LORDSHIP HUB CO-OP BUSINESS PLAN

2014

A business plan for the Eco-Hub community building in Lordship Recreation Ground from Lordship Rec Hub Co-op

V17

'Lordship Hub Co-op' is the trading name of 'LREH Co-operative Limited',
which is registered in England as an IPS with the Financial Conduct Authority. Registration number 32216R.
Registered office: 320 Mount Pleasant Road, Tottenham, London, N17 6HA. lordshiphub.org.uk

TABLE OF CONTENTS

Contents

Summary 1
Introduction 5
Partnerships 11
Practical Concept 15
Social Impacts 29
Finance 32
Enterprise Details 34
Appendices 38
Appendix 1 – Projected finances 39
Appendix 2 – Fundraising strategy 40
Appendix 3 – Rules of the co-operative 42
Appendix 4 – Fixtures and fittings 43
Appendix 5 - Hire and Usage Protocols and Charges 45
Appendix 6 – Summary Risk Assessment 47
Appendix 7 – Volunteering policy 53
Appendix 8 – Hub Tender Brief 2012 – Commentary 56
Appendix 9 – Maintenance plan and schedule 57
Appendix 10 – Job descriptions and staffing model 59
Appendix 11 – Example programme of daily usage [summer/winter] 72
Appendix 12 – LRUF Partnerships and aims 74

Summary

VISION

The Eco-Hub (often called 'The Hub' for short) will be the driving force for the continued transformation of Lordship Recreation Ground into one of the best local park experiences in North London, serving park users and helping attract new users from Tottenham, Haringey and further afield.

This will be achieved by community-run social enterprise and organisation - supporting, promoting, enabling and inspiring park users' health, well-being, enjoyment, environmental awareness and practice, social cohesion and community spirit, empowerment, co-operation and mutual aid - and being responsive to the ideas, desires and needs of park users and the local community.

CO-OPERATIVE STRUCTURE

We have chosen to run this enterprise as a community co-operative for two overlapping reasons: financial stability and ethics. The enterprise has to be financially self-supporting and it will do this through continuing the community involvement that saw the creation of the building and the transformation of the park.

SUMMARY

Community co-operatives have been incredibly successful in enabling business to thrive where private business owners have found the business unsustainable[1]. They have done this through their ability to draw on a range of expertise and knowledge and by creating a formal connection with their customer/user base.

Encouraging all park users to become members of the co-operative means that we can draw on the strengths of a huge range of people as employees, board members, suppliers, customers and supporters. All of these people have a vested interest in the success of the enterprise, which means we have far more resources to call on whilst establishing and running the business - and to help us if things don't go to plan.

Being a co-operative, as opposed to a charity or private business, also opens up a greater range of options for financing the business; both start-up and running costs. We can trade, accept donations, apply for loans, issue shares and apply for grants. All other legal forms would preclude some of these.

BUILDING HIGHLIGHTS

Lordship Rec Community Hub Co-operative has been formed to provide a range of services and spaces including:

- A café committed to providing a comfortable, accessible and interesting environment where park users can enjoy delicious, healthy and affordable food and drink, relax, meet friends and learn about the park environment and activities, and ways to improve their health, including healthy eating and exercise.
- Well-managed public toilets
- A well-equipped training room that hosts a wide spectrum of well-attended courses, workshops and activities for local people provided by a range of organisations.
- A welcoming and informative community room that hosts a wide range of park user group meetings, activities and social occasions, facilitates information exchange about the park environment and activities and inspires local people to take pride and get involved in their local park.
- A multi-purpose office / reception for hub management and park user groups' admin, with hot-desking and space for small ad hoc meetings, a log book and calendar of events
- A lockable 'storage room' with priority short-term and long-term storage space (for cafe and park user groups)
- Avenue which can be used as a whole for major events

---

[1]*A Better Form of Business 2013,* Plunkett Foundation, Woodstock (2013). http://www.plunkett.co.uk/templates/asset-relay.cfm?frmAssetFileID=1652

SUMMARY

FINANCIAL HIGHLIGHTS

With access to community fundraising, social capital and grants, and with income from the café put back into the co-op's finances, Lordship Rec Community Hub Co-op is forecast to go into surplus within two years. The co-op will fund a cafe manager who will be able to oversee the running of the café.

We expect to raise £48,000 in start-up finance which will be a mixture of donations, restricted (grant) funds and investment and if necessary a small, preferential rate loan.

We expect to be able to leverage £20,000 of social capital per year because of the community 'ownership' of the building. This will be realised in volunteering, non-cash donations, access to funding and deals secured through our network of supporters and members. Depending on how this is realised it may allow us to avoid a deficit at all.

Projected surplus/deficit (not including savings made as a result of social capital or shares sold)

Year 1: -£27,185

Year 2: £9,344

Year 3: £3,083

SOCIAL HIGHLIGHTS

The Hub's facilities and services will increase the amount and broaden the range of people using the park, and increase the quality and length of visits.

We will enable, support and promote the park's user groups and their activities, and encourage all park users and user groups to become members of the Co-operative enabling them access to decision-making on all matters of interest to the building. Key User Groups will be our advisors and partners. This will establish a sense of collective 'ownership 'of the Hub by park users.

The Co-operative will have an elected management board, which, along with staff, will make the day to day business and operational decisions. It will be informed by both financial imperatives and the will of the Co-operative membership as expressed through the membership structure. Longer term, strategic plans and changes will be open to discussion with all members.

We will prioritise activities in the Eco-Hub that are park and community related but the building will also be made available to local people and organisations for other purposes as long as they conform to the Eco-Hub's objectives.

We will promote and enable all kinds of volunteering and training, and aim to have the Eco-Hub certified as an accredited training centre.

We will promote an atmosphere of inclusivity, and welcome all sections of the community – and take action to discourage or prevent any harassment or discrimination against disadvantaged or vulnerable members of our communities.

SUMMARY

The Hub will help strengthen community spirit, interaction and cohesion within the park and in the surrounding communities.

ENVIRONMENTAL HIGHLIGHTS

As the name suggests, environmentalism, ecology and raising awareness of biodiversity is central to the Eco-Hub. The building has been constructed to the highest 'passivhaus' environmental standards and the Co-operative will work in the same way. To help us in this we will devise an Environmental Policy specific to the building - this will include a four point Mission Statement which we will use to promote our ethos of sustainable living to all Eco-Hub and park users.

We will continually review ways in which to improve our impact on the environment and local biodiversity, promote sustainability in all areas of the Eco-Hub and support training in and foster awareness of environmental issues.

LOOKING AHEAD

The Co-operative has grown out of a long-standing partnership between users of the park, represented by Lordship Rec Users Forum and the Friends of Lordship Rec, and Haringey Council. As such it already has a series of strategic plans to follow. Through the above activities and services the Eco-Hub will contribute to ensuring the achievement of the objectives of the Lordship Rec Management Plan 2010-2020,the Training and Audience Development Plans, and the agreed long-term aims of the Lordship Rec Users Forum 2011. [See Appendix]

As the membership of the Co-op and the range of activities supported grow we will continue to work in this strategic partnership to further improve the park and community.

Introduction

HISTORY

The Hub has been built as part of the extensive recent improvement works throughout the Rec, Tottenham's district park. These works, funded mainly by the Heritage Lottery Fund, had been done in order to turn it from a run-down and little-used park back into a vibrant, well-resourced and well-managed facility serving all the surrounding communities and the people of Tottenham generally. The 10-year long regeneration process has been community-led, guided by an agreed shared vision for the restoration and transformation of the park, based on strong partnerships and community/Council coordination.

This process was originally inspired by the successful community-led regeneration of Broadwater Farm estate in the 1990s. It began with the launch in 2001 of the Friends of Lordship Rec for all park users, and the establishment in 2002 of the Lordship Rec Users Forum as the coordination body for all the stakeholder groups including Haringey Council. Both organisations have met monthly ever since and continue to fulfil their key role in improving the park [See Appendix 12 – LRUF Partnerships and aims]. Both organisations have actively supported and promoted the development of specialist interest User Groups for the Rec, and there are now a wide range of such active groups who are partners in the regeneration process and in the further improvements planned.

The partners involved are committed to community involvement and empowerment in the management of the Rec and its individual facilities and features.

The current building was designed to replace a previous much smaller one which was demolished beforehand. The previous building had been successfully managed in the 1990s by the Lordship Rec Mother & Toddler Group, and since 2002 by the M&TG and the Friends of Lordship Rec jointly until its recent replacement by the new building.

The community were centrally involved in the design of the building through FLR and LRUF reps attending all official meetings during the design stage of the recent regeneration works. Members of the community were also involved in the construction of some of the building through a training scheme.

Originally the plan was for the building to be managed as a social/community enterprise by local charity and key park User Group Back 2 Earth, backed up by a Hub User Groups Committee. However, in 2012 it was agreed to put the future management of the building out to tender for an appropriate organisation to apply. The Council, supported by the LRUF and the Heritage Lottery Fund, set out the criteria for the management of the new building in a Tender Brief. This Brief specified four Management Aims and Objectives:

- To provide environmental educational resource for local schools and community.
- To provide cafe and toilet facilities for all users of Lordship Recreation Ground.
- To provide a building that is an exemplar low carbon building for Haringey.

- To provide a base for the Friends of Lordship Rec. and the Mother and Toddler Group

In addition it was specified there would be a sub-lease for the Friends of Lordship Rec to manage the Community Room.

Whilst applications for the future management of the building were being considered, the Council offered the Friends a License to manage the Community Room. They have done so successfully on a daily basis since January 2013. Indeed since that time the whole building has been used for a wide range of successful community meetings, events and activities, and these have signposted its crucial role as a community-run community hub for the User Groups and park users as a whole.

In the light of this experience, and to ensure the agreed Tender Brief criteria are fulfilled [see Appendix 8 – Hub Tender Brief 2012 – Commentary], the Friends in consultation with the other User Groups, decided to establish a specialist Management Organisation (an Industrial & Provident Society) to apply to run the building. In doing this they received expert advice and guidance from the Co-operative Society Enterprise Scheme, and a range of other business advisors.

AIMS

- Provide space, facilities, staff and management to serve, involve, inspire and empower park users and local communities
- Support the improvement and conservation of Lordship Rec so that it can be freely enjoyed as a place of beauty and biodiversity, rest, recreation and interest for the community.
- Support the enhancement and improvement of the amenities, ecology, safety and security of the park to meet community needs and thereby encourage the use and appreciation of the park.
- Provide a point of liaison and information for park users
- Support the objectives of the Lordship Rec Management Plan 2010-2020, the Training and Audience Development Plans, and the agreed aims of the Lordship Rec Users Forum.
- Provide a base for the activities of the Friends of Lordship Rec and all the park's specific User Groups, and for the Lordship Rec Users Forum as their stakeholders' organisation
- Support the park's User Groups' interests in consultations and relations with the London Borough of Haringey and other bodies in matters relating to Lordship Rec and parks.
- Alone or in collaboration with other bodies, promote awareness of the benefits of maintaining parks and open spaces for the use and enjoyment of the community.
- Encourage and promote opportunities for volunteering, training and apprenticeships.
- Promote and support environmental sustainability

- Promote and support local skills, resources, community organisations and small businesses, and local community partnerships, links and networks
- Research, record and communicate the history of Lordship Rec.

VALUES

This Co-operative was born through a set of shared values and will be run according to them.

- Lordship Rec is a community asset that should be open and available for the benefit of everyone in Tottenham.
- The Eco-Hub should be the heart of this community asset.
- It should be run for and by the community.
- It should be run on democratic, co-operative principles - one member: one vote.
- Every park user, local resident and employee, park user group and other key community stakeholder organisation, should be encouraged to become a member.
- Its purpose is to enrich the lives of the community through enjoyment, education, communication and interaction, social cohesion and mutual aid, and community empowerment.
- We will continually strive to find new ways to actively involve more people and make the Eco-hub and its activities more accessible
- We will strive to find ways to reduce our negative impact on the environment
- Everyone should feel able to enjoy the facilities and activities, and no-one feel excluded due to lack of money, their background, race, gender, ethnicity, nationality, sexuality, ability or disability.
- We will be financially sustainable and use our financial resources wisely to meet our aims.

OBJECTS

The objects of Lordship Rec Eco-Hub Community Co-operative are to carry out and enable activities which benefit the park and community [see Appendix 3 – Rules of the co-operative].

MEMBERS

The current Co-operative members have been initially drawn from the membership of the Friends of Lordship Rec, the organisation for all individual users of the park. Those involved bring a huge range of skills and experiences and are all local people who know the community well. Some of those currently most actively involved include:

- Graphic designers
- Administrators

- Teachers and headteachers
- Gardeners
- Social entrepreneurs
- Builders
- Community engagement experts
- Biodiversity specialists
- Artists
- Company directors

Once the registration process is complete will we further grow the Co-op's membership and encourage an even broader group of people to become members. Our constitution sets out the following categories of membership (as approved by the Co-operative Society):

User Members

Any regular user of the services of the Co-operative may be admitted into membership.

Employee Members

All Employees on taking up employment with the Co-operative may be admitted to membership, except that the Co-operative in a general meeting may by an ordinary resolution decide to exclude from membership:

(a) Newly appointed Employees during such reasonable probationary period as may be specified in their terms and conditions of employment;

(b) Employees working less than a prescribed number of hours per week (or per month);

provided that any such criteria for exclusion are applied equally to all Employees.

Supporter Members

Any natural person, nominee of an unincorporated body, firm, partnership or corporate body that operates in an associated field of activity to the Co-operative or that has an interest in supporting the Co-operative's business.

Producer Members

Members of the community who produce things that the Co-operative distributes or sells may become members.

Each of the park's Users Groups will be invited to nominate a representative to be a Supporter Member to speak up on their behalf at meetings of the Co-operative.

INTRODUCTION

To ensure effective ongoing communication and co-operation over park issues it will be proposed that the Lordship Rec Users Forum and the Friends of Lordship Rec will be invited to be co-opted to sit on the Co-operative's elected Board of Directors.

VOLUNTEERS

There is a great history of volunteering in Lordship Rec with many thousands of hours put in by community members to, for example:

- Organise and staff large-scale community festivals
- Run holiday schemes
- Enhance and help maintain areas for wildlife in the park including the woodland, spinney and lake
- Fundraise for improvements to the park
- Help carry out consultations with the local community on behalf of the User groups and the council
- Help redesign the park's features and facilities
- Run sporting, artistic and cultural activities for people of all ages
- Create signage for the park
- Research the area's history
- Promote the park and the its activities to the community

A volunteer is defined as: "an individual who gives some time, freely and by choice, without pay, for the benefit of others in the community, and the individual"

Volunteering takes many forms.

We envisage 3 categories of volunteering:

- Informal Volunteering– often ad hoc, with often unspecific times and commitment, and for a range of activities that require no formal supervision received or given (e.g. handing out flyers)
- Collective Volunteering - when members of an organisation help out with an organisation's activity or task as equals with no formal supervision received or given (e.g. attending meetings, dropping into the office, organising events)
- Formal Volunteering – where a task requires specific time commitment, essential working, training, supervision to be given or received, quality outcomes, or there are health and safety, insurance or legal issues (e.g. working in the cafe, opening and closing the building)

Formal volunteering will be expected to follow all relevant guidelines. [See Appendix]. In addition we will ensure our staff and trainees are trained accordingly.

INTRODUCTION

The Eco-hub will offer greater opportunities for volunteering as well as being a base from which new and existing volunteering opportunities can be promoted and co-ordinated. All members will be encouraged to volunteer skills they have or in ways that help them to develop new skills.

Through the creation of this co-op the pool of regularly active volunteers has grown as new areas of expertise have been required. We will ensure that this continues. We have new volunteers with skills in:

- Building maintenance
- Carpentry
- Sustainable architecture
- Social enterprise

We will set up and promote a Lordship Rec Volunteers Database and also develop a range of Volunteer Groups specifically for the Hub (Building Skills; Publicity; On-site Presence; Fundraising; Cafe; Admin; Other).

We will work with partners to promote training in the Hub with a view to the building becoming accredited as a training centre.

Partnerships

INTRODUCTION

Partnership working is central to what the Co-op wants to achieve in the park. We will work closely with all of those who have interest in promoting the park and will facilitate others to form effective partnerships.

In the case of some of those we are committed to working closely with on a regular basis we will consider the advantages of developing formal relations through a Partnership Agreement or Memorandum of Understanding.

At a strategic level our key partners are the park's User Groups, The LRUF, The Friends of Lordship Rec, park staff, the Audience Development Officer and the Council. Whilst the co-op will have ultimate responsibility for the building, its success is intertwined with the success of all of these other stakeholders.

Many of these partners will be invited to provide advice and help operationally, as we will help them: putting on events, promoting one another's work, providing volunteers and resources for one another.

We have also enlisted a business advisor with experience of running a park cafe and community facility, Robby Sukhdeo, to advise our initial management board. Further advice on audience development is being offered by Lily Labonte, Lordship Rec's Audience Development Officer.

The Co-operative will develop a range of formal and informal partnerships and relationships with various organisations as desired and needed, depending on the specific situations, issues, and groups. The categories of such partnerships include:

Those we are committed to work closely with, and seek advice from, on a regular basis, e.g.:

- Those groups intimately involved in the management of the Hub
- The park's Users Groups
- Park staff
- The Lordship Rec Audience Development Officer

Those we may work with from time to time, e.g.:

- Community organisations e.g. local Residents Associations, interest groups, cultural groups
- Other local organisations (e.g. schools)
- Providers of key services
- Council departments and other statutory bodies
- Suppliers

An initial list of some of the potential partners is set out below. There are many other potentially relevant organisations.

PARTNERSHIPS

USER GROUPS

- Lordship Rec Users Forum (To be Co-opted onto the Board)
- Friends of Lordship Rec (To be Co-opted onto the Board)
- Lordship Parent & Toddler Group (They have agreed to advise on matters relating to young children)
- Lordship Sports and Arts Consortium (They have agreed to advise on matters relating to sports, arts and training)
- Rockstone Foundation (They have been invited to advise on matters relating to cycling)
- Lordship Wildlife Group (They have agreed to advise on matters relating to wildlife)
- Back 2 Earth (They have agreed to advise on matters relating to environmental sustainability)
- Shell Performing Arts Collective (They have agreed to advise on matters relating to performing arts)
- Women's Association of Lordship Rec (They have agreed to advise on matters relating to women)
- Lordship Walking Group
- Trax Club
- Lordship Arts Collective (They have agreed to advise on matters relating to art and design)
- Lordship-based football teams - BUFC and LRFC
- Brakethru Club
- Broadwater Farm Community Centre

HARINGEY COUNCIL

- Parks Department / Leisure Services(They will be invited to advise on matters relating to park operations and the Eco-Hub)
- Homes for Haringey

VOLUNTEERS AND TRAINING

- The Conservation Volunteers (To be invited to advise on matters relating to environmental sustainability and volunteering)
- HAVCO Volunteer Centre
- Probation service

PARTNERSHIPS

LOCAL COMMUNITY

- Residents Associations
- Local Schools
- Other local community organisations e.g. interest groups and cultural organisations
- White Star
- Faith groups e.g. Church on the Farm

EDUCATION

- Schools
- CHENEL college
- Workers Educational Association
- U3A
- Haringey Adult Learning Service

ENVIRONMENT

- Sustainable Haringey
- Tottenham and Wood Green Friends of the Earth
- Tree Trust for Haringey
- The Conservation Volunteers

SPORTS / LEISURE

- YMCA
- Sports clubs

ARTS

- Tottenham Community Choir
- Bernie Grant Arts Centre
- Make Room

BUILDING MAINTENANCE

- Ann Thorn Architects (They have agreed to advise on matters relating to general maintenance)

PARTNERSHIPS

- Strawworks (To be invited to advise on matters relating to insulation maintenance)
- Haringey Council

OTHERS

- Safer Neighbourhood Teams

Practical Concept

INTRODUCTION

The Eco-hub is a community building, run to provide and enable the provision of enjoyment, education and services to the users of the park, the local community and beyond. The concept therefore has two main elements:

- Providing a welcoming, useful place for activities to happen
- Creating and running activities and services itself

We have explored and modelled three different ways of running the Eco-Hub and the one best allowed us to achieve our community, environmental and social aims whilst being financially sustainable was to take on the running of the whole building.

This means we can employ experienced staff to work in the cafe who are employees (and hopefully members) of the Co-operative. They will be dedicated not just to running a fantastic cafe, but will be promoters and facilitators of all the Eco-Hub's and the park's activities.

It also allows us to use the cafe as a site for volunteering, training and other activities. We intend to employ catering apprentices, get people volunteering in the cafe and run schemes to help people develop their catering skills, both for employability and pleasure.

Furthermore, it means that all the income generated by the cafe is ploughed back into making the Eco-Hub and the park the community resource we want it to be. The flexibility afforded by this method of working opens up all of the potential community activities and income streams detailed below.

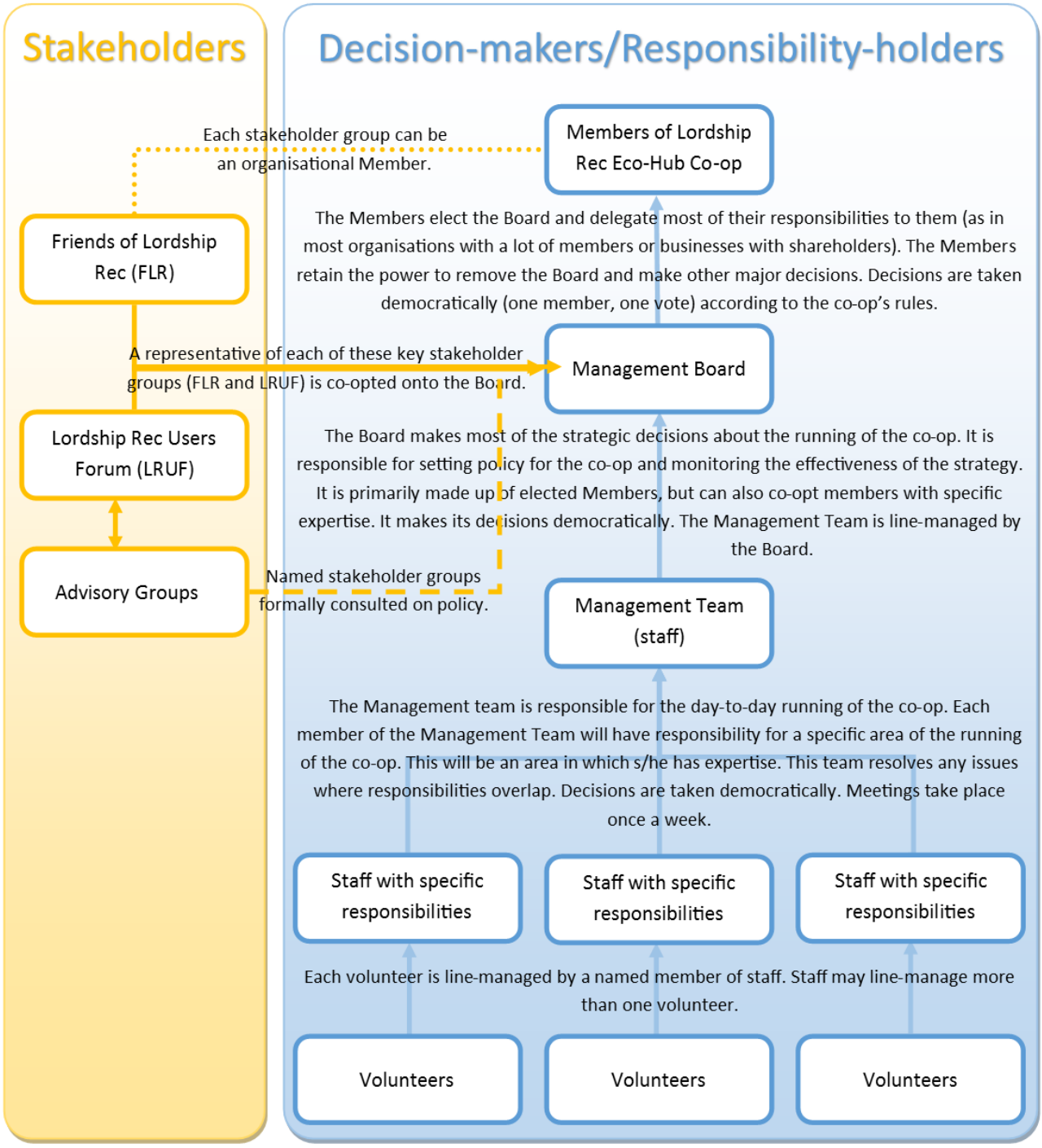
MANAGEMENT STRUCTURE

The management structure of a community co-operative is very similar to that of a business with shareholders, except that rather than the shareholders voting in the Board, the Members do.

Also as in these types of business, decisions taken at Board level and at the meetings of Members/shareholders decisions are taken democratically in line with the organisation's rules. At first we try to reach consensus, if this cannot be reached a vote is taken and that decision is final.

The diagram below shows the lines of responsibility from the Members down. In this case 'staff' means someone with an agreed job description who works regularly at the Eco-Hub – they may be paid or unpaid.

PRACTICAL CONCEPT



PRACTICAL CONCEPT

ROOM HIRE

The various spaces in the building will allow us a great deal of flexibility for both free and commercial hire of rooms: from a corner in the cafe to the whole building.

There will be a fair, transparent and efficient booking system with a sliding scale of hire charges and set of criteria for usage. [See Appendix 5 - Hire and Usage Protocols and Charges]

There will be 4 key categories of hire charges:

- Free
- Community
- Standard
- Private/Commercial/Institutional

In setting its rates the Eco-hub has to balance its core purpose as a public community building for park users with the need to be financially sustainable.

To this end there will be free use of rooms for the park's recognised User Groups under specific, agreed conditions

Full details are set out in Appendix 5 - Hire and Usage Protocols and Charges.

Office and storage space for User Groups

The office space will be used by Hub staff and management, and made available for User Groups to work and store files and equipment; desks, internet access and printing will be available. This free usage (or for a weekly contribution if possible, if office users have a grant or resources for such a purpose) will encourage and support them to create even more activities in the park and make even better use of the Eco-Hub. It will also help co-ordination of activities between User Groups, the Eco-Hub and the Audience Development Officer, who we would also like to be based in the office.

We would ask all of those using the office to also be available to respond to enquiries by Hub visitors, and point them in the direction of useful information.

There will be a daily Logbook for signing in and adding news and information.

There will be a Calendar of events in the Hub and the Rec.

There will also be filing cabinets, and shelves for small items e.g. stationery/leaflets, clipboards etc.

Storage Room

The small lockable room by the office will be used for priority short-term and long-term storage space for the cafe, training room and park User Groups. This could include: Freezer; Cafe Supplies; Marquees; PA system; Hi-visibility jackets; first aid kits; megaphone etc. Also temporary storage for park User Groups e.g. muddy boots.

Community Room

This will continue to be a base for the Friends of Lordship Rec, the Parent & Toddler Group and all the park's Users Groups.

It will also be available for other bookings.

To improve on the quality of the facility for children's usage a removable fence will eventually be installable to connect the room to the playground outside for an enclosed outside area. Groundguard will be added to connect the entrance to the playground to the surfacing/terrace around that corner of the Hub.

ACTIVITIES

The park already has a wide range of activities that are run by and for users, including:

- Parent and toddler group
- Wildlife group
- Sketching group
- Walking club
- Sports and Arts Consortium
- Cycling activities
- Music and drama performances
- Dog shows
- Local produce shows
- Community festivals
- Women's Association
- Food growing

As well as continuing to support, promote and develop these, we will also develop further social and cultural activities in the Eco-hub during the various times of the day, and offer advice services and signposting. Additional activities that we are considering setting up and encouraging include:

- Educational School visits/trips (by schools, youth groups, etc.)
- After school clubs
- Yoga, fitness and martial arts
- Craft Fairs
- Farmers markets

- Bring and take events
- Board games sessions
- Discussion groups
- Concerts
- Acoustic gigs
- Poetry
- Plays
- Readings
- Art exhibitions
- Employment advice
- Assisted job search
- Work exchanges
- 'Fixit' clubs
- Training on building maintenance
- Training about healthy eating and cooking
- Sports
- Arts
- Private children's parties
- Eco / sustainability awareness
- Weddings

There are a number of groups in the park already who are running activities and with additional support, publicity and a venue - all of which the Eco-hub could provide - we are sure that these groups and their volunteers would be able to do more, and would be able to recruit more volunteers. We would also work with these groups to fundraise for these activities so that they can be offered for free to local residents and still go towards covering the costs of the Co-operative.

Regarding schools, we will seek to enable and develop curriculum-related term time activity sessions and school trips (e.g. relating to biodiversity around the lake, arts sessions), after school clubs, and end of term day trips to the park in conjunction with partners.

In addition we will support the Holiday Youth Programmes of the Lordship Sports and Arts Consortium.

We would meet regularly and work closely with the Council's Audience Development Officer so that we could jointly support the park's User Groups and the audience development objectives. This will include creating annual calendars of events together, sharing ideas, space, promotion and resources. In this way we will enhance the effectiveness of the work of both the Council, the User Groups and the Co-operative.

CAFE

Potential customers

The Eco-hub is ideally situated next to many of the major attractions of the park: the children's playground, the paddling pool, the lake and the model traffic area. It is also located on the most-used paths cutting across the park. This means that the majority of the users of the park come past it and so may be tempted in. The outside seating area also gives a good view of all of these attractions and so parents can sit and have a coffee or snack whilst their children play safely within sight. We will also seek or fundraise for further picnic tables adjacent to the building.

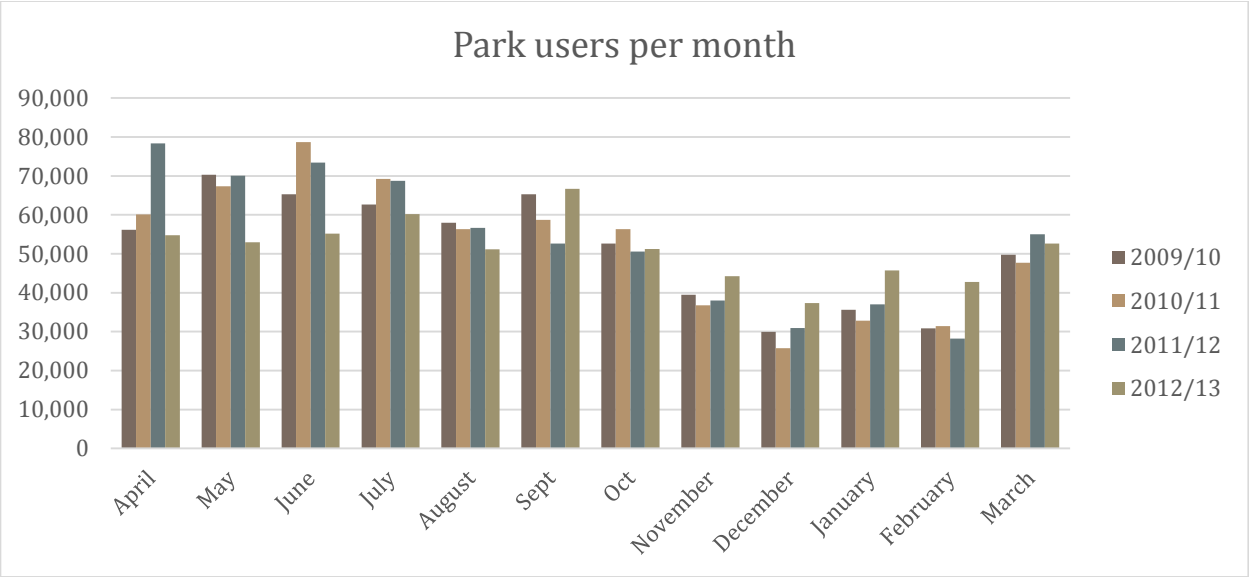
Four key user groups within the park are:

- Children and their families
- Dog-walkers
- People out to socialise and relax
- People doing exercise

We aim to cater for them all in the cafe and hope to develop fifth and sixth groups:

- Those coming to participate in activities in the Eco-hub
- People coming specifically to eat at the café

As Lordship Rec is not just a park but also a through route the footfall doesn't drop as much in winter as in some other parks.



Opening hours

The building will be open seven days a week from 7am until 6pm (and later when there are events scheduled), with some seasonal adjustment. The public toilets will be accessible from opening time, and cafe serving will generally start an hour after opening. We will also try out serving evening refreshments during the summer when people are happier to come into the park later at night. The opening hours will be regularly under review quarterly and annually, so as we learn of times of higher or lower demand we will adjust these times accordingly.

Menu

The intention is to start with a simple, classic cafe menu and to tweak it as the cafe clientele and other park users give us their feedback. It is essential that everyone feels welcome in the cafe so:

- There will always be jugs of water available for people who need a drink but don't want to or can't pay for one;
- There will always be tea and coffee available for a pound or less, currently 70p;
- There will be a range of affordable general items;
- There will always be simple food available for kids (e.g. beans on toast, pasta and cheese);
- We will elicit, listen to and respond to suggestions for changes to the menu;
- We will endeavour to cater for 'minority' tastes and medical conditions.

Initially at least we will need to make sure that as well as being appealing to park users the menu is simple and quick for staff to serve. It is crucial that people's first impression of the cafe is that it is open, accessible and good value. We can blow them away later with amazing food, but getting the basics right is essential.

We will source all food as locally as possible and intend to turn some of the areas close to the Eco-hub into an herb garden. These herbs will be used in the cafe. We will also negotiate use of produce from Harmony Gardens and local people (e.g. items grown in allotments and back gardens).

Soft drinks, ice creams and snacks (e.g. crisps, popcorn, fruit etc.) will be available all day.

Breakfast

Early in the morning hot drinks will be served to dog walkers with provision for them to tie up their dogs and give them water. Dog treats will also be sold.

A simple breakfast menu will be available that allows people to pick from, for example:

- Porridge
- Cereal
- Fruit salad
- Toast
- Roll
- Crumpets
- Bacon
- Eggs
- Beans
- Tomatoes
- Sausages

Lunch and evening

At lunch and into the evening the breakfast menu will still be available but sandwiches, soup and salads will be added.

Staffing

We will have a team of staff whose roles will be to oversee the operation of the building and cafe and to organise staffing and formal volunteering in the Eco-Hub. There will be a rota of members who will take on specific volunteer roles. These will be decided in discussion with the volunteers and the Management Team, but are likely to include:

- Opening and locking up the building 'out of hours'.
- Staffing the reception area.
- Setting out and clearing away for events.

- Building maintenance.
- Running and supporting events.
- Publicity.

Ensuring the core business of the building always continues will be a team of paid staff. They will need to be employed flexibly, as the busyness of the cafe in particular will be seasonal and affected by the weather. We will not employ anyone on zero-hours contracts, but will specify a minimum number of hours that anyone contracted will work in a month and be clear about what extra they can expect. In this way we hope the jobs will be attractive and stable for those people who want flexibility from their employer (e.g. parents, people with volunteering commitments, those with other jobs, etc.). A possible staffing model for moderately busy times is outlined in Appendix.

We will take on apprentices to both raise staffing levels and to support those looking to develop their skills and gain qualifications. All staff and volunteers will be regularly offered training and will be able to suggest additional training that they would like.

We will set up specific Volunteer Groups to strengthen volunteer involvement in the running of the building, for example:

- Building skills
- Publicity
- On-site presence
- Fundraising
- Cafe support
- Admin
- Other

Each formal volunteering role will have a job description, and the volunteering will be recognised as a key ingredient of the management regime.

Information to customers

There will be a community information display and table of relevant and up to date park-related and local community material.

Management of toilets

The building has 4 public toilets, one of which is a designated for disabled use, these will be open to the public whenever the building is staffed. It will be one of the essential roles of paid and volunteer staff to check the toilets regularly for cleanliness, adequate toilet paper, etc. Any issues will be rectified immediately.

There is also a lockable staff toilet which will contain small lockers and changing facilities for staff.

ENVIRONMENTAL COMMITMENT

The building has been constructed to the highest environmental standards and the Co-operative will work in the same way. The Co-operative has an intrinsic commitment to be environmentally friendly and sustainable in all areas. We would like the Eco Hub to become synonymous with best practice of reducing environmental impacts in business. This will include raising awareness of environmental issues and championing the movement towards a greener and more sustainable future by working with our Environmental Policy at the forefront of all decision making.

Some ways in which we will achieve this are:

- Use reclaimed furniture, materials and equipment where possible
- Use environmentally friendly/biodegradable/recycled products
- Use local suppliers where possible
- Provide recycling facilities (for all waste products generated by the building uses)
- Provide suitable composting facilities for organic waste
- Promote the message of sustainable living to all our customers and users.
- Provide regular training to all staff and volunteers around the issues within our Environmental Policy
- Display our 'Environmental Mission Statement' in all areas of the Eco Hub

We will work with organisations that provide and have knowledge of training in environmental awareness to support them to run relevant courses such as; recycling, composting, food growing, carbon reduction etc., for local people and park users in the Eco Hub. We will work with and take advice from Back 2 Earth. We will also support the work of park groups such as the Wildlife Group and Woodland Group and promote their activities to all Eco Hub users.

We will become a centre of re-use and re-purposing and intend to set up schemes for local people to support one another to fix broken items, swap unwanted ones and repurpose things for which there appears to be no use.

We will promote the use of electronic communication and record keeping within the Eco Hub and so reduce the dependency on paper, further reducing the buildings impact on the environment.

The hub building has been constructed to very high standards of energy efficiency - it has received an AECB Silver award. The electricity use is expected to be approx. 6600Kwh and gas use 18500Kwh, with C02 emission of 26 Kg/M2 per year. The Co-operative will look into the possibility of fitting further solar power equipment to the green roof (sedum blanket) in order to reduce the environmental impacts of the building further and perhaps the utility costs as well.

GENERATING INCOME FROM THE HUB

In carrying out these elements the following income streams are available:

- Hiring out rooms
- Running the cafe and catering
- People paying to take part in activities
- Grant funding for activities, training etc.
- Office users contributions

Where events are free these will not necessarily mean that they do not generate income for the Co-operative. Increasing the number of people in the Eco-hub will raise awareness of other activities and very likely increased use of the cafe.

In an area of high unemployment - especially amongst young people - we would very much like to run schemes to help young people to gain the skills they desire or need to further their education and / or get into work. We believe that we may be able to find grants or sponsorship for this that would allow us both to give a useful, meaningful experience to participants and also help to staff the building. This would not be to substitute for other staff, but would add more hands and friendly faces to allow us to run more interesting and exciting activities, rather than just keeping the building ticking over.

PUBLICITY / MARKETING STRATEGY

The Friends have a large and growing list of members and supporters. They will be invited to become members of the co-op. The User Groups will be encouraged to publicise to their own members and contacts. Members of the Friends and of the other User Groups will in any case be proxy-members through the Friends and other User Groups deciding to become members themselves and to nominate a representative.

This gives us four excellent methods of marketing the events, room hire and cafe to our target audience, local people and businesses:

- Direct email marketing to these mailing lists.
- Using members to distribute flyers in the area - this method has already been used effectively many times for events in the park.
- The Friends manage the park's noticeboards, and Hub staff will be given a key. An additional specialist noticeboard outside the Hub is already in the programme for future park improvements sought.
- Using members to display posters on all the roads in the vicinity. Members already post things in their own windows, but we could add to this by asking members to have small boards in their front gardens that are more noticeable and easier to read. These would be updated regularly to

keep people informed of new opportunities, services and activities. Given the geographical spread of active members we could have boards on most streets within a quarter mile of the park.

The launch of the Eco-Hub will also attract considerable interest from the local press, which we will use to let people know about the space and services available. To keep this positive coverage going we will set up a publicity committee of the co-op who will work to get positive stories about the Eco-Hub and activities happening there and in the park in to the local press at least once a month. This committee will be made up of members with relevant experience working with the Events Manager and Audience Development Officer to highlight news-worthy events and photo opportunities.

TIMELINE

As soon as we have the lease we will try to make the building habitable, safe and welcoming. We will first add the essential fixtures and fittings from Appendix 4 – Fixtures and fittings. Our policy is to ensure that all fittings are practical, robust, cleanable, aesthetic and value for money.

We will open and use areas as soon as possible, but create a strategic plan as to when the whole building will be fully open. The Café Manager will play an important role in this. We will ensure that the café is fully open by the summer so that we can take advantage of the park's busiest months. This will allow us to add to the reserves we will have built up through fundraising prior to this.

In the few months before we are fully open we are likely to start with our own events and those of the park's Users Groups in the training and community rooms, and just serving drinks and very basic snacks in the café until the plans are fully developed and staffing is in place. This will allow us to start to see what stresses there will be on the building, volunteers and staffing and so plan better for the full opening of the café. This will also help us to prioritise fixtures and fittings for purchase.

As soon as the lease is in place we will be able to start fundraising in earnest. Our cashflow projections show that we should be fully fitted out by the time we open. We will continue to add to, improve and update the fixtures and fittings throughout the life of the building. We intend for there to be a great deal of community art, craft and workmanship in the fixtures and fittings of the building, but this will be added over time.

The cashflow around this timeline is in Appendix 1 – Projected finances

PRACTICAL CONCEPT

	Legal	Fundraising	Appointing staff	Café	Room hire	Office	Building work	General	Administrative
27 April - 3 May	Negotiations with Council	Agree flyer Set up microgenius site Improve fundraising pages on website Get flyer printed	Agree initial staffing structure Create job advert Look over volunteer pack						
4 May - 10 May	Negotiations with Council	Distribute flyers	Agree job advert Distribute job advert	Buy tables and chairs			Get internal keys	Getting/hiring a van	
11 May - 17 May	Council writing contract		Distribute job advert		Create booking calendar	Contact Royal Mail to figure out how post is going to work - arrangement with the Community Centre?			Insurance
18 May - 24 May	Council writing contract		Distribute job advert Distribute volunteering roles		Buy basic equipment			Creating decorations for the building Decorating tables and chairs Create signage: • Menu • Toilets • Opening/closing times • Becoming a member • Becoming a volunteer	Forms for: • Cleaning toilets • Opening/closing times • Volunteering • Room hire • Cleaning kitchen • Building maintenance
24 May - 31 May (Half term)	Council writing contract		Distribute job advert Write contract		Buy basic equipment	Ensure phones are connected Ensure broadband is connected			
1 June - 7 June	Legal review of lease		Interviews Appoint Advertise for volunteer staff	Buy basic equipment	Buy basic equipment				
8 June - 14 June	Signing contract	Request grant from Council	Create rota	Create menu			Filling in the office window		
15 June - 21 June			Staff training - internal	Find suppliers Set prices	Available for hire		Repairing internal cracks Repairing external walls		
22 June - 28 June			Staff training - accredited, externally-run (e.g. food hygiene, health and safety, first aid)	Limited opening hours	Available for hire		Treating the walls Repairing external walls		
29 June - 5 July		Get grant from Council	Reassess staffing	Limited opening hours	Available for hire				
6 July - 12 July			Additional recruitment (paid/unpaid)	Limited opening hours	Available for hire				

PRACTICAL CONCEPT

	Legal	Fundraising	Appointing staff	Café	Room hire	Office	Building work	General	Administrative
13 July - 19 July				Limited opening hours	Available for hire				
20 July - 26 July				Full opening hours	Available for hire				
27 July - 2 August				Full opening hours	Available for hire				

Social Impacts

There will be a range of very positive outcomes from the Co-operative's management of the Eco-Hub. Some will be measurable, others will be harder to do so.

We intend to conduct an annual Eco-Hub users' satisfaction survey to assess and identify trends in satisfaction levels regarding the facilities, activities and management of the building. We will also use such surveys to consult, engage and involve Eco-Hub visitors.

COMMUNITY ENGAGEMENT

- We will attract greater numbers of visitors to Lordship Rec
- We will attract visitors from a wider hinterland
- We will attract a broader range of visitors from all sections of the community
- Visitors will stay longer in the park
- The quality of the experience for visitors will be improved and satisfaction will increase
- Public awareness of park issues and activities will increase
- Public awareness of green space and biodiversity issues will increase
- Public awareness of environmental sustainability will increase
- Public awareness of healthy living and active lifestyles will increase
- Public awareness of the benefits of community engagement will increase

COMMUNITY EMPOWERMENT

- There will be significant involvement of park users and User Groups in the management of the building
- There will be significant involvement of park users and User Groups in the activities in the building
- The public participation in the activities of the park's User Groups will increase
- The public involvement in the management of various features and facilities in the park will increase
- Volunteering in the park and in the User Groups will increase
- Community cohesion and community spirit among park users will increase, with a 'knock on' effect in the surrounding communities
- Public awareness of the benefits of community empowerment will increase

FACILITIES FOR THE PUBLIC

- There will be an increase in the amount and range of facilities available to park users and the public
- There will be an increase in the amount and range of services available to park users and the public

- There will be an increase in the amount and range of activities available to park users and the public
- There will be an increase in useful and relevant information available to park users and the public

VOLUNTEERING AND TRAINING

We foresee the Eco-Hub becoming a valuable source of experience in a number of areas by providing supported volunteering opportunities throughout the organisation and encouraging our partners to run training sessions here. We have devised a Volunteer Policy specific to the opportunities available and will review the policy regularly as new opportunities arise. As a Co-operative, volunteering and skills sharing is a foundation of our structure - we appreciate the various benefits these have for both running a business and the wider community, examples of these benefits are; reduction of core costs (wages), sense of community ownership of the Eco-Hub, and improving the employability opportunities of local people.

Some of the formal opportunities we will offer are:

- Apprenticeships in building and cafe management, which will be supported and monitored by our cafe and buildings managers
- Volunteering in the kitchen, cafe, herb gardens, community outreach, advertising and promotion, record keeping, data processing, fundraising, environmental education, biodiversity awareness, building maintenance.

All formal volunteer posts will have written job descriptions. All formal volunteers will be interviewed in order for the Co-op to best cater for their needs, experience and training requirements. All such volunteers will be registered and given a full induction, including Health and Safety procedures.

In return we will provide formal volunteers with certified training, such as CRB checks, First Aid in the Work place and Level 2 Health and Safety in Catering where appropriate. We will also support volunteers to receive training from partners on reducing environmental impacts such as recycling, composting, food growing and biodiversity. We anticipate that this will provide our volunteers with enough experience to transfer the skills they have learned to apply for salaried work in their chosen field.

The Co-op will become a member of Haringey Time Bank so volunteers can use their volunteer hours with us to trade for skills and offers from other members of the community.

We are currently building a “Skills List” of all current volunteers and developing Volunteer Sub-Groups, and will continue with this as new members join the Co-op. It will enable us to utilise the skills and knowledge of those with a vested interest in the growth and sustainability of the Eco-Hub as well as reducing our costs across the board.

We envisage that in a typical week we will be able to provide a minimum annualised average of 25hrs per week of volunteer opportunities. We understand that there many different ways of working out the economic value of volunteer hours and will keep records of and equate the various economic equivalents as and when necessary.

We will aim for recognition as an accredited training provider.

SOCIAL IMPACTS

LOCAL PROVIDERS

We have a commitment to using local providers for environmental, social and economic reasons. It reduces fuel use and helps money, employment and skills to stay in Tottenham. Local produce will also be a USP for the cafe and goods sold there.

When purchasing goods (after asking members and others for donations of the goods) we will prioritise:

- Things grown or made in the park.
- Things grown or made by members.
- Things grown or made by other park users.
- Things grown or made by other Tottenham locals.
- Things grown or made in Haringey.
- Things grown or made in London.
- Things grown or made in the UK.
- Things grown or made in the EU.

When purchasing services (after asking members and other User Groups if they could donate the service) we will prioritise:

- Services provided by park User Groups.
- Services provided by members.
- Services provided by other park users.
- Services provided by businesses or individuals based in Tottenham.
- Services provided by businesses or individuals based in Haringey.
- Services provided by businesses or individuals based in London.
- Services provided by businesses or individuals based in the UK.
- Services provided by businesses or individuals based in the EU.

Finance

FINANCIAL ASSUMPTIONS

The projections were made over three years and show that the Hub should be self-financing after two years. Regarding the cafe projections we have been advised by 2 expert and experienced commercial caterers. The following assumptions were made when making this projection:

- Staffing costs are based on an average of 24 paid person-hours per day, 365 days per year at £11.50 per hour.
- On-costs (NI, payroll, holiday cover, etc.) have been added at 20%.
- Monthly wage bill comes to approximately £10k (including on-costs).
- The staffing and wage structure are flat to reflect that the fact that all paid staff will have responsibility for equally important elements of running the building and organisation, and will work as a team.
- Staffing in this way and at this level (24 person-hours per day) will allow us to have good cover by paid staff throughout the day, throughout the year, for all the facilities.
- Staffing will be heavily supplemented by volunteers and apprentices.
- Equipment for the café (e.g. fridges, tables and chairs) will be sourced as wisely as possible (e.g. good quality second hand from eBay).
- A grant of £4,000 is available from the council on opening.
- Set up costs are approximately £20,000 for the café and the rest of the Hub.
- £20,000 of social capital from volunteering, non-cash donations and discounts that community social enterprises can secure through their networks – this has not been included in surplus/deficit calculations. This could therefore greatly increase surplus.
- £10,000 of revenue for the Hub is generated from special events e.g. evening events like quiz nights, concerts, dinners, Christmas parties etc.
- The average weekly income from room hire is approximately £600/week for the training room and a further £600 for hiring other spaces in the building.
- There will be a sliding scale of charges for rooms. Essentially, there will be four rates; free, community rate, standard rate and commercial/institutional rate.
- It was assumed that the rooms would not receive much paid use initially, namely 20% of available hours, rising to 24% of available hours in year 3. This allows for qualifying groups to use the rooms without charge.

STAFF

The staffing structure reflects both the values of the co-operative and the practicalities of running an organisation with a number of equally important and interdependent aspects, but where income will be somewhat seasonal. This seasonal element and the relatively long opening hours required means that no one staff member will be available all the time. Therefore we need all staff members to take responsibility for the success of all the elements of the organisation. That said, we expect each member of the team to bring particular expertise in a certain element and so to take managerial responsibility for that element.

FINANCE

We know certain specific roles will be taken on by volunteers and these will have role descriptions and line-management in the same way as paid staff.

The key roles that have been outlined are:

- Café manager
- Buildings manager
- Community events manager
- Admin manager

These roles are outlined, with job descriptions, in Appendix 10 – Job descriptions and staffing model.

FUNDRAISING

As well as funding initial start-up costs we will continue in our fundraising efforts to provide an ongoing source of income for the Co-op and to enable us to offer services and activities cheaply or for free to park users.

We will develop a comprehensive fundraising strategy that will include:

- Grant Funding from various funding bodies for help with start-up costs, staffing costs, capital grants and grants for one off projects once the building is up and running. We have already made initial enquiries to ensure that our project has the potential for such funding.
- Investments from co-operative members
- Donations from members and supporters. We have already been promised £10,000.
- Standing orders – regular weekly or monthly affordable amounts from co-operative members and supporters that will enable some element of forward planning.
- Public appeals
- Social and sporting fundraising events

See Appendix 2 – Fundraising strategy for further detail.

Enterprise Details

STARTUP COSTS

Area	Notes	Amount (£)
Fixtures and fittings	See Appendix 4 – Fixtures and fittings	**19,500**
Recruitment	Costs can be kept low by recruiting through large existing local networks	**400**
Marketing	Ensuring that people know we are open and the services available will be essential.	**4,000**
Initial stock	As most food will be fresh, not a great deal of stock will be needed. This will be items with long lives like drinks, ice creams, herbs, oils, condiments, etc.	**1,500**
Staff clothing	Aprons, any clothing required for H&S.	**300**
TOTAL		**25,700**

STARTUP FINANCE

Although our Appendix 2 – Fundraising strategy has much larger figures these figures present a conservative view of what we would initially be able to raise. They are based as far as possible on funds already committed.

Source	Notes	Amount (£)
Donations	As well as soliciting donations from local people and organisations, we will launch a Kickstarter (or similar) campaign to get donations from further afield.	3,000
Community investment	We already have £10,000 committed and many more members have expressed an interest in investing. We will also use the www.microgenius.org.uk website to sell community shares online and through our social networks (both real and virtual)	30,000
Grants	We have a £4,000 grant already secured for fixtures and fittings from the Council. There is also an LBH grant available (see Tender Brief) for 'facilitating training, volunteering, participation activities and events'.	4,000
TOTAL		37,000

ENTERPRISE DETAILS

STATEMENT OF COMPREHENSIVE INCOME (SURPLUS AND DEFECIT)

Full details of the tables below can be found here:
http://lordshiphub.org.uk/wp-content/uploads/2014/05/Cashflow-projection-rework-Apr2014.xlsx

Expenditure	Total 2014		Total 2015		Total 2016	
Wages	£	29,302	£	89,544	£	110,074
On costs (Employer's NI, Payroll, etc.)	£	6,560	£	17,909	£	22,015
Employer's Pension Contribution	£	1,172	£	3,582	£	4,403
Stock	£	14,078	£	47,361	£	57,026
Disposables	£	359	£	1,353	£	1,629
Fixtures and fittings	£	19,300	£	4,000	£	1,200
Van	£	1,600	£	2,400	£	2,400
Insurance	£	1,800	£	1,850	£	1,900
Cleaning	£	1,400	£	2,520	£	2,700
Pest control	£	700	£	1,260	£	1,320
Maintenance	£	1,400	£	600	£	600
Phones and Comps	£	1,050	£	1,860	£	1,920
CCTV, Fire alarms & Security Checks	£	750	£	850	£	950
Secure transportation of cash	£	2,100	£	3,900	£	4,200
Marketing	£	4,500	£	1,200	£	1,200
Electric	£	2,560	£	4,850	£	5,830
Gas	£	960	£	1,749	£	2,043
Licenses & training	£	1,300	£	1,550	£	1,550
Legal fees	£	2,000	£	550	£	600
Accountancy	£	-	£	500	£	550
Corporation tax	£	-	£	-	£	-
VAT (flat-rate scheme)	£	7,173	£	25,190	£	29,256
Share interest paid out	£	-	£	-	£	-
TOTAL EXPENDITURE	**£**	**100,065**	**£**	**214,577**	**£**	**253,366**
Income						
Café income	£	35,938	£	135,316	£	162,932
Room Hire	£	20,542	£	65,005	£	69,917
Donations	£	11,400	£	1,200	£	1,200
Special Events	£	1,000	£	2,400	£	2,400
Grants (unrestricted)	£	4,000	£	20,000	£	20,000
TOTAL INCOME	**£**	**72,880**	**£**	**223,921**	**£**	**256,449**
SURPLUS/DEFICIT	**-£**	**27,185**	£	9,344	£	3,083

OTHER INCOME AND EXPENDITURE

	Total 2014		Total 2015		Total 2016	
Community share purchases	£	31,300	£	1,200	£	1,200
Co-op loan	£	-	£	-	£	-

Other income total	**£**	**31,300**	**£**	**1,200**	**£**	**1,200**
Community shares returned	£	-	£	-	£	-
Loan repayments	£	-	£	-	£	-
Other expenditure total	**£**	**-**	**£**	**-**	**£**	**-**

CASHFLOW PROJECTION

As this is essentially a cash business the cashflow follows the surplus/deficit very closely.

2014 Q1 & Q2

Park usage (% of whole year usage)	**6%**	**5%**	**8%**	**10%**	**10%**	**11%**
Month	**Jan-14**	**Feb-14**	**Mar-14**	**Apr-14**	**May-14**	**Jun-14**
TOTAL EXPEND	£-	£-	£-	£-	£11,200	£21,828
TOTAL INCOME	£-	£500	£10,000	£100	£100	£4,100
Surplus/deficit	£-	£500	£10,000	£100	-£11,100	-£17,728
Other income total	£-	£-	£-	£800	£10,000	£10,000
Other expenditure total	£-	£-	£-	£-	£-	£-
Unrestricted funds	**£-**	**£500**	**£10,500**	**£11,400**	**£10,300**	**£2,572**

2014 Q3 & Q4

Park usage (% of whole year usage)	**10%**	**9%**	**10%**	**8%**	**6%**	**5%**
Month	**Jul-14**	**Aug-14**	**Sep-14**	**Oct-14**	**Nov-14**	**Dec-14**
TOTAL EXPEND	£12,041	£10,316	£13,494	£9,147	£10,648	£11,390
TOTAL INCOME	£10,653	£9,798	£10,853	£11,195	£8,471	£7,110
Surplus/deficit	-£1,388	-£519	-£2,641	£2,048	-£2,176	-£4,281
Other income total	£10,000	£100	£100	£100	£100	£100
Other expenditure total	£-	£-	£-	£-	£-	£-
Unrestricted funds	**£11,184**	**£10,765**	**£8,224**	**£10,373**	**£8,296**	**£4,115**

2015 Q1 & Q2

Park usage (% of whole year usage)	**6%**	**5%**	**8%**	**10%**	**10%**	**11%**
Month	**Jan-15**	**Feb-15**	**Mar-15**	**Apr-15**	**May-15**	**Jun-15**
TOTAL EXPEND	£10,596	£10,394	£17,616	£14,237	£15,873	£26,826
TOTAL INCOME	£19,028	£7,573	£15,102	£18,803	£18,803	£25,006
Surplus/deficit	£8,432	-£2,820	-£2,514	£4,566	£2,930	-£1,821
Other income total	£100	£100	£100	£100	£100	£100
Other expenditure total	£-	£-	£-	£-	£-	£-
Unrestricted funds	**£12,648**	**£9,927**	**£7,514**	**£12,180**	**£15,211**	**£13,490**

ENTERPRISE DETAILS

2015 Q3 & Q4

Park usage (% of whole year usage)	10%	9%	10%	8%	6%	5%
Month	**Jul-15**	**Aug-15**	**Sep-15**	**Oct-15**	**Nov-15**	**Dec-15**
TOTAL EXPEND	£18,573	£17,935	£26,616	£17,366	£16,390	£22,156
TOTAL INCOME	£32,760	£20,514	£22,760	£18,268	£13,776	£11,530
Surplus/deficit	£14,186	£2,578	-£3,857	£902	-£2,614	-£10,626
Other income total	£100	£100	£100	£100	£100	£100
Other expenditure total	£-	£-	£-	£-	£-	£-
Unrestricted funds	**£27,776**	**£30,454**	**£26,698**	**£27,700**	**£25,185**	**£14,659**

2016 Q1 & Q2

Park usage (% of whole year usage)	6%	5%	8%	10%	10%	11%
Month	**Jan-16**	**Feb-16**	**Mar-16**	**Apr-16**	**May-16**	**Jun-16**
TOTAL EXPEND	£17,200	£18,098	£24,193	£19,353	£20,115	£29,358
TOTAL INCOME	£24,556	£12,180	£19,308	£24,060	£24,060	£26,436
Surplus/deficit	£7,356	-£5,918	-£4,885	£4,708	£3,946	-£2,921
Other income total	£100	£100	£100	£100	£100	£100
Other expenditure total	£-	£-	£-	£-	£-	£-
Unrestricted funds	**£22,115**	**£16,297**	**£11,512**	**£16,320**	**£20,365**	**£17,544**

2016 Q3 & Q4

Park usage (% of whole year usage)	10%	9%	10%	8%	6%	5%
Month	**Jul-16**	**Aug-16**	**Sep-16**	**Oct-16**	**Nov-16**	**Dec-16**
TOTAL EXPEND	£20,546	£18,916	£28,084	£18,317	£17,308	£21,878
TOTAL INCOME	£34,060	£21,684	£24,060	£19,308	£14,556	£12,180
Surplus/deficit	£13,515	£2,768	-£4,024	£991	-£2,752	-£9,698
Other income total	£100	£100	£100	£100	£100	£100
Other expenditure total	£-	£-	£-	£-	£-	£-
Unrestricted funds	**£31,158**	**£34,027**	**£30,103**	**£31,193**	**£28,541**	**£18,943**

APPENDICES

Appendices

APPENDIX 1 – PROJECTED FINANCES

Appendix 1 – Projected finances

Top line figures are in the main body. Some additional details are in the spreadsheet here:

http://lordshiphub.org.uk/wp-content/uploads/2014/05/Cashflow-projection-rework-Apr2014.xlsx

Appendix 2 – Fundraising strategy

This fundraising strategy has been designed so that it can cover any possible shortfall of income from other sources. It covers start-up costs for the 1st year and up to 3 years trading costs.

We have only included minimal income from fundraising in the P&L and cashflow projections. Aiming for large amounts, but assuming we will only receive a small percentage of it is financially prudent.

Funding Purpose	Amount Required	Sources	Length of funding available	Amount Available	When to apply
Staffing/Capital and Core Costs	£370,000 over 3years	Tudor Trust turned down application and we cannot apply again as Ecohub for 12months	3-4 years	£10,000-upwards	April 2015
		Big Lottery- Reaching Communities (England)- Core costs, running costs	Up to 5 years	£10,000 – no upper limit	October 2013
		Esme Fairbairn turned down application but were invited to apply for another project	Up to 4 years	£5,000 - upwards	From May 2014
		Some staffing costs will be covered by revenue made through the Eco Hub facilities.	Continuous from year 3 without funding or Year 1 with funding	£1,000 – upwards	October 2015
		Veolia Environmental Trust category D Public Amenities-initial application	Continuous	£35,000	April 2014
Initial start-up costs	£30,000	Community Investment- Micro Genius- community share selling organisation	Dependant on amount of share stock the Co-operative wish to sell over the length of time they are available to buy.	£15,000-50,000	October 2013

APPENDIX 2 – FUNDRAISING STRATEGY

Funding Purpose	Amount Required	Sources	Length of funding available	Amount Available	When to apply
		Donations- From a number of sources- Internet based giving e.g. Kickstarter, Crowdfunder, Just Giving Setting up Spacehive/experian	Co-op needs to create a page on these websites and set a figure to be raised with a time limit for raising funds 1-3 months	£500-£20,000 A small fee is charged on each donation which needs to be factored in.	October 2013 These can be set up as and when needed.
		Direct Debit donations e.g. GoCardless- Online collection organisation	Continuous Gives the ability to know monthly what income from this would be	A small fee for transactions will need to be factored in. Example of amount 100 people, donate £2 per month for a year, making £2,400	October 2013
		Traditional fundraising- raffles, small fundraising events	Annual event held at the Eco Hub	£100-£2000 Set up costs would need to be factored in	January 2014
		Council Funding	One off payment for F&F	£4,000	Once Lease is agreed
Future Funding - Volunteer/Apprentice Training	Dependant on project costs	Big Lottery Fund- Talent Match- initiative to help 18-24 (NEETS) into employment	Long term partnership 1-3 years	£20,000	January 2015
		Big Lottery Fund- Rethink Good Health- for projects promoting greener, healthier lifestyles	1 year- 2 years	£5,000- upwards	January 2015

By using fundraising to reduce our initial start-up costs and longer term core/capital cost the Co-op will be able to make long term financial arrangements for any trading surplus e.g. cover staffing costs for years 4-5, build up an emergency reserve for unexpected costs, cover rental costs for park groups. This strategy will also enable the Co-op to become a sustainable going concern once initial funding has ended. When we can apply for funds depends being the preferred lease of Haringey Council and entering into discussions over the lease. Although funders are prepared for the Co-op to apply for funding, the Co-op will not receive the funds until they have possession of the building.

APPENDIX 3 – RULES OF THE CO-OPERATIVE

Appendix 3 – Rules of the co-operative

These can be accessed here:

http://lordshiphub.org.uk/wp-content/uploads/2014/05/LREH-rules.pdf

Appendix 4 – Fixtures and fittings

We have spoken to the architects about the best way to protect the walls and offer display space. They have suggested using bamboo. This is cheap, durable, environmentally friendly and fits in with the look of the building. The architects' sketches of how this might look are here: http://lordshiphub.org.uk/wp-content/uploads/2014/05/Bamboo-wall-protection-sketches.pdf

Similarly, with all other equipment the policy is to acquire fixtures and fittings which are practical, robust, cleanable, aesthetic and value for money.

The costs in the table below are based on what is currently available on eBay or similar sites, so both the low and the high costs are realistic. The high costs are not for the very best, most expensive new items, but what we might realistically choose to spend on that item

It would not be sensible to assume that the final figure for fixtures and fittings will be either the high or the low figure, nor is it likely to be simply the middle point. It is possible that some things we may be able to pick up for free. Indeed we have already secured a number of useful, good quality items donated by HAVCO. This has not been factored in. These figures do provide a useful range though and a best guess is likely to be towards the bottom, partly because of the likelihood of being able to secure free or loaned goods.

For the projected surplus and deficit we have used the figure of £19,500.

Room	Item	Quantity	Low price	High Price	Low Total	High Total
Office	Safe	1	70	500	70	500
	Lockable cabinets	2	10	200	20	400
	Desks	3	10	200	30	600
	Chairs	3	10	70	30	210
	Under-desk filing units	3	10	70	30	210
	Phone system	1	10	300	10	300
	Phones	3	10	30	30	90
	Shelving	2	20	80	40	160
	Bin	1	2	5	2	5
	Copier/printer	1	100	1000	100	1000
	Computers	3	100	300	300	900
	Wireless router/hub	1	20	100	20	100
Boot room/ storage room	Lockers	8	4	15	32	120
	Bench and hooks	1	30	200	30	200
	Lockable larder	1	50	400	50	400
	Lockable freezer	1	100	600	100	600
Staff toilets	Lockers	4	4	15	16	60
	Hooks	4	0.5	5	2	20
Kitchen	Industrial dishwasher	1	150	800	150	800
	Industrial fridge	1	150	600	150	600
	Fryer	1	100	500	100	500
	Griddle	1	200	500	200	500

APPENDIX 4 – FIXTURES AND FITTINGS

Room	Item	Quantity	Low price	High Price	Low Total	High Total
	Phone	1	10	30	10	30
	Microwave	1	50	100	50	100
	Sandwich grill	1	30	200	30	200
	Blender	1	150	250	150	250
	Coffee machine	1	1000	2000	1000	2000
	Popcorn maker	1	85	150	85	150
	Pots and pans	30	10	30	300	900
	Crockery	300	1	6	300	1800
	Glassware	100	1	3	100	300
	Cutlery	200	1	3	200	600
	Specialist cleaning equipment	5	5	25	25	125
	Bins	3	5	20	15	60
	Disposables (cups, etc.)	4000	0.02	0.08	80	320
Café	Drinks fridge	1	50	300	50	300
	Ice cream freezer	1	100	550	100	550
	Tables	10	20	100	200	1000
	Chairs	40	5	40	200	1600
	Display boards (fixed)	3	80	120	240	360
	Display boards (moveable)	3	120	160	360	480
	Shelving	2	20	80	40	160
	Wireless router/hub	1	20	100	20	100
Outside	Mobile fencing	16	10	25	160	400
	Outdoor tables (folding)	8	20	100	160	800
	Outdoor chairs (folding)	38	5	25	190	950
Training room	Folding tables	10	25	50	250	500
	Stackable chairs	40	5	25	200	1000
	Flipchart stand	3	30	60	90	180
	Projector	1	300	900	300	900
	Screen	1	100	300	100	300
	Extension cables	2	25	60	50	120
Community room	Folding tables	4	25	50	100	200
	Stackable chairs	20	5	25	100	500
General	CCTV additional internal cameras	5	25	100	125	500
	Panic alarm (buttons in café and office)	1	50	150	50	150
	Mesh for display and shelving	16	80	160	1280	2560
	Mobile storage units	3	40	120	120	360
	Van/van hire (including insurance and fuel)	1	1000	4000	1000	4000
Total					9342	33080

APPENDIX 5 - HIRE AND USAGE PROTOCOLS AND CHARGES

Appendix 5 - Hire and Usage Protocols and Charges

To take into account the further detail needed when the Building is in operation, the Co-operative has developed the following protocols for use of the Building by third parties. They provide a transparent framework for future usage. In setting its rates the Eco-hub has to balance its core purpose as a community building for park users with the need to be financially sustainable.

GENERAL PRINCIPLES

General usage criteria

- Top priority: Co-operative and park User Groups' activities: [Free rate].
- Other priority park-related community activities. [Community rate].
- Other community activities and local social enterprises. [Standard rate].
- Private, commercially-related or institutional events [Commercial/Institutional rate].

There will be an element of flexibility and negotiation in certain circumstances, e.g.

For deciding if applicable for the Free rate:

- Cost of the activity to users
- Whether the activity is being run for surplus or there is a grant for the purpose
- Whether activity is open to all
- For planning meetings: whether event planned will be held in the park

For the Community/Standard/Institutional rates the cost could also reflect, for example:

- The nature of the group hiring
- Their relationship to the park
- The usefulness of the activity to park users and the local community
- Regular bookings
- If a small, 'start-up' activity

Not appropriate:

- Purely commercial, Party political activities, or religious services
- Unlawful activities or any activities directly contradicting the Values, Aims or Objectives of the Co-operative.
- Repeat bookings from a previous hirer who has had their access suspended due to a previous booking experience.

Further details

- All activities must be legal and compliant with equal opportunities principles

APPENDIX 5 - HIRE AND USAGE PROTOCOLS AND CHARGES

- Informal usage of the cafe area will be encouraged (e.g. board games, reading group etc.) and may not require the same level of formal booking as long as it is non-exclusive and does not monopolise the space used for cafe customers generally
- No smoking, and no amplification above acoustic level without permission
- Those using the building must use it responsibly and leave as found. Any damage/loss to be reported and compensated for.
- The organisers of events and activities in the building are responsible for the behaviour, welfare and safety of their guests and visitors. Any injuries or significant incidents must be reported to the Cooperative.
- The management reserve the right to refuse any booking. Reasons will be given in writing if requested. Those refused have the right to appeal to the Co-operative.

Hire charges

Initial costs per hour will be:

	Park User Groups	*Community*	*Standard*	*Commercial/institutional*
Training Room	0	30	75	125
Community Room	0	20	40	60
Cafe	0	50	100	150

There may be variations due to regular bookings, or half/all-day bookings [currently set at maximum charge equivalent to 4 hrs. usage], or other considerations e.g. if a Park User Group has a grant which includes hire charges. Regular bookings will be for a term (maximum 12 weeks) – the Co-operative will generally offer the regular customer first option on re-booking for the following term, unless there's a good reason, and adequate notice will be given of any priority booking 'clashes'.

Deposit in lieu of damage or loss is £100 per booking.

Review

These protocols and charges may be reviewed and amended as needed by the Co-operative.

Appendix 6 – Summary Risk Assessment

Risk	Likelihood	Severity	Mitigation
We do not have experience of running a cafe on the initial management sub-committee	High	Medium	• We will employ a café manager with experience of setting up and running a profitable café (preferably in a community venue or park). • We have developed a partnership with Robbie from Albert Rd Rec, who has agreed to act as a business advisor. • We have brought in a local community café manager onto the sub-committee. • We are in discussion with HAIL about their involvement in supporting the running of the café. • We encourage further new membership onto the sub-committee, targeting local cafe owners.
Income from the café is lower than predicted	Medium	High	• See above. • The fundraising is likely to give us a reasonable bank balance before we start so we will have some time to build up custom in the café. • We would reduce paid staffing in the café. • We would look to make up the shortfall through grant-funded projects.
The building is busier than we predict at any given time	High	Medium	• All employees and volunteers are trained in basic tasks (operating till, making coffees, clearing tables, taking orders, taking bookings) so whoever is in the building can lend a hand. • We keep a list of local volunteers who can be texted to come and help out at short notice. • We endeavour to employ staff who can be at the park quickly. • We regularly assess footfall and staffing and volunteering hours to ensure that are predictions improve and cover is available.

The building is quieter than we predict at any given time	High	Medium	• We regularly assess footfall and staffing and volunteering hours to ensure that are predictions improve and we are not over-staffed. • We see if these deadspots are recurring and set up activities in those times to attract users. • We have a flexible staff team who are willing to turn their hand to other tasks (cleaning, fundraising, marketing, etc.) when it is quiet or are willing to go home.
We have cashflow problems.	Medium	High	• We have planned the budget carefully and there will be a significant injection of cash upfront which will allow us to ride out slower periods. • We have checked the park usage and although it is seasonal the difference between the winter and summer is not as big as expected. (The quietest month, December is still 5% of the annual footfall, whilst the busiest June is only 11% - so the variation is nowhere near as great as in some parks). • We call on members to see if we can arrange short-term, interest free loans. • We arrange loans at preferable rates from the Co-op.
Start-up costs are high	High	Medium	• The Council have set aside £4,000 for this. A £10,000 donation has been promised. • There are multiple potential income streams: donations, community investments, grants and loans. We are not reliant on a single source of cash. • We have calculated both high and low costs for fixtures and fittings to give us a realistic range of start-up costs. • We have planned the start-up so that we scale up slowly and are only fully staffed and open at the busiest time of the year. This will allow us to build up reserves for the following winter.

APPENDIX 6 – SUMMARY RISK ASSESSMENT

The maintenance costs of the building are higher than expected.	Medium	Medium	• We have met with the architect and she has agreed to be an advisor to help us fully understand and stay on top of the maintenance. This means we should be able to avoid any major surprises. • We work with Haringey Council to understand the costs as best as possible. • We ensure all outstanding issues regarding the construction are resolved between the contractor and the Council. • We set a reserves policy that allows us cash to use for contingencies.
Disputes arise between members of the Board	Medium	Medium	• There are clear structures for decision-making outlined in the rules of the co-op. • Essentially this is a democratic structure, with decisions taken by vote if consensus cannot be reached. • The Board structure is one used by most businesses and organisations around the world, so there is a great deal of good practice and law which we would follow should any disputes not be resolved in the normal way.
A staff member is not performing as required	Medium	High	• Job descriptions are clear and written in line with best practice. • There is a written policy on putting someone through a competency process. • There is expertise on the Board of how to deal with this process. • Further Board members will be trained in dealing with competency processes.
Vandalism and theft	Medium	Medium	• Ensure CCTV is maintained and covers the whole building. • Ensure protective bars and grates are secured every night. • Buy a substantial safe. • Ensure cash is banked frequently. • By working with the community it is generally found that vandalism is significantly reduced – we will be rooted in the community so will benefit in this way.

APPENDIX 6 – SUMMARY RISK ASSESSMENT

Staff members are in the building on their own	Medium	Medium	• We have in place a lone working policy. • We fit a panic alarm system. • There is a list of volunteers' phone numbers who are close and willing to assist
There is financial malpractice	Medium	High	• The flat management structure means that no one person is in charge of all the finances. • There is a purchase policy so purchases over a certain threshold have to be signed off by the Board. • The Board has members on with experience of budget management and governance. • Monthly reports are made to the Board by staff. • Quarterly reports are made by the Board to Members. • The IPS structure imposes clear, stringent and sound financial controls.

APPENDIX 6 – SUMMARY RISK ASSESSMENT

All detailed risk assessments use the following format (adapted from Tower Hamlets Council):

Task or activity covered by this assessment
Hazards identified (potential to cause harm)
Consequences of hazards (potential harm)
Persons at risk
Current controls (including legal compliance)

APPENDIX 6 – SUMMARY RISK ASSESSMENT

Severity of outcome				
Level	Minor injury or illness	Injury/illness incurring time loss from work	Serious injury or illness	Life threatening or fatal injury or illness
Hazard 1				
Hazard 2				
Hazard 3				
Probability of harm				
Probability	Unlikely/Improbable	Likely	Probable	Certainty
Hazard 1				
Hazard 2				
Hazard 3				
Interim assessment of risk				
Level	Low	Medium	High	Very High
Hazard 1				
Hazard 2				
Hazard 3				
Additional action required				
Action			Person responsible	Completed by
Final assessment of risk				
Level	Low	Medium	High	Very High
Hazard 1				
Hazard 2				
Hazard 3				
Arrangements for occupational health monitoring(where appropriate)				

Name of assessor:
Date of assessment:
Review due by:

Appendix 7 – Volunteering policy

Lordship Rec Eco-Hub Co-operative (Eco –Hub Co-op) recognises the value of involving volunteers and it is committed to the promotion of volunteering and to involving volunteers in its operational work and decision-making. This Volunteer Policy explains the Eco-Hub Co-op's processes for involving and supporting volunteers.

DEFINITION:

A 'Volunteer' is defined as someone who commits time and energy for the benefit of others, who does so freely, through personal choice and without expectation of financial reward, except for reimbursement of actual out of pocket expenses.

PRINCIPLES:

The Eco-Hub Co-op welcomes the involvement of volunteers. We recognise that volunteers make an essential contribution to our work, helping us to achieve our core aims and objectives. At the same time, we are committed to making volunteering opportunities at the Eco Hub worthwhile and enjoyable, so that they meet the needs of the individual.

The Eco-Hub Co-op will not use volunteers in order to replace existing paid staff and our volunteering opportunities within the co-operative will be designed to complement and support the activities of staff. Volunteers will not be engaged in work to facilitate the loss of an existing employee's post, nor will we plan any tasks or projects to substitute for any existing paid employees whose posts would thereby be deleted.

The following sets out the detailed principles for the Formal Volunteering.

RESPONSIBILITIES:

The Board of Trustees/Directors will be ultimately responsible for volunteers.

The line manager of the volunteer, which may be a member of staff or co-operative member, will be responsible for ensuring the satisfactory performance of the volunteer and the day to day implementation of this policy.

RECRUITMENT:

Role Description- the staff/co-operative member responsible for line managing the volunteer will draft a Role Description. This will outline the key tasks and skill requirements of the role. The tasks available are listed in our Hub Tasks list and recruits will be encouraged to take on one or more of the tasks on the list based on ability, desire, appropriateness, and mutual agreement (see Appendix 10 – Job descriptions and staffing model).

We will strive to ensure that our recruitment of volunteers conforms to the principals of our Equal Opportunities policy. All opportunities will be advertised in the Eco Hub and throughout our partner organisations.

Applicants to volunteering opportunities within the Eco Hub will be asked to fill out a short application form which covers their basic personal details, information about relevant interests, skills and experience. Some volunteer opportunities may require applicants to provide a reference also.

APPENDIX 7 – VOLUNTEERING POLICY

The Eco Hub Co-op will undertake CRB checks for those of its volunteers that work directly with children and vulnerable adults.

INDUCTION:

The volunteer's line manager is responsible for ensuring they have the appropriate space and equipment and information to perform their roles effectively before they begin volunteering.

Volunteers will be inducted into the Eco Hub using the co-operative's checklist. The volunteer's line manager is responsible for insuring the volunteer completes their induction.

Each volunteer will be given an individual volunteer agreement setting out the mutual expectations of the volunteer and the Co-op. Volunteers should ensure that they work within the boundaries of their Volunteer Agreement.

Volunteers will agree the duration of a trial period with the Co-op. The purpose of this is to give both an opportunity to discover whether they think the volunteer is suited to the role.

EXPENSES:

The Eco Hub Co-op is keen to reduce the barriers preventing people from volunteering, but as a new concern will not be able to provide out of pocket expenses for things like travel or child care, but will instead offer discounted food in the cafe and a free drink per working session to those who commit to volunteer with us regularly. We will also add volunteer expenses for specific projects or events that may require funding

TRAINING

Volunteers will receive training which is relevant to their role and helps them to carry it out effectively.

SUPERVISION

Formal volunteers will have monthly meetings with their line manager. It will provide an opportunity to update records of volunteer progress and achievements and identify areas where more support can be given.

RESOLVING PROBLEMS

We are committed to making volunteer opportunities at the Eco Hub worthwhile and enjoyable, so they meet the needs of individual volunteers. If volunteers are concerned with any aspect of their volunteering they should:

- Initially discuss their concerns with their line manager to try to resolve the issue through the supervision process. If that does not resolve the issue, then it should be submitted in writing to the Eco Hub Co-operative Board, who will then invite the volunteer to meet with relevant members to discuss the issue further.
- The Co-operative Board will then make a decision to uphold or reject the complaint.

Volunteers will be free to state their case and be accompanied by a friend during this process.

It is also important that the Eco Hub Co-operative is able to maintain its agreed standards of service.

APPENDIX 7 – VOLUNTEERING POLICY

If a volunteer does not meet with the organisation's standards, the issue will be resolved through the following process:

- Initially a volunteer's line manager will explain his/her concerns to the volunteer and suggest steps to improve their performance. The volunteer's performance will be reviewed periodically.
- If the volunteer's performance still does not meet with the required standards then the volunteer will be informed that their volunteering with the Eco Hub Co-operative will be ended.
- The Volunteer may appeal this decision to the Eco Hub Co-operative Board, whose decision will be final.

FEEDBACK OPPORTUNITES

The Eco Hub Co-op will operate an open door policy so volunteers can visit their line manager to discuss issues relating to their volunteering role.

Volunteers can become co-op members, attend co-op meetings or also have separate volunteer input meetings if they wish.

INSURANCE

Volunteers will be covered by the Eco Hub Co-op insurance policy whilst carrying out work for the Eco Hub Co-op.

REVIEW

This policy forms part of the Eco Hub Co-op's Policies and will be reviewed annually by members of the Eco Hub Co-operative's Board.

APPENDIX 8 – HUB TENDER BRIEF 2012 – COMMENTARY

Appendix 8 – Hub Tender Brief 2012 – Commentary

This can be downloaded from:

http://lordshiphub.org.uk/wp-content/uploads/2014/05/Tender-commentary.pdf

APPENDIX 9 – MAINTENANCE PLAN AND SCHEDULE

Appendix 9 – Maintenance plan and schedule

There are a number of issues that Haringey Council have identified and outlined on their snagging list with the contractors. We expect the Council to resolve these. The Co-operative cannot be responsible for fixing issues that are known before the lease is signed. We also need to receive any maintenance manuals that have been given to the Council.

Once we take on the maintenance of the building we will have a rolling schedule of checks and maintenance that will be signed by those carrying out the checks in a single register. For the more technical issues properly trained volunteers or staff will carry out the checks. The register will be monitored by the general manager.

Frequency	Item
Hourly	Toilets
Daily	Fridge and freezer temperatures CCTV Locks General cleanliness (full check) Slipperiness of decking (when wet) That all tables and chairs are safe
Weekly	Extractor fans Ceiling in kitchen area Internal and external walls Ground level guttering (water and airways) External security (grilles) Fire alarm Panic alarm Smoke alarm
Monthly	Windows Energy bills Security alarm Kitchen equipment
Quarterly	Water bills Roof High-level guttering Roof Air inlets Solar panels Metal screens and hinges Wood work (check for damage)
Annually	Gas system Window and door seals Wood work (retreat)

If any issues are found during the above checks they will be rectified as soon as possible. In the worst case this will mean before the next check is due to take place.

We are developing a building skills collective to encourage volunteering and training amongst local people. Wherever possible we will use members of the collective to carry out required repairs and maintenance – all works will conform to the appropriate legal standards and best practice.

APPENDIX 9 – MAINTENANCE PLAN AND SCHEDULE

Basic roof related maintenance procedures:

1. Ensure safe access can be gained to the roof and that relevant Health and Safety procedures are followed when working at roof level. Safety harness attachment points or man safe systems should always be used where provided.

2. Remove all debris and leaves from the roof surface, rainwater outlets, chutes, gutters, etc. All debris must be removed from the roof and not simply flushed down rainwater pipes. Roofs in the vicinity of taller trees will need more frequent maintenance.

3. It is recommended dead leaves are removed during the spring and again in the autumn, to ensure that fallen leaves do not cover and suffocate the sedum plants.

4. Open the lid of the Inspection chambers and ensure that all rainwater outlet (including down pipes) are free from blockages and that water can flow freely.

5. Ensure that any protective metal flashings or termination bars remain securely fixed and in place.

6. Examine all mastic sealant and mortar pointing for signs of degradation, and repair or renew as necessary.

7. Where promenade tiles or paving slabs exist, ensure that they remain secure in position and in good condition.

8. Please ensure that any items of plant/equipment that may have been introduced to the roof, are sited on a suitable isolated slab and that any fixings that may have been used to secure them do not penetrate the waterproofing. Please contact Bauder for advice regarding suitability of slabs. Report any signs of damage or degradation to Bauder immediately, so that arrangements can be made for remedial work to be carried out if necessary. It is recommended that a roof plan marked with co-ordinates be used to record the findings of the inspection. This will avoid confusion and provide an ongoing record of roof performance, which can be compared year on year.

9. Works to adjoining areas - When carrying out maintenance to adjoining areas, care must be taken not to damage the system. For example, any solvent based product allowed to wash down into the system will seriously destabilise the molecular structure of the bitumen causing it to fail. If this is thought to be likely, then Bauder should be contacted so that they may advise. Chemical damage will invalidate the guarantee.

10. Alterations - Any alterations to the system that may affect its integrity will invalidate the guarantee. If such a situation should arise, then Bauder should be contacted so that they may advise on the alteration and how it should be incorporated without affecting the guarantee.

11. General maintenance is normally carried out annually during springtime. However, certain tasks e.g. the removal of weeds or accumulated leaf litter, may need to be done during the autumn, depending to some extent upon the surrounding environment i.e. trees, dependent upon the location of the roof.

APPENDIX 10 – JOB DESCRIPTIONS AND STAFFING MODEL

Appendix 10 – Job descriptions and staffing model

STRUCTURE

As both a practical and ethical consideration we intend to have a flat staffing and wage structure. This will allow us to employ people with the skills, commitment and flexibility we need at a wage that is fair to them and affordable to the organisation.

This works in local organisation with similar aims and operations:
http://www.hornbeam.org.uk/2013/08/job-opportunity-community-engagement-worker/

The salary will be set at the equivalent of £11.50 per hour. Therefore if someone is contracted for an average 40 hour week their annual salary would be £23,920.

JOB DESCRIPTION FOR CAFÉ MANAGER

RESPONSIBLE TO: The Co-operative Board

Purpose of the post

The Café Manager is part of the staff structure of the Eco-hub Co-operative and will contribute as part of the staff team to the development of the Co-operative's ethos and culture. The Cafe Manager will share the co-operative's aims for the park users and support and contribute to the co-operative's policies in respect of its commitment to community involvement, the environment, and the health and well-being of all who use the facility. The Cafe Manager is responsible to the Co-operative Board for optimising the quality of food, customer service, customer satisfaction and community involvement in the café.

The emphasis of the post will be on achieving good quality at low cost and maintaining high standards of hygiene and customer satisfaction.

Competences

The Cafe Manager will be able to:

- Ensure that in the café all Food Standards Agency requirements are met.
- Plan menus
- Monitor stock in accordance with Food Standards Agency guidelines
- Deal with specification and procurement of goods and services for the facility
- Manage a budget effectively
- Manage float, change and cashing up
- Fulfil catering contracts and orders
- Ensure prompt, courteous and welcoming service to customers
- Communicate and work effectively with all customers, staff, volunteers, park users and the co-operative board
- Use I.T. effectively for communication, all aspects of procurement, budgeting, and record keeping
- Comply with COSHH regulations.
- Support the work of a team and develop him/herself
- Prepare and cook food including snacks, light meals, baking cakes and bread
- Prepare and serve drinks
- Ensure the daily cleaning and maintenance of internal surfaces in the café and kitchen.
- Ensure deep cleaning of kitchen equipment is carried out to specified schedule

- Clear tables and refill table consumables
- Move furniture and other equipment within the cafe
- Support the co-operative's policies relating to equalities and the protection of children and vulnerable adults
- Contribute to disaster recovery and contingency planning
- Ensure fire safety procedures are communicated to all staff and volunteers and are followed
- Administer First Aid

Main Duties and Responsibilities

1. To produce all food services to the agreed standard with the catering team and volunteers
2. To ensure financial documentation and accountancy of the unit (and those from suppliers) is accurate and within agreed budgeted levels
3. To manage the quality and hygiene of the food cycle from preparation through to delivery
4. To actively seek and identify opportunities for business growth.
5. To patrol all areas regularly during service periods to ensure that excellent levels of service are being delivered to the customers
6. To report any faults to the co-operative board, ensure they are rectified and ensure equipment is not used until safe.
7. To ensure that all equipment, monies and the overall establishment, is safe and secure at all times
8. To ensure the standards across the site are in accordance with the agreed key performance indicators specified by the co-operative board
9. To ensure the prompt provision and efficient service of all meals and catering requirements at the specified time to the standards laid down in the KPI's
10. To take adequate steps to ensure the security of property and monies under your control
11. To compile and agree an annual business plan with the co-operative board, and to be responsible for achieving all actions
12. To initiate a process of continuous improvement by undertaking promotions and extraordinary merchandising initiatives to ensure the profitable growth.
13. To attend to and take all necessary action, statutory or otherwise, in the event of incidents or accident, fire, theft, loss, damage, unfit food, or other irregularities and take such action as may be appropriate
14. To maintain excellent customer relationships and communicate with customers at every opportunity.
15. To ensure that all written communication represents a professional image to customers and staff
16. To action customer compliments by praising staff and volunteers and to resolve complaints satisfactorily.

17. To ensure that all costs and expenditure are within the budgeted levels agreed.
18. To control all costs such as labour, expenses, cash purchases as agreed with the co-operative board
19. To ensure tariff prices are correct, that all catering services are costed and charged according to the agreed terms.
20. To maintain levels of stock, cash, local credit and debt outstanding to the agreed establishment targets
21. To manage, induct, train, motivate and appraise staff and volunteers to promote good staff relations (Staff appraisals to be conducted at least annually)
22. To maintain training records for all staff, ensuring that individual needs are recognised and met either through on or off job training
23. To ensure that all staff project a positive, approachable, friendly and professional image
24. In conjunction with the other lead staff to organise and attend weekly team meetings and attend Co-operative Board meetings as requested
25. To plan and control holidays within the operation to 'self cover' where practicable.

APPENDIX 10 – JOB DESCRIPTIONS AND STAFFING MODEL

JOB DESCRIPTION FOR FACILITIES MANAGER

RESPONSIBLE TO: The Co-operative Board

Purpose of the post

The Facilities Manager is part of the staff structure of the Eco-hub Co-operative and will contribute as part of the staff team to the development of the Co-operative's ethos and culture. The Facilities Manager will share the co-operative's aims for the park users and support and contribute to the co-operative's policies in respect of its commitment to community involvement, the environment, and the health and well-being of all who use the facility. The Facilities Manager is responsible to the Co-operative Board for proper maintenance, cleaning, security, heating, health and safety and managing lettings and usage of the facilities within the Eco-hub premises and grounds.

The emphasis of the post will be on using best business practice to improve efficiency, reduce operating costs, and increase productivity to ensure effective functioning of the Eco-hub.

Competences

The Facilities Manager will be able to:

- Reduce risks to health and safety throughout the building
- Promote and maintain service delivery
- Provide reception services
- Deal with specification and procurement of goods and services for the facility
- Manage a budget effectively
- Communicate effectively with all staff, users, customers and the co-operative board
- Work effectively with customers, user groups and the community
- To use I.T. effectively for communication, all aspects of procurement, budgeting, and recording usage of the building.
- Tackle sustainability and environmental issues relating to the facility's services.
- Develop customer relationships
- Contribute to the effectiveness and efficiency of the premises and facilities
- Support the work of a team and develop him/herself
- Control the use of resources in the Eco-hub
- Maintain site security
- Work safely at heights
- Monitor and maintain electrical and plumbing services
- Carry out maintenance and minor repairs
- Deal with routine and non-routine waste
- Clean and maintain internal surfaces
- Deep clean equipment in the premises
- Support the coordination of an event
- Move furniture and other equipment within the facility
- Support the co-operative's policies relating to equalities and the protection of children and vulnerable adults
- Contribute to disaster recovery and contingency planning
- Administer First Aid

Main Duties and Responsibilities

1. To be the principal client side supervisor of contracting staff ensuring all work is signed off only when full contract specification has been achieved.

2. To be the primary contact with contractors ensuring that any error or omission is speedily remedied.
3. To promote and manage lettings, undertaking the appropriate administration processes for specifying and letting minor contracts.
4. Within the responsibilities and budgets delegated by the co-operative board to undertake in co-operation with other Eco-hub staff all appropriate administration work including ordering, the checking of invoices, monitoring of budgets, preparation of estimates and regular stocktaking. The securing and banking of all money received by the Eco-hub.
5. To ensure the proper cleaning of the premises in co-operation with other Eco-hub staff, or by the monitoring of performance and contractor staff against contract specification. The cleanliness and hygiene of the Eco-hub is of paramount importance and as part of the management role the Facilities Manager may be required, if no other practical alternative exists within the timescale, to undertake the cleaning of slippery floors, floods, spillages, and bodily fluids personally and make other appropriate arrangements for emergency cleaning.
6. To maintain the security of the premises ensuring proper patrols are undertaken personally and that alarms are properly maintained and used. To act as one of the keyholders registered as such with the police and ensuring access to keys is given only to authorised people.
7. To be responsible to the Co-operative Board for maintaining the Eco-hub in a safe and healthy condition ensuring proper maintenance of all fire and other safety equipment, safe access and egress, maintenance of general First Aid and emergency equipment and proper storage and use of any possible harmful or toxic materials.
8. Liaison with the Police and Fire Brigade on all aspects of security and fire and safety and taking all appropriate action in the case of a break in, theft or fire.
9. In consultation with the Co-operative Board to ensure the proper planned maintenance of the buildings and their contents, and the expeditious repair to the same outside of the maintenance schedule including making appropriate emergency repairs personally within agreed guidelines.
10. To ensure the safe and efficient operation of all mechanical, electrical and heating services in the building. Taking appropriate action to ensure and monitor proper and safe levels of lighting, heating and ventilation.
11. To liaise with the Park staff on all aspects concerning the usage of park grounds and facilities.
12. Ensuring the proper porterage of furniture and deliveries within the Eco-hub. In the normal course of events the Facilities Manager will personally or by use of assistants or contractor staff as appropriate to the circumstances and the nature of the equipment being moved, move

furniture for meetings and events, when this is within the reasonable capabilities of one person.

13. To liaise with and communicate effectively with the co-operative board, the park user groups, other Eco-hub staff, park staff and council officers, as necessary.

APPENDIX 10 – JOB DESCRIPTIONS AND STAFFING MODEL

TASKS AND RESPONSIBILITIES LIST – ALL STAFF

All staff will be expected to help out with and take responsibility for all the day to day roles in all areas, when they are in the building. Each staff member will have a specific area of expertise that they will take managerial responsibility for.

AREA OF WORK	TASKS AND RESPONSIBILITIES
Cafe	• Sourcing Stock • Buying stock • Stock monitoring • Planning menu • Serving • Clearing tables • Washing up • Keeping equipment inventory • Ordering equipment • Compliance to H&S in Catering • Knowledge of COSHH • Cashing up • Float and change management • Creating café manual • Labelling café storage • Cooking • Making snacks • Preparing food • Baking cakes/bread etc. • Daily kitchen clean • Weekly deep clean • Fulfilling catering contracts/orders • Serving drinks • Refilling table consumables; sauces, sugar, salt etc. • Promoting sustainability • Certificate in Level 2 award in Food Safety in Catering • Uniform cleaning; aprons, hats etc. • Tea towel and oven glove cleaning

	• Unpacking deliveries putting away • Quality control • Recording and monitoring refrigeration levels • Monitoring cafe use • Sourcing sustainable/fair-trade/organic supplies • Building relationship with suppliers (new food producers locally and building relationships) • Keeping up any noticeboards or changing exhibitions around the café to keep it a stimulating changing environment. • Keeping the fridge and freezer hygienic and the cooker and dry food store room clean as a specialised cleaning job so that we can pass inspections. • Publicity and promotional special events specifically to boost the café. • Cashing up at end of day.
Building	• Going through building maintenance list • Minor repairs • Cleaning • Managing contractors • Monitoring toilets • Buying cleaning products, toilet paper, etc. • Arranging annual checks; boiler, electric, fire extinguisher etc. • Hazardous waste removal ;nappies, sanitary bins • External maintenance; windows, litter, flower beds, decking etc. • Waste/recycling management • Building development-water harvesting, solar panels, new paths etc. • Redecoration • Compliance to H&S in the workplace- 1st Aid box maintenance etc. • Responsible for all keys • Creating building manual • Checking doors and windows and alarm on leaving. • Observing how the building is used and seeing where vulnerable spots may be or what new elements could work better or what is working really well. • Tending the gardens outside and keeping the paths clear and clean • Doing regular fire alarm and other safety checks • Accident/incident recording keeping

	• Sourcing plants and flowers for outside areas • Sourcing herbs for herb garden • Maintaining relevant tools and equipment • Liaising with Environmental Health • Basic first aid
Events	• Opening and closing building • Laying out rooms • Decorating rooms • Planning events • Fundraising • Co-ordinating with other stakeholders • Buying event resources (flipcharts, projectors, etc.) • Insurance • Licenses • Publicity/promotion • Risk assessments • Booking entertainment • Build networks • Creating events manual
General admin and management	• Staff/volunteer rotas • Supporting volunteers • Book-keeping • Taking money to the bank • PAYE • Reports to funders • Assisting visitors • Risk Assessments • Preparing reports for the Board/Co-op • Publicity/promotion • Updating website and online presence • Taking bookings • Creating manual • Budget Management

	• Volunteer monitoring • Staff/Volunteer Training Record • Creating and maintaining info book • Maintaining website • Paying bills and filing of invoices etc. • Maintenance of Petty cash. • Everyday IT trouble shooting and customer feedback • Keeping up supplies of toner /paper etc. • Fielding public telephone calls of which there could be many if events start working out and people want to attend or book space • Keeping an eye on yearly and monthly tasks like audits, standing orders, insurance, licenses, certifications etc. • Keeping a detailed diary of events on year planner. • Reporting to general Co-operative meetings on a weekly or monthly basis on financial matters and general day to day issues. • Organising ongoing training for workers and volunteers • Keeping records - i.e. accident book or volunteer numbers or sickness days etc.
Other	• Supporting User Groups • Building website • Liaising with Audience Dev. Officer • Working with Park Keepers. • Interpersonal aspects • Promotion and development of sustainable aims • Emergency contact in case of vandalism/break ins • Community outreach • Policy development • Knowledge and understanding of key policies • Implementation of policies • Conflict management • Meeting with Co-op Board/members • Business development • Emergency 1st Aid cert. • DBS (CRB)

- Problem solving and management
- Staff/volunteer development and well-being
- Promoting sustainability in all areas of business
- Graphic/media design
- Reports for Haringey Council
- Account preparation
- Liaising with Accountant
- Attend relevant meetings

EXAMPLE STAFFING PATTERN

The actual staffing levels and work patterns will evolve as we the usage of the Eco-Hub evolves and settles into rhythms. This staffing structure below is therefore just a starting point and demonstrates just one potential way of working.

It is also worth noting that volunteers are not included below, but we do expect to have volunteers on a rota especially for opening up and locking up in the evenings and on weekends.

	Mon															
Role/Time	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Events manager			1	1	1	1	1	1	1	1	1					
Café manager	1	1	1	1	1	1	1	1	1							
W/end Café manager																
Building manager									1	1	1	1	1	1	1	
Admin manager																
Apprentice			1	1	1	1	1	1	1							
Apprentice																

	Tuesday															
Role/Time	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Events manager			1	1	1	1	1	1	1	1	1					
Café manager	1	1	1	1	1	1	1	1	1							
W/end Café manager																
Building manager									1	1	1	1	1	1	1	

APPENDIX 10 – JOB DESCRIPTIONS AND STAFFING MODEL

Admin manager																
Apprentice			1	1	1	1	1	1	1							
Apprentice																
	Wednesday															
Role/Time	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Events manager			1	1	1	1	1	1	1	1	1					
Café manager	1	1	1	1	1	1	1	1	1							
W/end Café manager																
Building manager									1	1	1	1	1	1	1	
Admin manager																
Apprentice			1	1	1	1	1	1	1							
Apprentice																
	Thursday															
Role/Time	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Events manager			1	1	1	1	1	1	1	1	1					
Café manager	1	1	1	1	1	1	1	1	1							
W/end Café manager																
Building manager									1	1	1	1	1	1	1	
Admin manager																
Apprentice																
Apprentice			1	1	1	1	1	1	1							
	Friday															
Role/Time	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Events manager			1	1	1	1	1	1	1	1	1					
Café manager	1	1	1	1	1	1	1	1	1							
W/end Café manager																
Building manager									1	1	1	1	1	1	1	

APPENDIX 10 – JOB DESCRIPTIONS AND STAFFING MODEL

Admin manager																
Apprentice																
Apprentice			1	1	1	1	1	1	1							
	Saturday															
Role/Time	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Events manager																
Café manager																
W/end Café manager	1	1	1	1	1	1	1	1	1	1	1	1	1			
Building manager																
Admin manager				1	1	1	1	1	1	1	1	1	1	1	1	
Apprentice																
Apprentice			1	1	1	1	1	1	1							
	Sunday															
Role/Time	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Events manager																
Café manager																
W/end Café manager	1	1	1	1	1	1	1	1	1	1	1	1	1			
Building manager																
Admin manager				1	1	1	1	1	1	1	1	1	1	1	1	
Apprentice			1	1	1	1	1	1	1							
Apprentice																

APPENDIX 11 – EXAMPLE PROGRAMME OF DAILY USAGE [SUMMER/WINTER]

Appendix 11 – Example programme of daily usage [summer/winter]

KEY

- Green = free use
- Orange = community use
- Red = Standard use
- Blue = Institutional/commercial use

EXAMPLE OF HUB USAGE / FORMAL BOOKINGS – A SUNDAY IN AUGUST 2014

Time	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Staff	2	2	2	2	3	3	3	3	3	3	2	2	2	2
Vols			3	3	3	3	3	3	3	3	1	1	1	
Cafe	prep	open	open	open + food for Tr R	open + food for Tr R	open + food for Tr R	open	open	open	open	open	open	open	Clean up
Community Room						Friends drop in	Friends drop in	Friends GM	Friends GM	Friends drop in				
Training Room					Kids party prep	Kids party	Kids party	Kids party	Clean up		Gig prep	Acoustic Gig	Acoustic Gig	Acoustic Gig
Outside			prep	Craft market [hire stalls]	Craft market [hire stalls]	Craft market [hire stalls]	Craft market [hire stalls]	Craft market [hire stalls]	Craft market [hire stalls]	Clean up				

APPENDIX 11 – EXAMPLE PROGRAMME OF DAILY USAGE [SUMMER/WINTER]

EXAMPLE OF HUB USAGE / FORMAL BOOKINGS – A THURSDAY IN DECEMBER 2014

	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Staff	2	2	2	2	2	2	2	2	2	2	2	2		
Vols				1	2	2	1	1	1	1				
Cafe		prep	open	open	open + food for Tr R	open + food for Tr R	open	open	open **knitting group at table**	open	Clean up			
Community Room					**Parent +toddler**	**Parent +toddler**	**Parent +toddler**	**Parent +toddler**				**Wildlife group**	**Wildlife group**	
Training Room				**School lesson**	**School lesson**		**Business seminar**	**Business seminar**		**After school club**	**After school club**			
Outside														

Appendix 12 – LRUF Partnerships and aims

See LRUF 'flow chart' and agreed statement of Aims, 2011.