

Dingwall Men's Shed

Business Plan

2018 - 2021

May 2018

Contents

Executive Summary

1. About Our Organisation

1.1 The Trustees

2. Why We Exist

2.1 Demographics

3. Expected Outcomes

4. Anticipated Outputs

5. How These Will Be Achieved

5.1 Approach

5.2 Marketing Strategy

5.3 Premises

5.4 Partnerships

5.5 Income Stream

5.6 SWOT Analysis

5.6.1 Strengths

5.6.2 Opportunities

5.6.3 Weaknesses and Threats

6. Projected Income and Expenditure Account, 2018-2021

Executive Summary

This document describes how and why Dingwall Men's Shed came into being and how it has fared in its first year during which charity status was achieved with OSCR. It reflects on its impact within the community and how it has been welcomed by the statutory organisations, third sector and commercial organisations and above all the Shed members it has attracted.

It then examines the steps that need to be taken over the life of the Plan to maximise the Shed's potential and to secure its future. The Plan accepts that in an era of austerity it cannot rely totally on grant aid and must develop alternative income streams to diversify its financial base which is fundamental to growth.

The Plan is ambitious in its aim to secure suitable premises which will cement its operational capacity and promote its place as third sector organisation willing and able to work in partnership with others to promote men's health and wellbeing. This ambition is tempered through the experience of the Shed's Trustees who have significant experience across a range of careers. They understand the scale of the challenges which lie ahead and the potential barriers which may prevent objectives being achieved. Tenacity coupled with flexibility will be necessary to achieve the Plan's objectives.

1. About Our Organisation

Founded in January 2017 by a small group of keen individuals, Dingwall's Men's Shed has, within twelve months, achieved all its initial objectives. It is now a registered charity managed by eight trustees, elected by the charity's members: trustees do not receive any form of remuneration. The positions of Chairman, Vice- Chairman, Secretary and Treasurer are occupied by trustees and elected by the members. Membership has grown from five to thirty-four people who mainly represent the anticipated membership profile expected at the outset.

A current account with TSB has been opened and because of Grant Applications and fund-raising initiatives, holds sufficient finance to operate for the next twelve months in addition to acquiring tools and powered equipment.

Dingwall Men's Shed currently operates from two locations namely, Ross County FC and the local Scout Hut. Ross County has generously provided their media pod for our use for three hours every Wednesday. The Shed uses it for meetings and for presentations on varying topics such as photography, travel and men's health and wellbeing. Recent topics include screening for Bowel Cancer. Networks have been established with NHS Highland, the Local Medical Practice and Highland Council's Social Work Department. Some of our current members were referred by General Practitioners, Community Nurses and Social Workers. Links have also been established with the Offenders Rehabilitation programme. Although ideal for meetings and presentations the media pod is unsuitable for any practical activities.

The second location, Dingwall Scout Hut, is located half a mile from Ross County FC. It is owned by the local scout movement and had fallen into a state of disrepair. In return for refurbishing the kitchen, ablution areas and the external fabric, the Shed has been allocated an end section of the Hall which is just sufficient to locate some of our powered equipment such as a wood-turning lathe, a band saw, a chop saw, a pillar drill and four work benches. Portable tools and equipment are stored in an office and cupboards. The Shed also contributes to some of the operational costs of the scout hut such as electricity bills. Although far from ideal, this facility has enabled members to carry out practical activities. However, the hall does not have adequate heating, lighting or recreational areas meaning that our members with mobility, sensory or other chronic conditions resulting in frailty, are unable to use the facility with any degree of comfort, particularly during winter months. Moving forward, new premises will be required to allow Dingwall Men's Shed to fulfil its potential for the benefit of members and the wider community.

From the outset, the need to develop links within the local Community was recognised. Consequently, members have been proactive in working with the local third sector interface organisation, Ross Shire Voluntary Action and other organisations, enabling symbiotic partnerships to develop. Similarly, political representatives for national and local government have been involved in the Shed's development. Without exception they have offered their support.

1.1 The Trustees

A brief profile of the eight Trustees is given below:

Personal details redacted by Highland Council.

2. Why We Exist

The Men's Shed movement began in Australia in response to a need to improve mental health and social inclusion through skills and machinery workshops e.g. wood turning, carpentry, lathes.

In the summer of 2010 a Community Planning Officer visited a Men's Shed in Cheshire set up by Age UK and spoke to the men present. Many were there for company, some were passing on skills, some had been sent by their family doctor. Activities on the day included wood turning and carpentry, making bird tables and dolls houses, wrought iron work, painting and guitar lessons: they all said the Shed had made a huge difference to their lives. Sheds have now opened throughout the UK.

The Dingwall Men's Shed constitution states that the main aim is to "address the social, health and well-being needs of men of all ages and backgrounds living in Dingwall and the surrounding area. This will be done through the creation, upkeep and development of facilities in which men can meet and jointly, or individually, undertake creative, physical and recreational activities of their choice."

The purpose was to set up and operate a collective "Shed" where the members would be able to:

- share skills and interests, swap ideas and pass on knowledge
- actively pursue hobbies and pastimes

- work on projects that will aid the community and help develop a positive sense of achievement
- have a place to go and relax, drink a cuppa, discuss issues, share concerns and talk, knowing they are among friends
- encourage general physical and mental well-being

All these aspirations are still central to the organisation but with additions and refinements. Prime amongst them has been the recognition of the importance of 'belonging'. Many members who have found themselves alone, for whatever reason, value the sense of belonging to an organisation which is welcoming, open and fun. This sense of belonging helps to replace that brought about through personal loss or amongst other issues, disengagement from social circles following retirement.

At an early stage of Dingwall's Men's Shed development, it became apparent to trustees that several men had, for many reasons, become entirely disengaged from their communities and were struggling to cope with their isolation. The Shed acts as a neutral gateway back into the Community. It is not based upon a medical or social work organisational model and whilst help is available through established networks if individuals request assistance, engagement is achieved through social interaction, a sense of purpose and activities.

A recent development is exploring the potential of the Shed in assisting refugees from Syria to integrate locally.

Examples of activities undertaken over the last year are: -

- the provision of outdoor play houses for pre-school nurseries
- the provision of play activities at Dingwall Primary School
- restoring the garden at the local town museum
- constructing and installing a bench for the Peffery Way walk
- Group membership of the local Bowling Green Club
- stall-holding at local street fayres, academies and auction houses
- participation in organised charity walks
- twice-weekly meetings between 10:00 and 16:00 hrs at Ross County FC and the Shed

2.1 Demographics.

Although called the Dingwall Men's Shed it covers communities within a five-mile radius of Dingwall, the County Town of Ross-shire. The following table shows the main population centres within the radius.

<u>Town</u>	<u>Population</u>
Dingwall	5519
Strathpeffer	1075
Conon Bridge	2014
Maryburgh	1149
Total	9757

Centres with a population of less than under 1000 are not included in the Table

The following table illustrates the relatively higher population who are above 45 years of age compared with the Scottish population. People aged 75+ have increased by 55.3% in 20 years. 47.8% of the population are males.

Age Range	Highland Total	% of Highland Population	% of Scottish Population
0-15	39,972	17.0	16.9
16-24	22,033	9.4	11.2
25-44	52,948	22.6	25.7
45-64	69,741	29.7	27.6
64-75	25,582	12.2	10.3
75 and over	21,494	9.2	8.2

Data source Highland Council Mid-Year Estimate 2016

3. Expected Outcomes

Capacity-building on an individual level requires the development of conditions that allow individual participants to build and enhance existing knowledge and skills. It also calls for the establishment of conditions that will allow individuals to engage in the process of learning and adapting to change (increased free-time and aging).

The Dingwall Men's Shed is a Community project. The purpose of the shed is to help local men find a new and purposeful way to spend their spare time.

The participants in the Men's Shed will benefit by:

- improved self-esteem from using their skills for constructive purposes
- the opportunity to learn new skills and practise old ones
- having a place to go to spend time outside the home with people of similar interests
- overcoming isolation through getting out of the house and improved social interaction
- an improved awareness of medical issues important to aging men
- through a sense of belonging

These benefits are directly in line with National Outcomes of:

- **Living longer, healthier lives.** We will work with the NHS Community Health to promote healthy living campaigns.
- **Sustainable places.** We are providing a new amenity to address the needs of an aging population.
- **Strong resilient and supportive communities.** We are a volunteer group where people support each other, provide a better quality of life and help others lead healthier, more independent lives.
- **Protect and enhance the environment.** We will be involved with the community performing improvement projects in line with our skills.
- **Reaching full economic potential.** We plan to counter a drift into inactivity, particularly among older workers not currently in employment.
- **An efficient and responsive public service.** We will provide a link for our members to access public services and assist the public sector in the delivery of services.

Highland Council and NHS Highland have recently formed a Partnership Agreement resulting in a Strategic Commissioning Plan. The commissioning priorities which are shown below are based on the Determinants of Health (1992) Dahlgren and Whitehead. Critical to these are Social and Community Networks and Individual Lifestyle Factors.

Their Commissioning approach starts with an understanding of the outcomes to be delivered. These have been established through our existing plans as:

- people are healthy and have a good quality of life
- people are supported and protected to stay safe
- people are supported to maximise their independence
- people retain dignity and are free from stigma and discrimination

- people and their carers are informed and in control of their care
- people receive end of life care in their preferred setting/location
- people are supported to realise their potential
- people are socially-- and geographically-connected and have a sense of belonging
- to deliver services effectively, efficiently and jointly

Many of these priorities resonate with the aims of Dingwall Men's Shed and our role in increasing community capacity in partnership with other agencies.

To achieve them or work towards achievement, organisational outcomes are also required. These are as follows:

- the acquisition of suitable premises from which to operate. As already stated, our current building is uncomfortable, has no adequate form of heating and is unsuitable for recreational activities and hobbies except for limited woodworking. It simply is not an attractive venue, especially for the disabled or frail. The vision is to find premises which meet the Shed's needs but also provide space for other community groups who are currently 'nomadic'. It is expected that such a building would provide sustainability and enhance the organisation's position within the Community.
- recognising that the Shed cannot operate in isolation but must become a key part of the Community. An active networking and marketing strategy will be developed to support the Shed's aims and objectives.
- Dingwall Men' Shed must become financially-secure.

4. Anticipated Outputs

Many of the outcomes are difficult to measure as outputs over a three-year period. Neither can progress be solely attributed to the Men's Shed. Many other factors, individuals or organisations will influence them.

It is however necessary to quantify some principal outputs to monitor the organisational progress in a defined time frame; to demonstrate to internal and external stakeholders that objectives are being achieved.

1. Membership. Without members the need for the Shed would not exist. To achieve the aim of becoming a significant sponsor for the improvement of men's health and wellbeing a strong membership is vital. The Shed aims to double its current membership to sixty- eight by 2021.
2. As already mentioned, our current accommodation is unsuitable. Although grateful for the facilities a move to new premises, or significant progress towards a move, within the life of this plan, is a priority.

3. Partnerships will be developed with other third sector organisations, local businesses and public bodies. Tacit or written agreements will be made with four organisations per annum over the life of this plan.
4. An income stream of between £5000 and £10000 p.a. will be the target, excluding grants.
5. A marketing strategy will be developed.

5. How These Will Be Achieved

5.1 Approach

A multi-factorial approach will be required to engage with the Community and potential members. The following tactics to increase membership will be employed:

- **Publicity**

The Shed will make use of several channels to publicise its work, such as:

- its Website will publish articles on progress and events and display newsletters for people and organisations interested in its progress
- a mailing list of people who have expressed an interest will be kept, in compliance with the recent GDPR legislation. This will include our members but also a list of people and organisations who have expressed an interest in the project and wish to be kept informed
- posters, flyers and leaflets will be kept in stock and displayed at locations throughout the area. These would include Medical Centres, libraries, Citizens Advice Bureaux, shops and employers with a significant male workforce.
- Human Resources Departments will be contacted to offer input in pre-retirement courses
- word of mouth - existing members will extoll the value of membership
- presentations will be made to local groups, companies and interested parties
- articles will be placed in local papers and the use of local radio will be explored
- branded workwear will be worn when local community projects are taking place
- Community projects which assist vulnerable groups or charities will be publicised before, during and after, celebrating the value of the Shed's input
- banners will be displayed during projects or at craft fayres
- full use will be made of the experiences gained by other sheds through the Scottish Men's Shed Association.

- **Activities.**
 - lead members will be chosen to provide links with other clubs and organisations to increase the activity range for members. Using the corporate membership of the local bowling green club as an example clubs offering art, photography, theatre and other topics will be approached to explore the potential of shared membership and activities.
 - the local Football Team, Ross County, will be approached to explore the possibility of acquiring group seating at a reduced cost.
 - using the local third sector interface, citizens advice and public bodies to identify need, members will have the opportunity to engage in Community projects for priority groups.
 - the Men's Shed will be a Community group that provides learning and development while managing a Community-based asset
 - utilising the wide range of experience and skills which exist within the members people who are currently looking for work can gain experience of CV development, interview experience and skills transfer.

5.2 Marketing Strategy

A strategy proportionate with a small, not-for-profit charity will be developed by 2019. It will not be expected to conform with the four principal areas of marketing - segmentation, positioning, target markets and market planning - in any detail, but will follow the basic philosophy of producing a plan which reflects our aims and objectives in all activities. Thus:

- it will recognise the ambiguous relationship with other charities in that they are partners in achieving objectives but competitors in obtaining resources.
- it will explore outlets based upon existing sales success and developing trends particularly in craft products
- third sector retail shops will be invited to participate on a shared income basis
- the plan will recognise that members are not a workforce and that any distribution targets must be realistic and manageable
- Companies which market themselves as a Community-based organisation will be approached for potential joint ventures
- the possible use of the internet to promote sales will be explored

5.3 Premises

The most challenging output is undoubtedly the acquisition of new premises. Options of leasehold, rental and ownership will be considered, but to-date no suitable building has

been identified that is both affordable and practical. One option, however, is being actively pursued at present. Land adjacent to Ross County FC is currently unused. Formerly a skate park, it fell into disuse and has not been used for a decade: it is owned by Highland Council. The possibility of using this land to construct a bespoke building for the Shed has been raised with the Council and to date has met with a favourable political response following a meeting with Councillors and the Ward Manager.

The process is moving forward slowly, although at the stage of writing, the Department which manages the asset has declared it has no further use for it. The proposal will now be presented to the Asset Board who will decide on its future.

Dingwall Men's Shed will use Scottish Legislation relating to compulsory land transfer if necessary.

The prospect of gaining planning permission for the site is currently being explored through the planning authorities. The initial response from the local Planning Department has not identified any significant issues.

5.4 Partnerships

The Shed will continue to utilise the local Third Sector Interface to develop working relationships and agreements with other organisations. It will:

- arrange meetings with other groups to explore joint initiatives, activities and objectives
- where applicable to seek joint-funding for projects
- join working groups and society committees using the dementia-friendly steering group as an example.
- develop a small service level agreement document to clarify roles and expectations where applicable
- explore organisational plans which may indicate potential partners
- take opportunities to make presentations highlighting the role of the Shed using prepared material

5.5 Income Stream

The Shed will continue to apply for grants from relevant organisations. The Bids will utilise information used from our successful applications in 2017. The responsibility of preparing applications will be spread beyond the few members who undertook the task previously. To date grants have been received from Tesco, Age Scotland, Small Change for Justice and The Highland Council's Participatory Community Budget Scheme.

Grant assistance, particularly for any new build, will now be directed towards The Big Lottery, Energy Companies (Wind Farm developers), large companies interested in community development, NHS Highland and Highland Council.

More attention will be devoted to producing income from the goods made to sell at Craft Fayres by exploring sales through retail outlets and the internet. Charity shops will be targeted for commission sales.

Experience gained over the last year illustrates the need to understand local markets and to choose the market segment that will be appropriate for the Shed in terms of manufacture and supply. A small team will be established to carry out this analysis.

The Shed has negotiated a partnership arrangement with a local distillery to make and supply craft items tailored to the distilling industry by utilising used whisky casks. The company is keen to develop community-based projects. Should this initiative be successful it will ensure a stable income which would meet our lower financial target.

Without over committing the organisation, other similar avenues will be explored.

Dingwall Men's Shed will continue to assist community-based projects which require garden furniture, landscape gardening or ground clearance for donations or agreed amounts.

5.6. SWOT Analysis

A small group of members met in June 2018 to undertake a SWOT analysis. The results were discussed with all available members in July when they were refined and finalised. The major factors are set out below.

5.6.1 Strengths

Dingwall Men's Shed has attracted a strong core membership who have acquired significant professional and life skills in varying occupations. We believe the group possesses sufficient knowledge, experience, determination and motivation to meet any future challenges.

As a result of many meetings and the increasing awareness of the value of Men's Shed's throughout the UK, several local organisations and individuals have expressed their support for the Shed's development. Some are listed below: -

- Dingwall Medical Centre
- Bowel, Prostate and Mental Health services from NHS Highland
- Local Councillors and the local MSP
- Local Social Workers from Highland Council
- Ross Shire Voluntary Action
- Ben Wyvis Distillery
- Dingwall Rotary Club
- Tesco

The support received by the NHS and Departments within Highland Council exists through the potential to address men's health and social issues. As Dingwall Men's Shed develops, it will increase its impact in these areas resulting, in time, in an increased understanding within the Community of its importance.

The overwhelming view of members is that they enjoy getting together twice a week and look to increase the number of days the Shed is open. The sense of camaraderie, creativity and purpose must be considered as a strength.

5.6.2 Opportunities

The Trustees have been pleased and surprised by the Shed's modest success experienced at craft and other fayres; the income gained when coupled with on-line sales has proved enough to cover operating expenses and to offer members social activities such as corporate membership of the local Bowling Club. Add the new development with Ben Wyvis Distillery and it becomes apparent that several potential income streams exist for the organisation.

Income from donations has also increased through projects undertaken with other third sector or private community groups. The potential for steady growth in this type of activity is a clear opportunity to promote the Shed's purpose as well as its financial stability.

Britain has an ageing population which is mirrored in the local demographics. The Shed's membership is expected to increase.

A few younger members who were unemployed when joining, gained enough confidence through shared project work with older members that they have since regained employment. The potential for skills transfer, assistance with CV development and work experience are areas for development. Shed members are also equipped to offer guidance on pre- retirement courses.

Improvements in men's health is a core aspiration of the Shed. The correlation between this goal and those of NHS Highland and Highland Council provide ample opportunity for joint working. In this regard and in general marketing of the Shed's purpose, opportunities will be taken to make presentations to schools, third sector and statutory organisations.

5.6.3 Weaknesses and Threats

As stated earlier in this document the Shed's major weakness and threat is the lack of suitable premises. Although the current workshop facility will continue to be available it is cold, ergonomically unsuitable and less than welcoming during the winter months. If the Shed wishes to increase its membership and retain existing members new, more suitable premises must be found.

The other main weakness is any risk to our income projections. Mitigation against this risk will be an on-going search for outlets for the Sheds products, coupled with further expansion of projects within the Community.

6. Projected Income and Expenditure Account, 2018-2021

Income, £	Note	2018/19	2019 /20	2020/21
Donations	6.1	200	300	400
Charitable Activities	6.2	650	750	800
Trading Activities	6.3	2280	2940	3750
Other	6.4	50	50	550
Total		3180	4040	5500

Expenditure, £	Note	2018/19	2019 /20	2020/21
Raising Funds	6.5	1100	1250	1450
Charitable Activities	6.6	1050	1050	1550
Other	6.7	0	0	200
Total		2150	2300	3200

Net (Expenditure)/Income, £	1030	1740	2300
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Notes

6.1 The projections are based on actual figures since inception in 2017. They exclude any potential grant income.

6.2 Relates to income gained through supply of bespoke items for nurseries, primary schools, community projects such as the Peffery Way and Muir of Ord Food bank. £600 has been received since inception.

6.3

Sales, £	2018/19	2019/20	2020/21
Kindling	560	840	1400
Goods to Distillery	500	600	700
Income from Craft Fayres	600	800	900
Sale of Miscellaneous Goods/Garden Furniture etc	620	700	750

6.4 Relates to income received through participation in activities (such as quizzes) where we have been recipients of competition income. The figure for 20/21 is anticipated rental income from other small groups who will share our planned new premises. This is the projected occupancy year.

6.5

Expenditure, £	2018/19	2019/20	2020/21
Materials	400	500	600
Tool Replacement/new	600	650	750
Transport	100	100	100

6.6

Expenditure, £, related to	2018/19	2019/20	2020/21
Hall maintenance	100	100	0
Insurance	450	450	500
Utility Bills	500	500	850
Land rental	0	0	200

6.7 Other

Other Expenditure, £	2018/19	2019/20	2020/21
Removals	0	0	200

The above projections exclude any capital expense related to the planned construction of new premises.