



DEARNE COMMUNITY HOUSING LTD

"More than just a roof"

Business Plan Brief **Proposal for future development of Dearne Community Housing Ltd**

Project Location

It is envisaged that the next phase of this project will be looking at housing development sites or purchase of properties for renovation primarily in Goldthorpe and Bolton on Dearne, Rotherham, South Yorkshire.

Background

Goldthorpe and Bolton-on-Deerne Big Local is one of 150 resident led [Big Local](#) partnerships overseeing the investment of £1 million pounds of Big Lottery funding to respond to locally identified priorities. Their aim is to deliver the area's Big Local Vision as set out in the Goldthorpe and Bolton-on-Deerne Big Local Plan. [Text moved further down]

Early Big Local consultation with the communities in Goldthorpe and Bolton on Dearne identified that the main priority they felt should be tackled was the amount of long-term empty properties which were causing lots of problems including anti-social behaviour and were having a negative impact on the environment. There was a strong feeling that there was a lack of decent homes at affordable rents in the area due to the high number of poorly managed private housing stock. There was also a feeling that there was a lack of skills, training and jobs for people in the area. It was decided by the Partnership Board that a housing project should be included within the plan, with a budget of 200k to develop a scheme to combat these priorities.

Having already purchased and renovated four empty properties and trained a large number of local apprentices as part of this community led housing and training scheme we are now looking to commission a comprehensive business plan to further develop Dearne Community Housing. We want to ensure we are making the most of the opportunities available, while making a worthwhile investment towards the wider outcomes of the Goldthorpe and Bolton on Dearne Big Local plan.

Dearne Community Housing (DCH) was formed in December 2015 to deliver the housing project contained within Goldthorpe and Bolton on Dearne Big Local Plan. It has received funding of 350k in total from Big Local which has been used to purchase 4 long-term empty properties in Goldthorpe. The properties have been renovated using apprentices aged 16 – 24 who are employed by Barnsley Community Build (BCB) who are our delivery partner for the housing project and also our Local Trusted Organisation for the whole of funding for Big Local. The properties are refurbished to a high standard both internally and externally and are let to members of the community at just below market rents. The properties are managed and looked after by Berneslai Homes who also manage Barnsley council housing stock.

The project has been very successful with three properties completed (two have tenants in them), the third property is currently advertised for let and the fourth property is due for completion by the end of April 2018.

Over 150 apprentices have gained their qualifications by working on this project and many of those have entered full time employment in the construction industry. The project has attracted external funding totalling £56,400 from Barnsley Metropolitan Borough Council (BMBC), Efficiency North and Coalfields Regeneration Trust. BMBC have used a social value calculator to identify that each of the three properties refurbished using their cluster grant (£15,300 per property) has amounted to a social investment return of £176,000 per property. We also received support from a local business Royston Glass who donated specialist glass splash backs for the kitchen and shower screen for the first property we completed. They also allowed some of the apprentices to gain training on the manufacture of these products at their factory in Barnsley. Also local businesses in Goldthorpe have benefitted from the project as we have used them for ironwork, blinds and carpets and floor coverings. This demonstrates that the project aims and objectives have been met over and beyond what was anticipated.

DCH have won three national awards for innovative work in the community including NESTA 2016 innovative community project, Efficiency North's Community Project of the year 2017 and the Duke of York Community Project 2018.

The company is run by three Directors, Mark Fisher, Ernie Gadsby and Lily Dorritt (all local residents) who have experience and knowledge of the local housing problems and how this is affecting our communities. Mark Fisher has managed several refurbishment projects in the Education Sector, Lily has been involved in the building trade and used to work in an Estate Agents. She also works to raise funds for all kinds of good causes in our area. Ernie has lived in Goldthorpe for many years and has built links and networks with different agencies that have helped to deliver the project. The project is also supported by the Big Local Support Worker who has a Degree in Environmental Health, a Diploma in Housing and had a long career working in the Private Housing sector for Leeds City Council.

DCH is becoming self-sufficient and has regular income from rents and is now looking to expand the business and grow its assets to ensure a lasting legacy for our community. We have been talking to several organisations and are looking at investing more Big Local money into developing land to provide timber frame eco houses. BMBC are interested in the scheme and have proposed 2 plots of land in Bolton on Dearne that they may be willing to asset transfer or sell on production of a feasible Business Plan. DCH would also like to continue working with BCB on renovating long-term empty properties thus attracting further cluster grant money for each property renovated. The development of any scheme will need to have an element of training built into it as this has proved to be one of the biggest successes for DCH and has the biggest social value impact.

Significant research has been carried out and discussions have taken place with local businesses and organisations to determine the level of support and interest for this project. DCH now believe they have sufficient evidence to warrant proceeding with this initiative and they are seeking a suitably experienced individual to produce a detailed business plan that pulls together the findings of their research to date, as well as identifying and including any relevant elements of the scheme that may have been overlooked or require clarification.

Aims of the Business Plan

- Options are explored for new build schemes and renovation of older housing stock in Goldthorpe and Bolton on Dearne including possibility of land acquirement by asset transfer or purchase
- Best value is achieved for Big Local investment
- Match funding opportunities are identified for capital and revenue costs
- Sustainability and long-term investment is built into a robust, 2 year business plan which includes a funding strategy
- Ensure full consideration has been given to any potential market competition and identify any risks, threats or impacts of potential competition and recommend steps to mitigate against these
- Identify the necessary drive, capacity, skills and experience exists within DCH to operate services
- Evaluate anticipated return and investment of the project including Social Return on Investment (SRoI)
- Include evidence with written confirmation of all partners to the scheme and their intended commitments to ensure the necessary resources and support to deliver the project are in place

Outputs

Produce a clear and detailed Business Plan for the development and sustainability of DCH. The business plan shall be a realistic representation of the proposed scheme and provide DCH and any other potential investors or partners with the confidence needed to proceed with implementing the plan and it shall be carried out in collaboration with the Directors of DCH. The plan shall include but is not limited to;

- Clear Implementation strategy
- Communication Plan
- Budget Strategy including running Costs, potential investors, income generation, budget forecast
- Governance Structure
- Monitoring and evaluation of the project

Fees/Costs

Interested applicants are invited to tender for the work. Expressions of Interest shall include a full breakdown of anticipated fees and expenses. Payment will be made on satisfactory completion of the work as set out in the brief.

Timeframe

The Business Plan will need to be completed by the 28th May 2018. Please send you EOI with an outline of your approach, including evidence of your track record/CV and two references for similar work you have undertaken to;

April Fisher (Big Local Support Worker) at goldthorpe.bolton@cpruk.net by 12 noon on the 16th April 2018.

It is intended that interviews with the Directors of Dearne Community Housing will be held w/c 23rd April 2018. If you would like to discuss this brief further then please contact Mark Fisher, DCH Director on 07765 012126

Supporting Documentation

Dearne Community Housing Ltd Memorandum of Association

Certificate of Incorporation

Plans of land in Bolton on Dearne

Plans of timber frame houses for identified plots of land in Bolton on Dearne