



Company Limited by Guarantee (no. 03002566) and a Registered Charity (no. 1048288).

## **Business Plan 2016 – 2017**



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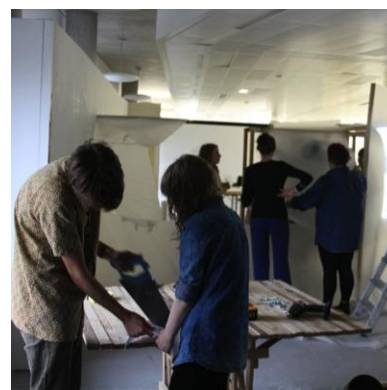
## SECTION 1: Introduction

The English Bridge Workshop (EBW) is a Company Limited by Guarantee (no. 03002566) and a Registered Charity (no. 1048288). The EBW is located at the former Abbey School building in Abbey Foregate, Shrewsbury. This is a conservation area, a short walk from the town centre of Shrewsbury. The EBW offers invaluable services to the local community by promoting education in the arts and providing two halls and eight studio spaces at affordable rates for the arts and community activities. There is a high demand for these facilities and we are committed to maintaining and developing this unique multi-use creative hub in the town.

### 1.1 Background

The English Bridge Workshop began in 1990 and has been located at the former Abbey School Building since that time. The EBW became a Company Limited by Guarantee in 1984 (no. 03002566) and a Registered Charity (no. 1048288) in 1985, established to "promote, maintain, improve and advance education and appreciation and understanding of the arts in the County of Shropshire". It does this primarily through offering eight studio spaces and two halls for rental at affordable rates.

Owned by Shropshire Council, the Victorian building was built as a school and dates to the 1860s, with major additions added in 1896. The charitable Abbey School was founded in 1708, moving to the purpose built premises in 1896, and becoming Shrewsbury National School in 1898.<sup>1</sup> During the twentieth century it operated as an elementary school until 1957, after which time it was used by the Shrewsbury College of Art. It became redundant in 1980. In 1985 the English Bridge Workshop was founded. The EBW then continued the building's educational and artistic role. Credit is due to Shropshire Councillor Mansel Williams who oversaw this process and ably managed the Workshop from its inception.



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<sup>1</sup> Sources: [http://www.childrenscottagehomes.org.uk/national\\_schools\\_central\\_england.html#Shropshire](http://www.childrenscottagehomes.org.uk/national_schools_central_england.html#Shropshire)  
[http://search.shropshirehistory.org.uk/collections/getrecord/CCS\\_MSA15505/](http://search.shropshirehistory.org.uk/collections/getrecord/CCS_MSA15505/)

## 1.2 Mission and Vision

### **Crafts – Creativity – Education: Supporting the Arts in Shropshire**

#### ***by providing low cost, flexible space for the study & practise of the Arts***

**Mission:** *To promote, maintain, improve and advance education amongst the inhabitants of the county of Shropshire and in particular to procure, increase an appreciation and understanding amongst the inhabitants of the county of the arts generally and the practice of crafts and appreciation thereof.*

*English Bridge Ltd, Memorandum of Association 1995*

**Vision:** *To provide a flexible and accessible space in the heart of Shropshire, which is available to the wider community and local artists to enable them to create, develop and educate in the arts for generations to come.*

*English Bridge Workshop: Mission Statement 2015*

The Trustees at the English Bridge Workshop believe that fostering the arts, with its associated liberal arts education, is of vital importance to the quality of life in the community. Developing a creative approach to life can open up new horizons for us. Creative initiatives and artistic talent are often stifled by lack of suitable space and financial hardship. Finding a suitable location at an affordable price can be critical to starting a class or small business. The Trustees of English Bridge Workshop Ltd. are committed to offering affordable and accessible space to both leisure users and professional artists. The central location of the English Bridge Workshop offers a unique opportunity to ensure that the arts are a vibrant part of local community life.

## 1.3 Aims and Objectives

To help develop the vision for the future the Trustees have agreed:-

### **Aims**

1. To facilitate the development of professional and community projects in the arts.
2. To assist local artists devising and making original work.
3. To provide an affordable and flexible space for artists and community art projects.
4. To help facilitate the artists and community groups who engage in education and training activities.
5. To support and initiate collaborative partnerships with educational and arts bodies.

## **Objectives**

1. To ensure 90% occupancy over the year and to optimise the use of community space in the building.
2. Allow individual artists the flexibility to equip their studio space to meet the needs of the particular mediums in which they work.
3. Allow access to the building at any time for artists.
4. To assist artists & project developers by operating a not-for-profit system of rentals and fees for use of space.
5. Enable a minimum of three public exhibitions to be held in gallery spaces each year.
6. Ensure the space is safe and secure and meets relevant standards.
7. Continue to work with and develop relationships with Shrewsbury Open Studios and Belle Vue Community Arts.
8. Encourage educational bodies, including school groups and colleges/further education to visit exhibitions and local artists.
9. Work with University Centre Shrewsbury with the view to creating an innovative partnership.

### **1.4 Business plan summary**

A summary of our proposals is shown overleaf in a diagrammatic format.

# SUMMARY BUSINESS PLAN

## Crafts - Creativity - Education

**ENGLISH BRIDGE WORKSHOP: SUPPORTING ARTS IN SHROPSHIRE**  
Providing low cost, flexible space for the study & practise of the arts.

### THE GOVERNING BODY

English Bridge Workshop Ltd  
Company No: 03002566  
Charity No: 1048288

The Trustees ensure the charity objectives are met and that the organisation is financially viable.

1. The no. of Trustees will be increased
2. The Trust will explore the possibility of streamlining its procedures by combining the Trust and charity as a charitable company, however this can be done at a later stage.
3. The trustees have quarterly meeting and AGM

### PROJECT PLAN

Time scale for:

1. A Running Costs and Rental review.
  2. Funding a Project Manager and developing Friends EBW.
  3. Funding Surveys.
  4. Building Fundraising Plan
  5. Subsidiary Fundraising Plan
  6. Building Restoration Timetable
  7. Services Upgrade (meeting standards) Timetable
  8. User Friendly Upgrades Plan
- Objectives will be developed in parallel, where practical.*

### MANAGEMENT

The management combines paid and volunteer staffing to maintain the premises and facilitate the ongoing courses, exhibitions, lectures and craft studios.

1. We are fundraising for a Project manager during this switchover period. In the long term, we aim to make this post permanent and fund it from regular income.
2. Hall and studio users are responsible for their event, including set up, cleaning afterwards, and opening and locking the hall.
3. A once a week cleaner will be employed.
4. Volunteer participation will be increased, including EBW Friends group
5. Management meeting prob. monthly. The possibility of a general Users meetings, is under discussion.

### RISK ASSESSMENT

The demand for the halls and studios has consistently increased, and this shows it has a permanent value for the local community. The biggest risk factor is under funding, and our strategies are aimed at strengthening our working and capital funds. By the building restoration and upgrade we will add major value to the property. The trustees have a policy of not taking out loans or otherwise incurring debt so, in worst case scenario, the property could be returned to the Council without extraneous liabilities.

### QA: OUR POLICIES

Our Statement of Policies sets out the ethos and practise of the Workshop. These policies are:

1. Supporting the Arts in Shropshire
2. Financial ethos
3. Booking Criteria
4. Friends of EBW
5. Health & Safety
6. Equal Opportunities
7. Environmental targets
8. Disabled access targets

### FINANCE

The financial aims are charitable and practical:

1. The Company must continue to meet it's running costs from the income generated by users.
2. A charitable fund will be developed to support EBW course and studio development.
3. A major fundraising campaign will be developed to restore the building.

### PROPERTY & PARTNERSHIPS

Our aims are:

1. A lease agreement of 125 years between Shropshire Council and EBW.
2. A written agreement between Shropshire Council, EBW and Network Rail on the use of the carpark.
3. The Restoration of the Building & yard, beginning with the necessary surveys and fundraising.
4. A parallel Services upgrade to meet health & safety, environmental and disabled access targets.
5. By consultation with users, to target specific areas where upgrade is desirable e.g. storage, toilets, other facilities.

### COMMUNITY BENEFIT

We believe that fostering the arts, with liberal arts education, is of vital importance to the quality of life of the community. Our aim is to ensure that they are vibrant part of local community life by ensuring that this important part of local community life is not stifled by financial deprivation.

We aim to facilitate:

1. Visual Arts courses and other creative courses (music, Tai Chi etc.), offered by local community groups including occasional practise space for individual musicians and dancers.
2. Studios for artists, orientated towards the needs of small & start-up craft businesses and arts educators.
3. Educational lectures and courses, both at the workshop and further afield.
4. Exhibitions showcasing local community exhibitors and local culture.

## **SECTION 2: Organisation and Management**

### **2.1 Governance (Memorandum of Association attached)**

The EBW is currently managed by a committee of five Trustees two of whom are also Directors of the English Bridge Workshop Ltd, a registered company limited by guarantee.

The governance of the organisation is as detailed in the Memorandum of Association with the exception of the voting quorate which is currently set at 3.

#### **The current Board of Trustees includes:-**

**Ian Fleming** is a retired chartered civil engineer with many years experience of project management, construction supervision and, latterly, responsible for the financial management and facilities management of a large regional office.

**Sister Petra Clare, Secretary**, has a wide experience of the arts, workshop and conference leadership and arts & community project development, in context of charities. She is a working artist using traditional craft techniques.

**John Fellows**, a retired chemical engineer with experience in HM Factory inspectorate and project management in the building industry

**Jim Davies** is a teacher and researcher with schools and universities. He also works on illustration and design projects and is president of the mid-Wales Heritage Society.

**Aidan Hart** has been a full-time church artist for thirty years, and a studio user at the EBW for the last two. He is also a visiting tutor for The Prince's School of Traditional Arts.

**Alan Townsend** is a retired Deputy Headteacher, a long serving Belle Vue councillor and former Mayor of Shrewsbury and myself a painter. I supported my late wife in founding the still thriving annual Belle Vue Arts Festival and organise the activities of the Shropshire Art Society's 300 plus members, involving regular use of EBW premises.

#### **We are also advised by a Committee Advisory Body which includes:-**

**Nathalie Liege** is a stained glass artist, and studio user at EBW for fourteen years. She combines conservation and contemporary glass techniques in a wide range of public and private commissions.

**Philip Northwood** is Managing Director of St Laurence Homes Ltd, property developer based in Shrewsbury. Retired founding director of Shropshire Homes Ltd, former chairman of the Visual Arts Network and former owner of the Real Art Gallery in Shrewsbury.

**Victoria Handbury-Madin** is a Fundraising Consultant who has a wealth of experience working with both national and international charities, developing fundraising strategies and helping organisations to grow and maintain their income.

**Maurice Honeywell** is a qualified solicitor and chartered tax adviser. His legal experience includes property law, charities, trusts and inheritance. He was a consultant on draft supplementary guidance for the Charity Law Association.

After advice from Maurice Honeywell, a solicitor specialising in charity practise, the Trustees agreed to move towards updating the governing document to the new charity format which combines the legal status of a limited company and a charitable trust, as a 'Charitable Incorporated Organisation' for ease of management. This is an internal upgrade which will not affect the aims and policies, as stated in the current governing document.

The Trustees are committed to maintaining an effective organisation and have reviewed a number of our operational policies in the interim.

Policies are attached for the following:

1. Health & Safety.
2. Equal Opportunities.
3. Environmental Policies.
4. Financial Policies & Agreements
5. The Booking and Hiring policies are included in the Booking Forms.

## **2.2. Management Structure (Management Plan attached)**

To ensure our business plan objectives are delivered it is proposed to increase the number of Trustees and to establish sub-committees to cover buildings management, fundraising and buildings refurbishment. A 'Friends of the English Bridge' membership group will be established to encourage users of the building and members of the public with relevant skills to help support the organisation. The proposed management structure is shown in Appendix 2.

The board of trustees will be increased to seven and each sub-committee will have at least one Trustee member to ensure direct contact to the Board.



The buildings management sub-committee will initially consist of two trustee directors, the treasurer and the paid administrator, who will be responsible for the day to day management of the building and liaising with the bookers, service providers and volunteers. As fundraising develops a buildings project manager will be appointed to manage the contractors undertaking refurbishment work.

The Building refurbishment sub-committee will consist of a trustee, the senior fundraiser, paid advisors and member advisors with relevant skills.

The fundraising sub-committee will consist of a trustee and paid and volunteer fundraisers.

It is anticipated that the Board of Trustees will meet quarterly and the sub-committees monthly.

The EBW are currently identifying potential new trustees in order to strengthen the board particularly new trustees who have the relevant skills in building and community projects.

### **2.3 Staffing**

The EBW has in the past employed one part time member of staff to manage bookings and ensure the building is kept in a tidy and orderly fashion.

To ensure the delivery of our business plan it is proposed to appoint a full time arts administrator to manage the day to day operation of the building and support the Board of Trustees in the administration of the building refurbishment project. Fundraising is already underway to cover the salary cost for the first three years by which time the organisation should be self sufficient.

A part time caretaker/cleaner will be appointed for general duties, funded from income.

A fundraiser has been engaged to start preparing funding applications and develop a fundraising strategy for the building refurbishment.

As funds become available for building work to start a building project manager with appropriate skills will be appointed to oversee the contractors on behalf of the Board of Trustees. Salary costs will be included in the funding bids.

Payroll administration will be undertaken by our appointed accountants to ensure that income tax, national insurance and pension matters are dealt with effectively.

## **SECTION 3: Proposal**

### **3.1 Outline**

The Trustees are proposing to retain the building for the use of the community as an arts centre with low cost space to encourage artists at the beginning of their career and to set in motion a plan to refurbish the building to modern standards.

The EBW's proposals are based on the premise that the former Abbey School will be granted to the Trustees on a leasehold basis of 125 years. This long lease is essential to attract major donors for building renovation and premises upgrade, which will allow the EBW to work successfully towards its Mission and Vision. The transfer of asset will give the EBW the security and freedom it requires to be able to further develop and better suit the needs of the local community.

In pursuing this proposal the Trustees aim to:-

1. To restructure and strengthen the board of trustees and associated documentation.
2. To strengthen staffing – to include fundraising and administration/day to day support.
3. To develop a fundraising plan to enable the EBW to meet its aims and objectives.
4. To bring the building up to a good operating standard within current regulations within 15 years.
5. For the building to be made affordable and flexible so it fulfils requirements for the artists, community groups and visitors.
6. To create as little disruption as possible during building works.

To achieve these aims the trustees have set the following objectives:-

1. To review the governance documents within one year and any changes to be put into place.
2. To hire additional staff as required: To ensure the building is managed effectively, and that administration and day to day running of the building are in order, and fundraising targets are developed and met.
3. For running costs to be covered by routine income.
4. To work with a Fundraiser to develop a 5 year fundraising plan/appeal to aim to raise sufficient funds to cover the building works.
5. To develop a long term fundraising strategy to enable the EBW to continue to grow and develop in order to work towards its Mission and Vision.

6. To put into place a procedure for management and coordination of building works prior to work starting.
7. To engage with builders and consultants to ensure the best course of action is taken with regards to building works.
8. To create a plan of building works that is both cost effective and creates minimum impact to artists and community groups during the period that work is taking place.

### **3.2 Outline of costs**

Each year the EBW currently generates enough income to cover its routine expenditure, which is approximately £12,000. Between 10% and 20% of this is spent on maintenance of the interior of the building. In line with the charitable status the EBW does not seek to generate a profit and thus the income and expenditure currently remains balanced. Over the past 25 years a reserve fund of £20,000 has been accrued, to be used when required and for additional costs and emergency works. It is anticipated that running costs will rise due to increased staffing, administration and insurance costs of building. The aim would be to meet these costs with a small increase the rental of studio space and halls to artists and community groups (while maintaining an affordable rate) and supported by fundraising.

For 2016 it is predicted that costs for the day to day management of the building will increase to £14,200 and an increase of the basic rental will increase income to £15,250.

£7,000 of the reserves have been released to cover the one off costs of surveys and professional advice relating to the Community Asset Transfer process.

A summary of the budget for 2016 and a schedule of rates for bookings is attached in appendix 3. These will be reviewed annually to ensure running costs are covered by routine income.

It is recognised that substantial further funds will need to be generated to refurbish the building. Based on existing surveys it is estimated that between **£550,000** and **£600,000** may be required to bring the building up standard. It is believed that funds will be available to refurbish this historic and notable building. Details of the estimated costing are outlined in Section 8. Further surveys and research are to be carried out when the building transfer is confirmed which will lead to revision of the current estimates.

### **3.3 Fundraising**

The EBW is currently working alongside a Charity Fundraising Consultant. A key component of the proposal is to develop a Fundraising Plan and Strategy, which will enable the EBW to meet the costs associated with the building work. A long term strategy will be developed concurrently to enable the EBW to continue to grow, including the development of partnerships and assisting and facilitating local artists and community groups.

We are in the process of developing a Fundraising Strategy and a specific plan for the building work. The fundraising for the building work will be in the form of a Capital Appeal. The Capital appeal will aim to raise the required target for building works over a 5 year period, by securing a number of large donations. This will involve a structured approach using targeted methods. It is likely these will be from Trusts and Foundations and Statutory Bodies (with the potential to also secure grants from Major Donors and Corporates). When we have secured some substantial major funding, the public appeal will then follow on, to open the fundraising up to a larger number of small donations with the view to a percentage of these donors becoming long term supporters.

As securing major funding is normally dependent on match funding, it would give major impetus to the campaign if Shropshire Council could endorse the appeal by consider taking on a part of the match funding.

The fundraising strategy will include a diverse range of income streams, as not to rely on one source alone. Smaller charities and supportive individuals can be appealed to for smaller sums and specific 'projects within projects.' These can include smaller services upgrades and development projects, such as adding new studio spaces and soundproofing.

The 'Friends of the English Bridge Workshop' will be appealed to, to contribute to smaller projects which have a high profile for users, such as equipment and storage facilities, and an offer to replace some tables has already been received from an arts group.

Long term plans would include continued support from Charitable Trusts and Foundations, alongside individual support and the membership/friends programme. Consideration for return on investment will be taken when developing any fundraising plans to ensure they are cost effective and donations have a maximum impact.

It is likely that fundraising will also be required in order to cover losses incurred during the period when works are taking place.

All fundraising will adhere to the Fundraising Standard Board's guidelines/code of practice.

## **SECTION 4: Community needs and Partnerships**

*'I define creativity as the entire process by which ideas are generated, developed and transformed into value. It comprises what people commonly mean by innovation and entrepreneurship.'* John Kao, 1997

*'Creativity is about liberating human energy.'* Howard Gardner

*'Creativity is the process of developing ideas that are original and of value. Creative intelligence is dynamic, diverse and distinct.'* Sir Ken Robinson 2001

### **4.1 Community needs**

Over recent years, there has been a growing understanding of the impact that taking part in the arts can have on health and wellbeing. Participating in creative activities provides inspiration, contributing innovative and dynamic solutions in all areas of life. Shropshire's thriving arts and cultural scene has been developed over many generations and is a core strength of the county. Strengthening resources for the arts can be a major factor in enabling the general public to develop the inner creative attitude necessary to cope with social change and limited public resources.

The demand for the type of artistic and educational resources, which have been established at EBW, consistently exceeds capacity. This is amply demonstrated through the many community group activities and full studio spaces at the EBW. The EBW also supports the wider needs of the local community through its links with community and voluntary groups throughout Shropshire.

### **4.2 Community facilities: filling a gap in arts provision in Shropshire**

The EBW, as a charitable organisation in the heart of Shropshire, fills a gap in provision for the arts by fulfilling a grass roots public need, in a way currently unavailable elsewhere.

The Abbey School building offers a large centrally located, easily accessible, facility in Shrewsbury. A users survey undertaken December 2015, consistently highlighted the importance of the town centre location, with it's own parking, combined with the 'low cost space' policy as the critical factor in attracting them to use the premises. The weekly drummers group highlight that the 'traffic island location' enables them to practise without disturbing local residents.

Two halls are available to community groups for short study courses, exhibitions, meetings,

lectures and other activities. Group feedback highlights the importance of providing large open flexible spaces, with bare floors, which users can clear for dance or set up around specific art projects. Basic facilities and bare floors, which can be cleaned easily after artistic pursuits, and available equipment (tables/chairs/easels/ exhibition screens) are key factors for our users.

In the Upper hall, weekly groups meeting are largely focussed on adult education /leisure activities. An average of ten groups regularly use the halls each week, catering for over 120 participants. Activities currently include; printing, enamelling, drumming, drawing and painting, life drawing, singing practice, tai-chi and yoga.

The lower hall provides an exhibition and block booking space. Unlike the clinical space of many commercial galleries, EBW offers the opportunity for exhibitors to set up the environment, to showcase their event in a personal way, which sets it apart from other gallery venues, as a community experience. The Belle Vue Arts festival and the Advent weekend exhibition both create unique environments. The lower hall also enables large artistic and heritage projects to be completed by the resident artists, or booked by external artists. This 'artist in residence' feature could be developed.

Eight studios are rented out to local artists. Five of these are self-employed and also contribute to the local economy by generating secondary work - one employs an assistant, and all use local craftspeople for subsidiary work. Because the arts are a relatively low paid job, the EBW both enables small business start-up and enables the artists to maintain a living wage, rather than risking becoming dependent on the state.

The studios make a community contribution, all studio users currently contributing to education in the arts/local heritage by teaching and lecturing. By enabling artistic activities to get off the ground and remain solvent in a field in which it has always been difficult to fund sufficiently, the EBW – generating it's own income and enabling grass roots artistic activities - is a success story.

#### **4.3 Local Consultation**

Our users all come in from the local community, so in December 2015, we undertook a comprehensive Users survey. The feedback affirms that this facility enables significant community activities, helping them to establish themselves when they would otherwise lack the resources and facilities to progress successfully. This showed that EBW policy, as outlined above, is consistently fulfilling the community needs it seeks to address.

Users commented on the friendly supportive atmosphere, and valued the opportunity to work in a creative environment with other artists. The 24/7 flexible hours enable groups to spend quality time together, and artists and educators to complete work for target dates. All users want the present policy of providing basic facilities to be maintained, with some structural restoration and services upgrades to better facilitate the services it offers. A target list is being compiled and will be incorporated into the project plan.

#### **4.4 Community Benefits**

The particular contribution EBW brings to Shrewsbury, and the wider county, is pioneer a prototype which enables the arts to develop in a self sustaining way. This template is to provide flexible space, as outlined in 4.2, in context of a low cost, self sustaining environment. This policy encourages seed developments in the arts and enables event leaders to customise their space to the needs of the group. Education, in its classical sense, fosters a creative attitude to life, which enables the individual to achieve life goals and successfully contribute to society. The EBW trustees are seriously committed to creative education as a tool for life.

## **SECTION 5: Partnerships**

The Property is owned by Shropshire Council, and Councillor Mansel Williams has ably served as our liaison with the Council over the management of EBW. We look forward to strengthening the association with Shropshire Council through a leasehold contract.

The car park entrance is shared with Network Rail who own the Railway viaduct and the service space surrounding it. No written contract defining terms of mutual use appears to exist, and this has left EBW open to pressure from nearby commercial enterprises who take advantage of this loophole to park their waste bins and commercial vehicles, obstructing EBW Users. Shropshire Council is actively trying to resolve licensing arrangements prior to transfer.

The EBW, as a Limited Company and Charity, is independent of Partnership liabilities. It does not rely on the direct support of any other organisations in order to deliver the business plan.

The EBW does, however, work in partnership with a number of other organisations to promote the Arts in Shropshire. These include The Belle Vue Community Arts Festival, Shropshire Arts

Society and Shropshire Open Studios, who are among those who use the halls for exhibitions. The EBW also maintains links with voluntary groups including Age Concern and Railway Heritage.

The resident artists at the EBW share their skills through a number of teaching outlets. These include adult courses, apprenticeships, lecturing at universities and colleges, personal tuition and online art study courses. There have been some very promising meetings with University Centre Shrewsbury, who see scope for an innovative partnership with their proposed Culture and Heritage programme.

## **SECTION 6: Property**

The site currently in use by the EBW and being assessed for Community Asset Transfer is the former Abbey School building, Abbey Foregate, Shrewsbury, SY2 6AD.

The property consists of two floors. The ground floor hall is largely used as an exhibition gallery, for block bookings and music groups. It also provides overspill space for large studio work. The office and six art & craft studios are on the ground floor. The upper hall consists of a large hall used for adult daytime and evening classes (with an individual studio at the back), toilet and wash-up facilities. The carpark area is relatively small for the number of users and there are ongoing problems regarding shared use with local businesses. There is the potential for creating extra studios and facilities through re-structuring.

The shell of the building is in poor condition and a number of surveys have been undertaken to determine the level of repairs and refurbishment required with a view to applying for funding. In 2015 the Shropshire Council undertook a Condition Survey, as part of the CAT process, which concluded that the property is basically sound but needs major restoration and services upgrade.

In addition users of the building have identified a number of essential improvements including:-

- Disabled access to the main door
- Provision of toilets including disabled toilets on the ground floor
- Provision of kitchen facilities on the ground floor
- Disabled access to the first floor
- Second access/escape route to the first floor.
- Upgrade of toilet facilities on the first floor.



This necessitates the proposed major fund raising campaign, which can appropriately be undertaken by the EBW, as a Limited Company and Charity. The 125 year leasehold proposed by the Shropshire Council is the minimum necessary to assure potential donors of the longevity of the enterprise. As the Council are the landlord, and the condition of the property is poor, the conditions of tenancy should reflect the considerable sum the Trust will need to raise, and if possible, include seed funding to kickstart the process. To begin the process of major fundraising, a starter fund is needed to complete a series of detail surveys, which will form the basis of applications to charitable funds, individual donors, and targeted local fundraising events. It would greatly speed the process if the Council could in some way seed fund the initial surveys or/and provide match or some capital funding towards major restoration costs. It has been pointed out to us that some Council seed funding would be of inestimable benefit in inducing major donors to release funds.

The proposed building works are outlined in Section 8: Project Plan.

## **SECTION 7: Risk assessment**

In order to prepare for the Community Asset Transfer process the Trustees were guided through the risk assessment process by a trainer in the summer of 2015. A SWOT Analysis was undertaken in order to identify the risks, which are detailed in the appendices.

The key risks identified were

- Was the existing management committee big enough to manage the transfer process and building refurbishment
- Do the Trustees have the right skills
- Could the organisation cover the increased costs of managing the process
- How would the organisation raise the funds necessary for the refurbishment of the building

A complete review of the management structure has been undertaken as described in section 2 and it is considered these matters have been addressed in this business plan.

## SECTION 8: Project plan

### 8.1 Phasing

The project plan will work to meet the aims and objectives identified in the Proposal (Section 3). A more detailed plan will be formulated during the Community Asset Transfer process when more information can be collated about the work required. Phase 1 will commence in earnest once a decision has been made about the ownership of the building. A review of the current governance documents and structure and staffing will continue in the meantime.

**Phase 1:** *To aim to be completed in year 1.*

- To undertake a review of the current governance documents and structure, including strengthening the board of trustees. **IN PROCESS**
- To strengthen staffing. This will include management of the building, administration and fundraising. **IN PROCESS**
- To raise funds for a Administrator/manager during the initiation of the project. **IN PROCESS**
- Existing policies to be reviewed and developed and then monitored. Policies that are currently lacking, to be developed and put in place and then monitored. **IN PROCESS**
- To identify and raise funds for the various surveys which need to precede the restoration and services upgrade.
- To develop a long term plan for building works and services upgrade.
- To develop a fundraising strategy and identify sources of funding.
- To aim to have relevant staffing and trustees in place.

**Phase 2:** *To aim to be completed in years 2-5.*

- To develop Friends of English Bridge Workshop
- To upgrade the current Constitution to a 'Charitable Incorporated Organisation' for ease of management.
- To begin fundraising through a Capital Appeal for building work and putting steps in place for long term fundraising.
- To have appointed the relevant person(s) to manage and monitor the building works.
- To start building work if sufficient funds have been raised.

**Phase 3:** *To aim to be completed in years 6-7.*

- To aim to have completed Capital Appeal fundraising for the building during this period.
- To continue to develop and put into place long term strategic plans for fundraising and associated growth of the organisation.
- Building work to continue.

**Phase 4:** *To aim to be completed within 15 years of start of project.*

- All essential building work to be completed.
- To consider further extensions to the building to allow for increased use/accessibility.
- For the following aims to have been met:

1. To develop a fundraising plan to enable the EBW to meet its aims and objectives.
2. To restructure and strengthen the board of trustees and associated documents.
3. To strengthen staffing – to include fundraising and administration/day to day support.
4. To bring the building up to a good operating standard within current regulations within 15 years.
5. For the building to be made affordable and flexible so it fulfils requirements for the artists, community groups and visitors.
6. To create as little disruption as possible during building works.

## **8.2 Proposals for Refurbishment**

In 2007 a building survey/ feasibility study was undertaken at the former Abbey School relating to a Lottery Fund application to finance the refurbishment and extension of the building. This application was unsuccessful but the report raised the issue as to whether the building needed underpinning to resolve subsidence issues. The situation has been monitored informally during our occupation of the building and it is considered that any movement has now stabilised. A condition survey by Shropshire Council as part of the CAT process has confirmed this is probably the case. A structural survey will be commissioned to develop refurbishment proposals, however our current plans assume underpinning will not be required.

The building is in a conservation area but is not listed, despite the historical nature of the original part of the building. It is not anticipated that there will be any planning issues with our current proposals for refurbishment and the fact that it is in a conservation area may assist in fundraising.

Our proposals are not to undertake any major alterations to the building, but to make the shell of the building watertight and structurally sound, and to refurbish the internal services and facilities.

Our proposals include: new roof and guttering (utilising the existing tiles), partial re-pointing, repair stone mullions, replace wooden back windows with double glazed aluminium frames, new electric wiring and fire alarm system, all new plastering inside, new doors and frames throughout, new heating system, renew underground storm water and foul drainage where required, relay paviers.

Minor improvements include: disabled access to the main door, ground floor extension to house toilets and kitchen, disabled access to the first floor, second access/escape route to first floor, and reconfiguring the first floor toilets to provide a studio above.

It is anticipated that the refurbishment of the building would take 24 months if undertaken as one project, however it may need to be done in phases related to fundraising which would take longer.

Accessibility to the building will also be considered during the process and implemented accordingly.

### 8.3 Estimate of costs.

It is anticipated that running costs would increase by rise by 30-50% due to increased staffing, administration and the insurance of building. The aim would be to meet these costs with rental of studio space and halls to artists and community groups with support from ongoing fundraising activities. Further work is to be done on this as the process continues.

The following works cost estimate assumes that the works are to be undertaken as one project over a 24 month period, which will be subject to fundraising progress.

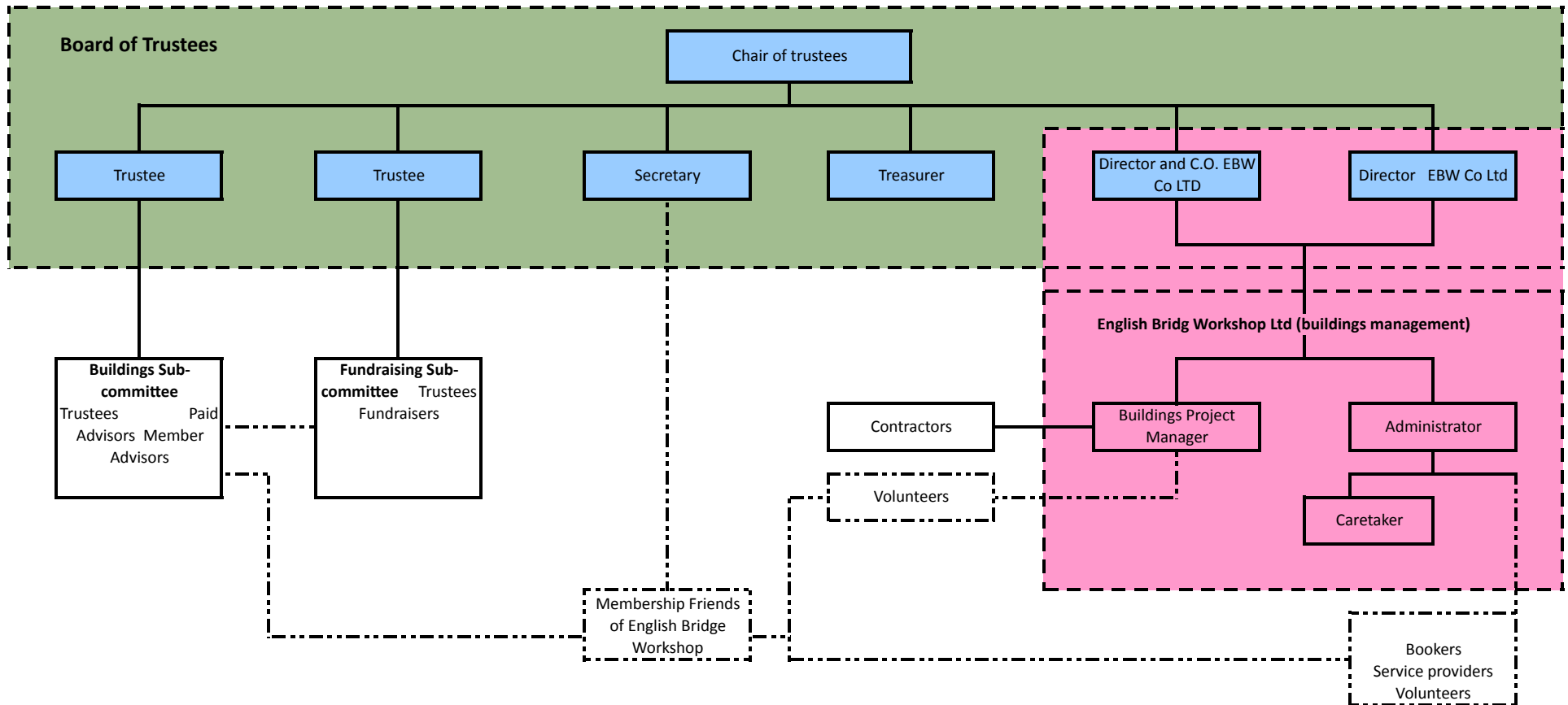
#### Estimated Costs of Building Refurbishment

Professional Reports pre construction	72,000
Building Works	
Preliminaries	15,000
Phase 1 Main Building	122,000
Phase 2 Rear Building and car park	123,500
Internal Finishes and Services	55,500
Improvements	82,000
Sub Total	396,000
Professional Fees	47,520
Contingencies	39,600
VAT	96,624
<b>Grand Total</b>	<b>£579,744</b>

A breakdown of these costs are given in the appendices

# English Bridge Workshop

## Proposed Management Structure



## EBW buildings Management Budget 2016

Income	2015, Est	2016 Proposed	
Studios	<b>6212</b>	<b>7920</b>	
Hall Bookings	5545	6850	
Gallery	280	480	
			15250
<b>Running costs</b>			
Gas	2500	3000	
Elec	1500	2000	
Broadband	500	550	
Waste	400	450	
Water	310	340	
Consumables	200	200	
Minor Repairs	1000	1000	
Fire extinguisher service & Safety check	250	300	
Gas service and safety check	350	400	
Insurance	275	300	
Accountants fee	530	600	
Managers salary ( Jan-June)**	1800	3000	
Cleaning services		2080	
			14220
		Balance to reserves	1030
<b>Reserves</b>			
C/F from 2015 (Est)	20000		
Balance from 2016		1030	
Total			21030
<b>Commitments from reserves</b>			
Reserve to cover running costs against loss of income ( 6 months)		7000	
Reserve to cover emergency repairs (Heating, Lighting etc)		7000	
			14000
		Balance available for CAT costs	7030
<b>Identified CAT costs 2016</b>			
Independent H&S survey		400	
Drainage survey		250	
Building condition Survey		2000	
Access hire for above		500	
Financial advice on lease agreement		1000	
Legal advice on lease agreement		500	
Conversion to CIT		1500	
			6150

### Note

\*\* Manager's salary July to Dec will be covered by fundraising

## English Bridge Workshop

### Booking rates 2016

Studios	p/wk	p/mnth by S.O.
Large	£25	£100
Small	£20	£80

Upper Hall	Per Session
am, pm or ev	15
am + pm	25
pm + ev	25
Lower Hall	20
Gallery	£80 perweekend £120 per week

All Bookings at the Manager's Discretion

Additional charges to be negotiated for :-

High electricity usage  
Additional heating

Start up discounts available for small groups

## ENGLISH BRIDGE WORKSHOPS Refurbishment Estimate 2015

	Budget Est. £	Month number
<b>Preparation works</b>		
Professional reports		0 to 3
Building Survey	2500	
Fire risk report	350	
Health and safety report	350	
Trial holes	1500	
Drainage CCTV	500	
Check service connections	500	
Engineers Report	1500	
	7200	
Pre Contract works		3 to 6
EBW supervisor selection		
Contract preparation		
Contractor selection		
site preliminaries		6 to 8
office set up, welfare, telephone etc		
compound set-up		
Security	15000	
<b>Site Works</b>		
<b>Phase one: repair main building structure</b>		
Scaffold, site hoarding and pedestrian lighting etc		
Traffic and site movement plan	5000	9
Strip and expose main roof, store reclaimed materials on site	3000	10
Investigate and repair roof timbers as works proceed	20000	10 to 12
Make good brickwork and masonry at high level as works proceed		
Using retained scaffold, repoint and repair facing brickwork as necessary		
Replace or repair window heads as required	20000	10 to 14
Replace roof tiles on felt and battens, lead flashings, valleys and gutters	37000	13
Replace or repair rainwater goods	7000	14
Repair and refurbish existing windows and external doors frames	25000	15 to 16
Decoration	5000	16
<b>Phase two: repair rear workshops Structure</b>		
Scaffold, site hoarding and lighting etc	2000	15
Strip and expose roof, store reclaimed materials on site	3000	16
Investigate and repair roof timbers as works proceed	20000	16 to 18
Make good brickwork and masonry at high level as works proceed		
Using retained scaffold, repoint and repair facing brickwork as necessary	28000	16 to 20
Replace roof tiles on felt and battens, lead flashings, valleys and gutters	17000	19
Replace or repair rainwater goods	8000	20



Repair and refurbish existing windows and external doors frames	25000	20 to 22
Decoration	5000	23
Make good car park including trench reinstatements	12000	23
Make good boundary walls.	3500	24
<b>Internal services, plastering and finishes</b>		
Upgrade existing heating facility	15000	14
Provide new toilet facility	5000	14
Provide new kitchen and welfare facility	5000	15
Electric rewire as necessary	6000	16
Repair ceilings and skim upper hall walls	5000	16-18
Decoration	16000	18 to 24
External doors	1500	24
<b>Improvements</b>		
Disabled access to main door	2000	
Provision of new toilet block to ground floor	30000	
Disabled access to first floor	20000	
Second access/escape route to first floor	20000	
Reconfigure first floor toilets to include disabled facilities and studio over	10000	
Sub Total	<b>396000</b>	
Professional Fees @ 12%	47520	
Contingencies @ 10%	39600	
Sub Total	<b>483120</b>	
VAT	20%	96624
<b>Grand Total</b>		<b>579744</b>

## Risk assessment

In order to prepare for the Community Asset Transfer process the Trustees were guided through the risk assessment process by a trainer. A SWOT Analysis was undertaken in order to identify the risks which are outlined below.

### 6.1 GOVERNANCE

<b>Risk area/risk identified</b>	Lack of ability to deliver due to inadequate Trustees/Committee structure and clarity over governance – in terms of numbers, skills base and consultants to support committee.
<b>Likelihood of occurrence (score)</b>	3 – possible
<b>Severity of impact (score)</b>	4 – major
<b>Overall Risk (score)</b>	16 – high
<b>Control procedure</b>	A restructure is already in place and significant progress has been made. Further development of the governance documents and restructuring will take place in Phase 1 (Section 7). Review to lead to a clearer understanding and for changes to be made where necessary.
<b>Responsibility</b>	Chair of Trustees.

### 1.2 OPERATIONAL

<b>Risk area/risk identified</b>	Pricing will not cover running costs/liabilities due to low/poor pricing structure/policy
<b>Likelihood of occurrence (score)</b>	4 – probable
<b>Severity of impact (score)</b>	5 – major
<b>Overall Risk (score)</b>	20 – high
<b>Control procedure</b>	A review of the current pricing for hire and rental has been undertaken (see budget), changes will be implemented and this will be reviewed annually.
<b>Responsibility</b>	Trustees (a trustee will be appointed to oversee this).

<b>Risk area/risk identified</b>	Unable to successfully deliver proposal due to insufficient staffing and volunteers
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<b>Likelihood of occurrence (score)</b>	3 – possible
<b>Severity of impact (score)</b>	3 – moderate
<b>Overall Risk (score)</b>	12 – moderate
<b>Control procedure</b>	A new staffing and volunteering structure and management plan to be put in place to support the business plan and proposal. Staff and volunteers will be given regular progress meetings and annual reviews.
<b>Responsibility</b>	Trustees (a trustee will be appointed to oversee this).

<b>Risk area/risk identified</b>	A member of public or staff being hurt due to lack of health and safety provision.
<b>Likelihood of occurrence (score)</b>	2 – unlikely
<b>Severity of impact (score)</b>	4 – major
<b>Overall Risk (score)</b>	12 – moderate/high.
<b>Control procedure</b>	Currently care is taken to ensure the building is safe but it is recognised that health and safety upgrades are a priority. An independent H&S survey will be commissioned and policy review will take into consideration building works. A ticklist will be incorporated into each users booking pack so that both EBW and user can identify specific risks and resolutions. The manager to review annually.
<b>Responsibility</b>	Trustees (a trustee will be appointed to oversee this).

### 6.3 Financial

<b>Risk area/risk identified</b>	Unable to raise sufficient funds to meet increased costs (in relation to both capital and running costs) although the evident community significance offsets this to some degree.
<b>Likelihood of occurrence (score)</b>	3 – possible
<b>Severity of impact (score)</b>	4 – major
<b>Overall Risk (score)</b>	16 – high
<b>Control procedure</b>	A long term fundraising plan and appeal for building works will be undertaken as a major part of the proposal. A professional fundraiser will be employed to oversee this and take this forward.
<b>Responsibility</b>	Fundraiser and Trustees.

<b>Risk area/risk identified</b>	Insufficient reserves/emergency fund to meet new requirements
<b>Likelihood of occurrence (score)</b>	3 – possible
<b>Severity of impact (score)</b>	3 – moderate
<b>Overall Risk (score)</b>	12 – moderate/high
<b>Control procedure</b>	A new reserves policy will be put in place as part of a governance review and fundraising plan. This will be in accordance with Institute of Fundraising guidelines. This will be monitored and reviewed annually. . A Friends group will be formed, and their annual contribution will contribute to a small reserve towards worthy artistic and small upgrade projects.
<b>Responsibility</b>	Trustees (a trustee will be appointed to oversee this).

#### 6.4 External

<b>Risk area/risk identified</b>	Damage to the building due to flooding
<b>Likelihood of occurrence (score)</b>	2 – unlikely
<b>Severity of impact (score)</b>	3 – moderate
<b>Overall Risk (score)</b>	9 – moderate
<b>Control procedure</b>	Flood risks will be taken into consideration as part of building works plan. Adequate insurance will be put in place if the building is handed over to the EBW. Monitored annually.
<b>Responsibility</b>	Trustees (a trustee will be appointed to oversee this).

<b>Risk area/risk identified</b>	Damage to the building due to storms
<b>Likelihood of occurrence (score)</b>	2 – unlikely
<b>Severity of impact (score)</b>	3 – moderate
<b>Overall Risk (score)</b>	9 – moderate
<b>Control procedure</b>	Risk of storm damage will be taken into consideration as part of building works plan. Adequate insurance will be put in place if the building is handed over to the EBW. Monitored annually.

<b>Responsibility</b>	Trustees (a trustee will be appointed to oversee this).
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<b>Risk area/risk identified</b>	Damage to the building due to vandalism/burglary
<b>Likelihood of occurrence (score)</b>	2 – unlikely
<b>Severity of impact (score)</b>	3 – moderate
<b>Overall Risk (score)</b>	9 – moderate
<b>Control procedure</b>	Security of the building to be taken into consideration as part of building works plan. Adequate insurance will be put in place if the building is handed over to the EBW. Monitored annually.
<b>Responsibility</b>	Trustees (a trustee will be appointed to oversee this).

<b>Risk area/risk identified</b>	Impact on organisation and plans due to change in government policy
<b>Likelihood of occurrence (score)</b>	3 – possible
<b>Severity of impact (score)</b>	2 – minor
<b>Overall Risk (score)</b>	8 – moderate
<b>Control procedure</b>	An appointed member of staff (likely to be the manager) and a fundraiser will be tasked with keeping abreast of any changes in government policy that may impact on the proposal or fundraising. Any changes can then be dealt with accordingly.
<b>Responsibility</b>	Trustees (a trustee will be appointed to oversee this).

## 6.5 Legal

<b>Risk area/risk identified</b>	Negative impact on organisation and artists/community due to a current poor knowledge of legal and regulatory requirements
<b>Likelihood of occurrence (score)</b>	3 – possible
<b>Severity of impact (score)</b>	4 – major
<b>Overall Risk (score)</b>	16 – high
<b>Control procedure</b>	The Committee have significantly improved their knowledge by

	the organisation in relation to legal requirements with regards to Health and safety, Fundraising, Individual legal responsibilities (trustees/directors) and a review of structure, procedures and fundraising is well underway. Professional advisors will be appointed where required.
<b>Responsibility</b>	Chair of trustees.

### Model used for assessment

Source: Charity Commission, *Charities and Risk management (CC26)*, June 2010.

#### Impact

Descriptor	Score	Impact on service and reputation
Insignificant	1	<ul style="list-style-type: none"> <li>no impact on service</li> <li>no impact on reputation</li> <li>complaint unlikely</li> <li>litigation risk remote</li> </ul>
Minor	2	<ul style="list-style-type: none"> <li>slight impact on service</li> <li>slight impact on reputation</li> <li>complaint possible</li> <li>litigation possible</li> </ul>
Moderate	3	<ul style="list-style-type: none"> <li>some service disruption</li> <li>potential for adverse publicity - avoidable with careful handling</li> <li>complaint probable</li> <li>litigation probable</li> </ul>
Major	4	<ul style="list-style-type: none"> <li>service disrupted</li> <li>adverse publicity not avoidable (local media)</li> <li>complaint probable</li> <li>litigation probable</li> </ul>
Extreme/ Catastrophic	5	<ul style="list-style-type: none"> <li>service interrupted for significant time</li> <li>major adverse publicity not avoidable (national media)</li> <li>major litigation expected</li> <li>resignation of senior management and board</li> <li>loss of beneficiary confidence</li> </ul>

In interpreting the risk heat map below, likelihood is x and impact is y. The colour codes are:

Red - major or extreme/catastrophic risks that score 15 or more

Yellow - moderate or major risks that score between 8 and 14

Blue or green - minor or insignificant risks scoring 7 or less

		10	15	20	25	30
Extreme/ Catastrophic	5					
Major	4	8	12	16	20	24
Moderate	3	6	9	12	15	18
Minor	2	4	6	8	10	12
Insignificant	1	2	3	4	5	6
		1	2	3	4	5
		Remote	Unlikely	Possible	Probable	Highly Probable