

FRIENDS OF DERWENT HILL
Business Plan 2008 - 2010

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Introduction

Derwent Hill was developed from an extensive Georgian House set in secluded gardens and woodland, and comprises two connected facilities: the Derwent Hill Outdoor Education Centre and the Derwent Hill Training Centre, each offering high standards of accommodation and catering.

Owned and managed by Sunderland City Council, the centre has been offering top-quality training and education courses for over 40 years, with all profits reinvested to provide outdoor learning opportunities for Sunderland children.

Derwent Hill provides purposeful, enjoyable and safe outdoor education for children and young people. It promotes personal and social development and environmental awareness, and enriches their learning. This helps them to become successful learners, confident individuals and responsible citizens. Outcomes from a Derwent Hill experience contribute towards being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well-being.

Although run and managed by Sunderland City Council, the centre still has to make a charge to schools wishing to take advantage of the facility, which they in turn pass onto the children and young people. This has the drawback of potentially excluding some of the most disadvantaged and socially excluded pupils: essentially those who could most benefit from the experience.

For many years a number of employees from the Council have organised events in order to raise funds to enable such young people to attend.

Because of its history and close connection with Sunderland, and because of the impact of a Derwent Hill experience on many people's lives, there is a large reservoir of goodwill and support for Derwent Hill among its alumni.

The 'Friends of Derwent Hill' was set up as a charity in order to:

- Obtain charitable status for fund raising activities, thereby maximising access to additional revenue streams
- Place fundraising on a more formalised footing
- Divorce the fund raising activities from the centre and the Council – again granting access to alternative funding.
- To maximise the area of benefit
- Build links between the community and Sunderland schools
- Provide a focus for Derwent Hill's alumni and others to channel their interest and support.

As such, an inaugural meeting was held on the 18th October 2007, in which a committee was elected. This document sets out the business plan for the next three years, clearly stating the aims and objectives of the charity along with an action plan in order to attain those objectives.

Aims of 'Friends of Derwent Hill'

The overall aims of the 'Friends of Derwent Hill' as outlined in its constitution are:

- 1) To support Derwent Hill in providing outdoor education opportunities for children and young people.
- 2) To raise monies
 - a. to increase access to activities at Derwent Hill, particularly by disadvantaged children and young people
 - b. to enhance the resources of Derwent Hill in order to enrich the educational experience of users
- 3) To foster links between Derwent Hill, schools and the wider community in order to provide more educational opportunities.

Market Opportunities and Challenges

The following section examines the climate in which the charity will operate. The following PEST analysis looks at the macro environment in which the charity will operate. This analysis does not examine all but the most influential factors that will impact on the operation of the organisation:

Political Factors

- 'Every Child Matters – Change for Children' agenda born of the Children's Act 2006. This is a new approach to the well-being of children and young people from birth to age 19.

The Government's aim is for every child, whatever their background or their circumstances, to have the support they need to:

- a) Be healthy
- b) Stay safe
- c) Enjoy and achieve
- d) Make a positive contribution
- e) Achieve economic well-being

This means that the organisations involved with providing services to children - from hospitals and schools, to police and voluntary groups - will be teaming up in new ways, sharing information and working together, to protect children and young people from harm and help them achieve what they want in life. Children and young people will have far more say about issues that affect them as individuals and collectively.

Over the next few years, every local authority will be working with its partners, through children's trusts, to find out what works best for children and young people in its area and act on it. They will need to involve children and young people in this process, and when inspectors assess how local areas are doing, they will listen especially to the views of children and young people themselves.

In addition, the Children's Fund was launched in November 2000 to tackle disadvantage among children and young people. The programme aims to identify at an early stage children and young people at risk of social exclusion, and make sure they receive the help and support they need to achieve their potential.

- Government direction to tackle obesity and ill health in future generations.

In 2007 the Department for Health published 'Healthy Weight, Healthy lives: A Cross-Government strategy for England'. This document supports the creation of a healthy society - from early years, to schools and food, from sport and physical activity to planning, transport and the health service.

It will bring together employers, individuals and communities to promote children's health and healthy food; build physical activity into our lives; support health at work; and provide the incentives more widely to promote health. It will also provide effective treatment and support when people become overweight or obese.

The strategy focuses on five areas:

- a) The healthy growth and development of children
- b) Promoting healthier food choices
- c) Building physical activity into our lives.
- d) Creating incentives for better health

- Building Schools for the Future (BSF).

BSF is the biggest single government investment in improving school buildings for over 50 years. The aim is to rebuild or renew every secondary school in England over a 10-15 year period.

Building Schools for the Future (BSF) offers the chance for every local authority in England not only to renovate its secondary schools, but to reform and redesign the pattern of secondary education provision to best serve communities for decades to come.

Local authorities – with their resources, organisational abilities and infrastructure – have the lead role in stimulating debate with all interested parties in their local communities. They are responsible for ensuring that the collective vision of what their schools should provide is actually delivered through BSF. This means thinking in depth about what modern schools should look like, contain and focus on, and where funding and work can be targeted most effectively.

BSF aims to change the educational experience for pupils and teachers and to increase opportunities for life-long learning for the wider community. Virtually every family and community in England will be affected by BSF.

- Data protection Act 1998.

The Data Protection Act (DPA) is a United Kingdom Act of Parliament. It defines a legal basis for the handling in the UK of information relating to living people. It is the main piece of legislation that governs protection of personal data in the UK. Although the Act does not mention privacy, in practice it provides a way in which individuals can enforce the control of information about them. Most of the Act does not apply to domestic, for example keeping a personal address book. This act is used by many companies & organisations in the United Kingdom, and defines eight principles of information-handling practice.

The UK Data Protection Act is a large Act, and has a reputation for complexity. Whilst the basic principles are honoured for protecting privacy, interpreting the act is not always simple. Many companies, organisations and individuals seem very unsure of the aims, content and principles of the DPA. Some hide behind the Act and refuse to provide even very basic, publicly available material quoting the Act as a restriction.

- Charities Commission.

The Charity Commission is aims to provide the best possible regulation of charities in England and Wales to increase their effectiveness and public confidence in them. In doing so, the Commission seeks to ensure that charities operate within a framework which enables them to work effectively for their proper purposes, and helps them to modernise and change to meet new demands and keep pace with economic and social developments.

The Commission maintains an electronic public register of charities; provides guidance and advice to charities; monitors their activities through their accounts and annual reports; and seeks to identify and investigate any dishonesty or deliberate fraud that may endanger charitable assets.

The Commission uses its expertise and knowledge to promote the effective regulation of charities by providing guidance and advice to other regulators and similar bodies.

The work of the Commission is governed by statute. The members of the Commission's Board are appointed by the Minister for the Third Sector. Decisions of the Commission are independent from Ministerial direction or influence, although challengeable in the High Court.

- The 'Learning Outside' the Classroom manifesto

There is a strongly held belief in some circles of education that every young person should experience the world beyond the classroom as an essential part of learning and personal development, whatever their age, ability or circumstances. To make this a reality the Department for Children, Schools and Families (formerly the Department for Education and Skills) has launched the 'Learning Outside the Classroom Manifesto'. The Manifesto acts as a shared statement of intent for all who see the benefits to young people and want to help bring about this vision of high quality, meaningful learning experiences for all.

- The 'Positive Activities for Young People' agenda

'Youth Matters, the Youth' Green Paper, was published on 18 July 2005 and the subsequent consultation ended on 4 November 2005. With over 19,000 responses from young people, this was one of the largest responses to a Government consultation from any one group.

The Government response, Youth Matters: Next Steps was published on 8 March 2006 and set out the vision for empowering young people, giving them somewhere to go, something to do and someone to talk to.

From January 2007, under Section 6 of the Education and Inspections Act 2006, all local authorities will be expected to secure access for young people to 'positive activities', including youth clubs, sports facilities and art projects.

Local authorities will also be expected to take account of young people's views on activities and facilities currently available to them as well as any new ones they would like to see in the area. They will then be required to publicise these to young people, and to keep the information up-to-date.

'Positive activities' might include sports clubs, cultural events, volunteering schemes or art projects but the scope is broad and activities can be educational or recreational - so long as they contribute to young people's well-being.

Under this new the Department for Children Families and Schools is committed to engaging and empowering young people as well as working with local authorities to ensure that every young person has the opportunity to take part in positive, meaningful activities.

- Disability Discrimination Act (DDA1995 as amended by the DDA2005)

The Disability Discrimination Act (DDA) 1995 aims to end the discrimination that many disabled people face. This Act has been significantly extended, including by the Disability Discrimination Act 2005. It now gives disabled people rights in the areas of:

- a) employment
- b) education
- c) access to goods, facilities and services
- d) buying or renting land or property, including making it easier for disabled people to rent property and for tenants to make disability-related adaptations

The Act now requires public bodies to promote equality of opportunity for disabled people. It also allows the government to set minimum standards so that disabled people can use public transport easily.

- Equality Act 2006

The Equality Act makes it unlawful (apart from certain exemptions), to discriminate on the grounds of religion or belief or sexual orientation in the provision of goods, facilities and services, the management of premises, education and the exercise of public functions.

Equality Act 2006 - Gender Equality Duty

The Equality Act 2006 amends the Sex Discrimination Act of 1975 and the Equal Pay Act 1970 (as amended by the Employment Equality (Sex Discrimination Regulations 2005), and places a statutory duty upon public authorities when carrying out their public duties to have due regard of the need to:

- a) Eliminate unlawful discrimination and harassment.
- b) Promote equality of opportunity between men and women.
- c) The general duty

The general duty places a proactive responsibility upon all public bodies to ensure that their services, practices and policies are developed with the different needs of women and men in mind. This will lead to a more inclusive society with high quality contemporary services - targeted to meet the specific needs of men and women.

Equality Act 2006 - Sexual Orientation

The Employment Equality (Sexual Orientation) Regulations 2003 currently offers protection against discrimination on the grounds of sexual orientation in the workplace.

With the addition of new powers introduced by the Equality Act 2006, it will become unlawful (subject to certain exemptions) to discriminate on the grounds of sexual orientation in the following areas:

- a) The provision of goods, facilities and services,
- b) The disposal and management of premises,
- c) Education
- d) The exercise of public functions.

Services providers cannot arbitrarily withhold services i.e. a same-sex couple could not be refused the right to register with an accommodation agency on the grounds that the landlord did not wish to let the property to a gay couple. This would be unlawful.

Schools will not be able to refuse admission to pupils on the grounds of their sexual orientation / perceived sexual orientation. Similarly, schools will not be able to refuse admission on the grounds of the sexual orientation / perceived sexual orientation of parents, carers, friends or associates.

Equality Act 2006 - Religion or Belief

The Employment Equality Regulations 2003 currently offers protection against discrimination on the grounds of religion or belief in the workplace.

With the addition of the new powers granted by the Equality Act 2006, it will become unlawful (subject to certain exemptions) to discriminate on the grounds of religion or belief in the following areas:

- a) The provision of goods, facilities and services,
- b) The disposal and management of premises,
- c) Education
- d) The exercise of public functions.

Services providers cannot arbitrarily withhold services on the grounds of religion or belief i.e. a family could not be refused the right to register with an accommodation agency on the grounds that the landlord does not wish to let the property to a Muslim family. This would be unlawful.

Environmental Factors

- The demise of traditional school playing fields

Although the Education and Inspections Act 2006 provides enhanced protection for sports fields and school playing fields, it by no means excludes their sale. In addition, the building of new schools under the BSF programme does not necessitate the provision of these facilities.

All proposals, with a few exceptions, must be made to the Secretary of State, who has a general presumption against the need to change the current pattern of school playing field provision by disposal or change of use.

The Secretary of State will also expect applicants to have first investigated and exhausted all other possible sources of funding before considering the sale of school playing fields.

Briefly, applications are considered against three main criteria:

- a) that playing field provision and curriculum requirements at the school making the disposal, and at other local schools, are met
- b) that community use of a school's playing fields is taken into account
- c) that any sale proceeds are re-invested:
 - firstly, to provide new or improved outdoor sports facilities;
 - secondly, to provide new or improved indoor sports facilities; or
 - Thirdly, to be used to help raise standards by providing educational facilities.

- Climate change

With growing awareness about climate change and the effect of our daily lives on global warming, there will be increasing pressure in the coming years to reduce personal mobility be that through social pressure and taxation. It is the most disadvantaged families that feel such measures the hardest.

In addition the DWP has identified a lack of personal mobility as a factor in worklessness. This means that those families on the margins are likely to be socially excluded and suffer further disadvantage.

Children of these families are more likely than ever to be excluded from the educational experience of centres such as Derwent Hill, and be excluded the opportunity afforded children from more affluent families

- Economic Factors

The economic forecasts for the coming year and possibly 2009 are looking very gloomy. Even though the most optimistic, if not forecasting recession, are predicting very little growth in the coming period. The impact for charities is two fold:

- a) Demand for services will increase as the most financially disadvantaged will be the hardest hit
- b) Charitable giving is likely to reduce as people become more cautious, thereby making the market more competitive.

In addition, the loss of the Northern Rock Foundation will have a profound effect on the income of a number of charities in the North East.

Social Factors

- Growing awareness for need for a healthier lifestyle
With ever growing media coverage of the need for the nation to become more active, and that diet alone will not solve the nation's health issues, attitudes are slowly changing towards our modern sedentary lifestyles. In fact the NHS is now 'prescribing' memberships to Gyms and Wellness centres in a bid to help people improve their health. This trend is mirrored in the ever increasing membership to slimming clubs such as Weight Watchers and Slimming World.

It is also being accepted that the damage can start very early in a person's life, and that interventions need to be taken as soon as possible.

- 'Playstation' generation
Despite the issues raised above, there is now almost a generation of young people with poor motor skills and levels of fitness. In fact the Daily Mail has recently reported the findings of a survey that children are now in more danger of being injured operating a computer than falling out of a tree.

Clearly, there is still work to do to introduce as many young people to outdoor activity as possible.

- With so many charities potential 'sponsors' face compassion fatigue
Compassion fatigue is a term that refers to a gradual lessening of compassion over time. Compassion fatigue may occur when, due to the media saturation of stories and images of people who are suffering (e.g. images of starving children in Africa, or extended war reporting) people develop a resistance to these images or stories. As the impact of these messages lessens, their willingness to give to causes reduces.

Some say references to "compassion fatigue" were first made subsequent to the 2004 Indian Ocean earthquake, where commentators noted the apparent decrease in donations for other natural disasters. This also occurred during the 2005 hurricane season. Another contrasting example involves the 2003 earthquake in Bam, Iran.

In fact the term was used in the early 1990s by news media in the United States to describe the public's lack of patience, or perhaps simply the editors' lack of patience, with "the homeless problem," which had previously been presented as an anomaly or even a "crisis" which had only existed for a short time and could presumably be solved somehow.

Compassion fatigue can be seen in the resistance of the general public to give money to charity or other good causes due to overexposure. This is exacerbated by the increasing practice of charitable organisations requesting potential patrons bank details for ongoing monthly donations rather than one-time donations.

"Overexposure" in this context refers to the repeated solicitation of donations or voluntary efforts from civilians by charitable agencies, often triggered by natural disasters, or disasters of a large scale

Some people become frustrated by constantly being solicited for donations, and feel that they are being continually "shaken down" for money. Others would donate but they feel that they have enough problems of their own or that they are themselves more deserving of charity.

Some become cynical about charities' fund-raising tactics and become sceptical that most of the money will ever reach the needy, but will instead be used for junkets or spent on unnecessary overheads. In the aftermath of the September 11 attacks, many were frustrated with the Red Cross's handling of donations; they believed that their donations would go to the families of the victims, when the Liberty Fund only paid out approximately 1/3rd of its receipts to families and dedicated the rest to long-term planning.

- Gaps between rich and poor back to levels of 1930's

A study by the Joseph Rowntree Foundation, 'Poverty, wealth and place in Britain, 1968 to 2005' recently concluded the following:

"Since 1970, area rates of poverty and wealth in Britain have changed in significant ways. Over the past 15 years, more households have become poor, but fewer are very poor. Areas already wealthy have tended to become disproportionately wealthier, and we are seeing some evidence of increasing polarisation. In particular there are now areas in some of our cities where over half of all households are breadline poor"

However, there is now a voluminous literature on growing inequality in Britain, not to mention an avalanche of newspaper articles on City bonuses and fat-cat salaries. For many years the conventional wisdom was that as countries grow richer, inequality at first rises but ultimately tends to fall when countries become 'fully industrialised', a hypothesis first advanced by Simon Kuznets in the 1950s.

With this myth truly busted other commentators' highlight that the levels of income and asset inequality today have returned to levels last seen in the 1930s. Squaring this trend with conventional economic theory has required telling a story about the growing premium placed on highly educated labour (including top entrepreneurial talent) in the 'new economy' pioneered in the Anglo-Saxon world while bemoaning the lack of dynamism of 'old Europe'.

- Levels of deprivation in Sunderland among the top 10% in UK
Despite the excellent work carried out by the public and voluntary sectors, statistics still show that the levels of deprivation, whilst improving, are still some of the highest in the UK.

Work is currently being undertaken to build on the 'super output' areas developed in 2002 to produce neighbourhood profiles. This work should help to put the public and third sector in a position to understand the issues more fully.

- Young peoples' mental health

A survey published in 2000 showed that 10 per cent of children aged 5 to 15 had a mental health problem. The three most common groups of childhood mental health problems are:

- a) Emotional disorders (such as depression, anxiety and obsessions) hyperactivity (involving inattention and over-activity)
- b) Conduct disorders (involving awkward, troublesome, aggressive and antisocial behaviour).
- c) Less common mental disorders include autistic spectrum disorders, neurological disorders such as Tourette's Syndrome, and eating distress.

Prevalence rates are greater among children in single parent families and step-families, in large families (of five or more children), those whose parents have no educational qualifications, and/or are unemployed, in low income families, in social class V (compared with social class I) and those in social housing.

School can be an exciting and stimulating place, where children and young people learn, make friends, are challenged and have new experiences. Unfortunately, some pupils have problems at school, including lack of family support, bullying, peer pressure, boredom, and worries about tests and exams. Most pupils find satisfactory solutions to these problems, but some may respond by truanting, being disruptive or underachieving. They may become distressed and in severe cases may become ill or develop a school phobia; school phobia, in which a child experiences extreme anxiety and distress about going to school or when thinking about school, is rare.

Bullying is increasingly recognised by schools as a serious problem that should not be tolerated, and many schools have taken steps to tackle it. Education welfare officers and educational psychologists can help with school problems and can be contacted through school or GP. Young people who identify themselves as lesbian, gay or bisexual have been found to be more susceptible to bullying at school.

In recent years there has been an alarming decline in boys' attainment and participation at school. Boys' examination results, literacy rates and retention rates are falling. Parents and teachers note that boys both have trouble and cause trouble at school more than girls. Teachers point out that boys often lack motivation, are depressed and demoralised about their future.

Technological Factors

- Internet and new Media

The growth of the internet and new media over the last ten years offers all kinds of new, cost effective and exciting opportunities to engage with target audiences. However, the implications for the modern business are huge.

The importance of developing an effective internet strategy was indicated by Michael Porter (2001) who has said: 'The key question is not whether to deploy Internet technology - companies have no choice if they want to stay competitive - but how to deploy it.'

Internet strategies are needed to provide consistent direction for an organisation's e-marketing activities that integrates with its other marketing activities and supports the overall objectives of the business.

For many companies, the first forays into e-marketing or Internet marketing are not the result of a well-defined, integrated Internet strategy; rather, they are a response to competitors activities or customers demand. After a site has been in existence for a year or so, marketing staff and senior managers in a company will naturally question its effectiveness. This is often the point at which the need for a coherent Internet marketing strategy becomes apparent.

- SMS texting

The growth of mobile phones in the UK means that almost everyone in the UK possesses one.

However, while new technologies can offer the keys to innovation, it is most important to understand what elements of existing technologies people use the most and why in order to choose the right channels to communicate. For example, despite the unrivalled functionality of the mobile phone, the most useful channels for communication remain SMS and voice messages. It is not difficult to see why. They are simple to use and therefore attractive to the largest number of users. They are the most enjoyable functions and they are accessible. That is not to say that there is not scope for businesses to do more to maximise the potential of existing technologies. SMS marketing in the Nordics, for example, has taken a new turn. SMS can work in the same way as an e-mail - embedding a WAP link into the SMS message to increase the impact and stimulate sales. Rather than try and sell their products in the limited 160 characters of the text message, marketers can now use the text to motivate people to click through to a WAP page, where a much fuller presentation of the offer can be communicated. While traditional SMS campaigns are hard to view, businesses can now gauge the success of their mobile campaigns in terms of click-through numbers and tracked movement across the WAP page.

SWOT Analysis

The following SWOT analysis examines the micro environment in which the organisation will operate looking at internal Strengths/Weakness and the immediate market. These include the organisation's inherent characteristics and capabilities, and those that result through its connection with Derwent Hill.

Strengths

- Derwent Hill has been established over 40 yrs, and as such is well known by three generations of Sunderland residents
- Derwent Hill is a well respected establishment with the highest reputation within the business, public and third sector communities – particularly those connected with education.
- Over 100,000 used facilities since 1962
- Although not exclusively aimed at benefiting Sunderland residents; the charity has a strong Sunderland emphasis
- The Derwent Hill brand is well recognised
- Has 'buy-in' from initial members of 'Friends of Derwent Hill' – all board members and volunteers are fully committed to the work of Derwent Hill and the Friends organisation
- The board of Trustees has been elected and is made up from highly qualified and experienced people from a variety of organisations and backgrounds.
- The Derwent Hill and the Friends organisations have the support of Sunderland City Council
- Has received prime pump funding from the Derwent Hill Challenge fund raising activities and independent donations
- There is currently no similar Group with the same aims
- Low cost base – as all the work for the charity is conducted on a voluntary basis, administration costs will be kept to a bare minimum. This also re-assures contributors that the vast majority of their membership will go to the constituted causes.
- The location of Derwent Hill on the northern tip of Derwent Water in The Lakes makes it a special place for the education and development of young people.
- Derwent Hill is a safe place for young people to be.
- The 'Friends of Derwent Hill' will be a registered charity
- Registered at Derwent Hill, The 'Friends of Derwent Hill' will operate as a 'virtual' organisation, thereby not incurring property costs

Weaknesses

- As a new organisation needs to establish an image and brand identity
- There is only limited awareness of the 'Friends of Derwent Hill'.
- In the initial stages, fund raising will be based on recruiting and retaining membership with a 'limited' offer

Opportunities

- Establish an easy identifiable 'Friends of Derwent Hill' brand
- Encourage take-up of membership through cost effective targeted promotional activities
- The charity is unique in its approach and aims working on a 'teach a man' to fish principle of developing skills for life in young people
- Derwent Hill has a large base of Alumni with strong affinities to the organisation.
- The 50th anniversary event in 5 years time
- Donations through remembrance giving
- Exploitation of tax breaks through 'Gift Aid'

Threats

- The 'Friends of Derwent Hill' folding due to lack of promotion of the charity
- Members of Board leaving their positions,
- Maintaining current support levels
- A breakdown in the Sunderland City Council, Derwent Hill and 'Friends of Derwent Hill' relationship.

Products/Services

Initially the product offer will be kept to a very simple format as follows:

- Annual membership at the rate of £10 per annum
- Life Membership at £150

As resources and memberships grow three tiers of personal membership will be phased in over time as follows:

- Bronze £10/annum
- Silver £20/annum
- Gold £40/annum
- Life membership will be designated as Platinum Life

The following corporate opportunities will be offered;

- Corporate Membership
- Advertising/Sponsorship Opportunities

In addition the possibility of linking into schools with a school membership package is to be explored. More detailed information of the product offer is available in the marketing plan.

Management Team

The board of 'Friends of Derwent Hill' is made up from a group of volunteers with the following responsibilities:

Chairman:	Mr Gerry Finn
Treasurer:	Mr James Magog
Secretary:	Ms Linda Jobson
ICT:	Mr Neil Scott
Membership/Social Secretary:	Ms Sally Ann Hewitt
Marketing/PR:	Mr Rad Ainley
Other Board Members:	Mr Martin Howden Mrs Joy Howden
Ex-Officio:	Dr Helen Paterson – Director of Children’s Services, Sunderland City Council Mr Steve Lenartowicz – Centre Director of Derwent Hill

Target Audiences

The following audiences have been identified as being specific to FODH:

Primary audiences

- Top Business people within city of Sunderland
- Top professionals within the city of Sunderland
- Derwent Hill Alumni
- Schools
- Parents
- Council Employees
- Other public sector employees
- Third sector employees

Secondary Audience (Key Influencers)

- The Media
- Children and Young People
- Schools
- School Governors
- Youth Organisations
- Business organisations (e.g. Rotary Club, Business Link etc)

Tertiary Audiences (Organisations with their own publicity channels)

- Sunderland City Council
- NHS
- Housing Group
- Business organisations (e.g. Rotary Club, Business Link etc)

Key Objectives

For the next three years the following objectives have been identified:

- 1) To obtain charitable status by raising £5,000 before July 2008 and applying for registration with the Charities Commission
- 2) Develop a marketing strategy and have agreed a marketing strategy and plan by July 2008
- 3) To develop a membership and contact database to support the nurturing and development of relationships by October 2008
- 4) To have a web presence developed and online by July 2008 and
 - a. To have the site listed in the top 10 in Google by December 2010 using key search phrases
 - b. To have full transactional abilities by Dec 2008
 - c. To have members' areas online by July 2009
- 5) Membership
 - a. 500 new members by July 2009,
 - b. To retain 95 % of 2009 membership and increase membership by 10% by July 2010
 - c. To retain 97% of 2010 membership and increase membership by 10% by July 2011
- 6) To have helped:
 - a. 100 vulnerable and disadvantaged children and young people access the Derwent Hill facility by July 2009 (at 50% grant funding on normal course fees)
 - b. 110 socially and financially disadvantaged children and young people access the Derwent Hill facility by July 2010 (at 50% grant funding on normal course fees)
 - c. 120 socially and financially disadvantaged children and young people access the Derwent Hill facility by July 2011 (at 50% grant funding on normal course fees)
- 7) To have raised from membership, grant funding and other fund raising activities

- a. £1,500 towards the development of the Derwent Hill facilities during the financial year 2008/09
- b. £2,000 towards the development of the Derwent Hill facilities during the financial year 2009/10
- c. £2,500 towards the development of the Derwent Hill facilities during the financial year 2010/11

Key activities

Item		Responsibility	Date to be Completed
1.	Develop a contact database for the recording of prospect and membership information	Neil Scott	
2.	Gather information on Alumni to populate membership database	Steve Lenartowicz	This will be a long project (perhaps complete by the 50 th anniversary in 2012?) Initial research completed by Dec 2008.
3.	Set up Bank account	James Magog	March 2008
4.	Develop Marketing Plan	Rad Ainley	March 2008
5.	Develop PR Plan	Rad Ainley	Feb 2008
6.	Develop 'Friends of Derwent Hill' logo and brand	Rad Ainley	April 2008
7.	Set up 'Friends of Derwent Hill' website	Neil Scott	
8.	Set up direct debit facilities for members	Martin Howden	

Cash Flow Forecast

The following cash flow forecast is based on targeted income as identified above. It works of the following assumptions:

- That administration costs will be minimal based on work been carried out on a voluntary basis.
- Take up of membership will start slowly and will grow as the 'Friends of Derwent Hill' gains recognition.