



Business Plan 2009-2012

The Strettons comprise a collection of rural settlements, centred on the market town of Church Stretton, and set within the Shropshire Hills Area of Outstanding Natural Beauty. The second largest cluster of settlements in South Shropshire District, the area supports about 8,600 people, located in some 3,700 households, within a 5 mile radius. South Shropshire as a whole had an estimated population of 4,500 living in fuel poverty in 1999, while in The Strettons area, more than 1 in 5 households contain only pensioners, and 20% of individuals are over the age of 75, many on low incomes.

Being aware of the global nature of climate change, but also our individual local responsibilities, Stretton Climate Care was formed in 2007 to encourage our local community to reduce its carbon footprint to as low a level as feasible, as quickly as we can. Since our formation, the need for urgent local and global action to reduce carbon emissions and consequent climate change has become clearer. However, despite much good intentioned rhetoric and small scale achievements, the national and global response to this problem remains inadequate to avoid catastrophic climate change.

Since April 2007, we have:

- Established ourselves as a registered Charity and demonstrated our competence at delivering a programme of events and activities
- Received grant aid and support from a range of public and private bodies
- Significantly improved the standard and range of our activities, displays, and communications;
- Carried out over 150 household energy surveys
- formed a working relationship with a number of other bodies including Shropshire Hills AONB Partnership, National Trust, Mayfair Community Centre, Church Stretton Town Council, L & C Insulations, Shropshire Insulations, Varian-Polymer Laboratories, Clee Hill Electric and Central Garage
- recruited over 80 members
- Launched an Electric Bike Hire scheme
- launched and redesigned our web site
- published a regular Newsletter
- Provided a drop-in advice service each week at the Market in The Square or at Mayfair
- Supported the launch of plastic bag free Church Stretton
- Provided presentations to numerous local community groups
- Worked with local schools to raise awareness of climate change issues

Our **Mission Statement** and **key Aims** are:

Mission Statement:

“To advance environmental protection and improvement by reducing the carbon footprint of the local area.”

Our formal **Charitable Objects** are set out in our Constitution and state:

“The Charity’s objects (the Objects) are for the benefit of the public in the Church Stretton area in Shropshire:

- a) the conservation, protection and improvement of the environment;
- b) the advancement of education about energy efficiency including the provision and use of energy in ways which reduce or eliminate emissions of carbon dioxide and harmful emissions; and
- c) the relief of fuel poverty by promoting the efficient use of energy among persons who are in necessitous circumstances including people in low income households.”

Key Aims:

1. To encourage a culture of climate care
2. To encourage low carbon , sustainable lifestyles
3. To raise awareness and reduce emissions of other climate change gasses
4. To encourage households and businesses to reduce energy consumption
5. To encourage waste reduction generally and increase recycling
6. To reduce fuel poverty
7. To encourage local trading
8. To encourage carbon offsetting by local people who cannot avoid having a higher carbon lifestyle

To help us achieve these ambitious goals, we have set ourselves some challenging **Objectives**:

- To reduce Carbon Emissions by 85% by 2050
- To survey 500 of the local area’s households and businesses between 2009 and 2012
- To assist all these households and businesses to implement any recommendations on energy saving measures by giving them suitable advice and introducing them to appropriate agencies and suppliers
- To train a team of volunteers in surveying techniques, and energy saving and reduction technologies

- To run an education and training programme to promote a local culture of climate care
- To run a programme of campaigns which will raise awareness of key climate change issues and bring about changes in behaviour, for example, to :
 - ...reduce locally generated waste
 - ...increase local recycling
 - ...help us become a tungsten light-free community by 2010
 - ...encourage local trading
 - ...encourage low carbon lifestyles through decreased use of cars, long-distance holidays etc. and increased use of public transport, cycling, walking
 - ... To encourage environmentally friendly building techniques and development practices to be incorporated into new developments demonstrating resource efficiency design techniques with aim of reducing CO₂ emissions and where practical incorporating renewable energy.
- To target fuel poverty

The achievement of these objectives will require a substantial effort in terms of volunteer time and expertise, financial resources, and expert advice and assistance.

We have a wealth of experience and skills available through our volunteers but this will need to be supplemented by bought in skills as necessary. The success of our business plan will depend on putting all these things into place.

Over the next 3 years, we plan to:

- Deliver our services with a trained volunteer force of home and small business energy surveyors;
- Carry out 150 energy and carbon footprint surveys in local households and businesses a year, providing advice on energy saving and reducing carbon emissions and where appropriate referring them to suppliers
- Carry out a series of promotional campaigns, designed to target specific environmental and energy issues
- Run a regular market stall promoting our household energy service, and our extensive library of low energy light bulbs
- Encourage members of our community to reduce their carbon footprints in other ways, through lifestyle changes
- Work with young people to make them aware of the carbon emissions produced and ways of reducing such emissions
- Organise a series of events to publicise our services to a wide range of the local community and ensure that carbon reduction is an enjoyable experience rather than a burden
- Attend events organised by others with displays and activities and talks where appropriate to publicise and provide information about our services and carbon reduction
- Communicate our views and events through a variety of media including a regular Newsletter, Press releases, submissions to other bodies, articles in Stretton Focus and our web site
- Continue to deliver our electric bike hire scheme, working with Central

- Garage
- Raise funds through a variety of sources and deliver the outputs agreed with funding bodies
- Manage our services to ensure that we maintain adequate reserves (at least 3 months and ideally 6 months) to provide continuity of delivery of our programme and assurance to our contractors and partners
- Target our services, wherever possible, on households in fuel poverty
- Continue to work with a range of Partners to deliver our objectives
- Monitor the outcomes of activities so far as resources allow

The pace of our efforts will be governed, by our ability to raise sufficient funding and secure volunteer time and expertise to undertake all of the activities we are planning.

Uncertainties and risks

There are inevitably considerable uncertainties in putting together a 3 year programme. The credit crunch and ensuing recession has changed the financial climate we are working in dramatically. This is likely to impact on the ability of individuals and private companies to make investments and support our programmes. Further government action is projected in the Consultation on their Heat and Energy Strategy and the effect on our services may be significant but cannot be assessed at present. Extending financial support to include insulation of properties with solid walls and micro-generation schemes would have a beneficial impact on the local community although the role of Stretton Climate Care would change. A new Unitary Council for Shropshire will be elected in June 2009 and will have the opportunity to review its role in carbon reductions which may affect our role.

We have carried out a comprehensive risk analysis for our organisation and we have put in place measures and mechanisms to address these. In the context of this Business Plan the availability of financial and volunteer resources is a risk which will be addressed on a continuous basis by: delivering on our programmes with grant aiding bodies; controlling costs; seeking new income and grant opportunities; looking after and training our volunteers; and seeking new volunteers. We will consider the risks of individual projects and review the risks facing the organisation on a regular basis.

We have now put together a an action Plan and Budget for the next three years, taking us to March 2012. An Outline Action Plan, and associated 3 Year Budget, complete with assumptions used for costs, follows.

Action Plan 2009 to 2011

Our Action Plan will focus on progressing our Aims and Objectives. At the heart of what we do will remain reducing our local community's carbon footprint. We follow the principle of the carbon hierarchy which is based on **Reduce**-(avoid energy use through efficiency and redesign) **Replace** (eg use renewable sources of energy) and **Neutralise** –Offset carbon emissions if absolutely unavoidable. Reducing and Replacing our collective carbon footprint will therefore mean encouraging and facilitating the following main actions in our local homes, businesses and community buildings (in priority order)

- installations of low energy lighting
- improvements to insulation
- installations of more sustainable heating appliances
- installations of renewable energy systems
- changing travel patterns and modes to reduce carbon emissions

- encouraging the installation of more efficient appliances to reduce carbon emissions
- encouraging the use of green electricity generated from renewable resources
- Advising households in fuel poverty as a priority

We have decided that it is not feasible for us to institute a carbon offset scheme locally.

Energy Surveys

At the heart of our service to the community are home energy surveys and business energy surveys which assess the household or business carbon footprint by analysing energy use from heating, lighting, appliances and travel.

Recommendations on reducing the carbon footprint are made where appropriate and referrals will be made where appropriate and agreed to suppliers. Where agreed, we will set a target for reducing the carbon footprint and will monitor the results after 12 months. We will issue stickers to enable householders to pledge their commitment to reducing carbon emissions.

In order to deliver this work we will attract new clients through all our activities and in particular at the fortnightly Market Stall and other events. We will give consideration to canvassing specific areas if this necessary to maintain our level of activity. We propose subject to funding to purchase a thermal image camera which would enable us to identify those properties in need of insulation and publicise our service by exhibiting the images.

We will mainly deliver this service through trained volunteers although they will need to be co-ordinated and supported by a self employed Project Worker. The Project Worker will allocate the surveys, maintain records, provide guidance notes and training, prepare literature, support and encourage volunteers, assist with monitoring results and carry a range of other tasks associated with these surveys.

Education and Information Campaigns and Activities

A range of events and other activities will be promoted to educate, inform and provide referrals to our Energy Surveys

These will include the following events and activities in 2009/10 and a similar programme will be devised in following years:

- Each week we will attend either the Thursday Market in The Square or Mayfair Community Centre with displays and leaflets illustrating our range of services
- We will hold our Annual Quiz in February and will run a monthly pub Quiz
- We will hold an annual Duck Race in Carding Mill Valley with support of the National Trust. This will include displays and is intended to engage particularly with parents of young children
- We will show and/or publicise suitable films which have a climate change theme.

- We will be staging a Green Fayre in The Square on July 4th 2009. We will be hosting in The Square a range of companies and organisations that support actions to address climate change.
- We will work with schools and young persons organisations where possible and ensure our volunteers have Criminal Records Bureau checks where necessary
- We will be organising an Orienteering event in conjunction with the National Trust on the Long Mynd in June 2009
- We will publish a regular Newsletter
- We will contribute regular articles to Stretton Focus
- We will maintain and enhance the content of our web site in 2009
- We will provide talks and displays at events organised by others including the Chamber of Commerce Festival in June 2009
- We will respond to consultations on significant policy proposals and proposed developments with a view to achieving our overall aims
- We will commission, have printed and distribute literature publicising our activities and objectives.
- We will publicise our activities using posters, other display material and press releases
- We will maintain our low energy light bulb library of over 50 types, working with Clee Hill Electric to ensure they can be purchased locally

Electric Bike Hire

- We will continue to provide electric bike hire through the arrangements we have made with Central Garage and publicise this scheme as appropriate. The scheme was financed with a grant from South Shropshire District Council.

Management and Administration

Stretton Climate Care as a registered charity is governed by a Constitution approved by the Charity Commission. It has 9 Trustees including a Chair, Secretary and Treasurer appointed at the Annual General Meeting. In addition the Trustees who form **The Executive Committee** have appointed a Vice Chair, a Publicity Officer, Web Manager and a Membership Secretary to support the ongoing work of the organisation. There is also an Assistant Secretary and Assistant Treasurer who can deputise when necessary for the post holders. Although formal audit is unnecessary for a charity of our size, we have appointed a volunteer External Examiner to certify that our accounts have been examined as required by the Charity Commission.

The Executive committee has 3 Groups who report to it:

- **The Publicity & Campaigns Working Group** This Group advises and supports the work of the Executive Committee:
 - Publicising and delivering the projects which have been funded as a result of the work of the Finance and Funding Group and Executive Committee
 - Devising ideas and strategy
 - To maintain relationships with the media by providing press releases , articles and information

- **The Finance & Funding Working Group.** This Group advises the Executive on the following matters:
 - Prepares and advises on the Budget and Business Plan
 - Seeks finance and monitor progress with committed expenditure and forecast income
 - Oversee/initiate fundraising (in conjunction/liaison with Publicity and Campaigns Working Group)
 - Consider the risks relating to the business of the organisation including the establishment and maintenance of adequate insurance cover
 - Maintains relationships with financial partners

- **The Contractors Panel** This Group advises the Executive Committee on arrangements made or to be made with commercial companies and monitors their performance where appropriate

Project Worker

We are supported by a self employed Project Worker who is appointed on a term commission with a brief setting out the work required over the period of the Brief.

As well as the ongoing minuted meetings there is a need for

- Project management
- Financial management
- Fundraising
- Insurance (people and equipment), data protection, contracts, disclaimers etc
- Setting up relationships with other organisations
- Equipment purchase and maintenance
- Volunteer training, organisation and support
- Membership recording and communication
- Policies
- Trouble shooting

We plan to cover these needs through a combination of local volunteer effort, supported as necessary by bought-in professional expertise.

Review

This Business Plan will require regular review and updating as necessary

Budget

An Outline Budget is set out on the final page.

Draft 1 24 February 2009

Stretton Climate Care is a registered charity, No. 1123211 dedicated to reducing carbon emissions in the Strettons.

Proposed Budget Items 2009/2010	Budget	Budget
	2009/2010	2010/2011
Energy Surveys		
Volunteer Training	300	300
Laptop Projector,,software, printer,service	120	120
Survey expenses	150	150
Free Lightbulbs	200	200
Thermal Imaging Camera	3000	
5 Plug in meters		
Sub Total	3770	770
Admin Support for Surveys	6000	6300
Surveys Total	9770	7070
Electric Bike Project		
Capital Purchases	200	400
Revenue costs	1075	2075
Sub Total	1275	2475
Outreach		
Website Development & maintainence	500	500
Market Stall & Mayfair	1075	1075
Communicating with Young People	500	500
Mobile Exhibition & Display Equipment	300	300
Fund raising events (gross costs)	500	500
Print & Stat. ,Post,Leaflets,Newsletter ,Canvas.	4500	4500
Green Fayre	2156	2156
Films , Lectures , Talks & Pub Qizes	2450	2450
Outside Events	1775	1775
Sub Total	13756	13756
Project Worker	12400	12400
Subtotal Outreach	26156	26156
Expenditure Grand Total	37201	35701
Income	Aspirational	Aspirational
	2009/2010	2010/2011
Grassroots Grant	1000	
Other Grants	2500	2500
Shropshire Hills AONB Leader Grants	20000	20000
Private Charitable Foundation	7350	7500
Geen Fayre	130	130
Shropshire Hills AONB SDF	1496	1496
Commissions on referrals & website	300	300
Income from Electric Bikes	2000	3000
Donations from Home Energy Surveys	200	200
Membership Fees & Donations	750	750
Local Fund Raising	1000	1000
Bank Interest	50	50
Sub total Income	36776	36926
Balance brought forward	7000	6575
Total	43776	43501