



# PECKHAM COMMUNITY PROPERTY TRUST

## BUSINESS PLAN

2008 - 2009



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# Peckham Community Property Trust

39B Consort Road  
Peckham  
London  
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Incorporated: 29.04.2008

*Founding Directors and Trustees:*

Störm Poorun  
Paul Kelly  
Joy MacKnight

*Officers:*

Managing Director: Paul Kelly  
Company Secretary: Störm Poorun  
Finance Officer: Joy MacKnight  
Chair: Donna Malcomson  
Policy Officer: Paolo Nistri  
Premises Officer: Yusuf Martin  
Media Officer: Lynn Burke  
Admin & Communication Officer: Sarah Holdich  
Events Officer: Steve Grzesiak  
ICT Officer: Matt Pritchard

*Accountant:* Shaikh & Co

*Conveyancer:* Walter Saunders & Co

*Surveyor:* James Lees & Co

*Banker:* Co-operative Bank

Sort Code: 08-92-99

Account Number: 65292701

*"The great challenge of our times is to build and nurture sustainable communities."*

Fritjof Kapra

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## DEFINITIONS

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|                      |  |
|----------------------|--|
| The Trust            | Peckham Community Property Trust   |
| The Premises         | The land and buildings at 39B Consort Road, London SE15 2PR              |
| Trustees             | The Trustees of the Trust (who are also its Directors and Board members) |
| The (Spike) Centre   | The Community Centre operated at the Premises by the Trust               |
| Patrons              | Visitors and users of facilities and services at the Centre              |
| Spike Surplus Scheme | The charitable trust associated with the Centre                          |
| Members              | Associate Members of the Trust   |
| Constitution         | The Memorandum and Articles of Association of the Trust                  |
| Council              | Southwark Council (local authority, and current site owners)             |

## 1 EXECUTIVE SUMMARY

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The Peckham Community Property Trust aims to facilitate a vibrant community centre, which runs various social, cultural and creative events and services. By acquiring and maintaining the premises at 39B Consort Road, the Trust will take hold of a wonderful opportunity to grow and develop a centre for community and social enterprise.

The Trust's mission is to maintain a community centre for environmental and community benefit, to showcase environmental and sustainable innovations, and to support cultural and artistic social enterprise.

The inspiring story of the premises makes it an important historical site for the local community. After serving as a convent, a workhouse and a poorhouse, in the late 1980's the premises became home to a community service that provided artistic materials for children and young people. The current project blossomed through local support, enthusiasm and hard work, it has become widely regarded as an oasis of biodiversity, talent, art and a symbol of tolerance in inner city London and a sound starting point for the Trust's endeavours.

The Trust's principle objectives are to: acquire the premises; provide affordable facilities and services to a wide range of different community initiatives; provide support for the financial development and continuation of the existing projects and schemes on the premises; support environmental sustainability and social equity with an emphasis on cultural richness and community participation; and bring together diverse community initiatives that share a common ethos to create a vibrant hub of social and economic enterprise.

The Trust has a Board of Management constituted of the Company's Trustees and any co-opted Board Members. The company's Trustees are also its Directors and are elected at the Annual General Meeting. A committed group of local volunteers, who are highly talented, work under the supervision of the Board to develop and maintain the premises.

The Trust will run six principal initiatives through The Spike Centre. First, providing affordable venues for community usage; second, letting workshops and office space to local social and business enterprises; third, operating the Spike Studio featuring a recording and post-production facility; fourth, a Wellbeing space for complementary therapy and health; fifth, a community garden specializing in organic permaculture; and, sixth, plans for a Café.

For the Spike Centre as a whole and for each endeavour we have developed a full market profile, a brief study of competitors, and a marketing analysis with a focus on demand and niche, and finally propose the overall marketing strategy which includes developing an online presence, a local print and media campaign, sale of branded products, and community outreach.

The Trust's main competitors include other local community centres, tenants halls, social clubs and neighbourhood centres. In this initial year of operation the Trust hopes to build on the existing community that already frequents and operates at the Spike Centre by continuing to encourage and foster creativity, health and community.

The Trust plans to take out a combination of private and commercial loans to raise the needed funds to allocate the premises. Revenue from venue rental, residential and workshop letting, recording services, wellbeing and community services, and potential future facilities such as the proposed café will all contribute to maintaining the premises and repaying the loans.

## 2 DESCRIPTION AND OBJECTIVES

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### *2.1 Mission Statement*

The Trust will: invest in, acquire, and maintain land and premises for environmental and community benefit; showcase environmental and sustainable innovations; and support cultural and artistic social enterprise.

### *2.2 Project Description*

The Trust has identified the acquisition of the premises as an opportunity to grow and develop a vibrant centre for community and social enterprise. The premises has been valued by Hindwoods Hunter Payne at £500,000. The Trust has been offered the premises' freehold at £440,000.

The premises consist of a building of approx 315 m<sup>2</sup> on a 3,930 m<sup>2</sup> site. A number of services and facilities have been operating on the premises for many years. The Trust intends to consolidate and expand existing facilities and services in partnership with the Spike Surplus Scheme, a charitable organisation associated with the Centre, and other user groups and services; operating the facility as the 'Spike Centre'.

### *2.3 Project Objectives*

In line with the Trust's overall corporate objectives (see Appendix 8 for Constitution) the Trust's project objectives for the Centre are:

- acquisition of the premises;
- provision of affordable facilities and services to a wide range of different community initiatives;
- support for the financial development and continuation of the existing projects and schemes on the premises;
- development of skills and learning opportunities for community members through a variety of programmes and activities;
- support for environmental sustainability and social equity with an emphasis on cultural richness and community participation; and
- bringing-together diverse community initiatives that share a common ethos to create a vibrant hub of social and economic enterprise.

In order to achieve our objectives we recognise the need to involve both social and commercial enterprises and aim to work with enterprising individuals and community organisations in the local area.

The Trust will review the activities that have been operated on the premises to date, including its predecessors, and intends to consolidate and expand existing facilities and services.

## 3 GOVERNANCE AND ORGANISATIONAL MANAGEMENT

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### *3.1 Constitutional Structure*

The Trust is a community trust, registered with Companies House as a private company, limited by guarantee, with non-profit and non-distribution of profit clauses, incorporated in May 2008.

The Trust operates an associate membership scheme open to users and members of the public. The full Constitution (the Memorandum and Articles of Association) is provided in Appendix 8.

Accounting date: 31.12

Annual Return reporting date: 31.12

Annual General Meeting date: to be held within the month of January of each year

### *3.2 Board of Management*

The Board of Management is constituted of the Company's Trustees and any co-opted Board members. The Board of Management meets monthly.

The company's Trustees are also its Directors. They are elected by the Trust at its Annual General Meeting. Additional Board Members may be co-opted as appropriate by the Board.

The current Trustees are the founding Trustees. A number of members have been co-opted as Board Members.

The organization seeks to appoint a number of additional trustees at the forthcoming first Annual General Meeting.

Biographical details of Board members are provided in Appendix 1.

### *3.3 Officers*

The following officers are appointed:  
(details of post-holders are found in Appendix 1 and 2)

Managing Director: Paul Kelly  
Company Secretary: Störm Poorun  
Finance Officer: Joy MacKnight  
Chair: Donna Malcomson  
Policy Officer: Paolo Nistri  
Premises Officer: Yusuf Martin  
Media Officer: Lynn Burke  
Admin & Communication Officer: Sarah Holdich  
Events: Steve Grzesiak  
ICT Officer: Matt Pritchard

### *3.4 Professional Advisors*

The Trust will retain an account and will commission services from other professionals as required, including conveyancing, legal advice, and auditing, where appropriate.

### *3.5 Liaison*

In managing the projects and facilities at the premises, in accordance with its constitution, the Trust will work with various providers and project partners including the Spike Surplus Scheme and the local authority.

The Spike Surplus Scheme is a locally-based charity, which has been formed to consolidate voluntary schemes that previously operated on the premises, and its steering committee includes stakeholders such as volunteers, local residents, and facility users.

A Steering Group meets monthly immediately prior to the Board Meetings, to advise and enable liaison between the Trust, and stakeholders. The Steering Group is constituted of user groups, neighbours, and partners including Spike Surplus Scheme, tenants, local residents, and users.

### *3.6 Regulation*

The Company Secretary is primarily responsible for ensuring regulatory compliance.

The Trust's key regulators are:

- Companies House (company regulator)
- Southwark Council (licensing and planning authority)

### *3.7 Best Practice*

The Trust will maintain policies in relation to:

- Health and Safety
- Risk Assessment
- Young Persons
- Vulnerable Adults
- Accessibility
- Fire Safety
- Equal Opportunities
- Sustainability

The Trust seeks to implement best practice in all areas of its work and comply with relevant legislation.

In order to develop the Trust's activities, policies, and projects, the Trust intends to liaise with organisations, including national bodies, local partners and stakeholders:

#### *National bodies*

- Civic trust
- Co-operatives UK
- Permaculture Association
- The Scaman Trust
- Radical Routes
- Friends of the Earth
- Peace Not War
- Environmental Advice Team
- Positive News

#### *Local organisations*

- Local tenant and residents' associations,
- Community Action Southwark
- Peckham Voluntary Sector Forum
- Peckham Society
- Peckham History Group
- South London History Group
- ALD Life
- Damilola Trust
- London Wildlife Trust
- itisTV

## 4 STRATEGIC CONTEXT

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### 4.1 Premises

The premises are comprised of a large yard, which houses a community garden, and a long, two-story, building with a hall (125 m<sup>2</sup>) and workshop studios (41 m<sup>2</sup>). The total site area is approximately 4,000 m<sup>2</sup>. It is late Victorian and originally formed part of an old workhouse which has since been redeveloped. It is situated alongside a railway embankment adjacent to a railway bridge in a mixed residential and light industrial part of Peckham.

It provided the services block for the Camberwell Resettlement Unit, a poorhouse (formerly a workhouse), hence the name 'Spike' (a generic term applied to workhouses). It was built in around 1901.

Beyond the boundaries there is a large Housing Association estate (a section of which was formerly part the same poorhouse as the Spike). Two railway lines mark the other boundaries with a large gate for access on Consort Road. It is a five-minute walk from the railway station at Peckham Rye and is well served by buses.

The premises benefits from its close proximity to Peckham Rye national rail station and many bus routes. It is a unique facility for Southeast London, acting in particular as a hub for local creative activities.

Formerly the premises were leased for a peppercorn rent to a number of lessors, associated with the Spike Surplus Scheme which operated activities at the premises.

Earlier in 2008 the Council expressed their wish to sell the premises in order to contribute funding to a major regeneration scheme in the Peckham area.

Local commercial valuers, Hindwoods Hunter & Payne, recently valued the premises at £500,000.

The Trust has been offered 'first refusal' on sale of the premises by the Council.

The Trust has been offered the freehold of the premises by the Council for a sum of £440,000

In planning terms, different parts of the site fall within three different categories, namely: D1 (non residential institutions), B1 (business), and C3 (dwelling house).

The proposals within this plan do not necessitate any change of usage outside of those categories, or any structural changes requiring planning consent. There may be minor planning applications in future, in relation for example to the café and renewable energy equipment, however, these would be in accordance with the local planning framework, and local planning authorities recent practice.

### 4.2 Location and Community

The local uneven distribution of wealth, and disparity in health and social deprivation correlates with some of the highest proportions of black and ethnic minorities in London, and high suicide rates amongst young people. The premises are located in the Borough of Southwark close to the Lewisham borough boundary midway between Camberwell and New Cross. Some parts of the area enjoy a relatively high quality of life whilst others are among the most significant crime and poverty hotspots in the borough. Southwark, and in particular the community of Peckham, experiences significant social issues including poverty, social isolation, ill health, gun- and knife-related gang crime, and lack of opportunities for younger and older people. (see <http://www.southwark.gov.uk/YourCommunity/NunheadPeckhamRye/challengesforunhead.html>)

27% of Southwark residents are African, the highest proportion in London. A disproportionate number of black and ethnic minorities live below the poverty line, experience unemployment and poor health.

Despite these problems, Southwark is a vibrant and culturally diverse borough. In particular, Peckham is an area of substantially untapped creative and cultural wealth. In 2006 the Independent newspaper called Peckham the top UK creative hotspot. Existing landmarks include the Peckham Square with the award-winning library and weekly farmer's market, Peckham Pulse leisure centre, Area 10 arts gallery, Rye Lane Studios, and a range of local printers, and voluntary creative organisations.

Southwark Council has made clear its commitment to regeneration of the area in its *Community Strategy – Southwark 2016*. It aims to “widen participation in cultural and ... leisure activities to ensure that Southwark's Citizens enjoy healthy, balanced lives and get the chance to develop and enjoy their creative... abilities and interests”. The arts constitute a fundamental role in the regeneration of inner city areas. The Council also aims to make “*Southwark a greener, cleaner and more pleasant place to live, work and visit... [by] creating accessible and pleasant places for people to meet and socialise*”.

The geographical location of the Premises makes them an ideal place to establish and grow community-focused enterprise aimed at developing community cohesion involving diverse cultural groups, young people, artists, and musicians to pursue creative initiatives and improve their health and wellbeing as well as providing an incubator for development of environmentally-sensitive enterprise.

### 4.3 Social Factors

*“Nunhead and Peckham Rye suffers from multiple deprivation. The statistics bare this out, for example low educational achievement, the highest teenage pregnancy rates in the borough, the highest proportion of long term chronic illness... A major challenge is to prevent young people from becoming victims or perpetrators of crime”*

[www.southwark.gov.uk/YourCommunity/NunheadPeckhamRye/theregenerationbegins.html](http://www.southwark.gov.uk/YourCommunity/NunheadPeckhamRye/theregenerationbegins.html)

High unemployment and low basic skills are key factors, which contribute to poverty and social exclusion in the local area. There is a significant need to build basic and vocational skills to raise confidence and broaden access to job opportunities. There is a clear correlation between a lack of skills and low self-esteem, which in turn has a significant impact on the broader social and economic wellbeing of the area.

The Council's Employment Strategy demonstrates how projects that seek to raise the basic skills of residents can build their self-esteem, motivation, and personal skills, and thereby better equip people to obtain more meaningful, higher-paid employment. It also suggests that approaches, which support the particular needs of groups who have high unemployment and low basic skills are vital in the local area.

The area's significant health needs are closely linked to the need for a facility, which can host activities to improve health and wellbeing in a holistic manner. The variety of activities available to all provides fertile ground for new relationships, ideas and enterprise, many of which spring from informal meetings and exchanges. The Trust endeavours to provide advice, support, and flexible space hire in order to support these new initiatives.

### 4.4 Community Benefits

The Trust aims to provide overall community benefit, but in particular to benefit specific sectors of the community (particularly the disadvantaged including young people, the disabled, low wage-earners, the elderly, and single parents) and to benefit the general community of the district.

The local authority, Southwark Council, expresses its commitment to regenerate the Nunhead and Peckham Rye community council area in a number of key strategies, including the Community Plan for Southwark, and the pact between Southwark Council and the voluntary sector. The Trust will also take account of user-views and deficit of community facilities raised in neighbourhood forums.



*Key community benefit goals of the Trust which accord with the Council's vision for Southwark are as follows (Council statements in quotations):*

- enhancement of 'the physical appearance of the neighbourhood' by works to the community garden;
- provision of a "cleaner, safer, more attractive environment with quality buildings, open spaces, arts and leisure facilities";
- provision of a 'pocket of local interest', spearheading 'greening schemes' and bringing together volunteers and neglected greenspace;
- "fostering the best possible life chances for people living or growing up in Peckham" through the Wellbeing space and by encouraging local social enterprises;
- harnessing "the strength and creativity of our community" by proving space to rehearse, create, record, perform and network;
- becoming a major part of the "redevelopment of the centre of Peckham";
- painting a compelling and engaging vision of a post-carbon world, providing a positive vision of an abundant future, which is energy lean, time rich, less stressful, healthier and happier;
- bringing-together artists, healers, gardeners, nutritionalists, town planners, journalists, musicians, and writers into an inspiring think-tank to imagine a positive vision of the future.

## 5 FACILITIES AND SERVICES

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### *5.1 Introduction*

The Trust provides a range of facilities and services at 39B Consort Road. The Trust manages facilities and services in conjunction with the Spike Surplus Scheme (refer to Appendix 3 for the site's background and history). The Trust looks to work with other community partners to expand its facilities and services.

The Trust has acquired a range of equipment through purchase and donation (refer to Appendix 7). This equipment provides the Trust with significant capital resources for the operation of the facilities and services.

Self-employed contractors working with community volunteers staff services. Where appropriate, these contractors and volunteers hold suitable health and therapeutic qualifications and are checked via the Criminal Record Bureau.

The catchment area for users of these facilities and services includes the wards of Peckham, Peckham Rye, and Nunhead and extends to other areas of the Borough of Southwark, and further a-field for some services and courses.

### *5.2 Facilities*

Venue for Community Usage

Workshop/Office Units to Let

Residential Units to Let

Spike Studio

Wellbeing Space

Community Garden

Café (proposed)

#### *5.2.1 Venues for Community Usage & Trust Office*

The Spike is available as a venue for community use.

The Hall is a large space 128 m<sup>2</sup> complete with stage and seating for events. It can also be used for meetings and workshops.

The Meeting Room is located in the main building, and provides office facilities for the Trust and meeting space.

The Meeting Room will also be available for bookings for group meetings, training, workshops or discussion groups.

Outdoor Space is also available for community events.

## Aims

- Provide space for community activities.
- Provide an accessible and affordable community space for the Peckham and surrounding community to:
  - Showcase and perform music, dance and theatre;
  - provide facilities such as film clubs and youth groups;
  - Share skills in a variety of areas

## Services

Approximately one fundraising event per month is held throughout the year. The space is offered for both internal benefit and external community/charity/charitable groups to use and proceeds contribute to the general running and upkeep costs of the Trust. The use of the hall for external events operates on a sliding cost scale according to the size of the organisation. Temporary Event Notices are secured to permit the sale of alcohol on site during such events. The annual Hallowe'en fundraiser is scheduled to be the most significant event in the scheme's calendar and the proceeds will be channelled towards the upkeep of the Trust and the development of new activities.

A film club is held once per month to showcase local artists' or charitable/community organisations' films for educational purposes. Donations generate approximately £60 income per month.

Sunday Sounds, a monthly forum that allows local people and musicians to jam (music and poetry improvisation session). Donations generate approximately £70 per month.

The space is also offered as an affordable community asset for use by local organisations such as local theatre groups, youth groups, and choirs.

The Spike offers the community a meeting space for an affordable donation of £10 for 2.5 hours.

## Income and Expenditure Breakdown

| <b>Income</b>        | <b>2009 -10</b> | <b>2010-11</b> | <b>2011-12</b> |
|----------------------|-----------------|----------------|----------------|
| <b>Venue Usage</b>   |                 |                |                |
| Fundraising Events   | 6,950           | 6,950          | 6,950          |
| Film Screening       | 720             | 720            | 720            |
| Sunday Sounds        | 840             | 840            | 840            |
| Meeting Space        | 960             | 960            | 960            |
| <b>TOTAL</b>         | <b>11,020</b>   | <b>11,020</b>  | <b>11,020</b>  |
| <b>Expenditure</b>   | <b>2009-10</b>  | <b>2010-11</b> | <b>2011-12</b> |
| Regular events costs | 3,500           | 3,745          | 3,875          |
| <b>TOTAL</b>         | <b>3,500</b>    | <b>3,745</b>   | <b>3,875</b>   |

\* Illustrative purposes only for full overview see Finance and Resources section

## 5.2.2 Workshops and Office Units for Let

### Facilities

The premises offer 4 units to be let for workshops or offices.

### Aims

Provide an accessible and affordable workshop/office space for local enterprises who share a common ethos and whose activities benefit both the community and the Centre, and act as an incubator for environmentally-sensitive small businesses.

### Services

Rental of secure workshop/office facilities, with inclusive utilities, 24-hour access, and affording tenants opportunities to collaborate and benefit from other Centre users. The Trust received a huge degree of interest from numerous and diverse organisations. Prospective usages include media organisations (such as Positive TV), renewable energy businesses, and shared artist studio space.

| <b>Income</b> | <b>2009-10</b> | <b>2010-11</b> | <b>2011-12</b> |
|---------------|----------------|----------------|----------------|
| Workshop 1    | 6,264          | 6,264          | 6,264          |
| Workshop 2    | 6,264          | 6,264          | 6,264          |
| Workshop 3    | 4,698          | 4,698          | 4,698          |
| Office Unit   | 3,654          | 3,654          | 3,654          |
| <b>TOTAL</b>  | <b>20,880</b>  | <b>20,880</b>  | <b>20,880</b>  |

## 5.2.3 Residential Units to Let

There are three residential units for let at the Premises, of varying sizes. One studio unit, one large static unit, and one large caravan. All unit tenants have access to common areas including: kitchen, lounge, garden, laundry room, and bathroom. Other facilities offered at the site include a children's play area, broadband and secure access. The pricing is £80pw for the caravan and £120pw for the static unit, and £160pw for the studio unit.

| <b>Income</b> | <b>2009-10</b> | <b>2010-11</b> | <b>2011-12</b> |
|---------------|----------------|----------------|----------------|
| Studio flat   | 8,352          | 8,352          | 8,352          |
| Static home   | 6,264          | 6,264          | 6,264          |
| Caravan       | 4,176          | 4,176          | 4,176          |
| <b>TOTAL</b>  | <b>18,792</b>  | <b>18,762</b>  | <b>18,762</b>  |

## 5.2.4 Spike Studio

The recording studio and the post-production studio (formerly 'The Yoda Room') and use of the Hall combine to form *The Spike Studio*. Rehearsal and recording space is available. Various equipment including public address (PA) sound systems can also be hired out. The recording studio is equipped with professional sound and mixing equipment - producing professional recordings for local musicians. The post production studio offers additional technical musical and sound services.

Daily the Studio runs two very popular rehearsal sessions. The use of the space is charged at an average of £40 per 4-hour session which includes a £10 cost for engineering services.

### The Recording Studio

The Recording Studio provides professional 24-track audio recordings with over-dub facilities. It supplies professional equipment including back line and front of house PA. There is an onsite qualified sound engineer to provide technical advice, education and hands-on support.

#### Aims

- Support and enable local artists to 'polish' their sound and make the transition from emerging to professional;
- Professionally record local talent;
- Educate and train new sound engineers and technicians; and
- Provide access to professional sound equipment at an affordable cost to the community.

#### Services

##### Initial provision:

- Sessions for recording and producing 2-track demos;
- Sessions for recording and producing up to full 24-track recordings; and
- Mixing and mastering services
- Access to associated video production facilities provided by other volunteers from Surplus Video and ItIsTV.

#### Key Users

Bands who have previously used the facilities include include: the celebrated Manu Chao, Headjam, Pinstickers, The Rub, Fear of Fear, The Influence, Rubella Ballet, Back to the Planet, Monkey Rush, Dan Sharp, Excentral Tempest, AOS 3, Unity and Devision, Pamoja, The Slackers, Kaya, Nubian Sunshine, AYO 42, Speakers Corner, The Impossibles, Bartosz, ROR samba band, Lisa Lora, Do-bop sh'bam, Chris Liberator, Guy the geezer, Sadam and the Look-alikes, Daisy and Archie, Jamie Woon, Eri Okan, Nouvelle Croix, Sarah Bear, Captain Hotknives, Tarantism, Junkman's choir, Malalma and the East India Company (recently signed to Universal Records).

### **Post-production studio**

#### Facilities

The post-production studio comprises of a mixing and mastering suite for music production. There is also a vocal booth for high quality vocal 'takes' and over-dubbing.

#### Aims

- Enable the production of high quality recordings suitable for demo CDs or final presses
- Encourage local musicians to work collaboratively
- Provide access to professional post production services at an affordable cost to the community
- Provide access to professional vocal booth facilities at an affordable cost
- Educate and train individuals and small groups in music production

#### Services

- Recording, mixing, and mastering 'produced' music - sessions for small groups or individuals
- Dance music production
- Over dubbing

#### Key users

- Music producers
- Session musicians
- Solo artists
- Dance/electronic music producers

## Income and Expenditure

### Spike Studios

| <b>Income</b>                 | <b>2009-10</b> | <b>2010-11</b> | <b>2011-12</b> |
|-------------------------------|----------------|----------------|----------------|
| Rehearsal hire                | 15,660         | 15,660         | 15,660         |
| Equipment hire                | 2,640          | 2,640          | 2,640          |
| Sound Recording               | 6,000          | 6,300          | 6,300          |
| Mixing Sessions               | 1,200          | 1,200          | 1,200          |
| CD Burning                    | 480            |                |                |
| Post Production / Vocal Booth | 1,440          | 1,440          | 1,440          |
| Music production              | 1,440          | 1,440          | 1,440          |
| Mastering                     | 1,920          | 1,920          | 1,920          |
| Over dubbing                  | 1,440          | 2,160          | 2,160          |
| <b>TOTAL</b>                  | <b>32,220</b>  | <b>32,760</b>  | <b>32,760</b>  |

| <b>Expenditure</b>              | <b>2009-10</b> | <b>2010-11</b> | <b>2011-12</b> |
|---------------------------------|----------------|----------------|----------------|
| Sound engineering & maintenance | 11,440         | 11,835         | 12,243         |
| <b>TOTAL</b>                    | <b>11,440</b>  | <b>11,835</b>  | <b>12,243</b>  |

\*Illustrative purposes only, for full overview see Finance and Resources section.

## 5.2.5 Wellbeing Space

### Facilities

The Wellbeing Space comprises a dojo for classes in yoga, martial arts, dance, and a space for private healing practice.

### Aims

- Provide Peckham and the surrounding community with an affordable space for healthy pursuits which support people's physical, mental and emotional health;
- Provide fledgling health practitioners with an affordable space to practice in and begin their careers;
- Bridge the gap between those needing health support and treatment at an affordable cost and those willing to provide it; and
- To empower the local community to take responsibility for their own physical, mental and emotional health.

### Services

- Martial arts (including operation of 'Bujikan Dojo South London') including martial arts classes (2x pw).
- Therapeutic yoga classes (Hatha and Kundalini)
- Meditation sessions (free, 4 per week)
- Street dance classes (1x per week)
- Dancers and acting rehearsal and development (off-peak usage by individuals)
- Yoga teacher trainer courses (3x per annum, 6 weeks each). Donation-based income channelled to the scheme's upkeep and expenses.
- Health and wellbeing workshops (various topics including massage, balance procedure; held monthly)
- Wellbeing clinic (drop-in) and 'Wellbeing Fridays' (weekly, donation-based) popular voluntary run sessions.
- Regular complementary therapy by appointment.

## Income and Expenditure

| <b>Wellbeing Space</b>       |                |                |                |
|------------------------------|----------------|----------------|----------------|
| <b>Income</b>                | <b>2009-10</b> | <b>2010-11</b> | <b>2011-12</b> |
| Wellbeing Clinic (Donations) | 4,176          | 4,176          | 4,176          |
| Bujikan classes              | 1,040          | 1,040          | 1,040          |
| Therapeutic Yoga             | 1,040          | 1,040          | 1,040          |
| Teacher Training             | 520            | 520            | 520            |
| Hatha Yoga (2 per week)      | 1,040          | 1,040          | 1,040          |
| Kundalini (2 per week)       | 1,040          | 1,040          | 1,040          |
| <b>TOTAL</b>                 | <b>8,856</b>   | <b>8,856</b>   | <b>8,856</b>   |

| <b>Wellbeing Space</b> |                |                |                |
|------------------------|----------------|----------------|----------------|
| <b>Expenditure</b>     | <b>2009-10</b> | <b>2010-11</b> | <b>2011-12</b> |
| Maintenance`           | 1040           | 1040           | 1075.88        |
| <b>TOTAL</b>           | <b>1040</b>    | <b>1040</b>    | <b>1075.88</b> |

\*Illustrative purposes only for full overview see Finance and Resources section.

## 5.2.6 Community Garden

### Facilities

Spike Community Garden comprise much of the external area of the site, containing a series of 7 raised beds, 3 greenhouses, a small amphitheatre, and a children's play area. The garden is built on ecological principles planted with native species sensitively chosen to encourage birds, bees, butterflies and other insects; and includes a water harvesting system. Initially the garden has been perceived as a loss leader (incurring an operating loss for that facility of around £40 per month), however, this is offset by receipt of a private donations, largely associated with the garden. Initially the Trust has received support from the Scarman Trust and UnLtd, and the garden has been significantly enhanced. The Trust envisages applying for grant-funding in the future to further develop the garden.

### Aims

- Nurture local biodiversity;
- Provide an opportunity to participate and learn about where food comes from;
- Teach volunteers how to grow, harvest and prepare nutritious seasonal produce;
- Build bridges between different members of the community, across age and ethnicities;
- Provide a context for ritual and celebration including seasonal events; and
- Foster the idea of environmental stewardship.

### Services

- Educational workshops and longer courses  
[Permaculture, composting, bee-keeping, vegetable and food growing, wildlife gardening, native trees, cob-oven-making and cob-sculpting, solar power and cooking, water harvesting, and mulching]
- Public access to visit gardens on weekends (11:00 – dusk) and at lunchtime (12:00 – 14:00) on weekdays: and



- Opportunities for the public to use and work in gardens as volunteers during the week

#### Key Stakeholders

- South London Permaculture group;
- Sunday community gardening group;
- Edible Garden Project; and
- Local people for education and celebration.

### 5.2.7 Café

The Trust intends to expand on its initial offering (of light refreshments at events) to operate a café during busy periods, initially stocking tea, coffee, soft drinks, cakes and snacks. Potential for growth is promising, especially during good weather. Further developments are planned in line with consumer demand and appetite.

#### Facilities

The Café's facilities include use of the kitchen, and will include a serving area in the hall and an outdoor stall. The main building's kitchen has 2 stoves, refrigerators, a sink and various kitchen appliances, as well as crockery and cutlery. It is used by volunteers and patrons as a space to relax, share meals, and have a cup of tea.

#### Aims

Provide competitively priced tea, coffee and healthy snacks to volunteers and patrons of the centre  
To showcase local, fairtrade produce and food products

#### Services

Provision of refreshments to Centre users and the general public  
Provision of refreshments in association with events

### 5.2.8 General Facilities

The Centre houses:

#### **Bathroom unit**

3 toilet units, 1 shower unit, wash basins, laundry facilities, baby-changing facilities

#### **Kitchen**

(described under "Café")

The kitchen is used by personnel and volunteers for refreshments and breaks. The kitchen will also be used by the Café.

#### **Trust Office / Meeting Room**

(described under 'Venues for Community Usage')

The Trust's office is equipped with meeting facilities, document storage, ICT equipment, and workstations.

## 6. MARKETING AND COMPETITION

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### 6.1 Overview

The Trust facilitates a vibrant centre for the community called The Spike Centre. This marketing plan outlines The Centre as a community asset and sets up a full market profile, a brief study of competitors, and a marketing analysis, and finally proposes the overall marketing strategy. Further in depth marketing analysis of the six key activities operating on the premises are analysed individually in order to more thoroughly consider all the key sectors in which the Trust participates: venues for community usage, workshops/offices for let, Spike Studio, Wellbeing Space, Community Garden, and the proposed Café.

### 6.2 Spike Centre

#### Marketing Profile

The Trust's main initiative is to consolidate and expand existing facilities and services offered at the community centre. By organising and restructuring the myriad of social, cultural, environmental and creative activities that operate on the grounds, The Trust aims to create a sustainable, efficient, and unified hub.

#### Competitive Analysis

Spike Centre is a hub for various creative projects including music recording, organic gardening and complementary therapies. Its main competitors include other local community centres, tenants halls, social clubs and neighbourhood centres.

In this initial year of operation the Trust hopes to build on the existing community that already frequented and operated at the Centre by continuing to encourage and foster creativity, health, environment, and community.

#### Demand

The popularity of previous similar services that have operated at the premises demonstrate high and increasing local demand for a community-based centre in the neighbourhood.

#### Niche

The Centre fulfils an unmet role within the local neighbourhood in providing affordable and diverse cultural and social facilities - facilities which the community will have a significant role in developing.

#### Marketing Strategy

##### 'Spike Centre' Brand

The trust has initially branded the premises, services and facilities provided therein in a unified manner as 'The Spike Centre'. This name is trading on the historical and local name for the premises relating to its past evolution from a workhouse to vibrant hub for local community projects. For promotional purposes, the red and yellow sun symbol will serve as the branded logo of The Spike Centre. The Peckham Community Property Trust as a body will retain a distinct logo and identity for administrative purposes.

## Market Demographics and Target Customers

The Spike Centre's target demographic includes local, community-minded people interested in building a creative community, low-impact sustainable lifestyles, engaging in alternative therapies and promoting organic, sustainable green spaces.

## Publicity and Promotion Strategy

The Spike's four-pronged publicity strategy includes 1) building a current savvy web presence, 2) a local media and print campaign, 3) a series of branded products, and 4) direct community outreach.

### *6.2.1 Communications*

#### Website

The websites are located at [pcpt.org.uk](http://pcpt.org.uk) (for the Trust) and [spikesurplus.org](http://spikesurplus.org) (for the Centre). The sites outline the main facilities of the Centre. The sites act as an informational hub for new or interested people. The sites will be developed to enable online membership application, donation-giving, and an events calendar.

#### Blog

The Spike's online web log will publish regular news, updates, reviews and related material on events, projects and ongoing issues at The Spike. With multiple contributors and a forum in which to comment and feedback, the Spike Blog will be an essential tool in sustaining an active community interest and support from the existing patron base.

#### Social Networking Pages

The Trust maintains a web presence on [myspace.com](http://myspace.com) and [facebook.com](http://facebook.com), and intends to remain on the cutting edge of the potential marketing outlets in the development of online social networks. By using create events tools, mass-mailing options, social networking sites, and even developing social networking, the Trust can more effectively reach and engage with its patron base and expand grassroots involvement.

#### Distribution Lists

The Trust operates a mailing list (through [riseup.net](http://riseup.net)) reaching over 600 people. In addition an SMS distribution service is maintained (using [esendex.net](http://esendex.net)) sending text messages those members and supporters interested in receiving regular updates. A paper mailing list is held in order to interact with those members without internet access, and for the general membership in relation to occasional events or activities (such as the Annual General Meeting or particular open days).

#### Promotional Media

The Spike endeavours to produce music and video shorts for streaming on websites, podcasts and as tangible products (see section on products).

### *6.2.2 Media and Press*

Historically the centre has been the subject of significant media coverage regarding newsworthy events held in the community centre space (for example performance and usage or visits by renowned persons such Mark Thomas, Manu Chao, Alabama 3, MC Excentral Tempest) as well as a community voice on topical issues, such as the renewal of Peckham, or urban permaculture. 'The Spike' will continue to foster such media coverage in order to publicise the space and enterprises within it.

To raise the profile of the Centre, events listings, letters, and topical articles will be submitted by the Trust for

publication in local publications such as: Southwark Life, Peckham Society Newsletter, Peckham History Group Magazine, Southwark News, South London Press, Dulwich Guardian and the Peckham Mercury as well as specialist publications like Wild London, Permaculture Magazine, Eroding Empire, Yoga Monthly.

Event flyers, handouts and brochures will be distributed to suitable local venues and facilities, and to neighbouring residents to promote specific facilities and events, and to encourage general usage of the Centre.

Direct adverts in local press will be considered to build the branding and profile of The Spike Centre in the local community. South London Press and Southwark News are the principal local paid press outlets.

### *6.2.3 Spike Products & Donations*

Branded items such as t-shirts, reusable bags, preview CDs, stickers and 'Peckham Diamonds' are all used to both publicise and bring in a small amount of additional revenue. The Spike will hire out stalls to sell branded items and distribute promotional literature, at local venues, fairs, and regional festivals, as well as via the Trust's website.

Every service and facility, and each event held, at the Centre will have donation boxes available to maximise cash donations (without pressurising prospective donors). Card donations/transfers, as well as membership applications will be possible via the website and in person at the Centre.

### *6.2.4 Community Outreach*

The most important publicity tactic for the Centre is 'word of mouth' promotion and community interest. To help foster a positive community image and encourage word of mouth promotion, promotional appearances by artists who are Trust members will be encouraged whenever possible at social and cultural events.

Presentations or talks, accompanied by stalls, will be made to local schools, fairs, clinics, tenants and residents associations, bookshops, surgeries.

Sponsored provision of public address (PA) systems with staging, lighting and assistance at community and charitable events will be undertaken in order to raise funding and profile for the Centre.

Acting on this initiative, the main stage of Canal Bridge Green Fayre in Peckham was provided by the Trust, showcasing local musicians using renewable energy technology. At such outreach events, the Trust will provide (by way of volunteers) a stall with potential for such activities as a café, healing and 'chill' space, graffiti-art wall, face-painting, book-binding, kid's crafts and a 'bike doctor'.

## *6.3 Venues for Community Usage*

One of the Trust's central goals is to provide affordable facilities to the community, which bring together initiatives that share a common ethos to create a vibrant hub of community cohesion.

The Trust premises include:

*the Hall*, a 125 m<sup>2</sup> facility is primarily used as a community venue for music workshops, and meetings while remaining uniquely adaptable for other uses such as, drama productions, rehearsal space, puppet shows, gymnastics and training sessions;

*the Wellbeing Space*, a 28 m<sup>2</sup> room used as a space for training, dance, counselling and therapies;

*the Community Garden* an organic, sustainable permaculture area.

### *Competitive Analysis*

The Trust's venues' overall competitors are other community spaces and venues. Direct competitors include The Synergy Centre, Area10 Project Space, Horniman Museum and Gardens, tenants' halls, in addition to other social outlets such as pubs and church halls.

Working in the spirit of local development and community empowerment the Trust aims to work in a collaborative spirit with other local 'competitors' to raise the market for all community enterprises while itself establishing and maintaining a significant part of the 'market'.

The Centre's location, size of space and variety of facilities will give it a competitive edge in providing accessible and affordable community space. The tariffs are highly competitive in comparison to facilities such as local community centres, libraries etc., in addition to the greater flexibility offered by the Trust.

### *Demand*

The Hall and other areas on the premises of the Trust are in high demand. For several years, prior to the Trust's management, community activities have been organised including cultural and creative events in the Hall. A community-led jam (music improvisation) session, 'Sunday Sounds' and a regular film club have both been popular and will be revamped and continued.

### *Niche*

The variety of services provided in such a localized area will further encourage the local community groups to choose the Centre as a venue. The vibrant atmosphere and the community spirit facilitated by the many social and economic enterprises in operation on the Premises will be an invaluable asset to attracting and maintaining a sustainable level of usage.

### *Marketing Strategy*

The Spike Centre will disseminate information about its activities and facilities, and those of its user groups and local organisations, through print materials and online services. This will include details, where appropriate, of its 'venue for hire' services.

## *6.4 Workshops / Office Units for Let*

The Premises hosts rental space by way of three large and one medium workshop / office units.

### *Competitive Analysis*

There are many Workshops / Offices for let in the area.

### *Demand*

Prospective demand for the workshop / office spaces at The Spike Centre is high. Already the Trust has received enquiries from numerous prospective clients and it is anticipated that all units will be rapidly let.

### *Niche*

The collaborative spirit and myriad of social, creative and health oriented activities within the space offer a unique working space to prospective clients where they can collaborate with other individuals, organisations/businesses, and users.

### *Marketing Strategy*

There is high demand, though to ensure fairness in the application procedure, vacancies will be advertised via the

Trust's website, on boards within the Centre, in the Newswire, and in local and/or internet publications (such as community newsletters, and gumtree.com).

## *6.5 Residential Units to Let*

The Spike houses three residential units, a studio flat, a large residential static unit and a caravan. The occupiers of these units should be core volunteers. The pricing is £80pw for the caravan and £120pw for the static unit, and £160pw for the studio unit.

### *Competitive Analysis*

The main competitors for advertising the available residential units at the Spike are likely to be local estate agents (such as Kinleigh, Folkard & Hayward). Though gumtree.com is the most significant player in the local letting market. However, it is not considered a competitor, as the medium is a potential for advertising for the Trust's units to let. Vacancies are expected to be filled via gumtree.com, Trust website, notice boards, and word of mouth. (It should be noted that the pricing of the residential studio is proportionate to local prices and not a competitive feature.)

The main and only local competitors for statics or caravans are Crystal Palace Caravan Club Site, and Southwark Council sites. The Council sites are oversubscribed with long waiting lists. The Crystal Palace Site is also directed a shorter-term vacation and leisure market. Council sites are considered slightly cheaper but generally unavailable and the sites have a high density of pitches.

### *Demand*

The growing market of green consumers is creating an increasing demand for 'low impact living'. This is clearly provided for at the Spike as one of its basic principles.

In relation to the static home and the caravan, it should be noted that in the most available and extensive caravan/camp site listings for the UK only four caravan/camp sites were listed for London. These websites were [www.ukcampsite.co.uk](http://www.ukcampsite.co.uk) and [www.caravanclub.co.uk](http://www.caravanclub.co.uk). There are a number of sites provided by local authorities however, including in Peckham. However both commercially- and local authority-provided sites are known to be significantly over-subscribed. As a result, there is no significant competition, and demand is expected to be high.

### *Niche*

The location of the Spike is two minutes walk from Peckham Rye rail station, from 18 minutes journeytime to London Victoria rail station, and from 6 minutes journeytime to London Bridge rail station. The pricing of the caravans for hire is very competitive.

### *Marketing Plan*

Marketing for the residential units will be trite, notwithstanding the selection procedure. Web channels and local notices will be the key marketing tools, in particular gumtree.com and other internet listing sites, the Trust's website, and word of mouth.

## *6.6 Spike Studio*

The Spike Studio, which includes the recording studio, post-productions facilities and use of the hall for live recording or rehearsal space, offers an extensive range of professional and affordable options to local musicians and sound artists in search of recording facilities.

The Trust will make regular subsidised provision for non-professional community workshops (for both youths and adults), and workshops and for specific user-groups such as those with special needs.

### *Competitive Analysis*

The Sound Studio's direct 'local' competitors include Corsica Studios (SE17), Creekside Studios (SE8), and The Music Rooms (SE14), Antenna Studios (SE19). Some of these facilities are located far from the Spike, but users are generally prepared to travel beyond their locality for such specialist facilities.

### *Demand*

In the past the recording facilities which were previously operated on the Premises were utilised by many local musicians. The Sound Studio will build upon this past (and inherited) clientele, and has a list of pending applications for Studio 'membership'.

### *Niche*

Given its setup as a recording studio and rehearsal space Spike Studio allows musicians to record themselves in a comfortable and un-pressurised environment without compromising on acoustic recording quality. The dedicated on-board engineers provide expert hands to support clients. The Studio provides facilities for the creative hotbed of local talent in Peckham, who are otherwise un-served by any such affordable facility. The niche lies in the location and affordable rates.

### *Marketing Plan*

As a supplement to the Spike Centre's main marketing plan, The Spike Studio will further market itself through: 'past-patron recommendation', flyering, potentially advertising in local institutions (such as colleges, Camberwell College of Arts, Goldsmith's College, and galleries such as Area 10) and local publications, with a particular emerging talent. Community workshops will be advertised in conjunction with local community centres, the Council, residents' organisations and other groups.

## **6.7 Wellbeing Space**

The 'Dojo' and the outdoor open space combine to form the 'Wellbeing Space' at the Spike Centre. Regular activities and clinics are facilitated by local professional and volunteer teachers and healers. The Dojo accommodates classes in yoga, martial arts, dance, fitness, and private healing practice, in addition a weekly walk-in health clinic on Fridays, the 'Wellbeing Clinic'.

### *Competitive Analysis*

The main local competition for the Wellbeing Space is The Pulse Healthy Living Centre in Peckham, Dulwich Therapy Rooms, Dulwich Leisure Centre, and 'Skin Buddy', as well as individual health service clinics and complementary practitioners. Dulwich Therapy Rooms has been running successful alternative therapy and health services for over 5 years building a team of 40 independent therapists, instructors and advisors and maintaining a high street office space.

Alternative therapies are most often specialty, expensive services. The Wellbeing Space at The Spike Centre will find its competitive edge in providing low cost alternative therapies in the area. There are direct competing services known to the Centre within the neighbourhood, and those seeking complementary therapies tend to utilise services within a close proximity to their homes.

### *Demand*

The functioning of these services on a donation basis sliding scale pricing of these services creates a demand from the economically disadvantaged people in the local Peckham area who otherwise would not have access to comparable services.

### *Niche*



The Wellbeing Space will find its niche in its 1) cheaper pricing, 2) range and combination of both health, fitness, sports, and wellbeing and 3) its location at the Spike Centre. The Wellbeing Space offers a varied range of competitively priced health and wellbeing services, including yoga, meditation, martial arts, dance, fitness, massage and complementary therapies to the local community. It offers a wide range of services from reiki to reflexology to group vortex therapy offering a more comprehensive set of services than similar local services. It complements the other creative and community services provided by the centre such as the Spike Studio and Community Garden.

## Marketing Plan

The Trust's primary tools for marketing the Wellbeing Space are through distribution of flyers, word of mouth, and repeat customers.

## 6.8 Community Garden

The Community Garden provides permaculture courses and resources for local and national enthusiasts. Specifically, the on-site garden can be utilised for projects and activities such as: classes in efficient water collection, bee keeping, composting, woodwork, and healthy eating. The garden also acts as a base for local community-oriented outreach projects.

### Competitive Analysis

The Trust has a unique opportunity to build on its well-established and highly successful past permaculture events at the Community Garden to develop a comprehensive calendar of permaculture courses (which may be extended by grant-funding).

Permaculture courses previously ran at the same Premises. These courses are known to have been a great success. Open Days will provide opportunities to showcase the garden with our permaculture specialists on-hand to advise.

Features of the community garden are assets with the potential to benefit the community and bring revenue funding through educational programmes. These assets include: the raised beds, cob oven, living willow structures, grey-water filtration system, stag beetle sanctuary, amphitheatre seating, oak nursery, three green houses, and a meditation space.

Equivalent private courses are beyond the reach of people on low-incomes, or held in rural areas. For example, Naturewise's price for an introductory weekend course of two days was £120.

### Demand

Kersty Hobson's 2004 Journal of Environment & Development (vol. 13, no. 2, SAGE publications) details relevant market projections (page 124) for business and consumers in the UK. Hobson reflects on the "greening of business processes". She projects that "consumption practices" are to begin "advocating 'reuse, recycle and repair' actions to consumers. This interpretation takes a *"... non-threatening stance towards global markets, focusing on voluntary rather than prescriptive changes to practices. As a result it has gained the most political support in post-industrial nations such as the United Kingdom."* Thus, the listed competitors in this study are unlikely to have an adverse affect upon the Peckham Community Property Trust's permaculture initiatives but rather quite the opposite. OrganicLeaf describes itself as part of a growing network of permaculturalists. This network is supportive rather than competitive. There is great demand and potential for permaculture courses in London as this emerging pool of "Green Consumers" grows and gardening & green space regeneration remain important issues.

### Niche

The Spike Centre operates in one of the most deprived areas of London where services beyond the bare

minimum are in short supply. The success of the Centre's community garden lies in its established ability to provide a comprehensive array of permaculture courses accessible to the local community. These courses can be combined with the other workshops and facilities offered by the centre (such as the meditation and yoga classes) to create a space where individual and community wellbeing can be addressed and improved upon. Further the site is equipped with a disabled toilet and the Community Garden has raised beds enabling disabled access to the vegetable and herb patches.

### *Marketing Plan*

The Trust will initially issue press releases to promote its permaculture courses in permaculture magazines and other related print-media. In addition, the Spike will engage local school and community groups to broaden its beneficiary base.

The community garden's services will be added as a resource on the international *Permaculture Wiki* ([www.permaculture.wikia.com](http://www.permaculture.wikia.com)). [Wiki's are an emerging user-generated encyclopaedic form of database which can be created and updated by members of the online community free of charge.]

Listings will be advertised online, on sites such as [wildlondon.org.uk](http://wildlondon.org.uk) a popular online resource used by Londoners interested in green issues to locate courses and resources, and [www.permaculture.org.uk](http://www.permaculture.org.uk), used by Permaculture enthusiasts to locate courses and gardens.

## 6.9 Café

The Spike Centre's 'embedded' café will operate as a meeting and sociable space for local Peckham residents and centre users, adding revenue to the Trust as a whole. The café will serve local vegan organic fair-trade products and, where available, showcase produce from the on-site community garden. The café will operate in conjunction with the other services provided by the centre, where, for example, users attending a yoga session will retire to the Café after their class.

### *Competitive Analysis*

There are a number of local cafés close to the Premises, for example 'The Frog on the Green' and the 'Broca'. Other indirect competitors are community cafés like 'The Deptford Project' and 'Café Orange' at Telegraph Hill Church Community Centre.

The Café's main way of generating a market is to strategically operate during times of high traffic while other events and projects are going on at the centre.

### *Demand*

When visiting The Spike Centre whether its to watch a film, hear a live band, attend a yoga session, work in the community garden or record music, people often spend several hours engaged in activities and then enjoy the open space in the centre.

### *Niche*

Spike Centre's embedded café will provide the existing facilities at Spike Centre with an outlet for additional revenue (to contribute towards the up-keep of the premises and extend the garden facilities). Its key strategic strengths are found in its location within The Spike Centre, its location within the local community, and its proposed fare - competitively priced fair-trade organic products. Located within the Spike Centre, the embedded nature of this café will maximise the revenue resultant from the existing clientele base, and foot-fall from other facilities within the Centre. Furthermore, the Café will tap into the growing clientele base of fair-trade, ethically-minded, consumers in the local Peckham/Nunhead area.

### *Marketing Plan*

The biggest asset for marketing the Café will come from the increased clientele base of the Wellbeing centre,

Sound Studio, and Community Garden, in addition to locally-based residents and workers (who it is envisaged will use the facilities on weekends, and at lunchtimes respectively).

The primary advertising initiatives of the Centre's Café will be through signage within the centre as a whole and at the gate, and local flyering. The Café facilities will be targeted at Centre users and people living or working within close proximity to the Centre.

Competitive pricing, proximity, and a unique atmosphere alongside other activities at the Centre will help maintain loyal clientele.

## 7 ACTION PLAN

| 7.1 Administration             |  |  |                                      |  |
|--------------------------------|--|--|--------------------------------------|--|
| Measure                        | Action/Activity                                | Deliverables/Targets   | Timeframes                           | Resources                                  |
| <b>7.1.1 Health and Safety</b> |  |  |                                      |  |
|                                | Risk Assessments                               | Ongoing risk assessment as management tool for each individual project.  | Completed Sep 2008 - Ongoing         | Project leads – Executive officer overview |
|                                | Fire Safety Assessment                         | LFB to conduct fire safety assessment and compliance test  | Jan 2009                             | Executive officer overview.                |
|                                | First Aider                                    | Qualified first-aider appointed  | Jan 2009                             | Local authority training support           |
| <b>7.1.4 Communications</b>    |  |  |                                      |  |
|                                | Membership Newsletter / Bulletins              | Production of monthly email newsletter and increase circulation. Development of community noticeboard.   | Jan 2009 – ongoing                   | Admin Officer                              |
|                                | Website Maintenance / Social Networks          | MySpace / Facebook / YouTube site maintenance and event advertising. Development and completion of website.  | Mar 2009                             | ICT Officer                                |
|                                | Volunteer / community / stakeholder engagement | Monthly meeting with key stakeholders. Liaison with local schools, community centres etc. Participation in local community events/fairs, community initiatives and campaigns, publicity through environmental initiatives. | Jan 2009 – ongoing                   | Personnel Officer                          |
|                                | Monitoring and evaluation                      | Questionnaires, feedback forms, online forums  | Jan 2009 – ongoing, report quarterly | Admin Officer                              |
| 7.2 Premises Management        |  |  |                                      |  |
| Measure                        | Action/Activity                                | Deliverables/Targets   | Timeframes                           | Resources                                  |
| <b>7.2.1 Infrastructure</b>    |  |  |                                      |  |
|                                | Ongoing premises maintenance                   | Ensuring provision of high quality maintenance, security and cleanliness of the Spike Surplus Scheme buildings and grounds.  | Ongoing                              | Volunteer                                  |

|  |                       |   |              |  |
|--|-----------------------|---|--------------|--|
|  | Fire Exits/Alarms     | Installation of smoke alarms throughout and two fire exits, lighting and doors and compliant with LFB standards, luminescent strips | Jan 2009     | £7,500   |
|  | Roofing/guttering     | Lead flashing replacement, re-pointing, damaged broken tiles replaced and fixed, ridge tiles replacement and re-pointing            | Sep 2009     | £2,500   |
|  | Window upgrading      | Repair and upgrade windows and doors.   | Sep 2010     | £4,000   |
|  | Electrics             | Re-wiring of premises - 3-phase electric installation and upgrade to meet current regulations.                                      | Jan 2009     | £2,500   |
|  | Hall sound insulation | Upgrade of sound insulation for Spike Studio.   | Sep 2009     | £5,000   |
|  | Solar Power system    | Expansion of current solar panel acquisition by 50% (currently at 9)  | Proposal TBC | £1000 (not costed in budget, grant funding to be sought) |
|  |                       |   |              |  |

### 7.3 Programme of Activities

| Measure                      | Action/Activity                                | Deliverables/Targets  | Timeframes         |
|------------------------------|--|---|--------------------|
| <b>7.3.1 Spike Studio</b>    |  |   |                    |
|                              | Equipment                                      |   |                    |
|                              | Advertisement / Promotion                      | Development of engagement strategy and production of promotional material dissemination through local community events, education establishments, word of mouth, local press. | Jan 2009           |
|                              | Professional development of local music talent | Provision of affordable rehearsal space and musical lessons, sound-engineering courses  | Jan 2009           |
|                              | Recording facilities                           | 70 % uptake of 2 x daily band rehearsal sessions and recording  | Jan 2009           |
|                              | Post-production studio                         | Over-dub and electronic amendments of recordings  | Jan 2009           |
|                              | Sunday Sounds                                  | Community jam (musical improvisation)   | Jan 2009 – ongoing |
| <b>7.3.2 Venues for Hire</b> |  |   |                    |

|   |  |  |                                       |
|---|--|--|---------------------------------------|
|   | Event Organising   | One off healthy-living and Wellbeing workshops.  | Ongoing                               |
|   | Creative Space Provision   | Expand cultural events calendar to 15 events a year under temporary events notification system.  | Sep 2009                              |
|   | Magic Book Theatre   | Provision of space for puppet theatre production, workshops  | Oct 2009                              |
|   | Spike Film Club  | Monthly film club in main hall. Focus on independent and documentary films. Support local filmmakers.  | Jan 2009                              |
| <b>7.3.3 Offices / Workshops to let</b> |  |  |                                       |
|   | Occupancy rates  | 100% occupancy.<br>'Positive News'/'Positive TV' and 'ItlsTv' agreed for extended use of facilities.<br>'Down 2 Earth' street children organisation hiring of space.                                       | Jan 2009                              |
| <b>7.3.4 Wellbeing space</b>            |  |  |                                       |
|   | Advertisement/promotion  | Development of engagement strategy and production of promotional material dissemination through local community events, education establishments, word of mouth, local press.                              | Jan 2009                              |
|   | Increase capacity  | Increase range of classes and breadth of provision. Groups for: pensioners, obesity clinic, Under-19s, cancer forum, counselling, personal development training (inc. assertiveness, conflict management). | Ongoing reaching capacity in Dec 2009 |
|   | Addressing skills gap through trainee health practitioners space | Extending Wellbeing clinic timetable to include minimum of 5 free evening hours provision for trainees / practitioners.  | Mar 2009                              |
| <b>7.3.5 Community Garden</b>           |  |  |                                       |
|   | Grant funding applications                                       | Grant applications to Groundwork UK, Academy of Sustainable Communities, The Big Green Idea, Soil Association, Earth Champions   | Jan 2009 -Mar 2009                    |
|   | Gardeners Mentoring Programme                                    | Establish full-time post for Head Gardner and development mentoring scheme.  | Completed Mar 2010                    |
|   | Establish Neglected Green Space Action Group                     | Group established to identify neglected green space in the local area and form task groups to engage local community and   | Mar 2009                              |

|                   |  |  |                     |
|-------------------|--|--|---------------------|
|                   |  | regenerate.  |                     |
|                   | Seasonal development   | Landscaping, planning and community outreach work in winter months.  |                     |
|                   | Peckham 'greening up' Conference   | Hosting design conference – inviting architects, chefs, designers, local schools and local residents to share views and plans for development of on-site green space and within the local area.                                  | Jun 2008            |
|                   | Local Environmental Affinity Group development                                   | Establish bank of cross-generational environmental volunteers to form local network of outreach affinity groups.   | Mar 2010            |
|                   | Physical extension of Community Garden   | Children's play area and outside gazebo space.   | Aug 2009            |
|                   | Increase capacity  | Workshop development and expansion of course availability  | Jan 2009 – ongoing  |
|                   | Reconfigure Spike Community Garden   | Dwarf orchard and edible garden development.   | Oct 2009 – ongoing. |
|                   | Develop link between healthy individual and healthy communities.                 | Develop a 'stage-ist' Healthy Living Programme for local communities to learn about planting, nurturing, harvesting and consuming/preparing their own fresh/natural produce. Associated to Wellbeing through exercise programme. | Oct 2009 – ongoing  |
| <b>7.3.6 Café</b> |  |  |                     |
|                   | Feasibility study for establishment of Café based on culturally themed evenings. | Completion of study and local community consultation. Officer & assistance from Café Urchin Trust and Cabelli Café.  | Mar 2009            |

## 8 RESOURCES AND FINANCE

---

### *8.1 Introduction*

The acquisition of the premises, and payment for renovation thereof, will involve a substantial financial borrowing commitment, from both a financial institution (over 20-25 years at 7.5% APR), and private lenders (Loans at 4% APR).

The Loans come from various lenders and are lent over 21 years with interest accrued.

The Trust will agree with private lenders a payment break for 12 months to prevent a cash flow deficit.

The Trust will endeavour to repay all sums borrowed before time stated in the 30-year breakdown, through private donations and private grants made to the Trust. Initial investigations have highlighted potential sources of such funds.

The Trust intends to be financially viable by way of its combination of different service types. Facilities such as the sound studio and workshops/offices and residential spaces to let, will provide a significant portion of revenue funding, and have a proven, stable and reliable market, with little competition and limited maintenance.

Additional facilities and services, although requiring more input, form the basis of the community focus of the centre, and are also intrinsically valuable in their contribution to the Trust's assets, including its volunteer base, and in-kind donations (such as donations of equipment), donation-based income, and fundraising income.

All facilities apart from the Community Garden are expected to bring revenue funding within the first operating quarter. The garden whilst initially may not gain significant revenue is still a significant asset by virtue of its visitor and volunteer attraction, and the level of associated donations elicited.

It is anticipated that grant funding will be available for the Garden and Wellbeing Space, which would include, and significantly relieve, some of the associated costs contained herein including capital improvements and contributions towards the Trust's main outgoings.

The Trust's accounting date is 31 December.

### *8.2 Initial Outlay*

The Trust's start-up costs are significant as the premises will need attention to meet electrical and general health and safety regulations, in addition to basic repairs and renovation to meet expected standards.

However, initial costs associated with recruitment, equipment and facilities are minimal, since the premises effectively accommodates a fully equipped 'going-concern'.

### *8.3 Long-term Financial Viability*

The Trust is confident that the services and enterprises operated on the premises will generate the necessary revenue to develop sustainably.

Once these initial costs are met, it is envisaged that from 2010 onwards the Trust shall make a surplus of in the region of £15,000 per annum. This is approximately 15% of the annual income, with occasional wide variations associated with improvement works. The Trust will establish a contingency fund to account for unforeseen items, risks, cashflow interruptions.



## 8.4 Assets

The Trust has significant intangible assets that are not financially accounted for but must be brought to account when overseeing the Trust's true income potential. The majority of the operations that constitute the Trust's projects will be carried out by volunteers (including staffing and expertise). This can be equated to an asset of £30,000 per annum.

The Trust's tangible assets are detailed in appendix 7.

Assets regarding sound equipment, items attributed to the well-being space and the services associated, office equipment, the gardening equipment and plant stocks are all accounted for. All values have been appropriately depreciated based on the item and age.

Many of the supplies that are used on the premises are from recycled or donated sources and hence are not directly accounted.

While the Trust has use and recourse to all assets listed, the assets are not necessarily the wholly owned property of the Trust.

## 8.5 Financial Forecasts

### EXPLANATORY NOTES TO FINANCIAL FORECASTS

#### TAX, SURPLUS, AND BALANCES

**Taxable Income** Certain items of the Trust's income are not taxable, notably: fundraising events for funds towards activities of a charitable nature, donations, membership subscriptions. The adjusted figures for taxable income exclude these items and are listed below the figures for gross income.

#### Taxable-deductible Expenditure

Most items of the Trust's expenditure are tax deductible, however the following items are not: capital repayments on loans and the mortgage, the cost of the premises, and stamp duty land tax.

|                     |   |
|---------------------|---|
| Gross Surplus       | 'Gross Income' less 'Gross Expenditure'   |
| Taxable Surplus     | 'Taxable Income' less 'Tax-deductible Expenditure'  |
| Corporation Tax     | These forecasts apply the 21% small companies' rate of corporation tax to the taxable surplus.  |
| Net Surplus         | Surplus after Corporation Tax has been paid. As a non-profit organisation, any surplus is to be applied to furthering the objects. After 30% of the net surplus has been transferred, the remainder will be held in the main current account (up to £10,000) and the remainder applied to the savings account.    |
| Contingency Fund    | A contingency reserve fund will be held and operated separately to the Trust's accounts. 30% of the net surplus will be applied annually. The contingency fund may be used in an emergency, or to temporarily meet cashflow shortfalls or unforeseen expenditure (such voids, damaged equipment, or legal costs). |
| Starting Balance    | This is the gross balance held by the Trust prior to the first full year's trading.   |
| Gross Balance       | The total cash balance held by the Trust  |
| Contingency Balance | The balance of the Contingency Reserve Fund   |

|              |  |
|--------------|--|
| Main Balance | The combined balance of the current and savings account (gross balance less contingency balance) |
|--------------|--|

## INCOME / IN

### LOANS

All loan repayments include monthly payments of both interest and principal, save for the bridging loan. Major lender is also core volunteer and resides in studio flat on site. All loans (save for mortgage and bridging loan) are deferred during the first operation year, interest not accrued.

|               |  |
|---------------|--|
| Loan 1        | Private lender, repayable over 25 years @ 4% interest                        |
| Loan 2        | Private lender, repayable over 10 years @ 4% interest                        |
| Loan 3        | Private lender, repayable over 10 years @ 4% interest                        |
| Bridging Loan | Private lender, repayable by 2nd year @ 0% interest                          |
| Mortgage      | Institutional lender. Assumed to be repayable over 25 years @ 7.5% interest. |

### UNITS FOR LET

All units have usage of the bathroom and wash facilities.  
All residential units have usage of the lounge and kitchen.  
Council Tax and/or Business Rates as appropriate are not included and are liability of tenants.

Voids: 10% of let-able value has been deducted to allow for voids and repair periods.

|                     |                           |
|---------------------|---------------------------|
| Residential studio  | £160 pw to key volunteers |
| Residential home    | £120 pw to key volunteers |
| Residential caravan | £80 pw to key volunteers  |
| Workshop Space 1    | £120 pw                   |
| Workshop Space 2    | £120 pw                   |
| Workshop Space 3    | £90 pw                    |
| Office Unit         | £70 pw                    |

### SPIKE STUDIO

|              |  |
|--------------|--|
| Spike Studio | Income derived from users including from such service provision as: rehearsals, equipment hire, recording, and production. Studio is run as a not-for-profit community resource and relatively modest (by market comparison) income levels reflect this purpose. |
|--------------|--|

### WELLBEING SPACE

|                               |   |
|-------------------------------|---|
| Wellbeing Clinic              | Weekly, operated by skilled volunteers, donation-based                                  |
| Wellbeing Space Hire provided | Space hired to health practitioners, and publicity, administrative, and booking support |

### CAFÉ

|      |   |
|------|---|
| Café | Café is a prospective additional facility, currently awaiting completion of a feasibility report, thus there are no projected figures at present. It can be expected to initially generate £100 - £300 per week (May – Sep) dependant on foot-fall and weather. |
|------|---|

### COMMUNITY HIRE

|                |  |
|----------------|--|
| Hall HireSpace | Hired for community use, private celebrations, drama workshops etc |
|----------------|--|

|                   |   |
|-------------------|---|
| Meeting Room Hire | Spaced hired to groups, clubs, organisations, etc.. Hire is around £10 per hour dependant upon usage, time of day, and user-type. |
|-------------------|---|

## EVENTS

|               |  |
|---------------|--|
| Sunday Sounds | Monthly 'Open Mic' jam session (i.e. an opportunity for people with various musical instruments and widely varying skill levels to meet and play together). Donations collected. |
|---------------|--|

|           |   |
|-----------|---|
| Film Club | Monthly independent & political / social / environmental film screening. Donations collected. |
|-----------|---|

|                    |   |
|--------------------|---|
| Fundraising Events | Showcase events for the Trust and core group. Events are generally licensed for alcohol sale and have locally significant performers. Held outdoors in conducive weather, otherwise held in Hall. |
|--------------------|---|

## SALES

|                   |  |
|-------------------|--|
| Promotional Items | Present items include 'Spike' T Shirts, CD's 'Peckham Diamonds' window stickers, etc... Sold via website, stalls, and on-premises. |
|-------------------|--|

## COMMUNITY GARDEN

|                |   |
|----------------|---|
| User Donations | Donations are collected in an external collection box. Users also give donations when collecting cuttings and pot plants, trays for planting out. |
|----------------|---|

## DONATIONS & SUBSCRIPTIONS

|                   |   |
|-------------------|---|
| General Donations | Currently high due to publicity, forecasts are based on the moderate expectation of £100 per month. |
|-------------------|---|

|               |   |
|---------------|---|
| Subscriptions | Membership club £18 year waged £12 unwaged.<br>Membership levels are targeted at around 100 after the first year. |
|---------------|---|

## BANKING

|               |   |
|---------------|---|
| Bank Interest | Bank interest is based on 4% interest payable on the gross balance. There is likely to be a higher rate receivable on the contingency funds, which will be held in a savings account. |
|---------------|---|

## EXPENDITURE / OUT

### PREMISES

|                          |   |
|--------------------------|---|
| Maintenance & Caretaking | Includes plumbing, decorative upkeep, toilet maintenance, window panes and cleaning, and cleaning supplies. Cleaning and minor repairs are co-ordinated by the Caretaker (voluntary post), and also undertaken by other volunteers/officers as appropriate. |
|--------------------------|---|

|            |   |
|------------|---|
| Renovation | In Year 1, £10,000 has been budgeted for renovations to meet relevant standards. £2,500 for electrical rewire, and £7,500 for other improvements including health and safety improvements in-line with premises audit. In Years 2, 3, and 4, £17,500 has been budgeted for energy efficiency, window replacement, accessibility, sound insulation, and structural renovations. In Year 5, and thereafter every 5 years, £5,000 (plus inflation) is budgeted for structural maintenance and improvements, and decoration upkeep. |
|------------|---|

|               |  |
|---------------|--|
| UNITS FOR LET | Repair and decorative costs are included in the main renovation and maintenance budgetary items.   |
|               | Management is by officers or voluntary staff, with some caretaking duties assigned to the paid Studio officer.   |
| Accountancy   | Annual basic accounts will be prepared following each accounting period (to 31/12) by Finance Officer with external accountants.                         |
| Voids         | 10% has been allocated as an expenditure item to offset lettings income, in order to adjust for lettings voids (vacant) and short periods of renovation. |

## PROFESSIONAL FEES

|                      |   |
|----------------------|---|
| Audit                | An internal audit will be undertaken for the first year, thereafter an external lay auditor will be appointed and an annual basic audit will be arranged to ensure best value and that resources are being put to meet objectives. Income levels requiring more detailed auditing in accordance with legislation is not anticipated during the period of this forecast. |
| Legal                | At present the Trust receives pro bono legal advice from another of bodies and lawyers. Any legal requirements above this will be met by insurance policies or from the Contingency Reserve Fund.   |
| Structural reporting | To be carried out every five years in tandem with renovation work.  |
| Architectural plans  | To be carried out every five years in tandem with structural reporting.   |

|           |   |
|-----------|---|
| UTILITIES | Due to the nature of the current supply infrastructure all utilities are paid directly by the Trust, payment for normal use of utilities is integrated into rental payments, this includes collection of recycling. However, lessees are responsible for the costs of their own refuse/waste collection arrangements, though it is anticipated that this will be arranged jointly by all occupants if agreed. |
|-----------|---|

## REGULATORY FEES

|                |   |
|----------------|---|
| Planning Fees  | Planning fees are anticipated within the first five years in association with structural and accessibility improvements. Costing is dependant upon the extent of applications, subject to following structural reports and architectural plans. These costs cannot therefore be budgeted at present, thus they will be met from Contingency Reserve Fund when they arise. They are not likely to exceed £3,000. |
| Licensing Fees | Licensing fees relate to applications for Temporary Event Notices and other entertainments and alcohol licenses from the local authority, associated with Fundraising Events, and other events held by the Trust or at the premises.  |

## SPIKE STUDIO

|                         |  |
|-------------------------|--|
| Engineering/Maintenance | This item includes costings for the following: sound engineering, equipment maintenance, and bookings.<br><br>Booking and supervision duties are met by volunteers, recording sessions and weekly equipment maintenance is undertaken by contracted sound engineers (Tonmeisters). |
|-------------------------|--|

## WELLBEING SPACE

|                   |  |
|-------------------|--|
| Operational Costs | This amount includes additional basic equipment and resources, noting that most of |
|-------------------|--|

these items are donated.

## COMMUNITY GARDEN

|                   |   |
|-------------------|---|
| Operational Costs | This figure includes additional provision of basic gardening tools and equipment, seeds, and stock, noting that most of these items are donated. Refreshments are met from the main 'Refreshments' budgeted item, within Personnel. |
|-------------------|---|

## EVENTS

|                   |  |
|-------------------|--|
| Operational Costs | This figure includes decoration, specific advertising and promotion, food and drink provision, hire of equipment, performers or personnel (where appropriate), and exclude licensing which is separately budgeted. |
|-------------------|--|

## SALES

|                         |  |
|-------------------------|--|
| Promotional items costs | Some promotional items are produced in-house by volunteers, with only material/equipment costs, others are out-sourced. Promotional items are sold at cost price plus a minimum of 50% mark-up. (Note that screen printing for garments is out-sourced, but using the Trust's own customized screens.) |
|-------------------------|--|

## ADMINISTRATION

|                          |  |
|--------------------------|--|
| General Copying/Printing | Toner, inks, copy paper, and maintenance of copier and printer, and some out-sourced print jobs. |
|--------------------------|--|

|                      |   |
|----------------------|---|
| Stationery & Signage | This item includes regular cost of general paper, envelopes, pens, folders, binders, lamination, other stationery etc... as well as ad hoc costs of creating and maintaining signage. |
|----------------------|---|

|                         |  |
|-------------------------|--|
| ICT Maintenance/Upgrade | This item includes costs of maintenance and upgrade of telephone system, telephones, computer and scanner equipment. |
|-------------------------|--|

## COMMUNICATIONS

|             |  |
|-------------|--|
| Advertising | Including promotional flyers and local newsletters, as well as internet services, and occasional advertising in local newsletters. |
|-------------|--|

## INSURANCE

|           |  |
|-----------|--|
| Insurance | Policy to cover buildings, fire, theft, equipment, employees (including volunteers), public liability and product liability. |
|-----------|--|

## HEALTH & SAFETY

|                        |  |
|------------------------|--|
| Health & Safety Equip. | Maintenance and replacement of items such as fire extinguishers, first aid kit, fire blanket, smoke and carbon monoxide alarm systems, and safety signage. |
|------------------------|--|

|                          |  |
|--------------------------|--|
| Health & Safety Training | To pay for training in risk assessment, food safety, and first aid; to be attended by key volunteers, on low-priced subsidized schemes (which are locally-provided for non-profit groups). |
|--------------------------|--|

## PERSONNEL

|           |   |
|-----------|---|
| Caretaker | Care-taking role is provided by volunteers and officers at present. The Trust will review the situation annually. |
|-----------|---|

|                    |   |
|--------------------|---|
| Volunteer Expenses | To reimburse or provide funds to cover volunteers' out-of-pocket expenses such as |
|--------------------|---|

travel and refreshments where appropriate.

## BANKING

|                 |   |
|-----------------|---|
| Banking Charges | The Trust does not anticipate any charges being levied directly through normal account usage, thus this item is to cover any unforeseen charges caused for example by returned cheques from donors etc... |
|-----------------|---|

## PROPERTY ACQUISITION

|                |  |
|----------------|--|
| Purchase Price | The amount budgeted is based upon the seller's suggested sale price of £440,000. The amount may be less, dependent upon negotiations with the seller, taking into account the Trust's community benefit provision, and that the seller is a local authority. |
|----------------|--|

## RATES

|                        |  |
|------------------------|--|
| Nat Non-Domestic Rates | Business Rates are chargeable at 80% mandatory reduction on parts of the property used for charitable activities. Office/workshops to let are liable for full (or reduced) business rates for their portion of the premises. Full details are set-out at section 8.6 of this Plan. |
|------------------------|--|

|             |   |
|-------------|---|
| Council Tax | Council Tax is chargeable on the residential parts of the premises, and is the liability of the tenants, and is not included in their rent. |
|-------------|---|

Where there are no tenants, the Trust is liable, but not during any period of refurbishment up to 6 months.

Any empty periods between tenants would likely be unfurnished and subject to refurbishment work by the Trust.  
Therefore this item has a nil entry.

| Monthly Breakdown - Year 1 |   |
|----------------------------|---|
| <b>IN</b>                  |   |
| STARTING BALANCE           | Starting Balance                        |
| LOANS                      | Loan1                                   |
|                            | Loan 2                                  |
|                            | Loan 3                                  |
|                            | Bridging Loan                           |
|                            | Mortgage                                |
| UNITS FOR LET              | Residential income (studio flat)        |
|                            | Residential Income (static home)        |
|                            | Residential Income (caravan)            |
|                            | Workshop Space at £120 a week           |
|                            | Workshop Space at £120 a week           |
|                            | Workshop Space at £90 a week            |
|                            | Office Unit hire                        |
| SPIKE STUDIO               | Spike Studio                            |
| WELLBEING SPACE            | Wellbeing Space                         |
|                            | Wellbeing Space Hire                    |
| COMMUNITY HIRE             | Hall Hire to local community            |
|                            | Meeting Room Hire                       |
| EVENTS                     | Sunday Sounds (Jam)                     |
|                            | Film Club                               |
|                            | Project Fundraising Events              |
| SALES                      | Promotional items                       |
| COMMUNITY GARDEN           | User Donations                          |
| DONATIONS / SUBS           | General Donations                       |
|                            | Membership Subscriptions                |
| BANKING                    | Bank Interest                           |
|                            | TOTAL IN                                |
|                            | NET IN (less starting balance)          |
| <b>OUT</b>                 |   |
| PREMISES                   | Maintenance & Caretaking                |
|                            | Renovation                              |
| UNITS FOR LET              | Voids                                   |
| PROFESSIONAL FEES          | Accountancy                             |
|                            | Audit                                   |
|                            | Legal Fees                              |
|                            | Structural Reporting                    |
|                            | Architectural Planning                  |
| UTILITIES                  | Electricity                             |
|                            | Gas                                     |
|                            | Water & Sewerage                        |
|                            | Waste & Recycling Collection            |
| SUBSCRIPTIONS              | Peckham Society                         |
|                            | Permaculture Society                    |
|                            | Newspapers & Journals                   |
| REGULATORY FEES            | Annual Company Return                   |
|                            | Planning Fees                           |
|                            | Licensing Fees                          |
| SPIKE STUDIO               | Engineering & Maintenance               |
| WELLBEING SPACE            | Operational Costs                       |
| COMMUNITY GARDEN           | Operational Costs                       |
| CAFÉ                       | Operational Costs                       |
| EVENTS                     | Operational Costs                       |
| SALES                      | Promotional Items Costs                 |
| ADMINISTRATION             | General Copying & Printing              |
|                            | Stationery & Signage                    |
|                            | ICT maintenance & upgrade               |
| COMMUNICATIONS             | Landline & Broadband Rental             |
|                            | Landline Usage                          |
|                            | VOIP (IP Phone System)                  |
|                            | Postage                                 |
|                            | Advertising                             |
|                            | Domain Hosting and Acquisition          |
| INSURANCE                  | Insurance                               |
| HEALTH & SAFETY            | Health & Safety Equipment               |
|                            | Health & Safety Training                |
| PERSONNEL                  | Caretaking                              |
|                            | Volunteer Expenses                      |
|                            | Refreshments                            |
| BANKING                    | Banking Charges                         |
| PROPERTY ACQUISITION       | Purchase Price                          |
|                            | Stamp Duty                              |
|                            | Mortgage Fees                           |
|                            | Conveyancing                            |
|                            | Valuation                               |
| LOANS                      | Mortgage Repayments                     |
|                            | Loans 1, 2, 3                           |
|                            | Bridging Loan Repayments                |
| BUSINESS RATES             | National Non-domestic Rates             |
| TAX                        | Corporation Tax                         |
|                            | <b>TOTAL OUT</b>                        |
|                            | <b>TOTAL OUT (Less Corporation Tax)</b> |
|                            | <b>Surplus</b>                          |
|                            | <b>Balance</b>                          |

Month:

**Month 1**

**Month 2**

**Month 3**

**Month 4**

**Month 5**

£ 12,000.00

£ 140,000.00

£ 10,000.00

£ 10,000.00

£ 10,000.00

£ 300,000.00

£ 696.00

£ 522.00

£ 348.00

£ 522.00

£ 522.00

£ 391.50

£ 304.50

£ 2,685.00

£ 348.00

£ 390.00

£ 100.00

£ 80.00

£ 70.00

£ 60.00

£ 450.00

£ 216.67

£ 86.67

£ 100.00

£ 0.00

£ 489,892.33

£ 696.00

£ 522.00

£ 348.00

£ 522.00

£ 522.00

£ 391.50

£ 304.50

£ 2,685.00

£ 348.00

£ 390.00

£ 100.00

£ 80.00

£ 70.00

£ 60.00

£ 450.00

£ 216.67

£ 86.67

£ 100.00

£ 420.00

£ 8,312.33

£ 696.00

£ 522.00

£ 348.00

£ 522.00

£ 522.00

£ 391.50

£ 304.50

£ 2,685.00

£ 348.00

£ 390.00

£ 100.00

£ 80.00

£ 70.00

£ 60.00

£ 450.00

£ 216.67

£ 86.67

£ 100.00

£ 7,892.33

£ 696.00

£ 522.00

£ 348.00

£ 522.00

£ 522.00

£ 391.50

£ 304.50

£ 2,685.00

£ 348.00

£ 390.00

£ 100.00

£ 80.00

£ 70.00

£ 60.00

£ 450.00

£ 216.67

£ 86.67

£ 100.00

£ 7,892.33

£ 696.00

£ 522.00

£ 348.00

£ 522.00

£ 522.00

£ 391.50

£ 304.50

£ 2,685.00

£ 348.00

£ 390.00

£ 100.00

£ 80.00

£ 70.00

£ 60.00

£ 450.00

£ 216.67

£ 86.67

£ 100.00

£ 7,892.33

£ 7,892.33

£ 196.58

£ 5,000.00

£ 330.60

£ 0.00

£ 0.00

£ 800.00

£ 0.00

£ 359.33

£ 18.00

£ 45.00

£ 0.00

£ 0.00

£ 6.93

£ 15.00

£ 21.00

£ 953.33

£ 86.67

£ 43.33

£ 350.00

£ 72.22

£ 15.83

£ 15.00

£ 5.00

£ 35.00

£ 5.00

£ 10.00

£ 20.00

£ 16.67

£ 40.00

£ 1,282.26

£ 90.00

£ 70.00

£ 0.00

£ 86.67

£ 108.33

£ 440,000.00

£ 13,200.00

£ 900.00

£ 529.00

£ 2,216.98

£ 52.50

£ 0.00

£ 466,996.24

£ 22,896.09

£ 22,896.09

£ 196.58

£ 2,500.00

£ 330.60

£ 0.00

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£ 86.67

| Month 6     | Month 7     | Month 8     | Month 9     | Month 10    | Month 11    | Month 12     |              |
|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------|
| £ 696.00    | £ 696.00    | £ 696.00    | £ 696.00    | £ 696.00    | £ 696.00    | £ 696.00     |              |
| £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00     |              |
| £ 348.00    | £ 348.00    | £ 348.00    | £ 348.00    | £ 348.00    | £ 348.00    | £ 348.00     |              |
| £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00     |              |
| £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00    | £ 522.00     |              |
| £ 391.50    | £ 391.50    | £ 391.50    | £ 391.50    | £ 391.50    | £ 391.50    | £ 391.50     |              |
| £ 304.50    | £ 304.50    | £ 304.50    | £ 304.50    | £ 304.50    | £ 304.50    | £ 304.50     |              |
| £ 2,685.00  | £ 2,685.00  | £ 2,685.00  | £ 2,685.00  | £ 2,685.00  | £ 2,685.00  | £ 2,685.00   |              |
| £ 348.00    | £ 348.00    | £ 348.00    | £ 348.00    | £ 348.00    | £ 348.00    | £ 348.00     |              |
| £ 390.00    | £ 390.00    | £ 390.00    | £ 390.00    | £ 390.00    | £ 390.00    | £ 390.00     |              |
| £ 100.00    | £ 100.00    | £ 100.00    | £ 100.00    | £ 100.00    | £ 100.00    | £ 100.00     |              |
| £ 80.00     | £ 80.00     | £ 80.00     | £ 80.00     | £ 80.00     | £ 80.00     | £ 80.00      |              |
| £ 70.00     | £ 70.00     | £ 70.00     | £ 70.00     | £ 70.00     | £ 70.00     | £ 70.00      |              |
| £ 60.00     | £ 60.00     | £ 60.00     | £ 60.00     | £ 60.00     | £ 60.00     | £ 60.00      |              |
| £ 450.00    | £ 450.00    | £ 450.00    | £ 450.00    | £ 2,000.00  | £ 450.00    | £ 450.00     |              |
| £ 216.67    | £ 216.67    | £ 216.67    | £ 216.67    | £ 216.67    | £ 216.67    | £ 216.67     |              |
| £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67      |              |
| £ 100.00    | £ 100.00    | £ 100.00    | £ 100.00    | £ 100.00    | £ 100.00    | £ 100.00     |              |
| £ 7,892.33  | £ 7,892.33  | £ 7,892.33  | £ 7,892.33  | £ 9,442.33  | £ 7,892.33  | £ 7,892.33   | £ 578,678.00 |
|             |             |             |             |             |             |              | £ 566,678.00 |
| £ 196.58    | £ 196.58    | £ 196.58    | £ 196.58    | £ 196.58    | £ 196.58    | £ 196.58     |              |
| £ 330.60    | £ 330.60    | £ 330.60    | £ 330.60    | £ 330.60    | £ 330.60    | £ 330.60     |              |
|             |             |             |             |             |             | £ 300.00     |              |
|             |             |             |             |             | £ 250.00    |              |              |
| £ 359.33    | £ 359.33    | £ 359.33    | £ 359.33    | £ 359.33    | £ 359.33    | £ 359.33     |              |
| £ 18.00     | £ 18.00     | £ 18.00     | £ 18.00     | £ 18.00     | £ 18.00     | £ 18.00      |              |
| £ 45.00     | £ 45.00     | £ 45.00     | £ 45.00     | £ 45.00     | £ 45.00     | £ 45.00      |              |
| £ 6.93      | £ 6.93      | £ 6.93      | £ 6.93      | £ 6.93      | £ 6.93      | £ 6.93       |              |
| £ 21.00     | £ 21.00     | £ 21.00     | £ 21.00     | £ 21.00     | £ 21.00     | £ 21.00      |              |
| £ 953.33    | £ 953.33    | £ 953.33    | £ 953.33    | £ 953.33    | £ 953.33    | £ 953.33     |              |
| £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67      |              |
| £ 43.33     | £ 43.33     | £ 43.33     | £ 43.33     | £ 43.33     | £ 43.33     | £ 43.33      |              |
| £ 350.00    | £ 350.00    | £ 350.00    | £ 350.00    | £ 750.00    | £ 350.00    | £ 350.00     |              |
| £ 72.22     | £ 72.22     | £ 72.22     | £ 72.22     | £ 72.22     | £ 72.22     | £ 72.22      |              |
| £ 15.83     | £ 15.83     | £ 15.83     | £ 15.83     | £ 15.83     | £ 15.83     | £ 15.83      |              |
| £ 15.00     | £ 15.00     | £ 15.00     | £ 15.00     | £ 15.00     | £ 15.00     | £ 15.00      |              |
| £ 5.00      | £ 5.00      | £ 5.00      | £ 5.00      | £ 5.00      | £ 5.00      | £ 5.00       |              |
| £ 35.00     | £ 35.00     | £ 35.00     | £ 35.00     | £ 35.00     | £ 35.00     | £ 35.00      |              |
| £ 5.00      | £ 5.00      | £ 5.00      | £ 5.00      | £ 5.00      | £ 5.00      | £ 5.00       |              |
| £ 10.00     | £ 10.00     | £ 10.00     | £ 10.00     | £ 10.00     | £ 10.00     | £ 10.00      |              |
| £ 20.00     | £ 20.00     | £ 20.00     | £ 20.00     | £ 20.00     | £ 20.00     | £ 20.00      |              |
| £ 16.67     | £ 16.67     | £ 16.67     | £ 16.67     | £ 16.67     | £ 16.67     | £ 16.67      |              |
| £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67     | £ 86.67      |              |
| £ 108.33    | £ 108.33    | £ 108.33    | £ 108.33    | £ 108.33    | £ 108.33    | £ 108.33     |              |
| £ 2,216.97  | £ 2,216.97  | £ 2,216.97  | £ 2,216.97  | £ 2,216.97  | £ 2,216.97  | £ 2,216.97   |              |
|             |             |             |             |             |             | £ 10,000.00  |              |
| £ 52.50     | £ 52.50     | £ 52.50     | £ 52.50     | £ 52.50     | £ 52.50     | £ 52.50      |              |
| £ 5,069.98  | £ 5,069.98  | £ 5,069.98  | £ 5,069.98  | £ 5,469.98  | £ 5,319.98  | £ 4,765.06   |              |
|             |             |             |             |             |             | £ 20,135.03  | £ 545,569.03 |
| £ 2,822.36  | £ 2,822.36  | £ 2,822.36  | £ 2,822.36  | £ 3,972.36  | £ 2,572.36  | -£ 12,242.70 | £ 540,803.98 |
| £ 30,339.88 | £ 33,162.24 | £ 35,984.59 | £ 38,806.95 | £ 42,779.31 | £ 45,351.67 | £ 33,108.97  | £ 33,108.97  |



| 30 year breakdown                |                               |              |             |              |              |
|----------------------------------|-------------------------------|--------------|-------------|--------------|--------------|
| Inflation: Based on 3.45 %       |                               |              |             |              |              |
|                                  | 3.45                          | Year 1       | Year 2      | Year 3       | Year 4       |
| <b>INCOME</b>                    |                               |              |             |              |              |
| LOANS                            | Loan 1 (@ 4%)                 | £ 140,000.00 |             |              |              |
|                                  | Loan 2 (@ 4%)                 | £ 10,000.00  |             |              |              |
|                                  | Loan 3 (@ 4%)                 | £ 10,000.00  |             |              |              |
|                                  | Bridging Loan (1 year @ 0%)   | £ 10,000.00  |             |              |              |
|                                  | Mortgage (@ 7.5%)             | £ 300,000.00 |             |              |              |
| UNITS FOR LET                    | Rental Income                 | £ 39,672.00  | £ 39,672.00 | £ 39,672.00  | £ 39,672.00  |
| SPIKE STUDIO                     | Spike Studio                  | £ 32,220.00  | £ 32,760.00 | £ 32,760.00  | £ 32,760.00  |
| WELLBEING SPACE                  | Wellbeing Space               | £ 4,176.00   | £ 4,176.00  | £ 4,176.00   | £ 4,176.00   |
|                                  | Wellbeing Space Hire          | £ 4,680.00   | £ 4,841.46  | £ 5,008.49   | £ 5,181.28   |
| CAFÉ                             | Café Income                   | TBC          |             |              |              |
| COMMUNITY HIRE                   | Hall Hire                     | £ 1,200.00   | £ 1,200.00  | £ 1,200.00   | £ 1,200.00   |
|                                  | Meeting Room Hire             | £ 960.00     | £ 960.00    | £ 960.00     | £ 960.00     |
| EVENTS                           | Sunday Sounds Jam Donations   | £ 840.00     | £ 840.00    | £ 840.00     | £ 840.00     |
|                                  | Film Screening Donations      | £ 720.00     | £ 720.00    | £ 720.00     | £ 720.00     |
|                                  | Project Fundraising Events    | £ 6,950.00   | £ 6,950.00  | £ 6,950.00   | £ 6,950.00   |
| SALES                            | Promotional Items             | £ 2,600.00   | £ 2,600.00  | £ 2,600.00   | £ 2,600.00   |
| COMMUNITY GARDEN                 | User Donations                | £ 1,040.00   | £ 1,040.00  | £ 1,040.00   | £ 1,040.00   |
| DONATIONS / SUBS                 | General Donations             | £ 1,200.00   | £ 1,260.00  | £ 1,323.00   | £ 1,389.15   |
|                                  | Membership Subscriptions      | £ 420.00     | £ 1,400.00  | £ 1,400.00   | £ 1,400.00   |
| BANKING                          | Bank Interest                 | £ 0.00       | £ 1,324.36  | £ 1,886.84   | £ 2,346.22   |
| <i>INCOME TOTALS</i>             | Gross Income                  | £ 566,678.00 | £ 99,743.82 | £ 100,536.33 | £ 101,234.65 |
|                                  | Taxable Income                | £ 87,068.00  | £ 89,093.82 | £ 89,823.33  | £ 90,455.50  |
| <b>EXPENDITURE</b>               |                               |              |             |              |              |
| PREMISES                         | Maintenance & Caretaking      | £ 2,359.00   | £ 2,440.39  | £ 2,524.58   | £ 2,611.68   |
|                                  | Renovation                    | £ 10,000.00  | £ 5,000.00  | £ 7,500.00   | £ 5,000.00   |
| UNITS FOR LET                    | Voids (set at 10%)            | £ 3,967.20   | £ 4,104.07  | £ 4,245.66   | £ 4,392.13   |
| PROFESSIONAL FEES                | Accountancy                   | £ 300.00     | £ 310.35    | £ 321.06     | £ 332.13     |
|                                  | Audit                         | £ 0.00       | £ 200.00    | £ 206.90     | £ 214.04     |
|                                  | Legal Fees                    | TBC          |             |              |              |
|                                  | Structural Reporting          | £ 800.00     |             |              |              |
|                                  | Architectural Planning        | £ 250.00     |             |              |              |
| UTILITIES                        | Utilities                     | £ 5,067.96   | £ 5,242.80  | £ 5,423.68   | £ 5,610.80   |
| SUBSCRIPTIONS                    | Subscriptions                 | £ 136.20     | £ 140.90    | £ 145.76     | £ 150.79     |
| REGULATORY FEES                  | Annual Company Return         | £ 15.00      | £ 15.00     | £ 15.00      | £ 15.00      |
|                                  | Planning Fees                 | TBC          |             |              |              |
|                                  | Licencing Fees                | £ 252.00     | £ 252.00    | £ 252.00     | £ 252.00     |
| SPIKE STUDIO                     | Engineering & maintenance     | £ 11,440.00  | £ 11,834.68 | £ 12,242.98  | £ 12,665.36  |
| WELLBEING SPACE                  | Operational Costs             | £ 1,040.00   | £ 1,040.00  | £ 1,075.88   | £ 1,113.00   |
| COMMUNITY GARDEN                 | Operational Costs             | £ 520.00     | £ 537.94    | £ 556.50     | £ 575.70     |
| CAFÉ                             | Operational Costs             | TBC          |             |              |              |
| EVENTS                           | Operational Costs             | £ 4,600.00   | £ 4,758.70  | £ 4,922.88   | £ 5,092.71   |
| SALES                            | Promotional Items Costs       | £ 866.67     | £ 896.57    | £ 927.50     | £ 959.50     |
| ADMINISTRATION                   | Administration Costs          | £ 430.00     | £ 444.84    | £ 460.18     | £ 476.06     |
| COMMUNICATIONS                   | Communications                | £ 1,080.00   | £ 1,117.26  | £ 1,155.81   | £ 1,195.68   |
| INSURANCE                        | Insurance                     | £ 1,282.26   | £ 1,326.50  | £ 1,372.26   | £ 1,419.61   |
| HEALTH & SAFETY                  | Health & Safety Equipment     | £ 90.00      | £ 30.00     | £ 31.04      | £ 32.11      |
|                                  | Health & Safety Training      | £ 70.00      |             | £ 72.42      |              |
| PERSONNEL                        | Personnel Costs               | £ 2,340.00   | £ 2,420.73  | £ 2,504.25   | £ 2,590.64   |
| BANKING                          | Banking Charges               | £ 35.00      | £ 40.00     | £ 45.00      | £ 50.00      |
| PROPERTY ACQUISITION             | Purchase Price                | £ 440,000.00 |             |              |              |
|                                  | Stamp Duty                    | £ 13,200.00  |             |              |              |
|                                  | Mortgage Fees                 | £ 2,000.00   |             |              |              |
|                                  | Coveyancing                   | £ 900.00     |             |              |              |
|                                  | Valuation                     | £ 529.00     |             |              |              |
| LOANS                            | Mortgage Interest Repayments  | £ 22,355.96  | £ 22,026.19 | £ 21,670.83  | £ 21,287.88  |
|                                  | Mortgage Capital Repayments   | £ 4,247.73   | £ 4,577.49  | £ 4,932.85   | £ 5,315.80   |
|                                  | Loan 1. Interest Repayments   | £ 0.00       | £ 5,539.42  | £ 5,403.82   | £ 5,262.70   |
|                                  | Loan 1. Capital Repayments    | £ 0.00       | £ 3,328.24  | £ 3,463.83   | £ 3,604.96   |
|                                  | Loan 2. Interest Repayments   | £ 0.00       | £ 384.89    | £ 351.07     | £ 315.88     |
|                                  | Loan 2. Capital Repayments    | £ 0.00       | £ 830.05    | £ 863.87     | £ 899.06     |
|                                  | Loan 3. Interest Repayments   | £ 0.00       | £ 384.89    | £ 351.07     | £ 315.88     |
|                                  | Loan 3. Capital Repayments    | £ 0.00       | £ 830.05    | £ 863.87     | £ 899.06     |
|                                  | Bridging Loan Repayment       | £ 10,000.00  |             |              |              |
| BUSINESS RATES                   | National Non-domestic Rates   | £ 630.00     | £ 651.74    | £ 674.22     | £ 697.48     |
| <i>EXPENDITURE TOTALS</i>        | Gross Expenditure             | £ 540,803.98 | £ 80,705.67 | £ 84,576.74  | £ 83,347.63  |
|                                  | Tax-deductible Expenditure    | £ 64,377.25  | £ 65,398.37 | £ 68,512.76  | £ 66,484.28  |
| <b>SURPLUS</b>                   |                               |              |             |              |              |
|                                  | Gross Surplus                 | £ 25,874.02  | £ 19,038.15 | £ 15,959.59  | £ 17,887.02  |
| TAX                              | Taxable Surplus               | £ 22,690.75  | £ 23,695.45 | £ 21,310.57  | £ 23,971.22  |
|                                  | Corporation Tax               | £ 4,765.06   | £ 4,976.04  | £ 4,475.22   | £ 5,033.96   |
| NET SURPLUS                      | Net Surplus                   | £ 21,108.97  | £ 14,062.10 | £ 11,484.37  | £ 12,853.07  |
|                                  | Contingency fund contribution | £ 6,332.69   | £ 4,218.63  | £ 3,445.31   | £ 3,855.92   |
| <i>BALANCES</i>                  | Gross Balance                 | £ 33,108.97  | £ 47,171.07 | £ 58,655.44  | £ 71,508.51  |
|                                  | Contingency balance           | £ 6,332.69   | £ 10,551.32 | £ 13,996.63  | £ 17,852.55  |
| <i>Starting balance: £12,000</i> | Main Balance                  | £ 26,776.28  | £ 36,619.75 | £ 44,658.81  | £ 53,655.96  |

| Year 5       | Year 6       | Year &       | Year 8       | Year 9       | Year 10      | Year 11      | Year 12      | Year 13      | Year 14      |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| £ 39,672.00  | £ 41,655.60  | £ 41,655.60  | £ 41,655.60  | £ 41,655.60  | £ 41,655.60  | £ 43,738.38  | £ 43,738.38  | £ 43,738.38  | £ 43,738.38  |
| £ 32,760.00  | £ 34,398.00  | £ 34,398.00  | £ 34,398.00  | £ 34,398.00  | £ 34,398.00  | £ 36,117.90  | £ 36,117.90  | £ 36,117.90  | £ 36,117.90  |
| £ 4,176.00   | £ 5,011.20   | £ 5,011.20   | £ 5,011.20   | £ 5,011.20   | £ 5,011.20   | £ 5,261.76   | £ 5,261.76   | £ 5,261.76   | £ 5,261.76   |
| £ 5,360.04   | £ 5,544.96   | £ 5,736.26   | £ 5,934.16   | £ 6,138.89   | £ 6,350.68   | £ 6,569.78   | £ 6,796.44   | £ 7,030.91   | £ 7,273.48   |
| £ 1,200.00   | £ 1,260.00   | £ 1,260.00   | £ 1,260.00   | £ 1,260.00   | £ 1,260.00   | £ 1,323.00   | £ 1,323.00   | £ 1,323.00   | £ 1,323.00   |
| £ 960.00     | £ 1,008.00   | £ 1,008.00   | £ 1,008.00   | £ 1,008.00   | £ 1,008.00   | £ 1,058.40   | £ 1,058.40   | £ 1,058.40   | £ 1,058.40   |
| £ 840.00     | £ 882.00     | £ 882.00     | £ 882.00     | £ 882.00     | £ 882.00     | £ 926.10     | £ 926.10     | £ 926.10     | £ 926.10     |
| £ 720.00     | £ 756.00     | £ 756.00     | £ 756.00     | £ 756.00     | £ 756.00     | £ 793.80     | £ 793.80     | £ 793.80     | £ 793.80     |
| £ 6,950.00   | £ 7,297.50   | £ 7,297.50   | £ 7,297.50   | £ 7,297.50   | £ 7,297.50   | £ 7,662.38   | £ 7,662.38   | £ 7,662.38   | £ 7,662.38   |
| £ 2,600.00   | £ 2,730.00   | £ 2,730.00   | £ 2,730.00   | £ 2,730.00   | £ 2,730.00   | £ 2,866.50   | £ 2,866.50   | £ 2,866.50   | £ 2,866.50   |
| £ 1,040.00   | £ 1,092.00   | £ 1,092.00   | £ 1,092.00   | £ 1,092.00   | £ 1,092.00   | £ 1,146.60   | £ 1,146.60   | £ 1,146.60   | £ 1,146.60   |
| £ 1,458.61   | £ 1,531.54   | £ 1,608.11   | £ 1,688.52   | £ 1,772.95   | £ 1,861.59   | £ 1,954.67   | £ 2,052.41   | £ 2,155.03   | £ 2,262.78   |
| £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   |
| £ 2,860.34   | £ 3,305.95   | £ 4,088.47   | £ 4,847.46   | £ 5,585.36   | £ 6,294.75   | £ 6,733.26   | £ 7,529.93   | £ 8,396.85   | £ 9,232.12   |
| £ 101,996.99 | £ 107,872.75 | £ 108,923.14 | £ 109,960.44 | £ 110,987.50 | £ 111,997.33 | £ 117,552.53 | £ 118,673.58 | £ 119,877.61 | £ 121,063.19 |
| £ 91,148.38  | £ 96,551.71  | £ 97,525.53  | £ 98,482.42  | £ 99,425.05  | £ 100,346.24 | £ 105,388.88 | £ 106,412.20 | £ 107,513.60 | £ 108,591.44 |
| £ 2,701.78   | £ 2,794.99   | £ 2,891.42   | £ 2,991.17   | £ 3,094.37   | £ 3,201.12   | £ 3,311.56   | £ 3,425.81   | £ 3,544.00   | £ 3,666.27   |
| £ 5,000.00   |              |              |              |              | £ 6,230.91   |              |              |              |              |
| £ 4,543.66   | £ 4,700.42   | £ 4,862.58   | £ 5,030.34   | £ 5,203.89   | £ 5,383.42   | £ 5,569.15   | £ 5,761.29   | £ 5,960.05   | £ 6,165.67   |
| £ 343.59     | £ 355.45     | £ 367.71     | £ 380.39     | £ 393.52     | £ 407.09     | £ 421.14     | £ 435.67     | £ 450.70     | £ 466.25     |
| £ 221.42     | £ 229.06     | £ 236.96     | £ 245.14     | £ 253.60     | £ 262.35     | £ 271.40     | £ 280.76     | £ 290.45     | £ 300.47     |
| £ 960.00     |              |              |              |              | £ 1,152.00   |              |              |              |              |
| £ 300.00     |              |              |              |              | £ 360.00     |              |              |              |              |
| £ 5,804.37   | £ 6,004.62   | £ 6,211.78   | £ 6,426.09   | £ 6,647.79   | £ 6,877.14   | £ 7,114.40   | £ 7,359.84   | £ 7,613.76   | £ 7,876.43   |
| £ 155.99     | £ 161.37     | £ 166.94     | £ 172.70     | £ 178.66     | £ 184.82     | £ 191.20     | £ 197.79     | £ 204.62     | £ 211.68     |
| £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      |
| £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     |
| £ 13,102.31  | £ 13,554.34  | £ 14,021.97  | £ 14,505.73  | £ 15,006.17  | £ 15,523.89  | £ 16,059.46  | £ 16,613.51  | £ 17,186.68  | £ 17,779.62  |
| £ 1,151.40   | £ 1,191.12   | £ 1,232.21   | £ 1,274.72   | £ 1,318.70   | £ 1,364.20   | £ 1,411.26   | £ 1,459.95   | £ 1,510.32   | £ 1,562.43   |
| £ 595.56     | £ 616.11     | £ 637.36     | £ 659.35     | £ 682.10     | £ 705.63     | £ 729.98     | £ 755.16     | £ 781.21     | £ 808.16     |
| £ 5,268.41   | £ 5,450.17   | £ 5,638.20   | £ 5,832.72   | £ 6,033.95   | £ 6,242.12   | £ 6,457.48   | £ 6,680.26   | £ 6,910.73   | £ 7,149.15   |
| £ 992.60     | £ 1,026.84   | £ 1,062.27   | £ 1,098.92   | £ 1,136.83   | £ 1,176.05   | £ 1,216.63   | £ 1,258.60   | £ 1,302.02   | £ 1,346.94   |
| £ 492.48     | £ 509.47     | £ 527.05     | £ 545.23     | £ 564.04     | £ 583.50     | £ 603.63     | £ 624.46     | £ 646.00     | £ 668.29     |
| £ 1,236.93   | £ 1,279.61   | £ 1,323.75   | £ 1,369.42   | £ 1,416.67   | £ 1,465.54   | £ 1,516.10   | £ 1,568.41   | £ 1,622.52   | £ 1,678.50   |
| £ 1,468.58   | £ 1,519.25   | £ 1,571.66   | £ 1,625.88   | £ 1,681.98   | £ 1,740.01   | £ 1,800.04   | £ 1,862.14   | £ 1,926.38   | £ 1,992.84   |
| £ 33.21      | £ 34.36      | £ 35.54      | £ 36.77      | £ 38.04      | £ 39.35      | £ 40.71      | £ 42.11      | £ 43.57      | £ 45.07      |
| £ 74.91      |              | £ 77.50      |              | £ 80.17      |              | £ 82.94      |              | £ 85.80      |              |
| £ 2,680.02   | £ 2,772.48   | £ 2,868.13   | £ 2,967.08   | £ 3,069.44   | £ 3,175.34   | £ 3,284.89   | £ 3,398.22   | £ 3,515.46   | £ 3,636.74   |
| £ 55.00      | £ 60.00      | £ 65.00      | £ 70.00      | £ 75.00      | £ 80.00      | £ 85.00      | £ 90.00      | £ 95.00      | £ 100.00     |
| £ 20,875.20  | £ 20,430.48  | £ 19,951.24  | £ 19,434.80  | £ 18,878.26  | £ 18,278.51  | £ 17,632.21  | £ 16,935.73  | £ 16,185.18  | £ 15,376.37  |
| £ 5,728.48   | £ 6,173.20   | £ 6,652.44   | £ 7,168.89   | £ 7,725.42   | £ 8,325.17   | £ 8,971.47   | £ 9,667.95   | £ 10,418.50  | £ 11,227.32  |
| £ 5,115.83   | £ 4,962.98   | £ 4,803.89   | £ 4,638.33   | £ 4,466.02   | £ 4,286.69   | £ 4,100.05   | £ 3,905.81   | £ 3,702.66   | £ 3,493.27   |
| £ 3,751.83   | £ 3,904.68   | £ 4,063.77   | £ 4,229.33   | £ 4,401.64   | £ 4,580.97   | £ 4,767.60   | £ 4,961.84   | £ 5,164.00   | £ 5,374.39   |
| £ 279.25     | £ 241.13     | £ 201.45     | £ 160.16     | £ 117.19     | £ 72.47      | £ 25.92      |              |              |              |
| £ 935.69     | £ 973.81     | £ 1,013.49   | £ 1,054.78   | £ 1,097.75   | £ 1,142.48   | £ 1,189.02   |              |              |              |
| £ 279.25     | £ 241.13     | £ 201.45     | £ 160.16     | £ 117.19     | £ 72.47      | £ 25.92      |              |              |              |
| £ 935.69     | £ 973.81     | £ 1,013.49   | £ 1,054.78   | £ 1,097.75   | £ 1,142.48   | £ 1,189.02   |              |              |              |
| £ 721.54     | £ 746.44     | £ 772.19     | £ 798.83     | £ 826.39     | £ 854.90     | £ 884.39     | £ 914.90     | £ 946.47     | £ 979.12     |
| £ 86,072.01  | £ 81,174.32  | £ 82,738.46  | £ 84,198.73  | £ 85,869.53  | £ 95,177.63  | £ 89,219.56  | £ 88,467.22  | £ 90,373.07  | £ 92,171.98  |
| £ 68,363.86  | £ 62,573.07  | £ 63,192.65  | £ 63,653.64  | £ 64,266.87  | £ 72,455.27  | £ 65,311.36  | £ 65,777.55  | £ 66,452.63  | £ 66,944.66  |
| £ 15,924.98  | £ 26,698.43  | £ 26,184.68  | £ 25,761.71  | £ 25,117.97  | £ 16,819.70  | £ 28,332.97  | £ 30,206.37  | £ 29,504.54  | £ 28,891.22  |
| £ 22,784.52  | £ 33,978.64  | £ 34,332.87  | £ 34,828.78  | £ 35,158.18  | £ 27,890.96  | £ 40,077.51  | £ 40,634.65  | £ 41,060.98  | £ 41,646.78  |
| £ 4,784.75   | £ 7,135.51   | £ 7,209.90   | £ 7,314.04   | £ 7,383.22   | £ 5,857.10   | £ 8,416.28   | £ 8,533.28   | £ 8,622.81   | £ 8,745.82   |
| £ 11,140.23  | £ 19,562.91  | £ 18,974.78  | £ 18,447.67  | £ 17,734.76  | £ 10,962.60  | £ 19,916.69  | £ 21,673.09  | £ 20,881.73  | £ 20,145.40  |
| £ 3,342.07   | £ 5,868.87   | £ 5,692.43   | £ 5,534.30   | £ 5,320.43   | £ 3,288.78   | £ 5,975.01   | £ 6,501.93   | £ 6,264.52   | £ 6,043.62   |
| £ 82,648.74  | £ 102,211.65 | £ 121,186.43 | £ 139,634.10 | £ 157,368.85 | £ 168,331.45 | £ 188,248.14 | £ 209,921.23 | £ 230,802.96 | £ 250,948.36 |
| £ 21,194.62  | £ 27,063.49  | £ 32,755.93  | £ 38,290.23  | £ 43,610.66  | £ 46,899.43  | £ 52,874.44  | £ 59,376.37  | £ 65,640.89  | £ 71,684.51  |
| £ 61,454.12  | £ 75,148.15  | £ 88,430.50  | £ 101,343.87 | £ 113,758.20 | £ 121,432.01 | £ 135,373.70 | £ 150,544.86 | £ 165,162.07 | £ 179,263.85 |

| Year 15      | Year 16      | Year 17      | Year 18      | Year 19      | Year 20      | Year 21      | Year 22      | Tear 23      | Year 24      |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| £ 43,738.38  | £ 45,925.30  | £ 45,925.30  | £ 45,925.30  | £ 45,925.30  | £ 45,925.30  | £ 48,221.56  | £ 48,221.56  | £ 48,221.56  | £ 48,221.56  |
| £ 36,117.90  | £ 37,923.80  | £ 37,923.80  | £ 37,923.80  | £ 37,923.80  | £ 37,923.80  | £ 39,819.98  | £ 39,819.98  | £ 39,819.98  | £ 39,819.98  |
| £ 5,261.76   | £ 5,524.85   | £ 5,524.85   | £ 5,524.85   | £ 5,524.85   | £ 6,906.06   | £ 6,906.06   | £ 6,906.06   | £ 6,906.06   | £ 6,906.06   |
| £ 7,524.42   | £ 7,784.01   | £ 8,052.56   | £ 8,330.37   | £ 8,617.77   | £ 8,915.08   | £ 9,222.65   | £ 9,540.83   | £ 9,869.99   | £ 10,210.51  |
| £ 1,323.00   | £ 1,389.15   | £ 1,389.15   | £ 1,389.15   | £ 1,389.15   | £ 1,389.15   | £ 1,458.61   | £ 1,458.61   | £ 1,458.61   | £ 1,458.61   |
| £ 1,058.40   | £ 1,111.32   | £ 1,111.32   | £ 1,111.32   | £ 1,111.32   | £ 1,111.32   | £ 1,166.89   | £ 1,166.89   | £ 1,166.89   | £ 1,166.89   |
| £ 926.10     | £ 972.41     | £ 972.41     | £ 972.41     | £ 972.41     | £ 972.41     | £ 1,021.03   | £ 1,021.03   | £ 1,021.03   | £ 1,021.03   |
| £ 793.80     | £ 833.49     | £ 833.49     | £ 833.49     | £ 833.49     | £ 833.49     | £ 875.16     | £ 875.16     | £ 875.16     | £ 875.16     |
| £ 7,662.38   | £ 8,045.49   | £ 8,045.49   | £ 8,045.49   | £ 8,045.49   | £ 8,045.49   | £ 8,447.77   | £ 8,447.77   | £ 8,447.77   | £ 8,447.77   |
| £ 2,866.50   | £ 3,009.83   | £ 3,009.83   | £ 3,009.83   | £ 3,009.83   | £ 3,009.83   | £ 3,160.32   | £ 3,160.32   | £ 3,160.32   | £ 3,160.32   |
| £ 1,146.60   | £ 1,203.93   | £ 1,203.93   | £ 1,203.93   | £ 1,203.93   | £ 1,203.93   | £ 1,264.13   | £ 1,264.13   | £ 1,264.13   | £ 1,264.13   |
| £ 2,375.92   | £ 2,494.71   | £ 2,619.45   | £ 2,750.42   | £ 2,887.94   | £ 3,032.34   | £ 3,183.96   | £ 3,343.16   | £ 3,510.31   | £ 3,685.83   |
| £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   |
| £ 10,037.93  | £ 10,502.93  | £ 11,388.11  | £ 12,232.78  | £ 13,038.92  | £ 13,796.71  | £ 14,176.92  | £ 15,026.64  | £ 15,826.75  | £ 16,566.17  |
| £ 122,233.08 | £ 128,121.20 | £ 129,399.67 | £ 130,653.13 | £ 131,884.18 | £ 134,464.90 | £ 140,325.03 | £ 141,652.13 | £ 142,948.56 | £ 144,204.01 |
| £ 109,648.19 | £ 114,977.07 | £ 116,130.80 | £ 117,253.29 | £ 118,346.81 | £ 120,783.13 | £ 126,029.18 | £ 127,197.08 | £ 128,326.35 | £ 129,406.29 |
| £ 3,792.76   | £ 3,923.61   | £ 4,058.97   | £ 4,199.00   | £ 4,343.87   | £ 4,493.73   | £ 4,648.77   | £ 4,809.15   | £ 4,975.07   | £ 5,146.71   |
| £ 7,764.85   |              |              |              |              | £ 9,676.42   |              |              |              |              |
| £ 6,378.39   | £ 6,598.44   | £ 6,826.09   | £ 7,061.59   | £ 7,305.22   | £ 7,557.24   | £ 7,817.97   | £ 8,087.69   | £ 8,366.72   | £ 8,655.37   |
| £ 482.33     | £ 498.97     | £ 516.19     | £ 534.00     | £ 552.42     | £ 571.48     | £ 591.20     | £ 611.59     | £ 632.69     | £ 654.52     |
| £ 310.83     | £ 321.56     | £ 332.65     | £ 344.13     | £ 356.00     | £ 368.28     | £ 380.99     | £ 394.13     | £ 407.73     | £ 421.79     |
| £ 1,382.40   |              |              |              |              | £ 1,658.88   |              |              |              |              |
| £ 432.00     |              |              |              |              | £ 518.40     |              |              |              |              |
| £ 8,148.17   | £ 8,429.28   | £ 8,720.09   | £ 9,020.94   | £ 9,332.16   | £ 9,654.12   | £ 9,987.18   | £ 10,331.74  | £ 10,688.19  | £ 11,056.93  |
| £ 218.98     | £ 226.53     | £ 234.35     | £ 242.44     | £ 250.80     | £ 259.45     | £ 268.40     | £ 277.66     | £ 287.24     | £ 297.15     |
| £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      |
| £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     |
| £ 18,393.02  | £ 19,027.58  | £ 19,684.03  | £ 20,363.13  | £ 21,065.65  | £ 21,792.42  | £ 22,544.26  | £ 23,322.03  | £ 24,126.64  | £ 24,959.01  |
| £ 1,616.33   | £ 1,672.09   | £ 1,729.78   | £ 1,789.46   | £ 1,851.19   | £ 1,915.06   | £ 1,981.13   | £ 2,049.48   | £ 2,120.18   | £ 2,193.33   |
| £ 836.05     | £ 864.89     | £ 894.73     | £ 925.60     | £ 957.53     | £ 990.56     | £ 1,024.74   | £ 1,060.09   | £ 1,096.67   | £ 1,134.50   |
| £ 7,395.79   | £ 7,650.95   | £ 7,914.91   | £ 8,187.97   | £ 8,470.46   | £ 8,762.69   | £ 9,065.00   | £ 9,377.74   | £ 9,701.27   | £ 10,035.97  |
| £ 1,393.41   | £ 1,441.48   | £ 1,491.21   | £ 1,542.66   | £ 1,595.88   | £ 1,650.94   | £ 1,707.90   | £ 1,766.82   | £ 1,827.78   | £ 1,890.83   |
| £ 691.35     | £ 715.20     | £ 739.87     | £ 765.40     | £ 791.80     | £ 819.12     | £ 847.38     | £ 876.61     | £ 906.86     | £ 938.14     |
| £ 1,736.40   | £ 1,796.31   | £ 1,858.28   | £ 1,922.39   | £ 1,988.72   | £ 2,057.33   | £ 2,128.30   | £ 2,201.73   | £ 2,277.69   | £ 2,356.27   |
| £ 2,061.59   | £ 2,132.72   | £ 2,206.30   | £ 2,282.41   | £ 2,361.16   | £ 2,442.62   | £ 2,526.89   | £ 2,614.07   | £ 2,704.25   | £ 2,797.55   |
| £ 46.62      | £ 48.23      | £ 49.90      | £ 51.62      | £ 53.40      | £ 55.24      | £ 57.15      | £ 59.12      | £ 61.16      | £ 63.27      |
| £ 88.76      |              | £ 91.82      |              | £ 94.99      |              | £ 98.27      |              | £ 101.66     |              |
| £ 3,762.21   | £ 3,892.00   | £ 4,026.28   | £ 4,165.18   | £ 4,308.88   | £ 4,457.54   | £ 4,611.33   | £ 4,770.42   | £ 4,935.00   | £ 5,105.25   |
| £ 105.00     | £ 110.00     | £ 115.00     | £ 120.00     | £ 125.00     | £ 130.00     | £ 135.00     | £ 140.00     | £ 145.00     | £ 150.00     |
| £ 14,504.76  | £ 13,565.49  | £ 12,553.30  | £ 11,462.53  | £ 10,287.09  | £ 9,020.39   | £ 7,655.35   | £ 6,184.34   | £ 4,599.13   | £ 2,890.86   |
| £ 12,098.92  | £ 13,038.19  | £ 14,050.38  | £ 15,141.15  | £ 16,316.60  | £ 17,583.30  | £ 18,948.33  | £ 20,419.34  | £ 22,004.55  | £ 23,712.82  |
| £ 3,274.31   | £ 3,046.43   | £ 2,809.26   | £ 2,562.44   | £ 2,305.55   | £ 2,038.20   | £ 1,759.96   | £ 1,470.38   | £ 1,169.00   | £ 855.35     |
| £ 5,593.35   | £ 5,821.23   | £ 6,058.39   | £ 6,305.22   | £ 6,562.11   | £ 6,829.46   | £ 7,107.70   | £ 7,397.28   | £ 7,698.66   | £ 8,012.31   |
| £ 1,012.90   | £ 1,047.85   | £ 1,084.00   | £ 1,121.40   | £ 1,160.08   | £ 1,200.11   | £ 1,241.51   | £ 1,284.34   | £ 1,328.65   | £ 1,374.49   |
| £ 103,788.48 | £ 96,136.04  | £ 98,312.77  | £ 100,377.64 | £ 102,703.56 | £ 116,769.98 | £ 107,401.69 | £ 109,772.76 | £ 112,428.78 | £ 114,969.43 |
| £ 77,173.03  | £ 68,045.58  | £ 68,654.50  | £ 69,052.31  | £ 69,605.06  | £ 81,784.85  | £ 70,408.54  | £ 70,641.69  | £ 71,020.77  | £ 71,135.69  |
| £ 18,444.60  | £ 31,985.17  | £ 31,086.90  | £ 30,275.49  | £ 29,180.62  | £ 17,694.92  | £ 32,923.34  | £ 31,879.37  | £ 30,519.78  | £ 29,234.58  |
| £ 32,475.16  | £ 46,931.49  | £ 47,476.30  | £ 48,200.97  | £ 48,741.75  | £ 38,998.28  | £ 55,620.64  | £ 56,555.39  | £ 57,305.58  | £ 58,270.60  |
| £ 6,819.78   | £ 9,855.61   | £ 9,970.02   | £ 10,122.20  | £ 10,235.77  | £ 8,189.64   | £ 11,680.33  | £ 11,876.63  | £ 12,034.17  | £ 12,236.83  |
| £ 11,624.82  | £ 22,129.56  | £ 21,116.87  | £ 20,153.28  | £ 18,944.85  | £ 9,505.28   | £ 21,243.01  | £ 20,002.74  | £ 18,485.61  | £ 16,997.76  |
| £ 3,487.44   | £ 6,638.87   | £ 6,335.06   | £ 6,045.98   | £ 5,683.46   | £ 2,851.58   | £ 6,372.90   | £ 6,000.82   | £ 5,545.68   | £ 5,099.33   |
| £ 262,573.17 | £ 284,702.73 | £ 305,819.60 | £ 325,972.88 | £ 344,917.74 | £ 354,423.02 | £ 375,666.02 | £ 395,668.76 | £ 414,154.37 | £ 431,152.13 |
| £ 75,171.95  | £ 81,810.82  | £ 88,145.88  | £ 94,191.87  | £ 99,875.32  | £ 102,726.90 | £ 109,099.81 | £ 115,100.63 | £ 120,646.31 | £ 125,745.64 |
| £ 187,401.22 | £ 202,891.91 | £ 217,673.72 | £ 231,781.02 | £ 245,042.42 | £ 251,696.11 | £ 266,566.22 | £ 280,568.13 | £ 293,508.06 | £ 305,406.49 |

| Year 25      | Year 26      | Year 27      | Year 28      | Year 29      | Year 30      |
|--------------|--------------|--------------|--------------|--------------|--------------|
| £ 48,221.56  | £ 50,632.64  | £ 50,632.64  | £ 50,632.64  | £ 50,632.64  | £ 50,632.64  |
| £ 39,819.98  | £ 41,810.98  | £ 41,810.98  | £ 41,810.98  | £ 41,810.98  | £ 41,810.98  |
| £ 8,632.58   | £ 9,064.20   | £ 9,064.20   | £ 9,064.20   | £ 9,064.20   | £ 9,064.20   |
| £ 10,562.77  | £ 10,927.18  | £ 11,304.17  | £ 11,694.17  | £ 12,097.61  | £ 12,514.98  |
| £ 1,458.61   | £ 1,531.54   | £ 1,531.54   | £ 1,531.54   | £ 1,531.54   | £ 1,531.54   |
| £ 1,166.89   | £ 1,225.23   | £ 1,225.23   | £ 1,225.23   | £ 1,225.23   | £ 1,225.23   |
| £ 1,021.03   | £ 1,072.08   | £ 1,072.08   | £ 1,072.08   | £ 1,072.08   | £ 1,072.08   |
| £ 875.16     | £ 918.92     | £ 918.92     | £ 918.92     | £ 918.92     | £ 918.92     |
| £ 8,447.77   | £ 8,870.16   | £ 8,870.16   | £ 8,870.16   | £ 8,870.16   | £ 8,870.16   |
| £ 3,160.32   | £ 3,318.33   | £ 3,318.33   | £ 3,318.33   | £ 3,318.33   | £ 3,318.33   |
| £ 1,264.13   | £ 1,327.33   | £ 1,327.33   | £ 1,327.33   | £ 1,327.33   | £ 1,327.33   |
| £ 3,870.12   | £ 4,063.63   | £ 4,266.81   | £ 4,480.15   | £ 4,704.15   | £ 4,939.36   |
| £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   | £ 1,400.00   |
| £ 17,246.09  | £ 17,445.52  | £ 19,281.25  | £ 21,448.53  | £ 23,609.10  | £ 25,753.18  |
| £ 147,146.99 | £ 153,607.75 | £ 156,023.65 | £ 158,794.26 | £ 161,582.29 | £ 164,378.94 |
| £ 132,164.98 | £ 137,946.63 | £ 140,159.35 | £ 142,716.62 | £ 145,280.64 | £ 147,842.09 |
| £ 5,324.27   | £ 5,507.95   | £ 5,697.98   | £ 5,894.56   | £ 6,097.92   | £ 6,308.30   |
| £ 12,058.58  |              |              |              |              | £ 15,027.18  |
| £ 8,953.98   | £ 9,262.89   | £ 9,582.46   | £ 9,913.05   | £ 10,255.05  | £ 10,608.85  |
| £ 677.10     | £ 700.46     | £ 724.63     | £ 749.63     | £ 775.49     | £ 802.24     |
| £ 436.35     | £ 451.40     | £ 466.97     | £ 483.08     | £ 499.75     | £ 516.99     |
| £ 1,990.66   |              |              |              |              | £ 2,388.79   |
| £ 622.08     |              |              |              |              | £ 746.50     |
| £ 11,438.39  | £ 11,833.02  | £ 12,241.26  | £ 12,663.58  | £ 13,100.47  | £ 13,552.44  |
| £ 307.40     | £ 318.01     | £ 328.98     | £ 340.33     | £ 352.07     | £ 364.22     |
| £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      | £ 15.00      |
| £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     | £ 252.00     |
| £ 25,820.10  | £ 26,710.89  | £ 27,632.42  | £ 28,585.74  | £ 29,571.94  | £ 30,592.18  |
| £ 2,269.00   | £ 2,347.28   | £ 2,428.26   | £ 2,512.04   | £ 2,598.70   | £ 2,688.36   |
| £ 1,173.64   | £ 1,214.13   | £ 1,256.02   | £ 1,299.35   | £ 1,344.18   | £ 1,390.55   |
| £ 10,382.21  | £ 10,740.39  | £ 11,110.94  | £ 11,494.26  | £ 11,890.82  | £ 12,301.05  |
| £ 1,956.07   | £ 2,023.55   | £ 2,093.37   | £ 2,165.59   | £ 2,240.30   | £ 2,317.59   |
| £ 970.51     | £ 1,003.99   | £ 1,038.63   | £ 1,074.46   | £ 1,111.53   | £ 1,149.88   |
| £ 2,437.56   | £ 2,521.66   | £ 2,608.65   | £ 2,698.65   | £ 2,791.76   | £ 2,888.07   |
| £ 2,894.06   | £ 2,993.91   | £ 3,097.20   | £ 3,204.05   | £ 3,314.59   | £ 3,428.94   |
| £ 65.45      | £ 67.71      | £ 70.05      | £ 72.46      | £ 74.96      | £ 77.55      |
| £ 105.16     |              | £ 108.79     |              | £ 112.54     |              |
| £ 5,281.38   | £ 5,463.59   | £ 5,652.09   | £ 5,847.08   | £ 6,048.81   | £ 6,257.49   |
| £ 155.00     | £ 160.00     | £ 165.00     | £ 170.00     | £ 175.00     | £ 180.00     |
| £ 1,049.98   |              |              |              |              |              |
| £ 25,553.71  |              |              |              |              |              |
| £ 528.91     | £ 189.18     |              |              |              |              |
| £ 8,338.74   | £ 8,678.48   |              |              |              |              |
| £ 1,421.91   | £ 1,470.97   | £ 1,521.72   | £ 1,574.21   | £ 1,628.52   | £ 1,684.71   |
| £ 132,479.21 | £ 93,926.47  | £ 88,092.40  | £ 91,009.14  | £ 94,251.42  | £ 115,538.88 |
| £ 86,060.40  | £ 72,289.47  | £ 74,686.81  | £ 77,141.06  | £ 79,904.89  | £ 100,697.40 |
| £ 14,667.78  | £ 59,681.27  | £ 67,931.25  | £ 67,785.12  | £ 67,330.86  | £ 48,840.06  |
| £ 46,104.58  | £ 65,657.16  | £ 65,472.54  | £ 65,575.56  | £ 65,375.75  | £ 47,144.69  |
| £ 9,681.96   | £ 13,788.00  | £ 13,749.23  | £ 13,770.87  | £ 13,728.91  | £ 9,900.38   |
| £ 4,985.82   | £ 45,893.27  | £ 54,182.01  | £ 54,014.25  | £ 53,601.96  | £ 38,939.67  |
| £ 1,495.75   | £ 13,767.98  | £ 16,254.60  | £ 16,204.28  | £ 16,080.59  | £ 11,681.90  |
| £ 436,137.95 | £ 482,031.22 | £ 536,213.23 | £ 590,227.49 | £ 643,829.44 | £ 682,769.11 |
| £ 127,241.38 | £ 141,009.37 | £ 157,263.97 | £ 173,468.25 | £ 189,548.83 | £ 201,230.73 |
| £ 308,896.56 | £ 341,021.85 | £ 378,949.26 | £ 416,759.24 | £ 454,280.61 | £ 481,538.38 |

## 8.6 Rates

Parts of the premises occupied by separate business units will be separately liable for business rates for their portion of the premises, this is in addition to their rent.

The communal parts, and the Trust's units will be liable for a mandatory 80% discount as they are used for charitable purposes (in conjunction with Spike Surplus Scheme).

The Local Authority has discretion to offer a full 100% discount to non-profit groups, for which the Trust will apply.

The business rates calculations are based upon the likely business rates bill taking account the rateable value of the property, the local authorities applied rates, less the proportion of the property which is to be let.

This figure has then been adjusted to take account of the mandatory 80% discount, and the areas used by the Trust.

### *Council Tax*

Council Tax is chargeable on the residential parts of the premises, and is the liability of the tenants, and is not included in their rent.

Where there are no tenants, the Trust is liable, but not during any period of refurbishment up to 6 months.

Any empty periods between tenants would likely be unfurnished and subject to refurbishment work by the Trust. Therefore this item has a nil entry.

## 8.7 Building Renovations

Our Structural Engineer will be consulted on the *structural assessment report*.

The Trust has undertaken a survey and risk assessment to ensure it meets premises standards and equipment meets minimum standards to ensure accordance with regulatory and best practice requirements.

The four main issues that will be addressed are:

Health and safety (including purchase of first aid equipment and dealing with trip hazards),  
Compliance with hygiene standards

Significant expenditure in the following areas:

Electrical safety (rewiring of the building)  
Fire and public safety (including installation of additional ventilation, signage, extinguishers, detectors)

## 8.8 Premises Improvements

Improvements are scheduled to be undertaken and are extensively and financially accounted for. Measures will be undertaken on energy efficiency initiatives such as heat insulation and investment into the existing solar power project.

Sound insulation is also planned along with ventilation improvements and accessibility improvements. However, The Trust considers these improvements as non-urgent investments and are forecasted to be expenditures in 2009-2010 depending upon available finance.

## *8.9 Repairs and Maintenance*

Extensive use of the project's facilities and services will warrant significant maintenance and repairs. The studio's facilities especially need to be kept in good working order to continue to provide the Trust with revenue. Toilet maintenance and sundry maintenance have also been documented in Finances as needing monthly expenditures.

A previous structural report has indicated that next year roof and structural repairs will all need to be conducted. Yearly expenditures will need to be made upon decorative renovation and plumbing and it was estimated that window replacements will be needed in 2010.

## *8.10 Personnel*

The day to day running of the centre is carried out mainly on a voluntary basis. Each facility has a dedicated co-ordinator.

The Trust will ensure that all volunteers and contractors are suitably trained or qualified as appropriate.

The Trust has a number of officers who each co-ordinate an area of activity, set out in the 'Governance' section.

### *8.10.1 Volunteers*

The Trust benefits immensely from a large and diverse range of volunteers. Volunteer work forms the backbone of the Trust's administration, including the work of the Trustees and Trust Officers. The Trust on average has 40 individuals volunteering, accumulating an average 240 hours per week.

The Trust also operates a rota system for volunteers and members. The same volunteers usually carry out daily activities. Other tasks are carried out by a range of casual volunteers.

Food is provided for gardeners and other volunteers who stay to work on Sundays whilst it is a general principle that light refreshments are provided for casual volunteers. Travel expenses and out-of-pocket expenses are paid where appropriate.

### *8.10.2 Contractors*

The training sessions, gardening days, therapy sessions, rehearsals and studio use are planned and operated by the relevant contractors (volunteer co-ordinators where applicable) include the following:

Sound and recording engineer – Steve Grzesiak  
Production engineer – Sarah Holdich  
Therapist – Spring (Eugenia) Beirer  
Massage therapist – Tom Donovan  
Yoga tutor - Donna Malcomson  
Homeopath - Harriet Einsiedel  
Martial Arts instructor – Rob Maynard  
Horticulture tutor – Hamish Liddle  
Permaculture tutor – Merlin Peters  
Music workshop leader – Steve Barbé

### *8.10.3 Consultants*

The Trust has appointed the following paid professional advisors:

Accountant  
Auditor  
Conveyancer  
Structural engineer

Amongst it's board members, membership and supporter base, the Trust has the benefit of professional consultants who provide the Trust with professional, pro bono advice and support including:

Architect (design and planning) – Maija Korpak  
Builders – Arcitec Builders  
Complimentary therapists – Harriet Einsiedel  
Permaculturalist – Merlin Peters  
Renewable energy consultants – Steve Generator X  
Sound engineers – Richard Garfit-Mottram and Steve Grzesiak  
Horticulturalist – Hamish Liddle

## 9 RISK ANALYSIS

| Risk                     | Category of threat         | Likelihood | Consequence  | Risk level | Control measures required                                   |
|--------------------------|----------------------------|------------|--|------------|---|
| Litigation               | Financial, Legal           | Negligible | Fines, restrictions  | High       | Comprehensive Insurance                                     |
| Financial loss           | Financial                  | Negligible | Fines  | High       | Comprehensive Insurance                                     |
| Public liability suits   | Health & Safety            | Negligible | Fines  | High       | Public Liability Insurance                                  |
| Low volunteer attendance | Operational                | Low        | Scaled-back services, loss of income   | Low        | Oversubscribe rotas, enhance volunteer benefits             |
| Absence of key personnel | Operational                | Moderate   | Temporary closure of services or premises, accounting stalled                | Moderate   | Recruit and train shadow officers, outline contingency plan |
| Low service attendance   | Financial                  | Moderate   | Loss of revenue, loss of contractors   | Low        | Reserve Funds   |
| Employment disputes      | Health & Safety            | Negligible | Fines, recruitment, loss of morale   | Moderate   | Employers Insurance   |
| Fire damage              | Health & Safety            | Negligible | Damage to premises, loss of data, suspension/limitation of services, injury  | High       | Comprehensive Insurance, Building Insurance                 |
| Theft                    | Financial                  | Moderate   | Suspension/limitation of services, loss of data                              | Moderate   | Comprehensive Insurance, Reserve Funds                      |
| Disrepair                | Financial, Health & Safety | Moderate   | Loss of revenue, breaching health and safety regulations, injury, litigation | High       | Comprehensive Insurance, Building Insurance                 |



## 10 MONITORING AND EVALUATION

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In collaboration with other partners, The Premises (including Spike Surplus Scheme and user groups) will use the following monitoring and evaluation methods to determine the project objectives are being met.

### Collection & Feedback Mechanisms:

- Maintain a service and repairs register, and timetable regular service checks on buildings, facilities, and equipment;
- Monitoring of specific statistics:
  - how many classes, workshops, events were run;
  - how much people paid to access services and facilities;
  - how many individuals attended (break down in terms of age, gender, ethnicity, 'dis'-ability, employment status);
  - where did those attending come from.
- Quarterly feedback surveys to facility and service users through interviews, and questionnaires;
- Register to be taken at the beginning of each session showed how many people attended the workshops and advice sessions;
- Centre diary used to record activities, including frequency, type, income, and attendance of services;
- Where possible or appropriate the collection of participant details collected and entered onto a database;
- Conduct reviews quarterly;
- Moderated online forum for user feedback;
- Open feedback agenda item at each general meeting to allow direct feedback from members users / tenants / personnel.

### Collation & Dissemination Mechanisms:

- Establish moderated online forum for user discussion;
- Monthly general and financial reports to the Board and Members and user groups;
- Abbreviated reports to Members and Users via Monthly newswire.
- Quarterly reports from officers, incorporating charts, assessing progress against objects and financial targets
- Annual report assessing progress in meeting objects, best value, and realisation of financial and community benefit targets.

## APPENDICES

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### *Appendix 1: Trustees*

Paul Kelly  
Storm Poorun  
Joy Macknight

#### **Paul Kelly – Managing Director**

Paul has lived in London for the last 24 years. He has a BSc (Hons) in Environmental Control and has worked on community projects with various groups for two decades, and has also been active in many international justice campaigns, both in the UK and abroad. Paul has a deep-rooted commitment and passion to ensuring that people in the local community have a voice and a space in which to meet, so they can collaborate, engage in pro-social behaviour and overcome social barriers. He is one of the founding members of the Spike Surplus Scheme and previously set up the Surplus People Housing Co-op. He also developed campaigns such as the Fare Trade Foods Cooperative's organic and fair-trade foodstuff network.

At The Spike Surplus Scheme, Paul is responsible for the coordination of the wide-range of programmes offered by the Scheme and has a successful track record of managing multiple projects within strict time, budget and policy constraints. Paul has put his significant entrepreneurial skills to the benefit of the Peckham community on a not-for-profit basis for the last ten years, providing leadership through effective people and resource management. He chairs meetings involving a wide-range of stakeholders, outlining strategic priorities and ensuring quality is maintained at the point of delivery for the Scheme's wide-range of initiatives. He has a proven ability to build effective relationships and work as part of the team that has built the Spike Surplus Scheme from a derelict site into the significant community asset it is today.

Paul has many divergent responsibilities on-site. He is one of the Spike's representative for Public Liaison and Communications, strengthening links with local people at key events, acting as official spokesperson for 'The Spike', and creating links with local council members, newspapers, and other publications and people. As director he takes a key position in the organisation of special events at 'The Spike, including regular community open days, fundraising events and events for specific social/voluntary groups.

Paul also runs a series of workshops and projects himself including the Video Editing Suite, and is capable with video, VJing and audio software. He has produced independent short films and documentaries on marginalized groups both within the local community as well as abroad including collaborations on many productions with other filmmakers, particularly around the Make Poverty History campaign.

He is a keen motorcyclist and an experienced motorcycle mechanic, and regularly holds workshops for motorcycle maintenance. In addition, Paul is in charge of waste management at 'The Spike', which, as a group, has a proactive approach to reuse and recycling. This includes composting food waste, and an emphasis on reuse and repair, instead of relying on council-managed recycling alone. Paul also owns and manages the Spike's P.A. (public address) system, which has been used at local and national festivals, such as Skarnival and The Green Gathering amongst others. He is fluent in Spanish and Irish.

#### **Störm Poorun – Company Secretary**

Störm was born in Ireland and has lived in Mauritius previously. He has studied environmental science and botany. He works as an ecologist, and is a carer. He lives in Ladywell, London and Falmouth, Cornwall.

He has founded several organisations, including two housing co-operatives (such as Rokeby Community Housing Co-operative in New Cross) a media agency (Passionworks), a community farm (Brickhurst Farm), a sustainability trust (Olan Trust, of which he is Executive Director) and a record label (Sotones Music Co-op).

He has held various positions over 14 years within the Green Party. He stood as parliamentary candidate for Peckham and Camberwell and Southwark and Bermondsey at previous general elections. He achieved one of the highest Green votes at the first London Assembly elections. He has acted as a spokesperson on biodiversity.

He has held numerous directorships in organisations including with the Wildlife Trusts.

Störm has a background in planning casework and environmental law.

### **Joy Macknight – Finance Officer**

Joy was born in Canada and first came to the UK over eight years ago. She has a BSc in Biology and Environmental Studies (Double Major) from the University of Victoria, Canada. She is a member of the National Union of Journalists and is currently employed as Section editor for GTnews. Joy has extensive experience as a journalist, having previously worked as a staff writer on Banking Technology, as a reporter for Sibos Daily News and as a freelance reporter and researcher with both Computer Weekly and IBM Computer Today. She has also worked for a number of additional publications on a freelance basis. Joy has been the Spike Surplus Scheme's finance officer since 2001.

Joy has a strong background in economics, finance and social sciences. She is committed to social change and has over 10 years experience in community organising as well as extensive financial management and audit responsibilities with a wide-range of campaigns. Joy was a founding member of the "No Sweat" campaign which has led an integrated movement to protect the rights of workers in sweatshops across the world and encourage consumers to choose ethically sourced products. In addition, Joy has worked closely within the European Social Forum and the Make Poverty History campaigns, distinguishing herself through her commitment, financial and organisational capacity and ability to communicate with a broad range of audiences.

Joy works in a variety of positions with campaigns to defend the rights of marginalised communities in the UK and abroad, including the rights of Roma people across Europe, the Latin American community, asylum seekers and refugees in London and the rights of women in the workplace. She designs and implements risk management strategies and regularly produces and reviews financial reports for both the Spike Surplus Scheme and the campaigns she is involved in, thus maximising the funds allocated to actual beneficiaries. Joy is responsible for producing end of year reports, financial profiling, budgeting for the next financial year and allocation of funds according to activities as well as the formulation of effective partnerships to address gaps in provision or resources at the Spike Surplus Scheme.

## *Appendix 2: Key Personnel*

### **Donna Malcolmson** – Chair, Convenor

Donna is a founding member of The Spike Surplus Scheme, and oversees a Wellbeing clinic at the site every Friday. She has a BA (Hons) in History from Queens University, Belfast, and works as a Movement Therapist, running a broad range of programmes for postural needs and injuries. Donna is an expert in massage and Yoga, teaches trainee Yoga instructors, and designs and tutors beginner, mixed ability and intermediate classes in a range of organisations and further education colleges. She brings wide-ranging experience in leading and presiding over educational and social organisations ensuring adherence to strategic and policy objectives. Her work is characterised by a deep-seated commitment to the improvement of health indices in the local community through inclusive and innovative approaches to movement therapy and community engagement.

Donna has worked at Morley College since the year 2000, designing and teaching a series of programmes and courses at the college that have been characterised by their responsiveness to students' individual requirements. Her experience has also led to her working for the past 5 years with Save The Children offering yoga for stress relief and postural needs to staff working in intense and stressful environments.

At the Spike Surplus Scheme, Donna tutors both to groups and in one-to-one sessions. As a result, she designs and implements classes and programmes to people with cancer, arthritis, anorexia, back problems, with special mental health needs and those recovering from operations. Donna's ability as both a tutor and organiser have resulted in the classes she offers having become one of the scheme's most successful initiatives and are particularly characterised by a focus on overcoming social barriers through inter-generational engagement.

Donna has provided leadership and guidance in the establishment of a multitude of programmes and put her extensive experience and skills to the benefit of the local community on a not-for-profit basis. She has been the scheme's lead for the establishment of the highly successful Wellbeing Clinic that offers natural and alternative therapies, yoga and meditation to low-income and disadvantaged people and groups as well as a space for trainee therapists to practice and be mentored. Donna liaised with local community groups and a wide-range of stakeholders to design, equip and run the clinic, whose success is demonstrated by its continual growth and expansion. The recent inclusion of a crèche to facilitate the attendance of mothers that face barriers to participation is typical of Donna's consistent dedication to innovation and improvement.

Donna also co-founded the Community Garden facility, designing the project outline, securing equipment and materials and designing the initiative's action plan before disseminating it through the community.

In her role as Convenor of the Spike Surplus Scheme, she has overseen and coordinated the expansion of the scheme's programmes into a wide-range of socially inclusive activities and the physical regeneration of a derelict space into a fully functioning community asset

### **Yusuf Martin** – Premises Officer

Yusuf is currently reading English and Human Rights at Kingston University. He has a Level 3 qualification in Student Governance and a Gold award for 200 hours service to education with the Millennium Volunteers. Yusuf is credited with establishing a student representative council at Cambridge Regional College (CRC), which went on to campaign for continued A Level provisions. He has Level 2 Awards in Health and Safety and the Principles of Risk Assessment.

Yusuf is responsible for the provision of high quality maintenance, security and cleanliness of the Spike Surplus Scheme buildings and grounds, which ensures that learners and users of the space have a comfortable, clean, safe and well-maintained environment in which to work and benefit.

In between University and managing the premises of Peckham Community Property Trust, Yusuf teaches drums, plays in the South London Samba Band and plays djembe and junk drums. Yusuf is also a solar power enthusiast, bicycle maintenance obsessive and green-fingered organic gardener.

### **Paolo Nistri – Policy Officer**

Paolo is a project manager with London Development Agency. He has a BA in French and Spanish from Leeds University and an MSc in Latin American Politics, from the Institute of Latin American Studies. He is responsible for delivery of sustainable social / economic / infrastructural projects to redress disadvantage in London. He works with local communities and statutory partners to manage delivery of key projects that address the recommendations of the London Employment and Skills Taskforce and related plans.

He has previously worked as a project officer with the London Boroughs of Merton and Sutton with a specific remit around addressing gaps and maximising and enhancing service provision for children and young people, through implementing policies and initiatives in conjunction with young people, internal and external partnership agencies (including schools and colleges) and the local community.

He also worked for several years as a community worker and human rights observer in Mexico, Nicaragua and Colombia and is fluent in Italian, Spanish and French.

### **Richard Garfit-Mottram – Chair of Spike Surplus Scheme**

Rik has over thirty years experience as a professional sound engineer. Throughout his career he has worked with many successful bands, including The Specials, The Beat, Zion Train, and Manu Chao. Has also worked at a variety of festivals and Cultural events, including The South Bank Festival, The Festival of Latin American Music, and The Coin Street Festival, to name but a few. He speaks fluent German and Spanish.

Richard has taken on over thirty sound technicians as apprentices, many of whom have gone on to achieve acclaim in their field of employment.

He is also secretary of Emma's Social Club.

### **Sarah Holdich – Administrator & Communications Officer**

Sarah has a BA Hons in Anthropology and Geography from University College London. Her employment history includes extensive community research, and project coordination for musical and social groups in London. Sarah worked for Roehampton University as a community research assistant, undertaking qualitative research as part of a nationwide program. This was to assess and inform individuals of their viability for funding. Other research experience includes employment as the assistant facilitator and administrator for RVAC (Research in the Voluntary Community). Sarah has also assisted and trained others to carry out community research for schemes such as the after schools programme, which assessed the demand for school facilities in the wider community. As a respected musician, Sarah coordinates and promotes a musical collective in south London called Sunday Sounds. This group enjoyed great success, and still perform together and has included hundreds of musicians over the course of 2007-08, several of whom have been signed since their involvement. A talented musician Sarah runs samba workshops in local schools.

Sarah also manages and produces Peace Not War and through her liaisons with the local community, development of websites, use of extensive mailing lists, flyers and word-of-mouth has ensured that the Spike Surplus Scheme is a space that local musicians are able to use and the local community enjoy.

In 2006 Sarah joined the project as the Community Garden Facilitator. The garden has been radically developed under her leadership. A grant gained through the Scamman's Trusts Community Champions Scheme enabled the community garden to flourish. Sarah coordinated the improvement of access, permaculture based landscaping, the acquisition of tools and equipment and implementation of willow weaving and specialised permaculture courses. The Sunday Open Garden Days have been a great success. In addition to these roles Sarah plays a huge part in the coordination of on-site special events such as open days and fundraising concerts.

### **Steve Grzesiak – Events Officer, Sound & Recording Engineer / Hall Coordinator**

Steve has 30 years of experience working as a sound engineer for a multitude of companies. He set up and ran a number of recording studios including Blackrock Studios and DNA Studios. In addition, he has worked at many festivals including Glastonbury, Big Green Gathering, Small World Festival, Urban Green Fair and a number of international festivals in Spain, Germany, Holland, France and the former Yugoslavia.

Steve was monitoring engineer for Top of the Pops for the BBC from 1990 – 1996 and worked on several other popular TV shows including Parkinson. He has toured extensively with many musicians including The Inner Terrestrials, Conflict and Back to the Planet around Europe and the USA. He currently dedicates much of his time to helping local musicians at The Spike Surplus Scheme Studio.

### **Lynn Burke – Media Officer**

Lynn is an experienced worker in the fields of women's health, unemployed youth and other community groups. She has chaired Four Walls housing association for 10 years and a sat on a local community council for 4 years, and on an area forum for Glasgow City Council.

Recently she attended courses at Schumacher College in Devon exploring the development of Education for Sustainability. As a member of the Education Dialogue Group in London she feeds back information on local, regional and national initiatives to UNESCO Decade of Education for Sustainable Development. Having worked with Transition Town Totnes, she is now taking Peak Oil futures work to the inner city, as is dedicated to transforming projects in Southwark into showcase inner city transition town initiatives.

### **Rob Maynard – Martial Arts Instructor**

Rob Maynard is a qualified Martial Arts instructor. He is a 5<sup>th</sup> Dan in the arts of Budo-Taijutsu, (armed), and Taijutsu (unarmed). Though an expert in his field, he still travels to Japan to train with masters of the Martial Arts. At The Spike he currently runs regular classes in health and fitness, flexibility and Self Defence. These classes have been on offer here twice a week for the last seven years.

Rob has just started a program working with under 19's. He is deeply enthusiastic about teaching self-defence to young people. He aims to empower them with self confidence, allowing them to feel secure and capable of diffusing dangerous situations in today's climate of urban violence.

Rob is also a qualified first-aider.

### **Merlyn Peter – Permaculture Instructor**

Merlyn is a qualified gardener, landscaper, designer of permaculture gardens and member of the Permaculture Association of Great Britain. He has a special interest in green crafts, fruit tree grafting, and the building of low-impact structures from natural materials.

At The Spike Surplus Scheme, Merlyn runs a free permaculture course in conjunction with the community garden. He is committed to the ecological principles of permaculture, which aim to develop green human-made landscapes that have the sustainability and resilience of natural ecosystems. Merlyn enjoys sharing his knowledge, using education to create an understanding of symbiosis in the natural world.

### **Matt Prichard - Information Communications & Technology Officer**

Matt Prichard has a BSc (Hons first class) in Multimedia and Web Technology. He currently works as a lecturer and course coordinator at Greenwich University. He teaches Web Technology, 3D Interactive Environments, and Multimedia Technology to Undergraduate and Post-graduate students. His employment history includes the management of a print and design company, and experience as a practicing musician. He has in-depth experience of current music technology. Matt has been involved with The Spike for over eight years, and is now in the process of setting up a workshop on-site, which will teach Digital Media Production and Web Development to students. The workshop will teach at all levels across the 16-26 age range (entry level to advanced), with an additional branch to target Senior Citizens.

### **Partners**

#### **Tom Donovan**

Tom specialises in a number of holistic therapies including Swedish, Thai and Ayurvedic massage, holding certificates from the internationally recognised VCTC board. He also trained as a yoga teacher at the Sivananda yoga centre in London and at the Sivananda ashram in Kerala, South India and currently teaches regular weekly classes in Nunhead. He has been practising massage for 5 years at a number of centres across London including The Hammersmith and West London College, and has been treating clients regularly at the Spike Surplus Scheme Wellbeing clinic for the past three years.

#### **Spring (Eugenia) Beirer**

Spring is a fully qualified 'Ushui Reiki' Master, as well as a 'Balance Procedure' and 'VortexHealing™ Devine Energy Healing' practitioner. She is Insured with Embody and has been practicing for 5 years. She has worked

from The North London Buddhist Centre and The Synergy Centre in Camberwell as well as with private clients from home. Spring has been part of Healing spaces at numerous Festivals including the Big Green Gathering, and Small World.

She has been involved in the Wellbeing Clinic since it began, the project has her full commitment and she is very passionate about the work she does there.

### **Harriet Einsiedel**

Harriet Einsiedel is an experienced therapist and musician who has worked in schools and hospitals as well as for numerous groups and individuals. She is qualified in anatomy physiology, reflexology, and professional conduct to ITEC standards level III. Harriet also specializes in homeopathy, having studied at the London School of Homeopathy for four years. She is an accomplished musician, and has been working in 'community music' since 1982, this has included work for primary schools and theatre groups. A diploma in music workshop skills from Goldsmith's College, University of London, has enabled Harriet to lead her own program of mixed ability music workshops.

### Appendix 3: Project Background and History

39B Consort Road is affectionately known as Spike Surplus Scheme (or simply The Spike). The term derives from the buildings history as the reception wing of the Camberwell Resettlement Unit, or previously the Gordon Road Workhouse.

*In the 1850's "The site was first refurbished as the Camberwell workhouse, taking whole families from the newly-emerging urban underclass of homeless, jobless poor. The demand was overwhelming and soon the Guardians of Camberwell erected two vast grey-brick buildings either side of the nuns' simple chapel. And so was born the place where a million men have slept, and which to its users has ever since been simply known as The Spike.*

*Nobody is certain about the origins of the nickname. One view is that the spike in question was the means by which those too drunk to stand were held in an upright posture. Another is that it was the implement with which residents broke rocks for their keep. But whatever the origin of the label, it became known throughout Britain and Ireland as the place where you could always get a bed for the night and not have too much bother".*

- The Sunday Times (London) September 15 1985

In the late 1980's the premises became home to the South London Children's scrap scheme, a service that provided artistic materials for children and young people. After losing funding, they vacated the premises in the 90's. The site suffered fires, vandalism, and systemic large-scale fly-tipping, hence the term "surplus". Following this a group of local people decided to form a community project, having despaired at the lack of local space for cultural, artistic and environmental expression in the neighbourhood.

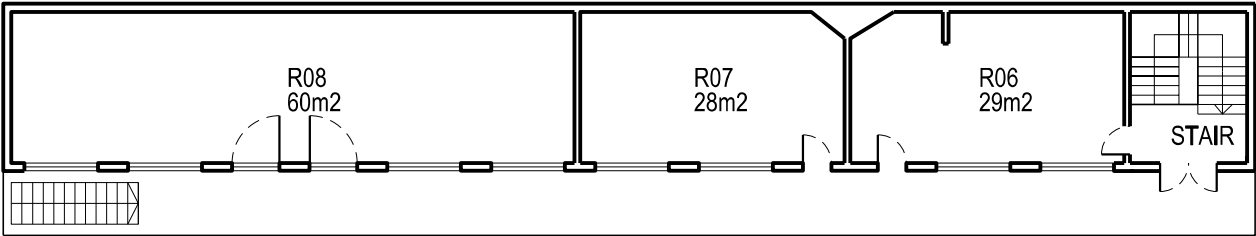
With considerable time, volunteer labour and money the group began to sculpt the site into what has recently become structured as the Spike Surplus Scheme charity. This involved a range of activities and spaces driven by the needs identified by local people including:

Greening the site and the development of a community garden using permaculture principles,  
Working in conjunction with local wildlife centres to rejuvenate it from it's former condition and transform it into a functional community project and space;  
Supporting the needs of local musicians, many of whom live in social housing who needed a space for practice, jams, and musical expression: and  
Storing and sharing equipment/gear which people may not be able to access due to lack of space.

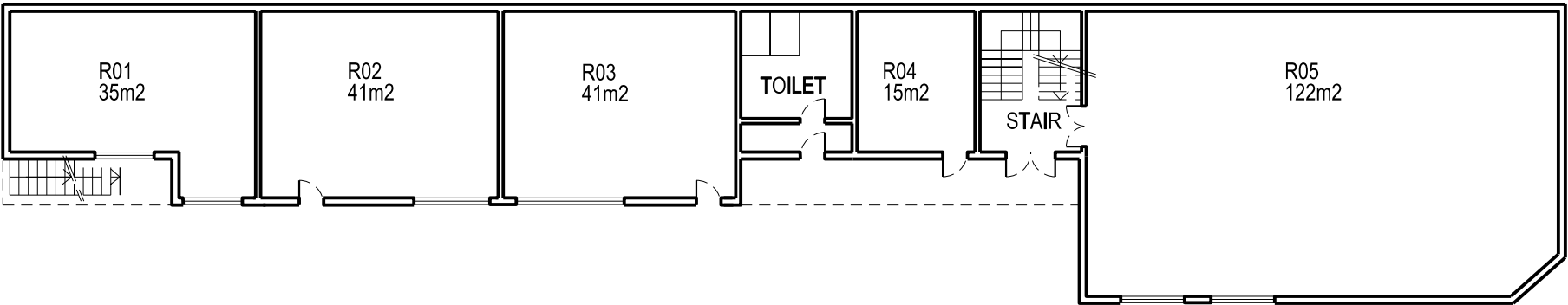
The community collective shared an ethos which encompassed environmental awareness and with a strong focus on healthy communities. Spike Surplus Scheme now provides and continues to provide rehearsal/recording facilities, health/martial art space and a community garden, running where possible on a free of charge or donation basis.

The last decade has transformed the site into a hub of cultural community activities. It blossomed through local support, enthusiasm and hard work, and has become widely regarded as an oasis of biodiversity, talent, art and a symbol of tolerance in inner city London. It has inspired many young people (with whom it has great kudos and respect), and has drawn an incredible diversity of people from across many cultures and backgrounds.



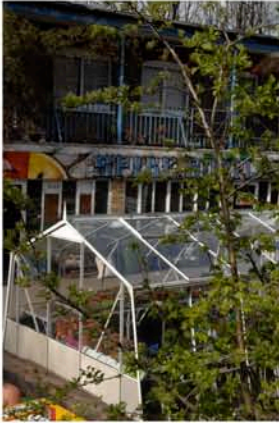


First Floor



Ground Floor

|  |                      |                       |
|--|----------------------|-----------------------|
| Project                                      | Drwg No :<br>A 001   | Date :<br>10/08/08    |
| Drawing Title<br>GROUND AND FIRST FLOOR PLAN | Scale:<br>1:200 @ A3 | Status<br>Preliminary |



**FREE PERMACULTURE COURSE AT THE SPIKE COMMUNITY GARDEN, PECKHAM, 16TH MARCH, 11AM - 6PM**

CONTINUING ON:  
30TH MARCH  
20TH APRIL  
4TH MAY  
18TH MAY

**LIVING WILLOW WORKSHOP WEEKEND 22ND / 23RD MARCH**  
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South London**

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MOVING  
IN NATURE

**Wellbeing Clinic**

**at the Spike**  
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**YOU ARE INVITED TO THE  
SPIKE  
OPEN DAY**

MUSIC ON THE YARD - INCLUDING BEATBOX & PLANET JAZZ, TOP 40, R&B, HIP HOP, RGT  
 TALKED SESSIONS, VISUALS, YOGA, MEDITATION, LIT & LUNCH FORUMS ETC  
 WILDED TOURS AT THE GARDEN - FILMS & SERIES - SWINGBALL & BOLA GAMES  
 THUNDER CARDS/SHAKESPEARE TESTS, LITERATURE & TALKS  
 10.30 AM - 5 PM

**YOU ARE INVITED TO THE  
SPIKE  
OPEN DAY**

MUSIC ON THE YARD - INCLUDING BEATBOX, FILM, PLANET JAZZ, TOP 40, R&B, HIP HOP, RGT  
 TALKED SESSIONS - NINJITSU, YOGA, WILDED RAPS, MEDITATION, COMPUTING, ETC  
 WILDED TOURS AT THE GARDEN - FILMS & SERIES - SWINGBALL & BOLA GAMES  
 THUNDER CARDS/SHAKESPEARE TESTS, LITERATURE & TALKS  
 10.30 AM - 5 PM



## *Appendix 6: Comparative Market Case Studies*

### **The Spike Centre's Comparative Market Case Studies**

#### **Synergy Centre**

220 Farmers Road, Camberwell, SE5 0TW  
Tel: 0207 7931083  
info@thesynergycentre.org  
www.thesynergycentre.org

The Synergy Centre is a meeting place for community groups and individuals providing a two large halls and a room for hire whilst running a café. It also has a kitchen.  
The hire of space at the centre is rated at £8-£75 an hour.

#### **Sumac Centre**

245 Gladstone Street, Nottingham, NG7 6H  
sumac@veggies.org.uk  
www.sumac.org.uk

The Sumac Centre provides resources and a meeting place for local groups and individuals campaigning for human rights, the environment, peace and co-operation world-wide. Sumac has a café, music venue and social club.

#### **Peckham Settlement**

Goldsmith Road  
SE15 5TF  
Tel: 020 7639 1823  
admin@peckhamsettlement.org.uk  
www.peckhamsettlement.org.uk

The Peckham Settlement is a local charity, established in 1896 to meet the needs of local people and to give support to the local community. It has a hall which it hire out to local churches and education groups. It runs a pension group and a nursery.

### **Venues for Community Usage Comparative Market Case Studies**

#### **Area 10 Project Space**

Eagle Wharf, Peckham Hill Street, Peckham, SE15 5JT  
info@area10.info  
www.area10.info

Area 10 Project Space is based at the Eagle Wharf premises on Peckham Square, just behind the Peckham Library. It has a warehouse space for hire and varied smaller units. Its initiatives are based around arts and creativity.

#### **The Albany**

Douglas Way, Deptford, SE8 4AG  
Tel: 020 8692 0231  
Fax: 020 8469 2253  
boxoffice@thealbany.org.uk  
www.thealbany.org.uk

The Albany is a performing arts centre with a number of office spaces that are let out on license to a range of twelve resident organisations.

### **Workshops Office Units for Let Comparative Market Case Studies**

**The Albany** (see above)

**Christopher St James Plc**

61 High Street, Colliers Wood, SW19 2JF  
UK Lettings  
Tel: 020 8296 1270  
Fax: 020 8543 8041  
[www.csj.eu.com](http://www.csj.eu.com)

Established in 1976 covering all aspects of property including Residential Sales and Lettings, Commercial Sales and Lettings, Investments, Land and New Homes in the South London and Surrey areas.  
£3,000pa

**Cannon Kallar**

Flat Albury Corner 186a High Street, Deptford, SE8 3PR  
Tel: 020 8692 0555  
Fax: 020 8469 4184  
[info@cannonkallar.co.uk](mailto:info@cannonkallar.co.uk)  
[www.cannonkallar.co.uk](http://www.cannonkallar.co.uk)

Cannon Kallar is a 30 year, independently owned and family run business. They offer property services in the South London area including: Industrial/factory for rent in Brownhill Road, Catford £6,500pa

**Residential Units to Let Comparative Market Case Studies**

[www.gumtree.co.uk](http://www.gumtree.co.uk) is an internet advertising site not specific to residential units. Advertisers tend not to be private companies and its range of residential units to let in the area code SE15 are roughly £156pw.

**Kinleigh Folkard & Hayward, Peckham Lettings**

295 Rye Lane, SE15 4UA  
Tel: 0845 478 7572  
Fax: 020 7635 0004  
[lpe@kfh.co.uk](mailto:lpe@kfh.co.uk)  
[www.kfh.co.uk](http://www.kfh.co.uk)

KFH deal in buying and selling properties as well as renting and letting. They manage residential estates in London. They also deal with mortgages, carry out conveyancing, surveying and manage residential estates in London.

**Kushy Move.com**

188 Bellenden Road, SE15 4BW  
Tel: 0845 219 9894  
Fax: 020 7732 0111  
[info@kushymove.com](mailto:info@kushymove.com)  
[www.kushymove.com](http://www.kushymove.com)

Kushy Move are based in Peckham and cover the South East providing property sales, lettings, valuations and management.

**Camp Sites Comparative Market Case Studies**

The market case study was done for caravan pitches and customers provide their own caravan. The prices are for non members and are inclusive of electricity and water.

**Abbey Wood Caravan Club Site**

Caravan Club Site, Federation Rd, Abbey Wood, SE2 0LS  
Tel: 02083117708

£130 pw

Facilities include two public telephones, toilets, showers, laundry, a play area for kids and internet access. There are 220 pitches and the site is open all year with a security barrier with coded gate for access.

**Crystal Palace Caravan Club Site**

Crystal Palace Parade, SE19 1UF

Tel: 02087787155

£130.20 pw

Facilities include two public telephones, toilets, showers, laundry, washing up facilities and wi-fi access. There are 150 pitches available all year. There is a security barrier surrounding with coded gate for access.

**Lee Valley Camping & Caravan Park**

Meridian Way, Edmonton, N9 0AS

Tel: 020 8803 6900

Fax: 020 8884 4975

[leisurecomplex@leevalleypark.org.uk](mailto:leisurecomplex@leevalleypark.org.uk)

[www.leevalleypark.org.uk/en/content/cms/where\\_to\\_stay/camping\\_edmonton/camping\\_edmonton.aspx](http://www.leevalleypark.org.uk/en/content/cms/where_to_stay/camping_edmonton/camping_edmonton.aspx)

£72.10 pw

Facilities include toilets, showers, washing up facilities and a play area for kids. It is open all year.

**Lee Valley Camp Site**

Sewardstone Road, Chingford, E4 7RA

Tel: 020 8529 5689

Fax: 020 8559 4070

[scs@leevalleypark.org.uk](mailto:scs@leevalleypark.org.uk)

[www.leevalleypark.org.uk/en/content/cms/where\\_to\\_stay/campsite\\_sewardstone/campsite\\_sewardstone.aspx](http://www.leevalleypark.org.uk/en/content/cms/where_to_stay/campsite_sewardstone/campsite_sewardstone.aspx)

£72.10 pw

Facilities include a public telephone, toilets, showers, washing up facilities, laundry and a play area for kids. The five hectare site provides 200 touring pitches and 30 camper pitches. It is open from 1st March until 26th October.

**Spike Studios Comparative Market Case Studies**

**Corsica Studios**

Units 4/5, Elephant Road, SE17 1LB

Tel: 0207 703 4760

[info@corsicastudios.com](mailto:info@corsicastudios.com)

[www.corsicastudios.com](http://www.corsicastudios.com)

It has a recording and performance space with projector for screenings. The space is one part of the studio and one part exhibit, screen and performance space. It also has a bar and outside smoking area.

Pricing: 9:00-18:00 £100; 9:00-21:00 £150.00 (£11.11-£12.50 per hour)

**Creekside Studios**

Units C102 & C104, Faircham Trading Estate, 8-12 Creekside, Deptford, SE8 3DX

Tel: 020 8694 9484

[info@creeksidestudios.co.uk](mailto:info@creeksidestudios.co.uk)

[www.creeksidestudios.co.uk](http://www.creeksidestudios.co.uk)

Established in 1989, the studios are based in a gated business site with secure off road parking. Services include rehearsals and recording space, backline hire (drum kits etc), storage, spares and accessories sales and refreshments.

Pricing: ranges from £40-£120 per hour.

**Music Room Solutions Ltd**

The Old Library, 116-118 New Cross Road, SE14 5BA

Tel: 02072528271



Music Room offers rehearsal studios, equipment hire, sales of pro audio and instruments, recording facilities, a repairs and maintenance department and an accessory shop. There is projection, plasma display and video and lighting solutions are available.

Pricing: ranges from £12.50 - £20.00 per hour

### **The Wellbeing Space Comparative Market Case Studies**

#### **Dulwich Therapy Rooms**

Integrated Health Centre, 47 Lordship Lane, East Dulwich, SE22 8EP

Tel: 020 8299 4232

[www.dulwichtherapyrooms.co.uk](http://www.dulwichtherapyrooms.co.uk)

Dulwich Therapy Rooms aims to promote natural health by integrating therapeutic work with orthodox techniques. They also offer a private GP and midwifery service.

Full Body Massage: £42

Reflexology: £38

Counselling: £40

#### **SkinBuddy**

46 Gibbon Road, Nunhead, London, SE15 3XE

Tel: 020 7884 1175

[info@skinbuddy.com](mailto:info@skinbuddy.com)

[www.skinbuddy.com](http://www.skinbuddy.com)

Skinbuddy is a holistic one-stop shop, offering Colonic Hydrotherapy, Aromatherapy Massage, Iridology and Reflexology. They also sell products from ethically sourced raw materials. The provisions available are colonic hydrotherapy (£60), aromatherapy (£40), reflexology (£40), iridology (£95) as well as body products and training courses.

#### **Peckham Pulse Healthy Living Centre**

10 Melon Road, Peckham, London, SE15 5QN

Tel: 020 7525 4999

[www.fusion-lifestyle.com](http://www.fusion-lifestyle.com)

Peckham Pulse HLC is a gym and health suite that offers health treatments with beauticians, osteopaths, homeopaths and aromatherapists. The centre is home to The Albany Midwives and King's Family Planning Clinic, who run a regular drop in session service to the local community.

Prices: Membership based, circa £49 - £75 per month

### **The Community Garden Comparative Market Case Studies**

#### **Centre for Wildlife Gardening**

28 Marsden Road, East Dulwich, SE15 4EE

Tel: 020 7252 9186

[cwg@wildlondon.org.uk](mailto:cwg@wildlondon.org.uk)

[www.wildlondon.org.uk](http://www.wildlondon.org.uk)

The Wildlife centre's provisions are a visitor's centres with practical advice. It has numerous habitats: Minibeast village, summer meadow, woodland copse, stag beetle sanctuary, flowery chalk bank, wildlife pond and bog garden. The centre is home to animals not usually found in urban environments such as frogs, grasshoppers, stag beetles, songbirds, and foxes. It serves as an educational centre and receives school visits.

#### **Naturewise**

Tel: 0845 458 4697

[info@naturewise.org.uk](mailto:info@naturewise.org.uk)

[www.naturewise.org.uk](http://www.naturewise.org.uk)

Nature Wise is a London based permaculture group. They provide Permaculture introductory and advice courses around London. The prices are as follows:

£120 - Introductory Weekends

£120 - Course for parents and children

£30 - General advice days.

### **OrganicLeaf**

Hawkwood allotment, Drysdale Ave, Waltham Forest, London, E4

Tel: 07786 657713

[organiclea@yahoo.co.uk](mailto:organiclea@yahoo.co.uk)

[www.organiclea.org.uk](http://www.organiclea.org.uk)

OrganicLeaf is a small food growing cooperative in the Lea Valley on London's edge. They offer a range of organic vegetables, have an open forest garden, have fruit picking projects and operate distribution services. They are also part of the growing network of permaculturalists.

### **The Cafe Comparative Market Case Studies**

#### **Tate Modern**

Bankside, SE1 9TG

Tel: 02078878888

[visiting.modern@tate.org.uk](mailto:visiting.modern@tate.org.uk)

[www.tate.org.uk/modern/](http://www.tate.org.uk/modern/)

The Tate Modern's café provides museum patrons refreshments while visiting the museum. The embedded café provides the customer with convenience, food and space within the existing structure of Tate modern. It provides Tate Modern with added revenue. Prices are as follows:

Lunch £4.50 - £10.50

Coffee £1.50 - £3.00

Dessert £5 - £6.50

#### **The Broca**

4 Coulgate Street, Brockley, SE4 2RW

Tel: 07969 183 527

[eaessex@hotmail.com](mailto:eaessex@hotmail.com)

[www.coffeestaritd.co.uk](http://www.coffeestaritd.co.uk)

The Broca is a small fair-trade/rainforest alliance café located opposite Brockley station that serves commuters travelling to, and from, London Bridge. The café is equipped with reused furniture and equipment and sells locally made-produce. Serving competitively priced coffee to the local community, the Broca is more than just a coffee-stop-shop, serves as a meeting place and discussion hub for community minded local residents. Prices are as follows:

Coffee: £1.45 - £2.40

Lunch: £2.50 - £3.50

Dessert: £1.20-£1.50

#### **Frog on the Green,**

119 Consort Road, Peckham, SE15 3RU

Tel: 0207 732 2525

[gionleka2@btinternet.com](mailto:gionleka2@btinternet.com)

<http://web.mac.com/designunited1/iWeb/frogonthegreen.com/Welcome.html>

The Frog on the Green Deli is a newly established outlet at the junction between Consort Road and Sturdy Road in Nunhead just minutes from PCPT. It promotes a healthier lifestyle by stocking & producing seasonal, ethical and organic products and providing fair-trade coffee and fairly priced organic milk. They also stock cheese, cured meats, sourdough homemade cakes, salads, dips and organic wine and beer



## Appendix 7: Assets

### Sound Studio

| Item                             | Purchase Price | Depreciation % | Value after Depreciation | Residual Value |
|----------------------------------|----------------|----------------|--------------------------|----------------|
| Alixsis compressor               | £ 100          | 50%            | £ 50                     | £ 50           |
| Apple Mac G4                     | £ 600          | 70%            | £ 180                    | £ 180          |
| Audio Technica ATH M40F's        | £ 60           | 70%            | £ 18                     | £ 72           |
| Bayma DT100                      | £ 150          | 70%            | £ 45                     | £ 45           |
| Behringer 31Band Digital EQ      | £ 200          | 40%            | £ 120                    | £ 120          |
| Behringer 3way crossaover        | £ 200          | 50%            | £ 100                    | £ 100          |
| Behringer 4x4 compressor         | £ 150          | 40%            | £ 90                     | £ 90           |
| Behringer 4x4 noisegates         | £ 150          | 40%            | £ 90                     | £ 90           |
| Behringer F/X Processor          | £ 150          | 70%            | £ 45                     | £ 45           |
| Behringer MX 900 Mixing Desk     | £ 800          | 40%            | £ 480                    | £ 480          |
| Behringer Pro 8 digital          | £ 170          | 40%            | £ 102                    | £ 102          |
| Digitec F/X Processor            | £ 200          | 70%            | £ 60                     | £ 60           |
| Dual screen computer monitors    | £ 60           | 40%            | £ 36                     | £ 36           |
| Lexion F/X Processor             | £ 200          | 70%            | £ 60                     | £ 60           |
| Motu 896 HD                      | £ 800          | 40%            | £ 480                    | £ 480          |
| Piano                            | £ 300          | 30%            | £ 210                    | £ 210          |
| Power Play Pro XL Head Phone Amp | £ 100          | 40%            | £ 60                     | £ 60           |
| TAPCO studio monitors            | £ 150          | 40%            | £ 90                     | £ 180          |
| TLA valve compressor             | £ 300          | 40%            | £ 180                    | £ 180          |
| Zoom F/X Processor               | £ 100          | 70%            | £ 30                     | £ 30           |
| <b>Total</b>                     |                |                |                          | <b>£ 2,670</b> |

### Microphones

| Item                    | Purchase Price | Depreciation % | Value after Depreciation | Residual Value |
|-------------------------|----------------|----------------|--------------------------|----------------|
| Active DI Box's         | £ 50           | 50%            | £ 25                     | £ 125          |
| AKA C 451 condenser     | £ 150          | 40%            | £ 90                     | £ 90           |
| AKA SE 300B condenser   | £ 150          | 40%            | £ 90                     | £ 90           |
| Behringer (condenser)   | £ 25           | 40%            | £ 15                     | £ 30           |
| Behringer C1 studio mic | £ 100          | 40%            | £ 60                     | £ 120          |
| EV                      | £ 100          | 40%            | £ 60                     | £ 60           |
| Pioneer CD and mixer    | £ 500          | 50%            | £ 250                    | £ 250          |
| Rope studio mic         | £ 100          | 40%            | £ 60                     | £ 60           |
| SHURE BEATA 57          | £ 100          | 40%            | £ 60                     | £ 60           |
| SHURE BEATA 58          | £ 100          | 40%            | £ 60                     | £ 60           |
| SHURE SM57              | £ 80           | 40%            | £ 48                     | £ 48           |
| SHURE SM58              | £ 80           | 40%            | £ 48                     | £ 192          |
| Superlux mic kit        | £ 100          | 40%            | £ 60                     | £ 60           |
| Techno DJ and mixer     | £ 1,000        | 50%            | £ 500                    | £ 500          |
| Various mic cables      | £ 200          | 50%            | £ 100                    | £ 100          |
| Various mic stands      | £ 200          | 50%            | £ 100                    | £ 100          |
| Various speaker cabling | £ 300          | 50%            | £ 150                    | £ 150          |
| <b>Total</b>            |                |                |                          | <b>£ 2,095</b> |

## Lighting & Effects

| Item                     | Purchase Price | Depreciation % | Value after Depreciation | Residual Value |
|--------------------------|----------------|----------------|--------------------------|----------------|
| Multimedia projectors    | £ 600          | 60%            | £ 240                    | £ 480          |
| Globoscan light          | £ 80           | 50%            | £ 40                     | £ 40           |
| Fluorescent lighting rig | £ 120          | 60%            | £ 48                     | £ 48           |
| Spotlight rig            | £ 250          | 70%            | £ 75                     | £ 75           |
| Motion drive controller  | £ 270          | 30%            | £ 189                    | £ 189          |
| <b>Total</b>             |                |                |                          | <b>£ 832</b>   |

## Public Address & Speakers

| Item                          | Purchase Price | Depreciation % | Value after Depreciation | Residual Value |
|-------------------------------|----------------|----------------|--------------------------|----------------|
| 18" P.D Bass bins             | £ 500          | 30%            | £ 350                    | £ 1,400        |
| AKA 1000 power Amp            | £ 200          | 30%            | £ 140                    | £ 140          |
| Alesis 300w Amp               | £ 150          | 30%            | £ 105                    | £ 105          |
| AMCRON D75 power Amp          | £ 200          | 40%            | £ 120                    | £ 120          |
| Behringer 2x13 EQ             | £ 100          | 50%            | £ 50                     | £ 50           |
| Behringer 2x31 EO             | £ 200          | 50%            | £ 100                    | £ 100          |
| Crown Amps                    | £ 800          | 30%            | £ 560                    | £ 1,120        |
| Dynacorp bass Amp             | £ 2,000        | 30%            | £ 1,400                  | £ 1,400        |
| HH V800 power Amp             | £ 200          | 40%            | £ 120                    | £ 120          |
| Line GTR Amp                  | £ 300          | 30%            | £ 210                    | £ 210          |
| Marshall valve Amp            | £ 300          | 30%            | £ 210                    | £ 210          |
| Martin LM 400 floor monitors  | £ 300          | 30%            | £ 210                    | £ 1,050        |
| Musicraft power Amp           | £ 150          | 40%            | £ 90                     | £ 90           |
| Noise control mid/tops        | £ 500          | 30%            | £ 350                    | £ 700          |
| Pearl drumkit                 | £ 500          | 30%            | £ 350                    | £ 350          |
| Rain 3way crossover           | £ 130          | 50%            | £ 65                     | £ 65           |
| RDL 1100 power Amp            | £ 200          | 40%            | £ 120                    | £ 120          |
| Studiospeakers 3way sidefills | £ 200          | 30%            | £ 140                    | £ 280          |
| W/bins                        | £ 300          | 50%            | £ 150                    | £ 300          |
| <b>Total</b>                  |                |                |                          | <b>£ 7,930</b> |

**Hall assets total: £ 13,527**

## Wellbeing Space

| Item                                   | Purchase Price | Depreciation % | Value after Depreciation | Residual Value |
|--|----------------|----------------|--------------------------|----------------|
| Beanbags                               | £ 120          | 50%            | £ 60                     | £ 240          |
| Belts                                  | £ 6.25         | 20%            | £ 5.00                   | £ 75           |
| Blankets                               | £ 17           | 50%            | £ 9                      | £ 128          |
| Crash mats                             | £ 159          | 50%            | £ 80                     | £ 875          |
| Cushions                               | £ 4.50         | 50%            | £ 2.25                   | £ 34           |
| Futons                                 | £ 50           | 50%            | £ 25                     | £ 50           |
| Heaters                                | £ 89.89        | 30%            | £ 62.92                  | £ 189          |
| Miscellaneous candles/pictures/incense | £ 70           | 60%            | £ 28                     | £ 28           |
| Statues                                | £ 75           | 0%             | £ 75                     | £ 150          |
| Swords/wood practice staffs/sword rack | £ 400          | 30%            | £ 280                    | £ 280          |
| Therapy chair                          | £ 179          | 40%            | £ 107                    | £ 107          |
| Therapy couches                        | £ 1,200        | 20%            | £ 960                    | £ 3,840        |
| Towels and sheets                      | £ 200          | 60%            | £ 80                     | £ 1,760        |
| Wall Hangings                          | £ 400          | 0%             | £ 400                    | £ 800          |
| Wall mirrors 2.5m x 1.2m               | £ 373.17       | 30%            | £ 261.22                 | £ 522          |
| Yoga mats                              | £ 21.50        | 50%            | £ 10.75                  | £ 161          |
| <b>Total</b>                           |                |                |                          | <b>£ 9,239</b> |

## Post-Production Studio

| Item                            | Purchase Price | Depreciation % | Value after Depreciation | Residual Value |
|---------------------------------|----------------|----------------|--------------------------|----------------|
| Bass                            | £ 70           | 30%            | £ 49                     | £ 49           |
| Cabling and Accessories         | £ 100          | 60%            | £ 40                     | £ 40           |
| Cello                           | £ 500          | 10%            | £ 450                    | £ 450          |
| Edirol Midi Keyboard Controller | £ 90           | 50%            | £ 45                     | £ 45           |
| Event Trio Studio monitors      | £ 1,000        | 30%            | £ 700                    | £ 700          |
| Guitar                          | £ 350          | 30%            | £ 245                    | £ 245          |
| Lavlenova Laptop                | £ 600          | 40%            | £ 360                    | £ 360          |
| MOTU 896 interface              | £ 1,000        | 30%            | £ 700                    | £ 700          |
| Percussion Instruments          | £ 100          | 20%            | £ 80                     | £ 80           |
| Rode NT1 Microphone             | £ 80           | 30%            | £ 56                     | £ 56           |
| SM58 Microphone                 | £ 60           | 30%            | £ 42                     | £ 42           |
| <b>Total</b>                    |                |                |                          | <b>£ 2,767</b> |

## Community Garden

| Item                         | Purchase Price | Depreciation % | Value after Depreciation | Residual Value |
|------------------------------|----------------|----------------|--------------------------|----------------|
| Site Office (mobile home)    | £ 1,000        | 25%            | £ 750                    | £ 750          |
| Green house                  | £ 200          | 25%            | £ 150                    | £ 450          |
| Step ladder                  | £ 30           | 40%            | £ 18                     | £ 18           |
| Ladder                       | £ 60           | 40%            | £ 36                     | £ 144          |
| Wheel barrow                 | £ 30           | 50%            | £ 15                     | £ 45           |
| Benches                      | £ 150          | 75%            | £ 38                     | £ 188          |
| Tables                       | £ 60           | 75%            | £ 15                     | £ 120          |
| Chairs                       | £ 15           | 70%            | £ 5                      | £ 135          |
| Water butts                  | £ 30           | 50%            | £ 15                     | £ 60           |
| Gazebos                      | £ 20           | 50%            | £ 10                     | £ 30           |
| Café tables                  | £ 60           | 75%            | £ 15                     | £ 60           |
| Cement Mixer                 | £ 200          | 50%            | £ 100                    | £ 100          |
| 12000W towable generator     | £ 700          | 70%            | £ 210                    | £ 210          |
| Solar panels                 | £ 100          | 40%            | £ 60                     | £ 600          |
| Compost bins                 | £ 10           | 40%            | £ 6                      | £ 78           |
| Grit salt box                | £ 20           | 50%            | £ 10                     | £ 10           |
| Sack trolley                 | £ 25           | 50%            | £ 13                     | £ 63           |
| Hand forks                   | £ 10           | 70%            | £ 3                      | £ 30           |
| Hand trowels                 | £ 10           | 70%            | £ 3                      | £ 30           |
| Secateurs                    | £ 20           | 50%            | £ 10                     | £ 20           |
| Garden shears                | £ 20           | 50%            | £ 10                     | £ 10           |
| Buckets                      | £ 10           | 70%            | £ 3                      | £ 12           |
| Sieves                       | £ 10           | 50%            | £ 5                      | £ 20           |
| Watering cans                | £ 10           | 70%            | £ 3                      | £ 30           |
| Large garden tools (various) | £ 30           | 50%            | £ 15                     | £ 375          |
| Mops & buckets               | £ 10           | 70%            | £ 3                      | £ 9            |
| Hose pipes                   | £ 10           | 70%            | £ 3                      | £ 15           |
| Metal recycling bins         | £ 80           | 30%            | £ 56                     | £ 112          |
| Marque                       | £ 600          | 50%            | £ 300                    | £ 600          |
| Outside staging (6*4)        | £ 50           | 50%            | £ 25                     | £ 100          |
| Various scaffolding          | £ 7            | 40%            | £ 4                      | £ 420          |
| Trellis panels               | £ 20           | 70%            | £ 6                      | £ 36           |
| Garden pond                  | £ 30           | 70%            | £ 9                      | £ 9            |
| Washing machine              | £ 120          | 60%            | £ 48                     | £ 48           |
| Kids swing                   | £ 60           | 50%            | £ 30                     | £ 30           |
| Kids go-kart                 | £ 20           | 50%            | £ 10                     | £ 10           |
| Kids trikes and bikes        | £ 30           | 50%            | £ 15                     | £ 60           |
| Shower booth                 | £ 70           | 70%            | £ 21                     | £ 21           |
| Exercise mats                | £ 80           | 50%            | £ 40                     | £ 200          |
| Hoovers                      | £ 60           | 70%            | £ 18                     | £ 72           |
| Hammocks                     | £ 30           | 30%            | £ 21                     | £ 84           |
| Over Head Projector          | £ 60           | 30%            | £ 42                     | £ 42           |
| Sewing Machine               | £ 120          | 50%            | £ 60                     | £ 60           |
| Trampoline                   | £ 80           | 70%            | £ 24                     | £ 24           |
| Paddling pools               | £ 10           | 70%            | £ 3                      | £ 6            |
| Space Heater                 | £ 120          | 30%            | £ 84                     | £ 84           |
| <b>Total</b>                 |                |                |                          | <b>£ 5,629</b> |

## Plant Stocks

| Item                                | Cost per unit | Depreciation % | Value after Depreciation | Residual Value |
|-------------------------------------|---------------|----------------|--------------------------|----------------|
| Various trees                       | £ 25          | n/a            | n/a                      | £ 1,600        |
| Oaks                                | £ 5           | n/a            | n/a                      | £ 350          |
| Large cactus                        | £ 25          | n/a            | n/a                      | £ 1,025        |
| Medium cactus                       | £ 10          | n/a            | n/a                      | £ 160          |
| Small cactus                        | £ 3           | n/a            | n/a                      | £ 57           |
| Pond with aquatic plants            | £ 30          | n/a            | n/a                      | £ 120          |
| Herbs                               | £ 4           | n/a            | n/a                      | £ 340          |
| Climbers                            | £ 8           | n/a            | n/a                      | £ 272          |
| Soft fruit plants                   | £ 10          | n/a            | n/a                      | £ 190          |
| Vegetable plots (large raised beds) | n/a           | n/a            | n/a                      | n/a            |
| Contained plants                    | £ 5           | n/a            | n/a                      | £ 400          |
| <b>Total</b>                        |               |                |                          | <b>£ 4,514</b> |

## Office Equipment

| Item                  | Purchase Price | Depreciation % | Value after Depreciation | Residual Value |
|-----------------------|----------------|----------------|--------------------------|----------------|
| Apple Mac G4          | £ 400          | 70%            | £ 120                    | £ 360          |
| Printer               | £ 80.00        | 30%            | £ 56                     | £ 56           |
| Scanner/Colour copier | £ 120          | 70%            | £ 36                     | £ 36           |
| Filing cabinet        | £ 160          | 50%            | £ 80                     | £ 160          |
| Office furniture      | £ 700.00       | 40%            | £ 420                    | £ 420          |
| Miscellaneous         | £ 400          | 40%            | £ 240                    | £ 240          |
| <b>Total</b>          | <b>£ 1,860</b> |                |                          | <b>£ 1,272</b> |

**Assets Total: £ 36,948**

| Assets                      | Residual Value  |
|-----------------------------|-----------------|
| Sound Studio                | £ 2,670         |
| Microphones                 | £ 2,095         |
| Lighting and effects        | £ 832           |
| Public Address and Speakers | £ 7,930         |
| Wellbeing Space             | £ 9,239         |
| Post-Production Studio      | £ 2,767         |
| Community Garden            | £ 5,629         |
| Plant Stock                 | £ 4,514         |
| Office Equipment            | £ 1,272         |
| <b>Total Assets</b>         | <b>£ 36,948</b> |

## *Appendix 8: Constitution*



FILE COPY

**CERTIFICATE OF INCORPORATION  
OF A  
PRIVATE LIMITED COMPANY**

Company No. 6579389

The Registrar of Companies for England and Wales hereby certifies that

**PECKHAM COMMUNITY PROPERTY TRUST**

is this day incorporated under the Companies Act 1985 as a private company and that the company is limited.

Given at Companies House on **29th April 2008**



**\*N06579389Y\***



*Companies House*  
— for the record —



THE OFFICIAL SEAL OF THE  
REGISTRAR OF COMPANIES



Please complete in typescript,  
or in bold black capitals

CHWP000

# 30(5)(a)

Declaration on application for registration of a company  
exempt from the requirement to use the word "limited" or  
"cyfyngedig"

6579384

Company Name in full

PECKHAM COMMUNITY PROPERTY TRUST

I, STÖRM POORUN

of 117 CHUDLEIGH ROAD, LONDON, SE4 1HP

† Please delete as appropriate

a [Solicitor engaged in the formation of the company][person named as  
director or secretary of the company in the statement delivered under  
section 10 of the Companies Act 1985]†do solemnly and sincerely declare  
that the company complies with the requirements of section 30(3) of the  
Companies Act 1985

And I make this solemn Declaration conscientiously believing the same to  
be true and by virtue of the Statutory Declarations Act 1835

Declarant's signature

*[Signature]*

Declared at

MCKENZIE BRACKMAN SOLICITORS

Day Month Year

on 28 04 2008

• Please print name

before me •

*[Signature]*

Signed

*[Signature]*

Date

28.04.2008

A Commissioner for Oaths or Notary Public or Justice of the Peace or Solicitor

Please give the name, address,  
telephone number and, if available,  
a DX number and Exchange of  
the person Companies House should  
contact if there is any query

|           |             |
|-----------|-------------|
|           |             |
|           |             |
| Tel       |             |
| DX number | DX exchange |

Companies House receipt date barcode

This form has been provided free of charge  
by Companies House

Form revised June 1998

When you have completed and signed the form please send it to the  
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ DX 33050 Cardiff  
for companies registered in England and Wales  
or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB  
for companies registered in Scotland

DX 235 Edinburgh  
or LP - 4 Edinburgh 2





# 12

Please complete in typescript,  
or in bold black capitals.

CHWP000

## Declaration on application for registration

Company Name in full

6579389

PECKHAM COMMUNITY PROPERTY TRUST

I, STORM POORUN

of 117 CHUDLEIGH ROAD, LONDON, SE4 1HP

† Please delete as appropriate

do solemnly and sincerely declare that I am a † [Solicitor engaged in the formation of the company] [person named as director or secretary of the company in the statement delivered to the Registrar under section 10 of the Companies Act 1985] and that all the requirements of the Companies Act 1985 in respect of the registration of the above company and of matters precedent and incidental to it have been complied with

And I make this solemn Declaration conscientiously believing the same to be true and by virtue of the Statutory Declarations Act 1835

Declarant's signature

Declared at

Day Month Year

On 28 04 2008

• Please print name

before me •

Signed

Date 28.04.2008

† A Commissioner for Oaths or Notary Public or Justice of the Peace or Solicitor

You do not have to give any contact information in the box opposite but if you do, it will help Companies House to contact you if there is a query on the form. The contact information that you give will be visible to searchers of the public record

Companies House receipt date barcode

This form has been provided free of charge  
by Companies House

Form revised 10/03

When you have completed and signed the form please send it to the Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ DX 33050 Cardiff  
for companies registered in England and Wales

or  
Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB  
for companies registered in Scotland

DX 235 Edinburgh  
or LP - 4 Edinburgh 2



**Companies House**

for the record

Please complete in typescript,  
or in bold black capitals.

CHWP000

Notes on completion appear on final page

# 10

**First directors and secretary and intended situation of  
registered office**

6579384

**Company Name in full**

PECKHAM COMMUNITY PROPERTY TRUST

**Proposed Registered Office**

(PO Box numbers only, are not acceptable)

39B CONSORT ROAD

PECKHAM

Post town

LONDON

County / Region

Postcode

SE15 2PR

If the memorandum is delivered by an agent  
for the subscriber(s) of the memorandum  
mark the box opposite and give the agent's  
name and address

Agent's Name

Address

Post town

County / Region

Postcode

Number of continuation sheets attached

1

You do not have to give any contact  
information in the box opposite but if  
you do, it will help Companies House  
to contact you if there is a query on  
the form. The contact information  
that you give will be visible to  
searchers of the public record

S. POORUN

117 CHUDLEIGH ROAD, LONDON SE4 1HP

Tel 07961 822 980 / 020 8314 0689

DX number

DX exchange

FAX 03333 401 102

Companies House receipt date barcode

**This form has been provided free of charge  
by Companies House**

When you have completed and signed the form please send it to the  
Registrar of Companies at

Companies House, Crown Way, Cardiff, CF14 3UZ DX 33050 Cardiff  
for companies registered in England and Wales

or

Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB  
for companies registered in Scotland

DX 235 Edinburgh  
or LP - 4 Edinburgh 2

# Company Secretary (see notes 1-5)

Company name

PECKHAM COMMUNITY PROPERTY TRUST

NAME \*Style / Title

\*Honours etc

\* Voluntary details

Forename(s)

STÖRM

Surname

POORUN

Previous forename(s)

Previous surname(s)

Address \*\*

117 CHUDLEIGH ROAD

LADYWELL

Post town

LONDON

County / Region

Postcode

SE4 1HP

Country

ENGLAND

\*\* Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address

Consent signature

Date

28. 04. 2008

I consent to act as secretary of the company named on page 1

## Directors (see notes 1-5)

Please list directors in alphabetical order

NAME \*Style / Title

\*Honours etc

Forename(s)

PAUL

Surname

KELLY

Previous forename(s)

Previous surname(s)

Address \*\*

13 ASHDENE CARLTON GROVE

PECKHAM

Post town

LONDON

County / Region

Postcode

SE15 2UB

Country

UK

\*\* Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address

Date of birth

Day Month Year

01 01 1967

Nationality

IRISH

Business occupation

ENVIRONMENTAL SCIENTIST

Other directorships

I consent to act as director of the company named on page 1

Consent signature

Date

28/4/8.

**Company Secretary** (see notes 1-5)**Form 10 Continuation Sheet**

CHWP000

Company Name

PECKHAM COMMUNITY PROPERTY TRUST

NAME \*Style / Title

\*Honours etc

\* Voluntary details

Forename(s)

Surname

Previous forename(s)

Previous surname(s)

Address †

† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address

Post town

County / Region

Postcode

Country

I consent to act as secretary of the company named on page 1

Consent signature

Date

**Directors** (see notes 1-5)

Please list directors in alphabetical order

NAME \*Style / Title

\*Honours etc

Forename(s)

Surname

Previous forename(s)

Previous surname(s)

Address †

† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address

Post town

County / Region

Postcode

Country

STÖRM

POORUN

117 CHUDLEIGH ROAD

LADYWELL

LONDON

SE4 1HP

ENGLAND

Day Month Year

Date of birth

0 2 1 0 1 9 7 6

Nationality

IRISH

Business occupation

ECOLOGIST

Other directorships

BRICKHORST TRUST, OLAN TRUST, CYCUCART TRUST, OLAN

FOUNDATION, DAWSON'S HILL TRUST, SOTONES MUSIC COOP

I consent to act as director of the company named on page 1

Consent signature

Date

28 04 2008

## Directors (see notes 1-5)

Please list directors in alphabetical order

|  |   |                            |                 |                     |                    |
|--|---|----------------------------|-----------------|---------------------|--------------------|
| <b>NAME</b>  | <b>*Style / Title</b>                                       | Ms                         |                 | <b>*Honours etc</b> |                    |
| <b>* Voluntary details</b>   | <b>Forename(s)</b>  | JOY SYDNEY                 |                 |                     |                    |
|  | <b>Surname</b>  | MACKNIGHT                  |                 |                     |                    |
|  | <b>Previous forename(s)</b>                                 |                            |                 |                     |                    |
|  | <b>Previous surname(s)</b>                                  | CHENHALL                   |                 |                     |                    |
| <b>†† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address</b> | <b>Address ††</b>   | 18 STYLES HOUSE, HATFIELDS |                 |                     |                    |
|  |   |                            |                 |                     |                    |
|  | <b>Post town</b>  | LONDON                     |                 |                     |                    |
|  | <b>County / Region</b>                                      |                            | <b>Postcode</b> | SE1 8DF             |                    |
|  | <b>Country</b>  | UK                         |                 |                     |                    |
|  | <b>Date of birth</b>  | Day                        | Month           | Year                | <b>Nationality</b> |
|  |   | 29                         | 07              | 1968                | BRITISH            |
|  | <b>Business occupation</b>                                  | JOURNALIST                 |                 |                     |                    |
|  | <b>Other directorships</b>                                  |                            |                 |                     |                    |
|  |   |                            |                 |                     |                    |
|  | I consent to act as director of the company named on page 1 |                            |                 |                     |                    |
|  | <b>Consent signature</b>                                    | J Macknight                |                 | <b>Date</b>         | 28 APR 08          |

|   |               |             |             |           |
|---|---------------|-------------|-------------|-----------|
| <b>This section must be signed by either an agent on behalf of all subscribers or the subscribers (i.e those who signed as members on the memorandum of association).</b> | <b>Signed</b> | J Macknight | <b>Date</b> | 28 APR 08 |
|   | <b>Signed</b> | P Kelly     | <b>Date</b> | 28/04/08  |
|   | <b>Signed</b> | 82          | <b>Date</b> | 28/04/08  |
|   | <b>Signed</b> |             | <b>Date</b> |           |
|   | <b>Signed</b> |             | <b>Date</b> |           |
|   | <b>Signed</b> |             | <b>Date</b> |           |
|   | <b>Signed</b> |             | <b>Date</b> |           |

TUESDAY



LD1 \*L00E8ZA4\* 74  
29/04/2008  
COMPANIES HOUSE

The Companies Acts 1985 & 1989 & 2006  
COMPANY LIMITED BY GUARANTEE



## Memorandum of Association of Peckham Community Property Trust

### NAME

- 1 The name of the Company (hereinafter referred to as "the Organisation") is  
Peckham Community Property Trust

### OFFICE

- 2 The registered office of the Organisation will be situated in England

### AREA OF BENEFIT

- 3 The Organisation's principal area of benefit shall be the town and surrounding localities and settlements of Peckham, England. The board may determine a wider principal area of benefit

### OBJECTS

- 4 The objects for which the Organisation is established are

To contribute to the social, ecological, and economic well being of the people of Peckham and other places within England, by

- a) Acquisition and maintenance of land and premises for cultural, social, environmental, or community benefit
- b) Encouragement and facilitation of investment in land and premises for cultural or community benefit, or environmental improvement
- c) Showcasing, facilitation, and implementation of environmentally-sustainable innovations
- d) Promotion and support of non-profit organisations and activities

### POLICY

- 5 The Organisation shall carry-out all activities (including its administration) in such a manner it considers to be conducive to ecological and social sustainability, and in a manner which is fair, proportionate and in accordance with an Ethical Policy
- 6 The Ethical Policy will include policies on sustainability and equal opportunities, and shall be established, monitored and maintained by the Board, the Board shall also establish, monitor and maintain a Health & Safety Policy
- 7 In carrying out its objects the Organisation shall have regard to promoting the physical, mental, social, and ecological well-being of the community and the wider environment and especially those who participate in the activities of the Organisation by reason of employment in or purchasing from or selling to the Organisation, and to promoting equality of opportunity for all sections of the community both within its own affairs and within society generally, and to assisting people in need by any means whatsoever



## POWERS

8 In furtherance of the above objects, the Organisation shall have the following powers

- (a) To carry on any other trade, campaign, or business whatsoever which can in the opinion of the Organisation be advantageously carried on by the Organisation incidental to or conducive to or ancillary to any of the objects of the Organisation or is calculated directly to benefit the Organisation or enhance the value of or render profitable any of the Organisation's property or rights or is required by any client or customer or persons (legal or natural) dealing with the Organisation. This includes employment or hiring of staff or contractors
- (b) To purchase, take on lease or in exchange, hire or otherwise acquire and hold for any estate or interest any lands, buildings, easements, rights, privileges, concessions, patent rights, licences, secret processes, property of any kind necessary or convenient for the purpose of or in connection with the Organisation's objects
- (c) To erect, construct, lay down, enlarge, alter and maintain any shops, stores, factories, buildings, works, ways, plant and machinery necessary or convenient for the Organisation's objects and to contribute to or subsidise the erection, construction and maintenance of any of the above
- (d) To borrow or raise or secure the payment of any money for the purposes of or in connection with the Organisation's objects, and for the purpose of and in connection with the borrowing or raising of money by the Organisation to become a member of any Building Society subject to other provisions of these Articles
- (e) To mortgage and charge the undertaking and all or any of the real or personal property and assets, present and future, and to issue at par or at a premium or discount, and for such consideration and with and subject to such rights, powers and privileges and conditions as may be thought fit, debentures or debenture stock, either permanent or repayable, and collaterally or further to secure any securities of the Organisation by a trust deed or other assurance subject to the provisions of clause 4 below
- (f) To issue and deposit any securities which the Organisation has power to issue by way of mortgage to secure any sum less than the nominal amount of such securities and also by way of security for the performance of any contracts or obligations of the Organisation or in whose undertakings the Organisation is interested, whether directly or indirectly
- (g) To receive money on deposit or loan upon such terms as the Organisation may approve and to guarantee the obligations and contracts of clients and customers including Members of the Organisation, subject to the provisions of clause 4 below
- (h) To draw, make, accept, endorse, negotiate, discount and execute promissory notes, bills of exchange, cheques and other negotiable instruments
- (i) To invest and deal with the monies of the Organisation not immediately required for the purposes of its objects in or upon such investments or securities and in such manner as may from time to time be determined by the Organisation
- (j) To accept payment for any property or rights sold or otherwise disposed of or dealt with by the Organisation either in cash, by instalments or otherwise, or in fully or partly paid-up shares of any company or corporation, with or without deferred or preferred or special rights or restrictions in respect of dividend, repayment of capital, voting or otherwise, or in mortgage debentures or debenture stock, mortgages or other securities of any company or corporation, or partly, in one mode and

partly in another, and generally on such terms as the Organisation may determine, and to hold, dispose of or otherwise deal with any shares, stock or securities so acquired

- (k) To enter into any partnership or joint-purse arrangement for sharing profits, union of interests or co-operation, or amalgamate with any company, firm or person carrying on or proposing to carry on any objects within the objects of the Organisation, and to acquire and hold, sell, deal with or dispose of shares, stock, securities or property of any such body, and to guarantee the contracts or liabilities of or payments of the dividends, interest or capital of any shares, stock, securities or property of and to subsidise or otherwise assist any such body subject to the provisions of clauses below
- (l) To establish or promote or concur in establishing or promoting any company, firm, or other organisation the promotion of which shall in any manner be calculated to advance directly or indirectly the objects or interests of the Organisation and to acquire and hold or dispose of shares, stock, securities or property issued by or any other obligations of such organisation
- (m) To purchase or otherwise acquire and undertake all or any part of the business, property, assets, liabilities and transactions of any person, firm or company carrying-on any business the Organisation is authorised to
- (n) To make, publish, supply, sell or deal in books, periodicals, audio film and video recordings, and other publications in any medium or any other educational, artistic, or training materials
- (o) To obtain, acquire and purchase all necessary permits, licences or trade marks and other intellectual property rights required for the purpose of enabling the Organisation to carry on its objects upon such terms and conditions as it may think fit
- (p) To sell, improve, manage, develop, turn to account, exchange, let on rent, royalty, share of profits or otherwise, grant easements, licences and other rights in or over, and in any other manner deal with or dispose of the undertaking and any or all of the property and assets for the time being of the Organisation for such consideration as the Organisation may think fit To enter into any contract in order to further the Organisation's objects, and in line with the Organisation's Ethical Policy
- (q) To take out appropriate insurance policies (including indemnity insurance for Directors)
- (r) To work or collaborate with other organisations, or partnerships, or individuals, to further the objects of the Organisation

#### NON-PROFIT CLAUSE

- 9 Any profits or surplus received by the Organisation shall be used to further the objects of the Organisation, and no such funds directly or in kind shall be distributed to Members or Directors save for allowed exceptions in Clause 10
- 10 Exceptions to clause 9 are that a Director may receive reasonable and proportional expenses, and may receive reasonable and proportional remuneration for goods and/or services provided, or reasonable and proportional professional fees, where the Organisation has determined that it is in the best interests of meeting the objectives of the Organisation, and that such payment is fair with regards to the Organisation's membership and ethical policy Director Members may make usage of the Organisation's facilities, assistance, and services and purchase goods, (including that which is provided at less than best consideration) provided such provision is not provided solely for their usage, and is also available for Associate Members, or if the Board determines that it is in the best interests of the Organisation and assists in meeting its objects



#### INTEREST PAID

- 11 The interest paid by the Organisation on money borrowed shall not exceed such rate as is necessary to attract and retain the capital required to further the Organisation's objects

#### LOANS & DONATIONS

- 12 The Organisation may receive interest-bearing and interest-free loans, bonds, and donations towards its objects, and in the furtherance of its objects may grant loans (subject to all legal requirements), or provide interest-bearing or interest-free grants, bonds, or donations

#### LIMITATION OF LIABILITY


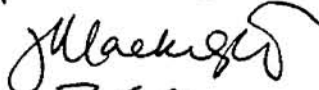

- 13 The liability of the Members is limited
- 14 Every Director Member of the Organisation undertakes to contribute to the assets of the Organisation in the event of the same being wound up while s/he or it is a Member or within one year after s/he or it ceases to be a Director Member for payment of the debts and liabilities of the Organisation contracted before s/he or it ceased to be a Director Member, and of the costs, charges or expenses of winding up and for the adjustments of the rights of the contributories amongst themselves, such amount as may be required not exceeding fifty pounds

#### DISSOLUTION

- 15 If on the winding-up or dissolution of the Organisation any of its assets remain to be disposed of after its liabilities are satisfied, these assets shall not be distributed among the members, but shall be transferred instead to some other Organisation, charitable trust, or social enterprise meeting similar objectives as may be decided by the Director Members at the time of or prior to the dissolution, or other persons where the Organisation is dissolved by other means, save for items which were substantially personally paid for (or otherwise acquired) and which were partially donated and partially loaned to the Organisation by members or others – these items may be retained by the relevant persons if they so require. Any loans, investments, or credits will be transferred to a like organisation if feasible, unless the donor or creditor have reasonable objections. This clause may not be amended by the Organisation and section 17(1) of the Companies Act 1985 shall not apply. Any funds, property, or items which were given, acquired, or held for specific purposes by the Organisation shall be distributed upon the condition that they be applied for usage for the same purposes as far as is reasonably possible, or if not reasonably possible, for as similar such purposes as is reasonably possible

We, the subscribers to this Memorandum of Association, wish to be formed into a company pursuant to this Memorandum

NAMES AND ADDRESSES OF SUBSCRIBERS

| Name          | Address                               | Signature   |
|---------------|---------------------------------------|---|
| STÖRM POORUN  | 117 CHUDLEIGH ROAD, LONDON<br>SE4 1HP |  |
| JOY MACKNIGHT | 18 STYLES HOUSE SE18DF                |  |
| PAUL KELLY    | 13 ASHDENE SE15 2UB                   |  |

Witness to Signatures of Subscribers

LUKA SERIGNO of 117 CHUDLEIGH ROAD, LONDON SE4 1HP



Dated the day of 28 04 2008

# Articles of Association of Peckham Community Property Trust

## Interpretations

- 1 In these Articles  
"the Act" means the Companies Act 1985 as amended by the Companies Act 1989 and any other amendments from time to time in force  
"the Organisation" means the above-named Company  
"the Board" means the board of directors of the Organisation  
"employee" means a person for the time being holding a contract of employment with the Company or any subsidiary of the Organisation  
"member" means a full member who is a Director (a Director Member)  
"associate member" means a person who wishes to be associated with, or participate in the Organisation's activities, but who is not a full member nor a Director
- 2 Expressions referring to writing shall, unless the contrary intention appears, be construed as including references to printing, photocopying and other modes of representing or reproducing words in visible form. Words importing the singular number shall include the plural and vice versa unless a contrary intention appears. Unless the context requires otherwise, words or expressions contained in these Articles shall bear the same meaning as in the Act. Any statutory instruments or regulations from time to time in force shall be deemed to apply to this Organisation, whether or not these Articles have been amended to comply with such instrument or regulation.

## Membership

- 3 The first Members of the Organisation shall be signatories to the Memorandum and Articles, and shall be termed 'Founding Members'.
- 4 The Board may admit to Membership (in accordance with the procedures set-out in these Articles) any legally-suitable person. A Member so admitted shall be called a "Director Member".
- 5 The Board may admit to Associate Membership any other person, who is not a Member of the Organisation provided the nomination for membership is supported by the Board in membership of the Organisation at the time of admission. A Member so admitted shall be called an "Associate Member". The number of Associate Members is not limited. Associate Members may attend meetings and contribute, but may not vote unless so determined by the Board in relation to specific matters. Associate members are not liable persons (i.e. members or Directors) for legal or any other purposes. Associate members shall receive notice of all meetings.
- 6 Members may be admitted at any time subject to their agreement to the Rule of Membership, but shall be subject to confirmation or rejection at the next available Meeting of the Board.
- 7 The Organisation shall maintain a Register of Members in which shall be recorded the name and contact details of every Director and Associate Member, and the dates on which they became a Member and on which they ceased to be a

Member A Member shall notify the Administrative Officer in writing of a change to their name or contact details

- 8 Every application for full Membership shall be considered by the Board at its first meeting after it was made or as soon thereafter as is practicable, if the application for membership is approved, then the member's name shall be entered in the Register of Members. All Members shall be supplied at no charge with a copy (or digital copy) of the Memorandum & Articles of Association of the Organisation and the Ethical Policy and Membership Rules. Associate Members may join at any time, subject to confirmation at the first meeting of the Board following membership. All memberships and associate memberships are subject to acceptance of the Membership Rules.
- 9 A Member shall cease to be a member immediately that s/he or it
  - a resigns in writing to the Secretary, or
  - b is expelled by a Special Resolution carried in accordance with Article 11(a) at a Special General Meeting called to consider the matter, or
  - c dies or becomes bankrupt, if an individual person
  - d is wound up or goes into liquidation, if a corporate body, firm or association, or
  - e is reported by the Secretary to have ceased to be contactable or (in the case of a Director Member) fails to attend 2 consecutive meetings with no apologies or known reasonable explanation

#### **General Meetings**

- 10 The Organisation shall in each calendar year hold a General Meeting as its Annual General Meeting and shall specify the meeting as such in the notices calling it, providing that every Annual General Meeting shall be held not more than fifteen months after the holding of the last preceding Annual General Meeting. Provided that the first Annual General Meeting shall be held within eighteen months of incorporation, it need not be held in the year of incorporation nor in the following year. A General Meeting shall be held at least every two months. The business of an Annual General Meeting shall comprise
  - a the consideration of the Report and Accounts presented by the Board,
  - b the election of Board members (or the announcement of the results if held previously by ballot),
  - c the appointment and the fixing of the remuneration of the auditor or auditors and bankers and other professional appointments (or determining the necessity of an audit and auditors),
  - d a decision on the application of surplus in accordance with these Articles,
  - e such other business as may have been specified in the notices calling the meeting
- 11 The Board may whenever they think fit convene an Extraordinary General Meeting, or an Extraordinary General Meeting may be convened by ten per cent of the Members of the Organisation, as provided by section 368 of the Act

#### **Notices**

- 12 An Annual General Meeting and any General Meeting which is to consider a Special or an Elective Resolution or which is to consider a proposal to remove the auditor or a Director Member or other Member of the Board shall be called by at least twenty-one clear days' notice. Any other General Meeting shall be called by at least fourteen clear days' notice.

- 13 Notice of every General Meeting shall be given in writing to every Director and Associate Member of the Organisation and to the auditors and to such other persons who are entitled to receive notice and shall be given personally or sent by post to each Director and Associate Member at the address recorded in the Register of Members and to other persons at their Registered Office
- 14 Notice of all meetings shall be given exclusive of the day on which it is served and shall specify the exact time and place of the meeting In the case of a General Meeting which is to consider a Special or an Elective Resolution or a proposal to remove the auditor or a Member of the Board, such resolution shall be specified in the notices calling that meeting, and in the case of all other General Meetings the general nature of the business to be raised shall be specified
- 15 All notifications (including from Members or Associate Members) notices, reports, and correspondence may be delivered by fax, document exchange service, sms, ordinary postal service, instant messaging, or email (dependent upon the contemporary contact information listed in the Register of Members) Members who are only contactable by post or document exchange may be charged a higher membership fee to incorporate costs of printing and delivery Where notice is sent by post or document exchange, notice shall be deemed to have been served by properly addressing, prepaying and posting the notice and to have been served forty-eight hours after the notice has been posted Where notice is sent via email, instant messaging, or fax, notice shall be deemed to have been served 12 hours after the notice has been sent from the Organisation's email server Where the notice has been sent via SMS service, the notice shall be deemed to have been served 4 hours after the notice has been sent from the Organisation's SMS server
- 16 The accidental omission to give notice of a meeting to or non-receipt of notice of a meeting by any person entitled to receive notice shall not invalidate proceedings at that meeting
- 17 Annual General Meetings require a notice period of one calendar month General Meetings require a notice period of 7 days (including holidays), General Meetings for Urgent matters only may be called upon a minimum of one hours notice, but not less notice than is reasonable and necessary in the circumstances Special Resolutions require six weeks notice prior being considered

#### **Form of Meetings**

- 18 All meetings may take place by means, or including means, other than physical presence (including telephone conferencing, internet conferencing, instant messaging, or video-conferencing) The Annual General Meeting must be held at a physical venue, though attendance may be by virtual means

#### **Voting**

- 19 All votes, including that carried-out for the election of officers, passing of resolutions, and passing of special resolutions, may take place by usage of telephone voting, sms voting, email voting, web voting, and postal voting
- 20 The Secretary or in an emergency any Member so appointed by those present, shall make provision for such voting procedure and for special resolutions and elections, notice shall be given of at least 5 days
- 21 Notices must set-out the procedures for voting and the details of the resolution/s and any proposed amendments (including related documentation) In the event of an election, the notice must include the available posts and associated candidates

and their details including photograph if possible, contact details, a short biography, and any relevant declarations

- 22 In the event of considering an ordinary resolution, voting may be made by physical indication (for those members physically present) and verbal or written indication by those members digitally or telephonically present. In the case of any matter which can be reasonably deemed sensitive or confidential (including all grievance matters), non-members, and associate members may be asked to leave whilst voting takes place
- 23 In the case of an equality of votes, whether on a show of hands or on a ballot, the Convenor (or if unavailable, the chairperson of the meeting) shall not have a second or casting vote

#### **Decisions**

- 24 A Special Resolution is required for decisions involving an alteration to the Memorandum and Articles of Association of the Organisation, the expulsion of a Member of the Organisation, or the winding up of the Organisation. Other decisions so required from time to time by statute shall be made by Special or Extraordinary Resolution. A Special or an Extraordinary Resolution is one passed by a majority of not less than three-fourths of votes cast at a General Meeting, to which at least 2 weeks notice has been given
- 25 Key decisions may be made at a General Meeting or Annual General Meeting. Key decisions are important decisions including but not limited to approval of accounts and budgets, appointment of officers (but not acting officers), delegation of non-key decisions, matters pertaining to or arising from disciplinary action, potential dissolution, grievances, court or legal or planning issues or disputes, breaches of the Ethical Policy or Health & Safety Policy. Key decisions require a two-thirds majority vote
- 26 Non-key/non-constitutional decisions may be determined in any other way as resolved or delegated by the Board to competent persons, including to officers, members, or other persons/agencies
- 27 The quorum for a special resolution is 70% of Director Members, and in any case not less than 4 persons
- 28 The quorum for an Annual General Meeting is 50% of Director Members, and in any case not less than 4 persons
- 29 The quorum for a General Meeting, or for non-key decisions which have not been delegated is not less than 4 members
- 30 Parties must declare potential conflicts of interest and stand-down any vote or discussion if a conflict of interest is demonstrated in the opinion of either the Convenor, the chairperson, or more than 2 board members

#### **Proceedings at General Meetings**

- 31 Every Director Member and Associate Member and such other persons as receive notice shall be entitled to attend and speak at a General Meeting. When a meeting is considering a complaint or grievance, all such interested persons shall be entitled to attend and speak during the relevant consideration
- 32 A corporate body, firm or association which is a Member shall by resolution of its governing body appoint a representative who may during the continuance of



her/his appointment be entitled to exercise all such rights and powers as the body corporate, firm or association would exercise if it were an individual person. Each such Member organisation shall supply written notification to the Secretary of its choice of representative.

- 33 Each Member (excluding Associate Members) shall have one vote on any question to be decided by a General Meeting. Votes may only be cast by individual Members or their proxy and by the duly appointed representatives of organisations which are Members. No person may carry more than one proxy vote or represent more than one organisation.
- 34 No business shall be transacted at a General Meeting unless a quorum of Director Members is present.
- 35 If within half an hour from the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of Members, shall be dissolved. In any other case it shall stand adjourned until such date as the Board may decide and all Members shall be given as much notice as is practicable of the time, date and place of such an adjourned meeting. The Director Members present at a meeting so adjourned shall constitute a quorum for that meeting only.
- 36 Each General Meeting shall appoint a Chairperson whose function will be to conduct the business of the meeting in an orderly manner.
- 37 The Chairperson may with the consent of the meeting at which a quorum is present (and shall if so directed by the meeting) adjourn the meeting from time to time and place to place but no business shall be transacted at an adjourned meeting other than the business which might have been transacted at the meeting from which the adjournment took place.
- 38 Where a meeting is adjourned for thirty days or more, notice of the adjourned meeting shall be given as in the case of the original meeting. Otherwise it shall not be necessary to give any notice of an adjournment or of the business to be transacted at an adjourned meeting.
- 39 Subject to the provisions of the Act, a resolution in writing signed by (or, in the case of a Member organisation, on behalf of) all the Members of the Organisation for the time being shall be valid and effective as if the same had been passed at a General Meeting duly convened and held and may consist of several documents in similar form, each signed by or on behalf of one or more Members.
- 40 The Organisation may at its discretion invite other persons to attend its meetings, with or without speaking rights, and without voting rights.

#### **The Board of Management and Director Members**

- 41 Unless and until otherwise determined by the Organisation in General Meeting the number of members of the Board shall not be less than two or more than thirteen. Members of the Board of the Organisation, are Director Members, not including Co-opted Board Members (appointment of whom is subject to the restrictions set out in these Articles).
- 42 The initial members of the Board from incorporation until the first Annual General Meeting shall be the Founder Members.
- 43 The qualification required to be a member of the Board shall be that s/he is a Director Member of the Organisation, or the duly appointed representative of an

organisation which is a Director Member, and there shall be no other qualification required

- 44 A member of the Board shall, subject to Article 38 below, hold office until the next Annual General Meeting following her/his appointment. On expiration of the period of office for which s/he was elected, a Board member shall be eligible for re-election by Director Members. If a Director Member is not re-elected to the Board, then they shall cease to be a Director Member.
- 45 New Board / Director members shall be appointed individually at (or prior to) the Annual General Meeting.
- 46 The Board may at any time conduct a by-election to fill a casual vacancy in the Board. A casual vacancy shall exist when the number of members of the Board is less than the number elected at the last held Annual General Meeting.
- 47 A Board member shall not vote in respect of any contract in which s/he has a direct or indirect personal interest or any connected matter and if s/he does so vote her/his vote shall not be counted, except that nothing in this Article shall prevent a member of the Board voting in respect of the general terms of contract between the Organisation and its Members, or in respect of dividend or other payments to Members.
- 48 Any remuneration of Board members shall only be in respect of services actually rendered by that member to the Organisation. A Board member may act in a professional capacity for the Organisation, and they or their firm shall be entitled to remuneration for professional services as if they were not a Board member, provided that nothing shall authorise a Board member or their firm to act as Auditor to the Organisation, and subject to Clauses 5 and 6 of the Memorandum.
- 49 The office of a member of the Board shall be vacated if they
  - a resigns her/his office in writing to the Organisation, or
  - b ceases to be a Member of the Organisation or is the representative of an organisation which ceases to be a Member, or
  - c in the opinion of a majority of the Board, fails to declare her/his interest in any contract as referred to in Article 36, or
  - d is absent from three successive meetings of the Board without good cause and the Board resolves by a majority that the office is to be vacated by reason of such absence, or
  - e becomes bankrupt or, in the opinion of a majority of the Board, incapable on medical or psychological grounds of carrying out the duties of a Board member, or is otherwise prevented by law from continuing as a company director, or
  - f is removed from office by Ordinary Resolution of the Organisation in General Meeting in accordance with section 303 of the Act

#### **Powers and Duties of the Board**

- 50 The business of the Organisation shall be managed by the Board who may pay all expenses of the formation of the Organisation as they think fit and may exercise all such powers of the Organisation and do all such acts on behalf of the Organisation as may be exercised and done by the Organisation and as are not by statute or by these Articles required to be exercised or done by the Organisation in General Meeting, provided that no contract or agreement to dispose of assets of the Organisation amounting in value to one third or more of the last published balance sheet of the Organisation may be entered into without the prior approval of the Organisation in General Meeting.



- 51 All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments and all receipts for money paid to the Organisation shall be signed, drawn, accepted, endorsed or otherwise executed in such manner as the Board shall from time to time determine
- 52 Without prejudice to its general powers the Board may exercise all the powers of the Organisation to borrow money and to mortgage or charge its undertaking and property or any part thereof and to issue debentures and other securities whether outright or as security for any debt, liability or obligation of the Organisation or of any third party
- 53 No regulation made by the Organisation in General Meeting shall invalidate any prior act of the Board which would have been valid had that regulation not been made

#### **Proceedings of the Board**

- 54 Members of the Board may meet together for the despatch of business, adjourn and otherwise regulate their meetings as they think fit. Questions arising at any meeting shall be decided by a majority of votes cast. In the case of an equality of votes the Chairperson of the meeting shall not have a second or casting vote and the resolution shall be deemed to be lost, but the Board may by a majority vote decide to refer the matter to a General Meeting for resolution
- 55 The Administrative Officer shall on the requisition of two or more Members summon a meeting of the Board by giving reasonable notice to all members (except in the event of a matter which could reasonably be considered urgent, in which case only that matter – and ancillary matters, may be considered at the meeting held), if the Administrative Officer is unavailable two or more Members, or 6 or more Associate Members may directly summon a meeting
- 56 If the Board shall at any time be reduced in number to less than the minimum prescribed in these Articles or by the Organisation in General Meeting, the remaining members may act as the Board for the purpose of filling vacancies in their body, or of summoning a General Meeting of the Organisation, but for no other purpose
- 57 The Convenor shall Chair meetings, unless resolved otherwise for a specific matter, or unless there is a conflict of interest. In the event of a grievance consideration, a unassociated person who is not a member shall be selected to Chair the meeting by the Administrative Officer, by way of requesting such service from a mediation or similar organisation. If at any meeting the Convenor is not present within fifteen minutes after the time appointed for holding the meeting and willing to act as Chair, the Board members present shall choose one of their own number to be Chair of the meeting
- 58 The Board shall cause proper minutes to be made of the proceedings of all meetings of the Organisation, of the Board and of any sub-committee and all business transacted at such meetings. All such minutes shall be open to inspection by any Member of the Board at any reasonable time
- 59 A resolution in writing signed by all Board members for the time being who are entitled to vote shall be as valid and effective as if it had been passed at a meeting of the Board and may consist of several documents in similar form each signed by one or more Board members

- 60 The Board may delegate any of its powers to sub-committees consisting of such Members of the Organisation as it thinks fit. Any sub-committee so formed shall conform to any regulations that may be imposed on it by the Board.
- 61 All acts done by any meeting of the Board or by any person acting as a member of the Board shall, even if it be afterwards discovered that there was some defect in the appointment of any Board member or person acting as such, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a Board member.
- 62 The Board may at its discretion co-opt other persons to become Board members, invite other persons to attend its meetings, with or without speaking rights, and without voting rights, so long as such persons form less than one quarter of the Board at any meeting.

#### **Officers**

- 63 The Board shall appoint officers as appropriate to co-ordinate or take delegated decisions as determined by resolution. Such officers must include Administrative Officer (who will also be the Company Secretary), Finance Officer, Policy Officer (responsible for implementing health and safety, equal opportunities, and sustainability policies), and Convening Officer. Officers must also be members of the Board. Finance Officer and Secretary must also be a Director Member, and any Officer so appointed may be removed by them. Officers must be appointed annually, notice of nominations must be given at the time of calling for the annual general meeting, and all Director Members, or Associate Members who are concurrently requesting full Membership, may nominate themselves for such posts. All members of the Organisation may vote upon such nomination, in accordance with voting procedures.
- 64 Anything which has to be done by or to a Board member and an Officer shall not be done by or to one person acting in both capacities.

#### **Accounts**

- 65 The Board shall cause proper accounts to be kept in accordance with the law for the time being in force with respect to
- a all sums of money received and expended by the Organisation and the matters in which the receipt and expenditure takes place,
  - b all sales and purchases of goods by the Organisation, (c) the assets and liabilities of the Organisation.
- 66 Proper accounts shall be deemed to be kept if they give a true and fair record of the state of the Organisation's affairs and explain its transactions.
- 67 The accounts shall be kept at the Registered Office of the Organisation or, subject to section 222 of the Act, at such other place or places as the Board thinks fit, and shall always be open to the inspection of all Members and officers and by other persons authorised by the Organisation in General Meeting.
- 68 The Board shall from time to time in accordance with their statutory obligations cause to be prepared and laid before the Organisation in General Meeting such profit and loss accounts, balance sheets and reports as are required by statute.
- 69 In addition the Board shall prepare and present the Members with such regular budgets and accounts showing so far as is possible the current financial results of the Organisation as the Organisation in General Meeting shall require to be laid before them.

- 70 A copy of every balance sheet (including every document required by law to be annexed thereto) which is laid before the Organisation in General Meeting, together with the auditor's report, shall not less than twenty-one days before the date of the meeting be sent or delivered to every Member, the auditors and every holder of loan stock or debentures of the Organisation, provided that this Article shall not require a copy of those documents to be sent to any person of whose address the Organisation is not aware or to more than one of the joint holders of any debenture

#### **Audit**

- 71 Where required by any statutory exemptions and regulations as may be in force, once at least in every year the accounts of the Organisation shall be examined and the correctness of the income and expenditure account and balance sheet ascertained by one or more properly qualified auditor or auditors, or where permissible in law, a lay auditor, or self-audit by an Officer or Member. This requirement may be ignored should it not be lawfully necessary to carry-out an audit
- 72 Where required by law, auditors shall be appointed and their duties regulated in accordance with the appropriate legislation

#### **Surplus of the Organisation**

- 73 The surplus of the Organisation shall be applied in such proportion and in such a manner as the General Meeting shall decide from time to time to a general reserve for continuation and development of the Organisation, and for social and charitable objects as provided in Clause 3 of the Memorandum of Association

### **Indemnity**

- 74 Every Member or auditor or officer of the Organisation shall be indemnified out of the assets of the Organisation against all losses or liabilities incurred by her/him in or about the execution and discharge of the duties of her/his office, except to the extent that such losses or liabilities shall be attributed to
- a fraud or other matters in respect of which such person concerned shall be convicted of a criminal offence, or
  - b negligence, or
  - c actions knowingly beyond the scope of a specific authority or limit thereon on the part of such person

### **Dissolution**

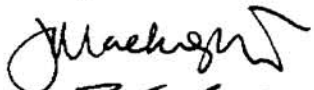
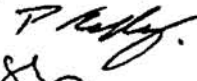

- 75 Clause 9 of the Memorandum of Association relating to the winding up and dissolution of the Organisation shall have effect as if its provisions were repeated in these Articles

### **Regulations**

- 76 The Organisation in General Meeting or the Board may from time to time make, adopt and amend such regulations in the form of bye-laws, standing orders, secondary rules or otherwise as they may think fit for the management, conduct and regulation of the affairs of the Organisation and the proceedings and powers of the Board and sub-committees. No regulation shall be made which is inconsistent with these Articles or legislation. All Members and Associate Members of the Organisation and the Board shall be bound by such regulations whether or not they have received a copy of them

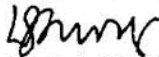
We, the subscribers to these Articles of Association, wish to be formed into a company pursuant to these Articles

NAMES AND ADDRESSES OF SUBSCRIBERS

| Name          | Address                            | Signature   |
|---------------|------------------------------------|---|
| JOY MACHNIGHT | 18 STYLES HOUSE SE18DF             |  |
| PAUL KELLY    | 13 ASHDENE SE15 2UB                |  |
| STORM POORUN  | 117 CHUDLEIGH ROAD, LONDON SE4 1HP |  |

Witness to Signatures of Subsribers

LUKA SERIGNO of 117 CHUDLEIGH ROAD, LONDON SE4 1HP



Dated the day of 28 04 2008