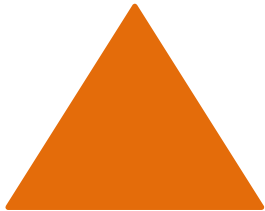


Organisation Name Open Gates 2016-11-R020	
Grant Details: Total Grant: £80,000 Amount funded to date: £80,000 Amount remaining: £0 Start date: April 2017 End date: March 2020 Date of Report: 25/04/20	
Grant Summary <p>Open Gates' vision is to run several commercial enterprises to provide opportunities for offenders to build their skills and confidence, to find future employment and reduce the risk of reoffending. Previously in receipt of a Development Grant from us to develop its furniture restoration business, Open Gates has reached a new phase in its move towards sustainability. Although the furniture restoration activity generates enough income to fund the organisation's core running costs, Open Gates is just a step away from achieving full sustainability. Our grant will help the organisation launch its additional trading ventures which include an IT suite and conference facilities that it predicts will generate enough income to fund just over 5 full time posts and secure the future of the organisation.</p>	

1. What is the first expected key achievement?			
To develop commercial and income generating streams that will provide opportunities for offenders to build their skills, capacities and confidence.			
Measures for this achievement	Target date	Progress towards these measures	
1a. To provide placements for 5 National Top End (NTE), 20 Community Payback Orders (CPO) and 20 additional volunteers each year.	Annual	<p>This past year (from March 2018) we have had 47 placements. Of which 36 were CPO's, 8 Work Experience, 2 from Cornerstone and 1 from NHS LAMH.</p> <p>This has been a rise every year since we got involved with CPO's Women offenders has risen to 6 over the past 12 months.</p> <p>Disappointingly, our NTE (National Top End) placements have dried up. We have spoken with the Barlinnie Prison managers and they have informed us that they have fewer men serving life sentences that would qualify for our organisation and they have a core commitment to other charities eg Erskine Hospital for ex-soldiers.</p>	

			Our Chair (Danny) and I are meeting with Sarah Angus (acting deputy governor) this coming Friday 22/3/19 at the request of Collin McConnell CEO HMP to see if we can incorporate placements for long term female prisoners. We continue to meet with all our clients and get their final day feedback.
1b.	At least 90% of clients reporting benefits in relation to self-esteem, practical skills and earning ability.	Annual	Overwhelmingly, people continue to say their experiences have been positive in terms of how they feel about themselves. We still receive a small number of reference requests for employment. We are also involved in court appearances with those who have outstanding charges (as well as a CPO order's) to give our input and opinion on how our clients has been under our charity.
1c.	Reoffending rates for participants will be less than half the Scottish average	Annual	Currently we still do not have Scottish Government figures for reoffending. We have had a low number of our clients returned to us (5 this year) on new or pending charges but usually for historical crimes. We believe this to be a useful, informal, measure of the positive impact we have on reoffending.
1d.	Employment rates for participants will be higher than the Scottish average for similar groups.	Annual	Again, as was last year no up-to-date Scottish comparison but we believe our work does improve employment prospects and the reference requests that we receive provides some evidence regarding employment. Two men who secured employment required and received our written references comes to mind

2. What is the second expected key achievement?			
Put in place the business infrastructure to support the organisation.			
Measures for this achievement		Target date	Progress towards these measures
2a.	Adopt a full suite of organisational policies	2019	We have fully revised and adopt the organisation's policies. These policies are updated at regular periods.
2b.	Put in place the staffing structure set out in the Business Plan (up to 6FTE posts)	September 2019	We have had three Lottery applications fail and we believe through no fault of our own. What we now have is 1 part time Café manager, 1 part time apprentice chef (who also works two days voluntary) and 1 full time chef . We have three CPO complimenting the café outlet. Both chefs have come through our CPO system. Our shop retail outlets (including drivers) are covered by 9 volunteers. 4 of these volunteer workers are ex CPO's.

2c.	Appoint up to 3 additional Board members with appropriate business skills and knowledge	September 2019	While we are still seeking extra board members only one has been added to our team. He also works 5 days with us voluntary as a furniture restorer. We feel we need to push on and add further members and this will be addressed in the coming weeks/months.
2d.	Update the website	June 2019	As of this week we now have an ex-soldier (CPO) who has PTSD. He has taken over our computer sales (Facebook, ebay and Gumtree) which we will be transferring over to our web site. He has caught our vision and we have high hopes for him and his recovery. This will help with the shortfall our shop has sustained due to the downturn in shop sales in general..

3. What is the third expected key achievement?			
Continue the redevelopment of the Dawson Road facility bringing all rooms into use by the end of the grant. This will be completed by the opening of our upper vacant room which we intend to renovate into one /two room offices. Finish and paint new fencing around the new office space. Our furniture paint room will also come on line and be operational.			
Measures for this achievement		Target date	Progress towards these measures
3a.	Launch the café facility.	Done	The café was opened in Nov 2017 and by Oct 2018 we could see that this outlet had so much potential. The chef we had left suddenly and left us in a bit of a pickle. We then tried 3/4 new chefs but none came up to the standard we had set. This is why we started from scratch and employed our CPO apprentice chef. Now we have a full time chef (ex CPO) too who in turn teaches the young lad. We employ a top (consultant) chef to come in one day per fortnight to train our two Chefs and the change is dramatic as it is excellent.
3b.	Make full use of the IT/conference/training suite	June 2019	We know there has been a downturn in second hand (SHOP) sales and that a web site is needed and developed (as explained in question 2d). With this in mind we also decided to upgrade our Seminar conference room (The Soutar Suite) into a top quality venue. We started to get bookings but felt we should upgrade the whole experience for potential clients. This we have completed and bookings have taken a turn for the good from:- Scottish Canals NHS Sandler Training Esteem Training These are just four of the customers we now have. A local church uses the seminar room one night per week. We are also planning to have a couple of days per week to do our own courses.

			The IT room is equipped and will be made available when our Ex-soldier puts all the computers on line.
3d.	Rebrand the building and signage	June 2018	This has been done, including the van's livery, factory and shop front.

4. Optional – please detail any additional expected achievements you would like us to know about.

The general upgrading of the café frontage (car park) was carried out by installing 4 concrete edgings, filled with white stone chips and dressed with (12) tree/plants.
The extra upgrading to the car park and seminar room (Soutar suite) was worth the work and expenditure as both the café and seminar room will become an extra source of income thus helping us to implement our own courses for our CPO's and NTE men/women.

5. If you specified in your Expected Key Achievements document that there would be additional income generated as a result of the grant please include the final income figures (including all income sources e.g. trading, contract grants etc.)

	Start date of year	Total additional income		
		Expected at start of grant	Reforecast	Received
Year 1		£	£	£
Year 2		£	£	£
Year 3		£	£	£
Year 4 (if required)		£	£	£

6. Did any aspect of the grant delivery not progress as expected and were any subsequent changes made?

Yes, the completion of our plans to complete our upper rear factory (Lane Area) room has not been carried out.

7. Has the grant achieved the expected results overall or did anything need to change?

A couple of things had to be altered during the grant period but overall the changes where to our charity's benefit ie not completing the upper (Lane Area room) is a disappointment. The reason being was that we redirected the finance to a couple of other pending targets, see below.

**8. What are the future plans for the development funded by this grant?
(include details of any further funds secured to continue the work)**

I have drawn up a five year plan concerning where we go from here. We have high expectations and genuine excitement that we hope can come into fruition on the basis of the Triangle Trust funding we have already received.

Synopsis

The last year of the grant has had its about turns here and there. Three weeks ago due to the serious circumstances we find ourselves in, we had to close down our whole operation.

Our exterior fencing of the factory **has been manufactured and ready to fit** when we found out that our blacksmith (IRONCRAFT) company had also closed. This was really disappointing as I had just filmed the old fencing and gates the week prior to the proposed installation, so that we could do a before and after expose.

Our exterior shuttering door in the rear lane entrance had been measured and ready to install by the manufacturers (Cunningham Shuttering) but they too have closed. So these two jobs will go ahead once the nation gets the all clear.

We found that last year (2019) due to our downturn in furniture sales that we needed to address our electrical bills which had become a burden. Our board decided that we should rewire the ground floor level of the factory using LED lighting thus reducing our usage bills by up to 50%-60%. This has been completed (photos attached).

I would like to add that since the beginning of the year 2020 our sales of furniture have taken a leap for the good in our Partick shop. We have built up a clientele that comes from all over the country to purchase our goods due to the marketing of good quality antique furniture and the restoration of household goods that we restore before we put up for sale. I write this in the report because all our competitors (5 other second hand shops in our catchment area) are not enjoying the same upturn in sales as far as we have been told.

This has to be put down to two points. Firstly, the investment we made in having David McKeeman (Retired board member) go through a restoration course of upgrading furniture has paid dividends.

The second point is that McTears Auctioneers allow us to go and cherry pick any unsold furniture (often older items) they are left with after their fortnightly sale. We also have Mulberry Auctions on board who work with us along the same lines although their sales are monthly.

The paint room has also been completed and is ready for work to be processed and used to help recycle furniture that is unpopular or heading for landfill. We have also registered with CRNS the recycling group.

I think one of the best things we have done is to have put eight of our service users (two volunteers) through a PAT Testing Course (Done by APEX). Although the testing machine was expensive to buy we have purchased one. This now allow us to inspect our mountain of electrical goods before we put them on sale. In the past we had to wait for outside folk to volunteer this service (last one was over a year ago). We can not only do PAT testing for ourselves but for others also. With this in mind we decided to have an electrical sales room (in the factory) that we have fitted out with shelving. This new room will sell electrical goods from washing machines, fridges and cookers along with lamps and smaller electrical goods. We have enough stock to supply our city shop.

Our cafe has never made any profit but it is a great source for training, not only in cooking skills but also personal esteem and purpose, we feel it still the jewel in our crown. This coming year I will personally be pushing our seminar room to attract business's which in turn can help with food/furniture sales. It still is our intention to put a TV in the cafe area advertising our furniture. We are also looking at doing a delivery food service to boost sales.

Our two cafe staff members have gone through (Brogan is still sitting exams) a catering business module and the company running this for us have agreed to do free hygiene courses for any of our service users free of charge.

On a final front I am pleased to say that we have managed to get back one of our NTE (National Top End) long term prisoners. Apparently there had been some sort of policy movement in Barlinnie Prison regarding placements which has now been resolved. Through experience as a charity I have decided to take just the one placement at a time. In the past we have had four NTE on site at the same time. It just meant that each man was restricted to what they could do or say as they had an inmate with them that held institutional reins in such a way that they could not act outwith their self imposed prisoner code.

The man we have now, I intend to pursue an early release into our employment when his placement finishes in January 2021.

This has been one of my main goals when I started the charity and I feel that this man has a good chance. In essence we get a NTE placement for up to eighteen months, he then is taken back into mainstream prison by the parole board to finish a further six to twelve months of the sentence.

We will appear for him and make a case that the work he has done has been invaluable and ask that the parole board release him into our employment under their rules. This has been done before and we hope to persuade not only the savings to the public purse but also to the benefit of our service user.

9. Is there anything you have not included elsewhere in the report that you feel we should know? E.g. you might have some wider reflections about the impact of the grant overall both within your organisation and beyond.

You need to know and understand that this grant has taken us to where we are. It has been invaluable to Open Gates.

Please pay us a visit and allow us to give you a full picture about what you have made possible at Open Gates. My answers may be long winded but a visit will not only let you see what we have done but what our vision is for the future