

Version Reference: [01] 07/08

**'AS IF PEOPLE MATTERED' \***

## **BUSINESS PLAN for EMMAUS BURNLEY**

**EMMAUS BURNLEY** - Registered Charity No. 1120889

Company limited by guarantee, registered in England & Wales No. 6172441.

Registered Office: Newfield House, Higher Red Lees, Cliviger, Burnley BB10 4RF

**PATRONS:** Sir Simon Towneley KCVO, JP  
Lord Carlile of Berriew QC

**The purpose of this Business Plan** is to demonstrate the case for establishing an Emmaus Community in Burnley, showing how effectively it will meet housing and economic needs for homeless people; and how it links strategically with national, regional and local goals on the Government's Sustainability Agenda (Community Plan).

It outlines plans for developing the residential and social enterprise parts of the Emmaus Community for Burnley and district.

The plan shows how the development is deliverable by April 2011 and includes an initial fundraising strategy. It establishes the credentials of those overseeing the project, and gives information on how they will manage it, including key indicators for monitoring and evaluation.

\*E.F.Schumacher: *Small is beautiful*

## Notes to help you find what you need

- There are 10 numbered Sections in this Business Plan
- Each Section begins a fresh page
- To simplify updating/editing, pages are NOT numbered

In Sections 1, 2 and 3 ONLY, a short explanation of the Section's aims introduces the text set out on three levels, like a tabloid newspaper, to make information easier to find –

- **SUMMARY** (The headlines) > cryptic style > key messages > **signposted:**
- **COMMENTARY** (The story behind the headlines) > narrative style > easy read > few statistics > **signposted:**  
decimal paragraph references, per Section:
- **IN DEPTH** (The special supplement) > appendices > analyses > statistics > tables:

Sections 4 to 10 are straightforward

- Appendices have the same reference as the numbered paragraph to which they first relate, for example Appendix 1.6 = 1<sup>st</sup> Section, 6<sup>th</sup> paragraph:
- Appendices are situated at the end of the Section to which they first relate, for example Appendix 1.6 is situated at the end of Section 1.

Executive Summary comprises all (10) Section Summaries *only*

- **The Executive Summary is downloadable from**  
<http://www.emmaus.org.uk/burnley/people-centred-planning>

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A digital copy of the full Business Plan, "AS IF PEOPLE MATTERED", is available on request from

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## **Executive Summary**

### THE CURRENT SITUATION – CHAIR'S STATEMENT

Emmaus Burnley is a registered charity and a company limited by guarantee, governed by an experienced Board of Trustees. The Chair is the former Member of Parliament for Burnley. The Board is always willing to add any appropriate volunteers to its range of expertise. Consideration is being given to employing two part time workers - one as project manager to bring the proposed project to completion, and the other to assist with the essential fund raising needed and administration work.

In the Places of Change Programme Emmaus Burnley has been awarded an allocation of £1m over the period 2008/2011. This money is processed via Burnley Borough Council and the immediate priority is to find a suitable site and establish a firm working relationship with the Council. We also have to determine at an early date whether to jointly develop our project with a Housing Association or not – this has major financial implications both for the short term and long term which have to be fully considered. If we do not use a Housing Association we need to raise almost another £1.5m for our scheme.

We clearly face some tough and immediate challenges if we are to see our Project open and running before April 2011.

## **1 Background**

This Section aims to give the reader a feel for EMMAUS' unique approach to homelessness and social exclusion, alongside key social indicators of deprived community prevailing in the Borough of Burnley.

### SUMMARY

- **Emmaus has a tried and tested approach to homelessness:**
- Through living and working within an Emmaus Community, homeless people can regain their self-respect and sense of self-worth:
- Emmaus is a secular, non-religious organisation with over 50 years experience in dealing with homelessness and social exclusion:
- **Emmaus is a shining example of social enterprise:**
- Emmaus Communities plan to become financially self-supporting in 3 to 5 years, through recycling and refurbishing donated household goods, which are sold in their shops:

- **The 2004 Index of Multiple Deprivation ranked Burnley 37<sup>th</sup> 'most deprived local authority' out of 354 in England.**
- The 2004 Index showed that 25% of Burnley's population live in areas classified as some of the most deprived neighbourhoods in the country.
- 7 in every 10 of Burnley's homeless people ascribe their homelessness to relationship breakdown.
- **The latest 2007 Index of Multiple Deprivation ranks Burnley 21<sup>st</sup> 'most deprived local authority' out of 354 in England.**

See – [IN DEPTH: Appendix 3.2 – How Emmaus works](#)  
- COMMENTARY

## 2 Homelessness

This Section aims to give the reader an outline of the Homelessness Service for homeless people in Burnley: it identifies their needs, and describes how an Emmaus Community offers a unique response to meet them. Currently more than 365 people live and work in 15 Emmaus Communities across the UK. Residents are all described as Companions.

### SUMMARY

- Homeless people applying for help are subjected to a Priority Need assessment, to determine whether they qualify for assistance [statutory] or not [non-statutory].
- There is no provision for non-statutory or single homeless people with low support needs, and there are no plans to end this before 2012. \* PRIORITY!
- In 2006/7 of those applying in Burnley, 218 people were found to be non-statutory homeless, and not entitled to any help whatsoever.
- There isn't enough accommodation to house homeless people. PRIORITY!
- Homelessness is more complex than the loss of stable tenancy: complex problems require holistic solutions and that is what Emmaus can offer. PRIORITY!
- Emmaus values and accepts people as they are now rather than judging them on what they might have been.
- There is no maximum length of stay at an Emmaus Community. We work with Companions to identify their individual long-term needs and goals.
- There are no handouts in Emmaus. Companions sign off primary benefits [like Job Seekers Allowance] to work full time in the Community business.
- An Emmaus Community will help homeless men and women, and offer benefits to the wider community, over the long term.

- Homelessness projects in the voluntary sector are under pressure to end their Statutory funding dependency, in favour of a PFI/Social Enterprise model \*See – 2.16 & COMMENTARY

### **3 The Community we aim to create**

This section aims to show how Emmaus' core values underpin all initiatives to "serve the most needy first." Our Community will comprise 24 Companion en suite bedrooms, living and recreation areas, plus a workshop and storage, a café/drop-in centre and shop.

See IN DEPTH: Appendix 1.6

### **SUMMARY**

#### **How Emmaus works**

- Each Emmaus Community is set up as an independent charity, with its own board of volunteer trustees.
- A small team of paid staff members with specialist skills works within the Community
- At Emmaus people are valued and accepted for who they are now.
- There are no handouts at Emmaus – Companions (as residents are known) sign off primary benefits to work full time within the Community business.
- Through living and working within an Emmaus Community, homeless people can regain their self-respect and sense of self-worth.
- Emmaus Communities are a shining example of Social Enterprise – Communities aim to become financially self-supporting through recycling and refurbishing donated goods, which are sold in their shops.
- Emmaus is proud of its green credentials by helping to reduce waste going to landfill.
- Emmaus recycles furniture ... and people's lives
- Through training on offer at Emmaus, homeless people can make a fresh start in life, developing existing talents and acquiring new skills.
- It is an established principle that a Companion, having joined a Community, may stay for "one day or the rest of their life".

See – COMMENTARY

### **4 Our Proposed Site**

The search is continuing to find a suitable site for our Emmaus Community in Burnley.

## 5 Development Process and Timescale

- The Places of Change Award has allocated Emmaus Burnley £1m capital funding over three years 2008-11, in partnership with Burnley Borough Council.
- Almost 4 months into the 1<sup>st</sup> year, an intensive search across public and private sectors is on to find a suitable site for our Emmaus Community in Burnley.
- Simultaneously, the Trustees are considering the possible implications of contracting with a Housing Association (HA) to finance the residential accommodation. This approach has been adopted by other Emmaus Groups and Communities in South Lambeth, Winchester and Oxford, who are sharing the benefits of their experience with us. We are also conferring with the HA 'experts' at Emmaus UK.
- One of the pitfalls of this HA method is that we incur additional financial liabilities for their services, potentially increasing the revenue shortfall in the early years of trading. The contingency plan to counter this is to start our social enterprise first: other Groups and Communities have opened shop(s), and we are looking to follow suit, - but does this imply *another* site/collaborative working?
- These are the immediate challenges, which until resolved hinder our development planning and timescale. If we do not use a Housing Association, we need to raise almost another £1.5m for our scheme.

## 6 Fundraising Plan

- Pending further evaluation, it is assumed that we need to raise a further £1.5m capital for our scheme. Our Fundraising Plan is subject to the outcomes set out in 5 Development Process and Timescale above.
- Our projected Revenue Forecast shows our income should be sufficient to cover our expenditure after the end of Year 4. Thereafter allowing us to make material solidarity contributions. [See – attached Summary Forecast & IN DEPTH: Appendix 6.2](#)

## 7 Emmaus Burnley – Steering Group

The Steering Group was founded on 29<sup>th</sup> November 2005. Early in 2008, it was decided to hold plenary sessions on the 1<sup>st</sup> Tuesday of each month. As their business permits, attendances are augmented from time to time by co-opted Members from Burnley Borough Council (Housing), Burnley, Pendle & Rossendale Council for Voluntary Services, New Era Enterprises, Soroptomists, Capita Symonds UK and Open Door Furniture Recycling Project.

## **8 Community and Popular Support**

- Building popular support will include activities, which will overlap with both raising awareness and fundraising. Undoubtedly, getting possession of a site will be a major step forward, and will attract more community interest and popular support.
- For the first time, we'll be able to open an office and strengthen our administration; and recruit volunteers to do "real" tasks, such as setting up the Community business.
- It will also facilitate our on-going discussions with the "Open Door" Furniture Recycling Project towards collaborative working. [See 3.16](#)
- We have already developed a strategic plan and programme for raising awareness and have recently enhanced our presentation resources, - especially for working with corporate and community groups, - with a Grant from Burnley Community Network. [See IN DEPTH: Appendix 3.22](#)

## **9 Organisation, Legal Status and Management**

- EMMAUS BURNLEY is a company limited by guarantee, registered in England & Wales No. 6172441, and a Registered Charity No. 1120889.
- Overall responsibility for the conduct of the organisation will be the responsibility of the Company's Directors, who are also its Trustees in charity law. The Trustees are accountable to -
- The Company's members, through the Annual Report & Accounts, to the Annual General Meeting:
- Companies' House:
- The Charity Commissioners.
- The Trustees may, - and almost certainly will, - employ staff to progress the business of EMMAUS BURNLEY. Trustees will appoint suitably qualified and experienced staff using open and fair recruitment methods and will provide for the training and development of staff as appropriate.

## 10 Further Information

- For further information about EMMAUS BURNLEY please contact  
Peter Pike  
Chair of EMMAUS BURNLEY,  
30, Deerpark Road, Burnley, Lancashire BB10 4SD  
Email: "Peter Pike" [peterl.pike@btinternet.com](mailto:peterl.pike@btinternet.com)  
Mob: 07976 891801
- Business Planning is a continuous process. As strategies are revised to reflect changing circumstances, so Business Plans are updated to match the current situation. This Business Plan incorporates the most accurate data and up-to-the-minute information that Emmaus Burnley has at its date of publication. Each update is numbered and dated, and our sending you this one means that your contact details have been added to our Updates distribution list. All subsequent updates will be sent automatically. If you'd prefer not to receive updates, please contact us at the address shown above. If the copy you've received is not [01], all earlier/later versions are available on request.
- **For further information about Emmaus Burnley and the Emmaus Movement generally please see**  
<http://www.emmaus.org.uk/burnley> [website of Emmaus Burnley]  
<http://www.emmaus.org.uk/> [website of Emmaus UK]  
<http://www.emmaus-international.org/en/> [website of Emmaus International]

Forecast Revenue Budgets for first 4 years from Community opening @ May 2008 prices

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Totals</u>
<u>Summary Revenue Budget</u>					
(without Housing Association involvement)					
	£	£	£	£	£
General Income	45926	113285	146964	146964	453139
Donations / Fundraising	9000	9500	10000	10000	38500
Trading Income	47813	131813	196500	225000	601126
<u>Total Income</u>	<u>102739</u>	<u>254598</u>	<u>353464</u>	<u>381964</u>	<u>1092765</u>
General Expenditure	139760	192702	223560	228252	784274
Trading Expenses	80840	118152	124205	126653	449850
<u>Total Expenditure</u>	<u>220600</u>	<u>310854</u>	<u>347765</u>	<u>354905</u>	<u>1234124</u>
Overall surplus / (deficit)	(117,861)	(56,256)	5,699	27,059	(141,359)

Summary Revenue Budget

(with Housing Association involvement)

	£	£	£	£	£
General Income	45926	113285	146964	146964	453139
Donations / Fundraising	9000	9500	10000	10000	38500
Trading Income	47813	131813	196500	225000	601126
<u>Total Income</u>	<u>102739</u>	<u>254598</u>	<u>353464</u>	<u>381964</u>	<u>1092765</u>
General Expenditure	187430	229662	253890	254502	925484
Trading Expenses	80840	118152	124205	126653	449850
<u>Total Expenditure</u>	<u>268270</u>	<u>347814</u>	<u>378095</u>	<u>381155</u>	<u>1375334</u>
Overall surplus / (deficit)	(165,531)	(93,216)	(24,631)	809	(282,569)