

Business Plan

Whitehaven Harbour Youth Project

2018-2020



Section One: Executive Summary

The Whitehaven Harbour Youth Project (WHYP) celebrated its 20th anniversary in 2016. It has been an incredible journey for the project as it has grown from relatively small beginnings to one of the largest providers of youth groups, sports and outdoor activities in Cumbria. Annually the project now works with 1100+ young people between the ages of 7 and 25. It serves as a community facility to 20+ local organisations, employs 7 permanent staff members, and benefits from the support of 800+ hours of time from community volunteers.

At the beginning of 2016, the project committed to two long term strategic objectives and set itself some challenging targets. Two years on it is pleasing to be able to report that significant, and in many cases exceptional, progress has been made towards achieving these targets and we have met, or made notable progress on, all but 3 of the 17 key actions that we set out to achieve.

A commitment to improved marketing and online presence has resulted in a new, and increasingly popular, website. Continual growth on social media platforms means that they have fast become our key means of communicating with new and existing beneficiaries and customers, on the income side our premises rental profile has increased and we have 30% more individual groups using our space than two years ago.

We have seen a steep growth in earned income through sale of sports and outdoor activity services and contracted delivery. This demand has meant we have been able to increase the working hours of two of our part time staff. Outreach work with local primary schools has continued to be a valuable means of introducing new young people to our wider services and we have added new sessions to our weekly youth club programme to accommodate this growth. To add to the already comprehensive programme of opportunities for young people, and to avoid the service being lost altogether, we secured funding and took on delivery of an existing Special Educational Needs youth club for 16-25 year olds. We have attracted new funding from the private sector to support delivery and these new partnerships continue to bring opportunities for raising awareness of the project in the local community. And finally we have secured funding from the Copeland Community Fund to run an annual Apprenticeship scheme from 2017-2020 in partnership with Lakes College West Cumbria.

Increased earned income has been the result of hard working, highly qualified, and dedicated staff members and volunteers. The project has made significant strides towards achieving its target of earned income accounting for 60% of turnover by 2020 and has achieved its target of building an operational reserve equal to 6 months of turnover. Grant income still remains critical in providing the project the stability of core funds it needs to operate as well as ensuring that the project team spend the majority of their time on delivery of our charitable activities for young people.

That said there are still key areas for growth and development and the project is approaching a time of significant challenge in terms of future revenue funding. On reviewing the last two years it has been agreed that the long term strategic objectives are valid and relevant and they therefore remain unchanged in this updated Business Plan. Conversations with existing and potential new funders are well underway and we have made great strides in ensuring that we are ready to begin the funding application process. In support of our strategic aims, a key factor in the coming years will be capital works required on our premises. These include a full refurbishment and modernisation of our well used sports hall and climbing wall facility, a contemporary facelift for our front entrance to improve accessibility and visibility in the community, and enhancements to the main youth space including, potentially, the installation of mezzanine floor meeting areas. These developments require significant capital investment and we are working to secure this from a range of sources.

Section Two: Organisation and Activities

1. Aims and Legal Status

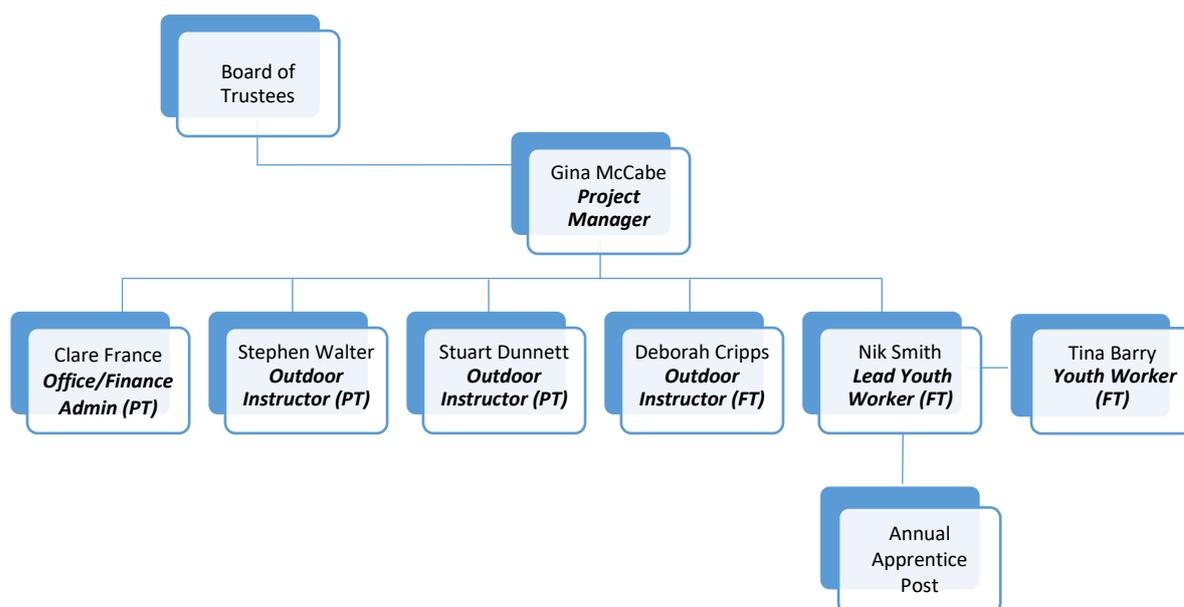
WHYP is a registered charity and company limited by guarantee. The mission statement of the organisation is ***“To give young people an opportunity to develop their potential, to understand themselves and others, to enjoy life and to contribute positively to the world”***

2. Our Assets

The project occupies a purpose designed premises situated on a busy street adjacent to Whitehaven town centre. The premises is leased from the Whitehaven Harbour Commissioners with just over 13 years remaining of the original 25 year lease. The facility includes an open plan multi use space with pool tables and table tennis, a café area, a sports hall, a climbing wall, a staff office, two offices for rental and a range of storage areas over two levels. The project owns a 17 seater minibus, canoe/kayak/bike and box trailers, and a wide selection of sports and outdoor activity equipment including table tennis tables, canoes, kayaks, stand up paddle boards and mountain expedition equipment.

3. Organisational Structure

Formal and legal responsibility for the charity is shared by a Board of seven voluntary Trustees. A Project Manager leads the project on a day to day basis. They regularly meeting with the Trustees where the project can be held to account and financial affairs, strategic and operational developments, risk management, governance and compliance and any other matter requiring their attention can be discussed. Staff hold a comprehensive range of Youth Work, Community Development, Outdoor Adventure and Sports Coaching qualifications. In 2017 the project secured funding from the Copeland Community Fund to appoint a Children and Young Peoples workforce Apprentice each year for three years.



4. Services and Activities

These can be split into five main categories: Youth Work, Sports and Outdoor Activities, Premises Rental, Fundraising and Volunteer Opportunities. In reality there is an overlap between all of these areas.

Youth Work

Youth centre activities include the use of our premises for drop in youth clubs, sports activities, targeted youth clubs, and contracted delivery work. We engage external organisations to deliver services that we are not able to deliver internally and this might include football coaching, stay safe workshops, drugs and alcohol advisory services, music and digital technology workshops to name a few. We offer a regular weekly programme as well as school holiday programmes and one off trips and activities. Detached youth work and partnership work with local organisations helps ensure a wide range of young people benefit from the facilities and activities on offer.

Sports and Outdoor Activities

This range of activities is used as a key part of our youth work curriculum as well as a means of generating our own income. We have a number of regular activity groups for young people including a thriving table tennis league and two climbing clubs. We also offer after school club programmes to local schools, curriculum focussed outdoor activity programmes and a whole range of other outdoor and adventurous activities to customers for which we charge a fee.

Activities that we are able to coach and deliver in-house include table tennis, multi skills sports, fitness and movement to music, archery, canoeing, kayaking, stand up paddle boarding, indoor and outdoor rock climbing and bouldering, bush craft, camping and mountaineering, mountain biking and leisure cycling. Some of these activities are licensable and we hold an Adventure Activities License to support this.

Many of our sports and outdoor activities come with opportunities to attain an accreditation or coaching award. Those that we currently run in house include the Duke of Edinburgh Award, the Junior Award Scheme for Schools, British Canoeing participation and coaching awards, Table Tennis England Butterfly Skills Award, National Indoor Climbing Award Scheme, and the National Indoor Bouldering Award Scheme. We use external providers to support those young people who wish to pursue higher levels of award or professional qualifications if needed.

All income generated through the sale of activities is fed directly back into the youth work related activities of the project.

Premises Rental Profile

In the last 6 months, premises rentals have come from 20+ different customers ranging from private family party bookings to businesses booking out the entire premises for conferences, to local youth focused groups using our premises for their own beneficiary work. The premises is available for rental 7 days a week and this provides an essential means of introducing new people to the work that we do as well as generating earned income. All net income generated through the rental of the premises is fed directly back into the youth work related activities of the project and is prioritised in such a way that it does not take away from our primary youth work commitments and focus.

Fundraising

The project generates funds throughout the year to support its grant income and earned income. Typically our fundraising centres on supporting specific projects or activities, such as raising funds for an annual sailing voyage. Fundraising activities include supermarket bag packs, sponsored challenge events, donation requests to local companies and craft stalls. In addition we charge a nominal fee for some clubs and school holiday activities but this is heavily subsidised by grants. The project does not currently undertake any generic fundraising activities for the charity as a whole.

Volunteer Opportunities

As well as the formal and legal role provided by our volunteer Trustees, the project relies on volunteers to support day to day activities ensuring that ratios and safeguarding requirements are met. The project gains a great deal from this volunteer involvement – they bring a fresh pair of eyes and new skills. In turn we endeavour to provide funded training and development opportunities as well as experiences to enable those volunteers to pursue their own career and life plans. Young people often choose to become volunteers once they reach the age of 18 but we are also fortunate enough to have new volunteers joining us from the community. In the last 12 months the project has benefited from 800+ hours of volunteer time.

Weekly Programme

Throughout the year the project has a regular programme of activities for young people. In addition specific school holiday and weekend programmes are released. A typical week is documented below. Note that these do not include activities that are delivered by other organisations using our premises as a venue as these can vary from week to week.

Monday

Doorstep Sports	5pm - 6.30pm	Ages 10+
Drop in Youth Club	6.30pm - 8pm	Ages 10+

Tuesday

Fusion Youth Group	7pm – 9pm	Ages 16-25
Duke of Edinburgh Group Meetings	6pm - 7.30pm	Ages 13+

Wednesday

Junior Girls Group	4.30pm – 6pm	Ages 7+
Table Tennis	5.15pm – 7.15pm	Ages 8+
Senior Girls Group	6.30pm – 8.30pm	Ages 10+

Thursday

Climbing Club	5pm – 6.30pm	Ages 8+
Games Group	6pm – 7.30pm	Ages 7+
Adult Table Tennis	6.30pm – 9pm	Ages 16+

Friday

Climbing Club	4.30pm – 6pm	Ages 10+
Friday Night Project	6.30pm – 9pm	Ages 10+

Saturday

Friday Night Project Lite Activity Day	Varies	Ages 10+
--	--------	----------

5. Beneficiary Profile

Youth club activities are available for ages 7 to 25 years. These include a range of junior and senior youth clubs as well as a youth club specifically for young people with special education needs aged 19 to 25. We actively work to introduce new young people to our facilities through the delivery of after school clubs in local primary schools, grant funded taster and introductory activity session, and other outreach work using our sports and outdoor adventurous activities as a medium for engaging with groups. An Adventurous Activities License together with qualified staff and a range of equipment allows us to offer youth club participants a broad range of outdoor adventure, recreational and sporting activities as part of our youth work curriculum. It also provides us with an additional 'product' through which we can generate income. In recent years, client groups for this have been predominantly local primary schools and youth uniformed services organisations.

Note that the figures below only include users with whom WHYP engage directly. External customers who use our premises to work with other young people are not included in the table.

Data for last 12 month period	Amount	Percentage
Total number of individual young people aged 7 years to 25 years who have engaged with WHYP	1160	-
Gender Profile	599 male 561 female	52% 48%
Age Range	321 (11yrs and under) 629 (11 to 16yrs) 210 (17+ years)	28% 54% 18%
Total number of individual young people engaged in two or more different activities (eg Girls Group and Climbing Club)	347	30%
Total number of individual young people who have attended 10+ sessions in 12 months	269	23%
Total number of adult volunteers active	30	-
Total number of volunteer hours contributed	838 hours	-

In 2017 we revisited our post code data collection and analysis to better understand the areas that our beneficiaries come from. This is particularly important in ensuring that we continue to reach areas of high economic deprivation in Copeland. Initial figures for three key areas are:-

Three highest levels in our catchment (Indices of Multiple Deprivation 2015)	Percentage of beneficiaries attending from area in last 12 months
Harbour	13%
Mirehouse	11%
Sandwith	6%
Total	30%

Partnership Working

The project works with a wide range of organisations to achieve its aims and objectives. These include local secondary and primary schools, other youth focused organisations including the uniformed services, national governing bodies, local police, volunteer focused organisations, parents, community groups, private sector companies, county sports partnerships, academic research bodies, and local activity providers. We deliver contracted youth and sports related projects throughout the year as well as teaming up with local organisations to maximise the opportunities and impact for young people. Our current partners are listed below and are accurate at the time of writing. Please note the list does not include grant funders or customers who buy in our services. It specifically lists those that we are working with now on projects that are of value to our beneficiaries.

Active Cumbria
Copeland Youth Network
Cumbria County Council: Childrens Services
Cumbria County Council: Health, Care and Community
Cumbria Police and Crime Commissioners
Cumbria University
Cumbria Youth Alliance
Inspira
Lakes College West Cumbria
Mayfield School
Morgan Sindal
Sellafield Ltd
Street Games
University of Central Lancashire
Whitehaven Harbour Commissioners

Section 3: Project Background and Current Context

Background

The Project began in 1996. At that time Whitehaven (situated in the borough of Copeland) had embarked upon a process of significant redevelopment, particularly the transformation of its industrial harbour into a marina and tourist attraction. Some funding was made available to establish WHYP so that young people would have a stake in the changes that were occurring in their town. The project was based in Pears House on the harbour which was shared with the Harbour Commissioners. It was managed by representatives of the local Police, Cumbria County Council Youth Service, Social Services, the Probation Service, Educational Welfare Service and Clubs for Young People. It provided outdoor activities for young people and also a youth club. In 2008 the project moved to its current venue.

Context and Need

Copeland is one of the six local authority districts that make up Cumbria. Using the latest Indices of Multiple Deprivation (2015) the district is classified as the second most deprived in Cumbria for overall deprivation. In addition, of the 25 wards that exist in Copeland, 6 (10%) are among the 10% most deprived in England. These include Harbour ward where WHYP is situated, and the adjacent wards of Mirehouse and Sandwith. It is estimated that between 15% and 20% (2175 to 2900) of young people in Copeland are living in Poverty (End Child Poverty Coalition, 2018).

Copeland illustrates some of the many contrasts that exist in the County of Cumbria ('Cumbria Revealed', Cumbria Community Foundation, 2017). For example while high levels of employment are provided by the nuclear industry, youth unemployment is 5 times higher than the national average. Similarly, while the Lake District National Park provides some of the most spectacular outdoor opportunities for fitness and wellbeing activities, alcohol related hospital admissions in young people are twice as high as the national average in Copeland and the borough was recently awarded the title of the 'fattest' in the country by Public Health England with 75.9% of its population classed as overweight or obese.

In Britain today, young people face deep social mobility challenges ('State of the Nation 2017: Social Mobility in Great Britain', Social Mobility Commission). Social mobility is about ensuring that everyone has the opportunity to build a good life for themselves regardless of their family background or geographic location. In a socially mobile society, every individual has a fair chance of reaching their potential. When set against the national picture, Copeland is defined as a 'cold spot' for the social mobility of young people. The challenges facing the area are well described in the following excerpts from the report:-

- *Isolated rural and coastal areas are dire for youth social mobility outcomes. Disadvantaged young people in these areas can find themselves trapped, as they have limited access to education and employment opportunities and lack the means to move home or travel to access them.*
- *In youth social mobility cold spots, disadvantaged young people are almost twice as likely to be NEET (not in education, employment or training) after GCSEs, half as likely to gain two or more A-levels (or equivalents), and half as likely to enter higher education, compared with those living in hotspots*

State of the Nation 2017: Social Mobility in Great Britain, Social Mobility Commission

WHYP continually works to evaluate and develop services that meet the needs outlined above as well as responding to more localised and individual needs that present themselves through qualitative and quantitative monitoring and evaluation. Our primary activities are set out in Section 2 of this document. Activities are selected based on input from beneficiaries, from experience of staff, as a result of contracted delivery work, and through a constant commitment to aligning ourselves with local and national policies and agendas. Key publications that currently underpin our work include:-

- ***Cumbria Children and Young People's Plan, 2016-2019 (Cumbria Childrens Trust)***
Sets out a vision for all children and young people in Cumbria to grow up in loving and supportive families, have positive educational and social experiences, and go on to meet their potential.
- ***Sport England: Towards and Active Nation Strategy, 2016-2021 (Sport England)***
Focuses on tackling inactivity and sporting behaviour change including a focus on local delivery and engagement of low socio economic groups. Links sport and inactivity with a range of prevalent physical and mental health issues in children and young people.
- ***Cumbria Joint Strategic Needs Assessment, Updated January 2018 (Cumbria County Council)***
An assessment of the current and future health and social care needs of the local community which highlights that children and young people in Cumbria have a number of health indicators that are significantly worse than other parts of England.

Section 4: Strategic Direction and Operational Plan

The two long term strategic objectives of the project remain the same;

- to maintain the quality and relevance of our provision for young people in accordance with our mission statement
- to increase financial and organisational sustainability.

To maintain service provision we are experimenting with increasing staff hours to increase delivery, developing/refurbishing parts of our premises to maximise quality and appeal and secure it well into the future, and continuing to seek new and contemporary ways of working in the local community. Our sustainability objective is driven by the need to prepare for the end of two main grant streams in 2019 and 2020 which, at the end of the 2018 financial year, accounted for 49% of our annual income. This will be done by continuing to increase the amount of earned income from sale of services, decreasing the amount of income from public sector grants, and exploring private sector funding opportunities. The steps below outline how these objectives will be achieved.

Strategic Objective: Maintain service quality and relevance

Marketing		
Action	Impact	Steps/Timeline
Maintain website	<ul style="list-style-type: none"> - Clear and accurate representation of our services - Reach non-social media customer base 	<ul style="list-style-type: none"> - Project Manager to share website maintenance responsibilities with Lead Youth Worker to maximise frequency of updates. June 2018.
Maintain levels of activity marketing/administration	<ul style="list-style-type: none"> - Continued efficient and customer focused administration for activity bookings - Positive reputation for WHYP among customers - Maximise beneficiary reach and activity take up - Increased fundraising income generated 	<ul style="list-style-type: none"> - Retain current Office Administrator and ensure administrative processes are upheld and valued by all staff - Ongoing
Nominate project for a range of awards	<ul style="list-style-type: none"> - Project will gain recognition for its achievements - Potential new revenue funders will have confidence in our service - Staff, Trustees and Volunteers will be acknowledged 	<ul style="list-style-type: none"> - Nominate for approximately 3 awards by December 2018 in keeping with various published deadlines.
Create promotional video	<ul style="list-style-type: none"> - Young people will participate in digital media development promoting 'their' WHYP - WHYP will have a new promotional video for use with funding applications, online, and for award nominations 	<ul style="list-style-type: none"> - Seek external funding to support video development - Appoint external company to manage project and engage young people - Complete video by December 2018
Grow new partnerships with key local organisations	<ul style="list-style-type: none"> - Seek new partnerships in local community that will raise the profile of the project – this may include exploring new town centre venues for activities. 	<ul style="list-style-type: none"> - Project Manager to remain active on a range of steering groups and projects to ensure that WHYP remains at the forefront of any local developments. Ongoing.

Service Development		
Develop outreach work in local secondary schools	<ul style="list-style-type: none"> - Existing schools based work maintained - New beneficiaries introduced to project - Income generating opportunities developed - Schools view WHYP as a provider of choice for sport and outdoor activity services 	<ul style="list-style-type: none"> - Remain abreast of local and national policies and agendas that may affect demand from schools and alternative learning provision. - Ensure WHYP is positioned to deliver to secondary schools and actively seek new opportunities to do so. - Ongoing
Develop outreach work in local primary schools	<ul style="list-style-type: none"> - Existing after school clubs and outdoor activity delivery maintained. - New beneficiaries introduced to project - Income generating opportunities developed - Schools view WHYP as a provider of choice for sport and outdoor activity services 	<ul style="list-style-type: none"> - Remain abreast of local and national policies and agendas that may affect demand from schools and alternative learning provision. - Ensure WHYP is positioned to deliver to primary schools and actively seek new opportunities to do so. - Ongoing
Increase earned income from sale of activity services to non-school groups	<ul style="list-style-type: none"> - Diversifies sources of earned income providing increased financial security. - Continues to raise profile of project in local community. 	<ul style="list-style-type: none"> - Deliver high quality provision for bookings already in place for 2018 - Manage staff training to support new bookings - Continue to promote services in local community and through website - Ongoing
Actively seek future sport and youth work delivery contracts	<ul style="list-style-type: none"> - Provides new and exciting programmes designed around national strategies - Generates additional income - Provides new publicity and partnership opportunities - Ensures project is ready to take on new work when existing contracts come to an end 	<ul style="list-style-type: none"> - Project Manager to continue networking and attending appropriate conferences / events to explore contract opportunities - Work with Copeland Youth Network to plan for future of Friday Night Project contract - Review December 2018
Increase premises rental income	<ul style="list-style-type: none"> - Maximise use of our building as a centre for community activity, particularly youth activity. - Sustained and increased earned income from a wide variety of sources - Publicise project to new audiences 	<ul style="list-style-type: none"> - Maintain high levels of premises usage and high quality administration. - Ensure all staff value and uphold our customer service expectations - Plan decoration/update works for meeting rooms. December 2018.
Extend Early Help Engagement and Links	<ul style="list-style-type: none"> - Increases understanding of our beneficiaries and informs our service delivery - Provides better understanding of beneficiaries - Provides better understanding of referrals being made to the project - Supports two way communication between our professional staff and those agencies involved in Early Help - Strengthens safeguarding of our beneficiaries 	<ul style="list-style-type: none"> - Lead Youth Worker to take role of Early Help rep on various local panels/groups - Beginning May 2018

Establish a small targeted youth work group	<ul style="list-style-type: none"> - Allows small groups of young people to receive additional support in gaining confidence to participate in WHYP - Adds an essential element to our existing youth work curriculum - Potential to attract additional funding from County Council - Makes excellent use of staff skills and expertise 	<ul style="list-style-type: none"> - Secure funding for an annual targeted youth group provision. - Develop effective review and evaluation tools for use with this group to inform delivery and report to funders. - Start April 2018.
Staff Training to support Fusion Delivery	<ul style="list-style-type: none"> - Fusion beneficiary group will receive the best possible service - Staff will be better equipped to work with individuals with Special Educational Needs and Learning Disabilities 	<ul style="list-style-type: none"> - Key staff to complete relevant training - Completed June 2018
Capital Developments		
Refurbish Sports Hall	<ul style="list-style-type: none"> - Highly valued facility will be secured for long term future use - Potential new space available for larger meetings/conferences - Attractive and high quality space to deliver a range of sports 	<ul style="list-style-type: none"> - Finalise development plans/architectural drawings by August 2018. - Secure capital funding to complete works by April 2019.
Improve visibility and accessibility of front entrance	<ul style="list-style-type: none"> - Up to date accessibility for all user groups - Improved visibility for existing and new beneficiaries - Putting WHYP 'on the map' 	<ul style="list-style-type: none"> - Finalise planning permission by July 2018 - Secure capital funding to complete works by April 2019.
Redecorate / update meeting rooms	<ul style="list-style-type: none"> - Maintain high quality meeting spaces for current and new customers 	<ul style="list-style-type: none"> - Secure funding for new/additional office furniture and technology to raise specification of rooms - Complete by December 2019

Strategic Objective: Financial and Organisational Sustainability

Financial Resources		
Secure New Revenue Grant Funding	<ul style="list-style-type: none"> - Project remains financially viable after existing revenue funding from Big Lottery and Copeland Community Fund ends 	<ul style="list-style-type: none"> - Continue to work with funders, develop project, and be application ready. New funding situation finalised by June 2019 for grants to begin November 2019 and April 2020.
Reduce fundraising expenditure	<ul style="list-style-type: none"> - Increased community/beneficiary contribution towards activities such as table top sales and raffles that generate income for trips - Reduced expenditure for WHYP on these activities - Raise awareness of WHYP activities in community. 	<ul style="list-style-type: none"> - Work with key staff members to explore ways to request donations of items for fundraising activities. - Begin April 2018, Review December 2019
Maintain Operational Reserves	<ul style="list-style-type: none"> - Project remains financially secure and well managed. - Future funders look favourably on sustainability of the organisation - Financial Risk reduced 	<ul style="list-style-type: none"> - Prioritise securing new revenue funding and maintaining levels of self-earned income so that operational reserves do not need to be accessed. - Ongoing
People Resources		
Continue Apprenticeship Scheme	<ul style="list-style-type: none"> - Long term impact on employability and career opportunities for local young people - WHYP has additional staff member for youth group and trip supervision 	<ul style="list-style-type: none"> - Meet requirements of Copeland Community Fund to ensure that Apprentice money is released annually. Review September 2018. - Advertise for new apprentice for 2018/2019. June 2018.
Continue quality and quantity of volunteer programme	<ul style="list-style-type: none"> - Additional skills and development opportunities provided locally - Valuable resource for project all round bringing new ideas and perspectives - Presents potential new Trustee options 	<ul style="list-style-type: none"> - Actively implement volunteer induction, training and supervision programme - Seek opportunities for volunteers to further develop their skills to support them in the career plans or personal development aspirations. - Review September 2018
Maintain Hours Increase	<ul style="list-style-type: none"> - Additional employment opportunities created locally - Project better able to expand service delivery - High quality staff retained 	<ul style="list-style-type: none"> - Agree fixed term 12 month hours increase with relevant staff. - Incorporate increased staff costs into future funding bids. - Review January 2019.
Venue Resources		
Continue to explore marina water quality improvements	<ul style="list-style-type: none"> - Provides engaging local community activity for young people - Generates community interest from other groups into this exciting resource - Provides visible local activity base to raise profile of project 	<ul style="list-style-type: none"> - Begin Year 2 programme of water testing. May 2018 - Bring together network of stakeholders to discuss future of water and improvement of water quality. August 2018.

	<ul style="list-style-type: none"> - Supports risk assessment development for marina water based sports 	<ul style="list-style-type: none"> - Purchase 'SeaBins' at earliest opportunity with funding already secured. - Review December 2018.
Extend premises lease	<ul style="list-style-type: none"> - Essential for revenue funding bids 	<ul style="list-style-type: none"> - Liaise with Harbour Commissioners re next steps for lease renewal. - Review August 2018.

Section 5: Project Costs/Budget

Current Financial Breakdown as percentage of Annual income

2017 - 2018	2015 - 2016
Grant income (two separate sources) 49% Earned income: Schools & other group activity 26% Earned income: Premises rental 15% Fundraising: 10%	Grant income (three separate sources) 61% Earned income: Schools and other group activity 14% Earned income: Premises rental 13% Fundraising: 6%

Growth comparison from 2015-2016 to 2017-2018

2017 - 2018
Grant income: £109,000. A decrease of 14% from £127,658 in 2015-2016.
Earned income: Schools & other group activity £54,000. An increase of 80% from £30,213 in 2015-2016.
Earned income: Premises rental: £35,000. An increase of 19% from £29,317 in 2015-2016.
Fundraising: £22,000. An increase of 82% from £12,070 in 2015-2016.
Operational Reserves: £64,000. An increase of 100% from 2015-2016.

Expenditure Summary

	2017-2018	2016-2017	2015-2016
People Costs	£147,094	£132,840	£131,628
Other Costs	£66,259	£64,106	£62,823
Total	£213,353	£196,942	£194,452

Increases in expenditure have been largely as budgeted over the last three years with a notable increase in people costs in 2017-2018. This is due to the introduction of a pension scheme and increased staff hours in response to demand.

2018-2020 Financial Objectives

- Continue to increase earnings from Schools and Other Group Activity. Average 5% increase each year.
- Continue to increase earnings from Fundraising by an average of 5% each year.
- Identify additional source(s) of income for revenue deficit in 2019/2020 and 2020/2021 – either grant or earned.
- Retain Operational Reserves
- Identify sources of capital funding for planned sports hall/building refurbishment and development works

Management Accounts

	2017/2018 Actual	2018/2019 Budget	2019/2020 Budget	2020/2021 Budget
Expenditure				
Total Staff Costs	147,094	151,215	154,239	157,324
Rent	12,054	12,054	12,054	12,054
Rates and Water	2,196	2,196	2,196	2,196
Training/Personal Equipment	3,200	2,856	2,913	2,971
Energy	8,379	8,547	8,718	8,892
Printing/Postage etc	2,183	2,227	2,271	2,317
Repairs/Maintenance	750	765	780	796
Insurance	3,081	3,143	3,205	3,270
Cleaning	1,990	1,500	1,530	1,561
Telephones	1,268	1,293	1,319	1,345
Fees/Payroll	1,800	1,836	1,873	1,910
Membership/Licenses	1,000	1,500	1,000	1,500
Advertising/Website	500	510	520	531
Transport (vehicle, fuel etc)	3,657	3,731	3,805	3,881
Volunteer Expenses	200	204	208	212
Equipment Renewals	4,000	4,080	4,162	4,245
Development Funding	4,000	4,080	4,162	4,245
Beneficiary Expenses	16,000	15,000	15,300	15,606
Total Other Costs	66,259	65,521	66,016	67,337
Total Expenditure	213,353	216,736	220,256	224,661
Grant Income				
Copeland Community Fund	30,000	30,000	30,000	0
Big Lottery Reaching Communities	79,000	79,000	39,500	0
Total Core Grant	109,000	109,000	109,000	0
Earned Income				
Schools and Other Group Activity	53,946	55,000	56,100	57,222
Premises Rental	34,163	35,000	35,700	36,414
Fundraising	22,000	23,000	23,460	23,929
Apprentice Income	3,662	5,000	5,000	5,000
Operational	1,154	-	-	-
Total Earned Income	114,925	118,000	120,260	122,565
Total Overall Income	223,925	227,000	189,760	122,565
Operational Reserve	64,000	64,000	64,000	64,000
Surplus/Deficit Carried Forward	10,572	10,264	-30,496	-102,095

Section 7: Monitoring and Evaluation

The project has completed a full review of monitoring and evaluation systems in recent years. This is in response to demands from new grant funders, an increasingly competitive funding landscape, and the projects own desire to understand beneficiaries and design effective youth work programmes.

Currently the project uses the following tools to monitor, evaluate, and evidence the work that it does:-

- Session sign in sheets
- Excel based monitoring spreadsheet allowing quantitative analysis of beneficiary activity
- Qualitative data included journals, award log books and group feedback sessions
- Survey monkey and Outcome Stars to gather specific measures for grant funders
- Activity and premises rental booking forms to support qualitative data
- Postcode Data analysis to monitor beneficiary uptake from areas of high deprivation

We are subject to a two yearly inspection by the Adventurous Activities Licensing Service to ensure that we are operating within the terms of our license for delivery of outdoor and adventure activities.

All staff take part in Performance Management Reviews and the Project Manager reports to the Board of Trustees at a meeting held every 6 weeks. In addition our two large grant funders conduct audits and monitoring visits at intervals throughout the year. Our progress and status in relation to this business plan will managed on a day to day basis by the Project Manager.

Section 8: Risk Assessment

<p>Strengths</p> <ul style="list-style-type: none"> • Earned income from a wide range of sources. • Good attendance by young people from a wide range of ages, locations and groups. • AALA License and good quality range of outdoor equipment to support delivery. • Attractive to grant funders for our sporting activities – very current on agendas. • Qualified youth workers, sports coaches and outdoor instructors in house. • Sustained evidence of business growth. • Appropriate level of operational reserves. • Well established partnership work and long standing place in the community. • Good online and social media presence. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Heavily reliant on two sources of grant income currently. Future of revenue funding currently unknown. • Diminishing quality of sports hall. • Some other areas of building in need of refurbishment/modernisation. • Universal service provision does not provide for all beneficiaries. Targeted youth work will add value and generate new income. • Maintaining online presence places challenges on already busy staff.
<p>Opportunities</p> <ul style="list-style-type: none"> • Some scope for increased premises rental. • Scope for primary schools relationship growth. • Scope for secondary schools relationship growth. • Scope for increasing sale of outdoor activities to local community. • Scope for development on Whitehaven Marina as an appealing venue a range of water sports. • Opportunity to significantly raise profile of project with new planned capital developments. • Opportunities to develop service to meet local need/agendas in conjunction with new revenue funding applications – eg designing projects around mental health, and sport for development. 	<p>Threats</p> <ul style="list-style-type: none"> • Other outdoor activity providers • Other premises rental providers • Loss of AALA licence. • Whitehaven Marina water quality is unknown and this must be factored into WHYP risk assessments. • Small team of staff which limits growth potential if required in future.