

BUSINESS PLAN

2016 - 2019



To Live. To Thrive.

Registered Charity Number: 1156536

Winchester Go LD Winchester Discovery Centre Jewry Street Winchester SO23 8SB
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INTRODUCTION & CONTEXT

Winchester GO LD has evolved over 45 years since its founding as ‘Winchester and District Mencap Society’ in 1970 and re-launch as ‘Winchester Go LD’ in April 2014. The organisation has evolved over time to reflect the changes in attitudes to learning disabilities, encouraging and enabling a more inclusive society.

Since 1970, the organisation has been at the forefront of serving people with learning difficulties, disabilities and their families through implementing innovative ideas. The ‘Take a Break’ scheme to provide trained staff for respite care started in 1999, low level circuits training in 2003, the Blue Apple theatre company in 2005, person centred planning through a consultant funded by the Learning Disability Development Fund in 2007, a summer school from 2007 and a new home at the Discovery Centre from 2012. Sustained success over more than four decades has been recognised with an MBE for one of our Trustees, a Queen’s award for Voluntary Service and support and recognition from the Mayor, Members of Parliament and the local community.

Go LD supports people with learning disabilities and their families, dependents and carers through a wide range of social and skill activities. With over 80 local members with learning disabilities plus families, a wide network of donors, volunteers and staff, Go LD is the leading not for profit organisation in and around Winchester supporting people with learning disabilities. Winchester Go LD is a Charitable Incorporated Organisation (‘CIO’) registered with the Charities Commission.

Amidst the context of the pressures of declining government welfare funding and changes to the NHS and care provision, there is an increased awareness of learning disabilities, improved technology and a number of new revenue streams to support the best providers of services to people with learning disabilities.

VISION, MISSION STATEMENT AND VALUES

1. Vision - *Living life to the full*

2. Mission Statement

Support adults with learning disabilities, as well as their families, dependents and carers, in Winchester and the surrounding area, by:

- a. Providing services for members to have **choice and control to discover and reach their potential** (services provided to include information, sign posting, person centered planning, listening, support, social activity and sport)
- b. **Promoting independence** through education, daily living skills, training, work readiness and employment
- c. Campaigning for **inclusion and being a voice and enabling members to have their voice heard – Self-Advocacy (Hear Us Group)**
- d. Partnering with other agencies to **identify and fill gaps in provision**

3. Values

- **Mutual Respect**
- **Inclusive Community**
- **Equality of Access**
- **Flourishing Lives**
- **Empowered Individuals**
- **Fun & Friendship**

COMMUNITY AND CHARITABLE ACTIVITIES

4. Membership

The organisation is fully inclusive, welcoming new and regular attendees to all activities. All attendees that are adults with learning disabilities living in and around Winchester are members. There are around 80 members who participate in Go LD activities on an occasional or regular basis. 86 people (20% non-members) participated in the PB Paras event in July 2016.

Members do not have to pay membership fees. Some of the activities have participation fees to reflect their marginal cost.

Members have a voice through regular engagement with staff and trustees and representation on an organising committee. Many of the Trustees are parents or family of members. The intention is that at least one member who has learning disability will become a Trustee.

5. Programme activities, objectives and goals

Go LD's objective is to deliver on its mission every year. Short and medium term goals are agreed each year to support this objective.

Go LD delivers a number of programmes to deliver on its mission. These are mostly for the direct benefit of the members, their dependents, families and carers.

- **Go Support** – tailored personal one to one support work for members and carers
- **Go Social** and activities – providing and encouraging social activity and a balanced life
- **Go Plan** – providing and motivating person centred planning ('PCP')
- **Go Work** – training and guiding members into work/volunteering experience, which could lead to paid employment
- **Go Enterprise** – proving entrepreneurial capabilities and delivering profits
- **Go Training** – providing practical training e.g. safe mobile phone and internet usage
- **Go Sport** – providing sports opportunities, encouraging healthy living
- **Go Voice** – listening, campaigning, and partnering with other care providers

Programmes are designed and resourced by the 4 part-time staff members and volunteers. The costs of Go LD’s member activities and central operating costs are funded from the annual income and reserves of Go LD. Income is primarily sourced from grants and funding from the local authorities and foundations. Members pay a fee towards many of the activities.

Based at the Discovery Centre in Winchester, Go LD operates out of a small office and leverages the Discovery Centre’s shared facilities and meeting spaces for activities. Other activities occur at the local leisure centre and at venues in or near Winchester. Use of external facilities on a rental basis minimises the fixed costs and allows Go LD to spend more than 80% of its income on the programme of activity. The table below highlights allocation of resource, costs and income to each activity.

Activity	% resource	2015-16 cost £	2015-16 income £	Income – Cost £	Income / Cost %
Go Support - member support	22%	10,000	5,000	5,000	0
Go Social and activities	11%	5,000	405	4,595	95%
Go Plan	11%	5,000	5,000		0
Go Work	18%	9,000	-	9,000	100%
Go Enterprise	2%	1,000	175	825	95%
Go Training	6%	3,000	1,000	2,000	66%
Go Sport	4%	2,000	120	1,880	95%
Go Voice	4%	2,000	1,780	220	95%
Admin, governance, management	22%	10,000	3,000	10,000	33%
Total		47,000	(16,480)	(30,520)	60%

More detail for last year and plans for future years for each of the activities supplied, including resourcing, cost, and income is available separately. The analysis highlights the cost of providing each activity and details funding shortfalls or surpluses.

The goal each year for all 8 ‘Go’ programmes is to deliver each programme to full potential and for each to be fully funded separately with dedicated grant funding.

The table below lists (draft) 2016/17 near-term goals for each of the programmes.

Activity	2016/17 near-term goals
Go Social	4 (incl. activity Tuesday) social events held each week throughout the year
Go Plan	24 PCP clients serviced through the year 2 PCP consultations provided each month
Go Work	12 work placements 12 interviews for jobs / placements
Go Enterprise	2 new enterprise ventures trialed (art club cards/exhibition + market stall) 8 occasions the Smoothie Bike is used and generates a profit
Go Training	3 separate training programs e.g. mobile phone usage
Go Sport	[1] circuits sessions held each week with >18 member attendees [1] healthy living activity each month with >10 member attendees Para PBs held with >86 attendees and >20% non-Members attending
Go Voice	Recognition as leading voice in the area for people with disabilities 4 articles in local and national press citing the 'Winchester Go LD' name

GOVERNANCE AND RESOURCES

6. Governance

Go LD is regulated by the Charities Commission. It has [9] Trustees, responsible for overall governance, the budget and resourcing decisions. Day to day operations are delegated to a team of [4] staff, led by Janet Chierchia ('JC'), who is also a Trustee.

The Trustees meet formally 4-5 times each year and more frequently informally. An open access Annual General Meeting is attended by Trustees, members and supporters.

Current Trustees:

- Kevin Stevens (Chair)
- Philippa Conyngham (Secretary)
- Janet Chierchia (Treasurer and oversees Staff)
- Brian Benfield
- Betty Chadwick
- Norma Delaney
- Marc Leckie
- Alasdair Maclay
- Alison Peck

Policies and Procedures are in place as required by Legislation and Funders, ensuring good practice, these are available to all staff and volunteers and updated regularly.

7. Finance

Go LD's finance function is led by our Treasurer, who has long experience in managing charity and CIO finances. Annual income & expenditure is [£30-60,000] for each of the last 3 years. Go LD aims to live within its means and balances its books each year. Go LD maintains reserves of minimum of 6 months' operating expenses, in line with Charity Commission guidance.

8. Fundraising - Donations / Sponsorship / Bid Writing

Beyond income through Hampshire County Council funding for the PCP programme, **Fundraising** activities and events have delivered average £6,000 annual income for Go LD in recent years, occasionally increased through one-off events such as the Art Exhibition.

There is limited scope to increase income from fundraising events given the size and capacity of Go LD's volunteer network. Regular activities and events include the below:

Quiz night	Bridge Tea	Race Night
Card Sales	Talks	Plant sale

Donations comprise approximately 10% of Go LD's total annual income. This is an area that Go LD is working on developing further through making prospective donors more aware of the organisation and its financial needs. There is a limit to the potential for local donations.

Sponsorship has been minimal to date. The annual Para PB sporting event is targeted for corporate sponsorship and these contacts will be explored for further sponsorship.

Bid writing is already and will continue to be the largest source of income for Go LD. Grant income, including grants from local authorities primarily associated with the PCP programme, represents over 75% of Go LD's income. Go LD has a dedicated part time bid writing resource and makes 30-60 bid applications each year to cover its expenses.

Go LD needs to continue generating funding and maximise unrestricted income. To achieve the mission into the medium term, Go LD will look to increase its annual income from £30,000 this year to £55,000 per year within the next 3 years. Annual income in excess of annual costs will not only sustain the work but will also allow Go LD to build reserves to grow its product offering and subsidise activities.

The table below highlights fundraising goals for each of the next 3 years. Note that the Bid writing is separated into PCP funding and other bid writing activity

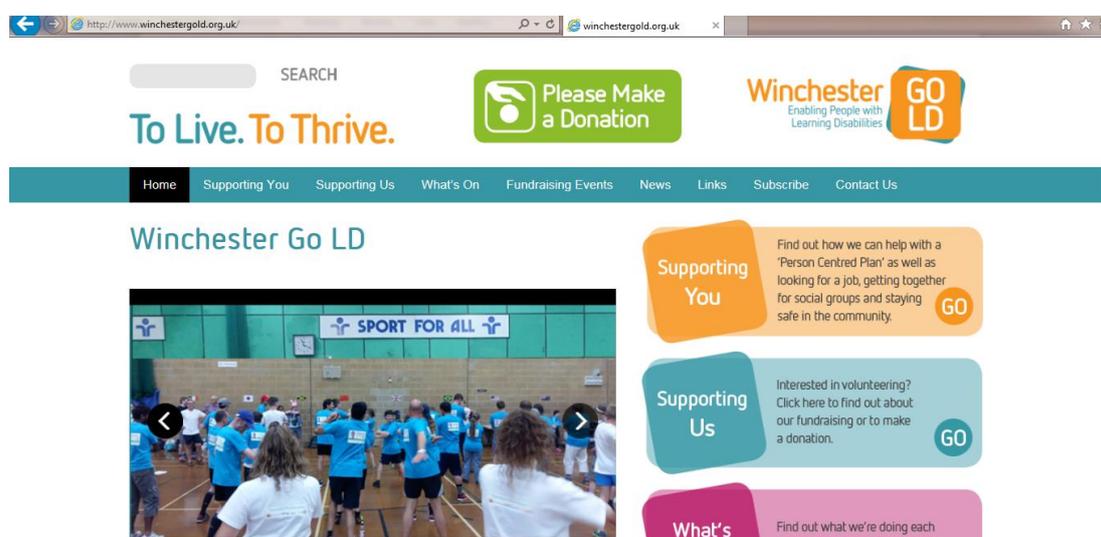
Fundraising category	2016/17	2017/18	2018/19
Donations	3,000	4,000	5,000
Sponsorship	2,000	4,000	10,000
Bid writing (excl. PCP)	10,000	17,000	25,000
Bid writing - PCP grants	15,000	15,000	15,000
Total	30,000	40,000	55,000

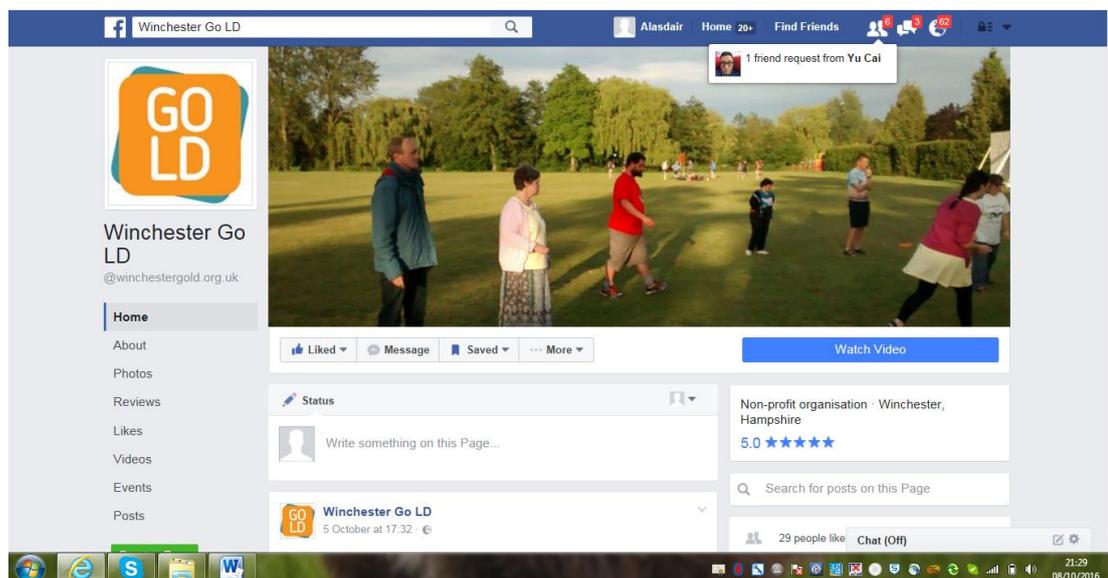
9. Marketing / Communication / Website / Social media

Go LD has built a proprietary database of its members and supporters and is able to communicate through email, leaflets, direct mail, texts and the telephone. Go LD communicates regularly with its members in full form and Easy Read format and provides a wall of posters and leaflet information at its Discovery Centre office.

Go LD has had some limited success in placing stories in the local media in order to raise its public profile. Public marketing is an area where improvement is needed.

Go LD hosts its own website (www.winchesterGo LD.org.uk) and FaceBook page (www.facebook.com/winchesterGo LD.org.uk). Go LD is exploring hosting a Twitter page. The website is designed to be of use to first-time visitors, donors, supporters, members and their families, parents and carers. Signposting includes the words 'learning disabilities' and Winchester.





Human Resources

Current resourcing is illustrated below. There are 4 part-time staff members plus Janet Chierchia. There is a need for additional support work for members that will be met through additional hours from the existing team, when funding is found.

Emma Snagge (21 hours per week)	Sharron Clements (19 hours per week)	Jane Richardson (20 hours per week)	Sharon Price (up to 10 hours pw)
Go Plan (PCP)	Go Plan (PCP)	Go Plan (PCP)	Funding / grants
Go Work	Go Voice (Hear Us)	Go Work	
Go Social	Go Social	Go Social	
Go Enterprise	Go Enterprise	Go Enterprise	
IT, Web	LDPB Reps	Training courses	
Database	Advocacy (Care Act)		
Publicity			
Newsletters			
Go Support	Go Support	Go Support	

An increase in membership by 25 members would require one additional member of staff in order to maintain current levels and ratios of staff / member support.

10. Facilities & IT

The office has 2 personal computers and staff and members have access to a tablet. The office benefits from the Discovery Centre network and free wifi. Services are available at the Discovery Centre without additional charge.

11. Safeguarding / Health & Safety

Polices for Safeguarding and Health & Safety are in place and available for viewing.

12. Monitoring, Evaluation and Impact

Winchester Go LD recognises that monitoring, evaluation and impact are key for any learning organisation to improve its performance and satisfy current and future funders.

Go LD evaluates its performance regularly across all its 'Go' programmes, staff and Trustees. Formal reviews are carried out on all programmes once a year and informal reviews twice a year. Members and volunteers are regularly surveyed and asked for feedback. Assessment forms are completed for all grant funders.

There is increased interest and requirement amongst funders for greater accountability for the money intended to be used for social purposes. Being able to monitor and effectively demonstrate the impact of the programmes and Go LD as a whole is essential.

14. Publicity and Marketing Plan 2016 -17

The organisation has organised or been involved in following event so far this financial year, which has raised its profile and increased the membership

- April 2016 - Information stand at launch of HULO (Hampshire User led Organisations)
- April 2016 – Attended Garden Fayre with Smoothie Bike (Fundraising Committee)
- May 2016 – Members were involved the Local Transport Strategy meeting
- May 2016 – Supported “Self-Advocacy day” participation by members and information stand
- May 2016 – Access survey of RCH Winchester for people with Learning Disabilities – report sent to Chief Executive
- June 2016 – Attended Osborne Special School Fete with Smoothie Bike and information
- June 2016 – Attended St Cross Fete with Smoothie Bike and information
- June 2016 – Information stand at Voluntary Sector Forum information event for Health Professionals organised by Action Hampshire
- July 2016 - Winchester GoLD represented at Learning Disabilities Partnership Board
- August 2016 – press release re Para BB's
- August 2016 – Para “Personal Bests” 80 people with a learning disability attended - subsequent publicity in local press
- September 2016 – Attended Winchester Community Games with Smoothie bike and information
- October 2016 - Winchester GoLD represented at Learning Disabilities Partnership Board
- October 2016 – Attended meeting with Royal Mencap officers, looking at a way for Partnership working with them and the “Hampshire Learning Disability Network”

- October – December 2016 – Winchester GoLD Christmas Cards on sale at Charity Card shop at the Guildhall
- November 2016 – Attended “Futures Fayre” at Osborne Special School with information

A Fundraising Plan together with guidance is in the process of being written, this will reflect the new guidance just published by The Charities Commission regarding “Charity Fundraising”

THE FUTURE

15. Short and medium-term goals

By January 2017

1. Raise Go LD’s public profile and produce a communications / marketing plan
2. Raise monthly regular donations e.g. Friends of Winchester Go LD, ‘100’ Club
3. Finalise 3-year business plan (including funding plan) and share publicly
4. Grant funding of £25,000 for the current financial year
5. Outreach into new schools and communities

By June 2017

6. Expand the membership by additional 10% beyond numbers as at June 2016
7. Investigate new opportunities and funding to develop a ‘Hub’ to be open five days a week for members to access information, support, and signposting
8. Continue to raise awareness of learning disability and keep up to date with changes in Health and Social Care System.
9. Evaluate the Go Work project
10. New healthy eating initiative e.g. use of kitchens for diet / cooking training
11. Launch support staff and family socials program
12. Evaluate the Social Enterprise Company - Smoothie bike, bus training, crafts
13. Employ external fundraiser to organise a major fundraising event in financial year 2017/18 (one every 3 years)
14. Grant funding of £32,000 for the financial year 2017/18

By January 2018

15. Ensure members have training for safe usage of social networking
16. Ensure members have appropriate training with regard to relationships.
17. Expand the membership by additional 10% beyond numbers as at June 2017

16. Longer-term goals

By January 2020

1. Take on national lobbying role on behalf of people with learning disabilities
2. Be available to all people in Hampshire with learning disabilities
3. Annual income and expenses funded by grants of £75,000
4. Achieve regular repeat lottery funding for 50%+ of costs
5. Deliver 'Go' programs without needing to charge members



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