



# **BUSINESS PLAN**

**2024-2028**

## **Executive Summary**

Bairnecessities Baby Bank was set up to support families in North Aberdeenshire who are in need. We provide items and services free of charge, resulting in an improved living environment, a reduced financial burden for families that are already struggling and increased opportunities to strengthen the ethos of recycle-reuse.

The key aims for the next 5 years are to employ a member of staff to assist with grant applications and other administration work and oversee volunteers and to acquire and renovate a permanent building of our own. In this way, we can increase and expand our reach, improving and expanding our current service and adding additional services to support all families within our community.

To assist with this, we are looking for new funding from corporate partners and to build partnerships with other local charitable organisations who we hope will be able to utilise space within our building for their own purposes to help expand and deepen the services we can offer.

In addition, to enable us to purchase and manage the building we have the backing of Save the Children UK, who are mentoring the charity as well as supporting us financially.

We are aware that we do not have a lot of experience in running a commercial building, however with the support of Save the Children UK and Maud Village Trust, who do have this experience, we are confident that we can be successful.

Our charity has now established itself within the local health community and other professional communities. It is now our aim to expand that so that we can reach more professional and so more families, increasing the age range we can help and the services we can offer to help relieve financial and other stresses that these families face on a day-to-day basis.

# Charity Details

Registered name: Bairnecessities Baby Bank

Charity Registration: No. SC050423

Address:



The Charity was established for the benefit of families and children to:

- Support those in poverty in North Aberdeenshire to have access to essential baby items.
- Promote sustainable living by reducing unnecessary waste and encourage recycling and reuse.

Our Mission is to:

***Support families in need by providing them items and services free of charge, resulting in an improved living environment, a reduced financial burden for families that are already struggling and increased opportunities to strengthen the ethos of recycle-reuse.***

## Values

1. Low carbon footprint. We will source from and provide to those in our local community.
2. Collaborative. We will work closely with agencies (e.g. health visitors, social services, and other professionals), charities and organisations.
3. Sustainability. Any additional money raised will be reinvested into Bairnecessities to help us achieve our aims.
4. Open and accountable. We will be fair, efficient, and transparent in the way we conduct business.
5. 3 Rs. We aim to reduce waste in all that we do, both in our work with families and our business practices. We facilitate and encourage the reusing of baby items and what we cannot reuse we look to recycle in sustainable, environmentally friendly ways.

## **Vision**

To be a focal point in our community, where families can find a range of services to get support for and advice on issues that are impacting on their daily life.

## **Where we began**

Bairnecessities Baby Bank was established in 2016 by its founder [REDACTED] [REDACTED] an NHS Grampian nursery nurse and working mum who had seen first-hand how families were struggling to provide some of the very basics for their babies and young children. With this in mind, [REDACTED] set up Bairnecessities with its primary goal being to support those families with young children living in poverty in our communities. Initially Bairnecessities was a one-man band using a small household garage and over the past 7 years has out-grown 3 storage venues. This shows the level of need still remaining in North Aberdeenshire and the possibility of further growth with a more substantial space.

## **What we do**

Through the re-distribution of pre-loved baby and children's items to families across Aberdeenshire, Bairnecessities can ensure that all these families get the items that they need, when they need them. Working with local referral partners (health visitors, social workers, family nurses and other statutory and voluntary agencies) who apply for support on behalf of the families, Bairnecessities is able to reach a greater number of families.

Our core service has been developed over the last seven years and works on a referral basis. We have built strong relationships with organisations and networks across Aberdeenshire including staff from children's centres, Health Visitors, midwives, and other charities who work with families who might need our support. These partners can make referrals and liaise with our team to request the items a family needs. Our warehouse volunteers then sort and pack the bundles ready to be collected, rehomed and given a new lease of life with a new family. However, our current storage facilities are once again at capacity and we are now at a point where we are looking to expand and enhance our offering both in age range of the children we can help and the additional services we can offer to the families but for this we need a permanent, accessible premises.

## Key Successes

To date Bairnecessities has supported 500 families in Aberdeenshire. With recent statistics highlighting that around 20% of children in our area are living in poverty our aim is to support more children through the development and expansion of our charity.

We intend to do this in several ways, primarily by purchasing a building locally which will allow us to:

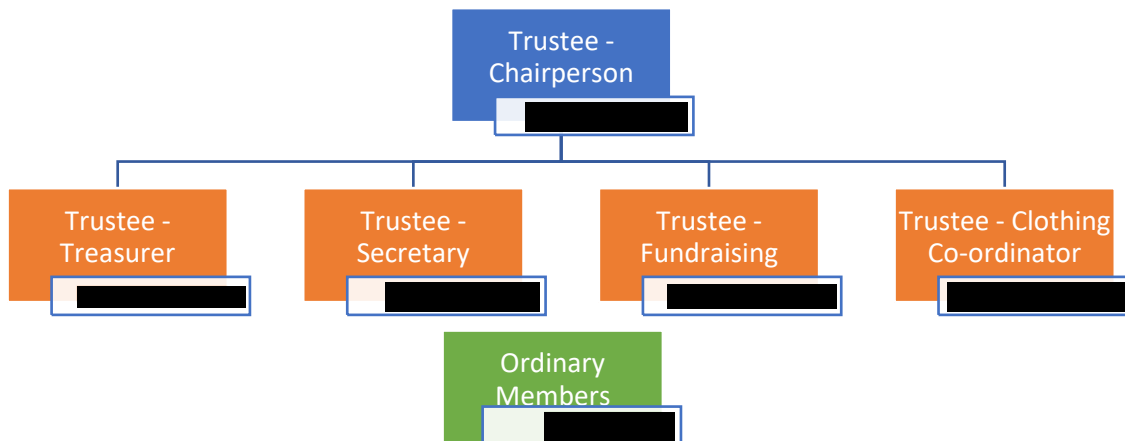
1. Grow our services to help more children and young people by increasing storage capacity and improving the quality of the storage so we can store a wider range of items, safely and securely, meaning we can expand our offering to include all children.
2. Increase service provision and capacity of our service by being able to open the building for workshops, clinics, support groups etc.
3. Increase awareness of our charity by having a permanent presence in a local village, with appropriate signage.
4. Provide a clear volunteer recruitment pathway to help us recruit and retain volunteers.
5. Employ a member of staff to man the building to allow open access to families as and when they need support.
6. Link up with North East Rider Volunteers Scotland who have already committed to delivering referrals to partner bases.

Bairnecessities baby bank is a registered two-tier Scottish Charitable incorporated Organisation (SCIO) and currently operates wholly with volunteers. We have 30 volunteers fulfilling various roles including Chair, Treasurer, Secretary and Operational volunteers.

We currently fund much of our work through grants, fundraising and donations. We have received generous donations from local businesses and are actively seeking corporate sponsorship. We are looking to strengthen our income by recruiting a project development officer who will be tasked with identifying and applying for various funding streams, as well as managing our volunteers and looking after our new premises.

We have successfully gained the support of Save the Children UK, who have pledged to act as financial guarantors and mentors, when we secure our next premises. Save the Children UK are committed to reducing child poverty within the UK and have highlighted our charity as a vital partner in achieving this in North Aberdeenshire. They recognise the importance of having a permanent base, and the opportunity this would give us to expand our services.

## Governance & Management structure



## Role of volunteers

Bairnecessities Baby bank runs on a strong volunteer base. We currently have 30 volunteers who fulfil the following roles:

- Chair approx. 8hrs per week
- Treasurer approx. 8hrs per week
- Secretary approx. 5hrs per week
- Warehouse approx. 6-8hrs per week
- Collection approx. 12hrs per week
- Fund raising approx. 10hrs per week

Our volunteers come from a wide range of backgrounds and bring a variety of skills and experience to the charity.

Our Chair (and Founder), [REDACTED], is an NHS Grampian nursery nurse [REDACTED] who had seen first-hand how families were struggling to provide some of the very basics for their babies and young children, which is what prompted her to start Bairnecessities. [REDACTED]

[REDACTED]

Treasurer, [REDACTED] has been nursing for the NHS and General Practice for 38 years and now works as an Advanced Nurse Practitioner in a busy General Practice. [REDACTED]

[REDACTED] As well as having a BA in nursing and an MSc in Science she also has qualifications in bookkeeping. She now works part time, and this

has given her the free time to become the Treasurer for Bairnecessities Baby Bank which she enjoys and finds very rewarding.

Our Secretary, [REDACTED] is a qualified accountant, who has many years' experience working across a wide range of businesses, as well as helping run the family business. [REDACTED] who has worked as part of numerous volunteer and charity committees since her own children were small.

Our clothing coordinator [REDACTED] [REDACTED] who knows the struggles of low-income families all too well with never having had hand me downs to help so she enjoys being able to give something to others to help. She also volunteers with other organisations and has been a Guiding leader all while working [REDACTED]

[REDACTED] co-ordinates our fundraising. [REDACTED] [REDACTED] and qualified as an NHS nurse more than 35 years ago. [REDACTED] has worked as a Community Mental Health Nurse across North Aberdeenshire for 20 years in various services supporting individuals and families.

Currently, the charity runs with only 5 Trustees, but we are aware of the need for planning for possible unforeseen circumstances, like illness.

With this in mind, we are looking to appoint a Vice-Chair to cover for the Chair.

With her financial experience, the Secretary would cover for the Treasurer if required.

The team of Trustees and other volunteers we currently have would be able to cover the other roles if necessary.

## Looking to the future

The biggest challenge that Bairnecessities currently faces is the lack of permanent staff, as there will always be a limit to the hours that volunteers can give to a charity, when they have work commitments of their own. We are therefore looking to secure funding to recruit a Project Development Officer who will have the following key responsibilities to help drive the charity forward:

- Making applications for funding
- Working with partners to raise awareness of the charity and strengthening links with these partners.
- Contacting local and national businesses to achieve regular funding offers.
- Recruiting and training all volunteers
- Raising awareness and keeping our social media presence updated
- Keeping all policies and procedures up to date

Prior to purchasing the building, we are looking to improve our service by employing our Project Development Officer, initially to work from home, then to work from the new base we would create with the purchase of the building. In addition, we will begin our partnership with Blood Bikes to enable packs to be delivered to referral partners. This should improve the uptake of our services, as these partners are busy in their own work roles and do not always have time to collect packs, which we believe is a barrier to some of them using our services.

To achieve this in the first instance we have successfully recruited a volunteer who has committed to work 10 hours a week to help secure regular funding from Corporate Businesses who would be willing to invest in our charity. We have a fundraising team who organise charity events for us to attend. This raises money for the charity and makes us more visible to the community and local businesses' which will potentially help us raise more funds for us. Our fundraisers are also committed to raising money by using other resources.

To help with the ongoing long-term procurement of income we are looking to secure funding which would allow one of our volunteers to attend a course for training in funding procurement which will be a great asset to increase our income.



Our other challenge is the lack of a permanent building within our operational area, which can be a focus for the work of the charity and allow us to be visible within the community that we serve. Towards the end of 2023, we are hoping to move from our current storage accommodation to a more suitable temporary building which will incur extra running costs of £1920 per year but, in addition, we are in the process of applying for a Community Asset Transfer for an Aberdeenshire Council building to give us a permanent base and we have had the building surveyed. Once we have purchased the building, we will secure grants to allow us to renovate the building to recommended building standards. We would also like to renovate the loft space for further storage space for Bairnecessities allowing us to rent out the ground floor spaces to generate further income. The building has been unoccupied for some time, and we would like to make the transfer as soon as possible to prevent any further deterioration of the structure and to allow us to begin making it a useful and more up to date space, making changes to make it a more sustainable building.

Having a building, which would be used for storage, but also as a hub for community groups to meet and set up workshops to address things like loneliness for young parents, debt advice and child bereavement issues, would benefit the wider community and raise income for Bairnecessities. We already have commitments from various groups who would use the space when it was available.

We will utilise our partnership with Save the Children UK and support that we have from Maud Village Trust to gain advice on the running of a building.

The support from Save the Children UK will be invaluable for us. Already, we have had the support of their UK Facilities Manager, who visited the Council building with us, advising us on what may be required to move forward. On his advice, we then had the building surveyed by DM Hall and from that survey we were able to place a value on the renovations required. Save the Children UK have committed to giving us funding of £20,000 towards the initial work required on the building so that we can get it safe, secure and open for business as soon as possible. The on-going assistance from the team at Save the Children UK, who are focused on relieving childhood poverty and its on-going effects for children will help us maintain focus and overcome obstacles and support us with practical help in areas where our experience may be lacking.

## Future Strategy

Our long-term strategy, based on the purchase of a building, can be seen in the table below. We are aware that our running costs will be higher as we need to plan for rates, electricity, building insurance and the upkeep of the building so we will be utilising our current volunteer base and then our Project Development Officer to find the increase in income we require.

<b>Year One</b>	<b>Purchase building</b>  <b>Begin to renovate building to make it suitable for our storage needs in the first instance.</b>  <b>Build support from businesses in North Aberdeenshire to financially benefit the charity</b>
<b>Year Two</b>	<b>Completion of renovation, to make the other spaces in the building suitable for various uses, installing a new kitchen and toilet facilities and creating an office space and a meeting space.</b>  <b>Commence installation of electric heating, either on a room-by-room basis, or all at once, depending on grants and funding available at the time.</b>  <b>Work with local charities and organisations to offer a space for them to provide services to further support local families.</b>  <b>To potentially take over the Just Ask campaign currently being run by Maud Village Trust</b>
<b>Year Three</b>	<b>Look at acquiring funding to fit solar panels and update insulation.</b>  <b>To expand to offer all year-round toy bank.</b>  <b>To gradually increase clothing and other support to up to age 5</b>
<b>Year Four</b>	<b>To gradually increase clothing and other support up to age 11</b>
<b>Year Five</b>	<b>To gradually increase clothing and other support up to age 18</b>

At our AGM, we will review our progress against our plan and update and plan the next year’s targets.

One of the long-term aims is to increase the age range of children and young people that we can help. Poverty levels in Aberdeenshire are currently estimated to be around 20%. There were approximately 33,300 under 16s living in North Aberdeenshire in 2021. This means that over 6,600 young people were living in poverty in our area at that time.

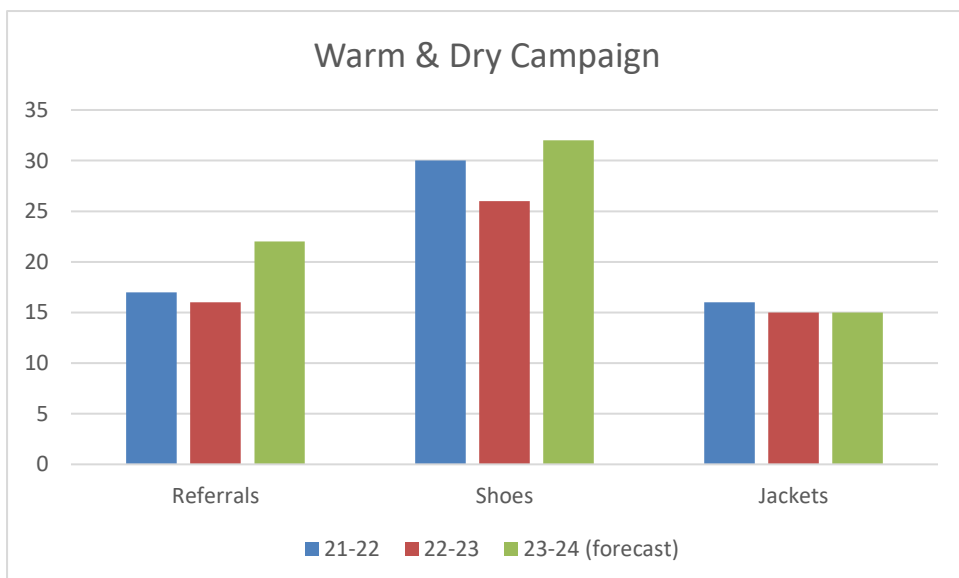
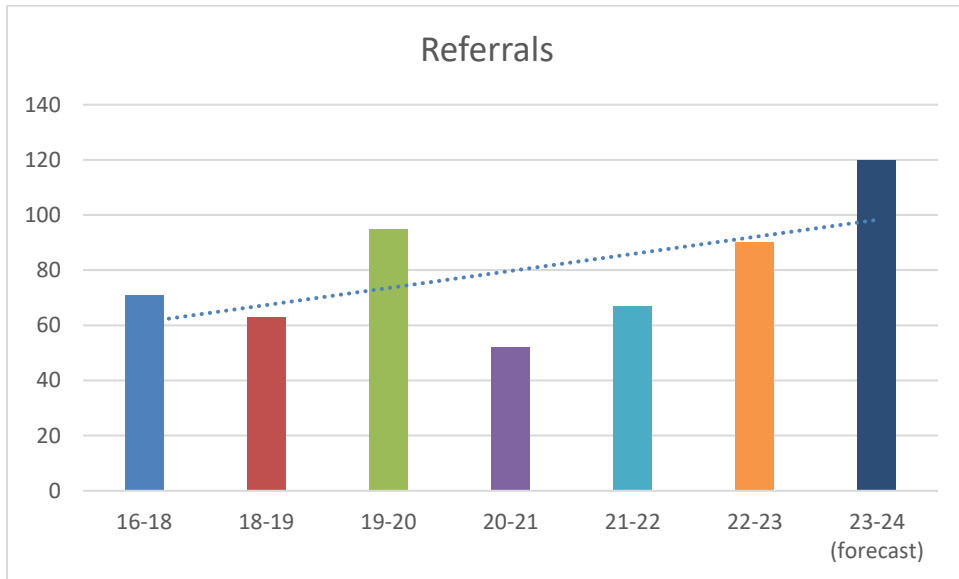
The table below shows the split between age groups and shows the increased numbers that our services could reach if we were able to achieve that part of our long-term plan.

Age group	0-5	6-10	11-15
% of children in this group	26.8	39.9	33.3
Number of children in this group	1,790	2,650	2,220

It is unlikely, given the current cost of living crisis and the long-term predictions for the UK economy, that the levels of poverty will decrease in the near or medium term and the need may well increase. The infographic below shows some of the items we supply, and the numbers supplied to date.



The charts below show the growth of our core service referrals and our Warm & Dry Campaign which offers shoes and jackets for families with children up to the age of 11, which has been running since 2021. Referrals for our service dipped during the pandemic, but this was not necessarily as a result of a decreased need, but more because our referral partners were not seeing families and engaging with them in the same way as usual. Despite this, the trend is increasing, and we expect this to continue, forecasting that referrals will rise to 120 in the current year.



## SWOT Analysis for permanent premises

Strengths:	Hub available to all when needed	Larger number of families supported	Increased storage facilities allowing additional age ranges to be helped
Weaknesses:	Small number of charity trustees	Inexperience in running a building	
Opportunities:	Partnership working with other local charities, businesses, and other organisations	To further grow and raise the profile of Bairnecessities	Increase volunteer base as we become more visible within our community
Threats:	Not being able to appoint member of staff due to lack of funds	Using Trustee time for building management instead of main purpose of charity	Deterioration of building and maintenance costs

## **Financial Appraisal**

In common with most charities, income comes in the form of grants and donations. Currently, these donations are mainly from individuals, but it is planned to increase corporate donations and more regular donating through the work of our newly appointed volunteer and then through the work which will be done by the Project Development Officer.

We currently receive around £3,000 a year via Local Giving, where donations can be made either as a one-off donation or as a regular amount. In addition, we receive support annually of £960 from BP Foundation, who give us funding for volunteer hours given by one of our volunteers. Between these two amounts, we can cover all our current running costs.

We are also planning to increase our income by starting to claim Gift Aid on all qualifying donations made by individuals, which will add 25% to these donations.

All other donations and fundraising efforts are then used to purchase any baby equipment we require to fulfil requests from our service users and to build up a fund to help with costs associated with acquiring and renovating a permanent building. Once the building is renovated, renting out of space within the building to other organisations will assist with the day-to-day running costs of the building as well as extending our reach both in services offered and families assisted. With this in mind, we have gained the support of a variety of organisations who are interested in using the meeting space for workshops, meetings, outreach clinics and other events.

A forecast profit and loss and forecast cashflow for the 5 years of this business plan can be found in Appendix 1 and Appendix 2.

## Risk Register

Step 1: Risk Identification	Step 2: Risk Level		Step 3: Managing Risk		Step 4: Reviewed Level of Risk	
List of Possible Risks	Impact (H/M/L)	Likelihood (H/M/L)	Impact	Mitigation	Impact (H/M/L)	Likelihood (H/M/L)
Chairperson unavailable for a lengthy period	H	L	Breakdown of governance of charity	Appoint Vice Chair to take over if necessary	L	L
Not being able to appoint member of staff due to lack of funds	M	M	Planned growth of service stunted	Applying for funding from various sources Seek out further funding opportunities	M	L
Small number of charity trustees causing slowdown of expansion	L	M	Not able to fulfil 5-year plan	Planning for attracting new trustees. Promoting the charity on social media and other channels	L	L
Disengagement of volunteers due to lack of focus & clarity of purpose	H	M	Unable to run charity effectively and efficiently	Policies & procedures in place, volunteer agreements completed so job roles are clear, staff member appointed to support volunteers	L	L
Using Trustee time for building management instead of main purpose of charity	M	M	Not meeting the needs of beneficiaries	Looking to appoint a staff member to have this as part of their job.	L	L
Closure of building due to lack of building management experience	H	M	Reverse progress made on expansion plans. Breakdown of relationships with local organisations	Using Save the Children UK for their experience. Ongoing advice from Save the Children and Maud Village Trust	H	L
Building not fully utilised	M	M	Not providing the community hub we intend to provide	Relationships and support already built with numerous local organisations who would be keen to use the building.	L	L
Deterioration of building and maintenance costs	H	M	Negative financial impact & possible closure of building	Securing financial backing from Save the Children UK Continue partnership working with local organisations. Secure corporate funding	H	L

## **Monitoring and Evaluation**

It will be important for us to monitor our progress against our plan and to evaluate the charity's performance and impact against the targets it sets itself.

We plan to issue questionnaires and surveys to referral partners so we can obtain feedback on why they do or don't use the service, what we can do to improve the service to them and what they would like us to do to increase our reach to the families they are working with.

We already keep statistics on the usage of the service, so this will continue, and we will monitor these statistics to measure increases or decreases in usage and engage with partners to see where there are gaps in our provision.

We will continue to promote the reduction of waste and encourage recycling and re-use by regularly making others aware of our services, on social media, by word of mouth and by attending events, so that they can make donations of new and pre-loved items. This will be made easier once we have an easily accessible hub for receiving these donations.

The Trustees will meet regularly to evaluate our progress against targets and make decisions on the way forward, always bearing in mind our mission and values.

Targets to be measured will be:

- Number of referrals and referral partners
- Number of families helped, and number of items provided.
- Number of corporate sponsorships achieved.
- Number of funding applications made and value of successful funding applications.
- Number of volunteers
- Progress towards employing a Project Development Officer
- Progress on building renovations



**Contact details:**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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## Appendix 1

### Bairnecessities Baby Bank

#### P & L Forecast for year ending 26th January 2024

##### Income

Donations	9,030
Local Giving	3,120
Fundraising	2,060
100 Club	549
Miscellaneous income	121
Bank Interest	362
Total income for the year	<hr/> 15,242

##### Costs

Premises costs including insurance	3,139
Purchase of baby items	1,000
Local Giving costs	180
Costs associated with fundraising	702
Survey for Maud building	1,020
Miscellaneous costs	754
Total costs for the year	<hr/> 6,796
Surplus for the year	<hr/> <hr/> 8,446

## Appendix 2

### **Bairnecessities Baby Bank** **Cashflow Forecast 2024-2028**

	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b><u>Inflows</u></b>					
Grants	5,960	7,000	8,000	9,000	10,000
Corporate Donations	13,000	18,000	22,000	25,000	30,000
Individual Donations	3,000	3,500	4,000	4,500	5,000
Income from room hires		3,000	4,500	5,000	6,000
Fundraising activities	672	750	875	1,000	1,200
Total inflows	22,632	32,250	39,375	44,500	52,200
<b><u>Outflows for day to day operations</u></b>					
Costs of running building	-7,200	-7,500	-8,000	-9,000	-9,500
Utilities cost	-2,830	-3,000	-3,000	-3,500	-3,800
Salaries	-16,536	-16,848	-21,692	-26,551	-31,595
Purchases of items for families	-1,000	-1,200	-1,500	-2,000	-2,500
Fundraising costs	-180	-200	-250	-300	-350
Miscellaneous cost	-440	-500	-500	-700	-800
Total outflows	-28,186	-29,248	-34,942	-42,051	-48,545
Net cashflow from operating activities	-5,554	3,002	4,433	2,449	3,655
<b><u>Investing activities</u></b>					
Cash inflows for purchase/renovation of building	20,000				
Cash outflows for purchase/renovation of building	-20,000	-10,000	-5,000	-3,000	-3,000
Bank interest	360	300	300	250	250
Net cashflows from investing and financing activities	360	-9,700	-4,700	-2,750	-2,750
Net cashflows for year	-5,194	-6,698	-267	-301	905
Cash at beginning of year	40,500	35,306	28,608	28,341	28,040
Cash at end of year	35,306	28,608	28,341	28,040	28,945