

# THE FAMILY HAVEN

## BUSINESS PLAN

YEAR ENDING 31 MARCH 2010

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## **SALIENT FEATURES OF BUSINESS PLAN**

### **YEAR ENDING 31 MARCH 2010**

#### **1. Purpose**

The purpose of this document is to pull together the various annual planning activities that take place into a coherent, documented plan that covers all aspects of The Family Havens operations over the year ending 31 March 2010

#### **2. Staffing and salaries**

The plan assumes consistent staffing levels over the coming year. The budget reflects the recent salary review which has had the impact of increasing costs by around £15,000 per annum.

#### **3. Activities**

Activities are as set out in the operational plan (schedule 3). This is cross referenced to the statement of vision and mission which is included as schedule 2.

Details the costs of various activities is set out in schedule 5; it is intended that this will be used to assist in identifying the costs of projects for fundraising purposes.

#### **4. Fundraising**

The budget shows a break-even position during the year. The achievement of this is dependent on the fundraising strategy which is set out in detail on schedule 6.

**VISION**

**A society where appropriate help and support is available to all families who need it.**

**MISSION**

The Family Haven's mission is to help and support vulnerable families with pre-school children in Gloucestershire, particularly the hard-to-reach and those living in unsuitable accommodation. To achieve this we will provide a warm and caring environment where both assistance and encouragement are available to enable parents and children to flourish.

**AIMS  
and  
ACTIVITIES**

- 1 Empowerment of families**
  - 1.1 Inform clients of their rights, giving advice on benefits, housing, budgeting etc. and refer to other agencies as appropriate.
  - 1.2 Provide a friendly environment for parents to mix socially and support each other.
  - 1.3 Listen actively using counselling skills and refer to other agencies as appropriate.
  - 1.4 Build confidence and self-esteem.
  - 1.5 Carry out advocacy work when appropriate.
  - 1.6 Assist vulnerable and hard-to-reach families who do not attend the day centre, e.g. those at Gloucester Prison Visitors' Centre, asylum seekers and refugees.
- 2 Broaden life experiences**
  - 2.1 Arrange trips and outings for parents and children.
  - 2.2 Provide alternative therapy sessions.
  - 2.3 Hold parties to celebrate religious/cultural festivals etc.
- 3 Improve health**
  - 3.1 Provide respite for parents and children within a safe environment
  - 3.2 Offer crèche facilities to enable parents to access other services.
  - 3.3 Build up confidence and self-esteem by providing counselling.
  - 3.4 Liaise with Community Psychiatric Nurses, Health Visitors, Social Workers etc. regarding specific cases.
  - 3.5 Run information sessions on various health issues.
  - 3.6 Promote hygiene by providing bathroom and laundry facilities.
- 4 Opportunities for pre-school children**
  - 4.1 Provide a warm, safe and friendly nursery for pre-school children.
  - 4.2 Develop pre-school skills e.g. colours, numbers, hand eye co-ordination, gross and fine motor skills etc.
  - 4.3 Provide appropriate boundaries within which children can express themselves without fear.
  - 4.4 Provide play opportunities and facilities to encourage physical development.
  - 4.5 Adopt a firm but fair approach to discipline in a secure, constant and loving manner.
  - 4.6 Help children learn to play in the space provided, interacting with their peers and encouraging their social development
  - 4.7 Promote independence by developing the children's confidence, encouraging the use of self-help skills.
- 5 New skills**
  - 5.1 Inform clients of available training opportunities.
  - 5.2 Provide art/craft workshops.
  - 5.3 Provide information sessions.
  - 5.4 Teach pre-school skills (physical, intellectual, emotional, social and language).
  - 5.5 Provide classes in the preparation of healthy meals
  - 5.6 Make clients aware of volunteering opportunities
- 6 Mutual support**
  - 6.1 Provide a warm friendly environment for parents to meet.
  - 6.2 Encourage "buddying".
  - 6.3 Facilitate a client forum where experience can be shared
- 7 Parenting**
  - 7.1 Hold parenting classes and information sessions.
  - 7.2 Encourage parents to interact well with their children.
  - 7.3 Stress the importance of pre-school education.
  - 7.4 Help clients find appropriate playgroups, pre-schools and schools.
- 8 Nutrition**
  - 8.1 Provide a hot midday meal and healthy snacks.
  - 8.2 Run healthy eating workshops.
  - 8.3 Advise on nutrition and healthy eating on a budget.
  - 8.4 Give out food when necessary.



Salvation Army - Help run the play sessions at mother and toddler group - Tuesdays  
Outreach visits as necessary 1.6

GARAS – Help run crèche during 'Women's groups & meet with families – Fridays  
Outreach visits as necessary 1.6

Prison Visitors Centre – Help run play area in visits - Wednesdays  
Outreach visits as necessary 1.6

**PARTIES, FESTIVALS AND CELEBRATIONS (paying attention to Equal Opportunities)** 1.2/2.3

Easter

Father's Day

Halloween

Bonfire Night

Divali

Christmas

Chinese New Year

Valentine's Day

Shrove Tuesday

Mother's Day

**CHILDREN WITH ADDITIONAL NEEDS**

Work on a one to one basis with children who have additional needs  
– 25 sessions per week

**OUTREACH (paying attention to marginalised minority groups)**

Visits

B&B's and other temporary emergency accommodation – (lists available) 1.6

Outreach letters/posters/leaflets

HV's, Housing, DSS, Social Services etc – April and September

Other organisations - January

**STATISTICAL TARGETS**

Number of families – 70/100

Lunches – Adults 1,500 Children 2,800

Respite/Creche/2 yr sessions – 800

Individual Advice session/Active Listening – 100

Alternative Therapy sessions – 10

Referrals to other agencies – 30

Laundry – 100

8.1

3.1/3.2

1.1/3.3/5.1/7.3/7.4

2.2

1.1/1.4

3.6

**STUDENT PLACEMENTS x 25**

New Deal/A4E

Prospect Training (inc. Bright Prospects)

Reintegration Service

Trident Trust (schools)

Millennium Volunteers/Prince's Trust Volunteers

Parallel Options

Student nurses/health visitors

Gloscat/University of Glos.

Aim to provide as many training opportunities as possible but no more than two at once.

**QUALITY ASSURANCE**

Maintain standards for PQASSO Level 2  
Maintain standards for Nursery Quality Assurance  
Maintain standards for continuation of nursery registration through OFSTED  
Maintain standards for Health & Safety and Fire regulations –

**In house**

Alarm check - weekly  
Emergency lights check – monthly  
Fire Drill – April, August and December  
Building risk assessment and fire risk assessment - June.  
Fly zapper bulb – March  
Hazard analysis review - March

**Outside experts**

Boiler check – August  
Cooker check – May  
Portable electric appliances check – April  
Wiring – Every 5 years last done (22.12.08) Due Nov '13  
Fire alarm system – contracted twice a year  
Fire extinguishers – contracted annually  
Burglar alarm service – contracted twice a year

**MAINTAIN LINKS WITH OTHER AGENCIES**

**(paying special attention to marginalised minority groups)**

Make contact with and when appropriate, visit new groups or re-establish contact with existing groups

Welcome visits from other organisations and set aside time to explain our services

**SERVICE AGREEMENTS**

Aim to provide service agreements by arrangement.

**LOCAL PLANNING FORUMS**

Attend relevant local planning forums when possible.

**GRANT APPLICATIONS/EVALUATION REPORTS**

All non-statutory applications are managed by the Fundraising manager.

## THE FAMILY HAVEN

### BUDGET 2008-09

£

#### Income

##### Assured income

Council - Nursery Places	7,275
BC CiN - Nursery Deputy and Nursery Nurse	25,140
Lincoln - Food for Healthy Eating Project	5,950
Peter Lang- nursery places / respite	10,000
	<u>48,365</u>

##### Fundraising target

Major Funding Grants	30,000
Individuals	10,000
Groups	8,000
Companies	8,000
Events / New Ideas	15,000
Trusts	73,135
Gift Aid	2,500
	<u>146,635</u>

##### Other

Interest	2,000
Household takings	6,000
Other	2,000
	<u>10,000</u>

#### Total income

205,000

#### Expenditure

Payroll	169,000
Building repairs and maintenance	3,000
Equipment purchases and repairs	1,200
Depreciation	5,500
Fund raising	2,000
Heat and light	2,500
Insurance	5,000
Postage, printing and phone	3,500
Rates	1,100
Fees and subscriptions	1,500
Travel and training	1,200
Household	8,000
Other	1,500
	<u>205,000</u>

#### Net outcome

-

**THE FAMILY HAVEN**

**ACTIVITY BASED COSTING ANALYSIS BASED ON BUDGET - YEAR ENDING 31 MARCH 2010**

**1. ALLOCATIONS**

Analysis of time (%)	SERVICE										Total
	Nursery	1:1 Sessions	Healthy Eating	Outreach	Practical advice	Client-development	Meals	Other client services	Fundraising	Administration	
Manager	10%	5%		15%	15%	15%		10%		30%	100%
Fundraiser									100%	0%	100%
Deputy manager		5%	5%	10%	20%	10%	10%	10%		30%	100%
Administrator								20%		80%	100%
Nursery Supervisor	65%	25%						10%		0%	100%
Nurse / outreach		65%		35%						0%	100%
Nursery Nurse - Deputy	80%							20%		0%	100%
Nursery Nurse	80%							20%		0%	100%
Cook			30%				70%			0%	100%
Cleaner										100%	100%
Apprentice	100%										100%
Premises and equipment	40%	10%	5%	5%	5%	5%	5%	5%	5%	15%	100%

**2. FULL COSTS**

	SERVICE										Total
	Nursery	1:1 Sessions	Healthy Eating	Outreach	Practical advice	Client-development	Meals	Other client services	Fundraising	Administration	
Total wage cost	42,097	18,118	3,478	11,903	8,126	6,295	7,811	16,134	19,013	33,789	166,765
Premises and equipment	7,320	1,830	915	915	915	915	915	915	915	2,745	18,300
Direct costs							5,000				5,000
General support overheads										14,935	14,935
Reallocate support	26,373	11,351	2,179	7,457	5,091	3,944	4,893	10,108	(19,928)	(51,468)	-
<b>Total costs</b>	<b>75,790</b>	<b>31,299</b>	<b>6,572</b>	<b>20,275</b>	<b>14,132</b>	<b>11,155</b>	<b>18,619</b>	<b>27,157</b>	<b>-</b>	<b>-</b>	<b>205,000</b>

**3. ATTRIBUTABLE INCOME**

BBC CiN	25,140										25,140
Council	7,275										7,275
Lincoln			5,950								5,950
Lang	10,000										10,000
<b>Net costs</b>	<b>33,375</b>	<b>31,299</b>	<b>622</b>	<b>20,275</b>	<b>14,132</b>	<b>11,155</b>	<b>18,619</b>	<b>27,157</b>	<b>-</b>	<b>-</b>	<b>156,635</b>

## FUNDRAISING STRATEGY

YEAR ENDING 31 MARCH 2010

### Introduction

The basis of the strategy for 2009 will be to look at funding specific services, for example the Outreach Programme, one to one nursery sessions and to try and obtain more key funders, i.e. those that will commit to larger sums for more than one year. I would also like to ensure there are regular events to fundraise and keep The Family Haven in the spotlight.

### Breakdown of Target

Major Funding Grants	£30,000
Individuals	£10,000
Groups	£8,000
Companies	£8,000
Events / New Ideas	£15,000
Trusts	£73,135
Gift Aid	£2,500
<b>Total</b>	<b>£146,635</b>

The above is calculated on the basis of their being two major grants of £15,000 a year from potentially Comic Relief or similar sources. I have reduced the target for companies and groups. I have significantly increased our events target as this is where we could definitely bring in more income.

### Major Funding Grants

#### Lloyds TSB Foundation

Based on the paperwork we are eligible to apply again to the foundation, the last application was for a nursery nurse to enable more one to one sessions. I would suggest this time we look at funding our Outreach Project and the associated costs. The next stage is a telephone call from the regional representative who will assess our eligibility by phone before a full application is completed. They have written to say we are on the list for a phone call.

#### Lottery Options

We can not apply for The Big Lottery – “Reaching Communities” fund again and at this current time this is the only fund under The Big Lottery, i.e. the larger grants. At this current time there is only one other option under the Lottery banner, this would be “Awards for All”. The easiest part of the work to fund under this would be the Healthy Eating, but this is already significantly funded by Lincoln Finance. In April 2009 there will be new funds opened and I would suggest it would be sensible to wait for these. I am on e-mail alert as to when they are realised.

#### Comic Relief

We are too late for this funding round it ended on 12<sup>th</sup> December 2008, as with the lottery I am on e-mail alert as to when they are realising the 2009 round, but this will not be until after this years Comic Relief on March 13th.

#### Other

Some trusts will give significant grants, for example I have recently applied to Allen Lane who can give grants up to £15,000 a year for 3 years. My strategy is to give the whole project cost and then breakdown within the project so that potential funders could do a “pick and mix” approach as to what they would like to pay for.

## **Individuals**

This target is based on our regular donors and those who periodically give for example at Christmas. By doing more events and spreading the word about our work I would like to increase the number of regular donors.

Individuals do sometimes like to give to a specific item or event and often the given amount will increase on this basis. A good example was a recent donation towards the cost of the coach for the trip to the Dick Whittington Centre. In the latest newsletter I have detailed the wish list for nursery, which is a lovely spread of items from £13.00 each.

## **Groups**

I have lowered this target as it was not met last year and in the current financial climate groups may not receive such high donations and will have more pressure on resources. This target may be too high and subject to review.

## **Companies**

As with the groups I have lowered this target, we also do not have the benefit of being Ecclesiastical's Charity of the Year. Again I feel this target may be too high and subject to review.

I will approach companies once we have completed the work with the trusts, but at the moment the applications are higher priority as I feel they will bring a greater success rate and more income.

My prediction is that the larger companies will continue their fundraising efforts, for example The Land Registry's recent book sale and collection, but smaller companies may have lost some staffing resource and charitable collections will not be a high priority.

## **Events & New Ideas**

I feel that The Family Haven has had some excellent publicity and enjoys a good bank of regular supporters. It would obviously be great to increase the numbers in the sponsor a child scheme and the more events and therefore leaflets we hand out, the more chance we can increase these.

There is also a "market" that could grow and that is the one off give often in exchange for "something". Most people like to give to charity but (particularly at the current time) it is a benefit to get something back.

We have to be realistic with most events in terms of the actual sums raised. The key is time and effort verses financial gain and in some cases it will be trial and error to find out which of those are most successful and from personal experience what can work well one year may not another. The information below is from last months report on my proposals for the year up until November.

The deficit will be made up from Christmas events and events that I am not directly involved in for example those that supporters arrange.

Catherine Crawshaw  
March 2009