, as financial pressures are perceived as more important.

Constraints

Boundaries in the planning exercise

Input from Bolsover DC Housing Department

A meeting with Peter Campbell, the Head of Housing at Bolsover District Council, brought out the following information:

- Bolsover District Council are very supportive of the existence of a community house & the community benefits & increase in social capital / community capacity this could create.
- However, Bolsover DC also have to weigh this against the reduced level of income which will arise from the removal from rentable housing stock of the community house.
- The provision of the community house is considered as a core part of the regeneration project and a commitment in the grant funding agreement with the Heritage Lottery Fund.
- Bolsover District Council are therefore willing to promise both free use of the community house & also a rent & rates free period for the house during the extent of the project or for the next 12 months, whichever be longer.
- Although the community house is for all residents & groups, it needs a clearly defined & constituted group to organise its administration. The Friends of New Bolsover are the group that most naturally fit the role of community house administrators, but the house will need to be available for use by all local groups subject to appropriate controls.
- The house will be supplied empty & its contents will be the responsibility of the house administrators (Friends of New Bolsover) -they will thus need to provide a contents insurance policy.
- At the end of the 12 month period, there will need to be a review of the community house & its progress - by the council & Friends of New Bolsover. This will specifically need to describe to local councillors the social benefits / impact that have been enabled by the community house, complete with case studies.

- Subject to the Friends of New Bolsover demonstrating adequate community benefit from the first 12 months of operation, the council will work with them to assess free provision of the house for a further two years. A key determinant of whether the house will remain as a council-provided resource is the amount of community benefit that it provides to local residents, including their social cohesion, wellbeing & economic development.
- Frameworks will thus need to be put in place during the first year of operation to measure & record the social, wellbeing & economic benefits of all projects associated with the house.
- However, during these 2nd and 3rd years, although the council is confident that the house can remain available without a rental charge, it is clear the Friends of New Bolsover (or a successor group) would be subject to additional obligations, including being required to fund or take control of regular bills (utilities etc).
- Friends of New Bolsover will need to ensure they have adequate insurance for operating the community house & protecting its contents. This will also need to protect local people who volunteer for it against personal liability.
- The community house will need to be registered for 'change of use'. This is being dealt with initially by Kim Wyatt from Bolsover DC development control -the manager of the regeneration project. The authors of this report recommend that appropriate classes of use are D1 (community venue) & B1 (office)¹.
- Bolsover District Council are willing to discuss modification of the building after the initial 12 month period including redecoration, but request that no modifications are performed to the building without discussion. The only constraints on long term modifications to the building are related to the property's listed status. The longer the community house has been operating successfully, the greater chance of a positive response to any request.
- When the building has been in operation for three years, if the social, economic & wellbeing benefits arising from its presence can be demonstrated & measured as being positive for the local community, then Bolsover District Council will engage in a conversation about its long term future including its ownership, costs & operating models.

¹ See https://en.wikipedia.org/wiki/Planning_use_classes_in_England for background information on use classes.

Current action by local residents & volunteers

In 2016, community organising by a previous local facilitator enabled local people to gather together & form the Friends of New Bolsover to improve the local area. They have been using two temporary houses as trial test runs of operating a community house. They transferred to the final community house, 126 New Bolsover, on 4th September 2018.

Activity in the community house to date has sometimes been driven by the actions or initiatives of the regeneration programme. This has meant that when a specific initiative led by the programme (such as craft workshops) has been running, the house has had increased usage. Leading up to, as well as following, the closure of Bolsover Community Voluntary Partners (CVP) substantial difficulties were experienced by both community engagement/organising workers (who lost their jobs as part of the organisation's closure) and also community volunteers (many of whom drifted away). Most activities that had been taking part up to that point ceased due to these difficulties.

Assessment of trial community house utilisation

Since many of the initiatives have been temporary or have struggled with the issues mentioned above, utilisation of the house is reduced currently. Recent users of the community house have been:

- 1) Regeneration project workers including the local authority project manager & other staff, prime contractor (Woodheads) & subcontractors (e.g. architects)
- 2) Community engagement workers from Coalfields Regeneration & Community Sports Trust
- 3) Junction Arts (who have been documenting oral histories through a project-funded initiative called 'Whispers from the Model').
- 4) A resident led crafting group, currently made up mostly from attendees from outside of New Bolsover Model Village
- 5) A children's craft group led by a local resident over the 2018 summer holidays

Other groups had previously been in place (e.g. genealogy), but these are no longer in operation and there seems to be little appetite to restart some of them - many of the attendees were from outside of the village.

Health & Wellbeing - Bolsover Locality Plan

The Bolsover Locality Plan has three objectives - all of which the community house could contribute to:

1. Building Healthy Communities
2. Resilience & Capacity Building
3. Effective Healthcare

The community house is a space where skills sharing can enable the first of these and mutual support can enable the second. Also the very act of running a community house as a group of local residents will contribute to these.

Five Ways to Wellbeing

The New Economics Foundation has identified² five ways that wellbeing can be improved:

1. connect
2. be active
3. take notice
4. keep learning
5. give

A community house can contribute to all five of these approaches - examples include:

1. Increased engagement in community groups & participation in communal activities, events, meetings etc.
2. Participating in small scale physical activity - e.g. mini fitness clubs, walking/jogging groups starting from the community house, physical volunteering to maintain/operate the house.
3. Classes that enable notice to be taken of the world around us - e.g. walking tours on the local heritage or environment. Discussion groups can also provide benefit - e.g. discussion of local politics etc.
4. A community house can provide small scale adult education & skills sharing initiatives
5. Volunteering in a community house can strongly boost self-worth & confidence

² <https://www.gov.uk/government/publications/five-ways-to-mental-wellbeing>

Community needs

What do the community want the house to be and contain?

Community engagement & organising

Community organising activity was started by Bolsover CVP, with a development worker employed to listen to local people & explore/facilitate resident-led initiatives. Despite a number of changes of development worker & difficulties with the sustainability of support organisations, this has been successful and has supported the creation of Friends of New Bolsover. Further community facilitation was conducted by the Coalfields Regeneration Trust. This work is now being conducted by the Community Sports Trust.

Records of stated community need that have been gathered during this exercise & through previous community engagement work do not primarily focus on the community house, but some things that are asked for (such as parent/toddler groups) would contribute to its provision. However due to the way a major regeneration project is extremely disruptive to residents' day to day lives, many of the stated needs relate to the building works. Of those that do not, the majority relate to either anti-social behaviour (exacerbated due to a current lack of residents) or outdoor facilities that could be incorporated into the regeneration project.

With little explicit evidence of clear aspiration to use a community house (despite the obvious benefits), it's important to provide inspiration to the local community & also listen to underlying needs & the context of people's lives. The authors expect that once the regeneration project nears completion, new community development activity & community-led initiatives will result in new groups being formed that will use the community house, but we cannot at this stage predict with any accuracy what they will be. However there are some likely themes which are touched on below.

In the longer term, it is important to build the capacity of people in the community to conduct organising & development activities between themselves as volunteers, ensuring sustainability beyond the funding for paid community development workers.

Community aspirations

The authors worked with the community engagement worker to talk to local residents on their doorsteps & in the street - to ascertain local aspirations, fears & needs. This was difficult due to a large number of properties being empty & there being high resident turnover.

The authors also ran a workshop with local residents to explore their aspirations for the local area & their lives. Sadly the workshop was poorly attended despite being well advertised and run jointly with another activity from Junction Arts (to enhance its appeal). Six local residents attended in total.

We elicited residents' views on what they would like to see in the community over the coming years. We started by asking residents for their views on a shared vision - what they would like New Bolsover to feel like in the future. What people described was a place that could provide a focal point for local residents, a welcoming place for all and somewhere to which people could turn if they needed help. They also saw it as a basis for building links with visitors and other local communities. Specifically the words used were:

- A space to gather
- If someone is stuck – let's help them
- Home grown - led by local residents
- No-one is forgotten
- Welcoming
- Mucking in together
- Considerate neighbours
- Community spirit
- Inclusive
- Unique
- Resilient
- Part of Bolsover as a whole: not a satellite place
- Twins : Carr Vale & The Model
- Visitor Attraction

We then asked the community members who attended to outline the ways in which the the "Friends of" group, the community house, and the activities around it, could change & improve the lives of residents:

- Less isolation
- Healthier
- Happier
- Increased Pride
- Better security
- Entrepreneurial
- Easy to ask for a hand
- Integration of people with additional needs into the community
- Better support for long term physical and mental health conditions
- Knowing about local business
- Welcoming
- We will be listened to
- People will have new friends, they will know their neighbours
- Access to advice
- Opportunities to develop in life & grow confidence
- Stuff to do for young people
- Improved financial resilience
- Opportunities for neuro-diverse, & autistic people

Community assets exploration

We ran a session with community members to conduct an initial exploration of the skills/ talents/resources that might be available from people already engaged with community activity:

This list is not exhaustive, and we recommend that this activity is repeated in 6-12 months:

- The Green
- Allotments
- Open spaces
- Professions (carpenter, chef, car mechanic, decorators, child care qualifications, IT/tech, radio presenters, graphic designer, reflexology)
- Musicians (accordion, guitar, viola)
- Gardeners
- Drivers for trips
- Labouring
- Carers
- Leaders
- Letter writers

Opportunities which have been discussed

Some opportunities for other initiatives have been discussed, but due to the lack of effective community dialogue at present, they have not yet been effectively explored or validated / market tested. These suggestions have come from the workshop mentioned above, from information on past activities/consultations and from listening trips conducted with community engagement workers:

- Drop-in social sessions to reduce isolation & support each other
- Tea and cake (for sale)
- Citizens' Advice sessions
- Quiet space
- Computer lessons
- Computer resources to access online services such as Universal Credit, job seeking & library search
- Art classes / group
- Homework club
- Local history & heritage group (now in place meeting on a monthly basis)
- Music group
- Trips out using the community house as a base
- Popup events to draw people in
- School visits
- Baby clothes, school uniform, toy sales
- Community radio station (under consideration)
- Recycling group
- Craft groups
- Graffiti wall (in the back yard)
- Ceilidh (this is likely to require a larger venue)
- Buddy schemes

- Toy library to enable families to access an affordable & regularly changing supply of toys for their children
- Tool library to share tools & save residents money for things they only use occasionally
- A parent & toddler meetup group
- Mental Health peer support group & signposting
- Dementia friendly events & peer support group
- An older people's social group to reduce isolation & reminisce
- Regular or pop-up small social cooking & eating activities
- Skill sharing initiatives
- Social eating & cooking clubs
- Community Shop (for food)
- Makers' Corner (for selling local crafts)
- Desk rental (in the loft)
- Teenage youth club
- Bingo nights
- Use of the house as a base for walking tours, jogging groups & bus trips
- Play projects
- Heritage & history meetups (concerning the village, the mining industry & local railways)
- Genealogy groups
- Baby self-weighing
- Mini-lending library for books & DVDs
- Christmas Savings Club
- Quiz evenings

Progressing these opportunities

The community has been preoccupied with regeneration works, with many residents not yet present & the others experiencing serious disruption of moving, building works in their houses etc. As the building work tapers off, we would suggest that the Friends of New Bolsover are empowered to conduct further research & validation, and through further community engagement we expect that some residents will step forward to run groups like these.

The Friends are particularly keen on making sure someone is in the house on a regular basis to ensure that the house is considered as accessible. If this is the case, then we recommend that this be a limited number of hours to reduce risk of group burnout.

Use of space in the community house

The house has the following rooms that can be used:

- Kitchen
- Ground floor room
- First floor larger room
- First floor smaller room
- Loft room (second floor)

We recommend that a clear naming scheme for these rooms is put into place to make bookings non-controversial.

One of these rooms will need to be suitable for use as a drop-in space (with perhaps comfortable seating like sofa, coffee table).

One will need to be office space (with perhaps fold-away tables to allow for multiple uses) - for hot-desking & project management work

The other two rooms should be laid out flexibly with folding/stacking furniture to allow for multiple uses.

Attention should be paid to storage as this will be at a premium when groups start using the house - perhaps additional storage solutions could be purchased for inside or outside the property. There will need to be a clear policy on who gets storage space in the house.

Service provider use

How would others like to use the house?

The authors have talked to several service providers in the local area, and have assembled this list of potential activities that could be delivered by third parties. However we note that statutory & voluntary sector providers are cutting outreach activities due to ever increasing cost constraints.

Employment (Job Centre, local authority & Building Better Opportunities programmes):

- Job Club
- Employment Search & Business Startup Support
- Universal Credit Work Coach meetings
- Universal credit online support (mailbox / digital support)

Advice & Transactional Services:

- Freedom Project
- Public Health Advice (stop smoking, breastfeeding)
- Citizens Advice Services
- Credit Union / Community Banking
- Post Office
- Budget Buddies

Drop-in services (meet residents, engage & consult):

- Anthony Stewart - Neighbourhood Ranger (cup of tea, toilet & drop-in)
- Wendy Edge - Housing Officer
- Project contractors - Woodheads & their subcontractors
- Debt Management support (Kerry Oscroft / Emma Kendall)

Health advice:

- Health visitors
- Falls prevention
- Breastfeeding & child support
- Social Services
- Multi Agency Team youth workers (sexual health & counselling sessions)

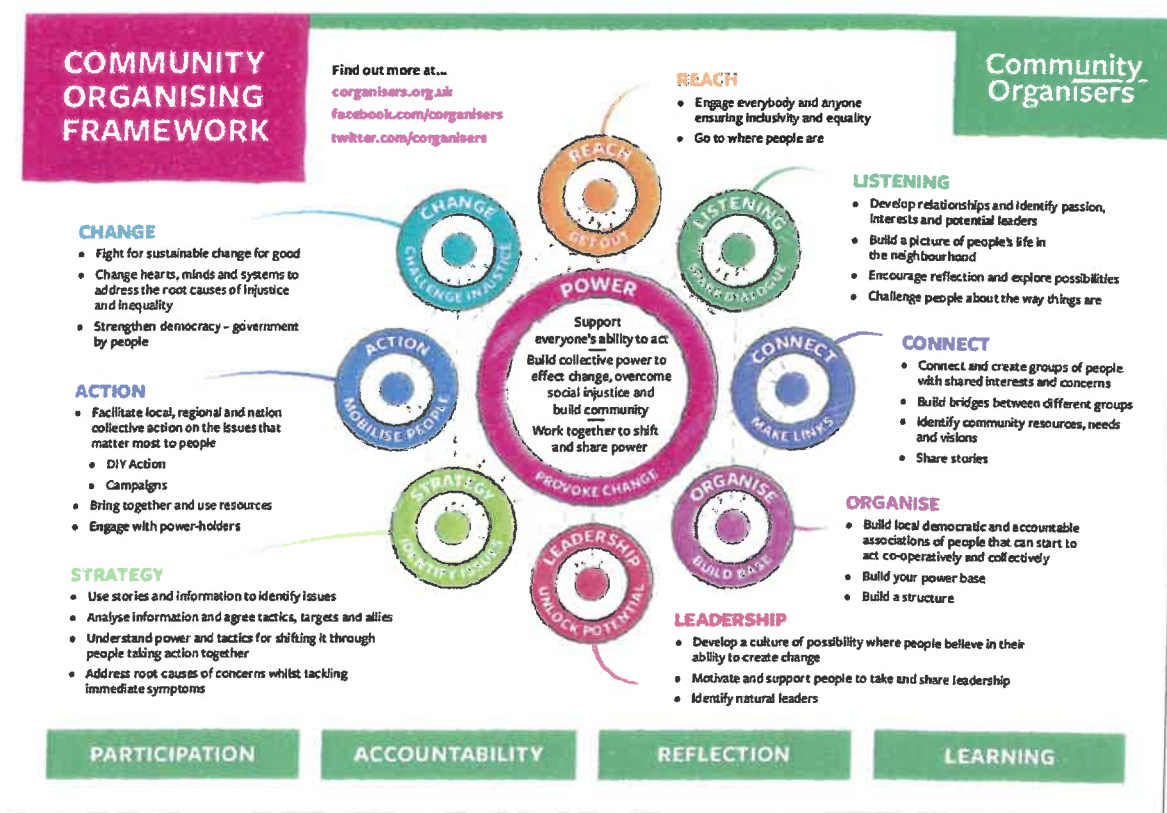
Operating Model

Community Engagement

Community organising & change facilitation

Community organising consists of gaining the trust of local residents & listening to them to obtain insight on their situation, assets/capabilities, needs & dreams. The organiser is a facilitator of residents' action & brings together small groups of residents to talk, in a measured way so that trust bonds are both preserved with the organiser & grown between residents. Discussion is then facilitated between these residents to enable them to achieve change (whether it be creating a new group/service, campaigning on an issue, organising an event, resolving a community problem etc). The organiser can donate their own skills in many subjects such as fundraising, but the long term objective is to empower the groups of residents, ensure that they are in charge of all initiatives & achieve sustainability by slowly moving on when appropriate.

Here is a framework describing community organising from Community Organisers Ltd:



In bringing people together for positive co-designed change, much can be learned from the concept of a Social Movement - creating a framework for gathering & change rather than an organisation. Here is a useful model to describe what needs to be in place for the nurturing of effective social movements:

The
Movement
Building Canvas
www.thesocialchangeagency.org



Digital organising

This is the process of using digital tools like social media to enable people to organise & form movements - including enabling them to understand what is happening & to get involved effectively. Friends of New Bolsover have started to use Facebook for this purpose, but they recognised that their approaches were not working. Therefore as well as producing this study, the authors have already conducted a free community workshop for the group in the effective use of social media for digital organising, which will enable them to start to build capacity in this area.

Financial management

Turning aspirations into a clear business model

Whatever activities take place in and around the community house, there will be a number of common factors which will need to be considered as a future programme is assembled:

1. Resources (People)

- Who will be the owner for the activity, responsible for leading it and ensuring that a plan is properly drawn up and managed?
- What other volunteer input will be required to ensure the success of the activity?
- If it is a regular activity, what cover needs to be provided to deal with holidays, illnesses or unplanned absences?
- What additional skills will the owner and other volunteers require in order to deliver the activity successfully?

2. Resources (Physical)

- What space will be required in which the activity will take place? Is that space suitable, safe and correctly equipped?
- What additional equipment or materials will be required for the activity? Are they already in place? Who will be responsible for their care, maintenance, safekeeping, storage?
- Will any consumables be required which will need to be bought / replaced each time the activity takes place?

3. Resources (Financial)

- Will a charge for the activity be made for those taking part in it?
- If the activity is to be free of charge, from where will the costs be covered?
- There are always some costs; will income from the activity make a contribution to the running costs of the Community House?

Many new groups find the final category above the most difficult to address. Not because they do not understand the issues involved, but because they find it hard to reconcile their aspiration to provide low-cost or free services to the community, with the need to balance the books of the host organisation. This is made doubly difficult by two factors in the case of New Bolsover: the expectation of local authority / contractor users to have access to free space & the lack of budget of many public & voluntary sector organisations.

Most of the above suggested uses can be delivered at a fairly low financial cost, and many of them could cover incidental costs by making nominal charges to users (eg £1 per session for drip-in tea and cake events). Some of them may be able to produce a surplus which would help cover running costs of the house (eg charging sellers a fee at baby clothes / toy sales; charging for use of the space by local clubs or outside groups; or charging session fees for things like computer classes).

During the remaining period where the house is provided completely free of costs, those involved in developing the services and managing the hub will need to be planning towards the day when overhead costs will have to be met by those running and using the building.

Our estimate is that annual overhead costs after the first year will amount to something slightly less than £3,000 p.a. (see analysis below for full details). Consideration will need to be given to what additional activities, outside of those set up for the direct benefit of the local community, will need to be considered to raise funds.

How could the house be run?

Responsibility

The house is for all in the community. However, as with any venue, there needs to be a body that is primarily responsible/accountable - holding master keys, insurance policies, taking bookings, paying bills etc. The sensible body for this role is the Friends of New Bolsover.

The Friends group will also therefore pick up operational management, security & basic maintenance responsibilities. Over time, as utilisation grows, they may wish to hire a part time cleaner / caretaker using grant funding, in order that a high quality experience is maintained.

Bookings

We recommend that a single electronic bookings calendar (e.g. Google Calendar, or Skedda) be put in place to enable many people to see what bookings are on & what events are running, and for the use of the house to be embedded into a web page. This will also enable easier assessment of social impact through measuring utilisation. Events could also be booked using Eventbrite etc, perhaps facilitating paid-for event tickets.

The Friends of New Bolsover currently have a mobile phone dedicated to incoming calls which can be passed around. We recommend that bookings continue to be taken using this phone, with an online booking option added over time.

Rooms in the community house need to have clear names. The naming of rooms could be a clear opportunity to reference specific points of heritage interest in the community. It may also be possible to name them after people who have previously lived in the house.

To date, council staff and their contractors/partners have been able to use the community house, often without booking. While it is recognised that use of the house will not be charged for use by the regeneration project team, it is important that all users are booked in with the central bookings team - this will avoid double bookings & confusion.. Charging should be put in place where possible to cover overheads. Effort should be made to ensure that use of the house by authorities does not limit growth of community activities or the receipt of trading income.

The house particularly needs to be used as a base by the regeneration project manager & community development workers. We recommend that they alone are able to block book chunks of time to use desks, with other times then available for hot desking.

Security

Key-holding will be the responsibility of the Friends of New Bolsover. We understand that there are limited issues of a high security physical key to gain access to the building. There are no internal locks. Installation of an additional electronic key fob system should be investigated, in order that regular users can be given their own key and that access to specific rooms can be controlled. Until then, the Friends group will need to have a rota to open up the house for groups using it - this may quickly become unmanageable with holidays etc.

In time, there are likely to be projects in the house needing to store personal records. Space should be found for a small lockable filing cabinet.

House Rules

There need to be a clearly defined set of 'house rules'. We recommend putting these on the wall, but putting them in the context of the values & principles of the community. People tend to respect rules more when they understand the context in which they have been created.

Onboarding

A welcome pack for the house may be beneficial - explaining like a user manual where to find everything, how to lock up, who to call etc.

Health & Safety

It is important that the house contains:

- an up to date and regularly checked first aid kit (1-10 people should be adequate)
- an accident book
- a book for users to record any maintenance defects (that could cause an accident)
- regularly checked first extinguishers, fire blanket (for the kitchen) and smoke alarms

Funding Strategy

How can this be funded?

It is important for community hubs to have a clear funding strategy. By this, we do not mean a funding plan. A funding strategy says what kind of mix of funding income & outgoings are desirable for an organisation. A plan would have a clear insight into exactly what is currently envisaged for the hub, when it might be suitable to fund those initiatives & would then search for appropriate funding within the confines of the strategy. We would suggest that the New Bolsover community house is not ready for a plan in this way but can outline a potential funding strategy.

Funding needs are generally four-fold:

1. A requirement for 'capital funding' to procure new assets or equipment
2. Requirements for 'project funding' to run a one-off project which will close at the end of the funding
3. A requirement for 'working capital' to cover expenditure while a new service becomes financially self-sustaining
4. A requirement for ongoing 'revenue funding' to support the operation of a service

It's important to understand which type of funding is needed for a specific project & not to apply for the wrong funding. All of the above are valid - for example a project may create a step change in local provision & good local impact even if it then closes, whereas a smaller project supported with some working capital funding may be able to become sustainable over the long term through the receipt of earned income (but this needs to be planned in from the outset).

Trading / Earned Income

Income can be earned for a community project such as this by making a charge for use of facilities, space rental, for expertise or services provided by volunteers at the centre, or by organising paid for events and activities. In the case of a community group, this might include:

- Hiring out workspace (office, studio, salon, treatment room) to local small businesses
- Hiring out meeting rooms to other organisations (businesses, public sector or third sector groups)
- Providing IT advice sessions, run by volunteers, paid for by participants
- Organising workshops / classes (using paid or volunteer tutors), charging participants sufficient to generate a profit
- Running a small trading business in the community house (e.g. tea shop, retail outlet)
- Letting others trade in the premises & charging a commission on their sales
- Providing paid for support services to residents (e.g. community transport)

The main activities involved in generating income through these routes are:

1. Basic market research to identify what needs exist that could be met by the hub
2. Putting in place the necessary resources to run the activity
3. Marketing the activity
4. Taking payments

Pricing

A multi-tier pricing strategy may be useful in attracting new customers/users, new community activity & more long term income. If local charities & other community groups are given discounts or free trial periods that may be additional persuasion to take the risk of opening up a new project in New Bolsover.

Grant funding

Grant funding comes in a number of different guises, with only selected organisations eligible to receive some of the funding available. It is very important to read the eligibility checklist supplied by the funder before proceeding. It is also very important to not scope a project based on available funding as it may not align with local people's needs or a capacity to deliver.

For a small community group such as Friends of New Bolsover, it would be fairly straightforward to apply for and receive grant funding towards acquiring equipment, or running certain types of activity. There are many small funders prepared to provide grants of up to £1,000 to groups with a basic constitution, particularly if the funded activity relates to key themes which funders are promoting (improved health, activities for young or old people, addressing isolation etc). And while grant funders are usually reluctant to fund basic organisation running costs, they will often allow a contribution toward overheads.

Providers of larger grants (up to £10,000, say) usually prefer to be dealing with organisations which are in some way incorporated and which provide a degree of reassurance in the form of additional accountability. By becoming incorporated as a Company Limited by Guarantee, or a Community Interest Company an organisation is held to periodic reporting arrangements which provide confidence to funders. Funds such as Big Lottery, Awards for All, Heritage Lottery Fund or the Arts Council Lottery Small Grants are comparatively easy sources of funding for community organisations with a worthwhile project idea that will deliver genuine community benefit. Again these grants will rarely provide running costs for the organisation, but will cover the costs of hiring in trainers, buying equipment etc.

There are funds which will cover organisation running costs. A good example of that is the People's Health Trust (PHT) which will provide grants of up to £50k over two years to fund projects specifically targeted at social cohesion in small geographic areas. The Hub in Holme Hall has benefited from PHT funding.

There is a specific grant fund of note - the "194 fund" operated by Woodheads, which is not yet open but which is intended to provide a legacy for the regeneration project. This legacy might take the form of a large project (e.g. a play area) or may be an opportunity for the community house to start new services.

Other funds which are of note include local wellbeing funds administered by Derbyshire Voluntary Action on behalf of the NHS & public health team.

Example grant funding sources

As the house is already available & fully refurbished, funding is needed primarily for service delivery, community projects (which may include a capital spending element) and core costs (e.g. paying the gas bill).

We have looked at the potential for grant funding considering both local and national funds and have made comment on which type of funding they might be suitable for:

Fund	Type of funding	Maximum amount	Link/Notes
NDVA Startup Grant	Group startup	£500	May be suitable for new community led groups wanting to start up projects & rent space in the community house http://www.ndva.org.uk/learn-more-about-us/funding
NDVA Small Grants	Project	£1,000	Small grants for social impact projects http://www.ndva.org.uk/learn-more-about-us/funding
5 Ways to Wellbeing	Project	£1,500	Projects that support as many of the '5 ways' as possible. http://www.ndva.org.uk/learn-more-about-us/funding
Healthy Bolsover Grants	Project	£2,000	Projects supporting Health & Wellbeing http://www.ndva.org.uk/learn-more-about-us/funding
Tudor Trust	Core / Project	Mainly over £10,000	Will cover core funding and also projects. Supports small organisations but they have to have a clear mission & measure social impact https://tudortrust.org.uk/assets/file/TTT_Guidelines_2018_AW.pdf
Big Lottery Fund Awards for All	Project	Up to £10,000	Small grants fund for projects taking up to 18 mths https://www.biglotteryfund.org.uk/funding/under10k
Heritage Lottery Fund: Sharing Heritage	Project	£3,000 - £10,000	Projects that engage local people in their local heritage: https://www.hlf.org.uk/looking-funding/our-grant-programmes/sharing-heritage

Fund	Type of funding	Maximum amount	Link/Notes
Big Lottery Fund Reaching Communities	Project	Over £10,000	Larger project fund for projects up to three years long https://www.biglotteryfund.org.uk/funding/programmes/reaching-communities-england
Arts Council Lottery Project Grants	Project	Two levels: up to £15,000 / over £15,000	Arts projects involving local people: https://www.artscouncil.org.uk/projectgrants
Duke of Devonshire's Charitable Trust	Project	£250 - £10,000	Only open to registered charities http://ddct.org.uk/guidelines/
Derbyshire Freemasons	Project	Up to £2,000	http://www.foundationerderbyshire.org/funds/freemasons-of-derbyshire-grassroots-fund/
Thorntons Derbyshire Fund	Project	£500	http://www.foundationerderbyshire.org/funds/thorntons-derbyshire-fund/
1% Matters Fund	Project	£500	http://www.foundationerderbyshire.org/funds/1-matters-derbyshire-fund/
Walbrook Fund	Project/ Capital	£2000	Focuses on projects helping elderly poplin deprived areas http://www.foundationerderbyshire.org/funds/the-walbrook-fund/
Kerr Fund	Core/ Project/ Capital	£1,000	For arts or horticulture projects working with people in dire need: http://www.foundationerderbyshire.org/funds/william-griselda-kerr-fund/
Derbyshire Older People's Fund	Core/ Project/ Capital	£5,000	http://www.foundationerderbyshire.org/funds/th-derbyshire-older-peoples-fund/
Social Enterprise Exchange grants	Capital / specific costs	£1,000 - £1,500	For newly incorporated social enterprises on the SEE support programme http://www.socentxchange.net/grants/
DCC Community Action Grants	Project	Small £500 Medium £1,000 Large £10,000	https://www.derbyshire.gov.uk/community/lottery-funding/action-grants/action-grants.aspx

Fund	Type of funding	Maximum amount	Link/Notes
DCC Older People's Cub Grant	Core	£110 per year	https://www.derbyshire.gov.uk/community/lottery-funding/luncheon/grants-to-luncheon-clubs-older-peoples-clubs-and-clubs-for-disabled-people.aspx
ActiveDerbyshire	Advice	FREE	Assistance sourcing money for physical activity projects & writing funding bids https://www.activederbyshire.org.uk/bid-writing-service
Sport England Small Grants Fund	Project	£300 - £10,000	https://www.sportengland.org/funding/small-grants/
Alec Dickson Trust	Project	£500	For young people under 30 to start a volunteer project in their community http://www.alecdicksontrust.org.uk/apply/
Bolsover Rotary	Core/ Project/ Capital	£500	http://www.bolsover-rotary.org.uk
DCC Community Leadership Fund	Core/ Project/ Capital	Total fund of £3,860 per councillor	Allocated through county councillors https://www.derbyshire.gov.uk/council/policies-plans/community-leadership/community-leadership-scheme.aspx
Police Commissioners Grants	Project	Small grants up to £2,500 Large grants up to £25,000	https://www.derbyshire-pcc.gov.uk/Finance-and-Grants/Grants/Crime-Prevention-Grants.aspx
Children in Need Small Grants Fund	Project	Up to £10,000 each year for up to three years	http://www.bbc.co.uk/programmes/articles/wWhd5lqf4RZ3xhL63G9Xmc/small-grants-what-you-need-to-know

Fundraising, sponsored events or crowdfunding

Money can be raised to cover the running costs of the Community House by running fundraising events. These can range from table top sales and "fun-day" events, through to musical events and barn dance / ceilidhs (probably requiring the hiring of a venue) or Christmas Raffles. Temporary licences and/or small lottery licences will enable the group to gain permission to run raffles, a bar or dance/music events.

Crowdfunding activities can raise money for specific initiatives from a wide group of people, but the community have not yet identified such specific needs. A crowdfunding campaign may offer rewards that are related to the fundraising initiative & which often involve provision of individual goods or a personal experience. Well organised crowdfunding campaigns have four discrete stages:

1. Plan your campaign carefully - designing rewards, defining audience, planning timings etc.
2. Recruit your supporters
3. Engage: chase your supporters: ask people who have supported you to ask their friends & ask those who haven't supported you for money
4. Finish/close with a flourish and get your campaign over the finish line to meet your funding target. This relies on making great progress early on in the campaign.

The challenge facing any small community group is how to raise funds from outside the area itself, rather than just recycling money within it. Holding events which are well promoted and provide a genuine attraction can do this, as can raffles if there are sufficient contacts outside the area prepared to buy tickets. Raising £500 per year through such activities should be possible. More than that may be a challenge.

Delivering contracts & being commissioned

Perhaps the most challenging route for generating funds for any community organisation is to bid for and deliver contracts on behalf of public sector agencies.

Commissioning organisations can include CCGs, Local Authorities, Enterprise Partnerships and others. They usually demand a strong prior portfolio, professional indemnity insurance & a mature governance structure (e.g. a CIC or limited company).

Contracts can cover the delivery of care and support within local communities, conducting research, delivering programmes of activity for the elderly and more. Commissioners, though, seek to reduce their overhead costs by contracting with small numbers of contractors who will have to deliver projects across a wide geographical area. And they will minimise risk by working with established organisations with proven track records and sound finances. Never say never but, for now, generating income in this way is beyond the scope of the NBMV team.

Social investment

Similarly social investment is not currently appropriate for the community house or Friends of New Bolsover. This might involve share based investment, including community shares, or taking on debt.

Monkey Park is a case study here: the team there raised seed funding through loans from individual members of their community using a tax incentive scheme called 'Social Investment Tax Relief'. They later mixed a grant with a social mortgage (i.e. a secured loan) to purchase their building.

Future potential for social investment might be for short term needs (e.g. ensuring adequate cashflow during delivery of a contract) or long term (e.g. purchasing land or building property) - all of which is currently out of scope.

Corporate or local business sponsorship

Many businesses need to be perceived as charitable to local community initiatives. In the case of corporate businesses they will be seeking iconic projects which will align with their values. In the case of small businesses they may wish to be associated with high profile local projects that do good.

Choosing a funding mix

For the case of the New Bolsover Community House, capital grant funding or social investment will not initially be required. The house is provided and little will need to be done to enhance it. However it needs to become self-sufficient over the first year by supporting itself with revenue income - earned from trading initially. This will enable Friends of New Bolsover to pay the utility bills in the second year of operation.

Such small scale trading operations could include:

- space rental of rooms in the house
- chargeable activities (e.g. children's rock painting)
- sales of tea/coffee/cake
- fundraising at events
- sales of garden produce
- social nights (perhaps with a bar - worth talking to the Carr Vale Social Club about whether they could run a popup 'speakeasy' bar in the community house)

In order to run new services in the community house, some seed funding may be required (e.g. for marketing or equipment). This could be acquired through a bid to a project fund. It is strongly recommended that a marketing budget be sought for new initiatives along with a budget to install new physical marketing spaces (e.g. community noticeboards). A community newsletter could also be a initiative that could initially be funded by grant support but which could support itself using advertising/sponsorship from local businesses over time.

Business Plan : Financial Scenarios

Accompanying this report are potential budgets covering four scenarios. These scenarios are not mutually exclusive: each contains options which could be carried on alongside elements from other scenarios. They have been developed as a way of demonstrating the impact which different activities would have on the long term sustainability of the Community House and the ongoing community development activities in New Bolsover Model Village.

We have assumed that a "Scenario Zero", where no effort is expended in raising funds to cover the running costs of the house, is understood by all not to be on the table. Funding to cover the running costs will remain in place for 12 months. From that point on the project must pay its own way. And more than that, for the rent-free use of the house to be extended beyond a couple of years it will need to be demonstrating community benefits which will offset the loss of revenue from Bolsover DC's point of view.

Below is a short narrative describing each scenario, its potential impact, and the organisational capacity and skills required to deliver it.

Scenario 1: Modest fundraising activity

In this scenario we have assumed that a small group of volunteers look after the running of the community house, and that they can call on a wider team of volunteers to run specific events. That smaller team would need to take responsibility for developing contacts with other organisations who may be interested in paying to use the space at the house; for identifying small grant pots which would be accessible to a small, unincorporated community group; and organising a couple of events each year which are capable of raising some funds for the project.

Community Benefit:

This scenario would provide the house as a resource for the community, allowing drop-in activities, and hosting sessions by some third party organisations.

Finances:

This scenario is not financially viable. Based on the assumptions of fairly modest fundraising activity, the project would be over £1,000 in debt after 2 years.

Organisational capacity:

We believe that those currently involved in the project, members of FONB and others, have between them the capability to generate the levels of income assumed here. By making use of knowledge from Bassetlaw CVS (and its successor in Bolsover) they would be able to make the necessary funding applications and develop partner links to begin the process of drawing income into the project. The estimated running costs of the house, however, require more than has been assumed here.

Detailed model:

YEAR ONE			
Income			Notes / Assumptions
	Small grants	£800	2 successful applications from small grant funds @ £400 each
	Fundraising events	£400	2 fundraising events (Fun day, Xmas fair, Music event ...) @£200 each
	Room rental	£800	Room hire : 4 hours pw@ £5ph over 40 weeks (classes / meetings)
	Total Income	£2,000	
Expenditure			
	Running costs	£2,710	See separate sheet
	Profit / Loss	-£710	
YEAR TWO			
Income			Notes / Assumptions
	Small grants	£600	Access to small grant funds may be harder in second year
	Fundraising events	£400	2 fundraising events (Fun day, Xmas fair, Music event ...) @£200 each
	Room rental	£1,200	Room hire : 6 hours pw@ £5ph over 40 weeks (classes / meetings)
	Total Income	£2,200	
Expenditure			
	Running costs	£2,791	3% increase on year 1
	Profit / Loss	-£591	
	Cumulative 2 year Profit / Loss	-£1,301	

Scenario 2: Accessing grant funding for projects

There are various funds around able to provide small grants to cover minor costs. To attract larger grant funds it is usually necessary to develop and deliver specific projects which will deliver specific outcomes for the target community. They will not simply cover organisations running costs. Examples of this include Big Lottery Awards for All (up to £10k in any 12 month period) and Coalfields Community Investment Programme (up to £10k for specific projects linked to Employment, Skills or Health). Small unincorporated community groups are not excluded from applying to these funds but, at this level, funders begin looking for evidence of longer term viability.

A number of the aspirations already listed by local residents could be developed into the sort of projects which would be appealing to such funders: projects helping to improve skills; providing development opportunities for young people; improving the health and wellbeing of elderly people etc. These grant funds will cover the costs of delivering specific project activity and in so doing, can help to cover some of the core costs of the organisation (within limits).

Community Benefit:

Moving in this direction would begin to deliver measureable community benefits in terms of improving the wellbeing of local people in a variety of ways. These measureable benefits would provide the track record which would attract funders in the future. They would also demonstrate the social return on investment which Bolsover DC will expect to see if rent free use of the building is to continue.

Finances:

This scenario would generate a small surplus, covering the running costs of the building but not much more.

Organisational capacity:

We have assumed that the activities in scenario 1 will also be carried on in this scenario. That implies a need to increase the capacity of the group, and to ensure that it has the necessary skills to manage projects of this type. Depending on the project(s) undertaken this may include the management of sessional staff, handling reporting and monitoring requirements, project management, and the ability to write funding bids. All of these skills are available locally. It is a question of identifying who can do what, and what further personal development is needed.

It may also be necessary to look at reconstituting the organisation into a form more favoured by funders (Company Limited by Guarantee, Community Interest Company etc)

Detailed model:

YEAR ONE			
Income			Notes / Assumptions
	Small grants	£400	One successful applications from small grant funds @ £400 each
	Fundraising events	£400	2 fundraising events (Fun day, Xmas fair, Music event ...) @£200 each
	Project grant	£10,000	Awards for All, CRT or similar grant to deliver specific project activity (eg education programme, drop-in sessions for elderly / isolated people, cookery skills, community radio...)
	Room rental	£800	Room hire : 4 hours pw@ £5ph over 40 weeks (classes / meetings)
	Total Income	£11,600	
Expenditure			
	Running costs	£2,710	See separate sheet
	Grant project costs	£5,000	Year one project costs (trainers, equipment)
	Profit / Loss	£3,890	
YEAR TWO			
Income			Notes / Assumptions
	Small grants	£600	Access to small grant funds may be harder in second year
	Fundraising events	£400	2 fundraising events (Fun day, Xmas fair, Music event ...) @£200 each
	Room rental	£1,200	Room hire : 6 hours pw@ £5ph over 40 weeks (classes / meetings)
	Total Income	£2,200	
Expenditure			
	Running costs	£2,791	3% increase on year 1
	Grant project costs	£3,000	Assumes that 20% of the grant received can be applied to operational costs
	Profit / Loss	-£3,591	
	Cumulative 2 year Profit / Loss	£299	

Scenario 3: Successful application to People's Health Trust type fund

People's Health Trust (PHT) funding has been used here as an example of a fund which will provide funding over a two year period, which can be used to cover some of the running costs of the organisation and which will support a project over a 2 year period. The aims of PHT line up very well with those of hyper-local projects such as NBMV. Indeed the Hub at Holme Hall (which has been visited by a number of NBMV residents) has recently received funding from that source. What these funders are looking for is evidence of people becoming engaged in project activities who would not otherwise have done so. They are primarily interested in community engagement and the development of social capital. PHT itself is unpredictable in its availability. It opens itself for applications on a geographic basis, for specific short periods. We do not know when Bolsover might next be open to applications.

Community Benefit:

Again, developing a project of this type would begin to deliver measurable community benefits which would help with future funding, and in demonstrating the social value of the NBMV project.

Finances:

Based on our assumptions here this scenario would generate a net surplus over 2 years of something over £2k .

Organisational capacity:

The needs here would be the same as in scenario 2. It may be advisable to look at incorporating the organisation in some way, and it would be essential for the group to identify what skills would be required to manage such a project and to ensure they have access to them.

Detailed model:

YEAR ONE			
Income			Notes / Assumptions
	Small grants	£400	One successful applications from small grant funds @ £400 each
	Fundraising events	£400	2 fundraising events (Fun day, Xmas fair, Music event ...) @£200 each
	PHT grant funding (year 1)	£10,000	Funding to develop local engagement project covering a range of community activities, events, learning opportunities
	Room rental	£800	Room hire : 4 hours pw@ £5ph over 40 weeks (classes / meetings)
	Total Income	£11,600	
Expenditure			
	Running costs	£2,710	See separate sheet
	Grant project costs	£8,000	Year one project costs (staff, sessional trainers, additional equipment) - assumes £2k can be spent on running costs
	Profit / Loss	£890	
YEAR TWO			
Income			Notes / Assumptions
	Small grants	£600	Access to small grant funds may be harder in second year
	Fundraising events	£400	2 fundraising events (Fun day, Xmas fair, Music event ...) @£200 each
	Room rental	£1,200	Room hire : 6 hours pw@ £5ph over 40 weeks (classes / meetings)
	PHT Grant funding (Year 2)	£10,000	Continuation of Year One project
	Total Income	£12,200	
Expenditure			
	Running costs	£2,791	3% increase on year 1
	Grant project costs	£8,000	Assumes that 20% of the grant received can be applied to operational costs
	Profit / Loss	£1,409	
	Cumulative 2 year Profit / Loss	£2,299	

Scenario 4: Generating income from the house

This scenario brings in the additional possibility of promoting the community house as a small business hub as well as a community hub. The number of small businesses which are being set up continues to grow as people, especially those with health difficulties, caring responsibilities or other restrictions, find that working for themselves may be the best way of earning money. Many people do this from home, but others prefer to make use of space in which they can get away from the distractions of home. Monkey Park in Chesterfield runs a shared workspace. Clowne Enterprise lets out dedicated space to small businesses. Offering some of the space in the house for use by small businesses could be an effective way of generating income. 3 small businesses each paying around £12 per week would be sufficient, along with other fundraising activities, to put the project into surplus.

A disadvantage of this type of activity would be that it could be seen as a distraction from the house's core community role.

Community Benefit:

Operating a project which could potentially impact on employment, helping people to return to work, could generate a positive impact which would again be of interest to future funders such as Coalfields Regeneration Trust.

Finances:

Based on our assumptions here this scenario would generate a net surplus over 2 years of something just under £2k .

Organisational capacity:

Essentially the organisational needs in this scenario would be similar to those in scenario 1, but supplemented with the ability to communicate with small businesses, to understand their needs and to find a way of providing that in the community house. That implies having the sort of resource investigator capacity which may not be so necessary for the more inward looking activities in scenario 1.

Detailed model:

YEAR ONE			
Income			Notes / Assumptions
	Small grants	£800	2 successful applications from small grant funds @ £400 each
	Fundraising events	£400	2 fundraising events (Fun day, Xmas fair, Music event ...) @£200 each
	Small business room use / rent a desk	£1,800	3 small businesses paying £50 pm to use office space
	Room rental	£800	Room hire : 4 hours pw@ £5ph over 40 weeks (classes / meetings)
	Total Income	£3,800	
Expenditure			
	Running costs	£2,710	See separate sheet
	Marketing costs	£500	To promote business use
	Profit / Loss	£590	
YEAR TWO			
Income			Notes / Assumptions
	Small grants	£600	Access to small grant funds may be harder in second year
	Fundraising events	£400	2 fundraising events (Fun day, Xmas fair, Music event ...) @£200 each
	Small business room use / rent a desk	£2,400	4 small businesses paying £50 pm to use office space
	Room rental	£1,200	Room hire : 6 hours pw@ £5ph over 40 weeks (classes / meetings)
	Total Income	£4,600	
Expenditure			
	Running costs	£2,791	3% increase on year 1
	Marketing costs	£500	To promote business use
	Profit / Loss	£1,309	
	Cumulative 2 year Profit / Loss	£1,899	

Expenditure: overheads

The non-variable expenditure (overheads) for running the community house have been taken from existing billing as provided by Bolsover District Council ,as well as experience gained in running similar initiatives. They are included in each scenario in summary and a breakdown provided here:

New Bolsover Model Village Community House costs				
2017-18 actuals	Gas	Elec	Water	Broadband
7/12/17	£66.96	£38.55		
10/20/17	£64.78	£45.40		
1/16/18	£192.81	£97.52		
4/20/18	£54.11	£163.08		
Monthly				£58.75
Total	£378.66	£344.55	£268.85	£705.00
Proposed future budgets	Notes / rationale			
Gas	£420.00	= 2017-18 plus 10%		
Elec	£380.00	= 2017-18 plus 10%		
B'band	£360.00	= £30pm (Coop or similar)		
Insurance	£400.00	= Estimate : Property + PL		
Consumables	£150.00	= Cleaning materials etc		
Stationery/printing	£100.00			
Finance (audit)	£150.00			
Maintenance / repairs	£200.00	Assume structural covered by BDC		
Equipment	£250.00	Minor electrical, noticeboards etc etc		
Contingency	£300.00			
Total	£2,710.00			

Impact evaluation

Frameworks to measure social impact

As mentioned above, there is a need for initiatives running at the community house to demonstrate their impacts - on wellbeing, the local economy & society. These facets of impact overlap & interact with each other so it is not desirable to be clinical in this measurement but it is important to understand what changes are being made and how these are being achieved. If possible it is important to quantify this too. Such quantification will give an approximate idea of the 'social return on investment' of the money being invested, and can help to justify further or larger grants.

One tool that will help to achieve understanding of the project's social impact is a Theory of Change. This links activities being performed with their results in the following way. An example is included:

Inputs	Outputs	Outcomes	Impacts
Space for a parent & toddler group to meet	Isolated parents of young children can get together	Parents can support each other	Reduced mental health episodes. Improved signposting to support services. Improved safeguarding of vulnerable children.

For the community house, we are not yet able to define the impacts that can be created because these are yet to be defined by local residents, but we can identify the themes of wellbeing (including isolation, mental health, disability support, support for management of long term health conditions, health prevention e.g. falls etc), economy (e.g. local business, jobs, welfare advice etc) and social (getting together to improve the area etc).

Measurements can be made by survey (before and after, to show progress) or through 'how do you feel today' spot checks.

Case studies

Similar organisations

As part of the review of the community house, we have looked at a sample of other community hubs across the area & beyond. We have been careful to choose a cross-section of community hub styles, some of which have succeeded where others have failed, the lessons learned being equally valuable. These can be used as short case studies.

We have also used some of these sites to provide direct inspiration for the community development worker & some of the Friends of New Bolsover. In order to build capacity, we conducted two 'inspiration tours' (across four sites each) and explored the business model of these hubs with the team. The Friends of New Bolsover now have a support network in neighbouring areas that can be a source of mentoring.

Monkey Park Community Hub, Chesterfield S40 1DN



The Monkey Park Community Hub has been created in a disused building in Brampton (Chesterfield), using seed capital borrowed from local residents, who were offered a 30% tax rebate in return (using the Social Investment Tax Relief system). It offers a community cafe that trades & also helps local people to market their homemade crafts to each other with a low sales commission. Upstairs there is a collaborative workspace that is used to help people start businesses & collectively plan change in the local community. A bike workshop & outdoor facilities complete the site. Each cost centre within the community business supports the others but they are separately tracked for profitability. Monkey Park both runs events & enables others to do so, and has been working with local authorities & residents to install new features for the neighbourhood: a riverside walkway, safe routes to the local school & street planters.

Monkey Park is run by a Community Interest Company with a group of voluntary local directors. It bought its building in 2017 using a combination of grant & loan capital. It now employs a paid manager to deal with operational issues.

Loundsley Green Centre, Chesterfield S40 4QU



The Loundsley Green Community Centre in Chesterfield is run by a group of local residents. It offers space for the local community to use from a consulting room that seats three up to a community hall. The former church was taken on a 5 year peppercorn lease from the diocese by local residents in a semi-derelict state, with a condition that it be restored (which is now complete). Although the Community Trust is only registered as a company limited by guarantee, its constitution is that of a charity.

Loundsley Green Community Trust operate a monthly open meeting for local people to discuss concerns & arrange volunteering. This is well attended. The trust is currently working with the church to take an additional lease on a neighbouring property which will be used to create a community garden, more meeting room space & five small business units (the rental of which will financially support the extension project).

Holme Hall Community Hub, Chesterfield S40 4UE



Holme Hall Unite was formed by local residents in a multiply deprived suburb of Chesterfield as a response to community organising activity in the area. Local residents who wanted to improve the area got together and initially met in the local pub. They then worked with the council, Marks & Spencers and the Eden project to create a community garden on the estate as well as planting 14,000 daffodil bulbs.

In 2018, Holme Hall Unite have worked with Chesterfield Borough Council and Derbyshire County Council public health team to lease a two bedroom ground floor flat in the heart of the community. This has been refitted by volunteers to be a drop-in space as well as providing rooms for advice services, surplus food distribution from local supermarkets & delivery of wellbeing courses. A rent is payable for the flat, but the first two years of the hub's operation are being paid for by the People's Health Trust.

Inspire Community Garden, Chesterfield S40 4AA



Inspire Community Garden was formed in 2016 by a community of people interested in gardening & environmental issues. They have leased a derelict plot of land near Chesterfield town centre and have created a community garden with a hub based in an on-site static caravan. Social eating facilities like a pizza oven, barbecue area & cooking workshops have enabled people to stay all day & the hub is a great source of wellbeing peer support for many people who attend. The site is run by a small charity (Foundation CIO) specially formed for the purpose. Grants have been received for specific projects and the charity raises additional money by selling garden related materials such as plants & compost as well as holding a regular market stall.

Inspire Garden is currently struggling with its long term future, following the sale of the neighbouring plot of council-owned land which was its primary access route. They are currently in negotiations about how the garden can be accessed in the future. This provides learning that all agreements must be formal & in writing.

Castle Estate Community House, Bolsover



Castle Estate in Bolsover very nearly had a community hub and while this project has not been successful, it has been included as a case study to facilitate learning. In a listening exercise, residents were clear that they had three priorities on the estate: improvements to housing stock, improvements to the look & condition of the estate's public realm & the provision of a 'community hub' space where local groups & activities could meet.

Grant funding extending to £18,000 was sourced through the Community Priorities Fund, which was used to purchase a sectional building. Land was initially allocated but this had to be revisited due to ownership issues. The new plot of land had more distant utilities, and this caused a shortfall of £5,000 due to the need to connect to mains utilities. Discussions dragged on & vandalism disheartened volunteers. Eventually the volunteers backed out & the project folded. The sectional building has now been given away to another project.

Learning from this case study is that sometimes a small amount of emergency funding & support during tough times are required, or volunteer-led projects will fail with the loss of more money & substantial social capital.

Horden Community House, Horden SR8 4LX



Horden Community House (in County Durham) is owned by Coalfields Regeneration Trust & operated by East Durham Trust. It is smaller in size than the New Bolsover Community House but has a similar feature in that it is very close to a community centre, with which it works collaboratively. This could be analogous to the proximity of Bainbridge Hall.

Horden House holds activities that are designed to bring people together and once groups get to a certain size (e.g. their social eating project), they tend to scale up to the community centre as it's not always cost-effective to operate projects for a smaller number of people.

Horden House is run by paid members of staff but has made a specific effort to train volunteers in skills that enable them to run certain activities or support services (e.g. IT advice or supporting people looking for work). They just have to cover their project costs not rent or running costs for the house.

Anson Cabin³, Longsight (Manchester) M13 OTT



Anson Cabin is a community house with neighbouring portacabin on a Manchester housing estate. It takes some of the roles of a community centre but runs specific projects including kids' play (5-13 years), a teenage youth club, bike workshop, bingo, community shop⁴, training course, stay & play and more. It is mostly grant subsidised but trades to provide paid for events/services such as bingo & the shop. It is interesting that a lunch club and a Fareshare based community shop that sells surplus food cheaply (on a membership system) can exist in a council house.

³ <http://www.ansoncabin.co.uk/newsletter/>

⁴ <https://www.onemanchester.co.uk/sites/default/files/documents/resources/3.4.2.%20Anson%20Food%20Shop%20leaflet.pdf>

Key learnings from case studies on success/failure

These factors stand out when considering aspects of the above case studies:

- Community hubs come in all shapes and sizes; they are stronger when they work together & learn from each other. A garden may be a hub that appeals to different people than a community house.
- A strong & balanced board is important and organisations should invest early in recognising, supporting & growing the skills of all of their volunteers
- Open embracing of new community led activity is critical - the group running the community house will never understand or be able to deliver all the needed community change, and some residents will need to be independent.
- Support of new community action, including the provision of new services, activities or facilities is very important - the alternative may be failure. This support could be initial financial subsidy (as with the Horden House & the Holme Hall Hub) or it could be assistance from a nearby community organisation (as with the Inspire Garden & Monkey Park).
- A wide variety of community activity can be provided in a community house, but it may be easier to start new groups off at a small size within the house & then scale them up by renting nearby facilities (if grant funding or trading income is available to do so)
- Even the most mundane seeming of activities can bring in small amounts of trading income - e.g. tea/coffee and bingo
- Market testing of local community (centre) room rents can identify a benchmark of acceptable pricing. It is good to have more than one price level - enabling a 'loss leader' to welcome new service provision & charities into the area. It is better in the early days to negotiate on pricing & fill an empty time slot than to hold out for list prices.

Capacity building

It's important that people involved in this project assess their own capacity and seek to set up mentoring assistance & training where needed.

Community Development

Facilitation of community led initiatives has been repeatedly shown to be a more sustainable & effective method of achieving long term change in neighbourhoods. A number of initiatives to facilitate resident groups & projects have been supported in the New Bolsover area. These take time to come to fruition, as there is an initial period where the facilitator is building trust bonds with residents. The creation of Friends of New Bolsover is a major outcome of such approaches and it is pleasing to see the community led group working closely with the local authority & development workers.

It is recommended that assistance from the DCMS-funded Social Action Hub in Nottingham (run by Sneinton Alchemy) be brought in to assist & enhance skills - perhaps by running some additional community organisational workshops or facilitated conversation spaces for local people. This has more opportunity to be effective when the new community house is open and the majority of the regeneration work is complete.

It's also recommended that community development workers explore the formal Level 3 learning & qualification programme offered by the Community Organisers programme through the Social Action Hub.

The authors have already taken some action in this area, facilitating contact with the Social Action Hubs & attending regional meet ups. We have facilitated a community development worker's participation in an Advanced Community Listening workshop in Nottinghamshire. Following the publication of the report, we are happy to continue in a mentoring role for a period of time.

Friends of New Bolsover

The Friends of New Bolsover are doing an excellent job.

They have some development needs which are starting to be addressed:

- strategy development: they need to have a clear concept of where they are heading and will not be able to develop this until they have settled as the tenants of the new community house
- the Friends need to be able to use the business plan to forecast their own income & take charge of the house. Some voluntary sector targeted financial coaching would be beneficial.
- the Friends need to see other community hubs that are working in diverse ways. The case studies below will hopefully be of assistance, but the authors have also taken some of the Friends group on a site tour of various community hubs in the Chesterfield area.
- open collaboration skills: the Friends group need to be open to others doing community development in the area (e.g. Freedom Project or sole residents)

SWOT analysis

We have completed an assessment of the strengths, weaknesses, opportunities & threats collectively facing the organiser, the Friends group & community development in New Bolsover:

Strengths

Strong community group
Diverse set of asset skills in the community

Opportunities

Training for volunteers & committee members
Trading - from room rental through catering to paid activities
Fundraising social events
Exchange of peer support for volunteering

Weaknesses

Low space rental income due to size of house
Free space for council employees & contractors could get out of hand
Community group constitution will limit FONB and will need exploring before hiring staff etc

Threats

Potential of competition from nearby venues unless collaboration is negotiated as a principle

Marketing & reach/engagement

The current marketing approach for both the Friends group and the community house is led by the local authority marketing team. This is not sustainable past the tenure of the project & will deter many residents from becoming involved in resident-led action.

Friends of New Bolsover are currently reaching a small proportion of the village due to half the village being empty and also their engagement approach being based on word of mouth or Facebook communications. The Friends group thus need to develop their own marketing plan, which can be related to the marketing of both the community house & the community organiser (who will naturally remain independent of all groups as her role is to facilitate all neighbourhood action whichever group residents choose to join).

Risk register

As well as understanding the strengths & potential development of the project & organisation (Friends of New Bolsover) who will deliver it, it's important to understand & mitigate risks in delivery. This is a template for risk logging & management - it is not exhaustive but will enable all those concerned to continue to log & manage risks:

Risk	Likelihood (0-5, 5=high)	Impact (0-5, 5=high)	Combined risk (L*I)	Owner	Mitigation
Community apathy limits size of FONB, thus putting pressure on volunteers	3	4	12	FONB	Effective marketing plan in conjunction with Bolsover DC & the community organiser
Income is not sufficient to cover bills	2	4	8	FONB	Slow build towards having to pay bills - initial 12 months of rent-free operation. Careful mix of funding sources & actively curated funding plan ensure that grants are also applied for to top up earned income.
Residents will not use the house or the services therein	4	4	16	CO	New activities in the house should be created as a response to community listening & should try to involve additional residents in running them
The house will be seen as a council project	4	3	12	FONB	Clear marketing presenting the house as a venue for all in the community. FONB should position themselves as administrators not managers. Need a clear lease.

Capacity Growth

There are a number of different aspects that need to be considered in order that Friends of New Bolsover can grow with the community house- including skills, policies & structures:

Marketing

Additional marketing is needed and a clear marketing plan put in place that defines:

- Audiences that are being targeted by the community house
- Where these groups gather & what they read
- The key things that need to be communicated (and a timeline for those)
- Key messages/phrases that can be repeatedly used
- Channels to communicate to people (e.g. noticeboards, facebook, email) and how these will be accessed or managed.
- A plan for when (and by whom) the messages will be sent to the audiences using the channels (e.g. who will post the notices on the noticeboard about a community event & how long before the event will this happen; how many times will things be posted etc)

New channels need developing - most communication to date has been by word of mouth or Facebook, with the occasional poster displayed at random seeming locations. We recommend that the group liaise with the council & community development workers to develop places where notices can be posted (perhaps by fundraising for community noticeboards). We also recommend the setup of a resident-led community newsletter.

Governance structures

Friends of New Bolsover are a community group with a standard group constitution provided by Bolsover CVP. This is completely fine for their current level of operations but they may wish to explore incorporation, for which there are a number of different sensible options. This should be done before employing staff, taking on social investment (or an overdraft) or signing contracts / leases. The authors are happy to provide assistance in choosing appropriate long term structures & governance forms.

We are not aware of the existence of a lease for the community house, providing security of tenure. We recommend that this is explored by the council & the Friends of New Bolsover within the next year in order that there can be a clear legal agreement between the parties before FONB become liable for costs such as utility bills & maintenance.

Policies

Friends of New Bolsover will need to put in place a number of policies over time. Doing this when required is the best approach - either by a funder, for the setup of a contract, or to mitigate risks. These policies could include:

- Safeguarding policy: how to look after vulnerable people & what to do if you become aware of an unacceptable situation
- Health & Safety policy: how to keep volunteers safe
- Insurance policy: what insurance schemes the group should have

The authors are happy to provide further assistance in adopting/customising policies.

Skills Auditing

At some stage in the future it will be useful for the group to sit down again and explore the skills that they have and the skills that they need, to ensure that they have (or can recruit) a balanced board of trustees.

Longer term opportunities

As Friends of New Bolsover grow, they may have other opportunities to work in the following areas of development:

- Initiatives to improve local wellbeing, in conjunction with Derbyshire County Council public health team & elements of the NHS such as GPs & community health services
- Expanding community organising effort to include local residents & potentially young people / schools
- Community economic development including analysis of how money leaves New Bolsover / Carr Vale & how more of that 'leaking money' could be retained to be spent again in the local area.
- Working in a closer & more comprehensive / ambitious partnership with Friends of Carr Vale to drive regeneration across both areas - running joint projects etc
- Community led housing (which could make them more financially resilient)
- Discussing joint operation of Bainbridge Hall with other groups & the local authority

Next steps

Moving forward

As explained above, the scenarios described here and in the attached forecasts are not mutually exclusive, and they do not by any means cover all of the options available. The scenarios suggested here simply provide some building blocks around which the ultimate model could be formed and developed over time. It is for the local residents who will be leading the project to develop their own vision of what the future function of the community house should be, and how its finances can be balanced. This should be done hand in hand with community development workers, who will be listening to try to understand what newly arriving (or currently disengaged) residents would like to create.

The local community is still very fluid, many houses are empty and people are on the move. As the regeneration project settles down and begins to exploit the possibilities offered by the community house asset, it will be important to develop not just ideas on what the house can do for the community, but what the community itself needs to do to ensure the long term viability of the asset.

It is important during the development of the community house that focus is kept on:

1. Agreeing WHAT the house will be used for - what model it will follow
2. Agreeing WHO will be involved in its development and running
3. Engaging other members of the COMMUNITY to participate in the project
4. Agreeing HOW it will be resourced :
5. Agreeing how its success will be MEASURED

Key Recommendations

Specific recommendations for further action are:

1. Continue to support community led action through facilitating local people to start new initiatives, whether they be connected to current activity or be separate. This should be facilitated but not led by community development workers.
2. Settle the operations of the community house (booking, unlocking, cleaning, financial control etc) rapidly in order to build a strong reputation
3. Put a marketing plan in place to define how residents' opinions will be taken into account, how they can become aware of new activity & how they can get involved.
4. Install new community noticeboards & a community e-newsletter to enable the promotion of events/activities in the area
5. Communicate a constant narrative of 'what would you like to do in the community house', shifting the burden of responsibility onto an ever growing movement of local people. Welcome these people in but make sure that values & principles are clearly agreed & explained.
6. Open discussions within 3-6 months on formal lease arrangements for Years 2-3 of the house.
7. Start to explore governance structures & constitutions for the longer term (when leases and staff may be required)

