

WESTBANK

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6th July 2007

- Westbank's Funding Journey
- Key milestones
- Why generate income?
- Our Income Generation Ideas
- Challenges
- Is it working?
- Lessons learned
- A Good Balance?
- Future funding-a changing environment?

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The funding journey-early days

- Established in 1986
- Roots in community support, older people and families.
- Volunteers in primary care
- Carers
- Day care
- Initial funding sources –grant income from health and social care

Key milestones

- 1996 Lottery Funding to create a centre - Providing Care. £176,000
- Provides Day care, family support, carers activities
- National recognition as an example of good practice. Department of Health funding

- Vision for Promoting Health – NoF funding 2003 £779,000 for Westbank Healthy Living Centre
- Provides Fitness suite, IT suite, Kidzone, treatment rooms, events studio, drama and dance
- Attracted £130k Leader + Funding for IT suite

- HLC opened June 2004

Why Generate Income?

- Sustainability
- Independence to respond to local need
- NHS/ LA Funding pressures
- Social enterprise

Our Income Generation Ideas

- Hire of 'Event Studio' plus other existing smaller rooms for conferences, meetings and training events. Up to 100 people
- Target market - private, statutory and voluntary sector
- Fitness suite and exercise classes- open to the community
- Children's activities-gym, after school and holiday clubs
- Shop- our community's own idea

HLC- Pre Building Work



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Mid Project



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The finished article!!!



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Challenges

- Lack of commercial experience
- Culture shift
- Existing staff
- Volunteers and service users
- Appropriate staffing levels

Is it Working?

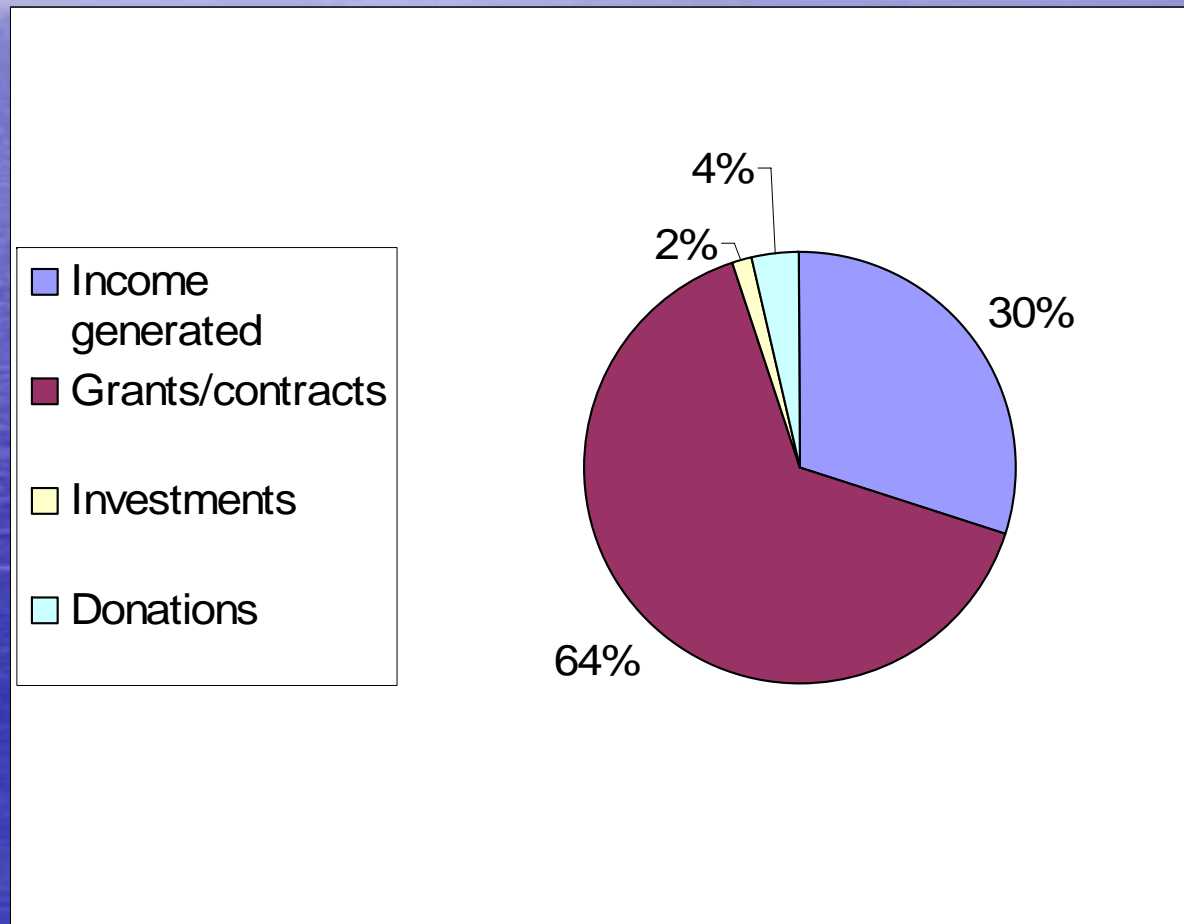
- Increasing demand
- Activity and income increasing year on year
- 04/05 generated 11% turnover
- 05/06 generated 30%
- 06/07 generated 32%
- Confidence-Purchase of new shop premises
- Staff perceptions
- Funders' views

Lessons Learned

- It is essential not to let your income generation ventures be at the expense of your charitable objectives.
- Don't be afraid to take a risk – You can try and anticipate how a project will go and what things can go wrong but you never really know how something will work till you try
- Be realistic and don't undersell yourselves. The voluntary sector are too often happy to provide a service at little or no cost. We are professional people, providing a professional service and our charges should reflect that

A Good Balance?

2005-06



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Future Funding -a changing environment?

- Competition-Tenders
- Collaboration- Carers Plus. Protecting VCS
- Consortia- SWHL Alliance Wellbeing Bid
- To deliver a wider range of services or to cover a wider geographical area
- Challenge to funders-how to support small organisations and enable them to grow