



For better
mental health

Eden Mind

St Andrews Place/Market Square Business Plan



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1. Executive Summary

This plan outlines the business case for the development of Eden Mind's new property.

The St Andrews Place/Market Square premises represent a viable opportunity to develop a distinct social enterprise activity that will enable Eden Mind to gain a sustainable town centre base and to generate profit that can be directed back in to the core services of the organisation.

Eden Mind intends to develop St Andrews Place as a dedicated and separately branded Wellbeing Centre offering a broad range of services and activities, in partnership with several other providers, which promote and enable positive mental health. The centre will be the first of its kind in Cumbria and will bring mental health issues and emotional wellbeing into to the high street arena. Underneath the St Andrews Place building is a ground floor premises, 5 Market Square, which will be developed as a charity shop.

The development of the building will work towards the following broad aims;

Business aims

1. To develop a self-sustaining base for Eden Mind within 3 years.
2. To generate profit to be used for other Eden Mind work within 3 years.

Social aims

3. To enable the expansion of services within Eden to people experiencing mental health problems.
4. To raise the profile of mental health issues and emotional wellbeing.

To achieve these aims we need to undertake a process of refurbishment and recruit a Buildings Manager in order to develop the following products and income generating activities within the building;

1. Office and desk space rental for not for-profit-groups within the broad mental health field
2. Office and other rental space for use by Eden Mind
3. Meeting/Group/Training room hire for related individuals and not-for-profit groups
4. Therapy Room hire for individuals and not-for-profit groups
5. Eden Mind Charity Shop activity

The following plan describes how these aims will be met and the business case for the development of income generating activities stated above. Within a three year period we expect to have developed a vibrant mental health hub for Eden, increasing social capital and work opportunities within the mental health field, and importantly, a self-sustaining building for Eden Mind that generates profit that contributes to its ongoing service provision.

2. Introduction to the Business Plan

2.1 Overview

Eden mind was established in 1986 to provide support and social opportunities for people experiencing mental illness in the Penrith area.

In the last decade the organisation has undergone an important period of growth and stabilisation. It has established a core set of services and has immersed itself in partnership working both with its sister organisations across the county and with other local voluntary sector providers.

Along side this we are embracing the ever present challenge for smaller voluntary sector groups of long term financial viability. A key goal for the coming three years is to diversify our income streams through adopting a social enterprise model for our organisation and services and where and to ensure that this activity works within our primary purpose and values as a charity. This business plan describes just such a development.

Eden Mind intends to develop St Andrews Place as a dedicated and separately branded Wellbeing Centre offering a broad range of services and activities, in partnership with several other providers, which promote and enable positive mental health. The centre will be the first of its kind in Cumbria and will bring mental health issues and emotional wellbeing into to the high street arena. Underneath the St Andrews Place building is a ground floor premises, 5 Market Square, which will be developed as a charity shop.

2.2 Aims and objectives

Business aims

1. To establish a new social enterprise (office rental, charity shop) that makes a financial contribution to Eden Mind
2. To develop a self-sustaining base for Eden Mind within 3 years.
3. To generate profit to be used for other Eden Mind work within 3 years.

Business objectives

1. To refurbish the property to provide, desk, office, meeting rooms etc.
2. To secure funding to refurbish building.
3. To create a new post to develop social enterprise activities.
4. To maximise use of and income from the building.
5. To maximise income from the charity shop below.
6. To develop the range of full cost recovery services within Eden Mind.
7. To bring in other organisations with similar aims.
8. To bring back into use redundant business space.
9. To develop systems and procedures for the smooth running of the building, its rooms and resources.

Social aims

1. To enable the expansion of services and support within Eden to people experiencing a broad range of mental health problems.
2. To raise the profile of mental health issues and emotional wellbeing and give them a high street presence.

Social objectives

1. To offer other not-for-profit organisations within the mental health or allied fields an affordable workspace within Eden to offer services.
2. To develop accessible and appropriate branding and promotional materials of the Wellbeing Centre.

3. To develop a comfortable and welcoming environment for a wide range of people to access services, activities and organisations within the building.
4. To develop a hub of expertise and enthusiasm within the centre relating to mental health and emotional wellbeing.
5. To expand over three years current Eden Mind services and activities, both building and community based, to include psychological therapies, volunteering opportunities, back to work activities, enterprise activities and more.
6. To identify and approach relevant partner projects, organisations and individuals, in addition to those already identified, to come within the building.
7. To expand over three years the range of services and support available at the Wellbeing Centre, through partner organisations, individuals and projects, to include specialised therapy services, ecotherapy projects, advocacy, group work and campaigning.
8. Under the identity and brand of the Wellbeing Centre to introduce a range of activities and events within the first year to including mind/body exercise, workshops and training.

2.3 Keys to success

- Strong value base enabling an atmosphere of respect and support, and an openness to the capabilities and potential of all who come to the organisation.
- Strong management systems in place and a shared vision for the future held across the Board, Manager, Staff, Users and volunteers.
- A strong desire and openness to engage in partnerships and collaborations locally, and with our sister Local Mind Associations within Cumbria, This work is key to realising our vision for mental health provision within Eden.
- A Manager with the ability to hold and develop the strategic vision of the organisation, and to secure funding to enable this vision to become realised.
- Service user involvement at all levels of the organisation.
- A dedicated staff team who genuinely care about the people they work with and are cared for by the organisation in turn.
- A long-standing volunteer base, the majority of whom have experienced mental illness themselves.
- Being part of a National movement, Mind, that supports our development, our values and gives us a visible and high presence brand to sit within. Local Mind Associations within Cumbria also receive direct support from a Local Mind Liaison Officer and a Service Development Worker, a new initiative being piloted across Cumbria and the North East.
- Developed links with the local voluntary sector and second tier groups such as CVS and VAC.

3.3 Beneficiaries

Business beneficiaries

- Related mental health not-for-profit organisations wishing to work within Eden.
- Individuals delivering one-to-one therapies and related training
- Eden Mind
- The Cumbria Minds Partnership (Mind in Furness, South Lakeland Mind, Ulverston Mind, Mind in West Cumbria and Carlisle Mind)
- Moving On Support Scheme (Age Concern Eden, Eden Carers, Eden Community Alarms)
- Volunteer Centre Eden

Social beneficiaries

- People experiencing a broad range of mental health problems
- People wishing to volunteer within a mental health or other context with the aim of developing confidence, skills and interests or for professional development eg counselling, social work etc.
- People wishing to take part in broader wellbeing based activities undertaken at The Building such as yoga, relaxation, talks and workshops.

3. Eden Mind

3.1 Highlights of success

Eden Mind is a service user led organisation, in line with Mind (The National Association for Mental Health), the body it is affiliated too. The voice of those experiencing mental and emotional distress shape our vision, values and all we do. From humble roots in a caravan shared with the Citizens Advice Bureau it has grown steadily from a volunteer run organisation to become an important service provider and voice for mental health service users within the District. The following key achievements of our organisation within the previous five years;

- Eden Mind was the driving force behind the development of the Cumbria Minds Partnership. A collaboration of the six Local Mind Associations within Cumbria. Within eighteen months of our first meeting we have developed county wide advocacy provision, began to share training, resources and expertise and have recently secured £465,000 of Lottery funding to develop a county wide outdoor access/ecotherapy project due to go live this Autumn.
- Eden Mind is also host agency for the Partnership work, holding funds and employing staff on behalf of the Partnership. The Chair of Eden Mind, Janet Buckley, Chairs the Partnership. Eden Mind's Manager has been responsible for leading on fundraising for the Partnership, securing approximately £632,000 over the previous year, and for developing Partnership agreements and memorandum of understanding for service delivery.
- Eden Mind currently acts as host agency for an important local collaborative project, the Moving On Support Scheme, focusing on supporting individuals experiencing social isolation across Eden. We expect the project, supporting the beneficiaries of Eden Mind, Age Concern Eden, Eden Community Alarms and Eden Carers, to become a best practice model for rural delivery of such services.
- Eden Mind became incorporated in 2006 and in the same year successfully passed Mind's Quality Management assessment at Level A, reflecting the professional and quality led approach the organization now takes.
- Eden Mind has had much success in local campaigning over the years, both challenging stigma and discrimination with the local area and through campaigning to develop or re-instate local service provision.
- Last year one of our therapy volunteers won a National Community Champions awards in recognition of her contribution to the organization. This volunteer herself experiences severe and enduring mental illness.

3.2 Service provision

Eden Mind currently offers the following range of services and support from across Eden, either directly or through partnership working;

- Information, advice and signposting – Providing information on a broad range of issues relating to mental health including provision of self-help and information materials to GP practices across Eden.
- Day Care services – Focussing on personal development, social support and skills training.
- Mental Health Advocacy – Supporting individual's choices and rights within the mental health system, and empowering service users to play a full part in their treatment and recovery.
- Befriending/mentoring – Supporting socially isolated and excluded individuals to re-engage with their local and broader communities and social/educational/leisure opportunities.
- Volunteering opportunities – Providing training and personal development opportunities to individuals experiencing mental distress or in the process of recovery.
- Ongoing arts based activities – Including photography, crafts, film making etc. Eden Mind regularly holds exhibitions of users work within the area.
- Complementary therapies – Offering massage and other complementary therapies.
- Campaigning and awareness raising – Eden Mind acts as a voice locally for users of mental health services in campaigning and representational activities. Also a strong emphasis on challenging the stigma and discrimination surrounding mental health issues.
- Service user/self advocacy forums – Empowering individuals to make choices within their treatment and campaign for better service delivery.

3.3 Legal Structure

Legal Structure

Eden Mind is a company limited by guarantee (No. 5689607) and registered charity (No. 1113649). The registered address is Eden Mind, 44-45 Castlegate, Penrith, Cumbria CA11 7JD.

Board

Eden Mind's management Committee consists of;

- 5 Trustees: Janet Buckley, Trustee 3 years (Chair and former Senior Social Services Manager, Mental Health Act Commissioner). Ben Jansz, Trustee for one year (University Finance Officer and NHS Partnership Trust Governor). Paul Donald, Trustee for 3 years (Writer, Service User and member of National Mind Advisory Panel). Sheila Dinnin, Trustee for 3 years (Service User and Member of Mental Health Care Stream Board). Norma Graves, Trustee for 4 years (Service User Representative). Trustees are elected annually at the AGM.
- 3 Co-opted members: Viv Lewis (Social Enterprise Consultant, to become Trustee when work for Cumbria Minds Partnership complete). Roy Mockett (Volunteer Representative and former bank manager and Chair of Eden Miind). Val Shuttleworth (Service User representative and former local business woman).
- Professional advisors from Cartmell Shepherd Solicitors and Saint and Co Auditors.
- Company Secretary: Chris Wood (Manager, Eden Mind)

Staff

In order to ensure successful implementation of this Business Plan a further staff member to those listed below will be recruited specifically to develop, manage and promote the building and its products/income streams. Eden Mind currently employs seven staff members;

- Chris Wood – Manager – Background in Psychotherapy and not-for-profit mental health.
- Suzie Markham – Administrator - Former director of Travelling Light Clothing and local business woman.
- Wendy White – MOSS Befriending Co-ordinator – Former finance officer, Cumbria County Council, and manager Botcherby community/healthy living centre.
- Anne Dawson – Manager, Cumbria Minds Independent Advocacy Service – 20 years experience of delivering mental health advocacy services.
- Jim Rhodes – Advocacy and Information worker, Eden – Former NHS health professional.
- Cath Watts – Advocacy and Information worker, South Lakes – Registered nurse and ten years experience of advocacy provision.
- Liam Ryan – Moving People Outdoor Access Co-ordinator – Former manager large multi beneficiary advocacy service, Dumfries and outdoor pursuits instructor.
- Eden Mind additionally uses 5 sessional workers to support service delivery.

Volunteers

Eden Mind currently has a volunteer force of 46. These include;

- 20 active Moving On Support Volunteers, 6 Therapy volunteers, 10 Day Service support, 6 Office support, 2 Information provision, 2 Campaigning/representation. Eden Mind also receives much ad hoc volunteering support from the local community when needed eg fundraising, building refurbishment etc.

3.4 Quality Management

Eden Mind works within Mind Quality Management Standards. This provides a framework for best practice within all aspects of our organisation including;

Governance	Information and promotion	User Involvement
Financial Management	Planning and Performance Review	Quality Review
Personnel Management	Equality and diversity	Partnerships and Networks
Specific Service Provision		

Eden Mind currently meets Mind Quality Assurance Standards at Level A and is due for a new assessment in October 2008. Quality Assurance is reviewed in full annually by the Board.

4. St Andrews Place/Market Square

4.1 Overview

Eden Mind's new St Andrews Place building is a large Georgian building with 2,500 square foot of town centre space situated on the edge of the grounds of the St Andrews Church in Penrith. On the ground floor of these premises is a 500 square foot shop that fronts onto the busy Market Square. Illustrations are included later in this plan.

Eden Mind intends to develop these premises as a dedicated Wellbeing Centre offering a broad range of services and activities, in partnership with several other providers, which promote and enable positive mental health. This will be the first centre of its kind in Cumbria and will bring support for a range of mental health issues into a highly visible and high street arena. Rather than being an Eden Mind building this will be a centre that hosts a wide range of groups and individuals with common aims and values relating to the promotion of mental wellbeing.

Along side the St Andrews Place Wellbeing Centre, which will have a distinctly branded identity, Eden Mind will be opening a charity shop in the space below, 5 Market Square. This will be both an important additional funding stream for our organisation and a highly visible high street window for Mind, mental health information and the range of services and support we offer.

It is our intention to run the whole of this building as a distinctly separate social enterprise activity and income generating resource, and the remainder of this business plan outlines details of how we will achieve this. By making space available within the building for other groups and activities, and through the development of the charity shop below, we expect the building not only to become a self-sustaining base for Eden Mind but also within three years to be capable of generating income towards the ongoing costs of our organisation. We also expect within three years that Eden will have a dedicated resource that makes a profound impact on the wellbeing of its residents, an ambitious but imminently achievable vision.

4.2 Building Information

St Andrews Place is a 2,500 square foot premises over three floors with an entrance on St Andrews Churchyard. There are 11 separate, sizable and lofty rooms which either face onto the Churchyard or on to the busy Market Square. Please see attached plans in Appendix 4.3 for layout details.

The building is in generally sound structural and decorative condition but does require refurbishment and upgrading to meet our needs and come in line with fire safety and DDA legislation. The upper two floors of the property have stood empty for the past ten years.

Below the St Andrews Place is the shop property, 5 Market Square, an integral part of the building. This fronts onto the Market Square, Penrith's main pedestrian hub, This is a 500 square foot premises with sales area and stock room, and occupies a prime retail location. The property was previously let by Your Move estate agents, who also used the first floor of the St Andrews Place property above as their Northern base. Again, see attached floor plans in Appendix 4.3.

4.2 Lease Information

The main heads of terms are as follows;

- Rent of £23,000 per annum.
- 15 year lease with regular 3 year break clauses and rent reviews.
- The lease sits within the Landlords and Tenants Act.
- Insurance contribution of £1500 approx per annum.
- Right to sub-let, rent on license or assign all or any part of the premises.
- Repairing obligations: External decoration and internal repair only.
- All appropriate legal advice, structural surveys, planning applications and schedule of conditions were undertaken.

4.3 Refurbishment

In order too maximise comfort, suitability, facilities and ultimately marketability of the premises (half of which have stood empty for the previous 11 years), the following budget has been identified.

Refurbishment item	Cost
Furniture, fixtures and fittings	
Furniture, fittings and equipment - Group rooms	2,362
Furniture, fittings and equipment - Therapy rooms	845
Furniture, fittings and equipment - Offices	1,692
Kitchen facilities	360
Fittings and equipment for the charity shop	754
General decoration	
Re-decoration throughout inc materials	1,300
Carpet tiles throughout	1,550
Replacement light fittings	356
Services	
Installation of telephone/data system	3,205
Upgrading of electrical sockets and trunking	2,985
Installation of fire alarm system	3,616
Upgrading of heating system	8,324
Promotion	
Signage, shop front and window dressing	1,656
Development of branding and promotional materials - Wellbeing Centre	2,300
Development of branding - Eden Mind and shop front	800
Total	32,105

5. Products and Services

5.1 Business Products

Referring specifically to the St Andrews Place/Market Square building, the following will be products will be available;

6. Office and desk space rental – From allied organisations using the building, based on a market niche.
7. Eden Mind office rental – From specific Eden Mind projects and services.
8. Meeting/Group/Training room hire – For not-for-profit groups and other individuals/organisations. This will also include ongoing events, classes, training etc directly under the auspices of the Wellbeing Centre.
9. Therapy Room hire – For not-for-profit therapy providers and private therapists locally wishing to offer services within Eden.
10. Eden Mind Charity Shop income - From the Ground floor shop area, 5 Market Square, sited in a dominant and busy town centre location. This will also act as a window and public face for Eden Mind and its services and activities and as a sales outlet for art and crafts based items produced by users of our services.

5.2 Markets

1. Office and desk space rental
Market
<p><i>Market</i></p> <ul style="list-style-type: none"> • Individuals or small groups looking for an operational base within Eden, desk or office based. • Specifically within the mental health, wellbeing or related fields. • Office or desk space attached to partnership projects within an inherent Eden Mind involvement eg Cumbria Minds Partnership Advocacy Scheme who will rent an office. • Within the building there is space for rental by additional organisations/projects of approximately 4 more desks in shared office space and two offices of 145 and 95 square feet. Depending on fluctuations in future use of the building there is a further office potentially available of 315 square foot (initially to be used as a training room). <p><i>Evidence of need</i></p> <ul style="list-style-type: none"> • 4 direct approaches to Eden Mind in the previous two years for desk space from allied organisations and individuals. • 3 partnership projects already confirmed to take space (1 office and desks) • Volunteer Centre Eden currently waiting for funding application results to confirm project based at the building.
Competitors
<ul style="list-style-type: none"> • Currently no small serviced desk/office space available with the <u>town Centre</u>. Smallest non-serviced premises currently available (as of 8/5/2008) costs £2,856 per annum (£10.23 per square foot) on one year license.
Competitive Advantage
<ul style="list-style-type: none"> • Importantly we are not wishing to make these spaces available to any groups and as such we are working to a distinct niche market following the values of our organisation. • Available in a distinct mental health/wellbeing setting with an appealing concentration of skills, abilities and services. • Serviced or non-serviced office/desk space available. • Potential to buy into administrative/office support of Eden Mind. • Flexible license/lease/rental arrangements to suit needs of tenants/licensees.
Pricing Strategy

- The building as a whole (inc rent, rates, utilities, insurance, maintenance, etc) has a cost of £9.86 per square foot.
- All rooms in the St Andrews Place building will be allocated a charge of £11 per square foot per annum.
- For office space a straight square footage x £11 per annum will be charged (eg Cumbria Minds Advocacy Scheme will be charged £2,068 p/a for a 188 square foot office, plus additional charges for office and administrative services).

Income forecast

Secured office/desk space rental income

- Moving On Support Scheme, desk space and group room space – £2,019 p/a for three years
- Cumbria Minds Independent Advocacy Scheme, Office space - £2,068 p/a for 2.5 years
- Moving People Outdoor Access Project, Desk and group room space - £2,019 p/a for 2.5 years.

Additional forecast office/desk space rental income

- Year 1 – One desk and one office space let, six months of year - £1,243
- Year 2 – Two desk and two office space let, full year – £4,231
- Year 3 – Three desk and two office space let, full year - £7,222

Full forecast office/desk space rental income

- Year 1 - £7,349, Year 2 - £10,337, Year 3 - £11,284.

2. Eden Mind Office Rental

Market

- One office and 4 desk spaces will be ring fenced for Eden Mind and planned expansion of its activities. A further desk will be kept for office based volunteers.

Competitors

N/A

Competitive Advantage

N/A

Pricing Strategy

- At funding application stage, and in line with keeping the building as a separate social enterprise activity, Eden Mind will contribute to office/desk space rent in line with pricing guidelines as described in 1. Office and desk space rental.

Income forecast

Secured desk/office space rental income from Eden Mind

- Existing Eden Mind activity - £3,756 p/a for three years
- Adult Social Care contribution towards building costs(Until March 2009) - £4,050

Additional forecast desk/office space rental income from Eden Mind

- Year 1 – With planned expansion of activity - £865
- Year 2 – As above - £2,760
- Year 3 – As above - £3,695

Full forecast desk/office space rental income from Eden Mind

- Year 1 - £8,671, Year 2 - £6,516, Year 3 - £7,451

3. Meeting/Group/Training room hire

Market

Market

- Space to be made available to local not-for-profit groups and others eg education, training providers, statutory sector etc.
- Marketed primarily at the mental health, wellbeing or allied fields.
- Space also to be used by The Wellbeing Centre activities such as ongoing yoga, relaxation classes etc plus training. Room used charge to each activity.
- Two large multi function rooms are available for hire within the building. One of 475 square feet capable of seating up to 30 people which will have a variety of furniture and meeting tables available. A medium sized training/meeting room of 290 square feet which will be equipped with a full range of training materials and furniture.
- A further two small meeting rooms are available (that also act as therapy rooms) for more intimate meetings.
- All rooms will come with access to suitable furniture, WiFi access, access to computers and internet, and refreshments and will be available within the first year during daytimes only.

Evidence of need

- In house need for Eden Mind activities (which will be charged accordingly) and activities by resident groups.
- Strong need within the Cumbria Minds Partnership for a large geographically central meeting space. Meeting room costs ran to £1,230 in the previous year for this group.
- Wellbeing Centre branded activities to be run from space. Need dependent on take up of activities.

Competitors

- Highly competitive market locally with two other venues, St Andrews Parish Rooms and Eden Community Alarms within one hundred yards and eight other venues within the town centre.
- Several of these also have immediately adjacent parking facilities.

Competitive Advantage

- Available in a mental health/wellbeing environment with relevant resources and expertise on hand. Additionally will be seen as a safe venue for some groups with vulnerable members.
- Well thought through facilities such as WiFi and PC access.
- Peaceful and relaxing town centre environment with a choice of rooms facing onto St Andrews churchyard (very relaxing views) and the Market Square (fantastic for people watching!).

Pricing Strategy

- A snapshot of prices for room hire within Penrith has shown an average price of £8.23 per hour for rooms comparable with our larger space and £4.75 p/h for the smaller training room (primarily at voluntary sector discounted rates). Survey included Age Concern, St Andrews Centre, Methodist Church, Quaker Meeting Rooms, Eden Community Alarms, Penrith Leisure Centre, Eden Rural Foyer and others.
- The smaller meeting rooms will be priced according to therapy room hire rates.
- Room charges will be set £8.50 and £5.00 respectively for the larger and smaller groups rooms, matching the current average hire rates locally. On the basis of a charge of £11 per square foot for building space these rooms will have a break even point of £5,225 and £3,190 respectively, equating to 614 hours a year (or 12.3 hours per week) of usage for the large room and 638 hours a year (or 12.7 hours per week) for the smaller training room.
- With existing Eden Mind usage (eg from Adult Social Care funded Drop-ins of six hours per week and others) these break even targets are achievable with appropriate promotion.

Income forecast

Secured meeting/group/training room rental income

- Existing Eden Mind activity - £2,985 p/a
- Cumbria Minds Partnership meetings - £765 p/a

Additional forecast meeting/group/training room rental income

- Year 1 – With planned promotion of venue - £884
- Year 2 – As above - £2,652
- Year 3 – As above - £3,925

Full forecast meeting/group/training room rental income

- Year 1 - £4,634, Year 2 - £6,402, Year 3 - £7,675

4. Therapy room hire

Market

Market

- Existing not-for-profit therapy providers needing therapy space within Penrith/Eden.
- Counsellors and complementary therapists wishing to use public venues to deliver therapies.
- For Eden Mind in-house therapy services currently at Business planning and funding application stage with PCT and Trust funders.
- The building has three rooms at present (with the option to convert one of these to an office if demand dictates in future). These rooms can also double as small meeting rooms for existing tenants or outside groups/individuals. Two rooms are 80 square foot and one is 165 square foot.

Evidence

- Eden Mind has consulted with several Cumbria based therapy service providers during early 2007 who currently offer either none or sporadic services within Eden. These included Self Injury Support, Safety Net, Cruise, Relate and Postnatal wellbeing. Three of the five linked lack of activity in the area directly to cost and lack of availability of appropriate space to offer therapies. One had been using a local therapy centre for delivery of counselling but suggested the environment and safety issues made it unsuitable. All bar Post Natal Wellbeing expressed strong interest in the development of our centre, and the potential to rent therapy space in particular, to expand activities into this area.
- Prior to this Self Injury Support, Cruise and Relate had all approached Eden Mind during the previous eighteen months specifically requesting use of our existing premises to provide counselling from.
- As part of research for developing counselling and complementary therapies within Eden Mind a large piece of research was carried out in late 2006 to establish a) whether local therapists would be interested in volunteering for Eden Mind offering courses of treatment to individuals experiencing severe and enduring mental health problems and b) whether any of the therapists surveyed would be interested in hiring rooms within a dedicated therapy/wellbeing centre should we establish this at a later date.
- 32 local therapists were surveyed and answers to both of these questions were very positive. 19 responded that they would indeed like to volunteer for social reasons, and in addition 13 stated they would be keener to do so should they get ongoing professional development opportunities, could become part of a therapeutic community as such or get access to free therapy space in return. This has given us a strong insight into attracting volunteer therapists in the future. Additionally, 19 of the 32 respondents would potentially be interested in using private therapy rooms in the centre on an occasional or ongoing basis, particularly if it were a reasonable price and the building was being used by others at the time or had a receptionist on duty.

Competitors

- At present venue hire for therapists in Penrith is limited to 2 sites. Above Natures Earth Health Food shop and at the Brunswick Holistic Clinic. Both tend towards complementary therapies rather than counselling. Both are very well used though with the Brunswick promoting its range of services well through a variety of media. Outside of these two venues the majority of therapists within Eden practice from home.
- The Carlisle Counselling Centre is a well developed and marketed organisation offering a broad range of counselling based therapies at a base in the town centre. Anecdotal evidence suggests that this centre attracts many Eden residents, usually because very little counselling services besides private practitioners are available within Eden. The strength of Carlisle Counselling Centre, to therapists and clients, lies in its organisational identity offering the image of a professional, diverse and quality led service. This is certainly a model that works in North Cumbria and one to keep in mind for the Wellbeing Centre.

Competitive Advantage

- Well presented and peaceful rooms in an accessible town centre and non-medical setting.
- Receptionist and waiting area for clients.
- Opportunity to practice in a wellbeing based environment with a diverse range of colleagues.
- Opportunities for accessing in-house professional development and supervision opportunities (once Eden Minds therapeutic services go live).

<p>Pricing Strategy</p> <ul style="list-style-type: none"> • A snapshot of prices for therapy room hire on a local and broader basis suggest an average price of £2.50 p/h for the smaller and £3.25 p/h for the larger room size within our centre. The survey included two centres locally and a further ten from rural areas in other parts of England. • The majority of centres, including those in Penrith, asked for some form of block booking arrangement rather than one off bookings, and where one off bookings were available rates were higher. • With building costs attached to the large and smaller therapy rooms of £1815 and £880 we would require an occupancy of 352 hours per year (or 6.7 hours per week) of the smaller rooms and 558 hours (or 10.7 hours per week) to meet costs.
<p>Income forecast</p> <p><i>Secured therapy room rental income</i></p> <ul style="list-style-type: none"> • Existing Eden Mind complementary therapy services - £862 <p><i>Additional forecast therapy room rental income</i></p> <ul style="list-style-type: none"> • Year 1 – Development of Eden Mind therapy services and initial outside room rental - £325 • Year 2 – As above - £1,505 • Year 3 – As above - £2,345 <p><i>Full forecast therapy room rental income</i></p> <p>Year 1 - £1,187, Year 2 - £2,367, Year 3 - £3210</p>

<p>5. Eden Mind charity shop activity</p>
<p>Market</p> <p>Market</p> <ul style="list-style-type: none"> • The sale of donated goods through a Penrith town centre charity shop. <p>Evidence of need</p> <ul style="list-style-type: none"> • Diversification of Eden Mind funding streams.
<p>Competitors</p> <ul style="list-style-type: none"> • At present there are 8 existing charity shops within Penrith. • Outside of Penrith there are a further 7 smaller charity shops based in the main market towns and all attached to Eden based charities. • While there are already 8 established charity shops in Penrith gross income and net profit figures from those whose accounts are available publicly show a vibrant market with high profit margins and sales increasing above the rate of inflation. This indicates there is still room to join before the market becomes saturated. • The above comments are based however on locally based charity's shops and a key factor in their financial and donation success may be linked to local allegiances and their local identity.
<p>Competitive Advantage</p> <ul style="list-style-type: none"> • Prime high street location and immediately adjacent to a main pedestrian crossing in the Market Square, with people seeing directly into the shop as they use the crossing. • High footfall peak rate of 225+ on weekdays and 275+ on Saturdays, above the minimum rates suggested by the Association of Charity Shops. • Convenient parking bay opposite the shop, ideal for donation deliveries. • Strong local user base of Eden Mind for donations and volunteers. • Opportunity to sell locally produced arts and crafts based products made by users of our services. Currently this would include paintings/drawings and hand made cards of high quality and the opportunity to expand on this is available in the future. • Stress on recycling of goods and tapping into the current green agendas. • While being opened as a traditional charity shop initially, selling donated goods, ideas are already being explored for a more specialised approach to be taken. We are currently exploring this with a local fashion designer who is interested in developing customised clothing from donated items to appeal to the younger market. • The shop also opens up a further opportunity for back to work based skills training and we are currently exploring the option to offer Retail and Information based NVQ's through the shop in conjunction with national Mind.

Pricing Strategy

- Approaches to pricing goods within charity shops vary tremendously in Penrith. At one end is British Heart Foundation who selected goods at 30 - 50% or more of retail value. At the other end are Eden based groups such as Eden Animal Rescue who sell goods at a significantly cheaper price than BHF or Oxfam. Their gross income however, for a shop of comparable size to Eden Mind's has grown from £29,000 to £34,000 in the previous three financial years.
- Pricing of goods in Charity Shops is notoriously difficult for local charities (unlike national chains who operate a fixed pricing structure) and the Association of Charity Shops recommends a relatively flexible approach to pricing of goods in the first two years, testing the market as such and where possible seeking feedback from those using the shop. The effect of under or over pricing goods may also vary geographically depending on local culture, average salaries and other factors.
- With fixed running costs the pricing of goods and resulting sales figures can have tremendous effect on net profit. Lots of goods at a cheaper price may produce a better profit margin than more expensive pricing but fewer sales.
- As a result of this Eden Mind has decided to try a 'suck and see' approach to pricing. Starting off in the middle range with the flexibility to change this should the market dictate.
- With regard to building costs. At a complete building cost per square foot of £11 the cost of the charity shop area (actual shop floor plus rear stock/sorting room) is £5,500 p/a plus running costs of approximately £2,560. A total of £8,060.

Income forecast

Background

- Publicly available accounts information has been attained from the charity shops of three Eden based charities, which like Eden Mind all have strong local support. Eden Animal Rescue, Age Concern Eden and Eden Valley Hospice. It is interesting to note that Eden Animal Rescue and Age Concern Eden shops are primarily volunteer run limiting staff involvement to training, accounting and other essential duties. This has kept their fixed costs down considerable. This is a model that Eden Mind intends to follow as an operational starting point. All have shops of a comparable size to Eden Mind's.
- These three shops give an ideal way of forecasting potential income for the charity shop, though Eden Valley Hospice has been operating over the previous 18 months only. The average gross sales income from these three shops over their last accounting year was £28,236. The average net profit was £12,234. If we look at just Age Concern Eden and Eden Animal Rescue shops alone, the two more established and volunteer led shops, the average gross income is £33,113 with a net profit of £17,445.
- With the above in mind the following are a conservative estimate for shop income.

Forecast shop income

- Year 1 - £12,500 (Based on 10 months operation and time to establish stock/customers)
- Year 2 - £20,000
- Year 3 - £25,000

Note: On this model of valuing the building it is a given that charity shop income is essentially cross subsidising other room use, or acting as the prime profit making element of the building and subsidising the employment of the Building Manager. The alternative method to calculating building cost is on the separate market value of the St Andrews Place Property and Market Square shop below. These are £11,000 and £12-13,000 respectively. Taking a pricing strategy that follows market value of the separate parts of the building, office/retail, produces essentially the same break even points and forecast profit/loss balances.

5.3 Branding and promotion

- Eden Mind has engaged Eden Graphics to develop branding materials for the Wellbeing Centre based at the St Andrews Centre. The Centre will have a distinct and accessible identity reflecting the diversity of groups, projects, services and support within the premises. A number of ongoing activities will take place directly under the brand identity of the Centre.

- Promotional materials including literature, signage and website will be developed under the Centre brand promoting the groups within the Centre. The website will act as a hub for links into groups present within the building including Eden Mind and general emotional wellbeing information links.
- The Market Square shop front will carry distinct Eden Mind branding and will act as a public face for Eden Mind and its activities as well as the front for the charity shop. Attached diagrams attempt to give a brief flavor of this.
- As an integral part of our move to the premises Eden Mind will redevelop its brand and marketing materials

6.1 Financials - 3 Year Income and expenditure Forecast

See section 6. Markets for actual and forecast income breakdown by product and year

	Year 1 6/08-5/09	Year 2 6/09-5/10	Year 3 6/09-511
<i>Actual refurbishment income</i>			
Local Mind Association fund	2,500	-	-
LMA Reserve Fund	1,800	-	-
Awards for All	8,044	-	-
Neighbourhood Forum	1,000	-	-
<i>Actual building product income</i>			
1. Office and desk space rental	6,106	6,106	4,062
2. Eden Mind office/desk rental	7,806	3,756	3,756
3. Meeting/group/training room hire	3,750	3,750	3,750
4. Therapy room hire	862	862	862
5. Eden Mind Charity Shop income	-	-	-
<i>Total actual income</i>	31,868	14,474	12,430
<i>Forecast refurbishment income</i>			
Henry Smith Charity <i>Note 1</i>	8,324	-	-
Community Regeneration Fund <i>Note 2</i>	4,635	-	-
<i>Forecast revenue income</i>			
Community Regeneration Fund (Staff costs) <i>Note 2</i>	9,546	-	-
<i>Forecast building product income</i>			
1. Office and desk space rental	1,243	4,231	7,222
2. Eden Mind office/desk rental	865	2,760	3,695
3. Meeting/group/training room hire	884	2,652	3,925
4. Therapy room hire	325	1,505	2,345
5. Eden Mind Charity Shop income <i>Note 3</i>	12,500	20,000	25,000
<i>Total Forecast income</i>	38,322	31,148	42,187
Total income	70,190	45,622	54,617
<i>Expenditure</i>			
Rental	23,000	23,000	23,500
Rates <i>Note 4</i>	1,770	1,823	1,878
Electricity	1,200	1,236	1,273
Water	632	651	670
Heating	350	1,400	1,442
Cleaning	1,100	1,133	1,167
Building maintenance <i>Note 5</i>	2,500	2,575	2,652
Building manager costs <i>Note 6</i>	9,546	9,832	10,127
Insurance	1,800	1,854	1,910
Charity shop running costs <i>Note 7</i>	2,940	3,028	3,119
Refurbishment and promotion <i>Note 8</i>	32,105	-	-
Total Expenditure	76,943	46,533	47,739
Year End Balance	-6,753	-911	6,878
Year end balance against actual income	-45,075	-32,059	-35,309

6.1 Financials - 3 Year Income and expenditure Forecast

Notes

Note 1 - Henry Smith Charity application. Decision expected late June.

Note 2 - Community Regeneration Fund. Decision expected early/mid June.

Note 3 - Charity shop income. Year one income reflects 10 month operation in first year.

Note 4 - Rates. Awaiting decision from Eden District Council on exact figure. Will be either 10% (£1770) or we will retain our current 100% discounted rate.

Note 5 - Building maintenance includes the development of a specific restricted funds towards unforeseen expenses.

Note 6 - Building manager costs. See attached job description for exact nature of post.

Note 7 - Charity shop running costs. Includes training, volunteer expenses, accounting expenses, waste disposal cost and cardmachine related costs.

Note 8 - Refurbishment costs. A portion of these costs will be met through Eden Mind reserves, which currently stand at £30,850.

Note 9 - A significant amount of in-kind contribution has supported refurbishment and general moving expenses. This has included Eden Mind volunteer time and professional assistance through the Cumbria Pro-help scheme.

7. Operations

7.1 Operation

- The Centre will be under the overall responsibility of the Trustees of Eden Mind. The current Board consists of six Trustees with a range of skills and experience, three co-opted members (one with extensive experience of social enterprise development) and the board is supported by two professional advisors including a registered auditor.
- The Board will delegate day to day operational responsibility for the development and management of the Centre and charity shop to the Manager of Eden Mind.
- A Building Manager will be appointed who has responsibility for finishing refurbishment of the building and the provision of necessary resources. The Building Manager will also have responsibility for developing use of the group/meeting/training rooms, therapy rooms, and in conjunction with the Manager of Eden Mind, to support the introduction of other voluntary sector groups to the building using desk and office space. The Building Manager will also work in conjunction with Eden Mind's administrator to develop the charity shop. See attached job description for full role responsibilities of this post.

7.2 Risk management

A range of risks have been linked with the development of the property, and contingency plans explored. The main risks are outlined below.

<p>1. Insufficient income from products</p> <ul style="list-style-type: none">• A very flexible 15 year lease arrangement has been negotiated including regular 3 year break clauses and the right to sub-let or let on license any or all parts of the building.• Should income fall significantly short the option of renting larger portions of office and building space is available. The shop itself can be sublet as a separate entity also significantly reducing building costs.• Emphasis can be shifted between particular building products. Eg a short fall in therapy and group room hire can again be compensated by using this space for additional offices. It is highly likely that particular parts of the building or rooms will cross subsidise others.
<p>2. Financial and operational viability of Eden Mind</p> <ul style="list-style-type: none">• As above, with particular emphasis on Eden Mind moving to a building management role.• Additionally the lease may be assigned to another organisation or holding shell set up with specific purpose of managing building.
<p>3. Unforeseen building costs</p> <ul style="list-style-type: none">• Eden Mind has negotiated an internal repairing lease only and has had a thorough structural survey/schedule of condition completed along with necessary work to make good the property.• A contingency fund will be established through accrual of maintenance budget.
<p>4. Changes in DDA legislation</p> <ul style="list-style-type: none">• As with many older building access issues are a key concern. With support of EDC Access Officer and other professional advice Eden Mind expects the building to meet current DDA requirements within one year, and will in the meantime undertake any necessary adjustments to service delivery to comply.• It is expected however that DDA requirements will become increasingly stringent requiring substantial and costly alterations to such buildings. Forward planning on Eden Mind's part as legislation develops can mitigate this risk.
<p>5. Insufficient charity shop income/donations</p> <ul style="list-style-type: none">• Lease flexibility.• Option to employ a specific charity shop manager as an interim measure.• Options for expanding work placements and attached income streams.

7.3 Action Plan

The following is an anticipated outline timescale for building development.

May 08	Take possession of property, refurbishment begins. Essential telephone, communications and electrical work completed. Begin stock accumulation for Charity shop.
June 08	Eden Mind and its current service provision move in. Current hosted projects/organisations move in. Secure funding to complete refurbishment. Recruitment for Building Manager post Develop branding for the Building and Eden Mind
July 08	Charity shop refurbishment undertaken. Volunteers recruited and trained for shop. Branding and signage for shop and building complete. Promotional materials for building products produced. Potential partners/tenants/renters approached.
August 08	Charity Shop launch. Remaining refurbishment completed. Building fully operational. Rental of group/training/therapy space begins. Activities under brand identity of building begin. Building website goes live.
Sept 08 on	Development of rental/product activity Development of building brand and activities Official launch of the building/wellbeing centre late 08/early 09

7.4 Future development

- Within three years we forecast that the building and the products it offers will be not only meeting the full costs of the premises but will be beginning to draw in important unrestricted funds for Eden Mind to support ongoing core costs and the delivery of our services.
- We also anticipate that the Building Manager post, initially sustained through grant funding, will have also become a sustainable post, and a role that will enable the continuing development of the building.
- By April 2011 we forecast that the building will have become a vibrant and valuable source of support for Eden residents experiencing mental and emotional distress and will have found a balance in terms of use of the space that suits both our revenue needs and the values and primary purpose of our organisation.
- 2011 is also the first break point in our lease and we expect, should the attached plan become a reality, that we will be sustaining the premises for at least a further three years.
- The future of the activities and organisations within the premises depends to some degree on the changing face of mental health services, agendas and legislation. Throughout this though it is of the utmost importance that we hold our core values and vision in mind through the leadership of our Board to ensure that Eden residents are receiving relevant and user led services.