

SHELTERED WORK OPPORTUNITIES PROJECT



CHERRY TREE NURSERY

BUSINESS PLAN

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Patrons:

Bill Bailey, Rt Hon Richard Drax MP,
Sir Stephen Hammick, Bart DL
The Baroness Maddock

Address:

**Off New Road Roundabout
Northbourne
BOURNEMOUTH
BH10 7DA**

Tel: (01202) 593537

Fax: (01202) 590626

Email: contactus@cherrytree.nursery.org.uk

Website: www.cherrytreenursery.org.uk

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CHERRY TREE NURSERY BUSINESS PLAN

MISSION STATEMENTS:

“caring for people, caring for plants”
“meaningful work for the mentally ill”

INTRODUCTION

The Sheltered Work Opportunities Project is a registered charity based in Bournemouth, serving the communities of East Dorset and West Hampshire. This area consists of the conurbation of Bournemouth and Poole and the more rural areas surrounding them. It is an area of increasing, and often transient, population as it is a holiday and tourist area with a lot of seasonal menial work. Although Bournemouth has a reputation as an affluent area, there are some serious pockets of deprivation. According to a report (Indices of Deprivation 2010), Bournemouth is ranked in the top third of most deprived Local Authorities. One Lower Layer Super Output Area (Boscombe Central) in Bournemouth, which is ranked as the 113th most deprived SOAs nationally (out of over 32,000). Bournemouth contains a total of 18 LSOAs within the 20% most deprived nationally

Although according to a Parliamentary Research Paper produced in June 2011, the two Bournemouth Parliamentary constituencies (East and West) had relatively low unemployment (4.6% and 4.3% respectively), there is a drastic shortage of sheltered or supported work in the area, and this has got worse over the last few years.

During the late 1980s, a group of individuals involved in working with adults with severe and enduring mental illness identified a great need for the provision of sheltered work for this group. A study completed in 1988 showed that, whilst over 80% of people with long-term mental health problems were unemployed, two thirds of this number wanted to work (Shakespeare et al. 'The quality of life of people using community services for long term mental illness in East Dorset, 1988'). As a result, SWOP was established, and granted charitable status in 1989.

DEFINITIONS

It should be noted that our client group, people with severe and enduring mental illness who work at the nursery on a voluntary basis, have chosen to be referred to as volunteers, rather than “service users” or clients, as they have chosen to come here and do so on a voluntary basis. Throughout this Business Plan, the term “volunteers” refers to the members of our client group. Volunteer helpers are referred to as “friends”.

THERAPEUTIC HORTICULTURE

After considerable research and advice, it was decided that the provision of realistic meaningful occupation through the medium of social and therapeutic horticulture would best address the local need. The social and psychological benefits of working with plants are well known, and research is continuing into the use of *biophilia* as a means of rehabilitation. In 1812, Dr Benjamin Rush, the father of therapeutic horticulture, wrote "Man was made to be active. Even in paradise, he was employed in the healthy and pleasant exercises of cultivating a garden...Mental illness...has always kept pace with the inactivity of the body and mind which follows wealth and independence in all countries".

Some of the benefits gained through working with plants are:

- The nurturing aspects of working in fresh air and green spaces, and the non-threatening nature of plants.
- The restoration of continuity into people's lives, reinforced by watching plants grow under their care.
- Meaningful occupation of time, providing distraction from preoccupation with illness.
- Companionship, sharing, and mutual support.
- The therapeutic effects of physical labour.
- Having a safe and supportive space, a place to go for peace and relaxation, and to escape from stressful situations.
- Sensory and creative stimuli from contact with peace and wilderness.

THE NEED

Unfortunately, all the evidence points to an increasing incidence of mental illness. The MindOUT Survey for Mental Health (2001) found that one in four adults will experience a mental health problem in any one year. According to the Centre for Mental Health, the cost of mental ill health in England has been put at £105.2 billion a year in 2010, compared with £77.4 billion in 2003 (these figures include the cost of health and social care as well as lost output in the economy through sickness absence and unemployment, and the human costs of a reduced quality of life).

According to a MIND survey from 2011, 1 in 5 workers are suffering from mental illness at any one time. A survey in 2010 revealed Bournemouth has the highest rate of mental illness in Dorset and Somerset, and has three times the national rate of people with schizophrenia. Of the 6,700 Bournemouth residents in receipt of Incapacity Benefit, almost half are suffering from mental illness. Only Camden and Westminster have higher rates. The highest proportion of Bournemouth residents suffering from mental illness were found in Boscombe and West Howe, two of the most deprived parts of Bournemouth.

Recent statistics have shown that although suicide rates are lower than 10 years ago, the highest suicide rate in this country is among men aged 15-44, with 18 suicides per 100,000 population (Source: National Statistics 2009), and that men are three to four times more likely to commit suicide than women. (See Appendix H). An NHS-commissioned report suggested that for 2009/2010, over 125,000 people used NHS specialist mental health services, the highest number for many years. There is a demonstrable link between suicide and unemployment, where the provision of sheltered work could help address.

Many people who have experienced mental illness over a period of time have a strong desire to work, emphasising one reason they want to work as being the importance of social networks established through regular employment. However, despite this strong desire to work and much evidence of the benefit working brings, people with severe and enduring mental illness still find it difficult to compete in the open labour market. This is mainly due to the pace and pressure of the commercial sector, the stigma attached to mental illness, and the lack of understanding of some employers. According to a recent survey by MIND, 1 in 4 workers have experienced or witnessed others experiencing discrimination at work due to mental health problems, and according to the Centre for Mental Health, mental illness cost UK business more than £26 billion.

The Shaw Trust commissioned a report in 2010 which found that 72% of employers did not have a formal mental health policy, and 40% of employers view workers with mental health condition as a "significant risk".

A recently recognised phenomenon that is affecting a growing number of people is that of precarity, the way modern life is increasingly uncertain in terms of employment prospects, as a result of increasing global instability. This has partly contributed to an increased climate of fear, as well as to the explosion in the use in the percentage of people taking anti-depressants. In April 2011, The Guardian reported that according to the NHS Prescription Service, prescriptions for anti-depressants have increased by 43% between 2006-2010, to over 23 million.

At the beginning of the project, the Trustees envisaged two groups of adults with severe and enduring mental illness in need of a supportive working environment. The first smaller group, were those who might well recover sufficiently to take up or return to open employment, thus restoring the quality of life and employment they had prior to illness. The second and larger group might never be able to cope with the pressures resulting from open employment, and might therefore need some form of sheltered work for the rest of their lives. It was therefore established from the beginning that there would be no time limit to volunteers' attendance. It was hoped that the charity could address a wide range of issues facing the client group. Primary amongst these issues were those around social exclusion, isolation and institutionalisation. It was believed that the project would enable the beneficiaries to improve their social functioning and interaction, through an integration of health and social care.

AIMS

SWOP's Memorandum and Articles of Association, as set out in 1989, states that "The object for which the Company is established is to educate, relieve and rehabilitate, develop, provide and maintain, a range of occupational and vocational opportunities for the mentally ill by the instruction of such persons in the use of land through horticulture, agriculture, farming and gardening in all their forms and by providing Works and such other training facilities as will enable them to obtain work experience and acquire and develop vocational skills".

When the project was first established, it was known that 1 in 7 males and 1 in 14 females would experience a mental health problem at some stage in their lives. This number has increased to 1 in 4 overall, and over the last 20 years, we have witnessed a great increase in the number of adults with mental health problems of a deeper complexity wishing to take advantage of our services. The aims of Cherry Tree Nursery are therefore -:

- To support, at any one time, up to 160 volunteers aged 18 and over with long-term mental health problems, by providing sheltered work rehabilitation and training through the use of horticulture, in a restorative environment.
- To offer a pressure-free environment and a happy family atmosphere, to help the volunteers to acquire confidence, self-respect and more independence.
- To target adults with severe and enduring mental illness who may have otherwise been missed by the statutory services.
- To encourage volunteers to develop a wide range of skills, covering areas including horticulture, landscaping, construction, office, computer, retail, marketing, promotion, book-keeping, problem-solving and teamwork.
- To offer the opportunity to learn social, communication, literacy and numeracy skills.
- To offer volunteers work placements, training courses, or the chance to progress to full-time employment.
- To provide volunteers with information and advice on subjects such as benefits, housing and debts by contracting the services of a Disability Rights Adviser.
- To encourage volunteers to become aware of others' problems and difficulties and become less self-centred.
- To give every volunteer dignity and the opportunity to feel needed and valued.
- To give long-term support by having no time limit to volunteers' attendance, with no upper age limit, thereby providing security and stability in their lives.
- To produce around 316,000 high quality plants for sale each year, with 120,000 for sale.
- To promote public awareness of mental health issues to help reduce stigma and discrimination.
- To provide support to volunteers' families and carers.
- To enable our volunteers to "move on" into fuller and more rewarding lives, being part of a vibrant community.
- To continue to research and evaluate the effect of Cherry Tree Nursery on the well being of its volunteers, and to respond appropriately to the findings.
- To contribute towards the overall reduction in suicide rates across all age groups and genders.

EVIDENCE OF NEED

A survey was conducted of our many referral sources, which vary from the local NHS Trust to the Department of Work and Pensions Employment Services, to help us anticipate our future demand, and evaluate our quality of service. The 35 referral agencies who responded to the survey had a total of 846 clients with long-term mental health problems on their books. Of these, 305 expressed an interest in voluntary work, and 207 had shown a preference for outside work. Cherry Tree has had a consistently large waiting list over the years, with some potential volunteers remaining on the list for a period of time until they are ready to attend. The following chart illustrates the number of volunteers who have been referred to Cherry Tree per month for 2010/2011 – in total, 178 referrals over a 24-month period.

2010 – 79 referrals.

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
10	6	4	6	15	9	4	5	5	9	4	2

2011 – 99 referrals.

Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
8	6	11	8	9	9	14	11	7	7	5	4

It is also worth pointing out that Cherry Tree is not for everyone, as some people are too ill to attend. The following table illustrates the number of volunteers who only stayed for 1 month – in total, 46 volunteers have left after 1 month, over the past 13 years.

98	99	00	01	02	03	04	05	06	07	08	09	10	11
0	3	1	3	4	4	3	5	5	6	3	1	3	5

THE LOCAL SITUATION

The Trustees originally envisaged providing sheltered work for 15 workers daily, allowing work opportunities for up to 45 people on a part-time basis. They had not anticipated the size of the demand from people with severe and enduring mental illness. The increase in need is partly due to the downturn in the economy and is also due to the changes in government policy towards the unemployed. Cherry Tree Nursery in fact, always maintains a waiting list, even though there are now around 160 adults on its books at any one time. It also offers continuing support to those volunteers who have moved on. There are no other independent projects in the area offering supportive work with no time limit or upper age limit. There are very few opportunities for adults with long-term mental health problems to participate in sheltered work in other projects, but these have a time limit and people cannot continue after retirement age.

Cherry Tree Nursery works very closely with local voluntary, statutory and private sector providers, working in all aspects of mental health care, as part of our policy of networking and of connecting people to the services they need, e.g. housing. There are other agencies in the area offering supported work and training for adults with mental health needs, but none where people can attend for as long as they need.

These are:

- Crumbs – a cooking and catering project offering work experience and training for a maximum period of one year to people with mental illness, substance abuse problems and learning difficulties.
- Roots – a charity based project offering a community gardening service. A limited number of work places are available for a maximum of 2 years for adults with mental health problems.
- A small allotment at Kings Park Nursery offers places to adults with a range of disabilities, for a limited period.

- New Leaf allotment in Throop, which is run by Bournemouth Churches Housing Association, mainly for people who have been homeless, offering an opportunity to resume work skills in a natural setting.

We also liaise closely with these projects and some of our volunteers attend more than one project.

At the same time, we can arrange work experience for our volunteers with local organisations and companies we know well, e.g. local nurseries, landscaping firms and conservation groups. We offer ongoing advice, backup and support.

Cherry Tree offers a sheltered working environment for those who may not be able to compete in the open job market for the foreseeable future due to the nature and severity of their illness, but for whom opportunities to contribute in a meaningful way are crucial to their ongoing mental health and stability. (See Referral and Attendance Criteria - Appendix E)

In recognition of the very valuable work that SWOP does, the Charity was declared one of the winners of The Queens Golden Jubilee Award 2003 for voluntary service by groups in the community. In 2004, the Charity was declared the overall winner of the Lilly Reintegration Award for Outstanding Achievement in Mental Health, and several volunteers attended the award ceremony at Claridges in London. In 2009, SWOP was voted Dorset Charity of the Year at the Dorset Business Awards annual dinner. In 2010, SWOP was chosen Wessex Charity of the Year, being one of three charities out of 200 to be shortlisted. A royal visit in 2012 showed the continual high regard in which the charity is held.

CHERRY TREE NURSERY

Cherry Tree Nursery, the first project of SWOP, was opened in 1990. It is a wholesale commercial shrub nursery, situated on a four and a half acre site belonging to Bournemouth Borough Council. The nursery currently supports around 160 volunteers and by the end of 2011, a total of 558 volunteers had passed through its books.

The nursery produces around 90,000 finished ornamental garden plants, 100,000 liners, 125,000 cuttings, 400 bamboos, 500 trees, 1000 fruit bushes, 1000 vegetable plants, 2000 grasses, and 1,000 specimen-sized shrubs annually, making the magnificent total of 320,900.

Volunteers work in all aspects of the nursery and are actively encouraged to participate in the running of the nursery. This, therefore, includes not only all the many and varied horticultural tasks involved in producing hardy nursery stock for sale, but also all the many construction, carpentry, plumbing and mechanical tasks involved, as well as office work, marketing, book-keeping, operating the till, customer care skills, catering and domestic skills, pet care, invoicing, fundraising, producing reports and stocktaking.

CHESTNUT NURSERY

In October 2001 SWOP opened its second project, Chestnut Nursery, in Poole, on land owned by Poole Borough Council. This nursery specialises in bedding plants grown for the local community and as of January 2012, has 56 volunteers on its books. Chestnut Nursery is run and managed as a separate project, under the umbrella of SWOP.

CONTINUAL NEED FOR FUNDRAISING

The Trustees of the charity have long recognised that, due to the very high cost of volunteer welfare, the charity will never be able to cover its running costs through plant sales alone, and will always be dependent on obtaining outside funding.

Fundraising covers four areas: wages, running costs, capital costs and project costs. While it is sometimes possible to raise funds for non-specific purposes, most fundraising is for a specific area. Wages and running costs take priority as these are ongoing and the stability of the charity depends on this money. Capital and project fundraising is important for the growth of the charity, but is kept separate, and care is taken to ensure that fundraising for these areas does not detrimentally affect fundraising for wages and running costs.

ORGANISATIONAL STATUS AND STRUCTURE

The Sheltered Work Opportunities Project is a Company Limited by Guarantee (No. 2449757), incorporated in 1989, and a Registered Charity (No. 900325), granted Charitable Status in February 1990. Cherry Tree Nursery opened in April 1990, the charity is registered in England at the registered office which is Cherry Tree Nursery at the above address. Its VAT Registration No. is 619 6027 35.

The charity is overseen by a board currently consisting of 5 Trustees and a Treasurer, which meets on a quarterly basis, (see Appendix B) and has sub-committees that deal with matters arising. The Chairman of the Trustees is the Managing Director of a local garden centre and nursery business. Other Trustees include an ex-Bournemouth councillor and a Community Mental Health Nurse.

Day-to-day running of the nursery is administered by a very active management committee, consisting largely of volunteers, along with representatives of the staff and Trustees. This committee meets on a three-weekly basis, and makes all the day-to-day decisions about the running of the nursery. Other volunteers are regularly invited to attend and on average, at least 20 volunteers attend each meeting. Volunteer representatives also attend Trustee meetings. Important events and planning decisions are discussed at Family Meetings, which can be called by a volunteer at any time. All forthcoming events are widely advertised on our notice board, in our newsletters, on our website and on our calendar, which is given to every volunteer and Friend of the project.

Please see Appendix A for a plan of our charity's organisational structure

CHERRY TREE NURSERY CURRENT OBJECTIVES

VOLUNTEER WELFARE

- To continue to apply a flexible approach when taking on volunteers, so that urgent needs are addressed
- To continue to offer our Disability Rights Service. We recognise that expansion of this service is not achievable at present but hope it may be an objective for the future.

- To continue to encourage volunteers to organise social activities outside the nursery
- To continue to widen the network of voluntary and statutory organisations that volunteers can be referred to, by organising visits and presentations, to provide greater awareness and information for volunteers
- To widen the network of potential employers/work placement providers for volunteers to enable volunteers to progress to employment, where appropriate
- To keep abreast of Employment Support Allowance and Permitted Work rules, to enable volunteers to progress to employment, where appropriate
- To continue to provide more basic skills training to meet the growing demand
- To continue to encourage volunteers to undertake new skills
- To encourage volunteers to widen their horticulture knowledge, and to further their personal development and interests
- To widen and improve our volunteer-led monitoring and evaluation and to investigate sources of funding for independent external evaluation of our project
- To continue to fundraise for the Bursary, to enable volunteers to undertake training courses that they would otherwise be unable to afford
- To continue to fundraise for the Brenda Lowe fund, which covers travel costs for especially vulnerable volunteers
- To encourage volunteers to think about others who are worse off than themselves, and encourage their participation in awareness events (e.g. films and speakers) and fundraising, such as Bolivia water project. Volunteers are now commencing fundraising for a sixth project, having done four in Bolivia and one in Ecuador.
- To continue to offer a free service to any adult who needs it, and meets Cherry Tree's criteria, and to refund any travel costs incurred.
- To continue to remain aware that men under 35 years old are the group most at risk of suicide, and therefore in particular need of the project.
- To continue to encourage volunteers to build relationships with other living creatures, by having nursery pets, and benefit from these.

SECURING THE PROJECT'S FUTURE

- To continue to secure comfortable, warm and appropriate buildings for all staff, volunteers and visitors. This involves the replacement of the current portacabins with permanent, sustainable and ecologically friendly structures
- To improve Health & Safety and access to the nursery, by activities including the replacement of old paving slabs, to enable the nursery to become fully wheelchair-accessible
- To put the project on a more sustainable financial footing by generating more of its own income by increasing plant sales by 10%
- To maximise profit on plant sales by focussing on developing the retail side of the nursery.
- To improve the security of the site by upgrading intruder alarms, cameras and strengthening the perimeter fences
- To continue to operate a flexible and responsive risk-assessment strategy
- To maximise the area available for plant production to enable earlier availability of certain varieties
- To continue to build links and relationships with local schools and voluntary bodies
- To improve the quality of our stockbed, and enable a wider variety of plants to be grown on-site

- To improve the range of plants sold, by undertaking market research to find out varieties that are most in demand
- To advertise in the local press and other publications in order to attract new customers and further promote awareness amongst the general public of mental health issues
- To further improve and clarify the information available on plant varieties
- To continually update the Information Area, displaying recent articles, photographs and volunteers' achievements
- To produce a higher standard of promotional literature, including the maintenance of the website, providing customers with full lists of plant varieties produced
- To regularly update the plant catalogue, providing information on new varieties being produced
- To participate in local events to further raise the profile of the project
- To separate Cherry Tree Nursery and Chestnut Nursery into two trading companies for each nursery business, in order to assist with fundraising
- To investigate new sources of donated income e.g. to increase donations made by payroll giving.

SERVICES

EXISTING FACILITIES

Cherry Tree Nursery is a four and a half acre site, situated on the outskirts of Bournemouth. At present, the site contains one multi-span greenhouse, one smaller greenhouse, twelve polytunnels, one shadehouse, one large barn, five potting stations and one information centre – most of which have been constructed by the volunteers. There are also a couple of storage sheds, a large storage container and a collection of portacabins. These house the offices, computer room and a 'quiet room'. These portacabins are now decrepit, leaking and crumbling, and will not be habitable for much longer. In 2011, the volunteers' tearoom, kitchen and toilets were replaced by a large comfortable and sustainable structure. For more information, please see Appendix K.

STAFF

Cherry Tree Nursery currently employs six full-time staff to oversee the running of the nursery, the shop and the office, and to look after volunteer welfare. There are three part-time staff, a driver, a clerical assistant and a book-keeper, who originally came to Cherry Tree as volunteers. Two of these, along with one full time member of staff, were employed under the Supported Employment Scheme, however the funding came to an end at the end of 2010. Details of the staff structure, qualifications and background are listed in Appendix C. The skills that the staff bring to the project are listed in Appendix D

CLINICS AND CLASSES

The services of an experienced special Disability Rights Adviser are purchased from the local Citizens Advice Bureau. The advisor operates a twice weekly clinic with backup support from the local CAB. Weekly basic skills classes are offered in literacy and numeracy by means of group tuition, both on paper and using computers. Horticultural courses are specially designed for the volunteers by an experienced horticultural instructor (and former BBC Gardener of the Year). There are also workshops run by a local herbalist. Volunteers are helped and encouraged to attend outside classes (with an annual support session to help with enrolment), and a bursary, set up in memory of a long-serving volunteer, is on offer to help with course and examination fees, books and travelling expenses. Other services on

offer include mental health support from a Community Psychiatric Nurse. Help and support are always available from staff and from other volunteers on site. Healthy eating and cookery classes are run by Dorset Food & Health Trust for the over 50s. There has also been a session run by Help & Care around the forthcoming digital switch over.

SOCIAL

A very important part of SWOP's work is developing social and communication skills. A wide range of social activities are on offer, including a large variety of outings, barbecues, camping trips, visits to the theatre and an annual Christmas Party, with individually chosen presents. These activities often lead to volunteers organising their own trips and holidays, thus leading to independence and empowerment. There is an annual caravan holiday and annual camping trip in memory of an ex volunteer. The acquisition of the function room has enabled an extensive winter programme of talks, films, classes and meetings. Cherry Tree was invited in 2009 to host One World Week events. This programme of films, presentations, talks and information stalls has continued with great success ever since. The function room is also used for anti-poverty meetings, and by Kinson Community Team.

LIFE SKILLS

For the socially excluded, the rejected and the forgotten, basic life skills have often been denied. Cherry Tree aims to enable its volunteers to acquire, improve or re-acquaint themselves with these. Some examples are:

- Leaving the house
- Learning to be with others
- Confidence in travelling, e.g. catching the bus
- Independent living, e.g. moving out of sheltered accommodation
- Self-sufficiency
- Doing own shopping
- Promoting a healthy and well balanced diet
- Personal hygiene
- Cleaning and domestic skills
- Wearing appropriate clothing
- Behaving appropriately
- Socialising
- Sexual awareness
- Health awareness
- Managing money
- Using leisure and learning recreation
- Tolerance and understanding of others
- Caring for others
- Planning and organising life
- Suicide prevention
- Having holidays
- Self-empowerment
- Managing obsessions and addictions
- Managing and preventing self-harming behaviours

Many of these life/social skills are obviously also appropriate for work.

WORK SKILLS

Cherry Tree provides the realistic and purposeful working environment of a busy commercial plant nursery, thus offering work experience and skills training in a wide variety of areas, including:

- Preparation, levelling, draining and fencing of the site, and installation of irrigation and toilets.
- Construction of polytunnels, greenhouses, shade houses, capillary beds, potting stations and other buildings.
- Manufacturing and maintenance of benches for the sales area, repairing the surface of the car park, build new fences and gates for the retail area, renew the pathways throughout the nursery, and the creation of standing-out beds for plants for sale
- Operating a stock-control system, issuing invoices, manning the shop, and training other volunteers in plant knowledge, customer service and general office skills.
- Job skills, such as timekeeping, structured routine to day, problem-solving
- Teambuilding skills, working with others, working with the general public
- Communicating by telephone and the written word, such as sending letters
- Horticultural skills, such as propagation, pruning, potting, pest and disease control
- Construction skills, such as carpentry, plumbing, hard landscaping
- Health and Safety awareness
- Handling cash and book-keeping
- Office skills, such as typing, filing, sending mailshots
- Cleaning and domestic duties
- Public relations skills, such as giving guided tours around the nursery
- Organising events such as catering, Christmas shopping
- Budgeting skills
- Shopping skills
- Computing skills
- Publicity, such as producing newsletters, plant catalogues, annual Cherry Tree calendar and Christmas cards
- Preparation and delivery of orders to customers
- Problem-solving
- Nutritional awareness
- Proof-reading
- Supporting others, as part of a community

MARKETING

There are two aspects to our marketing, the first is that of marketing our services. We maintain a high profile in the local community through regular use of the local media, producing newsletters and holding regular open days. As well as this, the nursery is open to the public 6 days a week, including Bank Holidays. All potential referral sources throughout the local community are actively targeted, in order that our services may be made available to as wide a range of people as possible. Part of SWOP's brief is to promote public awareness of mental health issues and to liaise with the local community, and information is displayed in the Plant Sales and Information Centre. Talks are given to local community groups and schools who also visit the nursery. We receive visits from people from all over the world, wanting to set up projects. Groups have visited from China, Japan and India. We have produced two DVDs showing the scope and value of the work we do, which are available to groups and individuals and via our website.

The second aspect to our marketing is that of our product – the very high quality plants produced at the nursery. We publish our own descriptive plant catalogue, listing nearly 1,000 varieties that we grow. We also produce price lists which are mailed regularly to nearly 500 wholesale customers and supply some of the largest nurseries, garden centres and landscapers in the area, in total over 1,000 wholesale customers. We sell plants at local horticultural shows and country fairs, as well as holding four large and very well publicised plant sales every year on site. We also supply plants to local charities and schools for them to sell at their events. Please see Appendix J, which shows retail and wholesale plant sales over the past few years.

One of our best means of publicity is word of mouth and personal recommendation, an important part of the way people find out about us. Some recent unsolicited comments from customers include:

- "Always enjoy visiting, as so informative",
- "Has to be the best nursery in Dorset, keep up the good work",
- " ...watched the nursery grow and grow...fantastic",
- "Good to see the progress in the volunteers' health",
- "Wonderful plants, all in such good health",
- "It's a pleasure to walk around the nursery and be able to help a very worthwhile cause",
- "Well done and God bless you all".
- "You can feel the love...."

ACHIEVEMENTS TO DATE

The main achievements of Cherry Tree Nursery are as follows:

- 1 Initially gaining support from the local community and voluntary groups in 1990, for setting up what was then a very innovative and ground-breaking project.
- 2 Securing start-up funding and the generous provision of a site by Bournemouth Borough Council, enabling the launch of the project.
- 3 Opening Cherry Tree Nursery in April 1990 with 4 volunteers with severe and enduring mental illness, a number which by January 1991 had increased to 30, and is now well over 160.
- 4 Over the last 21 years, offering sheltered work placements to over 660 adults with long-term mental health problems.
- 5 Becoming the largest project of its kind, recognised as an independent flagship project, unique for its holistic approach, and regularly helping others wanting to set up similar ventures.
- 6 As part of the charity's philosophy that the whole person needs to be treated, creating a safe, positive and nurturing environment, making volunteers feel relaxed enough to share their personal and private problems. Assisting in the conquering of phobias.
- 7 Playing a part in combatting social exclusion.
- 8 Maintaining an open-door policy towards people with severe and enduring mental illness, taking people from all groups of the rejected and excluded, and all sections of society, including minority groups and those with drug and alcohol problems.
- 9 Refusing to impose time limits on attendance, recognising mental illness can last a lifetime.
- 10 Providing a totally free service to all volunteers.
- 11 Throughout the existence of Cherry Tree, every volunteer who has attended, has had travel costs reimbursed.

- 12 Ensuring that all volunteers have a home, with all the basic necessities, such as a television, furniture, cooker and fridge, provided when necessary by Cherry Tree.
- 13 Offering all volunteers the opportunity at Cherry Tree to feel loved, needed and cared for, somewhere to seek help and solace, and to learn to care for each other, thereby encouraging selflessness.
- 14 Increasing the size of the nursery from two acres to four and a half acres in 1994, establishing a large well-respected wholesale shrub nursery producing high quality nursery stock, with an annual sales turnover now averaging over £200,000, increased from £80,000 in 1998. This is despite the recession, during which many nurseries have gone out of business.
- 15 Fund-raising to secure the services of a Disability Rights Adviser, who is seconded from a local Citizens Advice Bureau, and holds regular advice clinics at the nursery on benefits and other matters, enabling volunteers to obtain their correct entitlements. Being pioneers in the establishing of this service, an idea that has since been taken up by other organisations locally.
- 16 Being one of very few charities of its kind to manage to survive without statutory funding.
- 17 Building up a large base of referral sources, and working with all of them very closely. These vary from Community Psychiatric Nurses to the JobCentre Plus and community groups. This assists in prioritising those individuals who have fallen through the net and do not have access to any mental health services.
- 18 From the very beginning, actively participating in government-initiated job creation and back-to-work schemes.
- 19 Establishing an extensive network of contacts with organisations engaged in therapeutic horticulture throughout the country. Liaising closely with other voluntary organisations working in a similar field, and with employment and training organisations.
- 20 Forming a very close relationship with local nurseries, landscapers and gardeners, who take our volunteers on placements and support us in many ways.
- 21 Becoming well-known and well-respected locally, maintaining a high profile in the local press, with whom we have an excellent relationship; participating in radio and television programmes; publishing regular newsletters and articles; Volunteers have produced their own newsletter; production of very popular videos and DVDs, describing our work.
- 22 Giving talks to local community groups and companies about the project and inviting them to visit the nursery, and work there if they wish. This opportunity has been taken up by many schools including a local school who attend weekly.
- 23 Receiving visits from other interested groups from all over the world.
- 24 Building up a good relationship with local companies, including a local company who donate milk floats, a local TV repair shop who donate televisions, and the local fish & chip shop who hold special days for us.
- 25 Volunteers always supporting and attending local plant shows and community events.
- 26 Being chosen to write the introduction to a survey conducted by the national therapeutic horticulture charity, involving the 20 largest therapeutic horticultural projects in the country.
- 27 Establishing regular well-known, well-publicised and highly anticipated highlights of the year, including regular public plant sales and open days and our renowned annual Potathon, in which over 20,000 plants are potted over a period of 1 day, giving everybody an opportunity to show what they can do.
- 28 Extending the opening hours of the nursery to include all day Saturday
- 29 Volunteers taking an active role in fundraising, such as raising money for an accessible toilet for the nursery, and fundraising for other charities, specifically for the homeless, and for water projects in Bolivia, and other countries.

- 30 Volunteers actively participating on the nursery's Management Committee and attending Trustee meetings, and being involved in all aspects of planning.
- 31 Volunteers being invited to visit the House of Commons, House of Lords and Buckingham Palace, and enjoying regular visits to local gardens and other places of interest, e.g. Kew Gardens, Hampton Court and St Paul's Cathedral.
- 32 Holidays being arranged for volunteers to places, including the Eden project, as well as holidays to Weymouth and Swanage.
- 33 Enabling 61 volunteers to move on to full time employment and 70 volunteers to move into voluntary work.
- 34 Enabling many volunteers to take up training, with the assistance of the bursary we have established, following the sad death of a long established volunteer. This training includes courses in horticulture, computing and other basic skills.
- 35 A volunteer running a basic computer class for other volunteers, and publishing books of their writings.
- 36 Reinforcing volunteers' achievements by presenting them with certificates.
- 37 A Basic Skills tutor from Bournemouth Adult Education regularly holding literacy and numeracy classes for the volunteers. This is now run by Friends of the nursery.
- 38 Setting up a second project, Chestnut Nursery in Poole in 2001, which now has 56 volunteers on its books.
- 39 Winning 'The Queens Golden Jubilee Award for voluntary service by groups in the community'. The former Lord-Lieutenant of Dorset, presented this award at Cerne Abbey in July 2003.
- 40 Cherry Tree being a runner-up in the GlaxoSmithKline Community Impact Awards in 2004.
- 41 Winning the Lilly Reintegration Award For Outstanding Achievement in Mental Health in November 2004
- 42 Attracting a wide range of high profile patrons including The Baroness Maddock, the well-known comedian Bill Bailey and local MP Richard Drax.
- 43 Constructing a twin-span polytunnel to improve working conditions and increase the indoor plant space by 10%.
- 44 Chosen as Dorset Charity of the Year 2010 at the Dorset Business Awards annual dinner.
- 45 Winning Wessex Charity of the Year 2010 at Wessex Charity Awards annual event in September 2010.
- 46 Co-operative Society Community Partnership Award for Dorset and Wiltshire 2010-2011, as a result of a vote from all Co-Op members in Dorset and Wiltshire.
- 47 Winning Bournemouth in Bloom Best Improved Horticultural Project for 3 years running.
- 48 Winning a Bournemouth in Bloom silver award in 2011 for the best landscaped commercial premises.
- 49 Regular winner of the Nurseries Cup at Ellingham and Ringwood Agricultural Show.
- 50 Raising confidence and self-esteem, supporting volunteers to run their own fundraising events e.g. water projects, a sponsored walk to raise money for the new buildings.
- 51 Raising all funds and gaining planning permission in order to build a new tearoom, kitchen and toilets for Cherry Tree volunteers, in 2011
- 52 Being asked to host One World week for 5 years running.
- 53 Visits from Parliamentarians.
- 54 Cherry Tree's facilities being used by external organisations to have meetings, e.g. Dorset HealthCare NUFT, JPMorgan Chase Community Relations Committee, Kinson Community Meetings and the Employment Service.
- 55 HRH The Princess Royal agreeing to formally open the Volunteers' Tea Room on 12th March 2012.

STRENGTHS AND WEAKNESSES

With regard to evaluating the project as a whole, the following strengths, weaknesses, opportunities and threats have been identified:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Independence – ability to make its own decisions, not vulnerable to changes in government policy - Good reputation - Principles of the project are widely respected - Nursery is known for good quality plants - Good relationship with local authorities - Experienced staff with a broad range of expertise - Wide range of local contacts and networks of support - Supportive environment gives structure and stability - Part of the local community – provides a community - Friendly atmosphere - Caring ethos - Twenty-one years experience - Provides a massive cost-saving to NHS & Social Services (see Appendix K) - Unique project providing wide range of services - Commitment to develop skills and further learning - History of promoting friendship and bonds between people - Known for its open-minded, tolerant approach - Half of Cherry Tree's running costs are met by plant sales, so the project is not entirely dependant on donations and grants 	<ul style="list-style-type: none"> - Current difficulties in fundraising, leading to uncertain income, meaning the charity is having to use its reserves - Vulnerability of plants to pests and diseases - Isolated site leading to risk of vandalism and security problems - Increasing need for project's services and deterioration in mental health of client group, due to pressure on resources - Project understaffed due to lack of finance - Nursery environment not suitable for everyone - Limited boundaries to site leading to inability to expand e.g. limited car parking space - Inability to undertake long-term investments e.g. buy a house - 21-year history leads to all structures needing replacement from inadequate leaking buildings to paths, tunnels and fences - Lack of legal professional on Board of Trustees - Lack of Trustee with experience of mental illness, makes the charity ineligible for certain funding

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Increasing popularity of gardening - Public interest, leading to reduction in stigma and discrimination around mental illness - Sheltered work offers the possibility of returning to work - Meaningful occupation leads to new interests and social activities - Much local interest in Cherry Tree's new sustainable buildings - Good relationship with Transition Town movement and local green group of the movement towards a more sustainable lifestyle - Increasing involvement of voluntary sector in Health and Social Care - On local bus route – encourages less use of cars and enables volunteers to get there - Production of workable model for other fledgling projects - Has an effect on, and influences the local community - Continues to save NHS and Social Services a substantial amount of money - Enhances peoples' lives and gives them a reason for living - Gives people a chance to become part of a community and experience others' point of view - Provides an opportunity to further raise awareness of mental health issues - Payroll giving 	<ul style="list-style-type: none"> - Tightening of purse strings, leading to lack of funding - Prejudice against mental illness - Vandalism and vulnerability to break-in - Market forces, leading to increased competition - Policy changes, e.g. changing government policy towards the unemployed and mentally ill - Government spending cuts drastically reducing mental health services, resulting in staff shortages and a lessening of support available - Pressure on those with mental illness to take up employment means people referred to our services now have very serious and complex needs - Alteration in weather conditions is already affecting plant production (climate change) - There is no one to provide a safety net, should the project run into financial difficulties - Inability to have long term investments to enable self-sufficiency - Short term reduction in plant sales whilst the Sustainable Building Replacement Scheme is occurring e.g. difficulties of access - Unpredictability of demand - Possibility of reaching a point where the charity can no longer provide a free service, or continue to reimburse transport costs for every volunteer who attends.

MONITORING, EVALUATION AND RESEARCH

SWOP has always believed that it is necessary both to continually monitor and evaluate the service we offer, and to try to collect evidence to show whether or not the provision of sheltered horticultural work does achieve its aim of improving the quality of life in the community for adults with an enduring mental illness. The first research project undertaken was initiated by the Rev Canon Roslyn Aish, with the aim of investigating the impact of attending Cherry Tree Nursery on volunteers' admission to psychiatric hospitals, with the associated implications in the improvement in their mental health. Following his death, the preliminary research was taken over and completed by Matthew Israel, a former volunteer. The first conclusion was that, for a random sample of 100 volunteers surveyed over a 10-year period, in-patient admissions to the local psychiatric hospital were reduced by 92%,

thus saving the NHS approximately £2,750,000. Copies of all our research reports are available on request.

In order to prove the worth of our work, we believe it is necessary to continue this research, a need for which is becoming more recognised nationally. The national charity THRIVE, whose mission statement is "Using gardening to change lives", conducted a major research project "Growing Together", into the use and effectiveness of social and therapeutic horticulture. A critical part of this study involves detailed research into 20 well-established projects with a good reputation. Everyone at Cherry Tree Nursery was delighted to be selected as one of these projects, and to be asked to write the introduction to the research paper. THRIVE's initial comments were: "It is clear that, for many, your project offers a 'lifeline', and my impression is that your work extends beyond what most gardening projects might be offering – you really are providing a holistic service to your volunteers". These comments made us all proud to be part of this unique project.

SWOP fully intends to continue to monitor its own results. We hope to measure our worth in three areas: Health, Social and Commercial. This would show the reduction in costs to society through a reduction in hospital admissions and in community psychiatric support through health or social services, as well as the trading successes of a project whose annual income from plant sales is in the region of £200,000, which now covers more than half its running costs. Among other efforts, a current volunteer, Jane Colleau, helped conduct a research project, which involved interviewing every current volunteer at Cherry Tree and asking them to complete a questionnaire. As well as this, Cherry Tree is delighted to be working with the Centre for Well-being and Quality of Life at Bournemouth University. Dr Paul Stevens is undertaking a research programme into 'the Horticultural Nursery as a Restorative Environment', investigating the surroundings and circumstances that promote well-being. At the same time we are conducting an in-depth evaluation review with every volunteer.

It is hoped that this valuable research will also help the project to continue to learn and improve.

EQUALITY POLICY

SWOP has a zero tolerance approach to any form of abuse of vulnerable adults. This is enshrined in a Vulnerable Adults Policy.

SWOP actively promotes equality and diversity and operates an equality policy and is committed to providing equal opportunities in employment, and in the selection of volunteers and friends. This means that all job applicants, employees, volunteers and friends will receive equal treatment, regardless of sex, marital status, sexual orientation, race, colour, nationality, ethnic or national origins or disability. Copies of the policies are available on request.

OUTCOMES

As at March 2011, a total of 558 volunteers have attended Cherry Tree Nursery, 70 moved on into voluntary work and 61 moved into employment, with a further 24 going into training or education. This means that around over a quarter of volunteers left to go either into training, employment or voluntary work. Figures from 2004 show that, at that time, around a

third of the volunteers had left to go into training or education. This fall reflects the changes in society. We anticipate that this rate may continue to fall in the future. For more detailed figures, please see Appendix F.

As a project, Cherry Tree Nursery aims to achieve a positive outcome for volunteers in terms of their sense of wellbeing, confidence and increased activity/stimulation. This outcome can be measured by volunteers' comments. (See below).

VOLUNTEERS' COMMENTS

Here is a small selection of what volunteers have said regarding the project:

"SWOP is a lifeline for me. Without this lifeline I would have no reason for getting up in the morning. I would be without the help, support and encouragement I need to provide a purpose for my day"

"Cherry Tree Nursery is a safe place, where we don't get pushed around, and everyone is like a family member, we all matter to the staff who are always happy and kind"

"If it were not for SWOP, many of us would find it hard to get anywhere or do anything with their lives, and SWOP is a good stepping stone to help us get somewhere"

"SWOP gives me a purpose. I look forward to coming every day. I love to help others which boosts my confidence and helps to keep me going. I would not have survived without it"

"In my will, after I am cremated, I have requested my ashes to be spread at Cherry Tree. If I cannot be there in body, then I will be there in spirit forever"

"I have been a member of SWOP now for 7 months and it has done more for me than I could have done for myself in 7 years"

FRIENDS AND CARERS' COMMENTS

Here is a small selection of what friends and carers have said regarding the project:

"I started helping out in August and have enjoyed every minute. I love being among the plants, helping customers, and socialising with the volunteers. A really fun place to be."

"We have made a community out of people who didn't belong – they all come together, and the outcasts of society have made a community. Lots of individuals end up becoming something, when they wouldn't have been anything before."

"I worked for forty years in industry in a 'blame culture'. Here, if something goes wrong, we work out how to sort it out. We don't worry about whose fault it is, just how we can stop it happening again. If industry took on that view, they would get far more out of people."

"I really like the people. They have all the values in the world, when so many people outside haven't."

"Thank you for giving me my daughter back."

CURRENT POSITION

As of the start of 2011, Cherry Tree Nursery secured a 21-year lease from Bournemouth Borough Council, instead of the previously renewable three-year lease. This should give us much greater security as our tenancy on the site is assured, which will also give potential funders more confidence.

In 2012, the third year running, the charity has had a large financial deficit. In the current financial climate, this situation seems likely to continue and this needs to be addressed it as a matter of priority.

The following matters need to particularly be considered :-

- 1 Neo-liberal policies transfer the provision of essential services to address human needs from the public to the private sector, in this case voluntary agencies, which means that more and more charities are opening up and competing for the ever smaller amount of money available. At the same time charities and voluntary organisations are having to close down for lack of funds. The majority of such organisations are striving to get by on ever more limited resources, which has a highly detrimental effect on the standard of services they can provide.
- 2 Our service is now well established, respected and valued. We are aware of a great increase in the need for our services, which has been exacerbated by the rise in redundancies, unemployment, bankruptcies, evictions and repossessions, and the general lack of confidence and security. We recognise that ideally we should be expanding our services and widening the range of possibilities on offer to our client group. For many years we have identified the need for a move-on project for those wishing or hoping to return to or take up outside employment. The vulnerable position of the charity and the current financial situation means that we do not have the time, money or staffing levels to provide what is needed. Our priority remains to keep the project running, and to honour our commitment to ensure services will always be available to those who need them.

The immediate priority for Cherry Tree is to raise around £400,000 to complete the Sustainable Replacement Building Programme. It is important to note that this Programme is over a two year period, during which there will be ongoing disruption caused by the building work on site. This will have considerable implications for the short-term future of the nursery.

For the financial year 2010/2011, income from sales was £208,305.00, income from donations was £69,777.00, while operating costs, (including purchases) were £320,782.00. This left an operating deficit of over £40,000 needing to be made up by donations and grants from local authorities, charitable trusts and foundations, and from the friends and supporters of the project. As around 200 people are currently dependent on our services, and the cost to the Healthcare Trust and Social Services would be enormous should our services have to be withdrawn, our fundraising strategy needs to be continually reviewed.

As an independent charity, Cherry Tree currently receives a regular annual subsidy covering most of the Nursery Manager's salary, and a proportion of Dorset-based volunteers' travel costs from the Dorset HealthCare NHS Trust. It also has Service Level Agreement with Bournemouth Borough Council Social Services departments. This grant is reviewed annually and is currently £8,974.90. We currently also get a grant from Dorset Healthcare University Foundation Trust of up to £10,000 per year, to cover the cost of reimbursing volunteers' travel expenses. However, this does not cover the full costs, and is not secure - in the past year, the travel cost bill stood at £12,398.54. These contributions are vital, but we realise there is no guarantee that this will continue. Both staff and volunteers of the project are involved in fundraising, but persistently low interest rates have resulted in charitable trusts

having greatly-reduced funds available for the increasingly large number of projects requesting support. Please see Appendix G, which details the cost of day care at Cherry Tree Nursery.

Many of our Friends and supporters have set up standing orders or are donating via Gift Aid to increase our regular income. Cherry Tree is also encouraging payroll giving, which allows anyone who pays UK income tax to give regularly and on a tax free basis, and has enrolled with the Charities Trust.

We host regular fundraising events, and launch specific appeals such as our Sustainable Building Replacement campaign. We now have the magnificent opportunity of building on the recognition of the project, demonstrated by HRH The Princess Royal coming to open Phase 1 of the new Sustainable Building Program. It is to be hoped that this will help secure the funding for Phases 2 and 3.

We receive regular support from local companies, varying from local businesses, to local gardens open to the public, and receive regular donations from local organisations. We are actively reviewing and curtailing our expenditure wherever possible, and are trying to recycle wherever possible, recognising that maintenance and consolidation of what we have is vital, while continuing to improve the standard of services on offer. However, we recognise that all this is not enough to remain financially viable and need to look at alternative sources of funding, in order that we can have a regular income and become more self-sustaining.

FINANCIAL MATTERS

The charity's Standing Financial Instructions state that the Director/Trustees will ensure that the financial management of the charity is conducted in accordance with the principles of prudent housekeeping and that proper records and accounts are maintained. A uniform system of records will be kept in all Accounts.

SWOP being a Company limited by guarantee, and therefore subject to the provisions of the Companies Acts 1985-1989 and a registered Charity, shall file Annual Audited Accounts with the Registrar of Companies and the Charity Commissioners within the defined statutory periods. This means that the Accounts must be filed with the Registrar of Companies no later than 10 months from the end of the financial year, i.e. 4th day of November.

Copies of the charity's latest audited accounts are available on request. Please see Appendix I for a cash flow forecast for the next three years for Cherry Tree Nursery (not including the Building Replacement programme as we intend to continue to fundraise all the money for this separately).

FUNDRAISING STRATEGY

Fundraising covers four areas: wages, running costs, capital costs and project costs. While it is sometimes possible to raise funds for non-specific purposes, most fundraising is for a specific area. Wages and running costs take priority as these are ongoing and the stability of the charity depends on this money. Capital and project fundraising is important for the

growth of the charity, but is kept separate, and care is taken to ensure that fundraising for these areas does not detrimentally affect fundraising for wages and running costs.

Finding sources of money

- Plant sales
- Established funding e.g. service level agreements
- Contacts with regular funders e.g. some local charitable trusts
- Gift aid on donations made by taxpayers
- Fees for talks, renting rooms etc
- Sponsored activities e.g. walks
- Encouraging regular giving e.g. direct debits, payroll giving
- Encouraging regular local donors e.g. from companies, groups and organisations by spreading goodwill and establishing good long term working relationships
- Collection boxes at all events e.g. plant sales, exhibitions
- Applying to be a 'charity of the month/year' e.g. Waitrose
- Finding charitable trusts or other organizations to apply to e.g. through Trustfunding.org.uk, 'What Funds', other internet information, other media information, personal contacts

Making Applications

- Check Cherry Tree fundraising history for information about previous applications
- Check applications made by Chestnut Nursery to avoid duplication
- Check eligibility criteria for individual applications
- Follow content, length and format instructions exactly
- Give accurate and rounded information
- Meet deadlines in plenty of time
- Thank all donors and keep them up to date on the progress of the charity or specific project
- Only reapply after given time limits

FUTURE DEVELOPMENT

Since the opening of SWOP's second project in Poole, the charity's priority has been to secure the cost of salaries to enable both projects to continue to offer the same high level of service to our volunteers, which they deserve and rely on.

In view of the expanding need and distance volunteers have to travel, there is certainly the need for a third project in the Christchurch/New Forest area. However, this could only become a reality if a site and funding became available.

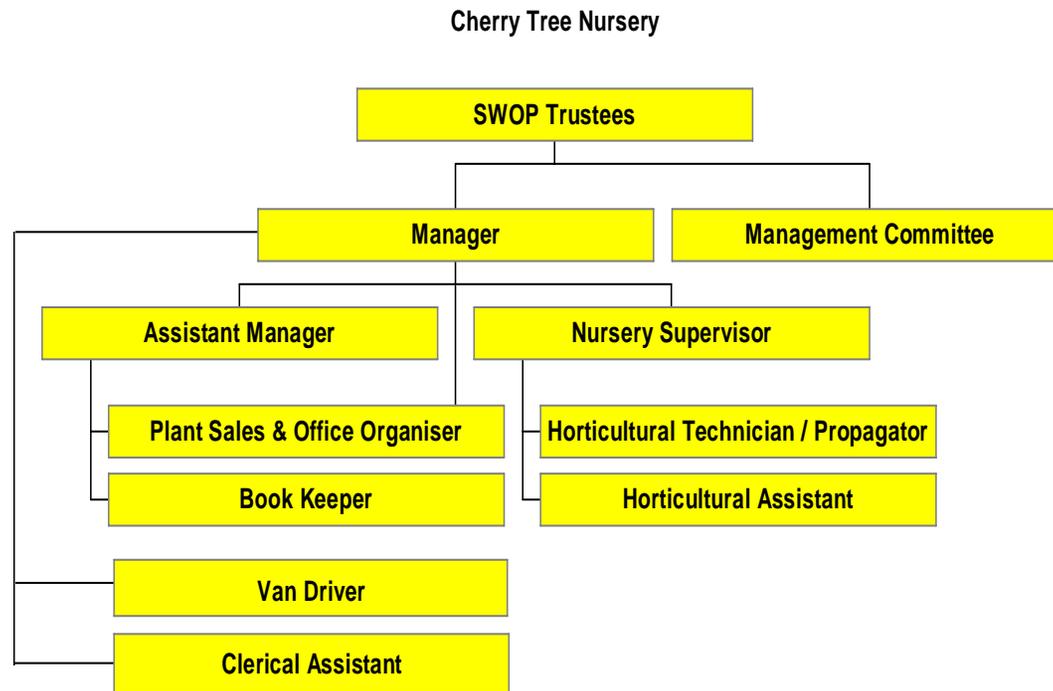
The Trustees have recognised that it is now a priority to minimise expenditure and reduce costs wherever possible. For example, in 2011 for the first time, we have had to ask volunteers to contribute to the cost of their annual coach outing. The nursery has achieved a high level of respect in the local community and has been upheld as a model nationally. The intention is to continue to promote the value of meaningful occupation for people suffering from mental health problems and to raise public awareness of this issue.

We have produced an Action Plan to cover 2011/2012, which summarises the key objectives of the project, as well as the person/groups responsible, and the necessary actions required to meet these objectives. See Appendix L for more information.

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APPENDIX A: Cherry Tree Organisational Structure



In the absence of the Manager, the Assistant Manager assumes responsibility for the site, therefore the Clerical Assistant and the Van Driver become responsible to her.

APPENDIX B: List of Trustees and Patrons

(Updated January 2012)

Trustees

Martin Stewart (Chairman, Horticultural & Business Adviser): Managing Director and owner of a local garden centre and nursery business, also Past Chairman of the Garden Centre Association.

Sheila Carson: Bank Manager with 35 years experience of administering charitable trusts

Sophie Manners BSc, RGN, RMN: 25 years clinical and managerial experience as a Community Mental Health Nurse working within NHS Foundation Trust. Previous charity work specialising in animal welfare and fund-raising for national and local animal charity.

June Perryman: Citizens' Advice Bureau adviser for over 16 years and during that time has advised on many areas, including employment, consumer, welfare benefits, housing, immigration, tax etc. She is used to looking at problems from an objective viewpoint and applying the law to the case in hand. She is also experienced in negotiating with government and commercial agencies.

Vic Williams: A retired engineer, who worked for a local aircraft manufacturer for 36 years. He was made an Honorary Alderman in 2003 after serving as a Bournemouth Councillor for Kinson, and was a school governor and chairman of a youth club management committee.

Roy Edgley FCA (Treasurer): A retired Chartered Accountant and Financial Director with many years experience of financial accounting. He was Managing Director of Bournemouth Transport Ltd.

Patrons

Bill Bailey: Well known comedian, musician and television personality.

Rt Hon Richard Drax MP: Former local radio and television presenter, now MP for South Dorset.

Sir Stephen Hammick, OBE, Bart, DL: Former Lord Lieutenant of Dorset.

The Baroness Maddock: Former Liberal Democrat MP for Christchurch, now a Life Peer.

APPENDIX C: Staff Details, qualifications and background

CHERRY TREE NURSERY STAFF

Jessica Davies, MA (Cantab.) MITD - Nursery Manager

Jessica started work at Cherry Tree Nursery in October 1990 as Assistant Manager to Chris Legg. Promoted to Nursery Manager in March 1992 following Mr Legg's departure at Christmas 1991, Jessica has a degree in Archaeology, Anthropology, Anglo-Saxon, Norse and Celtic. She has worked for many years in agriculture and horticulture and in supervising community projects in horticulture and conservation for the long-term unemployed with special needs. She has qualifications in farm management, counselling, instructional techniques and adult literacy teaching.

The Dorset HealthCare University NHS Foundation Trust and SWOP fund her post.

Jane Nicholls, BA (Hons) PGCE – Assistant Manager

Jane joined Cherry Tree in August 2006. She has a degree from the Open University in English, Maths, Science, History and Music. She trained as a Primary teacher and taught in Wiltshire before moving back to Dorset in 1999. Until she began working at Cherry Tree she was involved in retail management. She enjoys the opportunity that working at Cherry Tree gives her to work with people and outdoors. Since joining the Nursery she has learned that she is lucky enough to be working with the best people anywhere.

Steve Jailler - Nursery Supervisor

Steve started work at Cherry Tree in September 1997. He attended Staffordshire College of Agriculture to study for his City & Guilds 1 Horticulture, then moved on to Pershore College for his National Certificate in Horticulture. Following this he studied for a three-year National Diploma in Horticulture at Writtle College of Agriculture in Essex. Steve has a wide experience of nursery and garden centre work, having worked for Hilliers Nursery, Waterers Landscapes, and run his own successful garden centre business for two years. Steve's excellent plant knowledge has enabled us to substantially improve our plant quality. His post was funded by grants from charitable trusts for the first year.

Trevor Randall - Horticultural Technician/Propagator

Trevor started work as a volunteer in summer 1992, and was soon taking charge of propagation thanks to his considerable experience. He worked with Bournemouth Borough Council Parks Department for four years, and also for Redditch Parks Department for four years. He was Propagation Manager at a nursery in Redditch in the 1970s. Trevor has studied at the Dorset College of Agriculture & Horticulture at Kingston Maurward, and has obtained several horticultural qualifications during his time as a volunteer at the nursery. The project was able to offer him a full-time job starting August 1996, which for the first three years was funded by a grant from the National Lotteries Charities Board.

Nursery Assistant - Jez Norris (from March 2012)

Jez was born in Cornwall but in the 1980s moved to Bournemouth where he started to work in plant nurseries while studying at Kingston Maurward College. In 1997 he and his partner set off to travel the world, spending nearly three years in Australia. On his return he worked for two years at the Christchurch Borough Council nursery, followed by three years as the

gardener at Highcliffe Castle, where he also learned to make stained glass. He started work at Chestnut Nursery at the beginning of 2008.

Lisa-Marie Barrett – Office & Plant Sales Organiser

Lisa-Marie joined Cherry Tree as a full time member of staff in February 2010, after working some Saturdays and Plant Sales as a friend from Spring 2007. Lisa-Marie started work in HR for Poole Borough Council where she achieved an ECDL Advanced qualification and later trained to be an examiner and invigilator for students working for the Borough. She also gained an NVQ level 3 qualification in Business and Administration. Working as a friend at Cherry Tree helped Lisa to secure a role in Poole Social Services in January 2009 where she supported adults with learning disabilities integrate into the community through gardening and conservation, and she also gained an LDQ level 3 Social Care qualification.

Elizabeth Pitkin – Clerical Assistant (part time)

Elizabeth started work at Cherry Tree on 1 September 1994. She is a fully qualified secretary with over thirty years office work experience. Since taking up her position she has studied Microsoft Access and Microsoft Publisher, RSA, IBTII & RSA Document Presentation Part III. Following this she has designed databases for fund-raising, donations, volunteers' records and plants. She has always been interested in horticulture, having been brought up on a smallholding, and has attended the RHS Certificate in Gardening course through Kingston Maurward College. Elizabeth heard about Cherry Tree Nursery while she was in St Ann's and started voluntary work here in December 1993. She is now the second volunteer we have been able to employ. Bournemouth Borough Council Social Services originally funded her post under the Supported Employment Scheme.

Ses Harley – Van Driver

Ses has been at Cherry Tree for approximately ten years. She started here as a volunteer and, following a lot of support and hard work, she is now employed as a part-time van driver. Ses had previously worked as a delivery driver for a fruit and vegetable firm and for the Post Office. Her daily tasks now vary from taking plant deliveries, to taking volunteers on outings. She is always encouraging volunteers to venture out of their safety net, as she now has.

Dawn Northover – Book-keeper for SWOP

Dawn joined Cherry Tree in January 2010. She started her working life as a Trainee Accounting Assistant at the age of eighteen for TI Coventry Gauge Ltd. After four different jobs and thirty-eight years experience in Accounting, including managing a team of seven, Dawn currently works at Cherry Tree for two days a week, and at Chestnut one day per week. Dawn achieved her Association of Accounting Technicians qualification in the early 80s. Dawn feels that Cherry Tree is so far the most rewarding and least stressful of jobs she has had which is down to the kindness and friendliness of all the volunteers, friends and staff who have helped her settle in.

APPENDIX D: Staff Skills

- Managerial/supervisory experience
- Understanding and knowledge of mental illness
- Experience of working with people with severe and enduring mental illness
- Patient and understanding personality
- Horticultural qualifications
- Business qualifications and experience
- Nursery experience
- Office experience
- Organisational skills
- Computer skills
- Experience of advertising, promotion and marketing work
- Teaching qualifications
- Qualification in basic skills teaching
- Qualification in counselling
- Sense of humour
- Secretarial qualifications
- Book-keeping experience and qualifications
- Experience of setting up and maintaining irrigation systems
- Minibus Driving
- Health & Safety training
- First Aid
- Instructional techniques
- Landscaping skills
- Public speaking skills
- Garden Centre management experience
- Cash handling
- Stocktaking and record keeping
- Conflict resolution
- Pesticide application and regulation
- Public relations
- Versatility
- Team-building
- Befriending and interpersonal skills
- Crisis management
- Confidence building
- Creative design
- Positive thinking
- Construction
- Carpentry skills
- Communication skills
- Mechanical, electrical and plumbing skills
- Desk-top publishing skills
- Disability rights expertise
- Selling skills
- Catering skills
- European Computer Driving Licence skills
- Human Resources skills

APPENDIX E: Referral and Attendance Criteria

CHERRY TREE NURSERY REFERRAL PROCEDURE

When considering referring a potential volunteer to Cherry Tree Nursery, referrers should first ensure that the new volunteer meets the project's criteria for volunteers –

- must have an identifiable mental health problem as the primary diagnosis.
- must be able to get to Cherry Tree Nursery by their own or public transport
- must be able to work without supervision once the task has been fully explained
- must not need constant one-to-one support
- must be entirely free from alcohol and any non-prescribed drugs or other substances during periods of attending, while on outings, or helping at plant sales etc and must not bring any of these substances on site at any time
- must not have violent, challenging or inappropriate behaviour, or be disruptive or cause distress to other volunteers
- must be able to attend for a minimum of one full day (from 9 am to 4 pm) or two full mornings (9 am to 12.30 pm) – i.e. a minimum of seven hours per week
- must be suitable for a working day based on repetitive routine work
- must be under 60 years old

Referrers should also ensure that –

A the potential volunteer is well enough and sufficiently motivated not to need to go to Buckland Court and

B the volunteer is looking for meaningful occupation and not a Day Centre.

If the volunteer meets the criteria, the next stage is to telephone the Nursery to make an appointment for an informal visit. This will take the form of a guided tour from another volunteer at the Nursery followed by an informal interview with Nursery staff.

If the potential volunteer is interested, their name will be placed on Cherry Tree waiting list and a discussion will take place as to how long they may have to wait for a place at the Nursery.

It is useful if a completed referral form can be given to the Nursery at or before this time as a volunteer cannot go on the waiting list until the referral form is received. Please note that for reasons of confidentiality, we cannot accept faxed referrals.

If a potential volunteer is unsure whether they are interested in attending Cherry Tree and they would like to see what is on offer, they are welcome just to come for an informal look around, and then at a future date to make an appointment. We are, however, unable to offer an interview to someone who calls in without an appointment.

Before a volunteer can start, we require where applicable and with their permission, a copy of their Care Plan and Risk Assessment.

DATED 12/4/2010

APPENDIX F: Volunteer Statistics as at March 2011

FORMER CHERRY TREE NURSERY VOLUNTEERS' DATA AND PROGRESS as known – FROM APRIL 1990 TO

There are 558 volunteers, who have started Cherry Tree Nursery from April 1990

Of these, 104 currently attending

There are 454 past volunteers, of which 349 are male and 105 female

REFERRAL SOURCE	NO REFERRED
DHNUFT	328
Employment Service	85
Community	66
Housing Associations	29
New Milton MH Team	15
Social Workers	11
Colleges	9
Voluntary Organisations	8
Community Service	7
	558

DESTINATIONS AFTER LEAVING CTN	
Had to leave due to own/others' illness	109
Moved into voluntary work	72
Moved into full-time work	60
Found unable to work	40
Moved on to another placement	27
Left the area	18
Went into part-time training	17
Left to look for work	16
Died	15
Non attendance	15
Became Friends of the Nursery	14
After Long stay could not work	8
Went into full-time training	7
Left to become self-employed	6
Moved into part-time work	6
Moved to Government Training Scheme	5
Delayed start	6
Placement finished	4
Retired	
Loss of transport	2
Became homeless	1
Put on probation	2
	454

APPENDIX G: Costs Cherry Tree saves Local Authorities

The table below illustrates the savings to each local authority by Cherry Tree providing free daycare. The total annual costs to the following local authorities would be as follows;

Local Authority	Due days per week	Due days per 4 weeks	Due days per 50 weeks	Cost per week at £52 per day	Cost per 4 weeks at £52 per day	Cost per 50 weeks at £52 per day
Bournemouth	197	788	9,850	£10,250	£40,976	£512,200
Poole	17	68	850	£884	£3,536	£44,200
Dorset	29	116	1,450	£1,508	£6,032	£75,400
Hampshire	18	72	900	£936	£3,744	£46,800
Total	261	1,044	13,050	£13,572	£54,288	£678,600

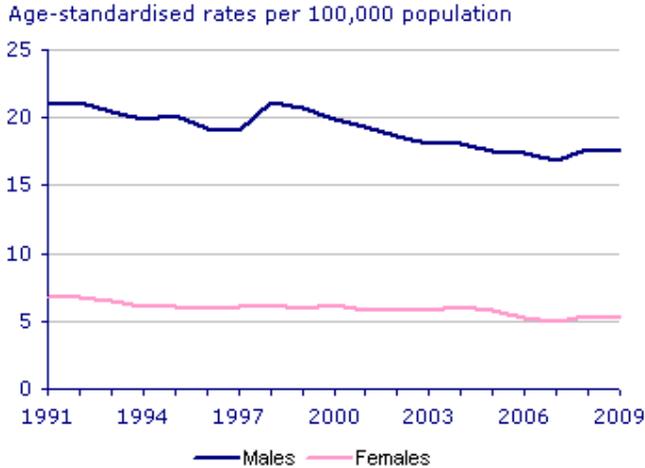
Note 1 - Summary based on day care figures provided by Bournemouth Social Services as at 2011.

Note 2 – Payment would be made, according to the social services, even if the volunteer/client is unable to attend on one of their due days as the place has been reserved for them.

APPENDIX H: Suicide Rates

Latest figures from Office of National Statistics, published 27/1/2011, suggest a general slow decrease in suicide rates over the past 10 years

Suicides Small decrease in 2009

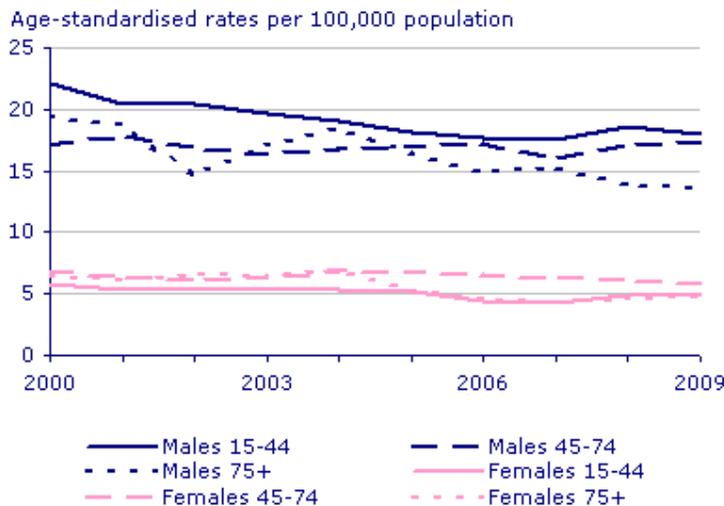


Suicide rates by sex, United Kingdom, 1991-2009

Between 1991 and 2009 the number of suicides for people aged 15 years and over in the UK gradually decreased. Despite a sharp increase of 538 from 1997 to 1998, figures continued to fall until 2007. Suicides increased in 2008 to 5,706 but fell by 31 in 2009 to 5,675.

There are more suicides among men than women. Male suicide rates peaked at 21.1 per 100,000 in 1992 and 1998 and then continually declined to 16.8 per 100,000 in 2007. The rate increased in 2008 to 17.7 per 100,000 and remained similar in 2009 at 17.5 per 100,000.

Suicide rates for women have been consistently much lower than rates for men and have shown a steady downward trend. The rate was highest in 1991 and 1992 at 6.7 per 100,000 and was lowest in 2007 at 5.0 per 100,000. In 2008 the rate increased to 5.4 per 100,000 and was similar in 2009 at 5.2 per 100,000.



Suicide rates by sex and age-group, United Kingdom, 1991-2009

In the early 1990s the highest suicide rates in the UK were among men aged 75 years and over. Rates for this age group have since decreased, falling from 25.1 per 100,000 in 1991 to 13.6 per 100,000 in 2009, now the lowest rate across the three male age bands. Since 1997 the highest rates have been in men aged 15–44, peaking in 1998 at 24.0 per 100,000 and then steadily decreasing to 17.6 per 100,000 in 2007. The rate for this age group increased to 18.6 per 100,000 in 2008 but decreased to 18.0 per 100,000 in 2009. Suicide rates among men aged 45–74 have fluctuated less throughout the period. In 2009 the rate for this group was 17.4 per 100,000.

Women aged 75 years and over show a similar trend to men in the same age group. The highest rate for this group over the period was 9.4 per 100,000 in 1993. The rate in 2009 halved to 4.7 per 100,000. Since 2005 the highest suicide rates among women have been in those aged 45–74. In 2009 the rate for this group was 5.8 per 100,000. Suicide rates in women aged 15–44 were consistently the lowest across the 1991-2007 period. In 2008 and 2009 the rate for this group was 4.9 per 100,000.

Source: Office for National Statistics, General Register Office for Scotland, Northern Ireland Statistics and Research Agency.

Notes:

Suicide has been defined as deaths given an underlying cause of intentional self-harm or injury/poisoning of undetermined intent. In England and Wales, it has been customary to assume that most injuries and poisonings of undetermined intent are cases where the harm was self-inflicted but there was insufficient evidence to prove that the deceased deliberately intended to kill themselves. For comparability, this definition has been used across all countries of the UK.

Figures are for adults aged 15 years and over.

Figures are based on deaths registered in each calendar year.

Rates are directly age-standardised using the European Standard Population.

Rates for 2002 to 2008 have been revised due to revisions in the mid-year population estimates (published by ONS on 13 May 2010).
Published on 27 January 2011 at 9:30 am

THE NEED FOR CONTINUING OUR WORK WITH SCHOOLS

According to the NHS, in the 12 months to March 2007, 4,241 children under 14 were admitted to hospital after attempted suicide – that is 1 every 29 minutes

According to a research paper published by Loughborough University published in 2002, following a 2 year study by the Young Carers Research Group, up to 17,000 children may be caring for mentally ill parents.

The main factors affecting the suicide rate are:-

- Mental illness
- Homelessness
- Substance abuse
- Unemployment
- Difficulties in asking for help

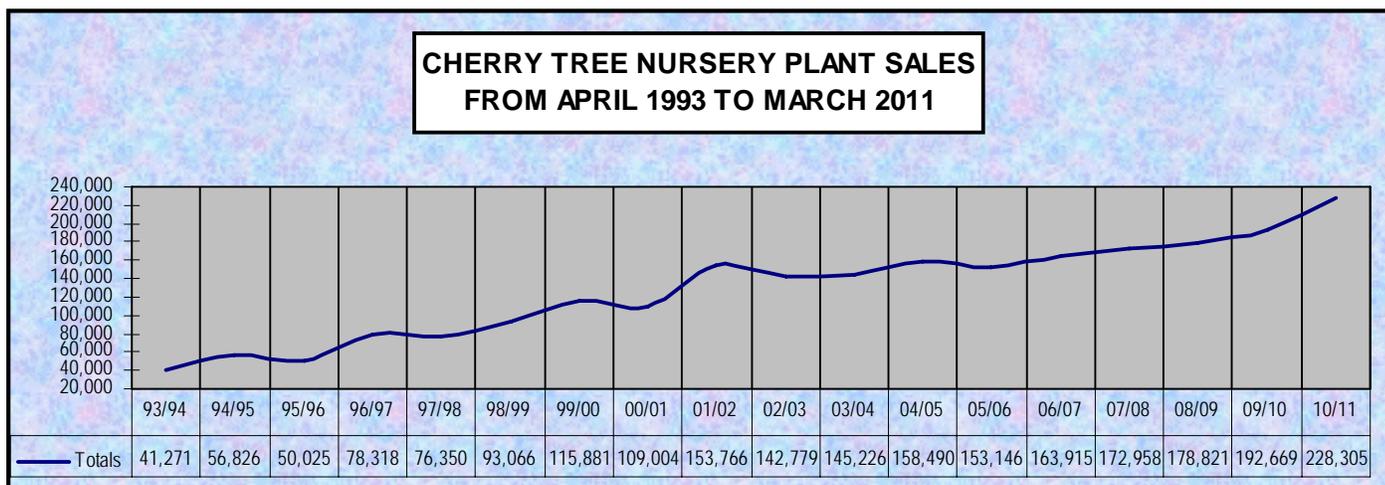
APPENDIX I: Cash Flow Forecast

Please note that the below cash flow forecast is based upon the most recent set of audited accounts, for the year ending January 2011.

	2009- 2010	2010- 2011	
Income from sales	196587	208305	
Income from grants and donations	62614	69777	
Purchases	73010	85644	
Operating costs	237004	235138	
Operating deficit	-50813	-42700	
Cash flow Forecast			
	2011- 2012	2012- 2013	2013- 2014
Income from sales	220000	232320	245329
Income from grants and donations	75359	81388	87899
Purchases	97634	111302	126885
Operating Costs	234272	231190	230000
Operating deficit	-36547	-28784	-23657

APPENDIX J: Retail and Wholesale Plant Sales

	Ex-Vat 06/07	Ex-Vat 07/08	Ex-Vat 08/09	Ex-Vat 09/10	Ex-VAT 10/11	Ex-VAT 11/12	Ex-Vat 06/07	Ex-Vat 07/08	Ex-Vat 08/09	Ex-Vat 09/10	Ex-Vat 10/11	Ex-Vat 11/12	Total 06/07	Total 07/08	Total 08/09	Total 09/10	Total 10/11	Total 11/12
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
F	4354	4739	10377	4416	3568	5246	1249	2061	2230	1895	1289	2551	5603	6800	12607	6311	4857	7797
M	12240	10952	8691	10718	7684	8667	12834	14204	10092	16303	16637	22034	25074	25156	18783	27021	24321	30701
A	8271	7145	8426	8890	10873	7685	9817	11491	7678	16036	17972	21456	18088	18636	16104	24926	28845	29141
M	7588	12998	9201	8301	10531	8658	13050	12544	15337	21761	23358	23379	20638	25542	24538	30062	33889	32037
J	8891	10696	11179	10763	10071	6163	10999	7673	11541	15493	17298	14760	19890	18369	22720	26256	27369	20923
J	4255	7551	13080	9203	9282	10518	13670	10873	15042	17946	21683	22212	17925	18424	28122	27149	30965	32730
A	7441	8179	6724	5346	7114	6337	6261	4737	5557	7908	9147	11671	13702	12916	12281	13254	16261	18008
S	5923	8032	8073	5778	8618	5517	4915	6178	6856	7377	7139	5698	10838	14210	14929	13155	15757	11215
O	6545	8452	4585	5737	5910	4181	8595	9600	10980	11921	11811	11573	15140	18052	15565	17658	17721	15754
N	8622	6694	3287	2871	4118	3500	1740	1028	1562	1808	3086	3099	10362	7722	4849	4679	7204	6599
D	1290	1536	1807	2387	2149	2420	413	530	472	1325	2798	1273	1703	2066	2279	3712	4947	3693
J	3202	3900	3340	2315	5792	2003	557	1731	762	364	1153	1123	3759	5631	4102	2679	6945	3126
	78622	90874	88770	76725	85710	70895	84100	82650	88109	120137	133371	140829	162722	173524	176879	196862	219081	211724



APPENDIX K: Sustainable Buildings Programme

Cherry Tree is working with Rob Buckley and Adam Slatter from the Dorset Centre for Rural Skills, who put together a wonderful plan to replace our current structures with low-cost, low-energy, low impact buildings, built from locally sourced and benign materials, in order to meet our needs in the most appropriate way possible. We believe these living and breathing buildings will promote mental wellbeing and recovery for all who use them, through the healing value of the natural world. It has been estimated that the cost of this building is around half that of a conventional building.

These exciting plans are providing buildings unique to the area, and are encouraging people to think about more sustainable ways of living and to learn more about eco-building techniques. They also tie in beautifully with Bournemouth University's research project, 'the Horticultural Nursery as a Restorative Environment'.

The major fund-raising project for this building programme was launched on our twentieth birthday in April 2010. The programme was originally designed in three independent phases, starting with the volunteers' tearoom. Each phase could be fundraised for and completed separately.

Phase 1 – Tearoom, kitchen, toilets, utility room, upgrade of function room- Completed September 2011.

All funds were secured for Phase One, within a year of our fundraising launch in April 2010. Our previous tearoom did tremendous service for many years, and we are now making the new one another home from home. The atmosphere inside the building already feels right. With this phase of the building in place it is easy to imagine how wonderful the whole construction would be if we are able to raise the funds for Phases Two and Three.

Fundraising has begun for Phases Two and Three, which we now feel might be more economically built together due to the physical restrictions of the site. We also know that a period of rest and recuperation from the unavoidable disruption of the current building work is necessary, so a revised timescale moves on the original plans by one year. So far we have pledges of £30,000, but it is becoming increasingly difficult to raise money in this financial climate. Once built, with all the sustainable features in place, Cherry Tree will have a near zero carbon footprint, and could be used as an example of this type of building for many other organisations.

The following costings include cranes and clearance, provision of temporary buildings, clearing and levelling of the site, foundations, the connection of all associated services, construction and decoration. The buildings will be handed over ready to use. The timescale is the one we would like to follow, but is dependent on raising the rest of the funds. A more detailed breakdown of these costs is attached.

	Phase 2	Phase 3
Dec 2012 prefabrication in workshop	£44,000	£50,000
Mar 2013 demolition, groundwork, frame assembly	£69,000	£84,000
May 2013 completion and finishing	£46,000	£41,000
Total	£159,000	£175,000
Combined total for building both at the same time	£334,000	

To achieve our dream, we have almost £400,000 to raise, while making sure that the work and effectiveness of the Nursery continues.

The following table shows the costs for building Phases 2 and 3 at the same time:

Prefabrication works – December 2012 (provisional)

Timber, frames, boarding and fixings; supply	£8000.00	
Timber, Douglas Fir; supply	£16000.00	
Joinery, Jeldwen, windows and doors; supply	£32000.00	
Labour and overheads	£36000.00	
Transport	£2000.00	
Total	£94000.00	£94000.00

Demolition, groundworks, frame assembly – March 2013 (provisional)

Removal of existing buildings	£8000.00	
Foundation slab	£62000.00	
Wall frames assembly	£7000.00	
Roof structure assembly	£7000.00	
Floor frames	£5000.00	
Clerestory glazing	£5000.00	
Roof sheeting, supply and fix	£36000.00	
Joinery, doors and windows, fitting	£6000.00	
Exterior cladding, OSB, Heraclith, fitting	£8000.00	
Temporary floor	£1000.00	
Entrance lobby, cedar shingle roof	£6000.00	
Facias and gutters	£2000.00	
Total	£153000.00	£153000.00

Completion and finishing – May 2013 (provisional)

Electrical installation 1 st fix	£6000.00	
Data 1 st fix	£3000.00	
Sub floor structure and sheeps wool installation	£13000.00	
Internal studwork, straw insulation, panel boarding	£10000.00	
Lime render to exterior	£9000.00	
Underfloor heating	£10000.00	
Floor finish	£6000.00	
Ramps and steps	£12000.00	
Electrical, data and plumbing 2 nd fix	£8000.00	
Decorations	£10000.00	
Total	£87000.00	£87000.00

Total Cost	£334000.00	£334000.00
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Here are the costs for doing Phases 2 and 3 separately:

Phase 2 – Computer room, quiet room, conversation room, library

Prefabrication works – December 2012 (provisional)

Timber, frames, boarding and fixings; supply	£3000.00	
Timber, Douglas Fir; supply	£7000.00	
Joinery, Jeldwen, windows and doors; supply	£15000.00	
Labour and overheads	£18000.00	
Transport	£1000.00	
Total	£44000.00	£44000.00

Demolition, groundworks, frame assembly – March 2013 (provisional)

Removal of existing buildings	£4000.00	
Foundation slab	£31000.00	
Wall frames assembly	£3000.00	
Roof structure assembly	£3000.00	
Clerestory glazing	£2000.00	
Roof sheeting, supply and fix	£17000.00	
Joinery, doors and windows, fitting	£3000.00	
Exterior cladding, OSB, Heraclith, fitting	£5000.00	
Facias and gutters	£1000.00	
Total	£69.000.00	£69000.00

Completion and finishing – May 2013 (provisional)

Electrical installation 1 st fix	£2000.00	
Data 1 st fix	£3000.00	
Sub floor structure and sheeps wool installation	£7000.00	
Internal studwork, straw insulation, panel boarding	£5000.00	
Lime render to exterior	£5000.00	
Underfloor heating	£5000.00	
Floor finish	£3000.00	
Ramps and steps	£7000.00	
Electrical, data and plumbing 2 nd fix	£4000.00	
Decorations	£5000.00	
Total	£46000.00	£46000.00

Extra over cost to construct phase two before phase three		
Craneage	£7,500.00	
Relocation and hire of additional buildings	£8,000.00	
Service connections	£5,000.00	
Access site management	£15,000.00	
Concrete pumping	£1,500.00	
	£37000.00	

Total for Phase 2 ex VAT	£196000.00	£196000.00
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Phase 3 – Main office, book-keeping room, CAB room, workroom, staff room entrance lobby

Prefabrication works – December 2013 (provisional)

Timber, frames, boarding and fixings; supply	£5000.00	
Timber, Douglas Fir; supply	£9000.00	
Joinery, Jeldwen, windows and doors; supply	£17000.00	
Labour and overheads	£18000.00	
Transport	£1000.00	
Total	£50000.00	£50000.00

Demolition, groundworks, frame assembly – March 2014 (provisional)

Removal of existing buildings	£4000.00	
Foundation slab	£31000.00	
Floor frames	£5000.00	
Temporary floor	£1000.00	
Wall frames assembly	£4000.00	
Roof structure assembly	£4000.00	
Clerestory glazing	£3000.00	
Roof sheeting, supply and fix	£19000.00	
Joinery, doors and windows, fitting	£3000.00	
Exterior cladding, OSB, Heraclith, fitting	£3000.00	
Facias and gutters	£1000.00	
Entrance lobby, cedar shingle roof	£6000.00	
Total	£84.000.00	£84000.00

Completion and finishing – May 2014 (provisional)

Electrical installation 1 st fix	£4000.00	
Sub floor structure and sheeps wool installation	£6000.00	
Internal studwork, straw insulation, panel boarding	£5000.00	
Lime render to exterior	£4000.00	
Underfloor heating	£5000.00	
Floor finish	£3000.00	
Ramps and steps	£5000.00	
Electrical, data and plumbing 2 nd fix	£4000.00	
Decorations	£5000.00	
Total	£41000.00	£41000.00

Total for Phase 3 ex VAT		£175000.00
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Total Cost		£371000.00
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Costings will be subject to an increase of 5% per annum. A further 10% of the total cost of Phases 2 and 3 (£37,100) will be set aside, for contingency purposes. This will include the cost of rainwater harvesting (£7,700) and solar panels (£14,700), as are actively looking at ways to cut costs in the future.

Appendix L – Cherry Tree Action Plan

NO	OBJECTIVE	LEAD	ACTION
1	Investigate sources of investment to maximise interest rates to bring more funds into the Nursery	Bookkeeper, Treasurer & Financial Adviser	Ensure all funds are covered for recompense should banks fail (£75,000 - £80,000)
2	To maximise profit on plant sales	Staff, Trustees and Treasurer	Produce accurate comparison of profit on plants sold wholesale, compared to those sold retail, and to develop new markets accordingly.
3	Plan to maximise income through plant sales and to develop plant sales in the local area	Nursery Supervisor in conjunction with management	Approach other venues, businesses for possible plant sales
4	Investigate new sources of donated income	Staff and Trustees	Approach local companies regarding Payroll Giving
5	Continue to fundraise for New Building Phase 2 & 3	Nursery Manager & Fundraising Assistant	Target grant making trusts who have never given to SWOP and ask again those contacted for Phase 1
6	Develop plans for renewable energy and rainwater harvesting to save money and encourage the local community to participate	Nursery Manager in conjunction with Bournemouth Borough Council and DCRS	Pursue possibility of solar panels on Information Centre roof and costs of rainwater harvesting
7	Update risk screen for charity	Trustees	
8	Update policies and procedures	Trustees	
9	Develop a strong Trustee Board that reflects the needs of the charity, the mentally ill and the community	Trustees	Investigate relevant people to become Trustees, including people with mental health problems
10	Develop strategy to address the increasing number of referrals due to closure of services to ensure the needs of the volunteers and the local community are met	Trustees and staff	Analyse the types of referrals currently received focussing on the number of appropriate referrals and the number which are simply a response to another service being removed
11	Review existing services to ensure the needs of the volunteers are met using evaluation and feedback	Staff	Define and analyse needs and define and analyse services. Identify areas for development
12	Devise strategy in conjunction with local Citizens' Advice Bureau to address the new Employment Support Allowance regulations	Staff of Cherry Tree and CAB	Keep records to ensure that any work needing to be done in relation to ESA regulations is evenly distributed. Review on a case by case basis who is the next person to attend meetings (including other family members)
13	Ensure that staff receive relevant guidance and support to enable them to deal with the commitments of the nursery and the needs of the volunteers	Staff and trustees	Regular staff meetings and staff reviews as when necessary
14	Ensure that Cherry Tree has sufficient Friends to meet needs	Staff	Define particular needs for Friends and their capabilities. Use a range of approaches to find them – personal contacts, CVS, etc
15	Increase networking and liaising with similar local	Staff and volunteers	Monthly visits by managers of both nurseries to other

	projects		local projects – offer more opportunities for contact between volunteers of both sides
16	Learn more about work of other voluntary organisations in the area to find full range of services available to volunteers	Staff, Friends and volunteers	Research other local voluntary organisations, collect information, names and services offered
17	Maintain high profile in the local media	Trustees, staff and volunteers	Use a range of communication networks to inform local media of all events
18	Ensure the nursery has appropriate IT systems and processes for dealing with needs	Trustees and staff	Utilise the skills of Friends with expertise
19	Strengthen joint working with Chestnut Nursery	Trustees and staff	Monthly meeting between managers
20	Strengthen links with Bournemouth Borough Council to maximise profile in community and improve services offered	Staff and trustees	Maintain regular contact with a full range of Council departments and elected officers. Work together when appropriate
21	Investigate other referral sources in order to make services available to all sections of the population	Staff	Identify the widest possible range of referral sources. Distribute information about the charity and referral procedures.
22	Continue to keep all donors aware of the activities of the Charity including financial information	Staff and fundraising assistant	Provide newsletters, progress reports, invitations to events
23	Continue with evaluation and feedback to improve services offered and make any necessary changes	Staff and volunteers	Update and maintain figures indicating costs saved to the statutory services as a result of volunteers attending Cherry Tree. Promote evaluation at Management meetings. Continue with informal reviews with volunteers