

A community enterprise hub run by local people for local people

Business plan: Three years to 2021



Flo's - The Place in the Park



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Introduction

In 2017, a group of local residents and entrepreneurs, working with the charity Aspire Oxford, successfully bid to take over the former Florence Park Children's Centre. The Centre had been closed by Oxfordshire County Council as part of spending reductions, leaving a huge gap in the support and activities available for children and families in the Cowley area.

Over the same period there has been an increasing squeeze on services supporting other groups in the area – particularly the elderly, those with health conditions, those new to the area and parents of babies and young children. The closure of the Children's Centre also left a beautiful, purpose-built, eco-friendly building empty and begging for new purpose.

Our founder members, trustees and project team are highly experienced in different fields - early years education and children's services, management, catering, finance and business, digital marketing and communications. We are supported by both Oxford City Council and Oxfordshire County Council. We have formed ourselves into a registered charitable Community Benefit Society and developed our mission to create a financially viable and sustainable centre for childcare, community and creativity.

We are now extending our invitation to a wider group of people to become part of our journey, as members of the Society, shareholders, volunteers and as visitors of the centre, sharing in our aspirations to build a strong sense of place where everyone feels they belong.

Flo's – The Place in the Park will be a safe, welcoming, inclusive place for families and people of all generations to meet, eat, work, play and learn. This is a place where busy people can relax and enjoy the beautiful natural surroundings of the park. It will house creative new enterprises, offering opportunities for networking, ideas-exchange and learning. It will connect children and adults of all ages with each other and with nature through healthy food, and through outdoor play and learning. It will be a place where we look after our environment as well as each other. We hope you will join us in this creative and celebratory new venture.

The Project Team
Flo's - The Place in the Park



Flo's - The Place in the Park

A place for all generations to meet, eat, work, play and learn, making the most of the urban oasis that is Florence Park

Key Activities at Flo's:



The Café at Flo's
Serving healthy, family-friendly
foods at affordable prices with a
free open-access community dropin and volunteer-led activities.



Meeting Place at Flo's
A bookable meeting room for
meetings or training courses and a
larger community space bookable
for meetings or social gatherings
when the café is closed.

The Nature Nursery at Flo's

Childcare for 2, 3 and 4 year olds (including government-funded places) from 8.15am to 5.45pm each day for 48 weeks a year. Parttime and full-time places available.



Conscious Crafts at Flo's

Craft materials to complement our range of courses and workshops for adults and our activities for children and families..







Community Midwives

Community team from Oxford University Hospital Trust also offering classes, advice and support for the community.



Courses & Workshops at Flo's

A programme of courses, including professional development, early education, nature connection, mindfulness, stress reduction, healthy eating and crafts.

Section 2: History of Flo's and Social Needs of the Area

Florence Park Children's Centre is an award-winning, beautiful and ecologically sustainable building. It was constructed in 2008 with government Sure Start funding to house services for children and families in the Cowley area.

Oxfordshire County Council lease the building from Oxford City Council.

The Children's Centre was decommissioned in February 2017 due to lack of continued government funding. As a result, many parents and children have been left in dire need of family support services and the park has been left with this beautiful but empty building. Our bid, led by the charity Aspire Oxford, to take on the centre as a community-owned and managed enterprise hub was agreed by Oxfordshire County Council cabinet in September 2017.

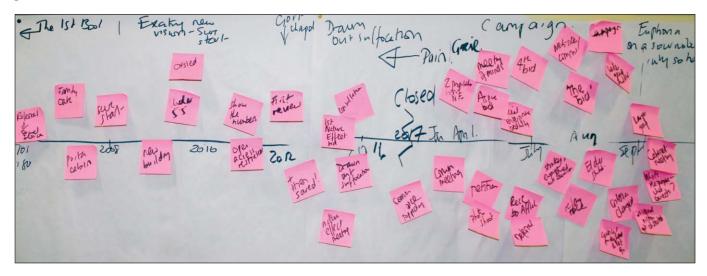
The park is popular with people of all ages and backgrounds and attracts visitors from across the city. The dense estates and streets that boundary the park house incredibly diverse communities. It is a vibrant, dynamic area with residents coming from a wide range of ethnic, cultural, social and economic backgrounds. Over 40 native languages are spoken by the pupils of one local school and across the five local council wards BME residents make up 43% of the population.

Over the past ten years the area has seen rapid population growth, 40% since 2001, predominantly through immigration and growth in student numbers, with a very positive impact on the local economy including growth in small business and commercial initiatives. Alongside this, there has been a growing interest in community-led projects with creative, environmentally sustainable and socially positive outcomes.



Many of the local rental properties are poorly maintained and overcrowded, including emergency, temporary and hostel accommodation where vulnerable individuals and families may be placed without access to sufficient support or facilities. Visible street homelessness is increasing as the impact of austerity on support services is felt, and the Florence Park area has been in the spotlight due to the exploitation of children and vulnerable people, most recently around drug dealing from out-of-area gangs. Our centre will work closely with the Parks Service, police and community safety officers and extend a welcoming safety net for support and safe places to go.

Flo's project aims to address some local challenges through harnessing the enormous expertise, entrepreneurialism and social capital within our own communities. Flo's - The Place in the Park builds on a surge in community engagement and activism locally, with a growing interest in community ownership, and coproduction of services, cutting across intergenerational and cultural divides.



Section 3: Flo's Community Enterprises

The Nature Nursery at Flo's

- The 24 place nursery will provide much needed childcare places for 2, 3 and 4 year olds to the local community.
- Open 48 weeks per year from early to late (8.15am to 5.45pm) Monday to Friday.
- Part-time and full-time places will be available.
- We will offer government-funded 30 hour or 15 hour places to eligible parents of 3 and 4 year olds and parttime funded places for eligible 2 year olds.
- The Nature Nursery particularly values outdoor learning and the children will be able to make the most of the beautiful garden space and the park.



Nature Nursery Manager Tanja Fletcher is a very experienced graduate early education and childcare professional and a trained Forest School leader. She and her team have a childcentred approach in a small setting with a homely feel which appeals to the cultural diversity

of the area. They aim to offer children creative and language experiences and rich real life activities including gardening, cooking, adventures outdoors, storytelling and lots of free play.







The Café at Flo's

This café will serve healthy, family-friendly foods at affordable prices. It will also offer freshly cooked meals to the nursery children and provide a warm welcoming space in winter and beautiful outdoor garden café overlooking the Florence Park playground in the summer. The café will also cater for meetings and training courses offered at the centre and for social events booked for evenings. Opening hours may vary seasonally, and will include themed pop-up evening dinners. The café space will be multipurpose with a free open access community drop-in area which will also host volunteer-led activities focussing on support for families with young children. The emphasis is on peer-to-peer parent support, working with partner organisations and creativity through natural play and craft.

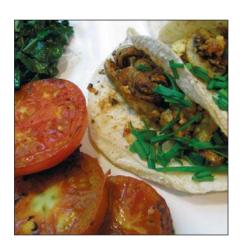


The café is lead by Will Pouget of Fresh Connection, well-known local catering entrepreneur, and founder of successful

catering outlets: The Vaults Café, Alpha Bar and Will's Deli. Will is excited by the opportunity tto develop a café with a strong community focus.







Meeting Place at Flo's (meetings and social functions)

Flo's will offer rooms to hire for meetings, training courses and social events. Our meeting room will be available for hire 7 days a week including evenings. Our larger café / community space is bookable for meetings, courses and social gatherings when the café is closed. We will also be able to cater for away-days through the on-site café.



Community Midwives

The Community Midwives team have been on site throughout the transition from Children's Centre to Community Hub. They are part of the community team from Oxford University Hospital Trust.

Flo's will continue to house the Community Midwives Team and as such will be well-placed to welcome parents-to-be and new parents. The Community Midwives office and clinic room will enable expectant and new parents to have their appointments and get support. They will also be offering classes, advice and breastfeeding support for the community in this accessible venue.



The main drop-in space will be co-located within the café space offering ongoing weekday open access provision to families – a warm, welcoming space where they can get signposted to more specialist information when needed.

The Flo's team will also work with the midwives, health visitors and partner organisations such as OXPIP, Baby Café, Oxfordshire Mind, Oxfordshire Play Association, Donnington Doorstep and Ark T to offer a range of tailormade sessions on topics such as healthy and affordable eating, play 'on a shoestring' and outdoor activities.

The midwifery team value the space as it is more accessible for many of the women to access than the alternatives at John Radcliffe Hospital. They get better attendance at prenatal and postnatal appointments and classes, particularly from women from ethnic minority communities and for those for whom transport and parking present challenges.

Conscious Crafts at Flo's

Flo's will sell natural play and craft materials to complement a range of workshops and courses for adults and for families..

Products will be chosen for local ethical provenance, in accordance with our mission, purpose and values. Flo's will host demonstrations and workshops and sell 'DIY' craft kits and materials – with an emphasis on locally-sourced and with minimal impact on the environment.

In the medium term we will seek to develop the external buggy store as an additional workshop space.







Courses and Workshops at Flo's

We will offer a programme of courses, including professional development, early education, nature connection, mindfulness, stress reduction, healthy eating and crafts – using natural and locally sourced resources and making the most of the green environment of the park. These courses can include lunch from the café and will be variably priced depending on the audience.

We will draw on expertise within the team including Tanja Fletcher, the Nature Nursery manager, and associates from other organisations connected with our project such as Aspire, The Nature Effect and Community Action Groups. We will offer free or subsidised space to engage groups that are under-represented in our membership or use of the centre, as well as subsidised or free courses, such as English as a Second Language, or other identified needs of individuals and groups in the community.











Annie Davy is a highly experienced consultant, adviser and national and international speaker on early years education, educational leadership, mindfulness and outdoor learning.

Anna Thorne managed Donnington Doorstep for 13 years. She has been a trustee and Vice Chair of Oxfordshire Sexual Abuse and Rape Crisis Centre since 2015 and recently took up the post of Executive Director at the Oxford Parent Infant Project (OXPIP).

Shilpa Bhatt was Head of two children's centres in Oxfordshire. She has worked as a consultant and delivered training in stakeholder engagement and equality and management.

Jane Gallagher has been a primary and secondary teacher and more recently worked as Play Development Officer for Oxfordshire. She is an experienced trainer, facilitator and community organiser.



These are the values and principles that are important to us:

- 1. Connecting to nature & place slowing down; enjoying the outdoors and all that nature has to offer; caring for planet, environment and other living things; feeling at home, a sense of belonging and rootedness
- 2. Inclusive welcoming all members of the community, regardless of age, culture, background or experience; strengthening community through embracing difference; connecting, making friends and finding mutual support
- 3. Learning for life planting the seeds of curiosity, breeding confidence and empowering people to increase their understanding of themselves, others, and the environment and places where they live and work
- 4. Playful & creative encouraging play for children, families and all ages in the community; being spontaneous; using head, heart and hands; developing resourcefulness; having fun and celebrating together

- **5. Supporting families** respecting children's rights; understanding it can be tough to raise children; engaging with others in the community to support the needs of parents, carers and extended families
 - 6. Participatory enabling co-creation and shared ownership of what happens at the centre; nurturing independence and inter-dependence; building resilience
 - 7. Ethical cultivating kindness, respect, and cooperation; walking our talk in the way we behave towards others and the environment and the way we use
- **8. Financially sustainable** ensuring that the centre can flourish and fulfill a useful role in the community in the longer term
- 9. Being a force for positive change generating new ways of working and organising; leadership and learning that harness the energy of community, and inspire hope; harvesting what we learn, so it can be shared with and replicated by others

The Place in the Park

flosoxford.org.uk

Section 5: Understanding the Market for our Community Enterprises

Being a locally-owned and managed organisation for local people, we are in an excellent position to understand the local market needs based on the ground. Within our membership and staff team, all living locally, we have the experience, skills and local networks to achieve success across the activity and enterprise strands and to differentiate our offer to the local community. We also have a strong team of advisers, including those running successful initiatives elsewhere.



The Nature Nursery

The Government funds all 3 and 4 year olds for 15 hours of free nursery education/childcare through the national Nursery Education Funding Scheme. The government has also, since September 2017, expanded the number of funded places for 2 year olds on offer. It is also extending the free childcare entitlement to 30 hours per week for some families.

Current Oxfordshire Childcare Sufficiency data from Oxfordshire County Council indicates a significant demand for new places in the local communities around Flo's. We have undertaken a survey of local providers with Donnington Doorstep, Little Troopers, Comper, Larkrise and we have canvassed local parents.



Photo (cc) Local Matters

Whilst there are still some surplus places, particularly in the autumn term, our proposals are supported by:

- Evidence of a shortage of suitable year-round childcare for working parents;
- Significant interest from the community in our model which focuses on year round outdoor learning alongside play and wellbeing and nature which mirrors national trends;¹
- Advice from a successful local private nursery chain.

The Café & Community Space

There is a growing demand for cafés serving affordable, healthy food in a friendly environment, open all day. The market includes homeworkers who use these places as bases for networking, meetings and to avoid 'cabin fever' of the homeworking environment. The closure of children's centres and reduction in public funding mean that previously subsidised provisions such as Donnington Doorstep family centre have had to reduce their lunchtime food service. Our proposals are supported by:

- Several cafés and pubs catering for this market opening around the Cowley Road over the last couple of years and moving ever closer to the Florence Park area (Magic Café, Sylvie's, Rusty Bicycle);
- Experience of our café provider Fresh Connection with several successful and award winning outlets in Oxford City and a food production company close to the park;
- Contacts from voluntary organisations that support parents (e.g.: Baby Café, Saplings) which have been displaced by the closure of the children's centres which indicates a continued gap in friendly places for open access family support.

¹ See: www.tes.com/news/school-news/breaking-news/outdoor-learning-early-years-boosted-bid-improve-attainment www.nurseryworld.co.uk/nursery-world/news/1156484/new-report-calls-for-action-on-eyfs-childrens-entitlement-to-outdoor-play www.nurseryworld.co.uk/nursery-world/news/1156379/outdoor-and-forest-school-nurseries-expand-across-london

Conscious Crafts

"Britain's craft boom produces new model artisan army" – last year's Guardian article reports figures compiled last year by the Crafts Council, showing there were 11,620 craft businesses in the UK, with 43,000 employees. The overall value of craft skills to the British economy last year was £3.4bn. An Oxford University intern report produced for us in March 2018 looked at local competition and pricing. We are aware that key competition in this area comes from the growth in internet shopping and Youtube as go-to places for support with craft. Our proposals are supported by:

- A successful programme of craft workshops run by The Nature Effect CIC for socially isolated groups funded by the Big Lottery with no venue to continue this offer;
- Absence of a local craft material shop since the popular 'Fibreworks' craft shop closed down on the Cowley Road;
- Advice from the existing and successful 'Conscious Craft' provider based in Sussex;
- Advice from a focus group of local craft hobbyists (mainly parents with young children);
- Evidence of a growth in peer craft group 'meet ups' which will work well in our space;
- Successful models of family workshop and raw materials sales (e.g.: paint your own pottery sales cafés in North Oxford, Brighton, Bristol, Reading).

 Whilst our trade ambition for craft materials is very modest

Whilst our trade ambition for craft materials is very modest in the first year, focussing on seasonal gifts and craft kits, we plan to expand our vision and develop additional workspace (the current buggy store) to develop family craft sessions.









Courses & Workshops

We have compared our prices with relevant course providers in Oxford - County Council Step into Training programme, Oxfordshire Teaching School Alliance, Oxford University Adult and WEA adult education courses.

Our proposals are supported by:

- Competitive pricing with added advantages of easier parking and onsite refreshments available;
- Added value and efficiencies by drawing on the expertise in the other community enterprises based at the centre: parenting, teaching, crafting, wellbeing and nature connection under one roof;
- A beautiful location and facilities of the park setting enabling nature connection and mindfulness to be part of our offer.

Section 6: Social Benefits

Oxford is a world-famous city and busy tourist destination. It is a place of great contrasts with sites of extreme affluence buttressed against areas of significant economic deprivation and with high levels of child poverty. Flo's aims to address some of the challenges facing the area through harnessing the enormous expertise, entrepreneurialism and social capital within our own communities in various ways:

Beneficiary Groups and Context ²

Health and wellbeing

In Oxford, childhood obesity levels are above the national average with an increase in the last five years.

Children's admissions to the mental health services have also increased.

Social isolation, with the highest levels in Oxfordshire being described in the city centre.

What Flo's will do to address this:

Working with partners such as Restore mental health charity, the NHS Forest and the Oxford City Farm, Flo's - The Place in the Park will:

- Host health walks, pram walks and walks for the elderly;
- Open a nature-focused nursery with an emphasis on outdoor play;
- Develop Family Forest Schools and Nature Explorer Clubs;
- Provide a social, free to use community "dropin" space;
- Open the community café serving affordable, multicultural, healthy foods.

Maternal health: The on-site team of community midwife services offering prenatal and antenatal services will work with us to develop a programme of support for new parents.



What impact will this have?

Spending time in nature has been shown to have a whole range of benefits for our mental and physical health.

Flo's - The Place in the Park opens out into a beautiful and popular urban park.

The programmes provided will support local children, families and the wider public make behaviour changes towards leading a healthy lifestyle.

Our activities will be open to the whole community, with activities and events targeted at isolated groups such as young and new parents, elderly people living on their own, people new to the area and refugees.



Photo (cc) Neil William

2 Evidence for context taken from: www.oxfordshireccg.nhs.uk/documents/work%20programmes/oxford-city-locality-place-based-plan.pdf and: insight.oxfordshire.gov.uk/cms/joint-strategic-needs-assessment-report-2017





Beneficiary Groups and Context ²

Family Support and Childcare

Support for families has been severely reduced in the last two years due to central government funding cuts resulting in the closure of almost all children's centres across Oxfordshire in 2017.

Very few services have been provided to replace these, leaving a big gap in accessible support for working parents, new parents and parents on low-income parents or those needing support with parenting or family pressures.

What Flo's will do to address this:

Flo's - The Place in the Park will ensure a range of open access family support services are available in the hub including:

- An nursery with 24 affordable childcare places, open for the duration of the working day;
- Community midwifery services;
- A welcoming child-friendly drop-in area for all;
- An affordable community café;
- Information and signposting.

What impact will this have?

Community family support provided by Flo's will give parents a safe place where they can gain support from peers, spend time with their children and maintain good mental health - making the area a better place to live and bring up young children. The childcare offer is affordable and fixed around the working day, enabling parents to balance work and childcare effectively.

Community cohesion

Florence Park estate is home to residents from a wide range of cultural and economic backgrounds, including rapid population growth in this area and a large proportion of new families including migrant workers, refugees and asylum seekers.

In times of reduced social cohesion and reported increasing level of hate crime, bridges between different groups is crucial including providing shared spaces and platforms for mutual exchange.

Flo's will proactively engage with diverse community members to become a hub for greater community cohesion. We will:

- Provide affordable rental hire of meeting rooms and spaces. Where needed and possible we will offer free use of these rooms:
- Host cultural exchange projects such as community cooking events;
- Provide a central hub for celebration engaging with local festivals, including the already popular Flofest;
- Ensure that membership of Flo's is broad and that governance and staffing within the centre reflects the diverse communities served.

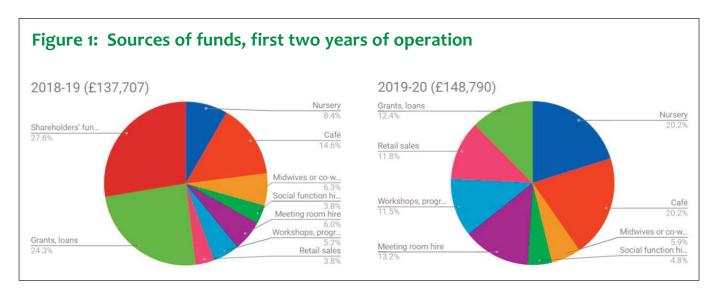
The closure of the children's centre last year prompted a huge campaign to save the building for use by the community. Inspired by the rallying of support to re-open the children centre, we are confident that through our outreach and community work, will be able to ensure that Flo's continues to be a focus point - bringing people from different backgrounds together in one central community hub.

Section 7: Financial Information

Flo's is based upon a sustainable model of financial independence. Our income streams are complementary and capitalise on the space and heritage of the building and the dynamism of the community. Our five-year plan was developed through the management team's experience, research into similar trading enterprises and independent advice (See appendix 1).

Funding

Funding in the first year (April 2018-March 2019) sees a nearly 50/50 split between community enterprise revenues and money raised through grants and the community share offer. The second year (April 2019-March 2020) sees the community enterprises providing around 85% of Flo's funding, with grants providing the balance. See Figure 1.



Expenditure

Just under half of expenditure in the first two years is for core staff. These comprise a Centre Director at 0.5 full-time-equivalent (FTE), Business Manager (0.5 FTE), Project Manager (0.5 FTE), Cleaners and caretaking (0.75 FTE) and temp staff (£2,500 annually).

By the second year (April 2019-March 2020), rent and rates comprise a quarter of outgoings. This is because we have a first-year rent exemption by the local authority. The balance of spending in year 2 is comprised of utilities, professional services and direct costs. See Figure 2.

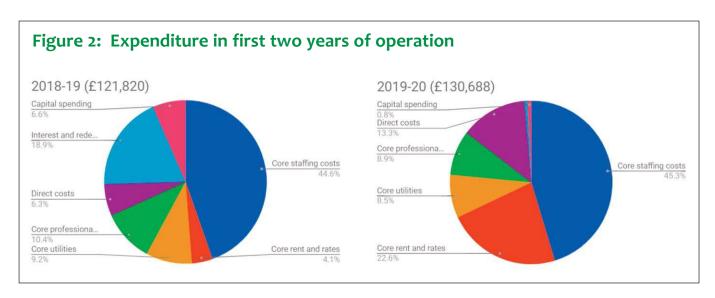


Table 1: Core (non-nurser	y) Cash flow	in 2019-2023	(Financi	al yrs endin	g March 3
	2019	2020	2021	2022	2023
Cash out					
Core staffing costs	£ 54,376	£ 59,218	£ 60,349	£ 61,002	£ 61,661
Rent and rates	£ 5,034	£ 29,599	£ 29,841	£ 30,088	£ 30,340
Utilities	£ 11,149	£ 11,149	£ 11,372	£ 11,599	£ 11,831
Core professional, IT, other	£ 12,632	£ 11,632	£ 11,865	£ 12,102	£ 12,344
Direct costs	£7,629	£ 17,330	£ 18,372	£ 19,477	£ 20,652
Interest and redemption	£ 23,000	£ 760	£760	£ 722	£ 686
Capital spending	£ 8,000	£ 1,000	£ 1,000	£ 1,000	£ 1,000
Total - Expenditure	£ 121,820	£ 130,688	£ 133,558	£ 135,990	£ 138,513
Cash in					
Nursery contribution to core *	£ 11,500	£ 30,000	£ 30,600	£ 31,212	£ 31,836
Café rent and service charge	£ 20,167	£ 30,000	£ 36,000	£ 36,720	£ 37,454
Midwives rent and service charge	£ 8,720	£ 8,720	£ 8,894	£ 9,072	£ 9,254
Social function hire	£ 5,250	£7,200	£7,560	£7,938	£ 8,335
Meeting room hire	£ 8,213	£ 19,710	£ 20,696	£ 21,730	£ 22,817
Workshops, programmes	£7,150	£ 17,160	£ 18,018	£ 18,919	£ 19,865
Retail sales	£ 5,208	£ 17,500	£ 18,725	£ 20,036	£ 21,438
Total - Cash in	£ 66,207	£ 130,290	£ 140,493	£ 145,627	£ 150,999
Operating Surplus / Deficit	-£ 55,613	-£ 398	£ 6,935	£ 9,637	£ 12,486
Outreach Fund spending	£-	-£ 10,000	-£ 10,000	-£ 10,000	-£ 15,000
Grants and loans	£ 33,500	£ 18,500	£ 11,050	£ 11,103	£ 11,158
Shareholders' funds in (out)	£ 38,000	£-	£ -	-£ 1,900	-£ 1,805
Net cash-flow	£ 15,887	£ 8,102	£ 7,985	£ 8,840	£6,839
Reserves drawdown (add to)	-£ 9,122	-£ 9,122	-£ 9,122	-£ 9,122	-£9,122
Opening balance	£ 22,610	£ 29,376	£ 28,357	£ 27,219	£ 26,937
Closing balance	£ 29,376	£ 28,357	£ 27,219	£ 26,937	£24,653
MEMO					
Four months' operating costs	£ 30,273	£ 42,976	£ 43,933	£ 44,756	£ 45,609
Reserve account	£ 9,122	£ 18,244	£ 27,365	£ 36,487	£ 45,609

^{*} The nursery is run directly by PPP and contributes to 'core rental and service costs' but is also treated as a separate business unit in financial terms as staffing and costs are dependent on occupancy and ratio requirements.

Table 1a: Nursery cash-flow financial years end March 31

INCOME	2019	2020*
Nursery sales - paying parents	53,486	116,140
Nursery sales - OCC funded	34,834	72,409
OCC subsidy	25,628	0
OCC capital grant	39,000	0
TOTAL RECEIPTS	152,947	188,548
EXPENDITURE		
CAPITAL INVESTMENT	39,000	
Staff costs		
Core 3 and 4 staffing	36,328	69,375
Paying 2 year olds staffing	15,903	31,666
Funded 2 year olds staffing	4,677	8,185
Contribution to building rent and utilities	8,750	15,000
Contribution to shared services (business mgr, reception, caretaking)	8,750	15,000
First Year rent relief (at least until November 2018)	-6,000	
Activities and materials	1,400	2,400
Advertising	1,000	1,000
Cleaning materials, nappies etc	420	720
Equipment	7,000	4,500
Food	11,667	20,000
ICT	1,167	2,000
Insurance/Registration, memberships	1,000	1,500
Printing/Stationery	800	800
Professional advice and support	8,000	1,500
Recruitment	1,500	8,000
Training	1,200	2,200
TOTAL EXPENDITURE	149,234	183,846
NET INFLOW/ (OUTFLOW)	3,713	4,702
MEMO		
% occupancy of 24 places	60%	81%
% occupancy of breakfast/ late club	25%	43%

Key drivers and assumptions ³

Enterprise funding streams are the Nature Nursery, which contributes 23% of all enterprise contributions to the core, Café (also 23%), Meeting room hire (15%), Workshops/Programmes (13%), Retail sales (13%), Midwives (7%), and Social function hire (6%). Grant funding is £18,000, falling to just over £10,000 from year 3 onwards. This funding enables the first four years of annual spending on targeted outreach programmes (see "Outreach Fund spending" in Table 1 on page 15). After this period, it is the intention to run our Outreach Fund as much as possible through internally-generated surpluses.

Nature Nursery

60% of Nature Nursery costs are staffing, 24% are food and equipment, and 16% are contribution to the core (Flo's) for rent, utilities and core staffing. Nature Nursery income is comprised of paying parents (62%) and local authority funded places (38%). This income is based on an average of 80% occupancy of the 24 nursery places available and 43% occupancy of the optional breakfast/late-club spaces available.

Café

The café rent reflects a portion of the rental charge by the local authority and a portion of Flo's operating costs. The latter is comprised of utilities and staff. The café rent is discounted heavily in the first year (April 2018-March 2019) in recognition of the lighter footfall expected as the building and café gradually come into use. The café's ability to meet its rental obligations to Flo's is based on an analysis of its income streams. These comprise over-the-counter sales, catering for Flo's events, nursery meals and bespoke catering for pop-up evenings. The café's rental charge from Flo's is anticipated to be 20% of the café's total expenditures.

Meeting room hire

The meeting room has a notional revenue capacity of £40,000 per year if hired 365 days a year at a hire cost of £18 per hour and an average hire of 6 hours. Our forecast anticipates 25% occupancy (90 bookings) in the year April 2018-March 2019, followed by 50% occupancy in the year April 2019-March 2020 (182 bookings).

³ From the second year (April 2019-March 2020).

Flo's workshops and programmes

A single programme or workshop raises £55 per participant in gross revenue and has an average participation of 13 people. This equates to £715 gross revenue per workshop. Our forecast anticipates one workshop or programme per month in the initial year (ending March 2019), followed by 2 per month in the following year, and 5% annual growth in the third and four years. We allow 50% direct costs on these revenues, making net receipts £3,575 and £8,580 in the first and second years respectively.

Retail sales

Around 13% of community enterprise revenues at Flo's are anticipated to be retail sales. This will entail the sale of natural craft materials and play-making materials not easily available at retail venues in the vicinity.

We forecast 25 transactions per week on average in the first year, at an average transaction value of £5. In the second year (ending March 2020) this rises to 50 transactions at an average value of £7. This amounts to £5208 in the first year and £17,500 in the second. Against this we anticipate direct costs equal to 50% of sales, making net receipts £2604 and £8750 respectively.

We forecast 5% growth in retail sales year-on-year in the third and four year.

Meeting rooms and social function hire

Around 6% of Flo's income is derived from social function hire. This entails renting the space for a variety of privately booked events, from birthday parties to business meetings out of hours.

The maximum notional revenue capacity for social function hire is £9,000, which is comprised of 100 hire slots per year, 3 hours per slot, and £30 per hour charge. In the first year (ending March 2019) we anticipate filling 70% of these slots, followed by 80% in the second year. This raises £5,250 and £7,200 respectively.

Midwives

Rental income from the midwives constitutes about 7% of Flo's core income. The rental charge comprises the floorspace-rental charge levied by the local authority along with a proportionate share of the utilities bill and costs for cleaning and caretaking.

Sensitivity analysis

Our sensitivity analysis measures the effect of an underperformance in the income streams. The exception to the sensitivity analysis is the rental income from the Nature Nursery. Conservative assumptions are incorporated into the Nature Nursery's forecast, which is based on 80% occupancy of the nursery spaces and less than 25% occupancy of the optional breakfast and end-of-day clubs.

Table 2: Utilisation of Flo's café capacity
(% of total capacity for food sales)

		Monday-Thursday		Friday	Friday		Saturday-Sunday	
		Morning	Lunch	Morning	Lunch	Morning	Lunch	
2018	Winter							
	Spring							
	Summer	10%	10%	15%	15%	50%	50%	
	Autumn	6%	6%	11%	11%	30%	30%	
2019	Winter	5%	5%	10%	10%	25%	25%	
	Spring	8%	8%	13%	13%	40%	40%	
	Summer	10%	10%	15%	15%	51%	51%	
	Autumn	6%	6%	11%	11%	31%	31%	
2020	Winter	5%	5%	10%	10%	26%	26%	
	Spring	8%	8%	13%	13%	41%	41%	
	Summer	10%	10%	16%	16%	52%	52%	
lia -	Autumn	6%	6%	11%	11%	31%	31%	
2021	Winter	5%	5%	10%	10%	26%	26%	
	Spring	8%	8%	14%	14%	42%	42%	
	Summer	11%	11%	16%	16%	53%	53%	
	Autumn	6%	6%	12%	12%	32%	32%	

Café slow-business scenario

To assess whether the café could fulfill its rental payment obligations under adverse circumstances, we designed a revenue model for the café's food sales under pessimistic occupancy as described in Table 2.⁴ In the midweek days of winter of the first year, café utilisation is set at 5% of the maximum potential utilisation, rising to 10% in the summer midweek. Weekend utilisation is set at 25% and 50% respectively for winter and summer.

⁴ Coffee/cake sales follow food sales using a fixed ratio.

Maximum potential utilisation is based on 549 square feet indoors and 215 square feet on the patio, with only the summer months forecast to host any patio utilisation, at 0.12 people per square foot. This yields 46 people (or 64 in summer). With two waves of people possible at morning meals and another two at lunchtime, this equates to 91 covers in the morning and another 91 at lunchtime (127 in the summer months). Projected revenues are the product of the utilisation rate, utilisation capacity and average transaction price.

Under the pessimistic scenario of low utilisation described above, the café cash-flow is positive, with key ratios as follows: Staff costs are 32% of sales; Revenues per staff are £37 in the first year, rising to £46 in the second year. One reason the café weathers a poor turnout is the staffing model, which is based on the proprietor's experience with several successful and award-winning cafés. This model entails self-serve of hot food.

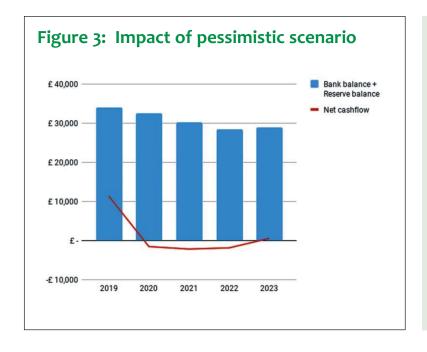
Community enterprises

(directly managed, excluding Nature Nursery)

We programmed the scenario outlined in Table 3 into our financial forecast for years 1 and 2 to understand the impact on cash-flow. These revenues grow thereafter at 5% per year.

The result is that cash-flow is negative in years 2 and 3, but turns positive from year 4. The bank balance bottoms out in year 3 at £13,215 and recovers to £21,740 in year 5. See Figure 3.

	Baseline parameters	Pessimistic scenario	Revenue under baseline	Revenue under scenario
Social-function hire	70% and 80% occupancy in year 1 and 2	50% and 60% occupancy respectively	£5,250 (Y1) £7,200 (Y2)	3,750 5,400
Meeting room hire	25% and 50% of capacity (Y1, Y2)	20% and 40%	£8,213 £19,710	6,570 15,768
Workshops & programmes	1 per month (Y1) 2 per month (Y2)	9 per year (Y1) 18 per year (Y2)	£7,150 £17,160	5,363 12,870
Retail sales	25 transact/week 50 transact/week	20 trans/wk (Y1) 40 trans/wk (Y2)	£5,208 £17,500	4,167 14,000



Charitable status and rates relief

Flo's is the trading name of 'People, Place & Participation Limited', a charitable community benefit society owned by the community. People, Place & Participation (PPP) is recognised in law as a charity exempt from registration with the Charities Commission. Its charity status comes from the HMRC enabling profits to help our charity's aims and objectives, known as 'primary purpose trading'. We will also benefit from Business Rates Relief from our local authority and will be able to claim Gift Aid on donations.

Sources of Investment

• Community Shares

We aim to raise between £38,000 and £50,000 through our community shares scheme which we will launch in April 2018. We have made a successful application to the Community Shares Share Booster Scheme, and gained a standard mark award for our scheme. We are grateful to Ethex for supporting us and hosting our share offer www.ethex.org.uk

• Ignition Fund

Our Ignition Fund aims to raise £20K for essential refurbishments and start up activities, including social action days. The Ignition Fund will enable us to refurbish the community drop-in space. Our target income is £4,500 raised through a Just Giving page, gifts and fundraising events. We will supplement this with small grant applications to enable us to run outreach events and subsidized courses for key groups underrepresented at the centre.

We have been awarded £15,000 from Oxford City
 Council towards start up costs and also £30,000 from
 Oxfordshire County Council's transition fund spread
 over 5 years.

• Capital grants

We have been awarded a £35,000 Local Authority grant to pay for the necessary capital works in order to convert part of the site into a nursery to meet Oxfordshire County Council's childcare sufficiency requirements.

Bridging loan

We have agreed £23,000 in interest free bridging loans for additional works needed for the café / community room refurbishment.

• Childcare subsidy

The Nature Nursery is a key part of our enterprise model. It will receive a significant part of its income from government funds in the form of Nursery Education Funding and the Childcare 30 Hour Supplement for 3 and 4 year olds making the provision free for eligible parents. We have been awarded a revenue grant and place development grant of £25,000 to support anticipated under-occupancy of these places in the first year.



Pricing strategy

We have established a pricing strategy based upon a number of elements:

- The costs of delivering an activity or service;
- The financial contribution to core costs and overheads;
- The pricing of local competition and other provision;
- What we believe the market will bear including offering affordable services to those in most need.

Our approach to pricing and occupancy for each of our activity and key enterprise strands will be:

- The Nature Nursery Oxfordshire County Council hourly rates for 15 hour, 30 hour (£4.01 per hour) and Funded 2s (£5.52 per hour) places, plus charges for meals and extras as appropriate and in line with other local nurseries.
- The Café pricing will be competitive with other local independent cafés (Sylvie's, Magic Café). During the week families using the drop-in area will be able to bring their own food if desired and be given access to self-serve low cost teas, coffees, etc.
- Room Hire (meetings and social functions) will be offered at an affordable rate to community groups or a delegate rate in line with similar venues in the area such as Florence Park Community Centre. Can be arranged to include refreshments / lunch, etc.
- Courses & Workshops Our non-grant funded workshops will be offered at delegate day rate for up to 24 people to include refreshments, materials and trainer fee.
 We will also run shorter twilight courses. Costing will be in line with Oxfordshire County Council and Oxfordshire Teaching School Alliance Courses and Unipart delegate rate fees. We will work with partners and use our outreach programmes to provide free and low cost courses to targeted groups.

Stability, Reserves & Surpluses

Our financial model predicts that we will generate surpluses from the third year (ending March 2021) and it is the intention of the Society to use these to build up our unrestricted income to the point that we have four months' operating costs in reserve, in order to bring us into line with best practice guidance for charities. Once we have established these reserves, the trustees will consider the best use of any additional surplus, with the intention that as much as possible will be directed into Flo's Outreach Fund.

This fund will be used to finance targeted activities such as the provision of free courses, bursaries and targeted programmes for those identified as needing most support in the area. The Outreach Fund will initially be funded through small targeted grant applications but over time the objective is for this to be fully funded through surpluses from the enterprise activities of the Society.

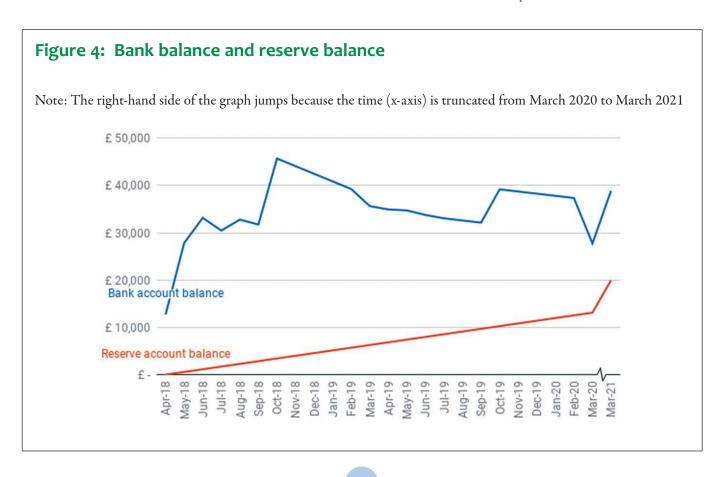


Share offer redemption and interest

Our financial plan anticipates 5% of outstanding share capital is withdrawn per year after the initial three-year lock-up period. This means that we provision for £1,900 in withdrawals in the year ending March 2022, £1,804 in the year ending March 2023, and so on. We also provision for 2% interest payments beginning June 2019, one year after the date by which share subscriptions vest (June 2018). Our forecasts for bank balance and reserve account balance are inclusive of these anticipated drawdowns and interest

payments. Our sensitivity exercise also includes these same provisions for redemption and interest. In an additional sensitivity exercise, we doubled the anticipated community share drawdown in the year ending March 2022 (to £3,800) and have no problem meeting this out of our combined reserve-account and current-account bank balances.

We anticipate the possibility of a smaller follow-on share-issue after the second year of operations, in order to replace retiring share capital and to fund another round of small capital improvements, such as construction of a kiln area to support an additional line of community enterprise around clay crafts and entertainments.



Income	2019	2020	2021	2022	2023
Nursery sales	£ 88,319	£ 188,548	£ 188,548	£ 188,548	£ 188,54
Nursery - OCC subsidy	£ 25,628				
Nursery capital grant	£ 39,000				
Café contribution to core	£ 20,167	£ 30,000	£ 36,000	£ 36,720	£ 37,45
Midwives rent and service charges	£ 8,720	£ 8,720	£ 8,894	£ 9,072	£ 9,25
Social function hire	£ 5,250	£7,200	£7,560	£7,938	£ 8,33
Meeting room hire	£ 8,213	£ 19,710	£ 20,696	£ 21,730	£ 22,81
Workshops, programmes	£7,150	£ 17,160	£ 18,018	£ 18,919	£ 19,86
Retail sales	£ 5,208	£ 17,500	£ 18,725	£ 20,036	£ 21,43
Grants received (Core)	£ 33,500	£ 18,500	£ 11,050	£ 11,103	£ 11,15
Total - Income	£ 241,155	£ 307,338	£ 309,491	£ 314,066	£ 318,86
Expenditure					
Nursery staffing	£ 63,581	£ 109,226	£ 109,226	£ 109,226	£ 109,22
Nursery supplies and services	£ 35,153	£ 44,620	£ 44,620	£ 44,620	£ 44,62
Nursery depreciation	£ 13,000	£ 13,000	£ 13,000	£ -	£
Core staffing costs*	£ 54,376	£ 59,218	£ 60,349	£ 61,002	£ 61,66
Rent and rates	£ 5,034	£ 29,599	£ 29,841	£ 30,088	£ 30,34
Utilities	£ 11,149	£ 11,149	£ 11,372	£ 11,599	£ 11,83
Core professional, IT, other	£ 12,632	£ 11,632	£ 11,865	£ 12,102	£ 12,34
Direct costs	£7,629	£ 17,330	£ 18,372	£ 19,477	£ 20,65
	£ 6,667	£7,000	£7,333	£ 667	£ 66
Core depreciation					
•	£-	£ 10,000	£ 10,000	£ 10,000	£ 15,00
Grant related spend (Outreach)		£ 10,000 £ 760	£ 10,000 £ 760	£ 10,000 £ 722	£ 15,00 £ 68
Core depreciation Grant related spend (Outreach) Interest Total - Expenditure	£-				

^{*} Centre director, business manager and project manager, all half-time; cleaners, caretakers, temp and supply workers and specialists.

Table 5: Grant sources and donations; amounts and uses, 2019-2022						
	2019	2020	2021	2022	2023	USE
Nursery - OCC subsidy	£ 25,628	-	-	-	-	Subsidise unused nursery capacity - revenue grant
Nursery capital grant Core	£ 39,000	-	-	-	-	Refit building to accommodate 24 places - capital grant
Oxford City Council (operating costs)	£ 5,000			-	-	Start up/revenue
Ignition Fund (Just Giving donations)	£ 3,500	-	-	-	-	Start up/revenue
Oxfordshire County Council transition fund (operating costs)	£ 10,000	£7,500	-	-	÷	Start up/ revenue
Outreach Fund (sustainable anticipated fundraising for targeted projects each year)	-	£ 10,000	£ 10,000	£ 10,000	£ 10,000	Outreach activities to isolated communities (revenue)
Other grants (outreach and operating costs year 1)	£ 15,000	-	-	-	-	Start up/ (revenue)
Events	-	£ 1,000	£ 1,050	£ 1,103	£ 1,158	Operating costs





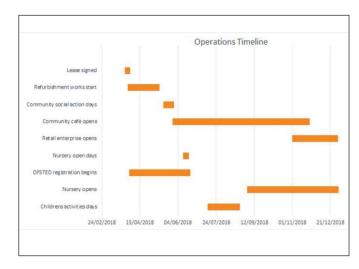
Table 6: Balance sheet at March 31						
	2019	2020	2021	2022	2023	
Fixed assets						
Nursery conversion works	£39,000	£39,000	£39,000	£39,000	£39,000	
Less Depreciation	-£13,000	-£26,000	-£39,000	-£39,000	-£39,000	
Net book value - Nursery fixtures and fittings	£26,000	£13,000	£0	£0	£0	
Fixtures and Fittings - Core	£20,000	£21,000	£22,000	£23,000	£24,000	
Less Depreciation	-£6,667	-£13,667	-£21,000	-£21,667	-£22,333	
Net book value - Core fixtures and fittings	£13,333	£7,333	£1,000	£1,333	£1,667	
Total Fixed assets	£39,333	£20,333	£1,000	£1,333	£1,667	
Current Assets *						
Cash at bank	£21,089	£24,771	£27,737	£30,945	£31,528	
Reserves	£9,122	£18,244	£27,365	£36,487	£45,609	
Current liabilities *	£0	£0	£0	£0	£0	
Non-current liabilities - (Long term loans)	£0	£0	£0	£0	£0	
Total Assets	£69,544	£63,348	£56,102	£68,765	£78,803	
Capital and Reserves						
Shareholder Funds	£38,000	£38,000	£38,000	£36,100	£34,295	
Retained Profit	-£390	£31,544	£25,348	£18,102	£32,665	
Current year's profit	£31,934	-£6,196	-£7,246	£14,563	£11,843	
Total Equity	£69,544	£63,348	£56,102	£68,765	£78,803	

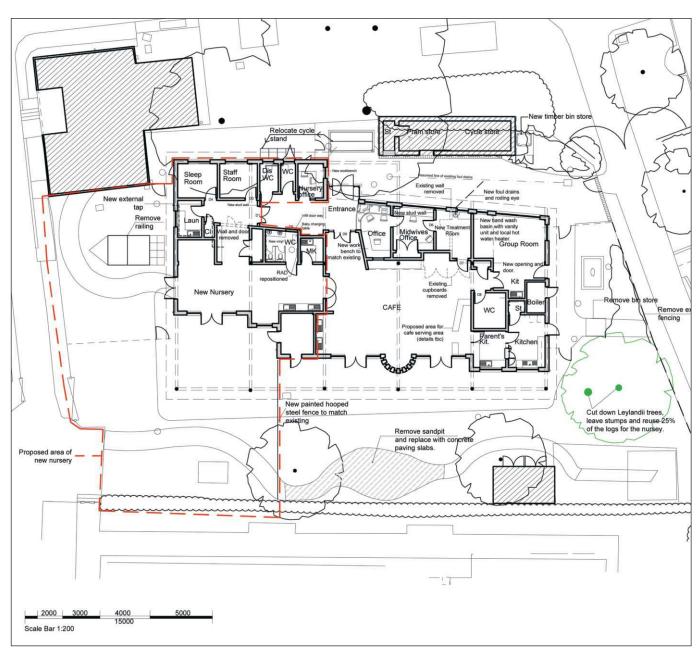
^{*} Debtors and creditors at each year end cannot be accurately estimated at this point. However the net total is unlikely to be material as most income and expenditure will fall into the month to which it relates. E.g nursery fees will be collected in the relevant month and staff wages will be paid at the end of each month's work.

Section 8: Operational Plan

The Building

The building is already well suited to the activities proposed, as many of them are similar in nature. Capital works will create a new secure entrance separating the Nursery from the other activities to meet Ofsted requirement for a full daycare childcare facility. External works will also be needed to create a new fence and to open new access ways from the street, the park, etc. We hope that many of the fixtures, fittings and current equipment can form part of the transfer of assets agreement with the County Council. A medium term plan is to develop the current external workshop into a craft workshop alongside our retail development for craft materials





External works

In order to open up the building to the wider community we think visibility and access need to be improved through external works to create new gates, pathway and remove excessive shrubbery (including 2 large Leylandi trees which currently obscure the building). We will also need to erect a new dividing fence to ensure the Nature Nursery has secure outdoor space not accessible from the community hub to meet Ofsted requirement and the need to safeguard children.

Day to day operations

We have developed enterprise and community activities that are complementary and will use the available space to best effect. The community enterprises offer synergy and coherence between the services offered. So parents using the childcare may also use the café as a flexible work space or the meeting rooms or have lunch in the café, or attend their midwifery appointment. Fresh food cooked in the café will be served to children in the nursery. Meetings and social functions also have the option for catering from the café. Spaces will be used flexibly serving different purposes at different times of day.

Risk analysis

We have a strong and experienced team. The financial projections show that the Society is viable at the time of seeking investment through our Community Share offer. Actual results, performance or achievements may differ from those expected due to known or unknown risks, uncertainties and other important factors.

We have identified areas where there is risk and our business plan reflects our response to these. These relate to setting up as we prepare to take over the building and operating risks as we develop our activities and enterprise provision.

Staff	
Staff position	Key responsibilities
Centre Coordinator (0.5 fte post)	Coordinate management team. Offer support to Nursery Manager, Café Manager
	Line manage Caretaker Line manager Projects and Communications Manager
	Support the Board and attend trustee meetings
	Liaison with City and County Council
	Overall responsibility for the smooth running of the centre
Business Manager (0.5 fte post)	Manage day to day book-keeping reconciliation and day to day finance
	Admissions for the Nature Nursery
	Invoicing for the Nature Nursery Contracts re premises & utilities, security etc.
Projects and	Fundraising
Communications	Marketing and Communications
manager (0.5 fte post)	Organising events
(0.5 Ite post)	Organising outreach and community room programme
Nursery Manager (1 fte post)	Manage the day to day operations for the nursery
	Lead the nursery team and supervise staff
	Ensure compliance
	Manage relationship with parents Ensure all necessary documentation and policies for nursery are up to date
	Recruitment and management of nursery staff
Café Manager (employed by Fresh Connection)	Manage the café operations to meet required Food Hygiene standards, Health and Safety and offer high quality meals
	Legal compliance and quality assurance
Additional Nursery Staff – Key Person and assistant roles	Care and education of children to ensure standards meet Ofsted requirements, required qualifications and required ratios
Additional Café staff	Preparing, serving food, cleaning up

Risk area	Mitigation - what we are doing
Lease and building	
Costs of delays (finalising lease, getting contractors on site and opening the building)	 Constructive engagement with County and City Councils' estates and legal departments and Councillors; Maintaining a tight review of Financial Plan.
Length of lease	Our term of lease is 25 years which represents a good term of stability. The building is leased from Oxfordshire City Council to Oxfordshire County Council who funded the build from Sure Start Grant. We will:
	 Future-proof the currently supportive arrangements by securing both City and County Councillors to sit on the board;
	 Maintain very positive relationships with the parks team and relevant officers, councillors;
	 Develop the positive visible presence of Flo's through community engagement strategies and successful events.
Nature Nursery	
Take up of nursery places (under-occupancy)	 Community engagement, advertising, working with Oxfordshire County Council early years and childcare sufficiency teams;
	Our budget allows for gradual increase in occupancy (from 45% in the first term to only 75% at the end of the first year).
Staff recruitment (shortage of qualified staff)	 Attract staff by virtue that it pays competitive salaries and offers a really exciting working environment with professional development and opportunities to get involved in wider community work;
Café and Retail sales	• Work with parent volunteers and also apprenticeships to grow our own staff.
Café, craft shop and room hire occupancy	 Our high levels of community engagement put us in a strong position to market through community groups and volunteers;
(under-occupancy)	 Our steering group and trustees are well connected to local business partnerships and forums (Local Economic Partnership).
Financial management	
Level of investment needed and scale of project	Our plan is dependent on raising a significant level of investment through community share capital. There is sufficient flex in the model to scale the project up or down within a range of investment from £30K - £50K. We have a detailed financial plan in place. Should we fail to attract investment from shares we believe our model is sufficiently developed to attract other social investment sources. We will:
	 Maintain robust financial planning and monitoring systems; Retain levels of experienced financial management on our board and in our advisory group.

Section 9: Communications

Flo's is raising its profile with the following:

- Website: www.flosoxford.org.uk;
- Facebook page: facebook.com/flosoxford;
- Newsletter: by email via Mailchimp
 sign up from website;
- Short films on Youtube, on our website and on our Facebook page;
- Launch events for our opening and our community share offer.

Flo's is using the following memberships and partners communication opportunities:

- The **Community Action Group** network, which generated 20,000 volunteer hours for its members last year and **The Key** newsletter;
- Good Food Oxford to promote healthy eating and sustainable food through its charter members and countywide awards;



Many of our partner groups are quite near to Flo's

- Oxfordshire County Council Early Intervention Team networks for voluntary managed open access services for children and families;
- Oxford City Council greenspace and parks teams, communities, and children and families;
- Oxfordshire Council for Voluntary Action newsletter and website.

Local marketing plan

When the café and community space opens, we will run a local promotion campaign for Flo's and all its activities through various ways including:

- Community e-newsletters (The Key, Florence Park Newsletter, Cowley Newspaper)
- Stalls at local events, including: Elder Stubbs Festival, Flofest, and local school fairs
- Community Action Groups network and newsletter The Key
- Local door to door leaflet drop of 2,000 homes
- Local poster campaign, to include cafés, schools and community centres
- Florence Park Community Centre
- East Oxford Community Centre
- Rose Hill Community Centre
- Regal Community Centre

- Notice board in Iffley Fields
- Notice board on Divinity Road
- Notice board in Florence Park
- Silvie's and other cafés on that stretch
- Donnington post office
- Donnington healthcare practice
- ARK-T
- Pegasus Theatre
- Magic Café, Rusty Bike, Wild Honey
- Jolly Postboys, Turna Local shop, local library
- Restore notice board

We will host several opening events with invitations to councillors, funders, community leaders, school heads, teachers, children's workers, as well as events focusing on celebrating diversity of cultures of people living in the community and social action days with particular themes, such as food, gardening, mindfulness and nature.

Marketing Plan by Community Enterprise

Our promotion plan for each community enterprise will run alongside the local marketing for the centre. It will initially target potential customers across the city of Oxford.



Community Enterprise	Opening date	Marketing channels
Nature Nursery	September 2018	Open days in June and July 2018; County Children's Information Service, Early Years and Childcare Teams, Barracks Lane Community Garden, Parent and Toddler Groups, Social Media such as Oxford Mumbler and via Local Health Visitors; Newsletters of local projects/organisations.
Café and community space	May 2018	Use Will Pouget's existing cafés (Vaults, Deli, Alpha Bar etc) and his social media channels; Oxford Mumbler and baby café; Our onsite Community Midwives team will promote the centre to new parents.
Room hire (for meetings & social functions)	June 2018	Advertise on Daily Info and Oxford City Council website. Emails to local business networks such as Oxford Local Enterprise Partnership, Responsible Oxfordshire Business Involvement Network (ROBIN), Community Action Groups, Oxfordshire Social Entrepreneur Partnership, B4 Network, Venuehire.com, etc.
Retail	November 2018	Social Media: MeetUps, Oxford Mumbler, Oxford Family Craft Group, Oxford Community, Next Door, Flo's News and posters in local shops and pubs, Indigo, Wild Honey, Magic Café, etc.
Courses & workshops	September 2018	Free introductory programmes and craft demonstrations, promoted via our email newsletter, partner organisations including: Community Action Network, Oxford Hubs and social media lists, groups such as Facebook (Oxford Community, Children's allotment, Oxford Mumbler), and via City and County Councils.

Section 10: Governance and Management Team

Incubation

During the first 6 months,

Aspire Oxford has taken the

executive lead to help incubate

the locally managed governance

model detailed above. Aspire has

appointed two interim part-time

project managers to lead the

development phase of the

business plan from January

2018 - June 2018.

Flo's - The Place in the Park will be governed by **People**, **Place & Participation Ltd** (PPP), a Charitable Community Benefit Society set up specifically for this purpose in February 2018. This is a relatively new form of charitable governance which is exempt from registration by the Charities Commission but registered through the Financial Conduct Authority and HMRC. Crucially a community business society is a membership body and the membership forum plays a key role in governance (detailed below).

As such, Flo's is governed by the rules of People, Place & Participation Ltd, Charitable Community Benefit Society registration number 7713. A full copy of our rules is available from our website: www.flosoxford.org.uk

The governance and operation of Flo's is managed through a structure of groups including trustees, a membership forum, steering group circles and a staff team.

The Trustees

The Trustees means all those persons appointed to perform the duties of directors of the society and the Trustees of the charity. The Trustees may be made up of:

- Maximum 8 member Directors elected by and from the members
- Maximum 4 co-opted Directors drawn from the membership
- Maximum 2 co-opted external independent Directors not from the membership.

The initial Trustees of the Society from registration until the first annual general meeting shall be appointed by the Founder Members. **Interim Trustees** were appointed on January 22nd 2018 and subsequently allocated lead roles:

- Secretary/Chair Candida March
- Treasurer/Finance Scott Urban
- Director for Learning and Development -Anna Thorne
- Director for Business/Advisory Executive Lead - Paul Roberts (Aspire Oxford)

Membership Forum

Anybody can become a member of PPP in exchange for a nominal fee (e.g. £1) determined by the Trustees; all shareholders, trustees and steering group members are required to be members. Members have equal voting rights regardless of the number of shares they own. All members will be invited to attend membership forum events twice a year including the Annual General Meeting and one of which will be an event designed to attract wider participation and local engagement in the development of Flo's. The first members of the society are those persons subscribing to these rules and will be known as the founder members.

Steering group circles

There are three steering group circles, each of which are led by a Trustee and include other members of the CBS with additional skills and expertise. These may be staff members, contractors or volunteers who want to be involved but do not or cannot become Trustees. The steering group circle will advise the Trustee board and take on work as agreed with the Trustees or project management team. These groups have no legal responsibilities and delegated decisions are overseen and reported by the Trustee/Director lead.

Currently there are three steering group circles, though this may change:

- The communications and community outreach circle
- The business development circle
- The learning and operations circle

Core Management Team

The core staff team will provide the day to day coordination of activities at Flo's.

- Flo's Coordinator: Financial and performance management overview. This coordinator also manages the liaison between different activity strands such as Nursery, Café, Midwives teams;
- Flo's Community Engagement Project Manager: fundraising, communications, events;
- Flo's Business Manager: responsible for day to day operations at the centre, finance, contracts including fees for the Nature Nursery and lettings of hot desks;
- Cleaner/caretaker: responsible for opening up and taking care of the cleaning of the whole building.

Section 11: Community Engagement, Volunteers and Links to Wider Strategies

Flo's - The Place in the Park is dedicated to serving the whole of the Florence Park community. We will ensure that Flo's remains an open access and community-owned enterprise open to all.

The campaign to re-open the former children's centre showed very high levels of community engagement with over 1500 petition signatures in support of the bid.

Since then Flo's organising team has been continuously offered the voluntary support of community members who feel invested and dedicated to the opening of this new community hub.

In order to ensure the continued engagement we have developed a community outreach strategy. This is summarised in brief below.

Volunteers

As an entirely community-owned and run organisation, Flo's has relied on a wealth of community assets, goodwill and energy that exists in this diverse neighbourhood. In addition to the core group of volunteers forming the steering group and trustees, Flo's will be creating new volunteering opportunities, empowering residents involved in a worthwhile initiative in their local area. Our local campaigning has already attracted a large number of people offering support. We will offer a range of different types of volunteering opportunities:

Community outreach strategy

Community provision audit

- A community audit of local provision which particularly serves minority and vulnerable families;
- Identify the gaps in provision and priorities for Flo's targeted work.

Community social action days

 Regular community social action days to bring together the vibrant community with activities like gardening, painting, cleaning, creating artworks for the centre as well as a community celebration with food and music (starting May 2018).

Engagement of easily ignored groups

- Events to engage different 'easily ignored' groups to raise awareness about the building and collaboratively scoping routes to further engagement:
 - Refuge, asylum seekers and English learners will be engaged through partnership with Asylum Welcome, FELLOW and other local providers of ESOL;
 - Engaging the local Asian community. We will be working with the Oxford Hindu Temple, the Asian Cultural Centre, the Aflah nursery and M&A Social Enterprise;
 - Young parents and mental health service users. Working with OXPIP, Restore, Mind and the Oxford community midwives.

Ensuring affordable and accessible use of the building

- Rooms for hire available free of use to certain community groups in line with the abovementioned audit of community provision;
- Drop-in space with no requirement to buy food from café.

Pledged support from local community organisations

- Donnington Doorstep
- Oxfordshire Parenting Forum
- Oxford City Farm
- Good Food Oxford
- Members of Florence Park Community Centre
- Local schools (Larkrise, Oxford Spires)
- Ark T Centre
- M&A Social Enterprise
- Oxfordshire Community Action Groups
- Elder Stubbs Allotments and Restore
- Low Carbon Networks



Many of the key people behind Flo's, from left to right: Tanya Fletcher, Anna Thorne, Alice Hemming, Alexander Massey, Will Pouget, Shilpa Bhatt, Candy March, Ella Sinclair, Annie Davy, Josh Brewer, Scott Urban, Paul Roberts, Liz Goold and Jane Gallagher.

Volunteering roles	These roles will be advertised specifically. Volunteers will be trained and supervised by a trustee and will sit on one steering group circle relevant to their volunteering role. Examples include the volunteer secretary role.
One-off volunteering	A database of volunteers offering one-off support is being kept. A monthly newsletter of upcoming one-off volunteering opportunities will advertise these e.g. baking, gardening etc.
Offers to host extra activities	Residents wanting to host extra activities or events are welcomed to do so under the supervision of the learning and operations steering circle.

Other Strategic Partnerships and Plans

With so many locals involved in running the centre for the wider community, we aim to work in partnership with local groups to build a responsive service, with high levels of quality. With the addition of the café and flexible working space, we see this as a key opportunity to trade services and generate local employment opportunities in the running of the services, in supporting local groups and social entrepreneurs, and expand the quantity and quality of community work that will take place. We will have a particular commitment for those on the margins of employment.

We are already connected the following partnerships:

Development of Employment and Social Enterprise

- Oxford Local Enterprise Partnership
- Responsible Oxfordshire Business Involvement Network (ROBIN)
- Community Action Groups
- Oxfordshire Social Entrepreneur Partnership
- B4 Business Network

Statutory Agencies and Strategic Plans

- Oxford University Hospitals Trust (Community Midwives, Maternal mental health);
- Oxfordshire Clinical Commissioning Group (GPs and health visitors);
- Public Health promotion of healthy lifestyles and preventative action;
- Oxfordshire County Council (Oxfordshire Together, Children's Services, Adult Services);
- Oxford City Council (Vibrant and Sustainable Economy, Strong and Active Communities and a Clean and Green Oxford).

Section 12: Flo's Team Profiles



Candida March – Chair and founder Member. Candida has been an Oxford resident since 1982. Her passionate commitment to social inclusion and empowerment have led her to be on the Boards of INTRAC, Film Oxford (Chair), Oxford HR (chairing Board meetings) and Florence Park Community Association. Previously she

was a policy advisor and author on gender relations and women's empowerment for Oxfam. She is also Chair of the Metro Safety Group, having spent twenty years co-building it into a £8m nationwide fire, health and safety group.



Paul Roberts – Executive Lead and advisory Trustee. Paul is Chief Executive Officer of Aspire Oxford, an award-winning employment charity and social enterprise, founded in 2001. Paul is the Chair of Oxfordshire's multiagency Housing & Homelessness Group and is a trustee for Oxford United FC in the Community. Paul holds an MSc in

Public Policy, and prior to joining Aspire, was a British Diplomat for seven years. Paul previously volunteered at Asylum Welcome in Oxford and as a Generalist Adviser for the Citizens' Advice Bureau.



Annie Davy – founder member, Interim strategic development lead. Annie lives locally but works nationally and internationally as an independent speaker, writer, consultant and coach. She set up the Nature Effect Community Interest Company when she left her post as a Head of Early Years with Oxfordshire County Council in

2011. She is a member of the steering group of the National Early Years Forum and Early Education Adviser to the national charity Learning through Landscapes. She has recently completed a six month Interim Headship role with Grandpont Nursery School and Childcare Centre in South Oxford.



Guinevere Webster - Membership Secretary. Local resident and parent, clinical psychologist and mindfulness teacher. Guin has lived in Florence Park since 2008 with her husband and three children. As a clinical psychologist she worked in the NHS for 14 years specializing in the family impact of neurological disability. Currently she works in private practice focused on the

transition to parenthood. She has been involved in founding and volunteering for various charities and community groups for parents with young children for the past 10 years.



Scott Urban – Trustee and founder Member. Scott is a College Lecturer on International Finance and the Chinese Economy at Hertford College, Oxford, Senior Adviser - Economy and Finance at Oxford Analytica and Director of Oxford FX, Ltd. He is also a founding partner at Oxford Innospace LLP, a shared workspace in East Oxford. Dr

Urban has a DPhil (PhD) from St Antony's College, Oxford and an MA from Columbia University. He lives near Florence Park with his wife and children.



Anna Thorne – Director for Learning and Development and founder Member. Anna has lived in Florence Park since 2001. She is an active community member with considerable local knowledge and connections. For thirteen years Anna managed Donnington Doorstep Family Centre, In 2011 she founded STEP

OUT, Oxfordshire's first specialist child sexual exploitation project, under the Doorstep umbrella. Anna left Doorstep in 2015 to study for an MA in Woman and Child Abuse. She has been a trustee and vice Chair of Oxfordshire Sexual Abuse and Rape Crisis Centre since 2015 and is currently Executive Director at the Oxford Parent Infant Project (OXPIP).



Tanja Fletcher – Nursery Manager. Tanja is a local parent and has been working in early years for over 20 years. She has gained experience in a variety of different settings, including nurseries, pre-schools, children's centres and most recently in the Foundation Unit of a small primary school. She holds a BA in Early Years. She is a Forest School

Leader and loves taking children out into nature. In her spare time she enjoys creative projects, especially those involving food, wood or wool.



Tom Sherry - Governance Secretary. Recently retired, Tom taught for 30 years at Ruskin College in a variety of programmes supporting educationally disadvantaged adult learners. He designed, implemented and delivered the BA Hons and Cert. HE in English Studies and Creative Writing, working collaboratively with a number of

colleagues, including many from outside the formal education sector. Tom served at all levels of the college's internal management structure, including its executive body, and chaired several exam boards, particularly the BA Hons in Youth and Community Work. He was Secretary of the Ruskin branch of the AUT/UCU for ten years.



Makena Lohr - Interim Project
Manager. She works on
communications, fundraising and
supporting our volunteers. Makena has
lived in Oxford for 5 years, working for
a range of charities and community
groups. Alongside her role at Flo's she
currently works at The Centre for
Sustainable Healthcare, and voluntarily

for Xenia, a workshop bringing together migrant women learning English.



Will Pouget – Café and Catering Director. Will is founder and director of Fresh Connection Ltd, an Oxford based Catering & Hospitality company, operating 3 successful business food outlets as well as outside catering and delivery to private and corporate clients. The Vaults Café won Sustainable Restaurant of the Year Award 2016 in

recognition of its farmer-first approach to sourcing, excellent efforts on food waste reduction and great communication with customers. Will Pouget is also a local parent of a young son.



Shilpa Bhatt – founder member and Equality advocate. Shilpa has worked as childcare development officer in Oxford City, where she worked with childcare settings to improve quality and access to minority communities. She has worked as a consultant and delivered training in stakeholder engagement, equality and management in different sectors. Shilpa

was Head of two Children Centres in Oxfordshire for over ten years and is a Chair of governors in a primary school.



Josh Brewer – founder member and social investment adviser. Josh is a local parent and works as a business development manager for the positive impact crowdfunding platform Ethex. He has experience of working with social enterprises to develop their business plans and to communicate their positive social impacts. He also has 10

years' experience working in Corporate Social Responsibility research and several years' experience working in the research and policy field for Save the Children UK.



Kirsten Dennis - Communications
Lead. Built KDDM, a digital marketing consultancy, off the back of her twenty-plus years experience in senior marketing and communications positions in Australia, New Zealand and the UK. She has worked across publishing, hospitality and tourism, the performing arts and charitable sectors, with a range

of high profile organisations and personalities, including Nigella Lawson, Ottolenghi, Moro and Morito restaurants, The Man Booker Prizes, The Royal Horticultural Society, Royal New Zealand Ballet and Creative New Zealand.



Jane Gallagher – founder member and community engagement adviser. Jane has lived in Florence Park since 2000. Having worked as a teacher and Childcare Development Officer, she has recently worked on community initiatives in Rose Hill, Wood Farm, Blackbird Leys and in Florence Park, including taking a lead in the highly

successful resurgence of the Florence Park Community Centre. She is editor and publisher of Florence Park News, and is a local parent.



Ella Sinclair – founder member and business adviser. Florence Park parent, and an award-winning social entrepreneur. As Managing Director of Abel & Cole, Ella took turnover from £0.5m to £28m in 7 years. At the same time Ella set leading ethical standards winning The Queen's Award for Sustainable Development, Soil

Association Organic Retailer of the Year and the Fast Track 100 Green Award. Ella has advised a number of other successful social enterprises including Happy Ltd and City Car Club.

Thanks to all our supporters

This project would not have been possible without the help of dozens of friends and supporters.

The Flos's team would like to especially thank Alexander Massey, Liz Goold, Stig (who designed this report), Cllr Helen Evans and Cllr Marie Tidball. Thanks to the former staff of the children's centre, and to those that supported the campaign, signed the petition, and wrote to Councillors which led to this community owned initiative.

We have made a successful application to the Community Shares Share Booster Scheme, and gained a standard mark award for our scheme. We are grateful to Ethex for supporting us and hosting our share offer. See: www.ethex.org.uk

Thanks are also due to local councilors, members and officers of Oxford City Council and Oxfordshire County Council who have supported this project, and Oxford University Hospitals Trust for enabling the community midwives to stay on.



Flo's The Place in the Park

...is a community-owned enterprise hub, reaching out to everyone, including children, families and carers, providing a space to meet, work, play, learn and eat.

A place for all generations to make the most of the urban oasis that is Florence Park.



