

Golden Lane Estate Community Centre Business Case

October 2017



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Section 1. Background

The Golden Lane Estate is located on the eastern edge of the City of London and is widely considered to be one of the most important post World War II developments. It was listed in 1997 to recognise its architectural and social standing as a British modernist icon.

In 1947, the City of London identified the need for a large development of housing due to the depopulation of the City following the war. City Planners were keen to adopt ideas such as the mixed development of houses and flats with public open spaces, shops, community facilities. They aimed to re-interpret the idea of an estate as a self-contained, self-sustaining, urban microcosm to create 'an urban village' with high density housing blocks intertwined with a range of community facilities and services. The winning scheme included a block of 16 storeys (Great Arthur House), 12 low blocks and a community centre all arranged as an inward looking layout around a series of courts.

As such the Golden Lane Estate Community Centre has always been envisaged as the centre of a thriving community. After a period of low usage, a group of local residents are keen to see the community centre restored to the original vision so that it becomes a vibrant resource for the whole Golden Lane community.

This report seeks to explore two key questions: how could a resident led model of ownership work and what does it look like?

Between July & August 2017, the following activity was undertaken in the development of this business case:

- Initial scoping with resident steering group
- Initial scoping meetings with City of London Officers
- Mapping of local community groups, providers and existing users of the community centre; these organisations were contacted and subsequently provided information on how they would like to use the centre in person or by email.
- Attendance/ consultation activity at the 'Meet the contractors' day' on the 22nd August
- Attendance/ consultation activity at the community day to mark the closing of the centre on the 2nd September
- Several interim meetings were held with both City of London Corporation Officers and members of the resident steering group to clarify details
- Desk-based research to inform financial modelling for the centre as well as recommendations on governance and management. This also involved conversations and meetings with Locality members on specific topics (for example insights on corporate engagement from St Luke's).

In each section of the report key findings and recommendations are given by Locality to support thinking about the next steps that need to be taken.

Section 2. Vision for the Centre

How do Golden Lane residents wish to see the community centre used?

As the Golden Lane Estate Community Centre seeks primarily to serve the immediate residential community, it is necessary to consider what activities and services would prove attractive and necessary to local residents.

557 households make up the Golden Lane Estate, 48% of which are leaseholders and 52% are tenants.

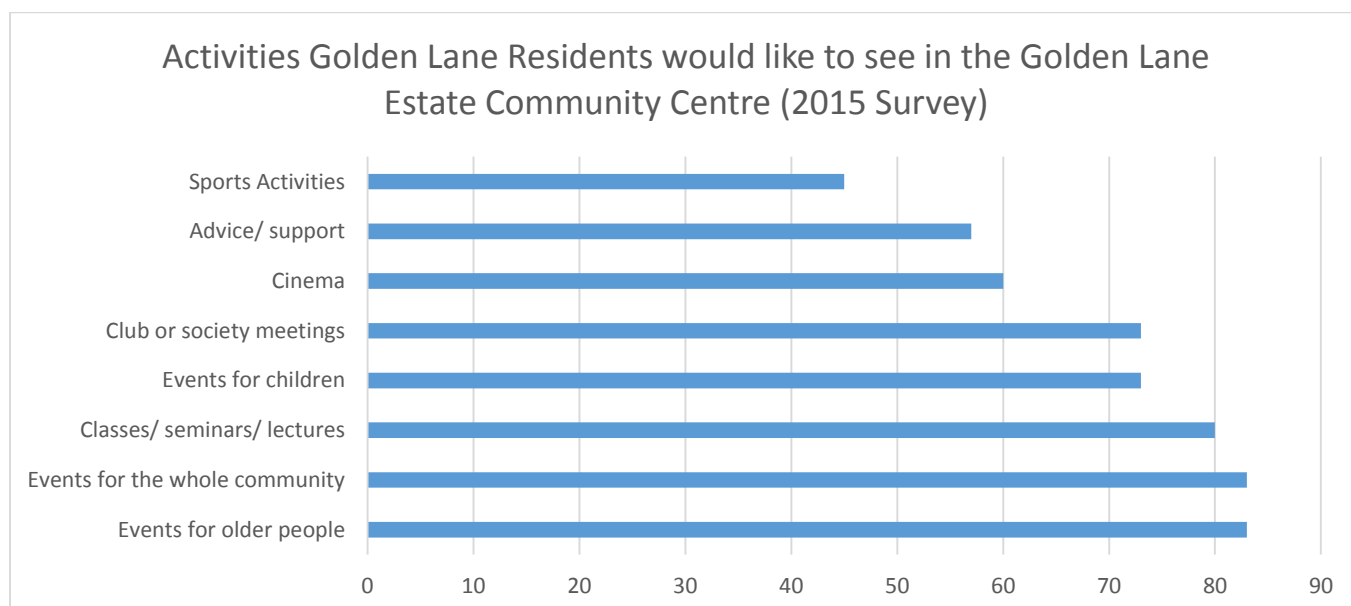
Properties are mainly one bed (34%) or studio flats (31%). 29% are 2 bed properties.

Of 1,300 total residents in Golden Lane, 130 are aged 75 and over and a further 170 are aged 60 - 74. This totals 23% of the overall population. 530 are aged between 30 and 59 (41%). A relatively small percentage are aged under 14 (8%) and 210 are aged 15 - 29 (16%)¹.

Golden Lane Residents have been given a number of opportunities to express their views on the type of activities they would like to see in the community centre. The key findings from each consultation activity is given below.

2015 Survey

Between the 12th and 23rd December 2015, an online survey was conducted asking local residents for their views on the community centre. The survey was sent to the 478 members of the Golden Lane Estate mailing list and was promoted on the Golden Lane Estate Website. A paper copy was also made available in the Golden Lane Estate Office. 112 residents responded to the survey. The most popular activities identified to take place in the Community Centre were events for older people, events for the whole community and classes or lectures.



Resident conversations held Spring/ Summer 2017

City of London Corporation employ a Community Engagement Officer on the Golden Lane Estate and from May - August 2017, this officer undertook a number of conversations with residents around what

they would like to see happen on the Golden Lane Estate. 60 conversations took place in total and were loosely structured around the following questions:

What would you like to see in your community?

Positives of Golden Lane?

Improvements needed at Golden Lane?

What skills/passions/hidden talents would you like to share with your community?

If you could make one thing happen at Golden Lane what would it be?

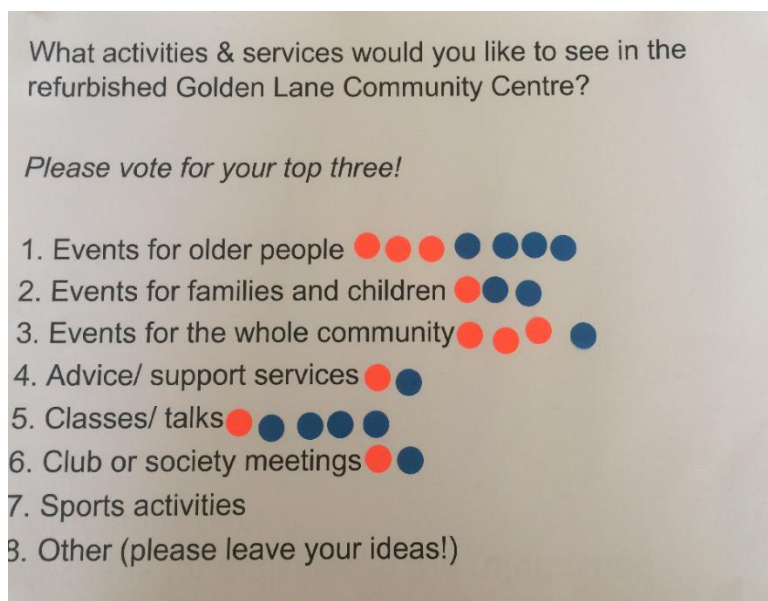
Are there any specific activities you would like to see in the Community Centre?

These conversations highlighted a number of trends:

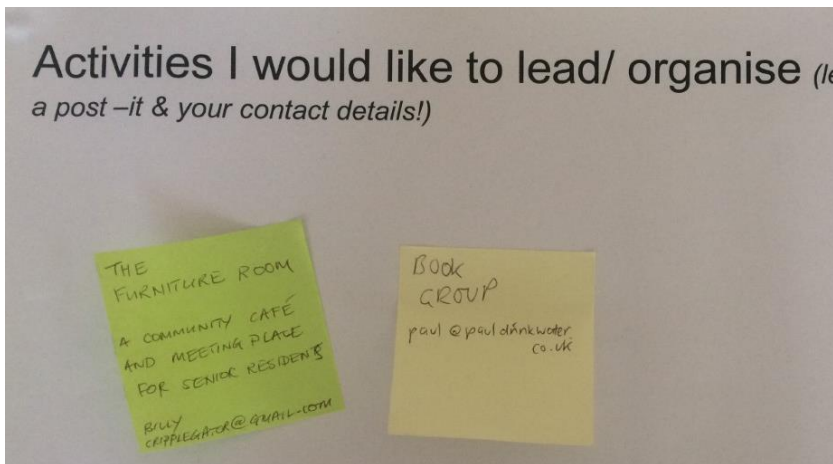
- When asked what residents would most like to see in their community, around 50% mentioned the need for more opportunities for the community to come together and to develop more community spirit on the estate. Several recognised that this had existed but had been lost in recent years. Many of these responses specifically mentioned the community centre and the role it could play in achieving better community relations.
- Nearly all respondents had a skill they would like to share. These were diverse and included: tapestry, knitting, embroidery, cooking, politics, local issues, babysitting, cross stitch, art, painting, reading, friendship, ESOL for new families, helping with benefit claims, communication skills, education, teaching kids about media, making websites, teaching yoga, Spanish, theatre, maintenance, German, photography, gardening, nature, cooking, how to use a sewing machine, singing, guitar, drama. Given that this is just from a small selection of residents; it demonstrates the vast wealth of skills that local residents could contribute to the community centre.
- When asked specifically what activities they would like to see in the centre, residents suggested the following: job club, members room, keep fit, activities you can try for free, shows, information point or bulletin board, bar, ping pong table, courses, gatherings from different cultures, fitness, educational classes and activities to facilitate more interaction between Golden lane and the Barbican.

Contractors day - 22nd August 2017

Local residents were invited to attend a 'Meet the Contractor' Day in the Golden Lane Estate Community Centre prior to the commencement of the refurbishment works. Locality asked residents to vote for the activities they would most like to see in the centre as well as suggest their own ideas.

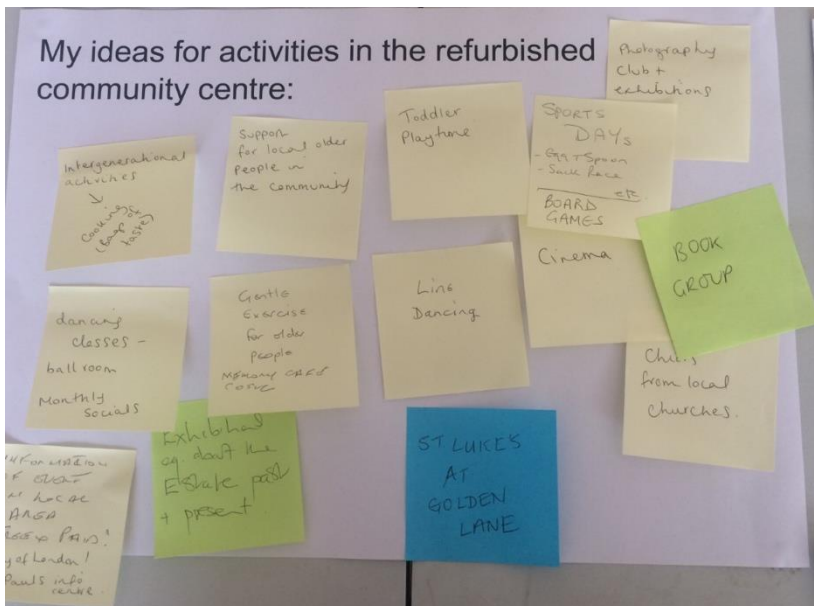


Of a total of 23 votes, 7 were for events for older people (30%) and 5 were for classes and talks (22%). 4 were for events for the whole community (17%). This follows a similar trend to the results of the 2015 resident survey.



Ideas for activities for the centre included:

- Intergenerational activities
- Support for older people in the community
- Toddler playtime
- Sports days for the whole community
- Photography Club and Exhibitions
- Dance Classes
- Gentle exercise for older people
- Line Dancing
- Cinema
- Book Group
- Choir performances for local churches
- Exhibitions about the past of the Golden Lane Centre
- Information about what is going on in the local area

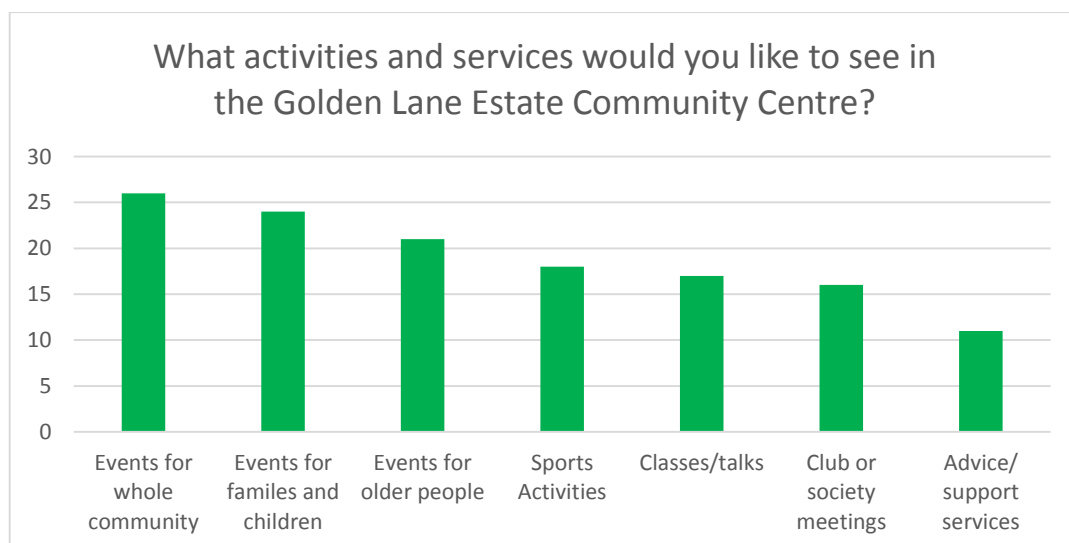


Local residents volunteered to run a 'furniture room for senior residents' and a book group.

Visioning exercise held at Community Day - 2nd September 2017

39 residents filled in postcards asking them about their vision for the 'Golden Lane Centre of the future' at a community event held in the centre.

When asked what types of activities residents would most like to see in the centre, voting was as follows:



When asked to add any specific activities or services they would like to see in the refurbished centre, residents suggested the following activities (several activities were mentioned more than once):

- Cooking
- Youth Club
- Gymnastics
- Cooking Club
- Cooking
- Youth Club
- Dance Parties on Saturdays
- Day care centre for families
- Vintage movie viewings (similar to open air cinema)
- Coffee shop
- Library
- Table Football
- Dodgeball
- Stay and Play
- Creative Arts
- Life Drawing
- Spaces
- Cinema Club
- Dancing for all ages.
- Kids cinema club.
- Tea dances
- Family cinema club.
- Photography classes.
- Knit and natter.
- Music recitals - classical jazz etc.
- Art classes
- Life drawing
- Bingo
- Social Club
- Monthly Entertainment
- Bingo
- Social Club
- End of Month Club (evening adults)
- Bingo
- Social Club
- Chair based Yoga for older folk and those with health based disabilities
- Link with St Luke's tutor Ann Fuddy Class
- Tai Chi for older people
- Tuesday "Chats Talk for small fee"
- Children's book, toy, clothing swap.
- Need more for the community and children
- Weekend kids: arts and crafts, music and movement.
- Group arts and craft activities
- Sunday lunch on the estate
- Events like todays, bringing all the community together.
- Bingo
- Afternoon tea for the elderly
- Bingo
- Bring back the bar
- Exercises for the elderly and children of all ages
- Bingo
- Line Dancing
- Community events - Harvest Supper, Xmas Fayre
- Motorcycle maintenance classes
- Bonfire for Guy Fawkes
- Tree Cultivation across estate
- Sunbathing on the roof!
- Sports activities during weekend for kids
- Space for music practice
- Art activities such as craft or painting
- Reasonable rates for private hire (for residents)

Two residents offered general feedback on how they would like to see the centre used:

'I think all of the options opposite are great. Anything that brings all of the community together. With cuts to stay and play and toy library at Golden Lane Campus (as well as keep fit sessions, downs syndrome support group etc.) these are much needed. The flats on the estate are small- somewhere for children of all ages to hang out.'

'I would like to see the community centre full of hustle and bustle as it was when first built.'

Resident Steering Group Reflections - August 2017

Members of the resident steering group also stressed that the feel and atmosphere of the centre is also very important and that there were several aspects of neighbouring community centre St Luke's that they would like to replicate in the Golden Lane Centre. Specifically, residents mentioned the following:

- *Need for a buzz/lively atmosphere*
- *Good reception staff*
- *A space where lots of different groups can co-exist*
- *Corporate sponsors e.g. IT courses and ballet*
- *Robust management structure*
- *Staff who treat you well and do not patronise you*
- *Range of services e.g. Hairdressers*

Section 2 key findings:

- Golden Lane residents are keen to develop stronger community links across the estate and to recapture a sense of community that has existed in the past.
- Many residents would be happy to share their skills and experience with others through the community centre.
- 'Events for the whole community' has consistently emerged as the type of activity residents would most like to see in the centre. Activities for older people, classes and talks and events for families and children are the next most popular activities.
- In their original proposal document, the Golden Lane Estate Residents Association proposed a vision for the community centre as follows:

The GLECC is envisaged as a welcoming, inclusive, and versatile, multi-purpose space run for GLE residents and the local community in partnership with wider community groups, in order to enhance social cohesion. It should provide:

- *A place for residents to socialise, hold meetings and organise activities*
- *A book and toy exchange*
- *A computer- and internet-access point and IT learning space*
- *A kitchen*
- *A venue for a wide array of educational and cultural provisions, ranging from art classes to film and theatre nights*
- *A central noticeboard and general information-source for all estate matters*
- *A place for GLE's many children to play, study and exercise*
- *A base for outreach activities, to extend to vulnerable residents (in the form, for example, of 'buddy' and neighbourly schemes or an information hub for a network of carers on the estate)*
- *A place for young people to develop new skills*

- *A publicly-accessible archive on the architecture, design and history of this Grade 2 listed estate*

It will achieve these goals by building:

- *Partnerships with local social and welfare organisations*
- *Partnerships with cultural organisations in the City*
- *Links with corporate sponsors and volunteers to inform the programme*
- *Links with Fusion to secure a programme of special activities for children and young people on the Estate*
- *A website for social and welfare organisations and their services, as a community resource (modelled on Islington's Links for Living).*

The Golden Lane Estate Community Centre will offer an open and adaptable programme, such that any estate-based group or organisation can book time in it for classes, workshops and gatherings. Time allocated to non-profit-generating activities will be counterbalanced by slots given over to hire-out to businesses such as Italia Conti.

Feedback from residents suggests that the original GLERA vision is largely in line with the activity local people would like to see in the centre. There is a strong appetite for 'A place for residents to socialise, hold meetings and organise activities' but within this, residents would specifically like activities where different parts of the community come together/ different age groups can socialise together in one setting. Equally, more vulnerable/ potentially isolated groups would like to have the opportunity to attend social activities such as bingo, and these should be considered alongside outreach activities such as befriending. No specific requests were made for the community centre to accommodate a computer access point or an archive on the architecture, design and history of this Grade 2 listed estate.

Section 2 recommendations:

- That programming of activity reflects the priorities identified by residents, with specific attention to activities which bring different parts of the community together rather than just focus on specific age groups.
- That the management and governance of the community centre allows for a continual dialogue with residents (both informal and formal feedback). This could be achieved by having a resident user group which representatives from a range of different groups, good resident representation on the steering group, an annual 'co-design' event or ongoing consultation as part of community activities.
- That a framework is put in place to measure the impact the activities in the Golden Lane Estate Community Centre are having on local people. This is important to understand if activities in the centre are having a positive impact on the lives and local residents and will also provide useful information for funding bids.

An annual survey of users could cover some of the following indicators:

- People who believe people from different backgrounds get on well together on Golden Lane
- People who feel that they belong to their neighbourhood in Golden Lane
- Participation in regular volunteering in Golden Lane
- Residents who feel they have made new friends/ contacts
- Resident who have learnt a new skill as a result of the activities in the community centre
- Residents who have gained confidence
- Residents who feel accessing services at the centre have made them feel more positive
- Residents who feel that accessing services at the community centre have enable them to be more physically active.

Section 3. Potential uses of the community centre

As well as meeting the needs of the community, the Golden Lane Estate Community Centre will need to have a sustainable business model. A number of potential users were contacted to understand what local market and interest there would be in using the space and the potential income that could be generated.

The refurbished community centre will have the following spaces available for community use:

Rooms available	Dimensions	Area (sq. m)	Potential occupants (number of people)
R00_01 Lobby/Seating Area to Ground Floor 1	12.4m x 4.5m	49	8
R00_02 Interview Room 3	2.4m x 1.6m	3.9	2
R00_05 Hall 9	13.1m x 8.5m	110	Layout dependant
R00_06 Classroom 12	5.6m x 3.5m	19.3	13
R-1_04 Music Practice Room 34	3.5m x 2.2m	7.8	1
R-1_05 Seating Area - Lower Ground Floor 37	6.9m x 4.1m	25.2	10
R-1_06 Community Space 1 40	6.6m x 4.5m	29.5	Layout dependant
R-1_07 Community Space 2 43	8.3m x 7.7m	61.2	Layout dependant

Based on the number of toilets and the size of the fire exit doors, a maximum of 130 people would be allowed in the whole building at any one time, with a maximum of only 60 people in the lower ground floor at any one time².

A mapping exercise was undertaken to understand the immediate market of local providers and organisations which would be interested in using the centre - the full list is given in Appendix 1.

Section 3 key findings:

- There is already considerable interest in using the spaces in the Golden Lane Centre: around 20 organisations have expressed a definite interest in using the space. Whilst some groups have stated that they are likely to use the centre from the day of opening, it is the experience of other similar organisations that it can take up to a year to build up occupancy to 40%, which is typical of other community centres in the Locality membership.
- There are some timetabling conflicts which will need to be resolved and which could impact on the amount of income the managing organisation is able to generate, most specifically the use of the hall in the evenings by City of London Adult Learning Services - as this is when there is most demand for space. The highest demand from local groups is mainly during term time - this may mean there is scope to hire out the space to external bodies more in holiday periods (external charity away days for example).
- Currently groups pay different rates to use the space and there may be to be a transitional period whilst hire rates are made more consistent (so that groups do not experience a sharp increase in hire costs which means they cannot use the space). E.g. the Chess Club currently use the hall space for three evenings a week and pay £20 an hour - they are willing to negotiate a new hire fee but £45 an hour would be a large jump.
- There is potential to use a cross-subsidisation model to ensure the centre is sustainable whilst available for community use. Careful thought needs to be given to the balance between more corporate users (such as the chess club and Italian Conti) and the communications that go out to residents on the hire policy (and why the space needs to be used by organisations not directly serving the estate).

² Source: Studio Partington

- More information is needed on whether Golden Lane residents would like to see the Golden Lane Estate Office moved to the community centre. A survey is currently being undertaken to gauge opinion.

Section 3 recommendations:

- The managing group will need to develop a clear hire policy, and discuss what percentage of the space they wish to be available to local people and providers. Currently modelling has been completed on the basis of a third of capacity being devoted to local organisations and providers, a third to local residents/ grassroots organisation and third to external organisations, paying a higher rate (see Appendix 2).

Section 4: How the business model for the centre stacks up

Modelling work was undertaken to assess the potential income and expenditure of the community centre for the first five years of running. Please see Appendix 2 for details of cost information used for the modelling.

Section 4 key findings

- Potential sources of income for the centre are:
 - **Room hire** (benchmarking suggests potential hire rates from £10/£25/£45 for the hall & £0/£15/£30 an hour for the whole downstairs community space). We suggest three rates for local residents, local providers & external/ corporate bodies. Initial modelling based on a 10% occupancy rate in the hall (in additional to Adult Learning usage) and a 20% occupancy rate of the downstairs community space suggest a rental income of **£24,000** in the first year. Corporate external users would be cross-subsidizing the cost of the space for community users.
 - **City of London Adult Learning Services - £28,000 per annum** for lease of the hall space, classroom and space for a receptionist. Please note that this income source might only be available for two years as the Adult Learning Services may be delivered differently after this time, depending on national policy and funding developments.
 - **Lease of space for the Golden Lane Estate Office Team** - If the Estate Team were based in the Community Centre, they would cover business rate charges in lieu of payment for space (**£24,000**) and potentially contribute **£7,000** towards utility costs. There is also the possibility of covering some office costs and contributing to cleaning costs.
 - **Contribution from resident service charge:** Currently the City of London calculates the costs of running the community centre (without staff) as £38,000. These costs are broken down as follows:

Contract Servicing Electrical	£583.06
Asbestos Management	£229.36
Breakdown General (repairs)	£3,155.64
Breakdown Electrical (lighting)	£163.76
Breakdown Heating and Ventilation	£3,490.70
Contract Servicing General	£39.46
Contract Servicing Electrical	£1,089.44
Contract Servicing Heating	£460.00
Water supply works	£1,319.47
Asbestos Management	£275.00
Electricity	£5,304.09
Gas	£5,662.31
Business Rates	£23,719.50
Cleaning	£373.75
Deep Clean	£1,637.75
Cleaning Materials	£369.48
Equipment	£9.85
CCTV/Security Equipment	£621.00
Facilities	-£10,202.30
Total	£38,301.32

This figure is apportioned according to a formula, firstly by assigning a liability to each housing block on the estate, then by each individual property within each block. Any leaseholders pay their contribution in their service charges; tenants pay in their rent, which goes to the Housing Revenue Account by a different mechanism. The estate is roughly 50% leasehold, so the amount collected in the service charge is approximately £19k.

Whilst some of these costs could become the responsibility of a resident led group managing the centre, this would not mean that monies from the service charge could be diverted to this organisation. This is because the City of London Corporation is only able to charge for services which are a direct cost to the Corporation. If another body is paying for utilities for example, this are no longer a cost to the Corporation and therefore cannot be covered by service charges.

This means that service charges **would not** serve as an income strand for a resident led group running the community centre.

Expenditure

- The running costs of the centre are estimated to be between **£120,000 - £130,000 a year**. Please see Appendix Two for details of the breakdown in expenditure. This is calculated on the basis of not having to pay rent and the modelling work will need to continue whilst information on further costs/ potential income streams are identified. This amount could be reduced with a lighter staffing model/ shorter opening hours.
- This figure includes the following staffing:
 - o A full time Centre Manager on a salary of £32,000 (potential working hours 8.30am - 4.30am)
 - o Two part-time (0.7 FTE) Assistant Centre Managers on a salary of £27,000 (Potential working hours 4pm - 10pm on week days and 21 hours over the weekend.
 - o This would create a total capacity of 2.4 FTE staff (based on a 37.5-hour week).
- It is very likely that the group managing the centre would need to bring in a considerable proportion of income from grant income/ corporate sponsorship to support the running of the centre, although this is dependent on the staffing model and whether it would be possible to cover the running of the centre with one centre manager (with COLCEC and potentially estate staff). In the current model, this is around £60,000 a year but this would only contribute to core running of the centre, not additional community activities/ events. Potential grants the incorporated charity could apply for are provided in Appendix 3.

Case Study: Developing corporate partnerships at St Luke's Parochial Trust

A further source of income for the Community Centre could be the development of partnerships with local businesses. St Luke's³ has developed partnerships with around 25 local businesses, including large law firms and smaller local businesses. Corporate partners are offered a choice of three annual memberships for a sum between £500 and £5000 (Bronze, Silver, Gold) and this guarantees businesses a certain level of activity they can use towards their Corporate Social Responsibility objectives.

This can involve opportunities for staff to give their time to support community based activities (Gardening/ After School Clubs/ 1:1 skills training e.g. computer skills) as well as sponsorship of events (which brings in additional revenue funding). It is worth noting that it has taken a number of years to build up these partnerships (St Luke's started work in this area around 10 years ago)

³ <https://www.slpt.org.uk/>

and that corporate partnerships are managed by 3 members of dedicated staff (one full time and two-part time). This enables St Luke's to offer a highly personalised and professional service (greeting companies on arrival and having a member of staff with them all day for example). They feel this, and having a very attractive/ well-kept physical environment, has been instrumental to their success in this area.

St Luke's have said they might be able to refer some companies to the Golden Lane Estate Community Centre as they are often inundated by requests. They have also advised that trustees consider their personal contacts in local businesses as a first step as personal relationships are a far easier way into large companies.

Section 5: Potential staffing model⁴

Section 5 Key findings:

- If the opening hours of the centre are Mon - Thurs 9am - 10pm/ Friday & Sat 9 -10pm/ Sun 10am - 6pm, an equivalent of 2.4 FTE staff members will be needed to have someone there at all times.
- It is also necessary to consider how the centre will operate in terms of covering sickness, annual leave, and the fact that opening hours extend into evenings and weekends (and therefore staff will need to be willing to work flexible hours).
- Local leisure providers Fusion would be happy to be key holders for the centre (please see more detail in Appendix 1 about Fusion).
- It is worth noting that many other centres do cover some opening hours with volunteers or by having key holders who open up/ close up evening activities. The group could consider core staffing hours until 6pm and potentially 10am - 4pm on Sundays with volunteers covering the opening and closing of the centre.
- Thought will need to be given to the line management of the Centre Manager. In other organisations, a designated member of the trustee board takes responsibility for this and arranges regular supervisions (from every 2 weeks to monthly).
- The managing organisations will need to consider what pension arrangements it will make for staff. Currently 15% of salary costs have been included in the financial modelling to cover national insurance and pension contributions.
- Suggested responsibilities of staff members are outlined below:

Centre Manager - main responsibilities

General:

- Overall responsibility for the Centre - hours of work include weekdays / evenings and weekends
- Marketing and promotion of Centre space for hire and events
- Ensuring health and safety and other statutory compliance are met
- Liaising with other users / tenants of the Centre
- Delivering the business plan for the Centre

Operational:

- Opening and closing the Centre
- Managing part time staff and volunteer rotas
- Taking bookings / hires of space
- Managing finances (booking / hire income and Centre costs) including staff wages and volunteer expenses
- Developing and managing maintenance schedules

Assistance Centre Managers - main responsibilities

General:

- Management of the Centre during weekdays / evenings and weekends
- Providing holiday cover for the Centre Manager
- Supporting marketing and promotion of the Centre

Operational:

- Opening and closing the Centre
- Liaising and working with volunteers
- Taking bookings / hires of space

⁴ Sources of information: comparative models from Locality members and other community centres, modelling of potential opening hours.

- Ensuring the Centre is run safely and professionally for visitors, users and hirers

Section 5 Recommendations:

- Conversations need to be undertaken to better understand how the Adult Learning Services Receptionist, Centre staff (proposed Centre Manager and Assistant Centre Manager roles) and potentially members of the Golden Lane Estate Team roles could be redesigned to efficiently staff the centre (and what flexibility there would be around the duties all staff perform). This will inform the amount of additional staffing needed by the resident led group.
- Working practice guidelines will need to be developed to ensure that all individuals using the shared community office space are clear on expectations.

Section 6: Other operational considerations

Other essential areas of consideration to ensure smooth operation of the Golden Lane Estate Community Centre are:

- **Development of Policies and Procedures:** A resident led organisation will need to develop a number of policies as part of their operations. NCVO have a useful online guide to the policies needed: https://knowhownonprofit.org/organisation/operations/policies-and-procedures/copy_of_policies#

The core policies identified are:

- A health and safety policy if you employ five or more people. An organisation of any size must conduct a health and safety risk assessment.
- Safeguarding policy for children and young people and/or vulnerable adults (if applicable)
- Privacy Policy including Data Protection and General Data Protection Regulation (GDPR)⁵
- Equality & Diversity Policy with particular regard to anti-discrimination and harassment of employees and volunteers as well as service users
- Risk management incl. assessment and mitigation
- Finance - including a financial procedures manual and a reserves policy
- Board basics - a Trustee Code of Conduct; Conflict of interest policy; and Trustee Expenses policy⁶

In addition, a room hire agreement and policy will need to be developed. Locality can provide examples from other members in their network if helpful.

- **Managing Room Bookings:** Consideration will also need to be given to which system is used to manage room bookings. Many organisations simply note bookings in Microsoft Office (including Artizan Street) or use free software such as Google calendar. A key consideration here is how the organisation would like to manage room bookings for example - is there a preference for individuals to be able to book online or will bookings also be made through a member of staff).
- **Financial Management:** The managing organisation will also need to consider whether it would like to use cloud based finance software to manage its organisational finances. Products such as Xero⁷ create useful dashboards which enable both staff and trustees to accurately track spending. Accounts will also be subject to independent examination, a simpler form of scrutiny than an audit which provides trustees, funders, beneficiaries, stakeholders and the public with an assurance that the accounts of the charity have been reviewed by an independent person. All charities with an income of more than £25,000 that opt not to have an audit must have to have an examination” (Charity Commission - [link](#)). Typically, organisations with an income of over £1M must have an audit.
- **IT and Internet:** Wi-Fi will be installed as part of the refurbishment of the centre however thought will need to be given to the phone system the organisation would like to have in the centre (landline/ mobile) and the IT equipment which will need to be purchased for centre staff. Some costs have been included in the financial modelling for the centre.
- **Marketing and communications:** Good marketing and communications will be essential to support both community/ resident engagement and the promotion of the centre to external users. At a minimum, we recommend development of a clear website with good information on

⁵ <https://ico.org.uk/for-organisations/data-protection-reform/overview-of-the-gdpr/>

⁶ https://knowhownonprofit.org/organisation/operations/policies-and-procedures/copy_of_policies#

⁷ <https://www.xero.com/uk/why-xero/your-business/non-profit-accounting/>

room available for hire and contact information for individuals interested in accessing activities or giving their time to support the centre. Some centres also set up donation functions. Maintaining a good mailing list is also advisable.

Section 7: Legal and governance considerations⁸

Section 7 key findings

- Lease terms for the Golden Lane Estate Community Centre would be negotiable. The likely starting point/ models would be the lease with the former residents' committee who ran the centre and the lease with Fusion for the leisure centre. An example lease is given in Appendix 4.
- The City of London Corporation would be responsible for the structure, and the lessees would be responsible for the maintenance and upkeep of the inside of the building.
- The length of a potential lease is likely to be around 3 years with a potential 2-year extension.
- Rental costs could range from a peppercorn rent upwards - this will depend on the use of the space.

Section 7 recommendations

- We recommend incorporation as a Community Limited by guarantee with Charitable Status or a Charitable Incorporated Organisation. It is easier for charitable organisations to access grant funding and an 80% reduction in business rates might be available (although this will depend if the centre is being used mostly for charitable activity - housing and adult education are not considered charitable activities). More information on the advantages and disadvantages of different legal structures are given in Appendix 5.
- We also recommend a minimum of 8 trustees and no more than 10. Plans for trustee recruitment, induction and succession planning will all need to be put in place by the managing organisation. It would be helpful for the group to consider how they can recruit trustee members with the following areas of experience: Human Resources, Legal expertise, experience of business development and fundraising, communications and marketing and facilities management. The group might also wish to consider what percentage of the trustee board should be made up of local residents.
- In addition to the governance structures for the organisation itself, the group may consider an additional steering group with representation from the City of London Corporation and elected residents (equal representation of lease holders and tenants), or might seek to co-opt members onto its trustee board to ensure there is good representation across the board.

⁸ Sources of information: Locality background on legal structures & how other organisations are effectively managed, Conversations with City of London Housing staff.

Section 8: What alternative management options are available?⁹

Section 8 key findings:

- In addition to a resident led management structure, the City of London Corporation are open to exploring a transitional arrangement in which the Corporation takes the risk and responsibility of running the centre whilst residents set up an organisation which can employ staff and take financial responsibility at the end of the transitional period. During this time, there could be a joint resident/officer advisory board to agree policy etc. which might form a governing body for the management arrangement after transition. The Corporation would happy to consider a variety of timescales (6 months - two years for example) and would sign over management once good governance structures and a clear business model was in place.

Section 8 recommendations

- That the resident led group consider on what basis (if any) they may consider a transitional period.

⁹ Sources of information: City of London Housing

Section 9: Next Steps/ points for discussion

We recommend that the members of the group review whether they would like to take forward a proposal. Some of the areas you may like to consider are:

- Would you consider a transitional arrangement model and if so, on what terms?
- What would members of the existing steering group personally like their involvement with the centre to be going forward?
- What do you think the opening hours of the community centre should be?
- What percentage of space should be available to residents and providers on a weekly basis? Does 66% feel right?
- What models for ongoing resident involvement do you think would work well?
- Do you feel the centre should be staffed at all times? Or could volunteers and key holders be an option (as this would reduce running costs)?

If it is decided that the group would like to take this forward, a proposal outlining how the centre would be run will need to be submitted to City of London Corporation in early November. This will need to cover the following areas:

- Governance arrangements
- Operational model
- Financial/ business model
- Resident involvement and ongoing engagement
- Benefits to the Local Authority of a resident led group managing the centre.

If this proposal is deemed sufficiently robust, it may be possible for City of London officers to make a delegated decision and inform elected members. If alternative management models are to be considered, this will need to go to committee for discussion by elected members.

Appendices

Appendix 1. Potential Users of the Golden Lane Centre & contact details for potential user organisations

Appendix 2. Financial model for first 5 years of running the centre (separate spreadsheet)

Appendix 3: Potential sources of grant funding

Appendix 4: Example lease (separate document)

Appendix 5: Advantages and disadvantages of different legal models & example governance documents

Appendix 6: Room Hire Benchmarking

Appendix 1: Potential Users of the Golden Lane Centre & contact details for potential user organisations

Groups were contacted to determine interest and demand for the space within the Golden Lane Estate Community Centre, as well as potential conflicts.

Age Concern UK East London	Age Concern UK East London currently run a befriending service on the Golden Lane Estate which is commissioned by CoL. This is an outreach service but there is potential to build on the existing service by running activities for the older people who currently benefit from the befriending service in the centre. It would also be useful to use the community centre for training for the befrienders or peer support events. Age Concern UK East London would also be interested in hot desking from the Community Office. Currently all events are run in the Age Concern East Offices which are available free of charge.
Art for Mental Health	Raphael is a resident who teaches Mindfulness and Mindfulness and Creative Movement courses and classes and would be interested in providing these at the Centre.
Barbican Arts Group	Barbican Arts Group currently have a space on the Barbican Estate that that they pay a small amount for. They are unlikely to use the Golden Lane Centre as they need a 'messy space' where they can leave their equipment set up and also need quite a lot of storage. However, they might be interested in using the hall space for one off events/ exhibitions.
Barbican Centre/ Guildhall	<p>The Barbican Centre are very interested in delivery through community venues. They have run a number of community outreach programmes in the past in East London and would like to engage more with local communities, especially with the promotion of the 'Culture Mile' and the development of a new concert hall on the museum of London site. They feel there is huge potential to plug Golden Lane Residents into the developments as part of the Culture Mile. They feel there are a huge range of different types of activities they could run with local residents in the Golden Lane Estate Community Centre, such as workshops, performances and potentially the development of regular events with Guildhall students. Residents would also have the opportunity to define what kind of events they want to see.</p> <p>To take things forward, it is recommended the managing organisation liaise with the Community Engagement Manager Jenny Mollica and Head of Creative Learning Jess Lodge. Barbican Centre usually need to plan 18 months ahead for big events but other events and activities could be planned 3 - 6 months ahead of time. Funding could then be sought to cover costs. The Barbican would like to work with the centre manager beyond a simple hire relationship</p>

	(as they currently have with St Luke's) and to develop a partnership with local residents.
Barbican Library	Barbican Library currently run a Read and Relax Group at the Ralph Perring Room at Golden Lane Leisure Centre 10.00 - 12.00 on the second Thursday of the month. This is part of their health and wellbeing remit but the programme budget does not include funding for room hire - currently the space in the Ralph Perring Centre is paid for with Time Credit Vouchers. They feel they do not currently have capacity or the audience for further sessions but might consider changing to the Golden Lane Estate Community Centre if they were able to hire a suitable room free of charge. They currently like the size of the room at Ralph Perring as it is comfortably spacious without being cavernous.
Barbican Residents Association	The Barbican Residents Association currently have one annual general meeting and hire the Girls School Hall for £300 (capacity 150 people). They also hold monthly committee meetings and ad hoc meeting with developers/ cross rail etc. around local developments. They could possibly pay a small fee for room hire. More generally, there is a feeling that there is need for more of a focus to community activity on the both the Barbican and Golden Lane Estates and more activities for children and families. There is also the recognition that it is important that Golden Lane Residents do not feel that the centre is taken over by a dominance of Barbican activity.
Barbican Residents House Groups	The Barbican House Groups might be interested in centre for regular meetings/ social based events. They currently use each other flats for free but this does limit numbers.
Carers Service (Carers Network)	The City of London Carers Group currently use the Ralph Perring Centre for monthly meetings (11am - 12.30pm on Tuesdays). They may well have an interest in using the Community Centre once it reopens, for support groups, coffee mornings or events. Direct feedback from Carers was that they needed a sensitive, quiet space with decent heating but would welcome the opportunity to be part of wider community activity, especially as this would enable them to access wider community networks and activity. How information is communicated needs to be given thought - the groups stressed how hard it is to know what is going on locally and the value a good notice board would bring to the centre. The 'Give and Take' events that have been held in the community centre in the past have also provide popular.
London Chess League (LCL)	LCL are keen to resume hire of the Hall following refurbishment and would seek to hire the hall on Monday, Wednesday and Thursday Evenings from 6:45pm to 10:15pm. The Chess Season commences in late September and continues to early June. The LCL have been paying £20

	an hour for the hall but would expect hiring charges to increase.
Reed Momenta (provider of City Living Wise service)	Reed Momenta are commissioned by CoL and provide a variety of public health services such as smoking cessation services, weight management and health checks. They currently use the Artizan Centre and Ralph Perring Centre for some of their services/ appointments. They were contacted as part of the mapping exercise and confirmed they would be interested in using the space, but were not currently able to confirm specifics.
City of London Adult Skills and Education Service (currently located in the COLCEC building).	<p>The Adult Skills and Education service would require use of the classroom from 9am to around 9pm every weekday during term time. They would require use of the hall space from 9am - 6pm every week day and then for evening activities 2 or three nights a week. The Classroom and Hall would also be required for Saturday Morning sessions.</p> <p>In addition to the teaching space, a receptionist would require office space in the community office and the team would require:</p> <ul style="list-style-type: none"> • Secure storage facility for enrolment forms (Data protection/safeguarding) • Safe for banking • Computer City of London Corporation access (City Wifi to enable access anywhere in the building, would be able to hot desk) • Photocopier • Storage for course files • Secure storage for registers • Shared use of interview room for confidential meetings with learners <p>Adult Learning Services would pay £28,000 annually for the use of the space within the Community Centre on this basis. Whilst this represents good income for the group (equivalent to 933 hours of room hire/ 77 hours of room hire a month at £30 an hour), it will mean that a number of other groups (the Chess Club, Bags of Taste, City Gateway) may not be able to use the space. It is possible with careful scheduling; a number of parties may be accommodated.</p> <p>Currently only around 6% of enrolments to adult learning courses are Golden Lane Residents, it is an aspiration that this percentage would increase if the classes were to be taking place in the centre.</p>
Bags of Taste Cooking Group	Bags of Taste are commissioned by the City of London public health team to run cooking classes for City of London Residents (two courses per annum). Historically they have delivered one course in the Artizan Centre and one in the Golden Lane Estate Community Centre. The costs of the halls are borne by City Public Health. They would be keen to run at least one, and potentially both courses from the

	<p>Golden Lane Estate Community Centre as they found the course there was well subscribed. Courses are primarily aimed at people who want to cook for less than £1 a portion, so any vulnerable or underprivileged groups would be of particular interest to us. The final decision on where the courses were run would be made by the CoL Public Health Team.</p> <p>Bags of Taste would be running their next course after Easter 2018. Their courses last for 4 weeks and they would need a space on a weekday from 10.30am until 2pm. The room needs to be quite large - they need space for 6 workstations each comprising of 2 trestle tables, and also some space for around 20-25 people to sit and watch a demonstration. Previously, they used the hall space in the Golden Lane Estate Community Centre.</p>
Downright Excellent	This charity used to be based on the Golden Lane Campus but have now secured a new flexible space for meetings and training so they have no need for additional space presently.
Edible Golden Lane - Golden Baggers	Edible Golden Lane would be interested in using one of the meeting spaces for a monthly committee meeting for 10 people.
Friends of City Gardeners	Friends of City Gardens is a volunteer community group which would be interested in using the hall for one off community events such as apple day and a Christmas market. They also mentioned that the City Air Quality Team might be interested in using the hall for
Fusion	<p>Fusion are the local leisure provider and manage the booking for the Ralph Perring Centre. The income from bookings goes back to the City of London Corporation, who are also responsible for the maintenance of the building.</p> <p>Current activities taking place in the Ralph Perring Centre are:</p> <ul style="list-style-type: none"> • Daily Pray Group for around 50 people • Yoga sessions run by Fusion • Line Dancing sessions run by Fusion • Gardening Club • Disabled Access • Scuba Club • Staff Training • GLERA • Book Group • Carers Network Meetings • Reed Momenta weight management sessions. <p>The space is also used for children's parties as part of a Fusion package (1hr in the Sports Hall & 1 hr in the community centre - £100 for 10 children).</p>

	<p>Currently most groups pay £10 - £20 an hour to use the space. Some residents have been able to use the space for free.</p> <p>Fusion would be happy for activities to be transferred to the community centre and to convert the Ralph Perring Centre into a studio.</p> <p>There is some duplication of services with those delivered by CoL Adult Learning Services - both providers run yoga sessions for example.</p> <p>Previously Fusion have only used the Golden Lane Estate Community Centre for events such as the Silver Sunday in October and would be interested in continuing this going forward.</p> <p>The Young at Heart programme focuses at supporting older people to be active with activities such as line dancing, Pilates, swimming etc. This is open to City Residents and non-residents.</p> <p>Fusion also run activities such as walk leaders, London Youth Games and Junior Tennis & Football.</p> <p>Requirements for events:</p> <ul style="list-style-type: none"> - Use of the kitchen - Chairs and tables - Ideally an integrated sound system <p>Support for the centre management:</p> <p>Fusion have said they would be happy to help manage the bookings for the community centre using their Gladstone CRM system (which also enables you to book online).</p> <p>They have also offered to be a spare key holder.</p> <p>General feedback:</p> <p>Fusion commented that it is important to be aware of the noise levels different activities could generate as this could cause complaints from residents.</p>
Golden Lane Estate Office	<p>It is currently not known where the Golden Lane Estate Office will be based in the future however the following information provides some detail on implications of the Estate team being based in the Golden Lane Estate Community Centre:</p> <p>Footfall:</p> <p>The typical daily footfall into the Estate Office is currently as follows: Contractors: 12, Tenants: 5, Leaseholders: 3, Estate Porters: 5 porters visit the office approximately 4 times a day e.g. mail collection for distribution, checking e-mails or to inform line managers of repairs/faults</p>

etc. (Total footfall 20). Other visitors e.g. technical services/hall users: 2. Total = 42

Peaks in footfall:

The peak times tend to be the same each day - 08:00 - 10:00 sees a large amount of traffic (Primarily contractors, but also a small amount of residents buying parking permits for the day). 2:00 - 3:00pm usually sees a surge of visitors which tends to be mainly residents with various queries. Although on Fridays there can be a last minute rush from residents requiring repairs or parking.

Different roles and responsibilities within the Estate Team:

The Customer Services Officer, Estate Officer and Estate Manager all deal with tenant and leaseholder enquiries - what is the difference between the level of enquiry each officer can deal with.

Under the normal circumstances, the CSO will cover the telephone and reception area during normal office hours and field any enquiries as best they can, or consult either the estate manager or estate officer if the information required is not known or more complex. The CSO will deal with queries regarding shed arrears. However, if the CSO is on leave then the estate officer will cover the customer service role.

The Estate Officer will deal with complaints from leaseholders and tenants and write to residents as necessary. He will assist tenants in particular with outstanding repairs and contact leaseholders as necessary e.g. leak into tenanted flat or communal area etc. if a complaint has been received from any resident regarding ant-social behaviour or other nefarious activities he will contact the police, park guard, tenancy support or in some cases the fraud officer. He will also supply contact details for City of London Corporation officers that are relevant to tenants and leaseholders enquires where appropriate. Finally, he will supply rent statements for sheds or dwellings as necessary.

The Estate Manager tends to deal with Leaseholders (and some tenants) in matters to do with funding and overall estate presentation, complaints and facilities. Although, if there issues to do with vulnerable or anti - social behaviour, the Estate Manager will also get involved, and liaise with tenancy support officers and police officers as necessary. The Estate Manager will deal with tenancy management issues, community development, resident engagement, partnering projects, working alongside housing property services managing/monitoring, repairs, major works, consultation exercise.

Storage requirements for the Estate Team:

	Personal storage e.g. desks with lockable drawers and generic storage cabinets and shelves for folders. Key safe for residents spares and estate utilities. Safe for cash float and estate income. The Estate Manager also has a personal locker.
Golden Lane Estate Residents Association (GLERA)	GLERA meet regularly and might welcome use of the meeting space within the Community Centre.
Golden Lane Leaseholders	The Golden Lane Leaseholders' group meet on the second Tuesday of every month and might welcome use of the meeting space within the Community Centre.
Golden Lane Photography Group	Use of the Community Centre would be of use to the Photography Group if it were possible to use the space as a photography studio, and for any communal kit to be stored in the centre. It would also be helpful to have a small dark room as they previously had one on the estate.
Golden Lane Tenants Forum	Use of the Community Centre would be of use to the Golden Lane Tenants Forum - the group are considering their needs and will come back with further details.
Guildhall School of Music	See Barbican Centre.
Italian Conti (previous user)	A call is scheduled with Italian Conti on Tuesday 17 th October and further information will be provided subsequently.
Karate Group (existing user)	The Karate Group would be interested in hiring space in the community centre once it reopens. They need a small space for an hour (to accommodate 4 people), mainly on Monday & Thursday lunchtimes. They would seek to book the space on an adhoc basis, ringing on the day to see if space was available rather than make advance bookings. They previously paid £12 an hour.
Knit and Natter	Residents group who would like to use the downstairs sitting area one evening once a month.
Memory Club/ Forget Me Not	<p>A weekly group which is commissioning by Toynbee Hall as part of their contract with CoL Corporation and which supports people with memory and early dementia. This group would like to use the Hall Space every Tuesday from 1.30 - 4.30pm. They have already been incorporated into the Adult Learning Services Timetable.</p> <p>Around 25 users and volunteers attend the session and the group undertake a variety of activities, including craft and performance activities.</p> <p>The Memory Club also need:</p> <ul style="list-style-type: none"> • Storage (16" deep and 4ft high and 5ft wide space if possible) • A laptop or access to internet. • Audio • A projector screen if possible.

	<ul style="list-style-type: none"> • Access to a kitchen space with the following facilities: kettle, microwave, fridge, freezer, oven, toaster, grill and utensils, cups and dishes. • Two 4 lead extensions. • Chairs & tables <p>Good heating during the winter and fans during the summer are necessary.</p> <p>The Memory Group are currently gifted their existing space in COLCEC for free and as they run on a low budget wonder if a similar arrangement might be possible within the Golden Lane Estate Community Centre.</p>
Neaman GP Practice - http://www.theneamanpractice.nhs.uk/	The Practice Manager from the Neaman Practice has advised that they have no interest in using the community centre currently.
Perform (Existing User)	PERFORM is a drama group for children. Currently most children accessing the activities are not resident on the Golden Lane Estate. They currently run activities in the Hall from 3.30pm - 6pm on Tuesdays during term time and pay £50 a week. They would be able to accommodate a slight increase in the hire rate. Their next term of activities would start April 17 th 2018. This would clash with Adult Learning Classes unless one of the two activities could run in the downstairs space.
Pray Group (Existing user)	The Pray Group would be very interested in hiring the hall on Fridays from 12.30 - 14:00. They previously were paying in block at the end of the month but appreciate that rates would subject to what the organisation whoever is running the centre is going to charge and would be happy to confirm with the organisation running the centre.
Toynbee Hall - City Wellbeing (Commissioned by CoL)	City Wellbeing is a support service for older people (50+) which is mainly delivered through home visits. Toynbee Hall might be interested in running supplementary activities to support older people, such as a monthly or weekly coffee mornings. This has been successful in other areas where they are delivering a wellbeing service. This would require space for around 12 people and access to kitchen facilities, as well as a small amount of storage.
Toynbee Hall - Advice Services (Commissioned by CoL)	Toynbee currently provide advice on social welfare (benefits, employment, consumer) in a fortnightly session on Wednesdays, from 10 - 12pm. This activity requires an office/ consultation space. They don't currently pay for the space they use in the Golden Lane Estate Office.
Tudor Rose Court (Sheltered Housing Scheme)	The residents at Tudor Rose Course have their own space for activities and run activities which are open to other residents (dominos, cards, Jigsaw puzzles) but have struggled to get people to access these in the past. They suggested activities such as afternoon film screenings, afternoon tea, talks, Tai Chi, Bingo, Fish and Chip evenings,

	<p>Knitting, discussion groups (such as those held at Mary Ward) and reading groups might all be popular activities and things they would be interested in accessing.</p> <p>The importance of a friendly welcome and volunteer befrienders to bring people into the space was stressed.</p> <p>The best way to communicate with the residents in Tudor Rose Court is through their warden, who can put information in a newsletter and on their noticeboard.</p>
Tuesday Club	<p>An interest group that currently use the Lilac Room (for free) in the Barbican Estate Office for meetings every Tuesday. They feel this currently meets their needs and so they have no need for additional space presently. However, they would like to be advised if they can support with any special events.</p>
City Gateway (CoL Commissioned Youth Provider)	<p>City Gateway previously ran a weekly youth club (group games, arts, cooking) in the Golden Lane Estate Community Centre on Wednesdays from 6 - 8pm during term time. Around 2 - 15 young people attended. They would be interested in doing this once the centre reopens.</p> <p>Again, this would be a clash with Adult Learning and potentially the London Chess Club unless some groups were able to use the downstairs space in the Community Centre.</p> <p>Key considerations for City Gateway are:</p> <ul style="list-style-type: none"> - Child Protection - ideally the door would be watched as young people would be coming in and out and so it would be important to know who else was using the space - Awareness of the potential noise the youth club might generate (other groups might find this disruptive. Residents have also complained in the past). - Wi-Fi would be essential, ideally with a specific password for young people with restrictions. - Ensuring that minimal damage could be done to the space by removing breakable objects etc. - Ensuring that young people feel welcome in the community centre and that they belong - specific noticeboard for young people/ efforts to engage them/ ask them to give their opinions on other activities etc. - Kitchen facilities - oven & hob - Good ventilation and good heating in the winter. <p>City Gateway would also be interested in running one-off youth events in the summer holidays and using the outdoor space immediately outside the centre.</p>
Hackney and City Alzheimer's Society	<p>Hackney and City Alzheimer's Society would be open to giving talks/ information sessions in the Golden Lane Estate Community Centre, dependant on demand from the local</p>

	community. They might also need a venue for Dementia Friends sessions on an ad hoc basis.
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Contact details for potential user groups:

Age Concern UK East London	Philip Adams	Philip.Adams@ageukeastlondon.org.uk
Alzheimer's Society	Carol Feldon	Carol.Feldon@alzheimers.org.uk
Art for Mental Health	Raphael Adjani	raphael.adjani@gmail.com
Bags of Taste Cooking Group	Claudia	claudia@bagsoftaste.org
Barbican Arts Group	John Lumley	jsplumley@yahoo.co.uk
Barbican Centre	Sean Gregory Director of Learning and engagement	sean.gregory@barbican.org.uk
Barbican Library	Geraldine Pote	Geraldine.Pote@cityoflondon.gov.uk
Barbican Residents Association	Jane Smith (Chair)	j.m.smith@btinternet.com
Barbican Residents House Groups	Various	Various
Carers Service (Carers Network)	Rose Bernstein	Rose.Bernstein@carers-network.org.uk
Chess League	Brian Smith	briansmith_2003@yahoo.co.uk
City Gateway (Youth Provider)	Michael Petiafo	michael.petiafo@citygateway.org.uk
City Living Wise/ Reed Momenta (provider)	Tom Brunwin	Tom.Brunwin@reedmomenta.co.uk
City of London Community Engagement Activities	Jade Ibegbuna	Jade.Ibegbuna@cityoflondon.gov.uk
COLCEC	Dave Coleman	David.Coleman@cityoflondon.gov.uk
Edible Golden Lane - Golden Baggers	Sue Pearson/Anne Corbett/ Billy Mann (membership)	billymann365@gmail.com
Friends of City Gardeners	Sarah Hudson	sarah.hudson192@btinternet.com
Fusion (Ralph Perring/ Young at Heart)	Joanna Foster	Joanna.Foster@fusion-lifestyle.com
Golden Lane Estate Residents Association GLERA	Tim Godsmark	chair.glera@gmail.com
Golden Lane Leaseholders	Anne Corbett	annecorbett46@hotmail.com
Golden Lane Photography Group	Stella Scott	stellascott@me.com
Golden Lane Record		bevbytheway@yahoo.com
Golden Lane Tenants Forum	Lee Millam	lm89gah@gmail.com
Guildhall School of Music	Alessia Testa (Development Manager)	alessia.testa@gsmd.ac.uk
Italian Conti (previous user)	Sam Newton	Sam.Newton@italiaconti.co.uk
Karate Group (existing user)	Andrew Bawden	a.bawden@btinternet.com
Knit and Natter	Sue Pearson	sujpearson@gmail.com
Memory Club/ Forget Me Not	Madhumita Bose	forgetmenotproject17@gmail.com
Neaman GP Practice	Ms Sue Neville - Practice Team	020 7600 9740
Peabody Residents	Jenny Brown - neighbourhood Manager	peabody.direct@peabody.org.uk
Perform (Existing User)	Jade Donohue	jadedonohue@perform.org.uk
Pray Group (Existing user)	Tariq Mushtaq	tariq@zammushtaq.co.uk

Toyenbee Hall - City Wellbeing	Helena Toms	Helena.Toms@toynbeehall.org.uk
Toynbee Hall - Advice Services	Helena Toms	Helena.Toms@toynbeehall.org.uk
Tudor Rose Court (Sheltered Housing)	Vanessa O'Brian	vanessa.o'brien@hanover.org.uk
Tuesday Club	June Giles	vic.giles@btinternet.com

Appendix 2: Please see separate spreadsheet

Appendix 3: Potential grant funding opportunities

Fund Name / Type	Key Criteria / Information
<p>Awards for All</p> <ul style="list-style-type: none"> • Core Costs and Revenue • Up to £10k <p>https://www.biglotteryfund.org.uk/global-content/programmes/england/awards-for-all-england</p>	<p>Funding for voluntary or community organisations that are:</p> <ul style="list-style-type: none"> • Registered charity • Constituted group or club • Not-for-profit company or Community Interest Company • Social enterprise <p>Will fund:</p> <ul style="list-style-type: none"> • Equipment • One-off events • Small capital projects • Staff costs • Training costs • Transport • Utilities/running costs • Volunteer expenses
<p>London Community Foundation</p> <p>LCF primarily supports small community groups and charities in London. They offer funds on behalf of different donors, and you may apply to each and every programme for which you are eligible.</p> <ul style="list-style-type: none"> • Amounts range from £500 - £20,000 • Includes for work on wellbeing, reducing isolation • No core funding available <p>http://www.londoncf.org.uk/grants/available-grants/city-of-london.aspx</p>	<p>Funding for voluntary or community organisations that are:</p> <ul style="list-style-type: none"> • Community groups • Registered charities • Companies limited by guarantee, without share capital • Social enterprises • Community Interest Companies (CIC's) <p>Criteria:</p> <ul style="list-style-type: none"> • A governing document e.g. Constitution or memorandum & articles of association • Accounts or a record of income and expenditure, sound plans for managing your money • A safeguarding policy if you are working with children or young people (under 18) or if you are working with vulnerable adults
<p>Comic Relief</p> <p><i>Core Strength - Local Communities</i></p> <p>The grant shall be used to support groups that can evidence a sustained beneficial impact on people's lives who are excluded or disadvantaged.</p> <p>This may be through low income, rural or social isolation, age, disabilities, race, sexuality or gender.</p> <p>Priority is to be given to small, locally based groups or organisations in areas of disadvantage that have a clear understanding</p>	<p>Criteria:</p> <ul style="list-style-type: none"> • Constituted voluntary and community groups • Charities • Social enterprises • Co-operatives • Community interest companies <p>The organisation will need to have been running activities for a minimum of 12 months with annual income under £100,000 or under for your last full financial year.</p> <p>To be considered for funding you will need to:</p> <ul style="list-style-type: none"> • Be working in a disadvantaged or deprived area • Have limited access to other sources of income • Clearly define the need you are addressing

<p>of the needs of their community and are undertaking actions to address these needs.</p> <p>http://www.comicrelief.com/apply-for-grants/open-grants-initiatives/core-strength-local-communities</p>	<ul style="list-style-type: none"> • Clearly demonstrate the benefit of your activities to local people • Illustrate how you aim to deliver social outcomes • Provide clear evidence that your services provided are inclusive to all
<p>Locality / Community Business Bright Ideas Fund</p> <p><i>The Community Business Bright Ideas Fund aims to give your community group the support and tools to start setting up your community business. It will also give your group the early stage finance that you need to carry out consultation with local people and feasibility studies to develop a community business idea the community wants and needs.</i></p> <ul style="list-style-type: none"> • Initial Idea Stage - £1k-10k • Includes revenue and some core costs • Third and final round 1 November to 1 December <p>https://mycommunity.org.uk/funding-options/bright-ideas-fund/</p>	<p>Support for:</p> <ul style="list-style-type: none"> • Incorporation, legal structures and governance • Community engagement • Business planning • Market research • Getting ready to trade • Options appraisal • Financial modelling

Appendix 4: Please see separate word document

Appendix 5: Advantages and Disadvantages of different legal structures¹⁰

Registration as a Charitable Incorporated Organisation:

A CIO is a charity which is also incorporated. In law it is recognised as a legal entity, which can enter into contracts, buy or lease property, and employ people. The trustees/committee members benefit from having limited liability.

This is a new structure which came into being in 2013. Many existing unincorporated charities have chosen to become CIOs so they can have the benefit of limited liability.

There are two different types of CIO:

- An Association CIO is suitable for groups that have a wider membership who have voting rights.
- A Foundation CIO is run solely by its trustees and doesn't have voting members.

Registration for a new organisation wishing to be a CIO is fairly straight forward if you use a model constitution created or approved by the Charity Commission. The Charity Commission states that it will complete the process in 40 days in the most straight forward cases.

If you choose this structure you will have to submit your annual accounts and trustees annual report to the Charity Commission every year. For more information on annual reports and accounts see our information sheet Charity Reporting and Accounts.

Advantages

- A CIO is an incorporated organisation which means that it has a legal identity separate from its members - it can employ staff, lease/own property, or enter into other contracts.
- Trustees have some protection, as they have 'limited liability' and any claim is made against the CIO rather than the individual trustees.
- Charities are recognised publicly as being for the wider good (not just the good of their own members). Being a charity gives you that public recognition.
- Some funders will give grants only to registered charities.
- It is free to register a CIO, and there are no fines for late submissions to the Charity Commission.
- Accounts can be kept on a 'receipts and payments' basis for CIOs with an income below £250,000, enabling groups to use a simpler accounting system and reducing accountancy fees, (compared to Charitable Companies).
- CIO structure is available to organisations which do not have members (unlike charitable companies, which have to be membership organisations).

Disadvantages

- The registration process is lengthy. This structure is not recommended for organisations wanting to set up rapidly, e.g. to respond to crises.
- It may be difficult to get loans from banks because, unlike charitable companies, CIOs don't need to keep a public record of liabilities.
- If a CIO stops being charitable, under the Charity Commission's criteria, it will cease to exist and be forced to close, unlike a charitable company, which would still continue to be a non-charitable company even if it lost its charity registration.
- All charities have to comply with charity commission guidelines on political and campaigning activities.

Registration as a Charitable Company

¹⁰ <https://www.resourcecentre.org.uk/information/legal-structures-for-community-and-voluntary-groups/>

A charitable company is a limited company with charitable aims. It is an incorporated organisation which means that it has a legal identity separate from its members. In law, a limited company is considered to be a person and it can therefore own land or enter into contracts. The directors are agents of the company and are not personally liable for its debts.

Establishing a charitable company involves registering with both Companies House and the Charity Commission, and then submitting your annual report and accounts to both bodies annually.

Until 2013 this was the only option for an organisation which had charitable aims and also wanted the benefits of being incorporated. Such organisations can now choose between being a charitable company or a CIO.

A company is a membership organisation. However, unlike an unincorporated association, members must be named and a list of members forms part of the Company Register.

There are two types of limited company:

- **Company limited by guarantee:** There are no shareholders and any surplus is reinvested in the company. This type is recommended by the Charity Commission, and is likely to be the best structure if you want to form a charitable company.
- **Company limited by shares:** This type of company is more usually found in the commercial sector, where its members (shareholders) are investing money in the hope of gaining a profit. It is unusual for a charitable company to be limited by shares, because charities must not distribute money to members (so shareholders cannot make a profit from the company).

To be classified as “charitable”, a company must demonstrate, through its Memorandum & Articles of Association (its governing document), that it has charitable aims and that its work is for public benefit. The directors of a Charitable Company are also its trustees and perform the role of the management committee. The Charity Commission provides a model Memorandum & Articles of Association for a Charitable Company limited by guarantee, but you would be well advised to seek legal help in drawing these up.

Advantages

- A company is an incorporated organisation which means that it has a legal identity separate from its members - it can employ staff, lease/own property, or enter into other contracts.
- Trustees have some protection, as they have ‘limited liability’ and any claim is made against the company rather than the individual trustees.
- Charities are recognised publicly as being for the wider good (not just the good of their own members). Being a charitable company gives you that public recognition.
- Some funders will give grants only to registered charities.
- A charitable company may be more likely to get a bank loan than a CIO as it is obliged to keep a public record of its liabilities.

Disadvantages

- A charitable company is regulated by both Companies House and the Charity Commission. You have to notify them of every change of directors/trustees and submit annual accounts and reports to both bodies.
- You have to pay Companies House to register a company. They also charge a small fee for submission of annual accounts and reports, and impose fines if they are submitted late.
- All charitable companies have to keep accruals accounts, regardless of their size. These are more complex than the ‘receipts and payments’ accounts required for smaller CIOs and charities, and can therefore lead to higher costs for book keeping and accountancy fees.
- All charities have to comply with charity commission guidelines on political and campaigning activities.

Registration as a Community Interest Company (CIC)

A CIC is a limited company with special features to ensure that it works for the benefit of the community.

CICs commit their assets and profits permanently to the community by means of an “asset lock”, ensuring that assets are used for the benefit of the community.

It differs from a charitable company in that it can be established for any purpose which benefits the community, whereas a charity must have exclusively charitable purposes.

Like other limited companies, the directors of a CIC may be paid. Bear in mind that some funders choose not to fund organisations with paid directors.

To register a new CIC, you have to apply to Companies House to register a company, and include with your application form CIC36, which you will use to describe how your company will benefit the community. You can also apply for CIC status for an existing limited company (including charitable limited company), but your organisation cannot be simultaneously a registered charity and a CIC.

Types of charity structure

There are a variety of charity types to choose from, the four main types are:

1. charitable incorporated organisation (CIO)
2. charitable company (limited by guarantee)
3. unincorporated association
4. trust

You can find out more information here: *Charity types: how to choose a structure (CC22a)* - <https://www.gov.uk/guidance/charity-types-how-to-choose-a-structure>

It's important for groups wanting to set up a charity to understand what it will do - this is explained in the 'governing document' - a legal document that creates the charity and says how it should be run.

How you operate will affect the type of structure you choose and these include:

- who will run it and whether it will have a wider membership
- whether it can enter into contracts or employ staff in its own name
- whether the trustees will be personally liable for what the charity does

Incorporating (setting up a corporate / legal structure) allows the charity to do a range of things - these include:

- employing paid staff
- delivering charitable services under contractual agreements
- entering into commercial contracts in its own name
- owning freehold or leasehold land or other property

From discussion, it is understood that the favoured structure is a Charitable Incorporated Organisation (CIO) or Charitable Company Limited by Guarantee. Below are descriptions of each option and links to the governing documents.

CIO Without Wider Membership

Set up a foundation CIO if you want your charity to be a corporate body, the only members are the trustees and you don't want a wider membership. You must:

- have a constitution as your governing document - use the commission's model foundation CIO constitution (or stay very close to it)
- register your CIO with the commission for it to legally come into existence
- keep a register of its trustees (who are also the members)
- send its accounts and annual return to the commission each year, regardless of its income

Model constitution found here -

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/562469/Foundation_Model_Constitution.pdf

Charitable Company Model Memorandum and Model Articles of Association

This is 'traditional' charity model and popular with organisations managing and owning buildings and employing staff. The governing documents allows the trustees - who are directors - to make changes to the documents including membership and how the charity operates.

Model governing documents found here -

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/586363/GD1_articles_of_association.pdf

If you wish to amend your governing documents, then it is recommended that you seek advice from a solicitor.

Appendix 6: Room Hire Benchmarking

Room / Type	Dimensions	Size	Price / Cost per hour
Golden Lane Community Centre room: R-1_06 Community Space 1 40	6.6m x 4.5m	29.5 Sq m	-
Katharine Lowe Settlement - '25 SqM' Room	-	25 SqM	£16 charity £21 non-charity £25 Parties (+ £100 deposit)
Oxford House - Room B9	6m x 5m	30 SqM	£14 local charity £21 other charity £27 non-charity
Golden Lane Community Centre room: R-1_07 Community Space 2 43	8.3m x 7.7m	61.2 SqM	-
Abbey Community Association Booth Room - rate per session: <ul style="list-style-type: none"> Morning: 9-12.30 Afternoon: 13.30-17.00 Evening: 18.00-21.00 	7.65m x 5.22m	39.9 SqM	£345 per session (c£73 p/h)
Katharine Lowe Settlement - the '75 SqM; room	-	75 SqM	£16 charity £21 non-charity
Oxford House - Scott Room £32k p/m	10m x 7m	70 SqM	£21 local charity £27 non-local charity £34 non-charity
Golden Lane Community Centre room: R00_05 Hall 9	13.1m x 8.5m	110 SqM	-
Abbey Community Association Parker Morris Room - rate per session	16.3m x 10.91m	177 SqM	£750 per session (c£214 p/h)
Oxford House - Theatre	16m x 11m	176 SqM	From £180 / day
Pembroke House - Upper Hall	12m x 12 m	144 SqM	£45 p/h
Pembroke House - Lower Hall	12m x 15m	180 SqM	£35 p/h

Golden Lane Community Centre room: R00_06 Classroom 12	5.6m x 3.5m	19.3 SqM	-
Abbey Community Association: Sancho Room	5.9m x 4.88m	28.8 SqM	£280 per session (c£68 p/h)

NB:

- *Most prices don't include project / screen / IT*
- *OH more 'punitive' on non-charities*
- *OH theatre rate is a 'from' figure*