

Greenwich Co-operative Development Agency

Business Plan April 1st 2014 – March 31st 2016

Supporting communities to be healthy and sustainable with vibrant economic, social and learning environments - since 1982

**1. STATEMENT OF PURPOSE AND AIMS**

## Purpose

The overarching purpose of GCDA is to create and support sustainable communities, with the capacity to meet their health needs, plan their economic development and achieve their educational and training aspirations.

## Aims

GCDA aims to fulfil this purpose by means of the following objectives:

1. To encourage local communities to develop enterprises, which meet economic and social needs and are co-operatively managed.
2. To provide training programmes (courses), which build the knowledge and skills of the community and partners we work with across the areas of work core to our aims; enterprise, health and the environment.
3. To create community hubs – based on cafes, farms, allotments, market places

and training centres – which represent community-based and co-operative responses to community needs, thereby strengthening the cohesiveness of communities

4. To promote healthy lifestyles to the whole population and particularly those experiencing health inequalities, so their physical and mental well-being is improved.

**2. History**

GCDA was established as an enterprise agency in 1982. The aim was to support the establishment of community owned, democratically managed co-operatives to create employment, local economic opportunities and protect or provide local services.

# GCDA is a not for profit company, limited by guarantee and managed by a voluntary management committee. Its membership and management is open to all beneficiaries.

# For 30 years GCDA has delivered free programmes of support to the diverse communities of Greenwich and neighbouring boroughs. Over the years GCDA’s work has mainly been focused on development and support for co-operative models of enterprise and self- help to meet the needs of local communities.

GCDA has successfully developed a wide range of activities to help promote local action. These activities include community outreach and community needs assessments, providing governance and business planning support, developing beneficiaries skills, developing networks and strategic partnerships and providing representation for local people through work with individuals, voluntary and community groups.

GCDA have been central to the development of unique social enterprises through community work, training and support. With funding from programmes such as ESF, ERDF, SRB, NR, National Lottery, local authorities, the local NHS and a number of public sector contracts GCDA has supported the establishment of over 400 businesses ranging from the Local (Waterfront and Meridian Credit Unions) Credit Union which now has 4,000 members and assets of at least £4.0 m to Greenwich Leisure Limited which was established as a co-operative for the benefit of the community to run the leisure centres in Greenwich and now manages centres for 12 London Boroughs.

**Specialist Areas; food, health, environments**

In 2002 Greenwich Community Food Initiative was established this as partnership between GCDA and Greenwich PCT. GCDA employed a specialist food advisor to support the establishment of food social enterprises across Greenwich. This project combined the value of social enterprise as a route to establish projects which could help address health inequalities, as well as establish enterprise, employment, and volunteering opportunities.

Working in close partnership with the NHS for 10 years has enabled GCDA staff to develop comprehensive knowledge and skills including participatory appraisal techniques, understanding health inequalities and targeted responses, and understanding a range and depth of innovative health promotion activities. A number of GCDA staff have been involved with local strategic health partnerships in Greenwich, Lewisham and Hackney and have comprehensive knowledge of the development and use of local Joint Strategic Needs Assessments.

This health and enterprise work has grown over the last 11 years and has led to the development of over 100 food related projects, including food co-ops, street trading and development of new street markets, cafes, contract caterers businesses, food processors and manufacturers, and food growing.

In 2010 GCDA established its own business start-up centre which currently houses a number of food and health related businesses., GCDA also runs its own large cafe and provides specialist catering and food business support across England.

**3. Description of GCDA Services**

3.1 Social Business

**Aim** To encourage local communities to develop enterprises, which meet economic and social needs and are co-operatively managed.

GCDA has over 30 years experience of advising on the development of enterprise from community based enterprise to the creation of spin outs from public services.

We provide support through a number of approaches

* Develop proposals with stake- holders that respond to specific and strategic needs of communities to establish enterprise as a mean to overcome barriers and contribute to sustainable solutions in disadvantaged communities
* Promote events on the ideas and benefits of co-operative run enterprises as a way to inform potential funders and beneficiaries of successful practice and the development of new ideas
* Directly develop and operate enterprises to increase the capacity of the beneficiaries and ensure their sustainability
* Working directly with a group to establish an enterprise, which will start with aims and objectives, decision- making and ownership, feasibility and full business planning and practical implementation, including detailed financial plans and assessments.
* Business start –up centre, providing free or subsidised space to new or young businesses in our business unit in West Greenwich
* Business growth and development support (for example. Healthy Catering Commitments)

GCDA is now a trading social enterprise, which gives us a unique understanding of the current barriers and opportunities for new and developing enterprises.

3.2 Training; and Training Centre

To provide training courses, which build the knowledge and skills of the community and partners we work with across the areas of work core to our aims; enterprise, health and the environment.

Training and skills development is core to all of the work we deliver across the organisation. We believe in developing the skills and knowledge of the people we work with in order to ensure sustainable outcomes. We deliver training to support behaviour change in public, private and voluntary organisations and for individuals.

GCDA is registered as a training centre with three accreditation bodies OCN, OCR and CIEH. We have delivered NVQ training in business management skills and administration, NVQ level 2 professional catering, OCN cookery tutor club training and CIEH short courses. We currently deliver training courses to local authorities and NHS Trusts across London and we work in partnership with a number of other training providers to ensure opportunities for continuous learning for the people we work with, these include a number of institutions engaged in catering training, health training providers including our local public health training providers, consultants and advisors from the Co-op Hub, other enterprise support advisors and individual trainers; bakers, butchers, those with other beneficial expertise e.g. social networking.

Our training is:

* Run by experienced, professional trainers with current industry experience
* Flexible. We offer accredited, non- accredited, bespoke, in-house training & our own training facilities (including work experience)
* Innovative and up to date, meeting gaps in mainstream provision including new products where needed
* Adapt to customer needs; bespoke

3.3 Community Hubs

To create community hubs – based on cafes, farms, allotments, market places, community centres

and training centres – which represent community-based and co-operative responses to community needs.

In delivering enterprise and public health projects for over 30 years GCDA has been involved with the development, regeneration, support, business planning and initiation of many community hubs.

This approach includes;

* Support around building planning & design based on sustainable long-term operation
* Providing a business planning service for public, private and third sector partners
* Facilitate partnerships and structures for providers within a community hub
* Developing implementation and activity plans for new centres
* Hubs are likely to deliver a combination of enterprise, health, training and community development projects
* Identifying community centres as assets in the delivery of public programmes

GCDA currently runs two hubs; a training centre and business support unit from their main office in Greenwich and the Vinyl Canteen a 200 seat restaurant with access to conference and meeting facilities hosting training in business, food and health.

Insert pictures of hubs

3.4. Tackling Health Inequality

To promote healthy lifestyles to the whole population and particularly those experiencing health inequalities, so their physical and mental well-being is improved.

Since 2002 GCDA have been delivering enterprise projects, which promote healthier lifestyles in order to address health inequalities in populations across London. Working in close partnership with the NHS over the last 10 years has enabled GCDA staff to develop comprehensive knowledge and skills including participatory appraisal techniques, understanding health inequalities and targeted responses, and understanding a range and depth of innovative health promotion activities.

GCDA have a commissioning history of developing health needs assessments and delivering programmes that tackle food related illnesses, obesity and support positive mental health.

**Food Environments**

The **Healthy Catering Commitments**; an innovative project being delivered in over 20 Boroughs across London in partnership with the Chartered Institute of Environmental Health to encourage fast food catering outlets to make small changes to the food they offer in order to encourage healthier food consumption. Our approach is to achieve this through a business growth initiative combining improved profitability, measures towards environmental sustainability and a healthier food offer.

Support the development of **food enterprises** that imbed the offer of healthy and sustainable food.

Delivery support to **convenience stores**, which has the same approach as HCC but looks at increasing the offer and promotion of fresh fruit and vegetables.

**Food growing** to encourage familiarity and improved access to food, physical activity and positive mental health.

GCDA also run their own food growing, food co-ops, cafes and training programmes to support community cohesion and healthier lifestyles.

**4.The Marketing Strategy**

**The Environment GCDA operates in**

**Social Business**

An economic downturn in 2008 had the 3- fold impact of reducing lending, reducing local authority budgets and therefore resources and reducing grant funding, all impacting hugely on new enterprise development. Equally as a response to financially challenging times there has been a huge increase in individuals, the third sector and the public sector looking to enterprise and social business as possible solutions to financial sustainability (third sector) tackling unemployment and creating economic growth (public sector) and the route to employment (individuals). The last official employment figures (March 2014 stated that 48% of news jobs reported were self employed).

**Regional Support**

In 2010 the regional development agencies were restructured and replaced with local enterprise partnerships and local enterprise zones. One of those is London – The London Enterprise Panel chaired by The London Mayor. The LEP develops the strategy for London’s allocation of European Structural & Investment Funds now less accessible for independent groups like GCDA, and the Greater London Authority administrate the local Growing Places Fund, as well as the Outer London Fund and The Mayors Fund.

**Government Support**

The Coalition Government have replaced many of the familiar business support structures i.e business Link and introduced a new programme of support including;

* business bank
* working with private sector investors to money to invest in SMEs, through the Start-Up Loan Scheme, the Business Finance Partnership and Business Angel Co-Investment Funding.

**New models of raising capital**

Two of the most popular alternatives are: community shares and crowdfunding.

**Community Shares**: Social Businesses incorporated as Co-operative Societies or Community Benefit Societies have certain exemptions and exclusions from some sections of The Financial Services and Markets Act 2000 (FSMA) and related legislation, which provides the legal and regulatory framework for the financial services sector in the UK. This enables them to more easily invite the general public to invest in their business by issuing what have become known as Community Shares. The investors contribute with a variable amount of capital (up to £100k) that gives them one member one vote in the enterprise regardless of the size of the investment. This model has been used successfully on land trusts, village shops, community pubs, energy co-ops and more.

**Crowdfunding:** Nowadays crowdfunding normally means enlisting the backing of hundred or even thousands of individuals with small to medium amounts of money to a specific product-service development or idea. The crowd gets in return either a thank you letter (donation), a preferential use of the product or service (paying for it in advance) or even the return of the investment plus a reasonable interest (loan).

**The Target market …**

We target our services in the following ways;

1. We will identify some potential and viable consumer co-operatives that will alleviate poverty and or provide essential services to vulnerable populations and communities.
2. GCDA will continue to run, and establish further social businesses of its own including but not exclusively training, cafes, production kitchens. These businesses will provide employment, business incubator opportunities and models of good business practice. They will also provide trading revenue to invest in GCDA’s charitable activity.
3. In the community hubs we manage we will support the delivery of enterprise programmes either through partnership or directly to support skills development and employment opportunities.

**Training**

The picture of training delivery and skills development in London (England) is highly diverse, from statutory providers for those eligible, to hundreds of companies providing all types of private training.

There are a number of statutory roles including the **Sector Skills Councils (23 in 2012)**, independent, strategic UK-wide organisations established to influence how training is delivered in the UK, responsible for skills and workforce development of all those employed in their sectors. Collectively they are responsible for tackling the skills and productivity needs of the UK. The **Sector Skills Development Agency** is responsible for funding, supporting and monitoring the network of Sector Skills Councils.

**Skills Funding Agency** fund skills training for further education (FE) in England. It supports over 1,000 colleges, private training organisations, and employers with more than £4 billion of funding each year. SFA is an executive agency of the Department for Business, Innovation & Skills. Their programmes include;

* supporting traineeships for young people not in education, employment and training (NEET)
* funding and coordinating apprenticeships throughout England

**Apprenticeships & Traineeships** Since 1995 there has been a focus on the delivery of modern apprenticeships. Apprenticeships are work-based training completed entirely on the job so you get paid while working towards nationally recognised qualifications, including higher apprenticeships with degree equivalent qualifications.

**Learn Direct** (now owned by the Lloyds Banking Group) is a national training provider contracted by the Skills Funding Agency with training centres and on-line courses.

**Community learning** (in Greenwich Adult safeguarded learning) includes a range of community-based and outreach learning opportunities. These are primarily provided by local authorities and further education colleges. It is designed to help people of different ages and backgrounds:

* get a new skill
* re-connect with learning
* follow an interest
* prepare to progress to formal courses
* learn how to support their children better

**The target market …**

1. To continue to market our health related training to public health and other teams interested in developing skills and knowledge concerning health within their communities. This is particularly related to healthy eating but not exclusively and can relate to schools meals, food growing and community engagement and development.
2. To provide courses that are interesting to individuals in the areas of GCDA’s expertise for example; food, health, sustainability, social business, legal structures.
3. To develop training courses that may be commissioned by other parties concerning employment skills or other specialist areas and to work with other training providers.

**Hubs**

A number of local authorities across England and including London have developed the idea of community hubs.

Reasons for the development of hubs range from centralising and improving access to services, reducing central Local Authority costs by reducing the costs of managing individual buildings for example the Woolwich Centre which combines a library, council offices, council services and a venue. Other local authorities; for example Lambeth and Newham are looking at developing community hubs which provide flexible, economical space for community groups, the statutory sector, social enterprises and small and medium size enterprises from which they can operate and deliver services.

Community hubs are often local authority managed but equally third sector organisations and registered social landlords are developing hubs, which combine services, economic activity and outreach work. This combined approach contributes to hubs having a wider reach, and wider revenue streams which supports their financial sustainability.

One definition provided by Octopus Islington’s Community Hub Co-ordinator.

*A community hub is a building that is accessible to all groups in a neighbourhood or area that it serves. It is a multi-purpose Community Centre providing a range of high quality and cost effective services to the local community, with the potential to develop new services in response to changing community needs.*

*A Community Hub will have strong working relationships with other local community services – for example, tenant halls/rooms, Children’s Centres, nurseries, extended schools and faith groups. Community Hubs should be a base for outreach and signposting people to other local services.*

**The target market…..**

GCDA will seek opportunities for the creation of hubs likely to be within the Boroughs of Lewisham and Greenwich. The hubs will have the potential to provide social business, health programmes and opportunities for training. These are likely to be community or publically owned buildings and may require grant support.

**Healthly Lifestyles**

GCDA delivers health promotion activity within particular frameworks these are described below;

**Social Determinants of Health**

The social determinants of health are the conditions in which people are born, grow, live, work and age, including the health system. These circumstances are shaped by the distribution of money, power and resources at global, national and local levels, which are themselves influenced by policy choices. The social determinants of health are mostly responsible for health inequities - the unfair and avoidable differences in health status seen within and between countries. (WHO first listed these in 2003).



**Health Inequality - East London Convergence**

Convergence is the process of closing the gap in performance and prospects between the wealthiest and poorest communities and in so doing bringing benefits for all. The East London Growth Boroughs have the highest levels of the worst deprivation in London

The Project was conceived as an opportunity provided by the 2012 London Olympics and covered a number of themes including health. Now called the Growth Boroughs – Barking and Dagenham, Greenwich, Hackney, Newham, Tower Hamlets and Waltham Forest – they make up the Eastern quadrant of London.

This health theme targets actions to address health inequalities and the major causes of premature deaths.

The NHS commissioning organisations based within the six boroughs, in line with the findings of the [Marmot Review of Health Inequalities (PDF)](http://www.growthboroughs.com/s/Marmot-Review-of-SRF.pdf), published in 2010, propose to focus on; children and young people, preventing premature death, improving health through employment and healthy urban planning.

Within boroughs health inequality also exists between wards, with stark differences in life expectancy and healthy years often related to socio- economic factors.

**Understanding needs, supporting behaviour change and recognising assets.**

This involves a community development approach, understanding the needs of the community, delivering programmes that respond to that need and support behaviour change. The community development approach identifies the assets that exist in those communities; residents, volunteers, third sector groups, schools, private businesses, parks, all physical and social capital that can contribute supporting healthier lifestyles.

**Public Health Restructure**

All of this is now in the context of the biggest changes to public health since the NHS was first conceived.

Public health is now part of local authorities

In 2012/13 there have been massive changes for the NHS and health services, as Primary

Care Trusts were replaced by GP-led Clinical Commissioning Groups, the Public Health function

moved back to local authorities, and Strategic Health Authorities were abolished (to be replaced

by a national body for specialist and primary care commissioning – the National Commissioning

Board for England – now known as NHS England (and NHS London for its London region arm).

**The target market is ….**

To continue to seek local commissioning or grant funding to deliver programmes, likely to be in the growth boroughs described above, that improve health and reduce health inequality likely to be related to our community development and asset development expertise, partnership support, training programmes and our expertise related to food.

**5.GCDA Delivery Plan April 2014 to March 2016**

The table below describes the projects that GCDA intend to focus on over the next 2 years.

The strategic aims of each area of themed work are;

**Enterprise**

* Engage with regional representation and new co-operative development
* Develop regional projects to support consumer co-operatives.
* Engage in enterprise support as a principle across all areas of work
* Identify commissioning or funding opportunities that meet project rationale

**Training & Skills Development**

* Develop a comprehensive range of courses across the agencies core themes that expand the efficiency and delivery capacity of the agency
* Ensure consistent delivering, administration and evaluation across all training
* Accredit new courses if appropriate
* Identify commissioned and grant funded training programmes

**Community Hubs**

* Develop hubs as centres to host and promote the work streams of GCDA
* Support partners in the development of hubs

**Promoting Healthy Lifestyles**

* To support local public health departments to deliver their Joint Strategic Needs Assessment (JSNA) implementation plans in particular (but not exclusively) within the East London growth boroughs
* To work with third sector and private sector to understand public health and community development approaches to public health.

**Communications**

In addition to our key areas of work, GCDA will focus on improving our communications structures and this will include some specific areas of work;

* A series of events that provoke discussion and highlight the work of the agency and our partnerships, in 2014/15 this will include;
	+ an annual conference focussed on co-op development February 2015,
	+ a series of themed workshops concerned with consumer co-operative development, May-June 2014
	+ a Sustainable Food Cities Conference September 2014,
	+ a community food growing and farm conference June 2014
	+ a food business event focussed on Unit 6 food businesses and suppliers Autumn 2014
* A new website focussed on the 4 theme areas and our partnerships with direct links to our twitter, face-book, and other social media accounts.
* A quarterly web page newsletter highlighting key agency activity.
* The creation of a communications database using either Sales Force or Sugar

**Longer Term: 2016-2018**

* Continue to develop a solid financial base by ensuring that a minimum of 50% of our income comes from our trading activities and provides adequate financial resources that allow the delivery of free programmes and improvements to the priority communities we work with.
* Develop at least one asset base as a basis of sustainability and projection into the future. This is likely to be ownership of property or substantial investment in either one or a number of consumer

co-operatives.

* Consolidate our community hubs to include our cafes, Unit 6 incubation and training centre and Woolwich Common Community Centre so that they are able to contribute in a significant manner to the expansion of the social mix of enterprise, training skills, sustainability and healthier lifestyles at the heart of the most disadvantage communities.

**GCDA Delivery Plan April 2014 to March 2016**

|  |  |  |  |
| --- | --- | --- | --- |
| **Social business Support and training.** | **Activity April 2014 – March 2016** | **Target Outcome 2014 -16** | **Resources required****Funding/ staff****(some funding levels are targets)** |
| **Strategy*** Take a regional lead in new co-op development
* Regional project to support consumer co-operatives.
* Engage in enterprise support as a principle across all areas of work
* Identify commissioning or funding opportunities that meet project rationale (out-puts, income and location)
 | Host a series of conferences and seminars that encourage the development of co-ops through showcasing and discussions. | Annual Conference (linked to GCDA AGM) 4-5 themed seminars/ workshopsIncreased awareness of GCDA regionallyIncreased interest in the co-operative model, public sector, third sector & communities | Core staff |
| The Co-operative Enterprise Hub  Continue supporting co-operatives applying through the national programme “The Co-operative Enterprise Hub” establishing five new co-operatives per year | Establishing five new co-operatives per year | Requires a member of staff with ILM 5 Enterprise Support |
| Consumer Co-operative Development | 4 consumer co-ops over the time of this business planThis are likely to be solar energy, food, co-purchasing and IT related | 0.5 member of staff staffs to provide business planning, membership recruitment and promotion support |
| Consultancy – Generic support for enterprise development | Increased awareness of GCDA regionallyContributes to marketing and knowledge of GCDAContributes to unrestricted funding | Enterprise staff or consultants/ associates to support consultancy delivery  |
| Commissioned Programmes e.g. DAAT, OLF & RBG public health which has elements of business supportSecured funding for Community Pop Up CafesBusiness Support | One new significant project each year. Using the London Tender Portal and existing relationships to identify opportunities. Support 6 cafes in 3-6 communities in Greenwich & Lewisham | Requires staff for direct delivery. May overlap with enterprise staff described above. May require additional staff depending upon the nature and length of contract. |
| **Training****Develop knowledge and skills to support economic devt, tackle health inequality, support sustainability** * Develop a comprehensive range of courses across the agencies core themes that expand the efficiency and delivery capacity of the agency
* Ensure consistent delivering, administration and evaluation across all training
* Accredit new courses if appropriate
 | Develop a programme of training across GCDA with consistent delivery and administration | Consistent delivery of training from all agency staff.A wider range of training that reflects our areas of expertise; legal structures, twitter, excel, supplier mgt, outreach models for health, food growing sessions. | Training Manager Development time |
| Accreditation of courses that have been trained and work with OCN, CIEH and maybe consider OCRStreet TradingFood Business Course | Staff development re internal verificationWider accreditation of courses.Increased value of Courses on offer | Training Manager Development time |
| Training Sales including Small commissioned training programmes and individual sales | Increased awareness of GCDA regionallyContributes to marketing and knowledge of GCDAContributes to unrestricted funding | Training Manager (MT)Trainers (sessional)Administration support (volunteer)Communications Officer (New) |
| Small Grants Application for supported training programmes |  Provide funding to trial training programmes and supported employment programmes in hubs | (HCT 2014/2015) |
| **Hubs/ Centres*** Develop hubs as centres to host and promote the work of GCDA.
* Develop centres that create substantial income streams for GCDA
 | Vinyl Canteen | Maintained sales levels with steady growth.Increase additional programme activity; training, business support – develop role as hub | Marketing to create more individual customers |
| Unit 6 kitchen & rooms | Provide high quality facilities to incubate new and developing businesses.Provide supplier support and business support.Consider celebratory event for businesses  | Establish annual event to promote Unit 6 and users |
| Lowlands café on the Green | To establish the café in Harrow and our partnership with Harrow College | Core staff supportCafé supervisor & serving staff (3-4) |
| Lethbridge Community Centre | To establish a new café, training kitchen and kitchen incubator centre in Lewisham in partnership with LYET and Family Mosaic |  |
| **Health*** To support local public health departments to meet their JSNA implementation plans
* To work with third sector and private sector to understand public health and community development approaches (e.g. TT & RSL’s)

GCDA are also engaged in work that supports changes in environment in order to support changes in lifestyle for example HCC, convenience store projects and thirdly GCDA are engaged with local and regional bodies in order to engage with policy, strategy and wider programmes | RBG Commissioning | To support the delivery of the healthy families pilotTo continue to deliver work that improves the food environmentContinue the deliver of Sustainable Food CitiesTo support the Well London programmes within Greenwich |  |
| LBL Commissioning  | To continue with the delivery of the community cookery programme including tutor development and mentoring programmes |  |
| TT H&W Partnership  | To provide the co-ordination role for the development and delivery of the TT H&W Partnership with asset development | Resourced with existing staff  |
| Growing4health | To continue the delivery of this programme and contribute to the steering group for Feel good Greenwich | Public health commission 2 pt staff |

**COMMUNICATION PLAN FOR GCDA Business Plan April 2014- March 2018**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **GCDA organisational Activity** | **Activities** | **Key messages & Impact** | **Target audience** | **Communication tools** i | **Timescale****Lead staff** |
| **Re-branding exercise** | Board & senior staff development half day. | Modern organisation with a revised approach to providing co-operative developmentBroader than Greenwich, working across London and the South east depending upon area of activity.Broader than a co-operative development agency with 4 related strands of delivery.  | All existing users of GCDA servicesAll current commissioners and funders of GCDA work | New bannersNew LogoFoldersAll social media revisedNew business cards | To be complete by June 2014Lead by Buildings manager |
| Branding development document created by MC specialist |
| Branding response to the strategy; logo, strap-line, branding guidelines |
| **Events Programme** | Develop a range of events either focussed on the core areas of activity described below or the central role of GCDA.GCDA AGM theme focussed as a conference with discussions and workshopsFundraising event for GCDA | Sharing GCDA values and successes of the year.Encouraging discussion and increasing awareness of the ideas behind our areas of work.Introduce GCDA to new customers and usersGreater knowledge of GCDA and a specific project to a small target audience | GCDA existing users and commissionersPotential commissionersPartners providing innovation and thought leadership in each sector | Annual Conference AGMThemed conferences and workshops focussed on the themed areas – this could relate to consumer co-ops, new enterprises, launch of new hubsSpecial event to create a new understanding of GCDA with clear focus on one project | February 2015/16/17/18CEO & MC leadJanuary 2015 and 2017CEO lead with food projects officer support |
| **GCDA central website** | Develop a detailed brief for a new website.  | To encompass all areas of work and partnerships, tools, references and research.Linked to our newsletter, social media, CRM and membershipSales – training, products | As above and a national and international resource for anyone interested in the areas of GCDA innovation.On-line Customers | Website | November / December 14 creation of brief CEO with senior team input |
| **Purchase & activate a GCDA CRM tool** | Develop a brief | To provide a management tool for all of our contacts for targeted marketing and communications | Initially all existing contacts of GCDA | CRMDirect mail and used for newsletter | Select system by August 2014 – main users training mgr and buildings mgr |
| **GCDA Newsletter** | Launch a monthly newsletter  | Regular information about GCDA activities in particular those that are free and open to the whole public | Existing contacts (about 3000) | Mail chimp and then the CRM system | Pilot spring 2014, monthly from September 2014 |
| **Press releases** | Regular press articles released on themed activities & events | National – wide scale coverage | Local, regional & National |  |  |
| **Partner Publications & Promotions** | Identify mutual opportunities | Wider audiences reachedDemonstrate partnershipsTargeted promotion | Depend upon example but Jellied Eel sustainable food |  | Projects leadsCommunications volunteer |
| **Area of activity** | **Activities** | **Key messages & Impact** | **Target audience** | **Communication tools**  | **Timescale****Lead staff** |
| **Social business** |  |  |  |  |  |
| Energy Co-opSELCE | WebsiteFacebook TwitterNetworksPublic meetings | Share offerNew partnerships developedThought leadership | Share holdersPartnersSimilar projects & communities | See activities | SELCE volunteersAutumn 2014 |
| Older adults purchasing co-op | Regional meeting | Recruit membershipPolitical support; local & regional | Older adultsPensioner groupsPolitical leads in this area | One to one MeetingsResearch relevant publications | Spring 2015 |
| Made in Greenwich | BrandingStall signageCreate twitter/ facebookLink to GCDA website Later own website | Made locallyOver-ripe produceSocial enterpriseHigh quality, HealthyCreating employmentVery high quality | Market audiencesLocal cafes & delicatessens in Greenwich & LewishamGCDA cafes | See activitiesPromotion eventsProduct launchPressFundraiser GCDA 2015 | November 2014-Summer 2015 launch eventsOn going marketing activitiesCEO, food projects lead, communications volunteers |
| GCDA Cafes | VinylLowlandsBike Cafe | High quality, social enterprise, sustainably sourced, training offer, ethical, local partnerships | Vinyl – Vinyl factory workers, Hayes residentsEvent organisersLowlands, park users, commuters Harrow on the Hill, Harrow students, local residentsCommuters, Greenwich University, local residents | Daily Menu email, facebook, twitter, cathedral website, GCDA websiteJoint social media strategy with Harrow CollegeOfficial launch Existing facebook & twitter, GCDA website, point of salePrinted materials | On going maintenance of existing toolsCommunications volunteer, Vinyl staffStrategy October 2014LaunchOfficial launch February 2015Once opening dates are agreed re-animate existing social media |
| GCFC Box Scheme | Creation of websiteMaintain facebookCreate twitterPrinted materials for collection points | AvailabilityQuality of vegetables/ source/ info on suppliersSocial enterprisePick –up points | Greenwich & Lewisham residents Delivery by van and collection from pick-up points | See activities | Depends upon launch of new scheme likely to be Spring 2015 |
| **Training** | Free training to promote our expertiseTraining brochureInformation on website, social media and newsletter | Return customersQualityBespokeHighly knowledgeable trainers | IndividualsThird sector organisationsPublic sector and commissioners | BrochureNewsletterWebsitesSocial media | Training mgrCommunications volunteer |
| Health |
| Food |
| Enterprise |
|  |
| **Hubs**  |  |  |  |  |  |
| Unit 6 | Opening Days for the kitchenSocial mediaEncourage profile from our resident businesses  | Quality of kitchenGCDA co-production approach to GCDA sustainability credentials  | Emerging food businessesExisting food businessFood artisansLocal economic devt teams | GCDA websiteKitchen websites & listingsTwitterPartner websitesPartner twitterOpen days | Buildings mgr |
| Woolwich Common Community Centre | WCCC WebsiteLink on GCDA websiteWCCC Facebook & twitterOpen daysEvent ProgrammePrinted promotion for individual eventsNewsletterCreation of mailing listStakeholder meetings | Open to the publicThe centre responds to local needPublicity for individual activitiesPromotion of user groupsSpaces for hire | Residents of Woolwich common and residents of GreenwichTarget communities for specific activitiesPotential hirersService providers | **See activities**Printed materials for the centre and individual activitiesPoint of sale & signageAnnual reportAnnual event | GCDA CEOWCCC Centre ManagerGCDA Buildings ManagerWCCC porters |
|  |  |  |  |  |  |
| **Health** | **Health** Respond to partners & commissioners communication tools e.g. healthy families newsletter | Increased access/ participation to the programmes | Specific target audiences to each activity | Social media for all activities; printed materials for cookery clubs, and other activities when appropriateaudiences | On going & responsibilities of project leads |
|  |
|  |

**7. GCDA STAFF STRUCTURE**

**8. Financial Plan 2014-2018**

The table below contains GCDA income forecast for the period 2014-2019. The main components of GCDA’s financial forecast are as follows:

|  |
| --- |
| GCDA INCOME FORECAST 2015-2018 |
| INCOME | 2015-16 | 2016-17 | 2017-18 | 2018-19 | TOTAL |
| Commissioning | 264,276 | 271,636 | 276,636 | 281,636 | 1,094,184 |
| Grant | 65,000 | 75,000 | 85,000 | 95,000 | 320,000 |
| IG | 719,850 | 757,530 | 799,907 | 862,907 | 3,140,193 |
| TOTAL | 1,049,126 | 1,104,166 | 1,161,543 | 1,239,543 | 4,554,377 |
| Commissioning | 25% | 25% | 24% | 23% | 24% |
| Grant | 6% | 7% | 7% | 8% | 7% |
| IG | 69% | 69% | 69% | 70% | 69% |
| TOTAL | 100% | 100% | 100% | 100% | 100% |

* From a £0.7 m organisation at present, GCDA is expected to grow to about £1m per year as from 2014.
* All the growth will be based on income generation as 2 large projects come on-stream in early 2015.
* Income generation will account for 69% of the income with the remaining income coming from Commissioning 24% and Grants 7%.
* Those figures are expected to remain in a similar proportion experiencing only moderate growth throughout the forecast period.
* The four areas of activity described in the previous sections namely: Enterprise, Training, Health & Hubs will continue to remain at similar levels.

In details the Income Forecast is as follows:

|  |
| --- |
| GCDA INCOME FORECAST 2015-2018 |
| INCOME | 2015-16 | 2016-17 | 2017-18 | 2018-19 | TOTAL |
| Enterprise DAAT Income | 30,000 | 35,000 | 40,000 | 45,000 | 150,000 |
| Enterprise Hayes Café | 178,600 | 187,530 | 196,907 | 196,907 | 759,943 |
| Enterprise Bike Café | 182,500 | 182,500 | 182,500 | 182,500 | 730,000 |
| Enterprise Lowlands Café | 182,500 | 182,500 | 182,500 | 182,500 | 730,000 |
| Enterprise Other | 30,000 | 40,000 | 50,000 | 60,000 | 180,000 |
| Training Food & Health | 42,000 | 42,000 | 42,000 | 42,000 | 168,000 |
| Training Other |   | 20,000 | 30,000 | 40,000 | 90,000 |
| Health RBG Public Health | 165,636 | 165,636 | 165,636 | 165,636 | 662,544 |
| Health LBL Cokery Clubs | 18,000 | 18,000 | 18,000 | 18,000 | 72,000 |
| Health Trust Thamesmead | 18,000 | 18,000 | 18,000 | 18,000 | 72,000 |
| Health Oxleas NHS Trust | 17,640 | 20,000 | 20,000 | 20,000 | 77,640 |
| Health Other |   | 10,000 | 15,000 | 20,000 | 45,000 |
| Hub Unit 6 Rental Income | 60,000 | 60,000 | 60,000 | 60,000 | 240,000 |
| Hub WCCC RBG Commissioning | 45,000 | 40,000 | 40,000 | 40,000 | 165,000 |
| Hub WCCC Earned Income | 37,500 | 40,000 | 50,000 | 60,000 | 187,500 |
| Hub Other |   |   |   | 30,000 | 30,000 |
| Additional Grant Application | 35,000 | 35,000 | 35,000 | 35,000 | 140,000 |
| Secondment | 6,750 |   |   |   | 6,750 |
| Other |   | 8,000 | 16,000 | 24,000 | 48,000 |
| Total Income | 1,049,126 | 1,104,166 | 1,161,543 | 1,239,543 | 4,554,377 |

Central to its plan of delivery GCDA will have to ensure that:

* The commissioned DAAT Enterprise benefitting people with special support needs is able to become an independent social enterprise generating sales up to £45,000 over the period.
* The 3 cafes operated by GCDA are able to generate sales towards the £200K mark per year each. We strongly believe that this is achievable as all 3 of them have unique locations and provide well accepted food with their customer base including passing trade for the one next to Greenwich Station and Harrow on the Hill Station. The third café in Hayes is located in a large business centre is well established with sales close to £150K at present and the rate of occupancy will nearly double under the period of the forecast.
* The ability of GCDA to maintain existing commissioning work with Greenwich Health (some £165K per year) and to a less extent 3 other smaller commissioning contracts as they provide the bulk of the resources in this area of work.
* Our success in obtaining the Commissioning process in Woolwich Common plus the ability to at least match the commissioning figure with income generation and maintain the level of £60K generated income through the kitchen in West Greenwich.
* Maintain the current levels of commissioned training delivery of £42K per year and develop direct sales training at similar levels.

Expenditure and Surplus

The summary of the Expenditure Forecast and Surplus are included in the table below as follows:

|  |
| --- |
| GCDA EXPENDITURE FORECAST 2015-2018 |
| INCOME | 2015-16 | 2016-17 | 2017-18 | 2018-19 | TOTAL |
| Salary Costs | 728,472 | 764,896 | 803,140 | 843,297 | 3,139,805 |
| Direct Costs | 142,350 | 152,048 | 162,488 | 173,734 | 630,619 |
| Overheads | 144,684 | 151,449 | 158,551 | 166,009 | 620,693 |
| Equipment | 9,000 | 9,450 | 9,923 | 10,419 | 38,791 |
| Total | 1,024,506 | 1,077,842 | 1,134,102 | 1,193,459 | 4,429,909 |
| Salary Costs | 71% | 71% | 71% | 71% | 71% |
| Direct Costs | 14% | 14% | 14% | 15% | 14% |
| Overheads | 14% | 14% | 14% | 14% | 14% |
| Equipment | 1% | 1% | 1% | 1% | 1% |
| Total | 100% | 100% | 100% | 100% | 100% |
|  |  |  |  |  |  |
| Surplus | 24620 | 26324 | 27440 | 46083 | 124468 |

* Expenditure is expected to evolve very close to the income figures provided above increasing from £1m to nearly £1.2 m during the period under review.
* Surplus generated is expected to increase from £25K to £45K over the same period.
* Salary related costs are by far the main item of expenditure accounting for 71% of the total. Direct Costs and Overheads account for 14% each and a residual 1% is allocated to replace obsolete equipment.

The next table provides the detailed expenditure as follows:

* Salary costs are increasing from the current £450k to the £700K mark as the 2 new cafes and one community centre which explain the increase figures. There is ample flexibility to adjust the salary levels to sales in the cafes (Totalling some £250K) as flexi work systems are standard in the industry. GCDA is committed to the London Living Wage and it is included in all our calculations.
* The second largest item of expenditure is direct costs of catering supplies which again are related to levels of sales followed by the direct costs of operating Woolwich Common Community Centre that also has a component of flexibility.
* All costs have an increase of 5% per year except Food Supplies which will have an estimated increase of 10% per year.

|  |
| --- |
| GCDA EXPENDITURE FORECAST 2015-2019 |
| EXPENDITURE | 2015-16 | 2016-17 | 2017-18 | 2018-19 | TOTAL |
| Salaries + NIC | 709,272 | 744,736 | 781,972 | 821,071 | 3,057,051 |
| Pensions | 19,200 | 20,160 | 21,168 | 22,226 | 82,754 |
| Audit | 2,000 | 2,100 | 2,205 | 2,315 | 8,620 |
| Training Direct Costs | 20,750 | 21,788 | 22,877 | 24,021 | 89,435 |
| Catering Supplies | 51,600 | 56,760 | 62,436 | 68,680 | 239,476 |
| IT | 9,500 | 9,975 | 10,474 | 10,997 | 40,946 |
| Equip. Rental | 9,392 | 9,392 | 9,392 | 9,392 | 37,568 |
| Other Direct Project Costs | 19,000 | 19,950 | 20,948 | 21,995 | 81,892 |
| Insurance | 5,800 | 6,090 | 6,395 | 6,714 | 24,999 |
| Rent & Services | 40,000 | 42,000 | 44,100 | 46,305 | 172,405 |
| Bike Café Rent | 7,500 | 7,875 | 8,269 | 8,682 | 32,326 |
| Utilities | 21,692 | 22,777 | 23,915 | 25,111 | 93,495 |
| WCCC Direct Costs (Exc. Wages) | 51,000 | 53,550 | 56,228 | 59,039 | 219,816 |
| Promotional Activities | 8,500 | 8,925 | 9,371 | 9,840 | 36,636 |
| Events | 2,500 | 2,625 | 2,756 | 2,894 | 10,775 |
| Staff Training | 4,000 | 4,200 | 4,410 | 4,631 | 17,241 |
| Volunteer Expenses | 2,640 | 2,772 | 2,911 | 3,056 | 11,379 |
| Telephone | 3,000 | 3,150 | 3,308 | 3,473 | 12,930 |
| Stationery + post | 2,160 | 2,268 | 2,381 | 2,500 | 9,310 |
| Vehicle Costs | 5,000 | 5,250 | 5,513 | 5,788 | 21,551 |
| Equipment | 9,000 | 9,450 | 9,923 | 10,419 | 38,791 |
| Contingency | 6,000 | 6,300 | 6,615 | 6,946 | 25,861 |
| Additional grant related expenditure | 15,000 | 15,750 | 16,538 | 17,364 | 64,652 |
| Total Expenditure | 1,024,506 | 1,077,842 | 1,134,102 | 1,193,459 | 4,429,909 |

GCDA has good expertise in obtaining all the required suppliers to guarantee a smooth operation and has access to networks that facilitate the recruitment of qualified people for the required jobs. We have had throughout the years a remarkable stability to our work force and we are proud of the way that all staff is committed to the ethos of GCDA developing their work to high standards.