



Considering the future: Gamesley Community Café



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Contents

	<i>Page</i>
Introduction and context	4
Background information	
Gamesley community	5
The Jericho Project	5
The Community Café	5
The consultants – High Peak CVS	6
Consultation with local community and stakeholders	
Staff	7
Partners and potential Partners	8
Café users	9
Buffet users	10
Consultation day	12
Results	13
Summary of findings	19
Café location and refurbishment of Winster Mews	20
Jericho project management committee	20
Business and Market analysis	
Accounts	22
Opening times	22
Revenue	22
Food costs	22
Staff costs	22
Food pricing	23
Buffet service	24
Opening times and subletting	25
Staff roles	25
Other services	26
Best practice	
Pepperpot Café, Fairfield	28
Commercial Café	28
Grapevine Café, Buxton	29
The Courthouse Project, Otley	30

Contents continued

	<i>Page</i>
Options for change	
Overview of options	31
Choices of legal structure and governance for project	33
Company limited by shares	34
Company limited by guarantee	34
Community Benefit Society	35
Bona Fide Co-operative	35
Community Interest Company	36
Funding opportunities	37
Conclusion and Recommendations	39
Appendices	
1. References and Information Sources	40
2. Café users survey results	41
3. Summary of recommendations	45
4. Letter from Youth Offending Team	48
5. Copy of café lease	49
6. Partner and potential partner organisations consulted	55

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We are grateful to the people of Gamesley, the Project and Café staff and Management Committee and partner and potential partner organisations for the way they have engaged with this consultancy work. Their views have been vital in helping to shape the future of the Community Café.

Additional copies

Additional copies of this report can be downloaded from the High Peak CVS website: www.highpeakcvs.org.uk/publications

Introduction and context

High Peak CVS were engaged by the Jericho Project to:

“review the community café structure and prepare a proposal and business plan...for an independent sustainable project centred on health and nutrition.”

Consultants Brief and invitation to tender, April 2005

Our consultancy activity has focussed on five areas:

1. Consulting with the local community & stakeholders

Investigating current perceptions of project and ideas for the future with local residents, stakeholders and the current staff, volunteers and committee

2. Conducting business and market analysis

Investigating current income levels (both earned income and grant funding) and usage of the project, capital needs, size of the existing and potential market, and project cost base and use them as the basis for a sustainable business plan

3. Organisational & legal structure

Investigating and evaluating options for governance, legal structure and operational structure for a sustainable project for the future

4. Best practice

Researching and presenting “best practice” examples of similar sustainable projects from other areas

5. Funding options

Identify suitable funding options, including the likely contribution of earned income, to enable the project to work towards financial sustainability

This report outlines the findings and highlights issues identified through these five areas of the consultation. Based on these results, the report provides an evaluation of possible options for future direction of the café element of the Jericho Project.

An outline business plan and action plan should be developed **once** the committee has decided which of the possible options they wish to pursue.

Throughout the body of the report, recommendations are highlighted in boxes in this style:

Recommendation

Background information

Gamesley community

Gamesley incorporates a municipal Council Estate of some 3,500 people, many of whom were trans-located from East Manchester some 35 years ago. The setting is rural but the estate is geographically and socially isolated. There are about 1,300 houses, a parade of shops, three pubs, a health clinic, a youth and community centre, two primary schools, a pre-school, a family centre, bowls club, two football clubs, a library and two churches.

The area has the unfortunate distinction of being labeled the most deprived ward in the High Peak. 39.5% live on or below the Breadline. (Breadline Index), with significantly higher poor health indicators than the national average. e.g. 80% above average rates of early death from all causes. The Indices of Multiple Deprivation 2000 rank Gamesley at 661 from a total of 8,414 wards falling within the 10% most deprived wards in the country.

However, within the locality there is a strong sense of “community”, with many of the residents being neighbours since the move from Manchester.

The Jericho Project

The Jericho Project is the initiative of the United Benefice of St. John’s, Charlesworth with Gamesley and Holy Trinity, Dinting Vale. In 1996 – 1997 the churches perceived a need for some input into the community, and successfully bid to the Church Urban Fund and the National Lottery for some money to put a Church and Community Worker into Gamesley, to identify and address the problems of the estate, and be a living and working example of Christ’s love in action. This Church and Community worker, Chris Rowberry, was employed until funding ran out three years ago.

The Project remains the responsibility of the United Benefice but is run by a Management Committee. The Jericho Project aims to work with all the people of Gamesley, whether of the Christian, other or no faith. At present, the Project’s initiatives include the Community Café and Food Co-op. The project employs (separately to the staff in the café) two part time administrators, partly on work for the café – book keeping, organising and managing volunteers and booking buffets.

The Community Café

The Community Café is a non-profit making community resource run by the Jericho Project. It is open every weekday from 9am until 2pm and serves 40-50 customers daily, with customers eating in or taking out food. The café also provides a social base, has two Internet computers and runs a buffet and

catering service. The premises are used for a Youth Drop-in one night a week (run by a local organisation) and occasional other events when requested e.g. funeral buffets. A community notice board, second hand books and a jigsaw swap are additional services. The Jericho Project use the building “rent free” on a lease from High Peak Borough Council.

Four local people are employed part-time to staff the Café. The staff comprise of:

Manager	24 hours a week
Assistant Manager	17 hours a week
Café Assistant 1	18 hours a week
Café Assistant 2	2.5 hours a week

The total paid staffing is 61.5 hours a week. In addition there are a number of volunteers who work in the cafe. Volunteers are mainly church members, as well as people from the local community. The café is also used by the Derbyshire Youth Offending Team for people to carry out community reparation. This type of community involvement is one of the positive ways in which the café is “different” to a private business. A letter from Youth Offending, highlighting their acknowledgement of the service the café provides, is appendix 4.

The café introduced a no-smoking policy at the start of the year, and has attempted to introduce a “healthier” menu. They now offer a healthier cooked breakfast, sandwiches and toasties, filled jacket potatoes and a small selection of main meals at lunchtime.

The consultants – High Peak CVS

High Peak Council for Voluntary Service is a local infrastructure development organisation with a purpose of supporting and developing the sustainability of voluntary and community groups and the sector in the High Peak.

Our aims are:

- To develop the capacity, sustainability and quality of the community and voluntary sector and the confidence and effectiveness of groups in influencing local development.
- To establish and nurture effective working relationships between and within sectors including supporting the voluntary and community sector as an influential and equal partner.
- To provide services to meet the needs of the community and voluntary sector within the High Peak and secure an effective CVS in line with members needs.

We have experience of similar consultancy and research activity on behalf of voluntary and community organisations and have close links, knowledge of and accountability to the local community and voluntary sector.

The CVS consultancy project team has extensive experience of community development, voluntary sector and private business management experience.

Consultation with local community and stakeholders

As consultants, the ethos of High Peak CVS is one which values the knowledge and experience of local people and supports them in taking part in shaping their community. Therefore a wide variety of stakeholders were interviewed and took part in the consultation activity, as their views are vital in helping to determine the future of the facility.

Staff

The two senior members of staff have both been with the café for in excess of five years, and started as volunteers after career breaks for children. One of the two café assistants came from supported employment, the other was long term unemployed. All of these posts show that the project has made a successful attempt in developing employment opportunities for people in the community which would be lost if the project closed.

Interviews with the café staff emphasised the positive aspects that the café brings to the community:

- They felt the café is good at making people feel welcome, and people would miss an informal meeting place if it closed (one example quoted was of a regular user, an 83 year old widower).
- The staff recognised the potential for increased use of building – for example there used to be evening “cook and eat” courses. There is a sense that some of the activities held in the re-opened community centre could be accommodated in the café building, and this opinion was borne out in discussions with other stakeholders.
- Staff were very open with their views, and raised communication and relationship with the management committee as an issue. Jericho Project community development worker Chris Rowberry was responsible for liaising with the management committee and line managing the staff. However, since she left in 2003 the café staff feel that the communication with and involvement of the committee has been poor: for example there was a lack of clarity about what our role (as consultants on this project) was, and uncertainty about the redundancy position. Finally, the staff seemed unsure about whether the Jericho Project Administrator had a line management role.
- The café staff also identified other areas of activity that the café could undertake, including a sandwich round / delivery service, extending opening hours and offering a healthy take away (particularly as an alternative to the fish and chip or Chinese take away in the evenings).

Recommendation
Clearer lines of communication and accountability between the café staff, Jericho Project Administrator and management committee should be established.

Recommendation
Increased use of the building should be investigated for healthy living activities.

Recommendation
Widening the food services of the café to generate additional income and promote healthy living should be investigated.

Partners and potential partners

A wide variety of partner and potential partner organisations, who work in the Gamesley community, were interviewed by telephone. These included a range of statutory agencies. The general message was that:

- If the café closed, it would be a big loss to the community. It provides an informal meeting venue and this could be exploited more, both for formal and informal meetings
- Many groups use the community centre, but some could be accommodated in the café building. The café could score highly because it feels less “clinical” than the community centre, and is in a more central location
- The café needs to make better links in order to develop and exploit opportunities to work with other local agencies, to promote how it could be included in healthy living agendas
- The café is “drab” – poor decoration etc, and that may deter people from using it. Some questioned how clean / hygienic it is, because of the look. A coat of paint and some planters were suggested.
- The café has been slow at adapting and responding to community need (for example, when the supermarket closed there was an opportunity to meet the need for basic commodities).

Recommendation
Increased use of the building should be explored with community groups for a variety of activities.

Recommendation
Decoration and overall “look” of the café should be improved in order to attract new users.

There was a wider range of feeling about the quality and variety of the food that the café serves. Some felt that the quality of food was good, healthy and nutritious with a good variety, while others felt the opposite. Although the old adage “you can’t please all of the people all the time” may hold true here, it is important to recognise that some partners and prospective partner organisations (who all play a role in the community as gatekeepers) do not feel that the café is

aspiring to provide an exciting variety of well presented vegetarian and healthy food options and therefore do not use (or more importantly) promote the attributes of the café. A positive example of this is when the café took the innovative step of providing fruit kebabs for a children’s dental health promotion event.

Recommendation

Consider the content of the menu to offer a wider selection and choice in order to expand the variety of customers that the café attracts. These potential customers could include professionals employed in Gamesley, and other visitors – adult education and community centre users, cyclists using the Pennine cycle route and the Trans Pennine trail, both of which pass through Gamesley.

There was also an observation made by a couple of the interviewees that the project had missed an opportunity with regard to the healthy living money that was available in the community, The feeling was that more could have been made in developing a service around this, but the opportunity was not seized early enough before funding was allocated. Healthy living examples could have, for example, included snack pots for kids after school, extending the opening hours to offer a healthy alternative at the end of the school day or working in partnership with other health professionals (school nurse / health visitor etc) to develop new initiatives.

Recommendation

Clarify whose role (staff / management committee) it is to investigate, develop and exploit these types of opportunities and develop links with other partners to promote the healthy living agenda.

A list of the partners and potential partners consulted with is appendix 6.

Café users

Face to face, semi structured, interviews were conducted in the café with approximately 20 users across a full day, to gather their views and opinions about what the facility does well and what it could improve on.

The users represented a wide spread in terms of how often they used the café: from every day to just on days off and holidays. There was also a wide spectrum of purchases – from just drinks, breakfast through to the pensioner’s lunch.

In answer to the question about *why they use the café and what they do there*, there was an overwhelming commonality of answer: convenience, to meet friends and family, to socialise, because it’s friendly. The similar question as to what the café provides to the local community again gave a strongly consistent answer: meeting place, place to chat, pensioner’s lunch. It is important to recognise that

members of the local community would lose these benefits if it was to close. The majority of users interviewed did not use a café anywhere else.

Users felt that the café was good because it was convenient – close to the school; and provides good quality cheap & nutritious meals.

In terms of what users felt the café could do better, they felt there could be greater variety on the menu, opening hours should be extended into the afternoon, evening and weekends – particularly to cover the start and finish of the school day.

There were also a couple of quite innovative ideas: for example using the Gamesley on the Go minibus to ask Robin Hood Lodge residents if they would like to go down for their dinner. Potentially this would contribute to the health and social care “agenda” – reducing older people’s isolation and integrating into wider society.

The majority of respondents were aware that the café was part of Jericho Project. Interestingly, there was little comment about the move to a non-smoking environment.

Overall, users appeared committed and loyal to the café, and would lament its closure as much for the social reasons as for the food.

Recommendation

Extending opening times to cover either side of the school day should be investigated.
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Recommendation

Introduce a comments box or other regular opportunity to find out what users think about the café service and what they want.

Recommendation

The positive social aspects need to be remembered and retained in any future project.

Recommendation

Opportunities to explore links with other partners to develop healthy living activities for older residents of Gamesley should be considered.

Buffet users

A selection of the users of the buffet service over the last three years were contacted by telephone. These interviews revealed that, without exception, users of the service felt it is was of good value and quality.

The majority of buffet users were statutory or voluntary organisations, who use the café's service because it is "for the community" and because they think voluntary and community sector projects should support each other. This is one of the unique selling points of the buffet / catering service that should be used to better market the service.

Recommendation

Better marketing of the catering service, particularly to voluntary and statutory organisations, highlighting how it benefits the local community.

Heavy users of the buffet service commented that there was a lack of variety within the menu, causing them to seek and use alternative providers. This can be solved quite easily by offering a selection of different buffet menus. Appropriately promoted this should lead to an increase in revenue.

The perception of buffet delivery was commented on: this is priced separately, and when commenting about the booking procedure two users felt that there was uncertainty (from the person taking the booking) about whether the café would be able to deliver the buffet.

Pricing the delivery of buffets per mile makes it difficult for users to budget effectively, particularly when compared to the DCC schools catering service who do not charge for delivery at all. An alternative approach, and one we would recommend, would be to simplify delivery – perhaps with three different price points depending on distance from Gamesley, i.e:

Within 5 mile radius	Free
Within 10 mile radius	£5
Within 20 mile radius	£10

Recommendation

Better marketing of the catering service, particularly to voluntary and statutory organisations, highlighting how it benefits the local community.

Recommendation

A wider selection of buffet menus should be introduced and promoted.

Recommendation

Simplify pricing of delivering buffets

Consultation day

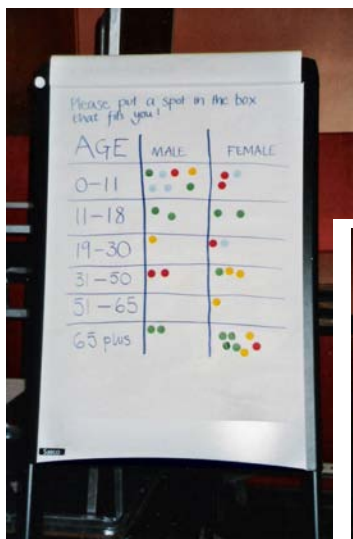
As part of the consultation work a consultation day was undertaken, held at the Geoffrey Allen Centre, in the main shopping / community hub area. The topics covered on the day were drawn from the different areas of the consultation, including the interviews with café users.

The day was held during the first week of the summer holiday and on reflection the week before may have increased the attendance. The event ran from 11am to 6pm, enabling as many people as possible to drop in and activities were provided for children and young people who attended with the adults. The weather was abnormally poor for the time of year (heavy rain, lightning and strong winds) and this will have affected turnout at the consultation.

Opinions and ideas were gathered through two different types of activities. The first involved a question being written on the top of a flip chart sheet attached to the wall or stands. Below the questions people were encouraged to show their answer by sticking dots, placing ticks and putting individual comments on to post it notes.

The second method involved a variety of different designed boxes, with boxes relating to the topics: for example the menu ideas box was a mouth! The question relating to the topic, with a positive or negative response to it, was on two sheets of different coloured paper. On some of the sheets further comments could be made. People chose the relevant coloured sheet for the response to the question, added any comments and placed it in the suitable box.

These different activities were placed around the room allowing people to move around.



Results from the activities are shown below:

The results

Demographics of people during the day				
Do you use the café?	Yes	26	No	2
Do you live in Gamesley	Yes	22	No	5
Age	Male		Female	
0 – 11	7		3	
11 – 18	2		2	
19 – 30	2		2	
31 – 50	2		3	
51 – 65	0		1	
65 plus	2		8	

Advertising and marketing

How do you know about the café?

Poster	1	Friend	7
Family	5	Newsletter	6
Other	8		

How do you think the café should advertise itself?

Poster	5	Word of mouth	1
Sign posts	5	Sandwich boards	12
Flyers	6	Door to door leaflets	9
Radio	5	Advertiser or Chronicle	2
Newsletter	6		

Community Information

Would you like to have community information in the café?

Yes 12 No 3

Suggestions

- Items for sale or exchange board
- What different activities are going on the estate
- Local activities, CAB, taxi phone numbers
- Practical help for pensioners e.g. Gardening, decoration, small odd jobs, people would be willing to pay
- Any info is useful
- Local activity info
- Details of local groups and forthcoming events.

Pensioner's lunches

Should there be pensioner's lunches at the café?

Yes 25 No 0

How often should they be?

Daily	9
Twice a week	10
Once a week	6

Volunteering

Would you consider volunteering at the café?

Yes 6 No 25

What would you like to volunteer to do?

- *Anything, a member of the management committee, I already do*

How often would you like to volunteer?

- *Once a week, subject to availability,*

Please leave you details if you would like to find out more about the volunteering?

- *Recorded separately*

Children's Toy Library

Would you like to be able to borrow children's toys from the café?

Yes 8 No 9

Health Take Aways

Would you buy healthy take aways form the café?

Yes 24 No 1

How often would you buy a healthy take away?

Twice a week	13
Once a week	8
Twice a month	0
Once a month	0
Less than once a month	2

Internet Access

Would you like to be able to access the internet at the café?

Yes 16 No 3

What would help would you need to be able to do this?

- *I would not use it but it's a good idea*
- *A computer*

Children and Young people's activities

Do you know children or young people that would go to the café for activities?

Yes 20 No 2

Age ranges	0 - 5	3	6 - 11	14
	11 - 14	7	15-18	5

	Morning	Afternoon	Evening
Monday	1	6	10
Tuesday	2	3	5
Wednesday	1	4	8
Thursday	2	2	7
Friday	1	5	4
Saturday	4	5	5
Sunday	2	6	5

Additional comments:

- One person marked Monday, Wednesday, Friday and Saturday but not specific times.
- 4 - 5pm the café could co-ordinate with the out of school club for activities to include children and small groups.
- 5 morning and 6 – 11 afternoon and evenings.

Menu Prices – what level of pricing would people be prepared to pay?

	Pensioners Meal	Drinks	Child's Meal	Snack	Breakfast	Meal
£0.50	0	10	0	0	1	0
£1.00	1	3	4	7	0	0
£1.50	1	2	3	6	2	0
£2.00	10	0	1	2	6	5
£2.50	2	0	1	4	1	2
£3.00	1	0	1	1	2	0
£3.50	0	0	0	0	1	0
£4.00	0	0	0	0	1	1
£4.50	0	0	0	0	0	1
£5.00	0	0	0	0	0	3

Cafe opening times

When would you like then café to be open?

	Morning	Afternoon	Evening	Before/after school
Monday	11	12	6	3
Tuesday	10	13	7	6
Wednesday	11	13	4	6
Thursday	10	13	5	6
Friday	10	13	5	6
Saturday	10	10	3	2
Sunday	6	5	1	0

Activities and sessions

What activities and theme sessions would you be interested in attending at the café?

Cook and Eat	10	Health tots	2
Bingo	13	Italian evening	8
Story telling	2	Food hygiene	7
Family walks	4	Baby weaning	1
Parenting	3		

Buffet Service

Would you use a local buffet service for family events?

Yes 21 No 3

Jigsaw Library

Would you like to use a jigsaw library for adults?

Yes 12 No 4

Would you like to use a jigsaw library for children?

Yes 13 No 3

Menu Choices

Select the food you would like to eat at the café?

Breakfast	12
Spaghetti Bolognese	9
Porridge	13
Pizza	12
Fish Pie	8
Shepherds Pie	13
Fruit Pie	11
Fresh Fruit	15
Rice dishes	8
Curry	13
Stir Fry	11
Roast Beef	11
Cheese and Potato Pie	9
Soup	6
Baked Potato	13
Stew	12
Salad	13
Sausages	11
Sandwiches	16
Bread	11
Carrots	10
Peas	12
Beans on toast	11
Pasta	8
Chips	16
Toasties	16
Roast Chicken	11
Different types of salad	12
Fish and Chips	11
Tapas	6
Tortillas	10
Fresh Vegetables	12
Samosas	11
Cakes	14

Summary of findings from consultation day

Thirty four adults and young people attended the day and all results and recommendations need to be seen in light of this number but also alongside the results of other research. It is also important to remember that many of those consulted were young, and therefore may not truly represent the typical café “customer”.

- Most of the forms of promotion were considered highly.
- Community information in the café, which is something already provided, needs developing and promoting in light of the majority who wanted this and had ideas for it.
- Pensioners lunches were voted for by all and these need to be linked with and compliment what others are providing. Activities for this group could be linked to the lunches.
- The toy library, and jigsaw libraries appear to have a market but these would need to be promoted and the resources maintained and stored suitably to reduce the ‘charity shop’ look of the café. Links could be explored with the toy library at the Early Excellence Centre.
- Healthy takeaways appear to have a market also and these could be marketed further.
- Potential demand for the Internet Access was high. However, this requires better equipment and reliability and possibly some support – this could be a fundable project.
- Further research is needed into activities for children and young people, including link with other providers and what times would be most suitable.
- More people wanted the café open in the afternoon than in the morning when it is currently open. Being open around school times could be explored.
- The different activities and sessions were given interest and these could be trialled.
- There is some mileage in promoting the buffet service to local people who seemed to want to make use of it for private functions.

Recommendations
<ul style="list-style-type: none"> • Further develop the community information available • Develop activities for pensioners when in café • Continue to develop volunteering opportunities • Review loan library and suitable storage, to reduce clutter • Investigate better IT access as a project • Healthy takeaways should be investigated • Further research is needed into activities for children and young people if it is considered appropriate for the café • Explore being open either side of school opening times • Consider promoting buffets to local residents

Café location and refurbishment of Winster Mews

The majority of people interviewed believe that the physical location of the café in Gamesley is correct. Winster Mews is the “centre” of the community, with a row of shops, a public house, Geoffrey Allen Centre and Early Excellence Centre. The small supermarket next door to the café, closed for the last four months, is due to reopen shortly and this will increase the number of people from the estate passing the café.

In addition, there is a plan to refurbish the shop area and flats above within the next few months with the aim to make the area more attractive and more secure: this could have a positive impact on café. At the time of writing the plans had not been finalised and so there is still the possibility of influencing these.

Recommendation

Make contact with High Peak Borough Council / High Peak Community Housing to negotiate the best outcomes for *the café through this refurbishment*.
(Frank Bartle, High Peak Community Housing, (0845) 129 8075)

The Jericho project management committee

Earlier on, we identified concerns from the café staff about communication and the role of the management committee. We also conducted a group interview with members of the Jericho Project management committee to understand their perception of the issues that face the café and wider Jericho Project. The committee has the overall responsibility for the project’s activities, including the café. Of the committee the active members are predominantly church members, of which a minority of these are local residents. There is currently little café user and local resident involvement in the decision making process for the café.

The committee identified similar community benefits from the café that others consulted did: as an employer, relieving isolation as a meeting place, as a community facility, and in offering healthy, low cost food.

The key issue raised by the management committee was the difficulty experienced through the lack of leadership and direction in recent years. Encouragingly, this issue was also identified by the current café staff. The committee felt that, in the past, leadership had been provided by the churches minister and Chris Rowberry in her role as church and community worker. The post of minister was vacant for two years (until February 2005) and funding for the church and community worker’s post ran out three years ago. These vacancies have resulted in a lack of strategic direction and day to day staff and project management. Our observation is that Church and Community Worker fulfilled the key role as link between the local community, church and the project management committee. With the loss of this position the communication channels between management committee, church, staff and the community are

far less clear and therefore far less effective. This was recognised by both staff and committee as having a negative effect on the café.

A member of the committee commented that, as there was no lead worker, the Jericho Project Administrator was forced to take on this role and was relied on to a greater extent to make decisions but did not have the formal responsibility or recognition for this role. We agree with this observation, and would suggest that (through no fault of administrator) this has led to the issues around poor communication with the café staff as there is not a realistic process in place.

There have clearly been issues about the roles of staff and working to their job descriptions. Our observation is that the day to day management of the café and much of the developmental work should be within the role of the café manager, and this would remove some of the burden from the administrator and committee.

On a more positive note, the committee (like the staff) identified some areas to develop for the café: afternoon and evening opening, widening the menu and including a salad bar, refurbishing the cafe, making links with partners and local groups, including the community centre and local health professionals, to attract usage of the facilities, and a meals delivery service for local people.

As to the future, the committee generally felt that the café was a valuable asset to the neighbourhood, and that they would like it to continue, though not necessarily as part of the Jericho Project. They see a need for a fresh start with wider community involvement, and a more business-like approach.

Recommendation
The question as to who should be involved in the decision making process for the café needs to be considered in future plans.

Recommendations
In deciding on the future options for the café, the strategic leadership and day to day management need to be addressed.

Recommendations
Reviewing the roles and responsibilities of staff, volunteers and management committee is advised.

Business and Market analysis

We have a number of observations to make after investigating the financial and business position of the Community Café in Gamesley.

Accounts

Although recorded separately, the accounts of the Community Café and Jericho Project are inexplicably intertwined. The salary of the café manager has historically been shown within the Jericho accounts, which means that it has been very difficult to ascertain the true financial position of the café. In addition, a small element of the buffet revenue may also appear in the Jericho accounts.

Our recommendation is that this situation should not continue.

Recommendation
All outgoings relating to the café should be shown in the accounts. If the café is to be subsidised from the main Jericho project, we would suggest that this is shown in both sets of accounts as such.

Revenue

Overall, revenue from café food sales has remained stagnant or declined slightly over the last three years, and totalled £17,190 in the last full financial year, averaging £330 a week.

Buffet / catering sales have increased dramatically over the same period, rising by a third to £5,048 in the 2004 accounts. We believe that this area has potential to be exploited further, as discussed later.

Food Costs

Food costs appear to be controlled well and in line with sales. However, valuable staff and volunteer time is used up weekly visiting a local cash and carry. While this is a "hidden" overhead, as the staff are already employed, it would reduce staff costs. Other, similar, establishments (see pages 27 & 28) have the majority of their supplies delivered.

Recommendation
Suppliers that would deliver to the café should be explored.

Staff costs

Staffing cost is the largest overhead in the café: £17,500 in the last year, with £8,988 shown in the café accounts and approximately £8,600 in the Jericho Project. This excludes any time that the Jericho administrator spends on café

business, which may, in real terms, account for an additional £4,000 a year. The Community Café is open approximately 25 hours a week, with staff cover of 62 hours a week (excluding the Jericho administrator). After holidays and staff training are taken into account, on average there are still two paid members of staff working in the café at any one time. This level of cost is very difficult to justify compared to income, and to staffing levels in other similar establishments (page 27 & 28).

Both the café manager's and Jericho Project administrators salaries have traditionally been paid from grant funding, with the remainder of the café staff being paid from weekly takings. It is the unpredictability over this grant funding that has led to the uncertainty over whether the café is able to continue. However, it is our understanding that a grant from the Esme Fairbairn foundation has sustained the café managers post until March 2006, and it is now an issue over whether the café can operate if the Jericho Administrator is made redundant, because of her involvement in the café on a day to day basis.

The predominant daily trading pattern in the café is that it is busy at 9am, as soon as staff arrive and open, then quieter in the mid morning and busier over the lunch period. After 1pm it tends to see few customers until closing. This pattern is fairly typical for this type of establishment. Food preparation and cleaning is done at both ends of the day, while the café is open, and this means there is no extra staff time being paid for when the café is closed.

We believe that, with staffing reconfigured and in line with income, it would be possible for the café to be sustained without grant funding.

Recommendation

Staff cost and income need to be in better balance.

Food pricing

One obvious way to increase food revenues would be to increase prices. However, we believe these generally to have been set at the correct level, and are in line with expectation (as seen at the consultation day and in wider consultation). Our recommendation is therefore that these are not changed: any increase is likely to decrease the number of customers and so no positive effect would be felt.

However, we believe there is scope to introduce some timed "specials" – i.e. coffee and a slice of cake 10-11.30am to help boost revenue. If afternoon opening was to be considered this approach may also be appropriate, particularly for parents picking children up from school.

Recommendation

Explore other opportunities, like daily “specials” to increase revenue through food sales.

Buffet service

The buffet service seems to have been a success, and an area that the café has gained a good reputation and potential to extend. We believe that this area may be able to generate a “surplus” that can be used to offset other costs and activities.

However, the reliance on volunteer drivers, and therefore the uncertainty for people booking buffets, needs addressing to ensure the service is always available and be more professional. It should be made easy for the customer to “buy” a buffet.

There are three specific recommendations here:

Recommendation

Community and commercial pricing

The committee should consider introducing two separate price points – one for organisations and individuals in Gamesley, and a second (higher) price for organisations in the wider area. We believe that this fits with the core aims of benefiting people in the community locally, while balancing the need for more income.

Recommendation

Menu choice and competition

There is potential to offer a range of differently priced options on the buffet menu, including some “luxury” buffets, to appeal to a wider range of clients. In considering this, the committee should compare the café service with other buffet services who supply the voluntary and community sector, for example County Catering (Derbyshire County Council).

Recommendation

Delivery

Consider how best to develop this to ensure a reliable service.

Recommendations regarding marketing and delivery pricing were made earlier.

Opening times and subletting

There is potential to extend opening times to include afternoon, and possibly early evening, opening. However, with the current staffing rotas (i.e. with two staff working at any one time) this could not be done without increasing overall costs. If working practices could be amended so that one paid member of staff was working at a time, supported by volunteers, this may be an option worth considering.

One other way of increasing income, extending opening hours and making the facility available to a wider cross section of the community is by offering the building to rent in the afternoons or evenings for activities. Café nights already use the building one evening a week. This could be extended to offering (and actively marketing) the café as an informal meeting space with cooking facilities. Whilst we acknowledge that the current lease arrangements with High Peak Borough Council (as owner of the building) do not allow any subletting, we believe that they may be willing to consider this if it is a way for the café to become more sustainable and the activities were for the wider Gamesley community. A copy of the lease is attached (appendix 5).

Children's party packages is the final area that should be considered: the café could be a suitable venue, and it can be a healthy eating initiative (i.e. healthy party snacks). It would generate extra income for the café, and would not impinge on current activities as parties would have to be mid-late afternoon when the café is not open, unless the café extended the hours of opening.

Recommendation
Consider increasing café opening hours alongside revising working practices regarding staff cover.

Recommendation
Contact High Peak Borough Council to investigate whether the lease can include subletting.

Recommendation
Explore options to use the café building to generate additional income (if agreement reached with High Peak Borough Council)

Staff roles

This was a major area of concern for us. Although a nominal hierarchical management structure (café manager – assistant manager – assistants) is in place, in reality all of the staff do a similar role, in preparing food, serving customers, and there is little management coming from within the café staff team.

We see the “management” function as including:

- Staff and volunteer supervision and support
- Preparing rotas
- Stock control / ordering
- Banking
- Ensuring quality
- Marketing and promotion
- Product and menu development

In addition, there is a need to develop and promote the café’s services and in linking with other partners in the community.

As already described, there has been a reliance on the Jericho Project Administrator to fill elements of this management and development role. This has, in turn increased the overall staff cost as it has been necessary to “backfill” some of her Jericho Project functions with a second, part time, administrative post.

Recommendation

We believe it is necessary to review job roles, job descriptions and responsibilities for the café to be more effective. However, the decision on **how** to re-configure the staff structure should be taken by the committee in conjunction with looking at what focus and direction the café will have in the future, and whether it is to be a separate project or organisation: different options will require different staff structures.

Recommendation

In any reconfiguring of staffing, we recommend that the committee seek appropriate professional HR advice to ensure that employment law is complied with: we are able to supply suitable sources if required.

Other services

There is a need for someone (possibly a member of staff) to take the lead on forming the links with partners and developing the café and services for the community offered through it. The political and social environments in which the café and Jericho Project operate are constantly changing. We believe it is important that *if* the café is to embrace new opportunities that someone needs to be tasked with developing them. Any embracing of new opportunities will be shaped by the future option chosen for the Jericho Project and café.

The brief for this study was for a project centred on food and nutrition.

With this in mind, ideas and opportunities could include:

- Working with health visitors to run toddler weaning sessions in the café
- Cookery and healthy eating courses for adults and youngsters (together or separately)
- Parenting sessions, and sessions encouraging families to learn together
- Activity clubs for different groups of people, e.g. for older people bingo, beetle drives and so on, or an activities club for parents and pre-school children, to reduce isolation

A health centered project based at the café could also run activities outside the café, such as healthy family walks, trips to the swimming pool and other outings.

Recommendation

The role of developing links with partners and the café's services should be considered in conjunction with the review of job descriptions.

Best practice

We investigated a small number of other cafes, including a private business, to compare practice with that of the Gamesley Community Café

Pepperpot Café, Fairfield

As a community, Fairfield has many similarities to Gamesley. The café has been open 4 years with the idea originally coming from the Churches in Buxton, following a survey of need. The original idea was for a tea shop. The café now offers breakfasts, cold / hot sandwiches, tea / coffees and a set main course lunch each day. They also offer all food as “take out”. Main courses cost approximately £2.20.

The Pepperpot is open 9am -1.30pm (ish) Monday-Friday. It has 16-18 seats and smoking is allowed. The café clients are similar to those of Gamesley’s community cafe – locals, young mums taking children to school, elderly people for lunches etc.

However, the Pepperpot employs just one paid member of staff – a cook / supervisor, 25 hours a week. All other staffing is carried out by volunteers who receive expenses of £5 each per session (total cost of volunteers £50 per week).

The café takes an average of £525 per week and receives a grant of approximately £4,500 per year from High Peak & Dales PCT which contributes to costs. The café pays rent on the building of £1,300 per year to High Peak Borough Council, plus the cost of commercial refuse collection.

With the grant, the café breaks even.

Commercial café

Because of commercial sensitivities, we have agreed to maintain the anonymity of this establishment.

The café is set in small town of about 8,000 – 10,000 people, and has been open about 10 years. It has a capacity to seat 25, provides drinks and light refreshments, light lunches to eat in or ‘take-away’ as well as wholefoods for sale (e.g. packeted pulses, jars of honey, peanut butter, herbal and fruit teas). It has internet access, and art exhibition space.

It is open seven days a week: 9.30am -5pm (except Wednesday when it closes at 2pm and Sunday when it doesn’t open until 10.30am). The café is open for a total of 48.5 hours a week, and staff work extra half hour at either end of the day for food preparation and cleaning.

The café employs 5 staff, who work a total of 77 hours a week (Shifts are 9am – 2pm and 12am – 5.30pm on weekdays, and all day on Saturday and Sunday). On top of this is 9 hours each week for admin, stock ordering etc which the café owner does, totalling 86 hours per week.

The café turns over an average of £700 a week, with an average of £180 spent on raw ingredients (food). The café owner aims for 70-75% profit on resale of food to cover overheads, which is standard business practice in catering.

The majority of suppliers that the café uses deliver: they believe this to be cost effective.

Grapevine Café, Buxton

We have included this example particularly because of the different way that staff responsibilities are split and the way the café building is used in innovative ways.

The Grapevine café has a focus on any person who has experience of mental health issues. It was previously overseen by the Mental Health Trust but the Grapevine Project is now independent. The building rent is still paid for by the Mental Health Trust.

There are two staff members each contracted for 25 hours a week. A café coordinator manages the café and volunteers and a project developer works on securing funding and future development of the café and project. These staff are grant funded.

The café is open Monday – Thursday 12 noon – 3pm and Friday 12 noon to 2pm and 5.30 – 8pm. They are hoping to open on a Saturday in the future.

Weekly takings are about £60-70, although this usually drops in the winter time, and expenditure on food is around £100 a month. The café serves hot and cold drinks, flap jacks and pre-prepared sandwiches. On a good week around 50 – 60 people may come into the café, but this will include the same people coming in more than once.

Other activities run in the building by the project compliment the café and vice versa. These include:

- Film club on Saturday night
- Women's group on Wednesday morning
- High Peak Writers every other Tuesday evening
- Alcohol group on a Friday evening

The Courthouse Project, Otley

Often community cafes are run as part of a larger project. One such example is the Courthouse Project in Otley, West Yorkshire.

This is a newly developed arts and community project providing performance, workshop and meeting space, situated in a backstreet of a town of about 17,000. The café is small, seating 12 – 16 people. It serves drinks, snacks and sandwiches but no main meals. Some of the time the café operates as an ordinary café. At other times it houses specific activities, such as a breast feeding support group run by the local health visitors, and the alcohol-free young people's bar run by the Youth Service.

Overall, the Courthouse Project aims to be self-sustaining within 5 years of opening, including employing several members of staff; 9 months into the project, the café element was forecast to break even by the end of the first year.

Options for change

Overview of options

Our remit has been to assess the feasibility of a sustainable project centred on health and nutrition (based in the venue currently used by the Jericho Project's Community Café). The report does not cover an assessment of the wider Jericho Project or provide specific recommendations for it. However, the Jericho holds the responsibility for the café, as its "parents", and therefore needs to decide its future.

The present Community Café's assets comprise:

- A venue
- A café business, with a small but regular clientele
- A growing business activity providing a buffet preparation and delivery service

Through the consultation process and our analysis of the café's (and to a certain extent the Jericho Project's) activities a range of options have been suggested, including:

1. Close down and leave it to start again "organically"
2. 'Sell it' to the staff
3. Continue as a piece of work of the Jericho project
4. Have a new, church led, management committee just for the café with community and other partners involved
5. Have a new management committee just for the café, separate from the church, but one that could still have people from the church on it

We do not feel it is appropriate for us to recommend any one of these five courses of action – that is for the Jericho committee to decide. However, if any of the last three options is chosen it will be important to establish clearly how the different activities – café business, buffet business, and running of the venue and health project – relate to each other operationally and in terms of legal structure, day to day and strategic management and financially.

Exploited to their full, the assets provide a wide range of opportunities for projects and activities around health, health and nutrition or indeed health and health-related education, with the overall project potentially becoming completely self-sustaining.

However, given the economic situation of the neighbourhood, the location of the café where it currently attracts little passing trade, and the current overheads, we do not believe that that the conventional café offering healthy meals and snacks would on its own be sustainable, or attract grant funding in the long-term. With reduced overheads and taking on some of the recommendations listed in the report, sustainability of the café's current activities is more feasible.

It is also important to recognise that within the next six months that Gamesley on the Go, the SRB regeneration project including healthy living centre, will be finishing, and there will be a gap in terms of a programme promoting healthy lifestyles and eating. This *may* offer some additional opportunities for the café.

Recommendation

The Jericho Project management committee decide on which of the five options they wish to pursue before legal structure and business plan are investigated further.

Any legal identity and structure will be shaped by the option chosen. The recommendations in the body of the report are also relevant and applicable to the majority of these five options.

Some of the benefits and disadvantages of the most likely options (3,4 and 5) is shown below:

	Café continues as a piece of work of the Jericho project	Café has a new church led Management Committee with community and other partners involved	Café has a new Management Committee, separate from the church, but one that could still have people from the church on it
Benefits	<ul style="list-style-type: none"> • No upheaval • Continuation • Identify continues 	<ul style="list-style-type: none"> • Keeps some continuity • Avoids charity status option • New people and partners • Involve people from a broader 'net' • Bring people in with new skills 	<ul style="list-style-type: none"> • Fresh start • Let go of baggage • New people and partners • Involve people from a broader 'net' • Increase accessibility as not linked to church • Bring people in with new skills • Potential new project attracting "start up" funding • Clear status and structure from outset
Disadvantages	<ul style="list-style-type: none"> • Identify continues • MC 'fatigue' • Does not more staff forward (?) 	<ul style="list-style-type: none"> • Current management committee issues not lost • Relationship with non-church people 	<ul style="list-style-type: none"> • TUPE / employment • Church's ability to "let go" • Potential problems with transition process

Choices of legal structure and governance for project

Incorporating a community organisation where financial commitments such as employment of staff, contracting or loan repayment are involved is important. Incorporation establishes the organisation as a separate identity, and thus limits the liability of all its members including the management committee, directors or trustees.

There are a number of ways of becoming incorporated, either as a company limited by shares or by guarantee, as an Industrial and Provident Society (IPS) in the form of a society for the benefit of the community (or community benefit society) or a Co-operative, or as a Community Interest Company. Choosing the appropriate legal structure for a social enterprise is rather like choosing the right clothing for the activity you have in hand. (It's no good setting off to climb a mountain with your beach kit!).

The structure chosen should be based on the long-term plans for the venture. It will have a significant impact on how the enterprise will be able to operate, so investment in time and resources in forward planning for the venture is vital, and the appropriate expert advice (e.g. through the ProHelp scheme) should then be sought to select the structure which best fits your needs. Thus when choosing a legal structure for an enterprise it is important to follow the principle of '**structure follows strategy**' or '**form follows function**'.

The purpose of a legal structure for a social enterprise is to define

- its social purpose
- who 'owns' it, that is to say who the people or stakeholders are who are involved with it and able to take responsibility for the business
- how it plans to operate and on what scale
- how its start up and working capital needs will be financed.

The document(s) establishing the legal structure for a social enterprise will include rules or instructions on how the organisation is to be governed. Whether it is a limited company or an IPS, governance can be through an electoral or trustee model. In other words, either members elect the directors or membership is restricted to directors (so members and directors are one and the same). The elected members model can be subdivided into two: those having a single stakeholder regime with just one category of members eligible to serve on the board, and those with a multi-stakeholder regime where two or more stakeholder groups (for example, employees and clients) can be elected to the board.

Whichever model is used, the role of the board of a social enterprise is much like that of a charity. That is to say, the board is there to provide strategic direction and ensure legal compliance. Where suitable staff are employed the responsibility for day-to-day management decisions and running of the enterprise may be delegated.

Charity status may also be an option, and the benefits and disadvantages of this should also be considered in the light of the long-term plans for the venture. There are issues about how much trading a charity can do where the trading is not part of its primary purpose. In such cases it is possible to establish a trading subsidiary to a charity, and this may be appropriate in the present example.

Possible combinations of legal and charity status (or not) together with governance options are numerous for social enterprises. There are reputedly 20 or more such combinations in the East Midlands region.

Legal forms for incorporation

Companies limited by shares or by guarantee have as their constitutional document a Memorandum and Articles of Association; they are regulated by Companies House.

Company limited by shares

Benefits	Disadvantages
<ul style="list-style-type: none"> • Objects (i.e. 'aims and objectives') can be any • Loan and Equity financing are both possible 	<ul style="list-style-type: none"> • Not usually charitable • Social purpose not protected unless charitable, though some safeguards can be built into constitution • Membership voting is usually one share, one vote, so weighted according to size of shareholding

Comments:

- Stakeholder involvement is possible if built in to the structure explicitly
- A company limited by shares is a possible option for the trading subsidiary of a charity where the charity is the sole shareholder

Company limited by guarantee

Benefits	Disadvantages
<ul style="list-style-type: none"> • Objects can be any • Loan financing is possible but equity financing is not • Each member has one vote • Can be charitable • Employees can be elected to the board if it is not also a charity 	<ul style="list-style-type: none"> • Like the company limited by shares, the social purpose is not protected unless the organisation is charitable, though again safeguards may be built into constitution • Most stringently regulated form of incorporation

Comments:

- This seems a more popular choice for a community enterprise than a company limited by shares because of the one member, one share option

Community Benefit Societies and Co-operatives are regulated by the Financial Services Authority (FSA): their governing document is a set of Rules.

Community Benefit Society

Benefits	Disadvantages
<ul style="list-style-type: none"> • Objects must be for the benefit of the community • Social purpose is protected as the FSA has to approve rule changes • Each member has one vote: they do not have to have voluntary and open membership, though many choose to do so in order to achieve community ownership • Can have charitable status, and do not have to register with the charity commission as they are already regulated by the FSA • Employees can sit on the management committee • Loan financing can be available, but not conventional equity financing 	<ul style="list-style-type: none"> • A form not as well recognised as limited companies and charities by the general public

Comments:

- This is a useful form to consider where the enterprise is labour intensive, and staff have a significant input into its start up and development

Bona Fide Co-operative

Benefits	Disadvantages
<ul style="list-style-type: none"> • Objects must follow co-operative principles • Social purpose protected through FSA regulation • Surpluses returned to members who have traded with the society • One member, one vote, and stakeholder involvement is built in to the structure 	<ul style="list-style-type: none"> • Is not usually charitable so would not be able to attract grant funding available only to charities

Comments:

- Whilst co-operatives are based on enabling people to have access to basic provisions at a fair price, it is not clear how a remit to promote health and good nutrition would fit into this structure

Community Interest Company

The Community Interest Company (CIC) is a new form of legal structure introduced on 1st July 2005. It is designed specifically for social enterprises. It is basically a company limited by shares or guarantee with additional features ensuring that the company's assets and profits are for the community interest.

Benefits	Disadvantages
<ul style="list-style-type: none"> • Asset lock preventing distribution of profits and assets to members, thus ensuring that assets are used to benefit the community • Therefore an attractive model to funders and stakeholders • Directors may be paid • Lightly regulated compared to, say, a charity • Where the company is limited by shares, a capped dividend may be paid to investors 	<ul style="list-style-type: none"> • This is a new legal status, and therefore untested • Cannot be a CIC and a charity, though a charity can establish a CIC as a subsidiary • A CIC is not eligible for any of the tax benefits applicable to charities

Comments:

- This is a useful form where large assets are at stake, or large amounts of capital funding are being sought. We are wary of recommending it in the present situation, both because it is new and untested and because the benefits of being a charity may outweigh those of being a CIC. However, it may be necessary to register the buffet service as a subsidiary trading arm, in which case this structure may be considered for this.

Funding opportunities

As mentioned earlier, the way in which you plan to fund a future café project will influence the choice of legal structure for it, and conversely the choice of legal structure will restrict the funding options. For example, some trust funding is only available to charities; similarly you cannot easily raise funds through a share issue unless you are a company limited by shares, and Workers and Consumer Co-operatives do not generally attract grant funding. So it is important to think carefully about how you plan to fund the project.

There are a wide range of possible sources of funding. These include

- donations from individuals and private companies
- grants from government and trust funds
- social enterprise funding
- income generation

Grants tend to be available for new ventures, or a new project or activity within an existing venture, or the development of an existing project. In other words, funders tend to fund new activities, even if that activity is part of an existing project or venture. Taking the present café as an example, a new course of family cookery sessions would count as a new activity and therefore may attract funding even though the café itself has existed for 6 years. When looking for funding for projects within a larger venture in this way, the full cost of the project should be sought. This would include all the costs of the staff and staff management time the project would need, all the overheads such as heating, lighting, telephone and photocopying, specific materials needed for the project, and costs such as publicity.

We rather doubt whether there would be much, if any, grant funding available to sustain the café itself in its present form.

The present government is keen to promote social enterprise as a way of delivering services, and a wider range of forms of funding to meet the needs of these ventures is developing. Conventional grants and loans are available, but there are newer forms of finance which fall between these two. One option is a part grant and part loan where the proportion of each is negotiated between funder and beneficiary organisation from the outset, with reviews and repayment holidays possible. Another is a form of low interest loan funding where the funder regards a social rather than financial return as part of the return on their capital. Certain types of social enterprise can raise funds through a share issue. Welsh Water and the Phone Coop are examples of larger organisations which have financed expansion by this method.

Income generation is an important source of finance to consider. With the buffet service already established, and the possibility to extend it considerably, this could provide a substantial income for the café. It would have the benefit over

other forms of funding of being 'unrestricted'. Unrestricted income can be used to fund whatever part of the enterprise you choose, whereas grant funding has to be used for the purpose for which it was sought, and funders will ask for feedback about this. As mentioned in the section on choices of legal structure and governance, the buffet service may need to be established as a trading arm if the main part of the project were a registered charity (depending on the objects of the charity).

Donations from both individuals and private companies can also provide a useful source of unrestricted income, particularly if it can be provided on a regular basis, but would only be likely to provide a small proportion of the funding required for this enterprise.

Conclusion and Recommendations

It is clear from all of the elements of the consultation process that the café provides a valuable and valued service to residents in Gamesley. It provides an informal and comfortable meeting place, employs local people and engages volunteers, and a low cost meal service for the local community.

The consultation process has highlighted the wealth of opportunity that are open to the café and that they could embrace. The café itself is an opportunity that can be developed beyond its current scope and guise.

The consultation process has also identified three key areas that need addressing: communication, roles and responsibilities, overheads.

Our analysis is that, because of the Esme Fairbairn funding, it may be possible to sustain the café in its current guise until March 2006, although staffing roles would need to be reviewed as this funding does not cover the Jericho Project Administrator. This will give some stability, in terms of funding and time, to address the issues above.

At the same time, this six months will give the committee time to refocus on what the United Benefice and the Jericho Project wants, and decide on the option for the café and take steps to implement it. In the short term the committee may need to “cut their cloth” so that the café is meeting its overheads to allow this longer term planning and development while maintaining a service in the community. Operational, day to day management needs to be reinforced to support this strategic direction.

The stepping stones are therefore clear:

Recommendation
<ol style="list-style-type: none">1. Decide on which option committee favours for the café2. Discuss range of activities and services that the café / Jericho may offer: develop business plan3. Implement legal structure, organisational structure and governance to fit <p><i>For options 4 & 5, it may be necessary to engage and recruit new management committee members after deciding on step 1.</i></p>

In light of this, we are unable to develop a business plan until the management committee are in agreement about step 1 as we do not want to influence and direct any particular course of action.

There is a wide dimension of futures open to the café – from it shrivelling and dying to grow into a strong, rooted and exciting project. Embracing the current difficulties being faced and learning from them will help the project to achieve its potential.

Appendix 1 - References and Information Sources used in this report

- 'Keeping it Legal: legal forms for social enterprises' – available from Social Enterprise London
- NCVO Sustainable Funding Project's website – www.ncvo-sfp.org.uk – provides extensive introductory information for community and voluntary organisations wanting to earn part of their income
- Social Enterprise London – www.sel.org.uk
- Unlocking the Potential: a guide to finance for social enterprises – available from the Social Enterprise Coalition
- Climbing the Ladder: step by step finance for social enterprise – also available from Social Enterprise London

Appendix 2 - Café users survey results

How often do you come into the café?	<ul style="list-style-type: none"> • Every day 8 • Holidays and days off • 3 days/w 2 • Weekly 	<ul style="list-style-type: none"> • Twice a week 4 • Monthly 2 • Pensioners lunch on Wednesday – look forward to it.
What do you buy?	<ul style="list-style-type: none"> • Drink 13 • Sandwich 4 • Cereal bar • Cheese on toast 2 • Toastie 4 	<ul style="list-style-type: none"> • Breakfast 3 • Cake • Dinner 2 • Jacket pot 2 • Toast
When do you come to the café?	<ul style="list-style-type: none"> • Morning & lunch 2 • Morning 9 	<ul style="list-style-type: none"> • Wednesday Pensioners dinner 2 • Lunch 6
How long do you spend in the café?	<ul style="list-style-type: none"> • 30 mins 3 • 20m – 1½ hours 3 	<ul style="list-style-type: none"> • 1 – 2 hours 4 • 1 hour 2
Why do you use the café and what do you do there?	<ul style="list-style-type: none"> • Convenient 10 • Drop kids off at school • Meet friends & family 9 • Socialise 2 • Local • See people • Sister works there • Good breakfast 3 • Always clean 	<ul style="list-style-type: none"> • Easy to get to – mobility issues • Friendly 4 • Have meeting there GVJFA • Know people there • Have a rest when getting pension • Talk to others because live a alone • Eat and talk 4 • Cheap and good food 3 • Support it
Are there other local cafes you use?	<ul style="list-style-type: none"> • No 17 • Yes in Glossop but not as much as this one 2 	<ul style="list-style-type: none"> • Tesco café 3
Has the café changed in the last 5 years?	<ul style="list-style-type: none"> • Menu – Health eating 4 • <i>Thinks there should be a choice.</i> • <i>Good thing</i> • Not much 2 • No • Non-smoking 8 • <i>Good thing 2</i> • No smoking is brilliant 3 	<ul style="list-style-type: none"> • Food good • Good variety • Same people come in • More people • Modern • Décor • Things for kids • Better service

<p>What do you think the café provides to the local community?</p>	<ul style="list-style-type: none"> • Meeting place 7 • Place to chat 3 • Pensioners lunch 4 • Reduces isolation for older people • Somewhere to go • Get out of house and talk to people • Brings people together • Community awareness • Friendly atmosphere • Guides and courses on health eating • Meeting place for older people 	<ul style="list-style-type: none"> • Good breakfast • Not like a greasy spoon • Place for older people • Social place for mums and older people • People get to know each other • See people and friends • Make your day up • Good food 3 • Café nights 2 • Good cheap meal 2
<p>What would the Gamesley miss if the café closed?</p>	<ul style="list-style-type: none"> • Stopping off place • People being used to each other • Waking up time • Routine • People at home on own • Somewhere for older people to go 2 • Alot • Monday night kids club • People on own getting some company 3 • Good priced meals 3 • Everything that goes with a community meeting place 	<ul style="list-style-type: none"> • Cheap and well made meals • Good for mothers • Mixing together • Older people • Lifeline • Community meeting place 4 • Community feel and talking – only see when shopping • Company • Youth activities in the evening • Convenient break before going home • Meals for pensioners 6
<p>What do you think the café does well at?</p>	<ul style="list-style-type: none"> • Convenient – close to school • Cheap 3 • Friendly • Catering, buffet • Cheaper and better • Service pleasant – staff and volunteers nice 4 • Food good 8 • Atmosphere 2 	<ul style="list-style-type: none"> • Providing good cheap & nutritious meals 3 • Information 2 • Value for money 3 • Choice • Vegi option • Take out • No noise music so you can talk • Clean and tidy • People care

<p>What do you think the café could do better?</p>	<ul style="list-style-type: none"> • More variety on menu 3 curry • Menu – people don't come in now because its only healthy eating • Run out of stuff quick • Being non-smoking has lost people • Nothing 7 • Update PCs • Courses for CVs and job searches • Not have limited opening hours 3 	<ul style="list-style-type: none"> • Theme nights – taps bar, Italian 2 • Session with YP in holidays 2 • Cook and eat 2 • Food hygiene courses 2 • Put gravy on potatoes as they are dry • Look after internet service more • Information – specials on chalk board – advertise • Advertising – people think it is too expensive
<p>Is there anything you think the café could be doing which it is not?</p>	<ul style="list-style-type: none"> • Improve menu • Open at school closing time • Open at School times • Kids really like the internet • Opening times – later and w/e mornings = evenings 5 • Set menu, house special would draw people in • Youth Club • Kids parties • No 	<ul style="list-style-type: none"> • Focus on Parents and toddlers 2 • Market health eating • With GoG bus ask Robin Hood Lodge residents if they would like to go down for their dinner • Payphone in café • Get artists to exhibit work some profit to the café • Don't know • Sell a wider range 2 • Tables outside in nice weather – cream teas • Diversify
<p>If there was one thing you could change about the café what would it be?</p>	<ul style="list-style-type: none"> • Décor 2 • Open before 9am – school gates close at 8.50 and parents who may come in are missed • Nothing 8 <i>Damn good café</i> • Not alot • Bad to stop people smoking • When waiting at the counter and staff are busy to be acknowledged 	
<p>If the café could be anywhere in Gamesley where would you put it?</p>	<ul style="list-style-type: none"> • Here 17 • Outside my house – somewhere easy to get to. • Supermarket will bring more people in when it reopens 	

	<ul style="list-style-type: none"> • By shops and supermarket and PO 3 • Somewhere in the hub but with a better outlook 	
Do you know who runs / organises the café?	<ul style="list-style-type: none"> • Jericho 13 • No 2 • Church / Ann 4 • More independent from it now 	
Are you aware of other activities it's involved with?	<ul style="list-style-type: none"> • Church 2 • No 4 • Charity and health work • Furniture 3 	<ul style="list-style-type: none"> • Food coop 4 • Afternoon speakers • Church hall • Clothing exchange

Appendix 3 - Summary of recommendations

Main stepping stones
4. Decide on which of five options the committee favours for the café
5. Discuss range of activities and services that the café / Jericho may offer: develop business plan
6. Implement legal structure, organisational structure and governance to fit

The five options
The five options are:
6. Close down and leave it to start again “organically”
7. ‘Sell it’ to the staff
8. Continue as a piece of work of the Jericho project
9. Have a new, church led, management committee just for the café with community and other partners involved
10. Have a new management committee just for the café, separate from the church, but one that could still have people
<i>For options 4 & 5, it may be necessary to engage and recruit new management committee members after deciding on step 1.</i>

Governance and management, roles and responsibilities
Clearer lines of communication and accountability between the café staff, Jericho Project Administrator and management committee should be established.
Clarify whose role (staff / management committee) it is to investigate, develop and exploit these types of opportunities and develop links with other partners to promote the healthy living agenda.
The question as to who should be involved in the decision making process for the café needs to be considered in future plans.
In deciding on the future options for the café, the strategic leadership and day to day management need to be addressed.
Reviewing the roles and responsibilities of staff, volunteers and management committee is advised.
Review job roles, job descriptions and responsibilities for the café to be more effective. However, the decision on how to re-configure the staff structure should be taken by the committee in conjunction with looking at what focus and direction the café will have in the future, and whether it is to be a separate project or organisation: different options will require different staff structures.
In any reconfiguring of staffing, we recommend that the committee seek appropriate professional HR advice to ensure that employment law is complied with: we are able to supply suitable sources if required.


Links with partners
Opportunities to explore links with other partners to develop healthy living activities for older residents of Gamesley should be considered.
The role of developing links with partners and the café's services should be considered in conjunction with the review of job descriptions.
Use of the building
Increased use of the building should be investigated for healthy living activities.
Increased use of the building should be explored with community groups for a variety of activities.
Contact High Peak Borough Council to investigate whether the lease can include subletting.
Explore options to use the café building to generate additional income (if agreement reached with High Peak Borough Council)
The buffet service
Simplify pricing of delivering buffets
Community and commercial pricing for buffets The committee should consider introducing two separate price points – one for organisations and individuals in Gamesley, and a second (higher) price for organisations in the wider area. We believe that this fits with the core aims of benefiting people in the community locally, while balancing the need for more income.
Buffet menu choice and competition There is potential to offer a range of differently priced options on the buffet menu, including some "luxury" buffets, to appeal to a wider range of clients. In considering this, the committee should compare the café service with other buffet services who supply the voluntary and community sector, for example County Catering (Derbyshire County Council).
Buffet Delivery Consider how best to develop this to ensure a reliable service.
Consider promoting buffets to local residents
Better marketing of the catering service, particularly to voluntary and statutory organisations, highlighting how it benefits the local community.

Café practice
Widening the food services of the café to generate additional income and promote healthy living should be investigated.
Decoration and overall “look” of the café should be improved in order to attract new users.
Consider the content of the menu to offer a wider selection and choice in order to expand the variety of customers that the café attracts. These potential customers could include professionals employed in Gamesley, and other visitors – adult ed and community centre users, cyclists using the Pennine cycle route and the Trans Pennine trail, both of which pass through Gamesley.
Extending opening times to cover either side of the school day should be investigated.
Introduce a comments box or other regular opportunity to find out what users think about the café service and what they want.
The positive social aspects need to be remembered and retained in any future project.
Further develop the community information available
Develop activities for pensioners when in café
Continue to develop volunteering opportunities
Review loan library and suitable storage, to reduce clutter
Investigate better IT access as a project
Further research is needed into activities for children and young people if it is considered appropriate for the café
All outgoings relating to the café should be shown in the accounts. If the café is to be subsidised from the main Jericho project, we would suggest that this is shown in both sets of accounts as such.
Suppliers that would deliver to the café should be explored.
Staff cost is reduced to be in line with income.
Explore other opportunities, like daily “specials” to increase revenue through food sales.
Consider increasing café opening hours alongside revising working practices regarding staff cover.

Appendix 4 – Letter from Youth Offending Team

5th August, 2005

Mrs Susan Davies
Chairwoman
C/o Jericho Project
The Geoffrey Allen Centre
Winster Mews
Gamesley
SK15 OLU



Room 10, County Hall,
Matlock,
Derbyshire, DE4 3AG

Telephone: 01629 580000
Facsimile: 01629 585150

Dear Mrs Davies

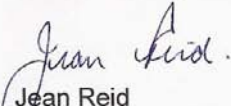
The Jericho Café

We are delighted to offer our full support to the cafe. It is one of the most worthwhile reparation placements we are able to send young people to.

As you know, we are responsible for enabling young offenders to engage in some activity which is of benefit to the community and there are few which so clearly fulfil that brief. Our hope is always that they will not only do this, but also gain some insight into a more constructive use of their time and, ideally, find something which interests them too. The young people who come to you always come away with an increased awareness and understanding of "community spirit" as they so clearly see it in action during the time they spend at the Café. This must be of benefit to them and, in the long run, to the community as a whole.

Thank you for all that you do for us. We hope that we will be able to continue to work with you in the future.

Yours sincerely


Jean Reid
Restorative Justice Manager

Appendix 5 – copy of current café lease

Dated

1 June

2000

HIGH PEAK BOROUGH COUNCIL

And

CHRISTINE ANN ROWBERRY

COUNTERPART /

TENANCY AT WILL

In respect of

6 Winster Mews, Gamesley
Glossop, High Peak
Derbyshire

R V Stafford
Borough Solicitor
Council Offices
Hayfield Road
Chapel en le Frith
HIGH PEAK
SK23 0QJ

Tenatwill-row(pfjh)

TENANCY AGREEMENT made the **First** day of **June** Two Thousand.

1. PARTICULARS

- 1.1. 'The Landlord' **HIGH PEAK BOROUGH COUNCIL** of
Council Offices, Hayfield Road, Chapel en le
Frith, High Peak SK23 0QJ
- 1.2. 'The Tenant' **CHRISTINE ANN ROWBERRY**
- 1.3. 'The Premises' **ALL THAT** lock-up shop known as 6 Winster
Mews, Gamesley, Glossop, High Peak in the
County of Derbyshire
- 1.4. 'The Rent' **TWO HUNDRED AND FIFTY POUNDS** per
month (£250.00)
- 1.5. 'The Permitted Use' Cafeteria and meeting place and the sale of
second-hand goods
- 1.6. 'The Schedule of Condition' The Schedule of Condition as set out in the
Schedule hereto

2. DEFINITIONS AND INTERPRETATION

- 2.1. For all purposes of this agreement the terms defined in clause 1 and in this
clause have the meanings specified
- 2.2. 'Interior' means the internal coverings of the walls of the Premises and the floor
and ceiling finishes of the Premises and the doors and door-frames and the
windows and window-frames of the Premises (including the plate glass)
- 2.3. 'The Tenancy' means the tenancy granted by this agreement
- 2.4. Words importing one gender shall be construed as importing any other gender

- 2.5. Words importing the singular shall be construed as importing the plural and vice versa
- 2.6. Where the Landlord or the Tenant comprises more than one person the obligations and liabilities of that party under this agreement shall be joint and several obligations and liabilities of those persons
- 2.7. The clause headings do not form part of this agreement and shall not be taken into account in its construction or interpretation

3. **TENANCY AT WILL**

- 3.1. The Landlord lets and the Tenant takes the Premises on a tenancy at will commencing on the 1st June 2000

4. **RENT**

- 4.1. The Tenant shall pay to the Landlord the Rent in advance without deduction on the first day in each month the first such payment to be made on the date hereof.
- 4.2. Neither the payment of nor any demand for any Rent nor the fact that the amount of Rent is calculated by reference to a period shall create or cause the Tenancy to become a periodic tenancy.

5. **THE TENANT'S OBLIGATIONS**

The Tenant agrees with the Landlord:

- 5.1. **Rent**
To pay the Rent in accordance with clause 4.1.
- 5.2. **Out-goings**
To pay and indemnify the Landlord against all rates taxes assessments duties charges impositions and out-goings of an annual or other periodically recurring nature payable in respect of the Premises during the currency of the Tenancy.

Electricity and Water Supply

To be responsible at her own cost for arranging for the supply of electricity and water to the Premises and to pay and indemnify the Landlord against all charges payable in respect of the supply of electricity and water to the Premises.

Repair etc.

To keep the Interior in repair and good decorative order **PROVIDED THAT** the Tenant shall not be obliged to keep the Premises in a better state of repair than is evidenced by The Schedule of Condition.

Insurance

To insure at her own cost the internal fixtures and fittings in the Premises against damage or destruction by accident and/or fire to the full value thereof in a substantial and reputable insurance office and to produce to the Landlord on demand a copy of such insurance policy and forthwith to lay out in replacing and reinstating the said internal fixtures and fittings to the satisfaction of the Landlord any monies received by virtue of such insurance and to make up any deficiency out of the Tenant's own monies.

6. Statutory Obligations

To comply in all respect with the provisions of any statutes and any other obligations imposed by law or by any bye-laws applicable to the Premises or in regard to carrying on the trade and business carried on at the Premises.

5.7. Prohibitions

NOT:

5.7.1. to make any alteration or addition whatever to the Premises

5.7.2. to use the Premises or any part thereof otherwise than for the Permitted

Use **PROVIDED THAT** if the Landlord consents (and such consent can

be withdrawn at any time if there are any complaints or objections) the Tenant may site tables and chairs outside the Premises but assumes responsibility for those items whilst they are outside the Premises and agrees to indemnify the Council against any costs claims or damages arising out of their presence on the Landlord's land

5.7.3. to cause a nuisance or annoyance to the Landlord or to any adjoining owners or occupiers

5.7.4. to assign underlet charge part with possession of or otherwise dispose of the Premises or any part of the Premises

5.7.5. to permit the Premises or any part of the Premises to be occupied by any person other than the Tenant and the Tenant's employees

5.8. Indemnity

To be responsible for and keep the Landlord fully indemnified against all damage damages losses costs expenses actions demands proceedings claims and liabilities made against or suffered or incurred by the Landlord arising directly or indirectly out of:

5.8.1. any act omission or negligence of the Tenant or any persons at the Premises expressly or impliedly with the Tenant's authority

5.8.2. any breach or non observance by the Tenant of the covenants conditions or other provisions of this Tenancy

5.9. Entry by Landlord

To allow the Landlord and all persons authorised by the Landlord to enter the Premises at any time for the purposes of ascertaining whether the terms of this agreement have been complied with

Tenants Liability

The Tenant acts as nominee on behalf of The Jericho Project a Community Development Project for which the Tenant is a worker and the Tenant's liability under this tenancy is limited to the assets of The Jericho Project.

THE SCHEDULE

'The Schedule of Condition'

Basic 'shell' unit with solid brick partition enclosing small kitchen area together with 2 separate WC's. Adequate basic plumbing.

No gas supply. Electricity supply but whole property needs re-wiring.

Damage in both WC's from ingress of water from above and rear. Ceiling damaged and water penetration still evident

The window has been replaced by the Tenant, the shutters by HPBC – these now become the tenants responsibility

SIGNED as a DEED)

By the said)

CHRISTINE ANN ROWBERRY)



In the presence of:)

*M. J. ...
Solicitor
Manchester*

Appendix 6 – Partner and potential partner organisations consulted

- St Margaret's RC Primary School
- Gamesley Health Visitor
- Gamesley Surgery
- Adult Education, Gamesley
- Gamesley on the Go
- Gamesley Early Excellence Centre
- Gamesley Community Centre Partnership
- Glossop Volunteer Bureau
- Glossopdale Furniture Project
- Gamelsey Residents Association