

Education Futures Trust

Proposal and Business Plan: The Firs

Contact for further enquiries

Carole Dixon
Chief Executive

The Firs
Elphinstone Road
Hastings
East Sussex
TN34 2AX

Telephone 01424 722241
Mobile 079616 74015
E-mail carole@educationfuturestrust.org
Website www.educationfuturestrust.org

Charity Number: 1146171
Company Number: 7852922

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922
Patron: Baroness Stedman Scott OBE

“Providing a space to enhance the life chances of children, families and vulnerable adults in Hastings, by helping them to realise their potential and overcome the social, emotional and educational barriers to achievement.”

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Section One: Executive Summary

Proposal

The Education Futures Trust (EFT) seeks the approval of Hastings Borough Council to grant an in principle lease, subject to planning permission, for the development and use of the semi-derelict land situated at The Firs, Elphinstone Road.

This will enable the EFT to transform underused, council-owned land and create a therapeutic and outdoor learning facility, combined with an area for community access and use, which contributes to the well-being of borough residents, and enables improved life chances for the most vulnerable. The EFT will utilise existing structures and green spaces: preserving and enhancing both the natural environment and the man-made developments, taking account of the core purpose of the Council Plan for this site and the EFT's mission.



Map produced in line with the attribution guidelines for Google Maps and Google Earth.

The site, owned by a Hastings Borough Council, sits between Ochiltree Road and Elphinstone Road, and includes the building, formerly known as the clubhouse, which is currently occupied by the Education Futures Trust.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Section One: Executive Summary

1. Executive Summary

1.1 Through this proposal it is our intention to

- provide quality services and facilities for local people that will enable us to build capacity and resilience in Hastings residents, in particular to reduce the gap for the poorest communities.
- increase the charity's reach, through the regeneration of the site, to those requiring support, particularly those living in poverty and disadvantage: thus enhancing the economic and social well-being of the borough;
- enable an extensive range of additional services to be developed and delivered to an increased number of clients;
- provide access to community and recreational facilities for local, borough residents;
- make the site accessible to a range of charitable and statutory bodies for community use;
- create revenue streams through the development of the site that will sustain the maintenance of the land;
- ensure that development takes account of the green environment;
- ensure positive use of the space as a local resource;
- minimise the impact of any disruption to the local community;
- continue to consult with the local council, the community and our service users throughout the development of the site.

1.2 The EFT has a proven track record in the delivery of services to the most vulnerable in the borough, which has been nationally recognised. From outdoor learning, keywork and mental health support, the demand for our services is increasing and ever-changing.

Without the granting of the lease, the EFT will not be able to expand its services, thereby being unable to meet this growing need.

This development will enhance the social value, community cohesion, economic regeneration within the borough and the wider community and support the poorest communities in moving forward; closing the gap with more affluent areas.

There is no other charity in Hastings providing the range of services and professional competencies that we offer. Currently we provide a wide range of services that deliver measurable impact to residents with greatest need in the town including:

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

- mental health courses for children and adults
- intensive family keyworker support
- outdoor learning, including forest schools, conservation and Shore Academy
- employment support for those furthest from work
- therapeutic input, including through storytelling and art
- parenting courses
- alternative provision for the most excluded children
- summer schools and holiday provision
- youth groups
- pupil voice, enabling children to influence policy and practice
- partnership working with headteachers and schools.

The cost savings to the statutory services is significant and these will be increased with this development. Our provision will continue to complement the services offered by other charities and statutory services, including the borough council.

The EFT will develop a flexible therapeutic, outdoor learning and well-being facility on the site that meets the needs of residents, especially children, family members and vulnerable adults in Hastings. This will enable expansion of the current offer as well as the development of further services e.g.

- sport and physical activities
- after school activities
- vocational learning
- traineeships
- employment space for those furthest from employment
- space for micro businesses
- nursery and early years provision
- a well-being centre.

By providing high quality responsive and accessible services for local people we will provide new opportunities that will:

- support the poorest communities in closing the gap with more affluent areas
- improve mental health and wellbeing
- enhance physical health
- build resilience
- provide recreational space for fun and enjoyment
- increase aspiration
- make Hastings a better place to live.

1.3 The Fir is currently in a state of disrepair and suffers from regular vandalism. Grounds are overgrown with little productive use. We can change this over the life of the project, delivering a community focused, self-sustaining facility.

Given the potential social value of this development, and the substantial financial

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

savings to the statutory services that this proposal will generate, the charity would seek to negotiate the financial terms of the lease with a view to minimising rent and rates during the initial lease period. The positive impact for HBC will be immediate in terms of:

- cost savings on maintenance
- dealing with issues of vandalism and substance misuse, including clearance of waste products
- reduction in the time council officers spend dealing maintenance around the grounds and the surrounding area
- reduced concerns of residents
- the social value.

The investment costs to the EFT will be substantial and we will also seek investment from local partners (businesses, residents, philanthropists and community groups), as well as bidding to national organisations and seeking sponsorship from larger companies. This will bring significant social, financial and economic investment into Hastings. Additionally, the development fits with the CLLD plan, and discussions are ongoing about possible links.

The EFT has allocated £200,000 from its reserves to support the capital development and up to £100,000 for services and innovation. and will seek matched funds for this investment. We will then draw down additional sources of income for capital and revenue purposes to support the development.

We have already received significant backing from local businesses, residents, community organisations, councillors, service users and volunteers, and are astounded by the support that has been committed. Throughout the period of our consultation we have received no negative feedback or comments.

Our reputation for high quality, needs-focused delivery underpins this positive response and has resulted in practical support for the proposal. Additionally, we have the trust of the most vulnerable users and we can evidence the impact of our work. "This year these things I've attended at EFT are the most important things in my life." (service user, Nov 2016).

1.4 As demonstrated in the finance section, we have already received significant backing and contributions for the establishment of this facility. Local businesses and residents have given freely of their time and we have firm promises of ongoing support, expertise, manpower, materials and tools. The EFT will contribute resource towards the capital build and apply for match funding to enhance the contribution.

Revenue streams to ensure the sustainability of the site will be explored from the outset. The site will lend itself to community use, and income will be generated from a range of sources. Elements of the outdoor learning provision will provide a unique

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

resource for the area and will be available for hire by schools, businesses and local groups. Charges will be graduated to reflect status – community, corporate, business etc. Expertise in training, team building and service delivery will be marketed, with products designed and/or created by service users (e.g. carvings) adding to income streams. See Section for more details.

1.5 The council is asked to grant a 25 year lease to the Trust with a provision after 8 years enabling the Trust to apply for a further 10 year extension. This will enable the Trust to satisfy funders, implement a phased 5 year development programme, and operate the completed facility for at least 20 years thereafter.

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Section 2: Business Plan

1. Education Futures Trust

1.1 Background

The Education Futures Trust (EFT) was established by headteachers and local partners to serve the needs of local residents, especially children. Opened in January 2012 as a not-for-profit business, charitable status was acquired within 2 months which enabled the organisation to fulfil its purpose of:

- encouraging partnership working amongst schools;
- raising additional funding;
- delivering responsive, high quality services as commissioned by schools or partners.

The EFT has successfully achieved these by

- working with schools and facilitating regular meetings, conferences and training;
- bringing over £500,000 additional funding each year into the local area;
- providing and developing a range of services in response to need.

1.2 What the organisation does

The Trust is a not-for-profit company with charitable status that provides high quality and innovative support and learning, tailored to the needs of children, families and vulnerable adults in Hastings and the surrounding area. The Trust works with schools and academies, health providers, adult education and community organisations. It and its predecessor organisations, the Hastings and St Leonards Education Action Zone and Excellence Cluster, have used the former football clubhouse at The Firs for educational purposes since 2004.

Since its inception, the EFT has developed a reputation for responsiveness and quality. Work has been diversified to meet the needs of vulnerable residents, which has simultaneously strengthened the organisation itself.

Five years on, we have acquired a wide range of contracts/bids and we have developed services for adults, as well as for children and families. More recently we have acquired expertise in mental health and have had significant success in this area of work with 100% of adult participants on the Time2Be adult mental health courses reporting improved

- confidence
- engagement with learning;

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

- mental well-being;
- access to services
- ability to better manage their lives.

Contracts/bids gained include

- ESCC keyworker contract: £329,000 annually for 3 years
- Troubled Family funding: £60,000 annually for 3 years;
- DWP funding for 'Without Walls': £47,975 for Jan 2015 – Mar 2017
- Sussex Coast College Hastings Adult/Community Learning: £28,000 in 2014 rising to £68,000 in 2016-2017;
- Comic Relief sports funding: £74,861 for 2017-2019
- RBS Skills and Opportunities: £34,570 for Working Without Walls 2016-2017.

Our outdoor education and environmental work has gone from strength to strength, and has been widely recognised for its quality and impact, resulting in awards at both regional and national levels:

"The team of the John Muir Award... has been consistently impressed with the work of the Education Futures Trust and their high quality delivery of the John Muir Award... Not only does EFT deliver innovative and intelligently planned programmes to support some of the most vulnerable and disadvantaged people in the community, but they enable them to make profound and transformative connections with nature and wild places and enjoy the benefits that being active in an outdoor environment brings. We routinely refer to the work of EFT when discussing the John Muir Award with new providers as a model of good practice and reference the breadth of activities delivered through their projects as well as the sound structuring of the programmes and holistic support provided to participants at every stage." Coralie, The John Muir Trust.

Adults and young people make significant progress in confidence, self-esteem, transferring skills and building relationships; all of which lead to increased resilience.

All that we do reflects the vision and mission of our charitable purpose.

1.3 Vision

Our vision is for all children and young people in Hastings, Rye and the surrounding area to achieve their social, educational and economic potential.

Through the development we will improve the life chances of the residents of the borough of Hastings, in particular those living in poverty and disadvantage.

1.4 Mission Statement

Our mission is to enhance the life chances of children, families and vulnerable adults in Hastings, Rye and the surrounding area, by helping them realise their

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

potential and overcome the social, emotional, psychological and educational barriers to achievement.

Through the development we will:

- be a beacon of emotional and practical support for disadvantaged children and adults in the borough, thereby improving their personal resilience and economic outcomes;
- create a self-sustaining environment to support the EFT in raising aspirations and providing opportunities for local residents;
 - counteracting the poverty and disadvantage faced by local children;
 - creating meaningful lives for the most vulnerable and providing sustainable change to support physical, social, economic, cultural and environmental regeneration.

Through the development we intend to:

- provide appropriate professional, emotional and practical support;
- regenerate the area to provide accessible green space and appropriate services;
- work closely with other charities, statutory bodies, including member schools, to enhance our service delivery;
- develop innovative, responsive services to meet the needs of the residents, particularly those regarded as vulnerable.

1.5 Values Statement

In conducting our business, we will realize our vision by performing our affairs so that our actions provide confirmation of the high value we place on:

- **respect** – by ensuring we treat all people equally and with respect
- **integrity** – by dealing honestly with our families, staff, volunteers, suppliers and the community
- **knowledge** – by providing staff, volunteers and trustees with the knowledge and tools required to deliver quality services
- **responsibility** – by considering the environment in which we do business, seek community views and consider the common good
- **profitability/sustainability** – by being aware that an appropriate level of income is necessary to maintain our organisation and its operations; allowing our values to continue to be observed and fulfilled

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

- **value** – by providing quality products/services that deliver best value for money
- **locality** – by striving to make best use of local people, businesses and resource.

2. Strategic Intention

Underpinning our strategic intentions and goals is our recognition that we need, throughout the life of this business plan, to protect and build on our current position.

It is therefore our strategic intention to protect and strengthen our current operations and organisational structure. This means we will have to pay particular strategic and operational attention to how we utilise our resources and competences.

We intend to:

- lease the semi-derelict land situated at The Firs, Elphinstone Road for 25 years, in the first instance, seeking planning permission for its use;
- consult extensively with service users and utilise their skills to take forward the development, including to maintain the space in the longer term;
- create a safe, secure, environmentally sensitive, therapeutic and green recreational space;
- utilise, wherever possible, existing hard standing, in order to minimise the impact on the environment, and use semi-permanent structures that complement the natural surroundings;
- utilise the land to enhance and increase service delivery;
- create a space that will be available to other charities, community groups and statutory partners;
- enhance areas of the land for 24 hour a day use by the local community and residents;
- increase substantially our service delivery through use of the site;
- utilise and assist the development of the services of local volunteers;
- source goods and services from the local area, wherever possible;
- generate revenue that will support the management of the site and running of services;
- create employment opportunities for local people;
- ensure that the EFT remains financially viable throughout the development by seeking additional funds and support.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

By developing The Firs in this way we will meet the requirement for the council to regenerate land and provide a sustainable community resource.

3. Charity history and achievements

The EFT has a proven track record of impact through the delivery of high quality, innovative services by meeting targets and working in partnership to make a difference. We strive to build resilience in those who access our services in order to enable sustainable change. Our success lies in building mutual respect and trust between beneficiaries, partners and staff through innovative ways of working.

Our experience and work force was initially built on the predecessor organisation, the Excellence Cluster. The EFT opened in 2012, delivering the ESCC keyworker contract for Hastings which was transferred with the staff. A diversification of services was planned in order to build organisational sustainability through the development of a range of new programmes offered by highly skilled and qualified staff such as:

- forest schools
- Shore Academy (beach schools)
- learning ambassadors
- business ambassadors
- headteachers' breakfast forum
- alternative provision for excluded/vulnerable children
- youth club
- summer schools
- learning mentor in-school support
- family keywork
- peer mediation
- Leading Edge College for gifted children
- therapeutic storytelling
- mental-health courses for children and adults
- training in mental and physical well-being
- community cafes
- adult and family learning
- parenting courses
- coaching for adults furthest from employment
- supported volunteering.

We work closely with our member schools; responding to their needs and developing effective methods of engaging those who struggle to find their potential. Our programmes for excluded young people and gifted children are examples of a response to the needs of local schools and academies. At the Headteachers' Breakfast Forum, local headteachers unanimously supported the

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

proposed development of The Firs, and the plans were adapted to take account of their suggestions.

More recently, links with health professionals have been established and our support for children and adults with mental health issues is now recognised as meeting need with regular referrals from GPs, CAMHs and Adult Social Care teams.

3.1 Awards

We have received a number of awards in recognition of our work. We received the SPARK Awards for Environmental Achievement at both junior and senior levels, and this year we received the overall SPARK Award for our work with children and young people.

Last year we were shortlisted for the national cross-government Impact Award for our work with unemployed vulnerable adults, and we achieved the Department for Work and Pensions Innovation Award for our Without Walls project that undertakes conservation work with vulnerable adults.

3.2 Finance

The EFT has proved itself financially viable since its inception in 2012; not only consolidating its position during the first 3 years, but also moving to diversify the services to secure the future. Over £500,000 has been secured each year by the EFT through bids, commissioning and fundraising, in order to deliver services to residents in the borough and the surrounding area. Moreover, we have accrued a premises reserve of £200,000 that will support the capital costs of the identified delivery space, as well as a further £100,000 Innovation Fund that will support the development of new services.

3.3 Revenue Generation

Throughout its existence, the EFT has demonstrated a capacity to generate income from a wide range of income streams. Examples of those that have been successfully accessed include:

- National commissions from DWP, Environment Agency
- County provision – Public Health programme to ESCC secondary schools
- ESCC commissions – Keyworker service
- Local commissions – Community Partnership Fund for mental health support
- Commissions from schools – health inequalities provision, keyworkers
- Bids – Morrison's, Ironmongers Society
- Fundraising – Auction of Promises
- Donations – local residents
- Regular income from schools' membership
- Traded services linked to core purpose – alternative provision
- Pro-bono support – local building firms.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

3.4 Impact

To date we have supported 5000 children and adults each year through our work and touched many others through the impact of change in people's lives.

3.5 School Membership

Membership of the organisation reached an all-time high of 25 schools in 2016. The number fluctuates occasionally because of changes to school/academy status, but the numbers of schools accessing services shows an increasing trend.

3.6 Governance

The charity has a well-developed, experienced, strong board of trustees who hold senior strategic roles in a range of organisations. The trustees regularly attend monthly board meetings. Expertise is wide ranging, and covers key areas (e.g. finance, human resources and business) pertaining to good governance.

The EFT conforms to all current legislation and is fully compliant with the advice and regulations issued by both the Charities Commission and Companies House.

The organisation strives for best practice in all areas. Last year we achieved the Gold standard in the SQP (Simple Quality Protects) quality assurance award and we have just received the Disability Committed Confident Award.

Policies are regularly reviewed and amended where necessary, and meet the high standards required by the borough, ESCC and national government organisations.

Our insurance cover is regularly reviewed and we hold £10 million public, employers and product liability

3.7 Support for other organisations

The EFT prides itself on supporting other organisations whenever feasible. Staff have been trained to offer support and/or training to other charities in quality assurance and safeguarding, and we share good practice (e.g. policies) whenever possible.

The EFT has been asked to lead on a number of partnership bids such as Comic Relief, where we have reached the second round, and we produced the Dream Fund application on behalf of the Foreshore Trust and partners.

We hold the contract for adult learning in Hastings for Sussex Coast College, which involves co-ordinating a range of organisations to deliver the outcomes through partnership. Last year we exceeded the targets and, consequently, were awarded a higher value contract for 2016-2017, as well as the contract for Battle and Bexhill.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Throughout, we remain focused on our core aim of using education to improve the life chances of local people. By managing basic needs, building resilience and improving skills, we enable those we work with to lead more fulfilling lives.

4 Practicalities: Moving Forward

4.1 Timescale

The project is projected as 5 years to full completion, with a current end date of January 31st 2022 to be fully operational. Progress within the timescale is dependent upon HBC approval and planning permission.

This will reduce if suitable pro bono support can be leveraged in advance of the schedule, and/or if significant matched funding is identified within phase 1.

Business Case Submission January 2017.

Phase 1: January 31st 2018

Phase 2: July 31st 2019

Phase 3: January 31st 2021

Phase 4: January 31st 2022

4.2 Phases

Each phase will stand alone; providing additionality to the EFT at the end of each phase, and reassurance to the council thus ensuring that the space will still remain useable at each improvement phase.

The development will take place over a 5 year period, which will allow for the acquisition of funding and a phased approach. Each of the four phases will stand alone and the end of each phase will bring:

- additionality to the EFT in terms of service delivery and
- reassurance to the council regarding risks of completion.

We aim to create flexible spaces, and the use of these will be amended according to demand/need. Currently we envisage development as follows:

Phase 1

To make safe areas of the site that are currently open to the public, and provide safer access to these spaces for the local community. This process will enable improved planning for phases 2 - 5, as surveyors and architects are able to better access/view the site.

Completion of the first building will provide general multi-purpose classroom space that can house activities, meetings, a training kitchen and a café/dining space.

1. Initial clearance to enable viewing of the physical spaces
2. Lease agreed with HBC
3. Architectural plans for the whole site

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

4. Survey undertaken
5. Stages of development costed
6. Acquisition of the necessary planning permissions
7. Ongoing clearance of physical fenced spaces
8. Complete clearance of side area in preparation for development
9. Creating the log cabin on the site of the 'changing rooms' accessed by Elphinstone Road
10. Installation of training kitchen equipment
11. Work on space surrounding the cabin, including security
12. Clearance of land designated as the communal garden
13. Creation of the garden area, shelters, stone circle and beds around the space close to Ochlitree Road
14. Clearance of the brambles and improvement of the edge of the woodland area (excluding work on the steep banks) marked on the plan. This does not involve the whole woodland space, but the area flanking the multi games area and the car parking spaces
15. Car park area improved, and a one way access route implemented
16. Clearance and preparation of some of the areas that will be incorporated in the main site
17. Development of the play area and seating by The Firs building.

The work on phase 1 is crucial to test theories (e.g. use of existing hard standing) and demonstrate the ability to deliver the project. As a discrete stage, this section will make a significant contribution in preparing for the remaining phases.

Phase 2

This phase provides child focused spaces that will enable the EFT to deliver the range of services normally offered to children and families.

1. Further clearance of the main enclosed site
2. Clearance of access routes
3. Log cabins for
 - outdoor learning
 - therapeutic sensory area
 - well-being centre
4. Reception area
5. Security work undertaken
6. Small area of hard standing – providing central gathering space and area for construction skills
7. Kitchen area
8. Compostable toilets
9. Solar showers

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Phase 3

This phase adds additionality to the previous phases, and allows for the development of small indoor spaces that can be used for group work or overnight stays for families or groups requiring support (e.g. parenting, respite). The pods will also provide additional revenue opportunities.

1. Storage space for outdoor equipment
2. Outdoor play area
3. Pods
4. Walkway
5. Covered workspaces
6. Access routes improved
7. Woodland trail completed with management of steep banks
8. Security work enhanced

Phase 4

This phase provides adult focused spaces that will enable the EFT to deliver the range of services normally offered to vulnerable adults, whilst enhancing the space that is used for delivery to children for EFT projects. The addition of the reception area will support the management of the whole site.

1. 'Incubator' and training space
2. Drying room
3. Site manager's office
4. Green space upgrade as needed
5. Theatre and stage
6. Fencing and security completed.

Additional option/s (uncosted as added following community and service user feedback)

1. Nursery log cabin
2. Outdoor play space for the nursery
3. Storytelling circle
4. Climbing wall and adventure area.

Alternative plan that will be needed if CLLD funding to be accessed in years 1 and 2. Costs remain the similar, but ordered differently:

Phase 2

1. Further clearance of the main enclosed site
2. Walkway created
3. 'Incubator' and training space
4. Drying room
5. Log cabin for well-being centre

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

6. Site manager's office
7. Security work enhanced.

Phase 3

1. Clearance of access routes
2. Log cabins for
 - outdoor learning
 - therapeutic sensory area
3. Reception area
4. Security work undertaken
5. Small area of hard standing – providing central gathering space and area for construction skills
6. Kitchen area
7. Compostable toilets
8. Solar showers
9. Theatre and stage

Phase 4

1. Storage space for outdoor equipment
2. Outdoor play area
3. Pods
4. Green space upgrade
5. Covered workspaces
6. Access routes improved
7. Woodland trail completed with management of steep banks
8. Fencing and security completed.

Additional option/s

1. Nursery cabin
2. Outdoor play space for the nursery
3. Storytelling circle
4. Climbing wall.

5. Finance

Capital funding of up to £200,000 from the EFT is available to develop stage 1 and undertake a significant proportion of stage 2 of the proposals. 10% (£20,000) will be retained as contingency. Match funding will be sought for the above in order to achieve best value from the charity's contribution. The Trust's funding will then be utilised to support stages 3 and 4 of the development. The EFT has already committed time from staff members to take the project forward.

HBC will be encouraged to support the development of the grounds, facilitating

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

access to expertise and linking to local plans and funding streams.

Funding from charitable sources and sponsors will be pursued throughout the development period, in advance of the need.

Fundraising for capital will take place through the submission of bids e.g. Reaching Communities, Veolia. Additionally, support will be pursued from green energy and green space funders.

Revenue funding will also be sought from appropriate funders e.g. Heritage Lottery Fund, Henry Smith, CCG.

Business partners will be identified and aligned through their charitable contributions e.g. Saga, Nat West through

- sponsorship of themed areas to be pursued e.g. culture, environment, play, health
- investigation of sustainable use of the site e.g. Health and Wellbeing Centre.

Spend of £431,500 is anticipated for the whole development project, plus £10% contingency making a total of £475,000. An additional £25,000 has been allocated to cover the costs of fees associated with the development.

Phase	Costs
1	£64,000
2	£184,500
3	£105,000
4	£78,000
Fees and contingency	£68,000

The EFT also holds a £100,000 Innovation Fund, which would be available to support the delivery work that meets the criteria aligned to this funding stream.

Additional resource is available to help meet the revenue costs of running the facility. The EFT subscribes to both FareShare and the FoodCloud, which provides quality food products to meet the needs of service users, courses, cafes, events and activities.

To date a significant amount of pro-bono support has been given to the planning of the project including:

- **Business in the Community** support from the Business Connector throughout the planning period of July to October 2017.
- **The Cranfield Trust** has committed the support of one of their advisers to

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

support the business plan for The Firs. They have indicated that they are prepared to offer additional professional support for the next stages of the project if required.

- **A4 Architecture, Rye**, has provided the services of a senior partner and a second member of staff for a week to produce the attached Concept Document free of charge. They are keen to work with us in the future.
- **Rath Productions**, concept designers for spaces and events, have undertaken an initial visit with the intention of providing advice and support for the use of space, which will include the option of overlays onto aerial photographs.
- **Volunteers** have, with permission from HBC Estates Department, begun to clear back the undergrowth of gorse and brambles, and have begun a rubbish removal process in order to make the land more accessible to architects and designers. This has allowed those involved to better understand the green space and the natural features, as well as identifying where man-made structures might be utilised. Additionally, this has created a sense of ownership of the space for these volunteers (some have even purchased tools themselves to make the work easier), which has demonstrated the impact that we will be able to have on our service users as they access the facilities.

Significant support has been offered by other businesses and organisations for the future development. There is huge interest and enthusiasm for taking forward the concept of using The Firs as a community and charitable asset that will benefit the residents, particularly children and those that are vulnerable.

In particular, we have had offers of support from

- **Let's Do Business** partners who have offered the services of up to 40 volunteers for ½ - 1 day each to undertake any clearance or ground work that might be required
- **Saga** who similarly has offered to co-ordinate staff volunteering time on an ongoing basis to assist with ground clearance, gardening, maintenance, painting and labouring on structures and spaces
- **B&Q** who has committed a wide range of support to The Firs. This includes:
 - on-going support from staff to undertake ½ days of clearance and maintenance;
 - fundraising days and appeals at the store;
 - provision of tools and materials, identified as essential by the EFT staff

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

and the volunteers, to enable the initial clearance;

- ongoing supply of materials and tools such as paint, equipment, ballast, plants, pallets, stone etc. (including delivery) throughout the life of the development phases. Thereafter ongoing support as required.
- **A local architect firm** has committed the services of one of the senior directors to visit the site and provide advice and proposal plans. The architects will also support the EFT in identifying funding for further work. This support is vital as this award winning company brings significant expertise in renewable energy and innovative solutions.
- The **Business in the Community** Business Connector has indicated that he will continue to provide links and time to the project in order to ensure sustainability.

Additionally we will look to approach other national organisations for funding. For example the Nat West Bank has offered support to the EFT in contacting potential funders as a result of the successful acquisition of the Skills and Opportunities Funding.

We have met with the partners who are looking to take forward the sports and housing development on the Bulverhythe. We have shared plans and are looking to identify ways of mutual support and benefit. Further discussions will take place should the plans for both organisations move forward, and the prospect of financial support will be investigated.

Income generation

In terms of the ongoing revenue costs the cashflow summary (Appendix H) shows that in a full year the proposal should cost an estimated £43,000 with income of £54,000, generating a contribution of £11,000 towards our overall operation which is currently running at a deficit. The EFT's investment in this site will help secure its long term future, as income raised from the development will enable the organisation to both meet ongoing costs and invest in future services.

Anticipated income streams include:

- Meeting room hire (from phase 1)
- Supper clubs
- Community Café
- Children's birthday parties
- Hire of outdoor spaces (scouts, football groups etc.)
- Hire of rooms
- Events – e.g. proms, fetes
- Activities – charged when opened to general public

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

- Training
- Mental well-being services
- CCG mental well-being centre
- Team days/building for companies.

There will be many other opportunities that will arise once the plans move forward. At this stage, ideas need to be gathered with options explored in the future.

It is anticipated that there will be variable rates for hire of facilities to include a reduced rate for charitable groups and the local residential association.

The interest and support that the project around The Firs has generated has been incredible. From residents and service users to local companies and large conglomerates, the response has been unanimous. The development is infectious and has resulted in a firm commitment of support in both time and materials. This demonstrates that the financial plan has been tested and is feasible.

The overall capital cost of this proposal is likely to be £500,000. The funding for this is shown on Appendix F, which shows the EFT contribution of £200,000 whilst other expected funding sources will meet the remaining £300,000.

6. Risks

The purpose of this log is to list the identified risks associated with the design, development and initial operation of the therapeutic and outdoor learning facility, show the measures in place to minimise the risks being realised and facilitate monitoring of those measures.

Risks can be raised by anyone involved in the project or its stakeholders. In this table H = high; M = medium; and L = low. The risk owner is the person who has responsibility for ensuring that the risk is monitored and managed effectively.

ID	Description of Risk	Date Raised	Risk Owner	Impact / Severity H,M or L	Probability H,M or L	Date of action	Mitigation or Resolution
1.	Planning permission delayed putting completion date at risk	Oct 2016	CEO	M	M		Early discussions with HBC Surveyor /architect support
2.	Asbestos on site	Oct 2016	HBC	M	H		Establish the situation prior to commencement of

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

ID	Description of Risk	Date Raised	Risk Owner	Impact / Severity H,M or L	Probability H,M or L	Date of action	Mitigation or Resolution
							the lease and liaise with HBC over landlord clearing/ making safe prior to EFT taking on the lease.
3.	Trees, fencing and security damaged prior to any transfer	Oct 2016	HBC/CEO	M	H		Ensure landlord's maintenance is ongoing up to the handover, and any damage rectified prior to the start of the new lease.
4.	Lease involves taking on responsibility for maintenance of The Firs clubhouse building which may require repair	Dec 2016	HBC	M	M		Liaise with landlord to ensure that all maintenance/repairs are completed, and building in good state of repair prior to handover of responsibility.
5.	Poor project management - not built on time	Oct 2016	CEO	M	H		Robust project plan. Project manager in place from outset. Realistic design brief that allows for development after some facilities open.
6.	New facilities are not what is required/ do not meet expectations	Oct 2016	CEO	M	L		Carry out consultation with service users and potential clients.
7.	Poor financial	Oct	Identified	M	M		Break down of costs

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

ID	Description of Risk	Date Raised	Risk Owner	Impact / Severity H,M or L	Probability H,M or L	Date of action	Mitigation or Resolution
	management - exceeds capital budget and/or running costs higher than expected	2016	trustee - MY				of phases. Bids submitted in advance of need. Identification of corporate sponsors. Each phase to stand alone so that completion can be amended if needed, and the site will remain useable. Reduce the number of classrooms by 1.
8.	Insufficient income to meet running costs		Identified trustee - PH(Chair)	H	M		Seek renewable energy sources. Ensure realistic projections are based on sound consultation with potential users and donors. Phases all stand-alone so that progress can be amended accordingly.
9.	Does not attract expected number of users		CEO	M	M		Continual consultation with service users. Prepare awareness and communication plans. Member of staff given responsibility for marketing.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

ID	Description of Risk	Date Raised	Risk Owner	Impact / Severity H,M or L	Probability H,M or L	Date of action	Mitigation or Resolution
10.	Unable to attract enough qualified staff	Oct 2016	CEO	M	M		Volunteers upskilled and enabled with a view to moving into paid employment if appropriate. Marketing with local employment providers.
11.	Loss of key staff	Oct 2016	CEO	H	L		Succession planning to be put in place. Shadowing in place for key activities
12.	Improvements to primary and secondary school performance reduces need for some services/facilities	Oct 2016	CEO	M	M		Ensure spaces are versatile. Heads' meetings used for consultation. Diversify the offer. Identify alternative use for space.
13.	Customers buy from someone else	Oct 2016	CEO	M	L		Marketing of space and activities. Encourage regular community usage. Review costings and charges. Diversify.
14.	Lack of transport for after-school / holiday activities reduces attendance	Oct 2016	CEO	M	L		Discuss with local transport providers. Provide minibus/alternative transport

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Appendices

Appendix A: Board of Trustees

Appendix B: The Firs Concept Document

Appendix C: Need Analysis Summary

Appendix D: Letter from service user

Appendix E: Additional Proposal Information

Appendix F: Detailed business plan/project management breakdown

Appendix G: Donations and In-kind Support

Appendix H: Cashflow

Appendix I: Rent

Appendix J: Marketing

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Trustees:

Paul Howard (Chair), Director, Howard Education

Allison Baines, Retired headteacher

Kim Forward, County and Borough Councillor

Martin Yeandle, Manager, Lloyds Bank

Ruth Ashenden, Pension adviser and teacher

Simon Hubbard, Director of Operational Services, Hastings Borough Council

Steve Manwaring, Director, Hastings Voluntary Action

Appendix B: The Firs: Concept Document

See separate document.



Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Appendix C: Needs Analysis Summary

Demand for the Trust's services is increasing. 30% of neighbourhoods in Hastings are among the most deprived 10% nationally, making it the 13th most deprived local authority in England. Two neighbourhoods are amongst the most deprived 1% in the country and another five are among the most deprived 5%¹. The gap between the most deprived and the least deprived increased in the latest Indices of Deprivation (2015), but improvements in areas such as Old Hastings demonstrate that Hastings is becoming a more attractive place to live.

Currently, Hastings schools have the highest levels of exclusion (9 per 1,000) in the county (5 per 1,000)², and the lowest educational outcomes, with none of the primary schools meeting the national floor targets at key stage 2 in 2016, and 50.7% of pupils achieving 5 or more GCSEs at A*-C including English & maths, compared to national figures of 56.3% and of 55.3% for ESCC (2015).

Life chances for those who do not achieve educationally are significantly reduced, and these children struggle to escape the intergenerational poverty that exists in the town. In Hastings 57 per 1,000 young people aged 16 to 18 years are not in education, employment or training (NEET). This is a significantly higher rate than in East Sussex and the highest rate of all the districts/boroughs in the county².

As a result of the barriers brought about by poor mental health, many of our children fail to reach their potential. Children with mental health issues are 17 times more likely to be excluded from education, and 45% of children with mental health issues withdraw from education before the age of 15 years³.

With just under a third of children in Hastings living in poverty, with 8.4% of the population aged 16 and over currently unemployed, and 27% of jobs below the living wage, our young people face a seemingly bleak future. Because of this, many children and their families lack aspiration and the drive to make changes to their lives. They do not travel, or access the facilities in the town in order to benefit from activities, sport and opportunities that others take for granted.

The Fir is situated within the Baird Ward where there is the worst child poverty in Sussex. In LSOA 005A 75.5% of children live in poverty, whilst LSOA 005D (Tressell Ward) has the second highest child poverty figures of 65.9%⁴. These children need and deserve access to high quality services that improve their life chances and close the gap with other areas such as the Conquest Ward that are benefitting from

¹ Indices of deprivation 2015 briefing - <http://www.eastsussexinfofigures.org.uk/>

² East Sussex Joint Needs Assessment (January 2013)

³ Children and Young People's Mental Health coalition.

⁴ Sussex Uncovered 2 Bridging the Gap (Nov 2016)

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

investment and growth.

Additionally, Hastings' schools report a low uptake of after school activities, and difficulty in impressing upon parents the value of regular attendance. We wish to change this for those facing the greatest challenge by making the Firs accessible.

The facilities and services to be provided through this proposal will help tackle some of the underlying causes of deprivation.

- Mental health problems create barriers to learning and employment, particularly in young people. The Trust will create a therapeutic centre to help address the gap in mental health provision in the area, especially at stages prior to referral for specialist support for children and young people. The aim is to support 150 children and adults a year.
- Exclusion levels in Hastings are particularly high. Schools have indicated that there is now limited alternate provision for pupils who are not coping with mainstream education and are vulnerable to permanent exclusion. Utilising the outdoor environment and other facilities to be developed, the Trust will offer an improved service focusing on the needs of 270 pupils a year using a curriculum offer that compliments school provision enabling the pupils to remain in full time education while addressing the issues that often leads to poor behaviour in school.
- A lack of facilities for intensive parenting support will be addressed by the development of an innovative range of services including amenities for occasional overnight stays for parents and children with opportunities for parents to work with their children, and staff modelling behaviour and supporting sustainable change. The aim is to help 75 people a year.
- The requirement for more 1 to 1 support for adults who are furthest away from employment with 100 people a year accessing the space to help them reach a stage where they can move on to other established services in the town.
- Activities for young people at a time of reducing services (e.g. closed youth groups) and of increasing need. The flexible spaces will be available to young people after school and during holiday times. Services will be developed in accordance with need, and based on the feedback from service users.
- Spaces can also be used for educational courses and sharing good practice, meeting the needs of schools and local partners.

Consultation with service users has confirmed the need for the facilities. At a range of events the service users have indicated what they would like to see included on the site:

- a café or meeting space, especially for ex-course participants
- talks about wild life and how to protect it: Skype, blogs etc.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

- bird/ bat box building workshop, bird box cam
- pond
- seating around the site
- hides
- information boards about site, flora and fauna
- 'poo bins' to encourage dog walkers to be responsible
- boot fairs: seen as an income stream , as well as an opportunity for EFT to promote services
- tipis for temporary, outdoor café area
- tree sculpture/a climbing tree
- outdoor events: live music, plays.

There are opportunities over the 5 year development period for the introduction of other innovative services that utilise the mix of open, green, sheltered and woodland spaces not available elsewhere in the borough.

The council's land at The Firs will be ideal for this and enable the Trust to expand its activities without leaving its current base in the former clubhouse.

The development of the EFT's accommodation is an integral part of our strategic plan, which is being supported by a recent grant from the Sustainability Fund.

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922

Patron: Baroness Stedman Scott OBE

This is my story 7-11-16.
What gave me hope Eft.

A group that made up of all ages & we were all the same in a sense looking for answers where we had gone wrong in life this was where Linda & Sally could have the keys to our future & hope with eft. I have felt a belonging there that I was special and in a sense this group gave me all that life had knocked me back in so many ways. I feel now that there will be happiness & choices which I am able to make by all what I have learnt over these past months.

I hope this will impact on any one else who is feeling maybe not so great about them selves. We learn from each other & what lies ahead of us can only be good if we make the choice to go forward & not look back, & be happy too in time. This has be my experience & all of you can have this there is a future for all of us. There is hope too go on, & enjoy what there is out there.

Paula



Appendix E: Additional Proposal Information

The Education Futures Trust now needs to look to the future, as The Firs building (formerly the clubhouse), no longer meets our need. The demand for our services is ever increasing and the EFT has been searching for additional premises for over 12 months. We are particularly keen to find space that will facilitate delivery of all our services, and particularly build on the strength that we have in utilising outdoor space to change attitudes and improve life chances.

The development of the EFT's accommodation is an integral part of our strategic plan, which is being supported by a recent grant from the Sustainability Fund.

Why The Firs?

The Firs area provides the opportunity for such a development. With a 'village' feel to the design, the semi-permanent, log cabin style buildings will be created to blend with the natural environment and make maximum use of the area. Central will be the green space, currently marked as a football pitch, which will allow for a range of sports and open air activities.

Retaining green space will lie at the heart of the project. We wish to encourage local people to access quality outdoor experiences that encourage a range of sporting and cultural activities. Our track record in working to conserve nature and enhance access to positive and healthy activities has been recognised locally and nationally.

The site allows delivery in a safe and managed environment. Serviced by public transport and situated within the borough, the site is accessible, and yet presents opportunities for a serene and beautiful natural experience. Currently the grounds suffer from vandalism and lack proper usage, but we believe that we have the experience, skills and drive to provide a unique experience for local people.

Residents will benefit from the changes and be given improved access to the area through the provision of:

- a quiet garden to be developed on the area close to Ochlitree Road. Within this area, we hope to grow produce and build willow shelters, as well as creating raised beds, seating areas and a stone circle encouraging reflection. We will investigate the development of this area as a community garden, which will enhance the offer to local residents, whilst providing access to horticultural experiences for the children and families using the EFT services
- a small play space on the grass directly between The Firs building and the multi-games area. The provision for seating is built into the plan

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922

Patron: Baroness Stedman Scott OBE

- work on the edges of the woodland that will provide access to this space too – we plan to bid for the funds to make the steep slopes safer and rid the space of fly tipping. Our aim within a 3 year period is to make this area more accessible
- in time we would hope that the additional fenced space would enable residents to offer activities such as small festivals and community events.

At the end of the project, residents will have improved and enhanced access to leisure spaces that they are able to influence and support.

Links will be made with residents to ensure that their needs are considered, and that they feel that they have strong links to the site. Wherever possible neighbours will be encouraged to contribute skills and view the open areas as a community resource.

Areas that sit within the fenced space will be developed to provide quality facilities that will be made as accessible to the community as possible. In time, the aim would be to have a site manager so with the facilities become sustainable partially through hire by a range of groups, with preferential rates for residents and charities.

Developing the Natural Space

Throughout the project we will strive to protect and enhance the space. Where species require support and protection, we will endeavour to work around them. Initial processes will involve:

- removal of glass and rubbish from the sites
- clearance of brambles
- path clearance
- managing the trees and overgrown areas
- ground clearance.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE



Maps produced in line with the attribution guidelines for Google Maps and Google Earth.

Products and Services

The refurbished area would provide a range of services, primarily for children and families, but also for adults in need of support. We would also look to provide support to other organisations such as schools, the not for profit sector and health.

We will strive to create a community project that will allow for the sharing of knowledge, skills and experience, whilst encouraging innovative practice to enhance the services available within the borough.

The 'village' style campus will offer wide ranging services including:

The Firs grounds will be developed to offer a multi purposed venue that will offer a range of services and access, primarily for the residents of the borough:

- therapeutic support
- mental health courses
- outdoor learning
- sport and physical activities
- family keyworker input
- parenting
- alternative provision
- holiday provision
- nursery/early years provision
- after school activities

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

- vocational learning
- traineeships
- employment support
- micro business support
- space for those furthest from employment.

Above all we will use the natural environment and the green space to deliver services, whilst acknowledging that indoor space is essential to enable continuous delivery during poor weather, and for the services requiring a private and confidential space.

Additionally the space will provide opportunities for the delivery of events that will deliver an income to provide ongoing charitable use:

- outdoor learning space
- children's parties
- festivals
- training
- small conferences
- team building
- exhibitions and displays
- community café
- catering; developed to support events
- display and sale of goods produced by service users
- supper clubs and cookery days
- nursery.

The Education Futures Trust is in a strong place to take forward this new development. Two years ago trustees recognised the need to identify a local site that would enable us to work holistically to improve life chances of those living in Hastings and the surrounding areas. We have investigated a number of local sites, but identified that the space on our doorstep is ideal.

We recognise the need to preserve the integrity of the site by conserving the natural spaces and enhancing their qualities. With this in mind, we will use wooden structures that complement the facilities and make best use of the available areas. Central to the development will be the green space which will form a focal point, and we will work with the shapes and materials already available.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Appendix F: Detailed business plan/project management breakdown

Phase	Objectives	Outcome	Cost
Pre	Consult with staff over needs of service	Mapping of services. Identification of need. Requirements/suggestions mapped onto physical design.	Contributions: EFT staff inset time (2 x ½ days for 20 staff)
Pre	Consult with service users		EFT staff time (4 days x 2 staff)
	Develop a proposal & business plan	Business plan submitted to HBC	EFT CEO time x ½ day x 3 months Pro bono: 2 days business advice (Cranfield Trust).
1	Rubbish collection/clearance	Increase client involvement.	<i>No capital costs incurred during these stages.</i> Donations of materials from local firms already secured. Work to be undertaken by EFT service users and volunteers, which will enhance their skills, self-esteem and confidence. Volunteer time from local businesses for clearance. Pro-bono: Architect time (1 staff x 3 days, 1 staff x 5 days)
1	Clearance of land cover, including removal of brambles, gorse, to enable viewing/access to covered areas	Volunteer opportunities. Service user voice regarding developments. Clearer site.	
1	Consult with residents and local councillors	Include services as identified and ensure that initial designs meet need	
1	Architect to undertake site survey and produce suggestions	Design mapped onto the physical space	
1	Concept designer to photograph the site for concept designs	Aerial map of the ground with ideas mapped onto concept designs	
1	Planning needs investigated. Planning submission completed	Planning permission achieved.	
1	Continue to enhance, clear and improve the enclosed spaces	Increase client involvement. Volunteer opportunities.	

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

		Service user voice regarding developments.	Concept designer (2 days)
1	Identify requirements for build and research providers	Identification of providers for log cabins and materials	EFT CEO time (½ day a week x 14 weeks) EFT staff time to research (4 x ½ days). <i>Tbc support with planning</i> Donation: tools, materials.
1	Focus on enclosed 'changing room' area to prepare for development of classroom	Building in place with appropriate fittings.	£2,000 groundwork £30,000 building £5,000 services £15,000 fittings. Donation: tools, materials.
1	Continue to enhance, clear and improve the natural environment around the classroom	Volunteers engaged in new space. Increase in income from the cafe	Donation: Materials, tools. Volunteer time. £2,000 budget
1	Continue to enhance, improve and maintain the natural environment	Clearance of land designated as the communal garden	Donation: Materials, plants, tools, stones. Volunteer/residents time. EFT staff time to support volunteers. EFT CEO time to liaise with residents (2 x 2 hours) Without Walls group time, including Forest School leader.
1	Identification of funding to support the communal garden.	Creation of the garden area, shelters, stone circle and beds around the space close to Ochlitree Road.	
1	Continue to enhance, improve and maintain the natural environment	Clearance of the brambles and improvement of the edge of the woodland area (excluding work on the steep banks) marked on the plan.	
1		Car park area cleared.	

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

1		Clearance and preparation of some of the areas that will be incorporated in the main site.	
1	Identify and negotiate funding for play area and seating/storage area. Consultation with service users. Identify provider. Construct play area.	Development of the play area and seating/storage by The Firs building.	£10,000 'match' for playground. £2,000 seating. Working Without Walls group time, including Forest School leader
1	Total cost		£64,000
2	Continue to clear, maintain, enhance and improve the enclosed spaces	Increase and maintain client involvement. Volunteer opportunities. Service user voice regarding developments. Cleared site. One way access route improved and accessible	<i>No capital costs incurred during this stage.</i> Donations: Materials/tools from local firms already secured. Work to be undertaken by EFT service users and volunteers, which will enhance their skills, self-esteem and confidence. Volunteer time from local businesses for clearance. Pro-bono: EFT staff time to support volunteers (4 x ½ days).
2	Log cabins for:	Buildings in place with appropriate fittings.	Pro-bono:

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

	<ul style="list-style-type: none"> • outdoor learning • therapeutic/sensory area • well-being centre • reception area <p>Security work underway Area of covered hard standing created.</p> <ul style="list-style-type: none"> • Kitchen area • Compostable toilets/solar shower block • Toilets/showers • Solar panels 	Appropriate security in place, including upgraded fencing.	<p>EFT CEO time (½ day a week x 20 weeks) 4 x £30,000</p> <p>£10,000</p> <p>£15,000 £14,000 £14,000 £7,000 £4,500</p>
2	Total		£184,500
3	Continue to maintain, enhance and improve the green and enclosed spaces		<p><i>No capital costs incurred during this stage.</i></p> <p>Donations: Materials/tools from local firms already secured. Work to be undertaken by EFT service users and volunteers, which will enhance their skills, self-esteem and confidence. Volunteer time from local businesses for clearance.</p> <p>Pro-bono: EFT staff time to support volunteers (8 x ½ days).</p>

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

3	<ul style="list-style-type: none"> • Storage space for outdoor equipment • Outdoor play area • Pods • Walkway • Covered workspaces <p>Access routes improved. Woodland trail completed with management of steep banks Security work enhanced.</p>	<p>Increase and maintain client involvement. Volunteer opportunities. Service user voice regarding developments. Site cleared and regular maintenance schedule underway. One way access route improved and accessible. Site security completed. Increased services underway</p>	<p>£8,000 £6,000 £66,000 £5,000 2 x £5,000</p> <p>Bid for management of woodland and banks (£10,000 not included in total below)</p> <p>£10,000</p>
3	Total		£105,000
4			
4	<ul style="list-style-type: none"> • Theatre/stage • 'Incubator' and training space • Drying room • Site manager's office <p>Green space upgrade as needed Fencing and security completed Access route marked and finalised.</p>		<p>£10,000 £45,000 £5,000 £12,000</p> <p>(Seek funding for improvement of green space @ £15,000 not included in total below)</p> <p>£5,000 £1,000</p>
4	Total		£78,000

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Appendix G: Donations and In-kind Support

Donations/Time/In-kind Support/Match funding to-date (Sept 30th 2016)			
Donor	Contribution	Estimate	Comment
Business in the Community.	Time (July to Sept 2017)	£tbc	Support in identifying and meeting donors and sponsors
The Cranfield Trust adviser to support the business plan	Time: 2 days and online support x 5 hours.	£760	Expertise on the business plan
A4 Architecture, Rye.	Senior partner x 3 days Architect x 5 days	£2,280	Concept designs completed
Rath Productions,	1 day to-date	£285	Survey of site
Volunteers	2 volunteers x 6 days each	£900	Regular clearance of the site
EFT staff member	Time: 1 day	£75	Research into buildings, services and suppliers
EFT Co-ordinator	Time: 4 days	£300	Support for volunteers in undertaking clearance
EFT staff inset	Time: 20 staff x ½ day x 2 occasions	£1,500	Consultation regarding services and design
EFT staff	Time: 3 days x 2 staff 2 days x CEO	£1020	Consultation with partners, residents and service users
Tools	Brush Shears	£30	Purchased and donated by volunteers
CEO/EFT	Time ½ day x 3 months	£2,470	Additional hours to regular role.
Total during period leading to completion of the business plan.		£9,620	

Donations/Time/In-kind Support/Match funding committed from Sept 30th 2016. Calculations based on the period until March 31st 2017			
Donor	Contribution	Estimate	Comment
Business in the Community.	Time (Oct to Mar 2017) and possible extension to Dec	£tbc	Support in identifying and meeting donors and sponsors

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

	17		
The Cranfield Trust advice for next stages	Time: 2 days and online support x 5 hours.	£760	Expertise as requested
Let's Do Business	Time: ½ day x 40 volunteers (ongoing)	£5,700	To be multiplied as ongoing
Rath Productions,	Time: 1 day to-date	£285	Complete concept work
Volunteers	Time: 2 volunteers x 1 day a week x 6 months	£3,900	Regular clearance of the site. To be multiplied as ongoing, and increased as others join.
CEO/EFT	Time ½ day x 6 months	£4,940	Additional hours to regular role. To be multiplied as ongoing
B & Q	Materials: tools, sundries, supplies, paint, soil, hard-core, timber. Time: regular volunteer commitment to the project Collections and fundraising: to be undertaken at the branch	£25,000 £1,000	Final details to be agreed once scope is known
SAGA	Time: regular volunteer commitment to the project	£5,000	Details to be agreed once scope is known
Total during period.		£46,595	

Professional expertise estimated at £38 an hour or £285 per day

All other support costed at £10 an hour or £75 per day.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Appendix H: Cashflow

EFT BUDGETED CASHFLOW - THE FIRS RE-DEVELOPMENT

Projected capital costs:

	Phase 1	Phase 2	Phase 3	Phase 4	Total Capital Cost
	Oct 31 2017	April 30 2019	Oct 31 2020	Oct 31 2021	Cost
	£'000	£'000	£'000	£'000	£'000
Enclosed changing area					
Groundwork	2				
Building work	30				
Services	5				
Fittings	15				
Play area					
Playarea	10				
Seating	2				
Log Cabins					
Buildings		120			
Security work		10			
Area of hardstanding		15			
Kitchen Area		14			
Compostable toilets/solar shower block		26			
Storage space for outdoor equipment			8		
Outdoor play area			6		
Pods			66		
Walkway			5		
Covered workspaces			10		
Enhanced security work			10		
Theatre/stage				10	
Incubator & Training space				45	
Drying room				5	
Site Manager's office				12	
Fencing & security				5	
Access route finalised				1	
Architects/Surveyors/other professional fees	4	7	7	7	
Contingency @ 10%	6	19	11	7	
total	74	211	123	92	500

EFT BUDGETED CASHFLOW - THE FIRS RE-DEVELOPMENT

Financing of Capital Costs:

Education Futures Trust	premises fund	34	36	73	57	200
Sherlock Consultancy	grant		50	50	0	100
Veolia	grant	40	0	0	0	40
Reaching Communities	small grant programme		50	0	0	50
Reaching Communities	large grant programme				35	35
						0
Clothworkers Foundation	capital grant		25			25
Princes Trust	capital grant		50			50
	total	74	211	123	92	500
Total income					500	

Projected Additional Running costs/income: (additional to current operation)

		2017-18	2018-19	2019-20	2020-21	2021-22	Full Year Ongoing
		£'000	£'000	£'000	£'000	£'000	£'000
Additional Running costs-							
Employees	site manager	5	25	25	25	25	25
Premises	rent/rates/water/heating/etc	1	2	4	8	10	10
Establishment Expenses	insurance/travel/etc	1	1	2	2	2	2
Supplies & Services	materials/ICT/stationery/cleaning etc	1	1	2	2	4	5
Multi use games area	maintenance	1	1	1	1	1	1
Other							
	total	9	30	34	38	42	43
Additional Income-							
Fees & Charges	income	0.25	0.5	1	1	2	5
Multi use games area	income	0.75	0.75	0.75	0.75	0.75	1
Grants	Henry Smith	20					
Grants	Reaching Communities	0	40	40	40	30	0
Grants	CCG	0	10	10	10		
Grants	Ongoing bids						35
Donations			0.25	0.5	0.75	1	2
Fundraising		2	2	2	2	2	2
Other	eg. 500 Club	1	3	4	6	9	9
	total	24	56.5	58.25	60.5	44.75	54
net position		-15	-26.5	-24.25	-22.5	-2.75	-11

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Rent for lease of The Firs site, including the Clubhouse

First 2 years: £7,500 per annum.

Year 3: £8,500 per annum.

Year 4: £9,000 per annum.

Year 5: £9,500 per annum

Years 6 to 20: £10,000 per annum.

Payable quarterly in advance.

Our children. Our families. Our community.

Registered Charity Number: 1146171 Company Number: 7852922

Patron: Baroness Stedman Scott OBE

Appendix J: Marketing and Promotion

The Education Futures Trust has developed effective methods of communication and marketing within the voluntary sector, with schools, health, other agencies and the wider public. Adapting methods of communication to meet the needs of the user has proved valuable, but we constantly seek additional forms of communication to ensure effective circulation of information. As well as looking to identify new systems, we will use a range of existing methods to market the new project including:

- Termly bulletins to schools identifying new services available to them and their families, and linking the offer to key educational themes. The bulletins serve a dual purpose in indicating services that can be accessed free, and also promoting commissioned services that may meet schools' needs
- Family bulletins are provided on a termly basis and are suitable for some parents. These go out through school bags, on school websites and also through partner agencies. These do have limited value, as some parents prefer other methods of communication
- Termly joint headteachers' breakfast forums provide an additional opportunity to share information. We manage these sessions, and arrange a regular community slot for our not-for-profit partners. Although it would be inappropriate to present our materials at every meeting, there is the opportunity for informal conversations with headteachers and a chance to share printed materials
- Regular meetings with key leaders e.g. headteachers, GPs: these provide opportunities to personalise the responses and materials
- Attendance at team/staff meetings by EFT managers or identified staff: these enable materials to be shared more widely with teams e.g. JobCentre Plus, CAMHs. For the more specialist services these meetings are the most effective method of receiving referrals, but they do rely on the service being provided free, and are less suited to the acquisition of paid business
- Partnership and sector meetings are useful for sharing information, and often lead to 1-1 sessions where further discussions can take place. These are best served as a method of describing the general areas of service, rather than the details of actual activities. Outcomes can lead to 3rd party endorsement

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

- Regular updates on the EFT website are crucial. We are just finalising a new website, and funding from the Local Sustainability Fund will provide additional resource for the ICT technician to continue this development. Once established, we will be looking to host a booking facility
- Our Twitter presence is now established with a reasonably wide audience and regular tweets. We try to cover the range of services that we offer and we are receiving increasing coverage
- Facebook has been established, but this is the area of marketing with the greatest potential for improvement. Our audience is still small and the service through Facebook is relatively disjointed, with separate pages that do not interlink
- Marketing through the local press and celebrating achievements is another possible growth area. Funding has been identified to provide a one day a week post to strengthen this area of marketing, and this role will be focused on promoting the new development at the appropriate time
- Stalls and visits at local events, supermarkets and neighbourhood forums are useful when identifying certain groups of users. Care is needed to ensure that there is a focus group to avoid indiscriminate marketing
- Word of mouth is undoubtedly one of the most successful methods of marketing our services. Participants often refer friends and family, which leads to more vulnerable participants accessing the services. Such referrals CAN require more care and attention to ensure that the referral is to the appropriate service.

Throughout all areas of marketing the use of appropriate language and methodology is crucial for impact. The new development will require a well-designed launch event, followed by careful management of regular promotion until the purpose is clearly established with partners and users.

Key messages:

- To create a flexible environment that enables the EFT to service the needs of children, families and vulnerable residents.
- To develop quality facilities that utilise and improve the space around The Firs; making good use of the grounds and enhancing the green space.
- To enable service users to contribute to the creation and maintenance of the new facilities.

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

- To improve and maintain the facilities for local residents, including facilitating open access to outdoor areas.
- To enhance the 'green' characteristics of the site, ensuring that it remains a safe and enjoyable environment.
- To raise the funding to deliver the 5 year plan,
- To ensure that sufficient income is available to sustain the premises to serve these needs.

Areas for development	Why this is needed	Resource implications
<p>In order to improve the EFT's media presence, the trustees have invested in a part time post (7-10 hours a week) that will result in enhanced promotional materials, the development of the image of the EFT and ensure that information is up-to-date and published in the appropriate manner.</p>		
<p>Website The website design requires improvement, and information needs updating on a regular basis. The site lacks the opportunity for interaction with service users.</p>	<ol style="list-style-type: none"> 1. Provide a first line of contact for professionals. 2. Service users to access information more easily 3. Information is often out of date. 4. Booking facilities for courses, meetings and spaces. 5. Communication with service users. 	<p>Additional hours for the ICT Facilitator to continue to enhance the design. Systems embedded as a result of the Local Sustainability Funding. Time from media co-ordinator for updates.</p>
<p>Facebook Use of Facebook is limited to particular groups. Systems are not cohesive or linked.</p>	<ol style="list-style-type: none"> 1. Consistency of information is required to enhance the image of the EFT and improve user experience 2. An underused resource that has significant additional capacity. 3. The EFT needs to recognise the chosen methods of communication for users. 	<p>Media Co-ordinator time to develop systems: 1. that overhaul and improve the presence 2. for staff to provide information 3. link to Twitter and website 4. to allow response to user input.</p>

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE

<p>Local press There are a number of missed opportunities to use the resource that is already available to the EFT</p>	<ol style="list-style-type: none"> 1. To celebrate achievements of users 2. To share information about services 3. To enhance the EFT's profile 	<ol style="list-style-type: none"> 1. Media Co-ordinator time to develop links. 2. Co-ordinator to gather information, photos, share stories and link to website. 3. CEO to maintain the overview and link with the co-ordinator. 4. ICT Facilitator to allocate time to develop the website in line with new systems.
<p>Attendance at local events</p>	<ol style="list-style-type: none"> 1. To be more visible to potential users 2. To share information about services 3. To enhance the EFT's profile 	<p>Media Co-ordinator to identify key events and co-ordinate attendance by staff. Also to provide and produce displays</p>
<p>Total resource required</p>	<p>Media Co-ordinator Website tools ICT Co-ordinator (1 hour/week) CEO (1½ hours per month) Budget for banner/materials</p>	<p>£6,000 LSF funding £500 n/a £300 £6,800</p>

Our children. Our families. Our community.

Registered Charity Number: 1146171

Company Number: 7852922

Patron: Baroness Stedman Scott OBE