

# THE BRIDGE AT WATERLOO

## BUSINESS PLAN



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## 1. EXECUTIVE SUMMARY

The Bridge at Waterloo (TBAW) is a charitable company set up in 2016 by St John's Church which aims to act as a catalyst for change and growth for residents of Lambeth and Southwark and London more widely.

TBAW's founding principle is that unlocking individual potential through arts, heritage and community enables *all* in our community to flourish.

We have established a strong record of exciting projects which bring heritage to life, support people into work, create new artistic experiences and celebrate the life and culture of this neighbourhood at the heart of London.

We focus on the **arts, heritage and community**, and work with residents and businesses to provide courses, events, training, support and experience for people who are currently excluded from full participation in London's communities.

We have worked closely with St John's Church and our partners to develop proposals for the renovation of the church. The proposed development will enable us to fulfil our ambition of offering opportunities for all who come into contact with TBAW, changing people's lives and opening up new pathways.

This Business Plan sets out our ambitions and objectives, focusing on our track record, the context, our operational experience, finance, and governance.

**In 2021** we will celebrate the 70<sup>th</sup> anniversary of the Festival of Britain. We aim to

- **Complete the renovation of St John's Church, Waterloo, a Grade II\* listed building, so that it fulfils its potential, providing:**
  - **new training and work spaces** offering better facilities for our work supporting people into employment
  - **Youthspace**, an experimentation hub/youth club, with arts and heritage focus, where young people can create their own 'takes' on their heritage
  - **Accessible and welcoming spaces** with state-of-the-art performance capabilities
  - **new interpretative space**, including the 'Long Room', home to exhibits co-curated with marginalised groups.
  - **new affordable work, performance and rehearsal spaces** targeting professional and amateur orchestras and groups as well as artists at the start of their creative journey

- **Develop our partnership with South Bank BID** to ensure a smooth pathway into local employment for our participants
- **Curate a special edition of the Waterloo Festival celebrating the 70th anniversary of the Festival of Britain and the re-opening of St John's.**
- **Launch a new website/on-line platform** for digital access to exhibits, events, etc., co-designed with volunteers and TBAW course participants
- Develop **Waterloo Varieties**, an intergenerational research and film project, led by young people, to uncover and record the hidden histories of Waterloo, e.g. BAME, migration, LGBTQI, since the Festival of Britain. Digital recordings will be used in future displays. Partners: University of Westminster, You Press.

### **By 2024**

We aim to be fully functioning as a self-sustaining, inclusive hub that champions and develops the community and individuals, working especially with excluded groups. We will have supported business start-ups and new creative initiatives and will be a thriving centre for heritage activities which support the wellbeing of the community and individuals. This will be supported by an informed season of music and arts events which put a participatory community at its heart and feature Southbank Sinfonia and many professional and amateur groups. These activities will be at the heart of the 200<sup>th</sup> anniversary celebrations of the opening of St. John's Church.

## **2. BUILDING ON EXPERIENCE, WIDENING OUR REACH, MEETING NEED**

### **AN ARTS CENTRE**

As an arts centre, we are firmly rooted in London's cultural world, providing opportunities alongside the globally significant South Bank area. The church curates the popular and growing annual Waterloo Festival and hosts numerous professional and amateur arts organisations.

We are aspirational: we wish to ensure that vulnerable and marginalised groups also have access to, and participate in, artistic and heritage activities. We strongly believe in the power of the arts to celebrate diversity and to break down impermeable barriers within society. Set in the heart of creative London, we want to create more sustainable and long-lasting bridges between the community and professional artists on the Southbank whilst strengthening our platforms in terms of variety, accessibility and quality.

As part of our planned redevelopment, our Artistic Director will have a wider responsibility to bring in diverse audiences, bolster partnerships and collaboration with existing music and art groups at St. John's – especially Southbank Sinfonia – working with them in community and inclusion projects such as Lambeth In Harmony. We will also

introduce to the space new orchestra and art organisations, especially those working with artists on thresholds as well as bring the community to the heart of all artistic activity in the space. We have good experience of working with families and excluded groups upon which we will build, offering free and subsidised events.

We are partners with Southbank Sinfonia, based in the building – a unique ‘academy orchestra’ that gives professional young musicians an unrivalled introduction to orchestral playing. In partnership, we host free Rush-Hour concerts most weeks which are gradually attracting a more local audience. We are further broadening our projects with the introduction of an early music concert aimed at children aged up to 5 years-old and their guardians. We regularly host lunchtime concerts and events featuring young professional musicians and artists on the very first steps of their careers.

For the Waterloo Festival 2019, we are programming more participatory and diverse activities partnering with the Waterloo Community Theatre and Poetic Unity, a project of Black Cultural Archives, amongst others. Throughout the year we work with China Britain, Diversity Choir and a diverse wide range of international arts organisations.

## **HERITAGE – A SOCIETAL ROLE**

We define heritage as ‘activities, stories, objects and buildings from the past or present which have the potential to inform future generations’. We aim to tell stories of change and continuity about Waterloo and London more widely. The stories reflect the huge diversity of people who have lived in or worked in or visited this part of London, both in the past and today. Our intention is that, through engagement with the heritage of the area, people will increase their connection with local communities and support us to improve their wellbeing.

In September 2018, TBAW curated the first Waterloo Heritage Weekend, as part of the Lambeth Heritage Month. It was attended by almost 250 people of whom 85% welcomed closer engagement in the area. Through disinterring stories of the past, such as our local history of hatmaking, Waterloo Festival brings together arts and heritage. TBAW is committed to working with the communities of Waterloo to retrieve and interpret the stories of the past in order to inform the present.

Heritage is also concerned with the present and the kinds of future we can create for the next generations. This year, we are hosting a community-led photo exhibition entitled ‘My Lambeth Legacy’ and an interactive walks programme remembering Waterloo’s lost hospitals. Our future heritage activities will engage a continuously widening range of people: through ‘My Lambeth Legacy’ we will work with students with special needs from local schools as well as participants in the employment training courses we run as part of our Community strand. We are working on an innovative sound-art project with IKLEKTIC and Coin Street Community Builders, working with young people to develop and interpret their knowledge of Waterloo and the South Bank. We are also working closely with the

University of Westminster and Tate Modern in a European funded project which will engage excluded and minority audiences as well as traditional audiences in participatory activities and shared experience.

## **A COMMUNITY HUB**

We are a community hub that is committed to supporting people both into work and in work through a range of activities including individual mentoring, training, peer support groups and job clubs. We make connections between the diverse residential and work-based communities in Waterloo and South Bank, breaking down boundaries and giving people a stronger sense of place and involvement.

The churchyard, a primary vehicle for meeting the aim, has begun inclusive community gardening projects as well as providing a pollutant-absorbing oasis for the community in a traffic-filled, built-up environment. The churchyard won Silver Gilt in the 2018 London in Bloom competition, partly because of our community involvement. As well as providing high-quality employment training and artistic performance space, we are developing a community gardening programme to encourage better mental health in our community (*outcome*). We hope to blend the churchyard into the planned Waterloo Square development, augmenting an important green space that offers our community somewhere to go to find rest and peace.

In the first three years of its life, TBAW has already built up a strong history of supporting people into employment, especially focusing upon people who are long-term unemployed or entering the jobs market through our Digital Futures and Bridge to Employment courses. We understand that the causes of unemployment are often intersectional, depending on issues of discrimination as well as economic difficulties, and that it is important that we are sensitive to these issues.

We have had major success with our employment courses. For example Keisha presented at the first iteration of The Bridge To Employment. She arrived with her mother who informed our facilitator Daniel that she would be sitting just outside as Keisha suffers from social anxiety and she didn't anticipate her being able to complete the course. By the end of the course Keisha reported: *"This course was very good at meeting my expectations and I enjoyed it a lot. The course content was extremely useful and easy to understand and follow. The facilitator was a great help and he made everything more enjoyable and interesting. I now feel more confident in my ability to do effective job searching, to resolve conflict and I feel as though I have improved my interview skills."* Now Keisha is employed at WH Smith in her local area and she has been awarded "Employee of the month" on three occasions. We continue to support and mentor Keisha and receive regular updates on her progress.

## THE CONTEXT

TBAW is uniquely situated in the heart of the South Bank, in one of London's fast changing districts.

Waterloo is a destination and hub with more than a million people passing through or visiting somewhere in the parish every week. South Bank is one of the world's most visited tourist areas and Waterloo Station is the nation's busiest station. The headquarters of several major international companies are in the parish. Alongside lives a deeply-rooted community including people whose families have lived in the area for generations, more recent arrivals, students, refugees, those who work in the City of London, St Thomas's and Guys hospitals, King's and other colleges and multiple people employed in the arts and hospitality sectors.

This setting makes St John's a point of convergence, right at the heart of London. The local community contains in microcosm London's challenges and opportunities.

Serving the community since 1824, St John's is one of the oldest buildings in Waterloo, making it significantly older than any of the buildings on the South Bank. It represents and encapsulates the heritage of the area which is in danger of being forgotten in this time of great change. Waterloo has a fascinating history, first as marsh, then as market gardens; later as a place for pleasure gardens and entertainment (the first circus began very close to St John's), but also as a place of extreme poverty, servicing the wealthier North bank.

As a parish church to a severely deprived area on the south bank of the Thames, St John's has had many roles. In the nineteenth century the churchyard was one of the earliest to be turned into a public open space. The church was an air-raid shelter in WWII and a day-centre for the homeless in the 1990s. In 1951, it was restored as The Festival of Britain church, welcoming every denomination, choirs and speakers from all over Britain and the Commonwealth.

The need for that inclusive spirit has not disappeared. St John's is well known as a welcoming place for all in terms of gender, ethnicity, sexual orientation, ability and financial status. The Vicar and congregation of St John's are firmly committed to working to make the Church of England fully inclusive of LGBTI+ people. A significant proportion of the congregation are of African or African-Caribbean descent. St. John's is also home to a Ugandan language church on Sunday afternoons.

As a result of both of our history and of research, outlined below, we take an approach which starts with individuals and builds community – based on a principle of welcoming and enabling.

We seek to learn from, and work with, the experience of other local community organisations. We want TBAW to be a model of inclusion and discovery, creating something which respects and reflects the ever-changing story of London and its people.

Our research, outlined below, has indicated that

- The value of heritage/arts is increasingly recognised as a means of building confidence, wellbeing and self-esteem.
- North Lambeth is firmly in focus as a development area for both digital commerce and creative industries; the hospitality industry will increase to support both these. Money is being invested to enable this development.
- There is little or no obvious body or centre providing an accessible, multi-faceted historical or heritage context for the area
- There are multiple providers of courses focused on improving skills, but hardly any that capture the hardest-to-reach people or that provide first-stage preparation for the world of work as well as on-going mentoring
- There is recognition that residents, especially towards the east and south of North Lambeth, may become increasingly marginalised, bringing an increased potential for deprivation and social dislocation.
- Green spaces – pocket parks – are recognised as a provider of wellbeing as well as air-cleansing

### **Endorsement for our initiative**

Support from the Mayor's Good Growth Fund and the Big Lottery's Reaching Communities Fund show that, with improved facilities provided by the developed church, crypt and churchyard, we will be well-positioned to contribute to the success of Lambeth's plans for the Borough. According to the National Lottery Heritage Fund's Strategy for 2019 – 2024, 'there is growing evidence that those with the lowest relative wellbeing benefit most from high-quality interventions.' We will provide an underpinning or 'missing link', a social glue, and a heritage context which increases wellbeing and broadens inclusion.



## OVER THE NEXT TEN YEARS WHAT DO WE WANT TO ACHIEVE?

We are entrepreneurial. We want to make the most of the tremendous opportunities in the area, to ensure that we can offer Londoners the best opportunities for transformation and growth. Our financial projections below indicate that, if we are successful in achieving the proposed development, we will become self-sustaining within three years of the completion of the development. We will therefore be future-proofing the building through the provision of creative and innovative activities, as well as making a material addition to the map of London's heritage.

In 2020, we will begin the refurbishment of St John's. During the period of refurbishment, we will plan and programme a reduced level of activities, including

- **Waterloo Film: inter-generational project to research and show films** from extensive BFI archive of footage about the South Bank and the Festival of Britain and films from the Cinema Museum archive featuring famous local actors and directors (e.g. Charlie Chaplin) at one-off events and in the SJW interpretative space.
- **Schools and Pupil Referral Unit (PRU) programme planned**, with artist in residence working with primary and secondary school pupils and those in PRUs throughout the year to create work for SJW and Waterloo Festival, such as public art installations for the Churchyard and short tunes for our bells, as well as a short fanfare to be used before concerts, etc. Partners: MSMR architects, The London Group, Southbank Sinfonia, Ernest Read Symphony Orchestra, the Bell Ringers of St John's, Morley Radio
- Run three **Bridge to Employment & Digital Futures courses** for currently unemployed people

The **2021** celebration of the Festival of Britain will be an innovative and deeply embedded arts and heritage programme, celebrating the best of British design and culture, involving inter-generational work and opening up the stories of the past for the present. By 2021 we will have expanded our participation demographic to include more representatives of the housing associations and estates that are local to the church. We will be putting on Community Engagement events like "Family Fest" to broaden inclusion at St John's and will be building bridges throughout Waterloo and the South Bank, especially amongst our diverse residential communities.

**In 2021** we will

- **Complete the renovation of the building so that it provides**
  - **new interpretative space**, including the Long Room with some exhibits co-curated with marginalised communities. Partners include Museum of Homelessness, Coin Street Community Builders, Black Cultural Archives

- **new affordable work, performance and rehearsal spaces** targeting professional and amateur orchestras and groups as well as artists at the start of their creative journey
  - **Youthspace**, an experimentation hub/youth club, with arts and heritage focus, where young people will create their own 'takes' on their heritage
  - Accessible and welcoming spaces with state-of-the-art performance capabilities
  - **The story of St John's community garden**: new exhibition within the churchyard, highlighting its remarkable past and the living heritage, devised with volunteers
- **Curate a special edition of Waterloo Festival celebrating 70th anniversary of the Festival of Britain and the re-opening of St John's.** It will build on the heritage of innovation, experimentation and creativity that characterised the Festival of Britain. It will reference the choir series of 1951 where a different choir sang in the Church everyday for six months and commission a range of new work, featuring the best of British design and architecture since the Festival of Britain. It will also feature work produced by the local community and TBAW users. Partners include: Southbank Sinfonia, Coin Street Community Builders, Morley College, Royal College of Art (Design), MSMR Architects, the London Group.
  - **Launch the History of Waterloo**, the first, detailed history of the area, by Peter Jefferson Smith, an historian and long-time member of the congregation
  - Publish **the History of the Okusinza Church**, the Church of the Ugandan community, based at St John's since 1994, by Dr Shanon Shah, King's College, London
  - **Launch a new website/on-line platform** for digital access to exhibits, events, etc., co-designed with volunteers
  - Develop **Waterloo Varieties**, an intergenerational research and film project, led by young people, to uncover and record the hidden histories of Waterloo, e.g. BAME, migration, LGBTQI, since the Festival of Britain. Digital recordings will be used in future displays. Partners: University of Westminster, You Press.
  - **Launch a year-round programme of events, workshops and debates** including a free lunchtime programme in church and churchyard featuring young artists and performers
  - Run three new programmes supporting people towards employment
  - **Hold a Churchyard Revealed day with a signposted tour of historic and heritage artifacts and plants and contemporary eco-planting**
  - Initiate our new lettings policy which will cross-subsidise low-cost use by amateur and small arts and heritage organisations through regular, carefully monitored high-value lettings to commercial organisations.

**In 2022** we will be settling into our newly developed, purpose designed space with any teething issues being ironed out. During 2022 the training schedule will be formalised and firmly established, working in line with Lambeth's strategic plan, paying special attention to its Creative and Digital strategy.

We will

- Evaluate all our activities to date, and based on the outcomes of the evaluation, further develop the interpretive programme enabling communities to remember their past, perceive their present and imagine a new future. Potential themes identified so far include:
  - The Women of Waterloo
  - The History of Waterloo Station
  - Faith in Waterloo
  - Health and Hospitals on the South Bank
  - Waterloo and the War
  - The Bullring and homelessness
- Run three programmes which identify or support young people into employment.  
programmes targeted at specific segment of unemployed people - disabled people, those coming off income support, older people
- Initiate replication of successes - sharing our learning via conference platforms, reports, social media, face to face - and by working with similar organisations
- Initiate workspace provision responding to identified need from course participants.

**By 2025** we will be fully functioning as a self-sustaining, inclusive hub that champions and develops the community and individuals, working especially with excluded groups - NEET young people, long term unemployed and older job seekers. We will have supported business start-ups and new creative initiatives and will be a thriving centre for heritage activities which support the wellbeing of the community and individuals. This will be supported by an informed season of music and arts events which not only put a participatory community at its heart but also feature Southbank Sinfonia, several professional and amateur groups. These activities will be at the heart of the 200<sup>th</sup> anniversary celebrations since the opening of St. John's Church.

**By 2030** our goal is to be recognised as a major contributor to the wellbeing, uplifting and empowerment of Waterloo, the South Bank and London more widely. St John's will be known as a hub deeply embedded in the community that meets its ever-changing needs.

The refurbished space will provide space for our dedicated training, affordable office units for business start ups and meeting rooms available for community, conference, events, exhibitions and other uses. We will be a place of innovation and discovery for artists and those interested in the past and present – and through this will help people to flourish and

grow through the arts, heritage and community. We will be recognised as an incubator of ideas, a place open to experimental and community arts.

We will continue to push the boundaries and preconceptions of heritage and community inclusion through our support for the Waterloo & Southbank Heritage Society, putting the community at the heart of each of our heritage events.

**See Appendix 1 for the full proposed Activity Plan for 2019 to 2021**

## **THE CONTEXT: The Borough of Lambeth**

*From the London Borough of Lambeth's 2017 State of the Borough report:*

*Lambeth is a collection of areas rather than a coherent town centre, with distinct mainly non-residential neighbourhoods such as Vauxhall and Waterloo, and deprived residential areas separated from the riverside by stations, viaducts and busy roads.*

*Lambeth has areas of affluence and areas of poverty, often side by side. There is a persistent pool of economically inactive people with little social mobility and this group tends to experience high levels of social exclusion and poor education, employment and health outcomes.*

*We must challenge the barriers that prevent so many from fulfilling their potential – in employment, education and other key areas of their lives.*

*As the borough naturally changes, develops and grows there will also be challenges; with the risk being that some people may be crowded out*

*We will invest in our communities so that they are places that bring people together, maintaining the cohesion and diversity of the borough. We will seek to maintain the social mix of our neighbourhoods through better quality housing, and our parks and cultural facilities will help to improve health and wellbeing.*

*Lambeth's Demographic Factsheet 2017:*

- *Lambeth's population is highly skilled, but those who are not risk missing out on the opportunities created by growth.*
- *2.4% of working age residents are long-term unemployed, which is one of the highest in London.*
- *Lambeth is worse than the England average for several social conditions that can adversely affect the wellbeing of children and young people...including 16-18 year olds not in employment, education or training*
- *it is the 8th most deprived borough in London and the 22nd most deprived in England*

*Lambeth's Equality Commission Report 2017:*

*Over the last five years this change has accelerated, with Lambeth experiencing considerable growth and investment, particularly in the north of the borough. It has seen a range of benefits for local people from these developments... The impact of these changes has been to improve life chances for Lambeth residents overall and in some cases to narrow persistent gaps between different groups of residents. However, whilst the benefits of economic growth are welcome, we know that not all residents are benefiting from this growth to the same extent and that some feel left behind. There are still some groups of residents and communities who are not benefiting fully from this change, and in some cases, for whom life outcomes are unacceptably poor.*

*The Commission also identified that “transitions later in education (particularly around Y14) are vital for young people at a critical period of their development and asked the council to explore how it could better support disadvantaged young people in Lambeth with these.”*

## 2. OPERATIONAL PLAN

Our operations will enable us to realise the vision of unlocking the potential of the people of Waterloo and London more widely through the arts, heritage and community engagement.

Registration of TBAW as a company (no. 9926965, registered on 22<sup>nd</sup> December 2015) and charity (no. 1167768, registered on 22<sup>nd</sup> June 2016), has enabled St John's to pass the management of St John's Church crypt and St Andrew's, Short Street to TBAW, as well as a proportion of the income from the church main space.

Thus TBAW has a regular core income from letting the spaces at St John's Church, Waterloo and at St Andrew's Church, Short St., SE1 8TY, which have been licensed to it by the Parochial Church Council. It is responsible for letting and maintaining these spaces, for which it pays a license fee to the PCC.

Financial and environmental sustainability is at the heart of our plan. The renovated building will, according to our financial projections, enable TBAW to fully fund its core activities and its project work from rental and lettings income within three years of opening.

Three resident organisations currently operate from the crypt: Southbank Sinfonia, Futures Theatre, and Bankside Keys, all of which work with young people. Southbank Sinfonia is well known for its creative and innovative approaches to music making. Futures Theatre works closely with young people helping them to combat bullying and improve their self-confidence. Bankside Keys works across the spectrum of population, helping people to build their skills and creativity through music.

The resident organisations receive a 40% discount on commercial lettings rates, as their aims and objectives are closely related to those of TBAW and St John's. The community spaces are let on either commercial or charitable rates for concerts, conferences, seminars and other community activities which connect to our vision of transformation – for example, a homelessness night shelter, support for people with addictions, community coffee mornings and bingo, choirs and pregnancy yoga. These activities have all been introduced to meet identified local needs and enable creative engagement with local people and London more widely in a purposive social setting.

TBAW staff team currently consists of

Acting Chief Executive: Canon Giles Goddard, formerly Chair of InSpire at St Peter's, and Director of the Southwark Diocesan Housing Association.

Programme Manager: Daniel Gregory

Business Manager: Lorraine Spenceley

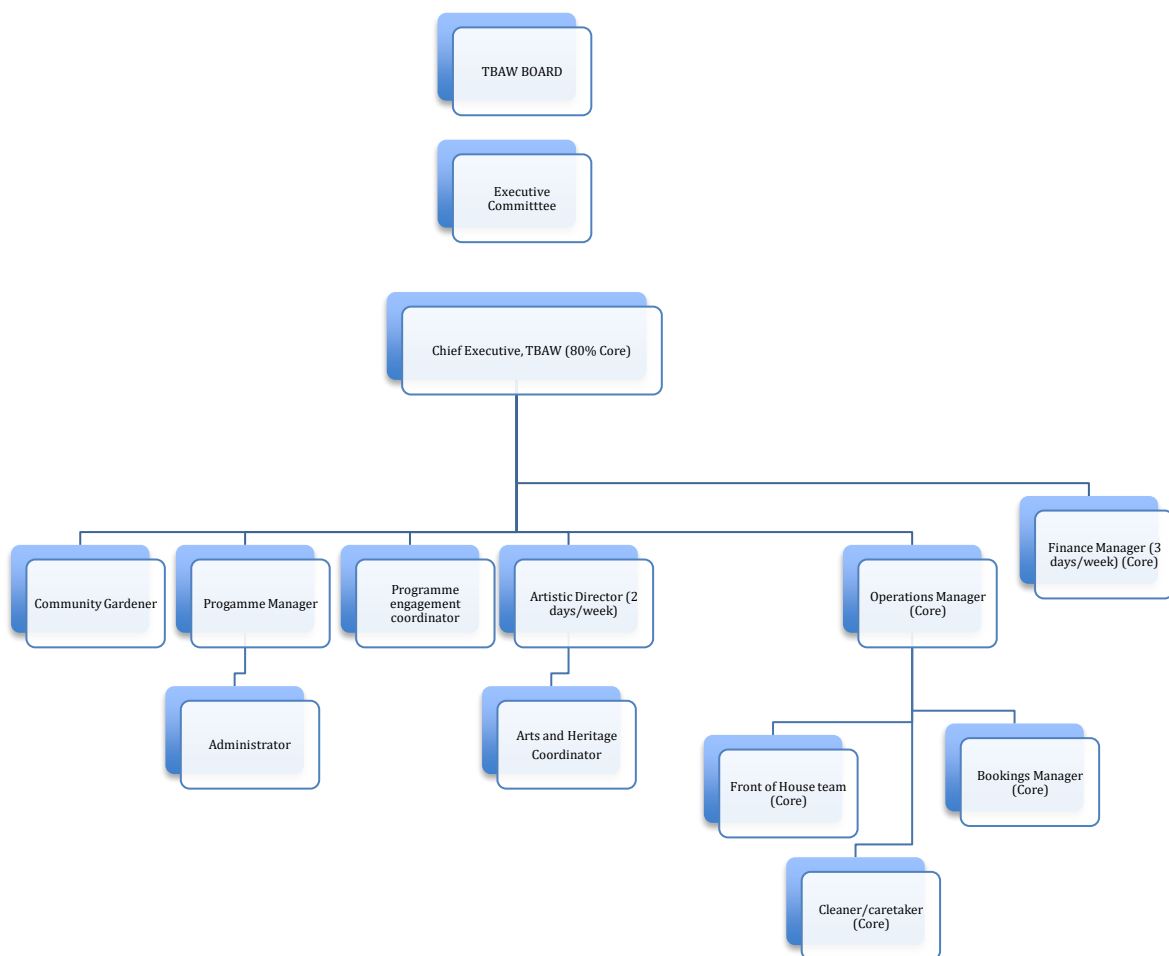
Finance Coordinator: Martin Ayers

Community Gardener: Viv Williamson

Administrator:	Ewa Wiscowska
Front of House:	Steve Rawlings
Cleaner/Caretaker:	Gordon Murray

We have received a commitment from the Big Lottery Reaching Communities fund for an Arts and Heritage Coordinator and an Outreach and Support Worker, once the building development is complete. We will also recruit a Programme Engagement Coordinator, subject to funding.

**Proposed** staffing structure once the development is complete:



All TBAW activity will be carried out in property owned by the parish. St John's Church and the smaller St Andrews' Short Street provide a range of rooms of various sizes, performance and exhibition spaces and all necessary facilities (servery/kitchen, toilets, IT/Wi-Fi, etc). In



addition, there is outside space that can be used for recreational breaks. The facilities will be transformed with the completion of building works enabling a small number of commercial lettings to take place at significantly higher rates.

**St John's Church Waterloo** currently employs the following staff:

Susan Blishen:	Development Manager
Sarah Dallas:	Communications Manager
Euchar Gravina:	Artistic Director, Waterloo Festival
Elaine Wright:	Administrator
Michaiah Mukiibi:	Organist

On the basis of current activities plus projected attendance, we estimate that around 2,000 people will be directly engaged with TBAW's activities as beneficiaries over the first three years of the operational plan, with a total of around 10,000 per year being engaged through community outreach, mentorship programmes and work-placement initiatives.

A total number of 30,000 people per year will be impacted by TBAW and St John's, through engagement with the arts and heritage events and our work in St John's Churchyard.

## ENVIRONMENTAL SUSTAINABILITY

St John's is noted for its environmental activism. The Vicar is a member of the Church of England's Environment Working Group and set up the Faith for the Climate Network. The church has already achieved a silver award in the Eco Church scheme and is planning for gold once this development is complete. We are aware that issues around listed buildings and sustainability can be complex and we want our work to be an exemplar for others.

The churchyard is a model for biodiversity and has achieved a Green Flag and Silver Gilt in the London in Bloom awards. We have included drought resistant planting and encourage bird and animal life, which in this oasis at the heart of London is vital. Noting the Natural Capital Accounts for London approach, the churchyard project is supported by the Borough of Lambeth.

The plans for the building have been conceived with sustainability at their heart. Our mechanical and electrical consultants, OR, have assessed the most effective energy approach to the building, and we are therefore planning to install PV panels on the roof as well as future-proof the building by allowing for electric heating where possible. Ventilation will include warm air recycling through heat exchangers, reducing operational energy use. Low-flush toilets will be installed. We are hoping to install sustainable drainage (SuDS) of surface water as well as rainwater collection for the churchyard. We are intending that the crypt will be carbon neutral from inception.

We will work to ensure a soft landing when the building is completed by ensuring that all users of the building are trained in the new maintenance and services provision. Catering suppliers will be required to use sustainable packaging, as we already do with our Food Court traders who are local and provide a service with low food-miles.

During the building works, we will work to ensure that our carbon footprint is minimised by encouraging the contractors to use local trades, combine deliveries where possible, reuse and recycle old materials such as bricks and reduce concrete use, using wood and low-intensity materials as much as possible.

We have consulted with Caroline Cattini, Historic England's Building Services Engineering Team Leader. Ruth Knight, the Senior Policy and Programmes Officer in the Environment Dept of the GLA is a Trustee of the Bridge at Waterloo and is advising us on our sustainability strategy.

### 3. THE MARKET FOR THE BRIDGE AT WATERLOO

St John's Waterloo has a unique location, an extensive and historic building, a wealth of expertise in its membership and passionate commitment to assisting the community to flourish. It is evident that detrimental societal impact of fast change would only increase in coming years, and the board of TBAW was alive to the number of existing providers, national and local government, commercial bodies and charities, already seeking to address multiple aspects of that impact.

#### Start-up research

A wide range of research was undertaken in 2015/16 to determine the saliency of any potential St John's offer and to identify gaps in provision to enable the tailoring of TBAW's offer to meet identified need.

#### Refining The Bridge at Waterloo offer

In the course of early operation, it was apparent that an amplifier-effect could be achieved by linking TBAW's offer into Borough and London strategy, thus meeting mutual objectives. Recognising this, research was focused on understanding local government strategy (see earlier extracts) for various youth target age groups, with a view to dovetailing into those potential sources of partnership, referral and income. Where data or reports are updated annually, we have kept track of these.

Our research demonstrated:

- There is a desire for better engagement with culture and heritage among local residents
- The arts provision of St John's is a core part of London's cultural scene but lacks definition and ambition.
- Young people in Lambeth and Southwark have high aspirations but often lack the skills and support to make progress.
- They are alienated and disengaged with the wider community, feeling they do not fit and cannot see why they are part of it and its heritage, past and future.
- There are multiple providers of training in various forms but few which address the hardest to reach or provide long-term support into work.

Highlights of our investigative activities, (A full summary is at Appendix 3):

- Stakeholder events: community consultations held in 2016, 2017 and 2018 involving local organisations and open days, including a very successful Family Fest.
- Focus groups and surveys of young people's views of their needs - the outcomes are in the graphic below.
- Participation, Waterloo Youth Strategy Group consultation (with Coin Street, Blackfriars Settlement, Peabody) Report: <http://coinstreet.org/wp-content/uploads/2016/12/Waterloo-youth-strategy-research-full-report.pdf>

- Consultation with South Bank arts organisations on possible partnerships, in particular with their community outreach programmes and other scheduled community activities and events.
- Consultation with neighbouring providers and potential partners (Oasis, Coin Street, Blackfriars Settlement, Roots and Shoots, Bankside Open Spaces Trust, XLP, St Anselm's Pathway project, The Prince's Trust, Kennington; Lambeth's relevant departments (including Investment and Growth/Neighbourhoods and Growth, Community Development)
- Site visits to other providers eg
  - WAC Arts, *"We believe in the infinite power of the arts to unleash the extraordinary potential of young people. WAC Arts offers inclusive performing arts and media programmes for young people aged 5-26."*
  - Roots and Shoots – *"vocational training courses in horticulture, retail, floristry and functional skills for 16-25 year olds who have had difficulty coping in the traditional educational system, giving them the skills and self-confidence that will equip them for work."*;
  - St Martin's in the Fields - *"an architectural jewel, a place of encounter between God and humanity, the wealthy and the destitute, culture and commerce"*
  - XLP - *"creating positive futures for young people growing up on deprived inner-city estates. We believe positive, consistent relationships can restore a young person's trust in people, nurture the belief that things can change"*.
- Reports: Radical Hearts, Open Minds – Lambeth's bid to be London Borough of Culture 2018; Future Lambeth: Our Borough Plan 2016-2021; Creative Industries and Digital industries Strategy for Growth; Lambeth's Equality Commission Report and Recommendations 2017
- Consultation with local historic or heritage bodies to judge need, explore possible partnerships: Imperial War Museum; Morley College; The Museum of Homelessness, Garden Museum, Florence Nightingale Museum, Lambeth Archives
- Waterloo Heritage Weekend: Open Days

Rob presented to The Bridge To Employment after completing our Digital Futures course. Rob had struggled to get into his desired field because he was incredibly nervous in new surroundings and felt unable to put himself across in the best way during interviews. Since our training Rob has secured full time employment as a Finance Officer for a brokerage in Liverpool Street. (His dream occupation). When asked what changed with his feeling he responded *"Daniel taught me to interview, He showed me techniques to help minimise my nerves and helped me to see any disappointment as an opportunity to build and do better"*.

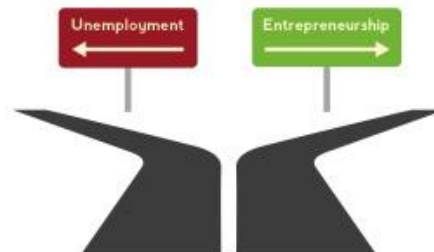
## Research findings 2015: Youth Needs Consultation Summary

### A generation of plan Bs

85% of young people\* are unable to see themselves achieve their potential and succeed in their desired career.



Nearly 10% sees entrepreneurship as an alternative to unemployment, believing this is what they will do in 10 years time instead of their aspirational careers.



It is clear that a combination of guidance, training and practical support is needed.  
The Bridge at Waterloo will offer this.



\*Survey carried out amongst secondary schools in Lambeth and Southwark, October 2015

## 4. PARTNERSHIP ARRANGEMENTS

St John's Waterloo is the home of long-standing partners:

- Southbank Sinfonia: Britain's leading orchestral academy, which every year provides 33 outstanding graduate musicians with a much-needed springboard into the profession. Our partnership with Southbank Sinfonia will develop once the renovation is complete, to enable new outreach projects as well as providing better facilities for the Sinfonia to train and develop young musicians.
- Bankside Keys: tuition in piano, composition, music theory and exploration of creative music technology.
- Futures Theatre: long established theatre company working with schools using drama to address young people's societal issues

We also have strong relationships with Citizens UK, working with them on the Good Jobs Campaign and with Coin Street Community Builders, working with them on heritage and community engagement.

We are developing new partnerships with IKLEKTIC, a locally based project working with digital arts and community involvement, and with YouPress, an award-winning social enterprise based in London whose projects involve empowering young people (between 16-30 years old) and underrepresented communities to find their voice and be heard.

We have set up and maintain the Waterloo and South Bank Heritage Association (WASH) which has, as founder members, Morley College, Coin Street, TBAW and the Lambeth and Southwark Archaeological Society.

We work closely with the University of Westminster's Museums and Galleries Department to develop heritage projects.

Our partners bring skills and contacts which we do not currently possess and help us create links with the community beyond Waterloo. For example, Citizens UK were very involved in the creation and running of the Digital Futures course, providing training for mentors, learning support and tutor skills. They will continue to work with us as we develop our programme.

Partnership agreements vary according to the relationship and project. Formal agreements exist with Southbank Sinfonia and WASH and, in the form of a Service Level Agreement, with Lambeth (Neighbourhoods and Environment). Project-specific agreements exist with Citizens UK, Westminster University, IKLEKTIC and YouPress. As TBAW develops, we will enter into more partnerships when needed, with formal agreements wherever appropriate.

## 5. FINANCE

### FINANCIAL BUSINESS PLAN 2019 to 2024

Our financial projections demonstrate that TBAW has a realistic prospect of a strong and sustainable long-term income. But in the first three years, as we establish the newly renovated space, we will require financial support in order to achieve our projected outputs and outcomes.

#### Summary

1. TBAW was set up in 2016 with the intention that it would be financed with sufficient income from its Licence (lettings) from St John's to cover its core costs in providing
  - Facilities Management Services at St John's and St Andrew's and
  - A programme of activities to deliver its core objectives. The Development Project has always been seen as a way to expand TBAW's scope of activities
2. Currently TBAW is able to cover these core costs and provide a basic programme of activities and has made a small surplus in the last three years.
3. Due to improved access and facilities and additional space, after the development the forecast income from St John's and St Andrew's shows a significant increase.
4. The income has been tested against similar local venues. It has been assumed that it will take up to three years to grow this income from its current level. The income has also been set at such a rate to ensuring that charging rates remain affordable to existing Licensees and Hirers, and their like.
5. TBAW's expenditure will also increase, not least because of the staff required to deliver the programme of activities proposed. Some external funding has already been secured in the early years for this purpose, but more is required. We have also received advice from professional consultants indicating that additional streams of revenue from high-value lettings are very possible.
6. Given the substantial increase in income, discussions will take place with St John's about the level of the future Licence fee (see below).
7. The year during the construction phase and the two following are particularly critical ones during which short term loan finance (for cashflow) and revenue grants will be necessary. We are in discussion with CAF Bank, the Borough of Lambeth and the Diocese of Southwark re short term loans and seeking revenue funding from, among others, the National Lottery Heritage Fund.
8. Based on conservative estimates (ie less than those assumed by professional venue advisers), the long-term financial position is healthy. With the planned income, TBAW will be in a position to deliver its programme of activities from its own resources.

## Income following the Development

The most significant part of TBAW's income is from lettings, either for exclusive use as a Licence to Occupy, or by casual letting or hiring.

Currently TBAW retains 70.5%, and passes over 29.5% to St John's in return for the Licence they grant TBAW. Whilst this was set as a percentage in 2016, it was never the long-term intention to maintain a percentage basis.

The business plan assumes the total value of the licence will be capped at £120,000, passing to St John's the current amount plus a further £40,000 to meet its aspirations. This adjustment gives TBAW the ability to continue to grow its activities and become less dependent on external funding.

Professional advice has been sought on the likely value of our spaces once they are refurbished, both in terms of letting for exclusive usage, and casual lettings by the session. The proximity of St John's to Waterloo station, the South Bank and an extension bus network make it an extremely convenient and attractive place for a whole variety of activities.

- **Basis of charges and background research**

The charges used for the business plan are based on

- Advice from Rapley Chartered Surveyors, who say that the going rate for lettable space of our post-development standard is between £35 and £40 psf
- Their advice for casual lettings which equates to 15p psf per hour.
- Comparables with other organisations that let space in central London
  - 1901 Club, *used for practice rooms – comparable with the Long Room*
  - NCVO, *used for meeting rooms*
  - Two events and catering companies *specialising in church conferences and banquets*
  - Other reference sites - *The Union Jack Club, Coin Street, The Warehouse, The Menier*
- TBAW current letting rates for substantially inferior space
- TBAW continuing a balanced policy of letting: no cost to the Church and similar organisations, a reduced rate for charities and amateur groups and a full rate to commercial organisations.

## Key assumptions

- Only income streams from licence fees and those not effected by the disruption of the building works will be maintained at their current or enhanced level.
- All other income streams will take up to three years to be rebuilt or establish themselves.



- **Spaces created and remaining within the current Development Plans**

#### **St John's**

- **South Bank Sinfonia (SBS).** Agreement has been reached with SBS to licence them with approximately the same space as they currently occupy, but in a more efficient arrangement giving them space to satisfy their needs now and in the foreseeable future. This includes a Director's office which doubles as a practice room *for their exclusive use*. There are two further practice rooms adjacent for their priority use and which can double as lettable practice rooms or consulting rooms. Basis of calculation – market rate less 40%,
- **Bankside Keys (BK).** Agreement has been reached with BK to licence them with approximately the same space as they currently occupy, but in a more efficient arrangement giving them space to satisfy their needs now and in the foreseeable future.
- **Two Meeting Rooms.** These will be available for casual letting every day of the week to outside organisations. There is already an established income stream for the current spaces of c£35k pa, which it is anticipated will grow with the improved and now accessible space that will be on offer. *Assumed 24 hours per week each, phased in over three years.*
- **Two Practice/Consulting Rooms** – SBS to hire or Licence these three days a week when in Session, at other times to be open for hire. *Assumed available to hire 16 hours per week each phased in over 3 years.*
- **TBAW office.** This will be used to accommodate TBAW staff who will also assist business start-ups. The space will be flexible so it can be used for evening Church meetings. It is assumed it will not be available for general letting. *No income assumed.*
- **The Long Room.** It is anticipated that this space will be quite exceptional, being suitable for exhibitions, small concerts, drama, experimental activities, banquets, meetings or drinks receptions as an adjunct to other spaces in the Crypt and the Church. Income predictions at this stage are quite modest, but it believed they could grow substantially over time. *Assumed 24 hours per week each, phased in over three years.*

**The Church** will continue to allow SBS to use it for rehearsals and concerts, and Okusinja, a Ugandan Church, under the similar arrangements to those at present, although this income does not flow through to TBAW.

**Conferences and banquets.** We plan to make the whole space available for conferences and banquets. This is seen as a highly profitable income stream once it becomes established. We have consulted with established events management and catering companies with wide experience of providing venues for high-value commercial events. They have confirmed that St John's, once renovated, will be a very marketable space. It is assumed that these events will start at one every six weeks and grow to one every three weeks over three years. This will represent 35% of projected income.

#### **St Andrew's**

There is no physical change to the spaces at St Andrew's, Short Street – our sister church - which currently raises c£85k pa.

- **Cruse.** They will continue occupy space on the second floor under their current licence agreement

- **PPP.** They currently occupy space at St John's and will transfer their current licence agreement to the first floor at St Andrew's.
- **Futures Theatre.** They currently occupy space at St John's and will transfer their current licence agreement to the third floor at St Andrew's.

However, certain re-arrangements will be necessary to accommodate organisations currently with licence agreements at St John's during its redevelopment phase. Apart from the vestry being used as a small meeting room/consulting room, only the two halls will be available for hiring for the duration.

This will result in the hiring income reducing and the licence income rising.

#### **Other Sources of Income**

- **Reaching Communities**

They have agreed to provide £150,000 over three years. It is anticipated that will start to be drawn down before the completion of the construction work, so sufficient staff can be appointed to start setting up the programme of activities.

- **Heritage Lottery Fund**

For similar reasons £300,000 is being requested as part of the bid application to HLF.

- **New Sources of Income**

It is assumed that with the new staff in post and with an exciting programme of work, that £75,000 per annum will be generated after three years. This is equivalent to 50% of the programme costs.

**SUMMARY OF INCOME AND EXPENDITURE 2019 – 2024**

		Current 2019	six months as current, six months as construction 2020	three months as construction, nine months in developed buildings 2021	in developed buildings 2022	in developed buildings 2023	in developed buildings 2024
<b>Income</b>							
St John's	Licence fees	33,000	16,500	28,809	38,411	38,411	38,411
	Hiring	80,000	40,000	40,276	201,378	342,342	402,755
	Forecourt	29,000	14,500	21,750	29,000	29,000	29,000
	Service charge	19,000	9,500	11,400	15,200	15,200	15,200
St Andrew's	Licence fees	7,500	12,500	17,500	17,500	17,500	17,500
	Hiring	95,000	92,500	90,000	90,000	90,000	90,000
Sundry		5,000	2,500	2,500	5,000	5,000	5,000
Grant income	Secured		25,000	50,000	50,000	25,000	
	Requested NHLF	52,500	72,500	190,000	35,000		
	Other to raise			25,000	65,000		
	50% Programme cost			20,000	39,058	78,115	78,115
<b>Total</b>		<b>321,000</b>	<b>285,500</b>	<b>497,234</b>	<b>585,547</b>	<b>640,569</b>	<b>675,982</b>
<b>Expenditure</b>							
Staff	Core	62,500	76,875	196,660	203,629	203,629	203,629
	Projects	52,500	52,500	107,798	126,231	126,231	126,231
Consultancy		47,435	50,135	52,600	51,600	48,600	10,000
Buildings		59,500	29,750	44,625	59,500	74,375	74,375
Cap Service charge @£120k		77,733	54,723	61,872	115,489	120,000	120,000
Admin		13,500	13,500	16,875	16,875	16,875	16,875
Programme costs		-	-	7,000	5,500	8,000	20,000
VAT		2,372	2,507	2,980	2,855	2,830	1,500
Contingency	5%	2,372	2,507	2,980	2,855	2,830	1,500

**FUTURE STAFF COSTS**

Role	Days per week	Basic Salary	Salary Cost	With on costs NI	Pension 5%	Total
<b>CORE</b>						
Chief Executive	5	50,000	50,000	4,964	2,500	57,464
Finance Manager	3	40,000	24,000	2,258	1,200	27,458
Operations Manager	5	35,000	35,000	3,164	1,750	39,914
Bookings Manager	5	25,000	25,000	1,964	1,250	28,214
Front of House	5	25,000	25,000	1,964	1,250	28,214
Caretaker/Cleaner	5	20,000	20,000	1,364	1,000	22,364
	<b>5.6</b>		<b>179,000</b>	<b>15,679</b>	<b>8,950</b>	<b>203,629</b>
<b>PROJECTS</b>						
Community Gardener	2	32,500	13,000	1,146	1,625	15,771
Programme Manager	5	32,500	32,500	2,864	1,625	36,989
Programme Engagement Co-ordinator	3	32,500	19,500	1,718	1,625	22,843
Artistic Director	2	32,500	13,000	1,146	1,625	15,771
Projects Administrator	3	25,000	15,000	1,178	1,250	17,428
Arts and Heritage Co-ordinator	3	25,000	15,000	1,178	1,250	17,428
	<b>3.6</b>		<b>108,000</b>	<b>9,231</b>	<b>9,000</b>	<b>126,231</b>
			<b>287,000</b>	<b>24,910</b>	<b>17,950</b>	<b>329,860</b>



## 6. GOVERNANCE & MANAGEMENT

### Management & Governance Structure:

The Bridge at Waterloo, a company limited by guarantee (no. 09926965) and a registered charity (no. 1167768), is managed by a non-salaried board of directors. Directors are trustees of the registered charity. The company and charity were both set up in 2015.

The current directors are:

Dr Catherine Dormor (Chair), Head of Research at the Royal College of Arts. She has exhibited and published widely on her specialism: Textiles. Catherine has experience as a long-standing school governor and chair of governors.

Dr Daisy Powell, Associate Professor in the Psychology of the Written Language at the Institute of Education, Reading University. Her work involves research, mainly in the area of children's reading development, teaching and supervision of doctoral studies.

Mr Duncan Brown, Head of Housing and Regeneration, Richmond Borough, formerly Regeneration Manager, London Borough of Lambeth

Ms Ruth Knight, Environmental Policy, Greater London Authority. Ruth's roles have included fundraising for strategic projects and project management. She is a specialist in Business Sustainability Management and Historic Building Conservation, including churches, and has been involved with environmental campaigning projects.

Mr Simon Atkins, Chief Executive of the Union Jack Club, the Armed Forces club neighbouring St John's Church.

Rev Canon Giles Goddard, vicar of St John's Waterloo (currently CEO, but to be replaced by salaried professional, once funding is achieved). Giles was responsible for creating InSpire, a community centre at St Peter's Church in Walworth which has been running very successfully for 15 years. He is a former director of a housing association and engaged in climate change and LGBTBI+ inclusion.

Mrs Belinda Taylor, churchwarden, St John's Waterloo. Belinda was a senior executive for a marketing agency before she retired, and has extensive links with the dance world and community arts.

Mr David Clarson TBAW treasurer, and formerly senior partner at Clarson Goff Project Management, trustee of Oasis Academy and Trinity Hospice.

Mrs Jane Stroud ACIS, TBAW secretary and Safeguarding officer, formerly FE college governance consultant, contractor and trainer. Jane has acted as secretary or clerk for a range of organisations, and has also worked in the City as a business analyst and management accountant. She is a school governor.

The Board is responsible for the following:

1. To provide strategic direction to TBAW through the adoption of Board policies and plans
2. To be responsible for all matters relating to the running of TBAW, including
  - i) The approval, monitoring and continual development of a long-term business plan, with measurable objectives and milestones.
  - ii) The approval and management of an annual budget.
  - iii) The fundraising for TBAW.
  - iv) The appointment of a Chief Executive, and the ongoing terms and conditions of employment of the Chief Executive.
  - v) The employment of other TBAW staff.
  - vi) The management of the church estate, in accordance with the licence drawn up with the PCC.
3. To set up and appoint members to sub-groups and committees, and to delegate to the sub-groups, committees and the Chief Executive in order to optimise the effectiveness of TBAW.

The Board meets formally at least 4 times a year and has at least one away-day a year. Its work is informed by informal advisory panels of stakeholders.

The day-to-day operations of TBAW are overseen by the Executive Committee, consisting of the Chair, Treasurer, Secretary, the Acting Chief Executive and one other trustee elected annually. The Standing Committee meets four times a year.

*This course matched more than my expectations, it unlocked potential in me that I had forgotten about. - Alex T*

## **VOLUNTEER RESOURCES**

We expect 90 volunteers to be recruited, trained and supported over 3 years.

Volunteering connects the community with the work of the Bridge at Waterloo, and provides self-fulfilment for individuals. Our community are broad-based, multi-talented, receptive to new ideas and generous with their time. They include partnership organisations which are voluntarily run; members of the congregation of St John's; local educators, artists, historians, gardeners etc.; peer supporters and former TBAW participants. They are a valuable resource bringing skills and increasing the capacity of the charity.

The Bridge at Waterloo is extremely well supported by volunteers in a range of roles: trustees, advisers, mentors, workshop leaders and course assistants. Other roles will develop in line with our projects, including those of recruiters and curators, and we expect to continue to source sufficient volunteers from our community.

The Trustees have extensive experience of business, the arts, heritage and training, as well as of project development. They have been supported by an advisory group in developing the Charity. We will rely on our volunteers to provide the ongoing support our clients require as they engage with the world of work. We anticipate building on the involvement of some of our alumni, under the leadership of TBAW's programme manager, to create further capacity, in contributing their own experience to advise and support later clients, and also using their networks to assist us in fine tuning our offer and reaching those people that other agencies have been unable to access.

We have in place a Volunteer Policy addressing communication, recruitment and selection, insurance, supervision, Safeguarding, training, proper role descriptions, recognitions and, if necessary, appraisal.

## **POLICIES**

The Bridge at Waterloo has the following policies:

### **Governance**

- Nolan Principles & 'Good Governance' A Code for the Voluntary and Community Sector Summary (second edition)  
*Approved Feb & March 2016 respectively*
- Organisational Structure and Terms of Reference for Exec Committee  
*last amended January 2019*
- Conflict of Interests Policy and Declaration of Interests and Eligibility *Approved April 2016*
- Trustee Role Specification, Person Specification, Skills Analysis and Recruitment Procedure  
*Approved October 2016*

### **Finance**



- Budget  
*Agreed annually*
- Financial Regulations: St John's Policy  
*Adopted Feb 2016*  
Financial Authorisation Procedures  
*Approved September 2018*

#### Staff

- HR Disciplinary, Grievance and Complaints  
*Approved March 2018*
- HR Absence Policy  
*Approved March 2017*

#### Volunteers

- Volunteer Policy  
*Approved March 2017*

#### Operational

- Health and Safety: St John's Policy *adopted Feb 2016*
- Safeguarding: St John's Policy & Procedures *adopted Feb 2016*  
*Last Annual Report April 2019, includes approval of Serious Incident Reporting Procedure*
- Data Protection Policy and Privacy Statements *approved June 2016*  
*GDPR Updates ongoing*
- Risk Management Policy *approved June 2016*
- Risk Descriptions approved June 2016  
*Latest update at Business Planning Meeting August 2018*

## 7. RISK SUMMARY

TBAW was set up 3 years ago and the risks associated with set up and incorporation have diminished. Other risks will increase with greater activity, diversification, and profile. Our ambitions to improve the lives of members of the community others have been unable to reach mean that there is a risk we will not achieve our planned outcomes.

TBAW has income to spend on its charitable purposes from lettings and Licences at St John's, which it manages on St John's behalf, with the capacity to increase the income with good management. Optimisation of income is dependent on the development of the Crypt which is still several years away.

Below is a description of the risks we have identified and address. The Risk Register is at appendix 4

### OPERATIONAL RISKS

#### 1. Vulnerability of young people and vulnerable adults

A large proportion of our client base may be people who are classified as "vulnerable" and also others who are vulnerable in a more general sense. We have adopted the Diocesan Safeguarding Policy, and undertake training, self audits and DBS checks. Risk assessments are carried out on all new activities and the Board receives an annual Safeguarding Report.

Net Risk: High Impact, Low Likelihood

#### 2. Non-achievement of agreed outcomes from charitable activities risks

As a new charity our activities are relatively untested. We target hard to reach members of the community. Our pilot project Digital Futures did not run in its third year due to non-attendance of delegates. We recognise the possible impact of non-achievement on client success, reputation and continued support of funders. We address this risk with realistic plans, targets and recruitment methodologies; accredited courses and feedback loops. Diversification spreads the risk. We also use experienced and knowledgeable staff, partners, volunteers and trustees.

Net Risk: Medium Impact. Medium Likelihood

#### 3. Health and Safety risks

TBAW adopted the successful policies and procedures of St John's. Policies and procedures are followed and kept under review. They were last updated in January 2019. Insurance is in place

Net Risk: High Impact, Low Likelihood

#### 4. Systems and equipment failure

Networked computers, recently upgraded, are used for accounting and administration. Computers are also used for the Digital Futures course. TBAW staff / users / lessees / also use telephones, photocopiers, heating, lighting and amplification. Procedures include certification of equipment, computer back up and anti virus software, and on site trouble shooters. Procedures and insurance will be kept under review

Net Risk: Low Impact (except high for digital training courses), Low Likelihood

#### 5. Flood, fire, burglary and terrorism damage

The first three are covered by insurance, with the need for terrorism insurance kept under review. There is a duty staff member when the buildings are open and alarms on both buildings as well as comprehensive fire procedures. There is also electronic back up of files off site. Staff attended training in counter terrorism in 2016 and consideration is being given to a refresher.

Net Risk: High Impact, Low Likelihood (except Burglary which is Low Impact, Medium Likelihood).

### **GOVERNANCE AND MANAGEMENT RISKS**

#### 6. Loss of CEO

The CEO is a pivotal post. The present, unpaid, CEO is the Vicar who is also a trustee and member of the company. TBAW proved it could manage the absence of a CEO during the Vicar's sabbatical in 2017. The recruitment of a full time programme manager reduces the impact of the loss of the CEO. The company's Articles make provision for the appointment of an interim member if there is an interregnum between vicars. That person will also need to be capable of taking on the role of unpaid CEO if a paid CEO has not yet been appointed. We need to appoint the right person to the paid post at the right time using effective business planning. It is also important for the CEO to document procedures and contact details.

Net Risk: Medium Impact, Medium Likelihood

#### 7. Staff employment issues and high turnover

Before the appointment of the Programme Manager in 2018 all staff were part time, although hours had been increased and the number of staff reduced. These actions have aided business continuity but the advantage of the part time roles is that some roles overlap. Some critical roles, namely those of the CEO, programme manager and finance officer would be severely impacted by post holder absence. Good process documentation is needed.

With expansion there is a risk of lack of capacity and expertise, possibly leading to low morale, sickness, high turnover, and poor service. Staff policies and procedures are in place and reviewed. A pay policy will be added. Performance reviews, feedback systems and training are carried out. Effective resource planning is ongoing and greater use of volunteers will be made during periods of high activity.

Net Risk: High Impact, Low Likelihood

#### 8. Failure of Governance

TBAW is established as a charity and a company limited by guarantee with a framework of key policies and procedures including a Code of Governance and Trustee policies. Financial Regulations have also been adopted. A committee structure has been reviewed twice and an Executive Committee met for the first time in March 2019. The risk is now that the framework is not properly operated and kept under review so that it continues to be fit for purpose. The framework of policies and procedures is reviewed on a cyclical basis.

Net Risk: Low Impact, Low Likelihood

## 9. Failure of Trustees

There is a risk that trustees collectively are not sufficiently qualified by skills and experience to lead the charity. They also need to develop the appropriate balance between the roles of the Board and the CEO. Some of this is addressed by the governance framework but it is also a matter of personal engagement and interaction. A trustee induction programme is in place. A failure of trustees could jeopardise the outcomes for the charity and even its existence, a risk which will get bigger as activity increases. The Board has self assessed twice, and carried out a skills audit following which additional trustees have been recruited to meet skills gaps. The Board skills gap in the preparation of young people for employment has partly been met with the appointment of the programme manager. More use could be made of an informal advisory group or equivalent.

Net Risk: Medium Impact, Low Likelihood

## 10. Volunteer risks

Volunteers bring skills and capacity. So far their main use has been as mentors for Digital Futures. By their nature they may be more difficult to communicate with, manage, and depend upon than the Board or staff leading to poor service to beneficiaries, Safeguarding issues and volunteer disillusionment. A Volunteering Policy is in place, but needs reviewing, and training and the necessary DBS checks have been carried out for mentors. In future JDs need to be drawn up for more volunteering roles, and possibly a volunteer agreement. Training and supervision needs to be reviewed regularly for new and existing volunteers, and vetting considered.

Net Risk: Medium Impact, Low Likelihood

# ENVIRONMENTAL / EXTERNAL FACTORS

## 11. Reputational risks

TBAW will lose donations, grants, partners and project delegates a) if our provision does not succeed in its goals; b) if Governance is perceived to be weak or bad; c) if there is not a properly costed business plan that delivers; and d) if publicity does not give clear messages about our goals. There might be a perception that TBAW is a charity just for Christians. Publicity must be absolutely clear about TBAW's independence and vision. A communications officer is in place. Other mitigating actions are outlined in risks 2, 8, 9, 14.

Net Risk: High Impact, Medium Likelihood

## 12. Partners failure or loss of reputation

We will increasingly need partners to help us plan and deliver our offer. We have less control over third parties than our own resources. If partners fail or there is a loss of confidence in them it will affect our delivery and have a negative impact on our users and funding. We choose our partners carefully based on their track record, reputation and values. Where partners become active in significant delivery alternates should be identified as backup. Insurance for cancellation may be needed.

Net Risk: High Impact, Low / Medium Likelihood

### 13. Building Project Failure

Major enhancements are planned for the church and crypt spaces. These are planned and managed by St John's not TBAW. The capital risk for the building work is owned by the PCC. If the building work is delayed or cancelled anticipated increased revenue for TBAW from letting of improved spaces will not be available. If the work itself takes longer than planned then income will be reduced for a longer period of time while licence / letting holders are unable to use existing spaces. There is a chance some will not return after being vacated from their spaces. Plans to recruit a CEO are to be put on hold until there is a degree of certainty about the completion of the building project. Operational and financial plans, with contingencies, are needed to manage the temporary transfer of licensees and lettees to acceptable alternative accommodation. TBAW needs to ensure it keeps its vision fresh during the interim period and works within its available capacity. It must continue to ensure it targets the greatest need and communicates the impact of the building project on its work.

Net Risk: Medium Impact, Medium Likelihood

## FINANCIAL RISKS

### 14. Financial Failure

There are 5 aspects to this:

- a) Leases and lettings: These should cover fixed costs and generate a surplus for charitable activities which will initially decrease during building work and then increase on its completion (see risk 13 above). The risk is that fixed costs are not covered. There is a mix of leases and short period lettings that needs to be optimised. Financial management systems have been put in place and a lettings group meets to analyse the data and address marketing issues.
- b) Fundraising: There is a reliance on fundraising to cover projects. There is less money available from fundraising in the current environment. St John's Development Manager supports TBAW's grant applications. TBAW needs to seek recurrent funding where possible but also to continue to diversify. It is important to understand the basis on which funding bids are successful, target organisations and individuals most likely to provide funding, and write customised bids that "press the right buttons". TBAW needs to keep abreast of newly tightened rules on fundraising, and Government policy and tax implications.
- c) Expenditure: This is largely fixed salary costs. These could increase with long term sickness costs or delays in recruiting permanent replacements. TBAW mitigates this with a sick leave policy and should consider insurance and more comprehensive succession planning.
- d) Cash Flow: Lack of cash flow is a common cause of institutional failure. There is a flexible borrowing arrangement with the PCC to guard against this. Cash flow and liquid reserves are kept under constant review, there is a quarterly report to the Board and external experts assist with accounting systems. If investments are planned an investment policy will be agreed.
- e) Controls: TBAW could be subject to financial fraud. There is an independent review of the accounts and a quarterly financial report to the Board. Financial regulations

include separation of duties as far as this is possible in a small organisation. They need to be reviewed regularly. TBAW has insurance, and we vet and train our staff.

Net Risk: High Impact, Low Likelihood

## **COMPLIANCE WITH LAW AND REGULATIONS**

### **15. Compliance Failure**

As an independent entity TBAW has to be compliant with Government Policy, law and regulatory frameworks. Small organisations can find it difficult to keep abreast of and action all requirements. These include company law; charity law, church law (as church buildings are used); and laws and regulations including HMRC, employment (including the rights of volunteers), Equalities, data protection, health and safety, Safeguarding, contracts, trading, performance and alcohol licences etc. The worst, but unlikely, scenario is that the charity could be shut down by the Charity Commission or the Health and Safety Executive. Otherwise it could be fined or publicly reprimanded, and trustees could be removed. TBAW registers as necessary, keeps good record, follows good practice, makes timely returns, and approves, implements and monitors policies and procedures. Staff are trained and allocated appropriate responsibilities. Consultants are used where in-house knowledge is lacking.

Net Risk: High Impact, Low Likelihood

## 8. EVALUATION

In evaluating the outcomes, we will implement a theory of change on the following basis:

IF people are given the right skills and development/training, and IF people are given opportunities for development and growth which engage them through a variety of heritage, arts and employment foci, and IF they are mentored and supported through the process, sometimes over a long period, THEN they will build their confidence, develop a greater realisation of their potential, have a better engagement with the neighbourhood and be more confident and successful members of the local community.

We have designed an evaluation framework for our community, arts and heritage 'pilot' programmes that has proven "fit for purpose". For example, for Bridge to Employment and Digital Futures, 'before' and 'after' questionnaires enable assessment of participants' progress towards employability and digital competence. Participants are also given the chance to provide more detailed feedback, through one-to-one, or group reflections. The Programme Manager then uses all this feedback to tailor support aimed at helping each participant to achieve her or his goals and aspirations, and to reflect on what has worked well and what hasn't.

This process of reflection and review is central to our ethos and will play an even more important role within the new evaluation framework we are creating for the next phase of our development. That framework, based on a **logic model**, will set out the links between the local concerns or opportunities that motivate our work, such as the changing story of Waterloo, the community, arts and heritage activities we and our community partners generate in response, and the changes we hope to see in the short, medium and longer-terms. (Clarity about our assumptions and the contextual factors that might affect our progress will also be a part.)

Our evaluation practice will be developed further so that it is consistent with this new model. We will take a mixed-methodology, quantitative and qualitative, approach, with a sufficient sample of stakeholder groups.

Key steps will include:

- (a) Improving analysis and reporting so that data collected is better used, through regular summative reports
- (b) Incorporating into the framework new lines of enquiry around artistic practice and heritage, with SMART outcomes for individuals, the local community, and wider audiences and practice
- (c) Selecting appropriate indicators and methods for assessing our outcomes
- (d) Creating a feedback framework, so that learning from our projects can be fed quickly back to improve how we work
- (e) Rolling out the new system and establishing a cycle of data collection, analysis and reporting

- (f) make aspects of the evaluation as participatory as possible, in line with the overall aims and objectives of TBAW. Peer-to-peer research and community focus groups will be an integral part
- (g) Developing ways of communicating our impact vividly to external audiences

These steps will enable us to expand evaluation alongside the development of our programmes and use it more powerfully, to improve practice and impact and to share our learning and findings with others. 'Improving' will remain its core purpose for TBAW, to make our work the best it can be and give its processes intrinsic value.

**External Evaluation** of our work will be an important counterpart to our internal evaluation, to provide an independent perspective, explore how we do things and enquire more deeply into the context of our work. We will seek additional collaborations, preferably sustained ones, with research institutions, in order to:

- Bring independence and extra methodological rigour and credibility to the task of evaluation
- Test our logic model and ensure our processes are fit for purpose
- Add to wider understanding of the role of churches and faith-based organisations play in strengthening individuals and communities.

## ANTICIPATED OUTCOMES

### ARTS

We will:

- Strengthen our relationship with Southbank Sinfonia through community outreach programmes and events run at and through St. John's and TBAW
- Increase the number of arts, music and creative groups with whom we partner in community projects for Waterloo Festival and through-out the rest of the year
- Invite a larger number of users, increasing the pool of professional and amateur choirs, orchestras and groups that use the space for rehearsal, training and concerts
- Work with artists at the threshold of their careers, at the very first steps of their creative journey providing them with space and facilities at the creative heart of London
- Work with communities and individuals on different kind of thresholds, with the hope of improving their wellbeing through creative expression
- Reach out to a much wider audience through a more diversified and centralized programme of events through the planning of a season and digital presence
- Establish St. John's as a leading space for artistic and cultural activities, set within the cluster hub of world-renowned centres such as Southbank Centre but with the community and heritage at its very heart



## HERITAGE

St John's will become a unique heritage attraction for the area with an inspiring programme that reflects and represents its diverse heritage.

We will:

Provide 1000m<sup>2</sup> of affordable space in an area of increasing unaffordability for local social enterprises and arts and heritage organisations. There will be a dedicated Youth Space which young people can make their own.

Continue to manage the garden, with the help of volunteers, and generate new activities and exhibitions within it, including specially commissioned sculptures to coincide with our special Festival in 2021.

St John's will work with its existing and new partners to engage ever widening circle of people with heritage. We will engage minority groups, identified through consultations and audience development work, and broader groups, such as families, local workers, residents, and visitors.

Our participatory heritage programme will offer people with a range of learning styles and interests opportunities to learn about heritage in ways that will appeal and engage.

Volunteers from our target groups will make sure of this, co-creating with our heritage 'experts' a range of materials and activities that make their experiences of the past and present 'sing'. For example, we will work with You Press and BAME young people on a research project to explore the barriers to social integration and belonging in the Waterloo and South Bank area.

Improving people's wellbeing is at the heart of everything we do. Our intention is that, through engagement with the heritage of the area, people will increase their connection with local communities and improve their wellbeing through the simple five steps developed by the New Economics Foundation: connect, be active, take notice, learn, and give.

Working with our partners and target groups, we will identify new stories from the past and present and devise a 'live' interpretation programme of music, art, theatre and spoken word, to bring those stories to life.

Our staff, volunteers and trustees will gain further skills in conservation, community engagement and evaluation with the help of the consultants specialising in these areas.

## COMMUNITY

We will reduce the levels of unemployment in Waterloo, measured against the employment statistics for Bishop's Ward, in which St. John's sits. Given the intersectional causes of unemployment, as we develop more causes, they will be targeted at specific groups of disadvantaged people. This targeting will allow us to address the social causes of unemployment, many of which proceed from individuals' protected characteristics; we are seeking to counteract the systemic disadvantages suffered by people with protected characteristics by helping to forge

networks of opportunity between people, allowing them to overcome disadvantage together.

Our experience to date of Digital Futures, the Waterloo Festival and our heritage work has demonstrated that we are focusing on protected groups and providing clear benefits in terms of increasing confidence and skills. Feedback from Digital Futures participants was that the focus on soft skills and boosting confidence had a clear result - at least one participant was successful in a job interview following attendance on the course having been rejected for many jobs beforehand.

We are aiming for an improvement of 75% in self-reports of confidence in employability. We intend to see all our graduates proceed into training with Reed, with 50% of them proceeding into work 6 months after leaving Reed. Bridge to Employment aims to make people work ready, allowing them to progress onto further training to become job ready. On-going mentoring will be offered by members of the congregation to our graduates, (more info, please?) allowing them to build networks of beneficial contacts.

TBAW will work directly with 2,000 people over five years,

We intend that:

- 30% will be supported into employment or further study
- 30% will be involved in heritage and cultural initiatives - including the Waterloo Festival with whom we have a close partnership, with the aim of leading in the creation of a more integrated community in Waterloo and the South Bank.
- 10% will be involved in the initiatives in the churchyard and garden, including initiatives such as 'social prescribing' and health and wellbeing activities and events.

We also aim to offer opportunities for personal and professional development through work with our other partners, including Southbank Sinfonia.

## APPENDIX 1: ACTIVITY PLAN 2019 – 2021

ST JOHN'S WATERLOO - ANNUAL PLANS												
2019	January	February	March	April	May	June	July	August	September	October	November	December
DAC						Details for Stairs and Screen	Final Faculty granted					
Design	Stage 3	Stage 3	Stage 3	Stage 3	Stage 3	Decision to proceed	Stage 4	Stage 4	Stage 4	Stage 4	Stage 4	
Construct ion						Exploratory works	Appoint Stage 1					Decision to proceed
Paving									Snagging complete	Complete de-humidifying		
Fund Raising	Community Ceilidh				Submit HLF	1. Further applications to Trusts and Foundations for revenue funding 2. S-term consultancy to develop strategy for Major Donor and Individual Giving	1. Begin recruitment of Individual Giving Fundraiser 2. Further apps trusts and foundations	Further apps trusts and foundations	1. NHLF Result R1 2. Individual Giving Fundraiser Recruited	Major donor and individual giving campaign begins		All funding in place
Activities	1. Ongoing Community Garden Project for people with mental health problems and learning disabilities 2. Bi-monthly meetings of Waterloo and	1. Bridge to Employment: work-ready employment courses enabling the long-term unemployed and NEET young people to develop their skills and enter the job			Waterloo Lives with University of Westminster, WASH and St John's congregation: interactive exhibition (first at	1. Waterloo Festival: annual celebration of the arts, community and heritage, delivered with help of volunteers. This	1. My Lambeth Legacy with WASH: annual free, two-day smartphone photo course, where participants		1. Heritage Open Days, coinciding with Lambeth Heritage Month, including: (a) launch of My Lambeth Legacy Photo Exhibition (b) Waterloo Stories:	1. Music and performance workshops with professional artists and local young people exploring technology as means of expression.	1. Community Audit: mapping of local area to better understand its needs and resources and where St John's	Skills and Training Audit for Diversity Action Plan with Audience Agency

	<p><b>South Bank Heritage Association (WASH)</b> that aims to bring heritage of Lambeth and Southwark to much wider audience. Members: Coin Street Community Builders, Morley College, Southwark and Lambeth Archaeological Society, Lambeth Archives</p>	<p>market. Referrers include SLAM, Waterloo Job Shop, Lambeth Borough Council. 2. <b>Family Fest</b> with Coin Street Community Builders and Living Bankside. Free community event in SJW with activities for children and adults, including face- painting, arts and crafts and tours of the Church and Crypt</p>			<p>Tate Exchange) of local people's stories of the area's past, with new stories and anecdotes being added via exhibition and additional research. New material will be added all the time.</p>	<p>year's festival is being delivered in partnership with Southbank Sinfonia, The London Group, IKLECTIK, Coin Steet Community Builders, Morley College, Rumi's Circle, You Press and Poetic Unity 2. <b>Podcasting</b> with Morley Radio and WASH: series of podcasts focused on local heritage. Podcasts will form part of heritage archive, curated by Morley College. 3. <b>Streetwise Waterloo</b> with Waterloo Community Theatre: creative partnership between young people from local estates, SJW and WCT, producing new plays on 'hot' local heritage topics. This year's focuses on mental health</p>	<p>learn photography and take photos of the 'Legends of Lambeth' for entry in photo competition, open to all Lambeth residents. Project culminates in public exhibition at St John's in September. Theme will change every year 2. <b>Digital Futures:</b> digital skills training for long- term unemployed and NEET young people 3. <b>Bridge to Employment</b></p>		<p>heritage and history talks and walks, curated by different partner organisations and volunteers from our target groups. This year's event, curated by Morley College, will start from St John's on one of the Open Days and explore <b>the lost hospitals of SE1 through an interactive walks programme</b>, later to be featured in one of the podcasts (c) <b>Family Fest (d) visitor feedback</b> to take stock of existing activities and <b>shape future plans</b></p>	<p>Workshops will be delivered with IKLECTIK. Pilot for <b>Digi-Lab</b> from June 2020 2. Recruit Volunteers for <b>TBAW User Group</b>, a new volunteer-led group to help shape and deliver the TBAW programme</p>	<p>fits with Audience Agency</p>	
Staff										<p>Recruit Project Manager, Programme Engagement Co-ordinator, Evaluation Consultant, Conservation and Management and Maintenance Plan Consultant</p>		
2020	January	February	March	April	May	June	July	August	September	October	November	December

DAC												
Design			Humidity results									
Construction	Tender	Tender	Tender	Decision to proceed/ Mobilisation	Mobilisation	Mobilisation	Lead time/ Mobilisation	Construction	Construction	Construction	Construction	Construction
Fund Raising					Submit R2 Application			Permission to Start				
ST JOHN'S WATERLOO - ANNUAL PLANS												
Activities	<p>1. Ongoing Community Garden Project</p> <p>2. Bi-monthly meetings of Waterloo and South Bank Heritage Association (WASH)</p> <p>3. Bi-monthly podcasts</p> <p>4. Young People's Peer Research Project with YouPress: training young people to act as researchers, collecting data from friends and family about the community and their place within it. Until June 2020</p> <p>4. TBAW User Group starts, quarterly meetings thereafter</p>	<p>1. Family Fest</p> <p>2. Bridge to Employment</p> <p>3. Mentoring TBAW Graduates by Trustees, takes place after each Bridge to Employment course</p> <p>4. Diversity/Inclusion Action Plan for TBAW with Audience Agency</p>	<p>1. Cardboard Parish:</p> <p>Research project, leading to events at Waterloo Festival, to shed light on experiences of the homeless communities that have lived around Waterloo. The research will be used to develop exhibitions in the new interpretative space at SJW, to be opened in May 2021, Partners include Museum of Homelessness and</p>	<p>Heritage training and hard-hat days for volunteers, to educate them about heritage conservation</p>	<p>1. Waterloo Lives</p> <p>2. Bridge to Employment</p>	<p>1. Waterloo Festival: Transforming Community</p> <p>2. Streetwise Waterloo 2</p>	<p>1. My Lambeth Legacy</p> <p>2. Digi-Lab: creative summer school using latest digital technology to generate new forms of artistic expression about the "place I live". Linked to Digital Futures and further development of digital strategy for programme and exhibitions</p>	<p>1. Bridge to Employment</p>	<p>1. Heritage Open Days to include special Lottery Thank-you event/s, Lambeth Legacy exhibition, Waterloo Stories 2, and Family Fest</p>	<p>Volunteer training</p>		

			Cardboard Citizens 2. <b>Diversity training</b> for staff, volunteers and trustees									
<b>Staff &amp; Consultants</b>	Project Manager, Programme Engagement Co-ordinator Start	1. Evaluation & Conservation/Management and Maintenance Consultants start	1. PEC, Artistic Director and TBAW user group develop Digital Strategy for R2 bid				Appoint CEO			CEO starts		Appoint Arts and Heritage Co-ordinator and Projects Administrator
<b>2021</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>
<b>DAC</b>												
<b>Design</b>												
<b>Construction</b>	Construction	Construction	Construction	Construction	Construction	Construction	Construction	Construction	Opening			
<b>Fund Raising</b>												
<b>Activities</b>	1. Ongoing <b>Community Garden Project</b> 2. Bi-monthly meetings of <b>Waterloo and South Bank Heritage Association (WASH)</b> 3. Bi-monthly <b>podcasts</b> 4. <b>Further Community Consultation</b> : facilitated workshops and other creative methods to take soundings of the community about existing projects and	1. <b>Family Fest</b> 2. <b>Bridge to Employment</b> 3. <b>Y1 Evaluation Report</b>	<b>Waterloo for me, for you'</b> : arts and heritage event, designed and delivered by TBAW user group	<b>Waterloo Film: inter-generational project to research and show films</b> from extensive BFI archive of footage about the South Bank and the Festival of Britain and films from the Cinema	1. <b>Schools and PRU programme launched</b> , with artist in residence working with primary and secondary school pupils and those in PRUs throughout the year to create work for SJW and Waterloo Festival, such as public art installations for the Churchyard and short tunes for our bells, as	<b>Heritage and Other Training for Volunteers, delivered by Arts &amp; Heritage Co-ordinator</b>	1. <b>New employment programme</b> 2. <b>Digital Futures</b>	1. <b>Digi-Lab</b> 2. <b>Bridge to Employment</b>	1. <b>Building Launch: (a) new interpretative space</b> , with some exhibits co-curated with marginalised communities. Partners include Museum of Homelessness, Coin Street Community Builders, Black Cultural Archives (b) <b>new affordable work, performance and rehearsal spaces</b> (c) <b>Youthspace</b> , an experimentation hub/youth club, with	1. <b>Special Edition of Waterloo Festival celebrating 70th anniversary of the Festival of Britain and the re-opening of St John's</b> . It will build on the heritage of innovation, experimentation and creativity that characterised the Festival of Britain. It will revive the choir series of 1951 where a different choir sang in the Church everyday	1. <b>Waterloo Varieties</b> : intergenerational research and film project, led by young people, to uncover and record the hidden histories of Waterloo, e.g. BAME, migration, LGBTQI, since the Festival of Britain. Digital recordings will	<b>Waterloo for me, for you'</b> : arts and heritage event or exhibit, designed and delivered by TBAW user group

	generate new ideas for future programming and exhibits			Museum archive featuring famous local actors and directors (e.g. Charlie Chaplin) at one-off events and in the SJW interpretative space.	well as a short fanfare to be used before concerts, etc. Partners: MSMR architects, The London Group, Southbank Sinfonia, Ernest Read Symphony Orchestra, the Bell Ringers of St John's, Morley Radio 2. <b>Bridge to Employment</b>				arts and heritage focus, where young people will create their own 'takes' on their heritage (d) Accessible and welcoming spaces with state of the art performance capabilities 2. <b>The story of St John's community garden:</b> new exhibition within the churchyard, highlighting its remarkable past and the living heritage, devised with volunteers 3. <b>New website/on-line platform</b> for digital access to exhibits, events, etc., co-designed with volunteers	for six months and commission a range of new work, featuring the best of British design and architecture since the Festival of Britain. It will also feature work produced by the local community and TBAW users. Partners include: Southbank Sinfonia, Coin Street Community Builders, Morley College, Royal College of Art (Design), MSMR Architects, the London Group. 2. <b>Launch of (a) The History of Waterloo</b> , the first, detailed history of the area, by Peter Jefferson Smith, an historian and long-time member of the congregation (b) <b>the History of the Okusinza Church</b> , the Church of the Ugandan community, based at St John's since 1994, by Dr Shanon Shah, King's College, London	be used in future displays. Partners: University of Westminster, You Press. 2. <b>Launch of year-round programme of events, workshops and debates</b> including free lunchtime programme in church and churchyard	
Staff		Arts and Heritage Co-ordinator and Project Administrator Start										

## APPENDIX 2: SUMMARY OF INVESTIGATIVE ACTIVITIES

### 2015/16

- Advisory group consultation and workshop. Objectives:
  - Understand the competitive landscape
  - Fine tune TBAW service offering
  - Create value proposition for users
  - Create value proposition for strategic partners
  - Create value proposition for fundraising
- Stakeholder events: community consultations held in 2016, 2017 and 2018 involving local organisations and open days, including a very successful Family Fest which brought in a wide range of people.
- Focus groups and surveys of young people's views of their needs - the outcomes are in the graphic below.
- Participation, Waterloo Youth Strategy Group consultation (with Coin Street, Blackfriars Settlement, Peabody) Report: <http://coinstreet.org/wp-content/uploads/2016/12/Waterloo-youth-strategy-research-full-report.pdf>
- Consultation with South Bank arts organisations on possible partnerships, in particular with their community outreach programmes and other scheduled community activities and events.
- Data research into available socio-demographic data (eg Lambeth Demographic Factsheets 2016; Lambeth State of the Borough reports 2016, North Lambeth section of NHS Public Health England Report)
- Reports research: review of that already undertaken by Lambeth, Southwark and other relevant bodies (eg Lambeth State of the Borough 2016)
  - We also tested the response and appetite for early TBAW propositions by feedback at presentations to eg Waterloo Strategic Forum, attended by representatives of all the major stakeholders in the area – Southbank Centre, National Theatre, Shell, Waterloo Action Centre.
- Consultation with neighbouring providers and potential partners (Oasis, Coin Street, Blackfriars Settlement, Roots and Shoots, Bankside Open Spaces Trust, XLP, St Anselm's Pathway project, The Prince's Trust, Kennington; Lambeth's relevant departments (including Investment and Growth/Neighbourhoods and Growth, Community Development)
- Site visits to other providers eg
  - WAC Arts, *"We believe in the infinite power of the arts to unleash the extraordinary potential of young people. WAC Arts offers inclusive performing arts and media programmes for young people aged 5-26."*
  - Roots and Shoots – *"vocational training courses in horticulture, retail, floristry and functional skills for 16-25 year olds who have had difficulty coping in the traditional educational system, giving them the skills and self-confidence that will equip them for work."*
  - St Martin's in the Fields - *"an architectural jewel, a place of encounter between God and humanity, the wealthy and the destitute, culture and commerce"*



- XLP - *“creating positive futures for young people growing up on deprived inner-city estates. We believe positive, consistent relationships can restore a young person’s trust in people, nurture the belief that things can change”.*
- Meetings with local further and higher education providers to gauge need and explore partnership: Lambeth College, Lewisham Southwark college; South Bank University; King’s College London and Morley College (adult education)
- Consultation with local business/employers (SBEG), Guys and St Thomas’ Trust, and activists Citizens UK, to establish potential for work placement, partnership and training
- Meetings with potential sources of user referral including local Jobcentre Plus, Peabody Estates

#### 2017/18

- Reports: Radical Hearts, Open Minds – Lambeth’s bid to be London Borough of Culture 2018; Future Lambeth: Our Borough Plan 2016-2021; Creative Industries and Digital industries Strategy for Growth; Lambeth’s Equality Commission Report and Recommendations 2017
- Consultation with local historic or heritage bodies to judge need, explore possible partnerships: Imperial War Museum; Morley College; The Museum of Homelessness, Garden Museum, Florence Nightingale Museum, Lambeth Archives

## **APPENDIX 3: RISK REGISTER**

Risk	Register 31.3.2019								
	Risk	Impact (I) (1-3)	Likelihood (L) (1-3)	Overall gross risk (I*L) + I	Risk Strategy R,T,S,A	Existing control procedures	Action required	Monitoring Process	Net risk (I*L)+I
	<b>Operational Risks</b>								
1	Vulnerability of young people and vulnerable adults	3	2	9	R	Diocesan Safeguarding Policy.	DBS checks on Board members, staff members, plus relevant partners and volunteers. Ongoing training. Review policy for garden project. Check recruitment procedures. Check electronic data safety.	Annual Review of policy and self audit. Risk assessment for each project.	3(I) ↓ 1(L) ↓ = 6
2	Non achievement of agreed outcomes from charitable activities	3	2	9	R,A, S	Accreditation Feedback loops	Diversification, Realistic plans and targets Use experienced staff, trustees, partners, and volunteers. We will continue to work with people others have failed to reach	Standing reports on projects to Board and committee	2(I) ↓ 2(L) ↓ = 6
3	Health & Safety	3	1	6	R, T	Policy and Procedures. Insurance	Keep policies and procedures under review.	Annual Review	3(I) ↓ 1(L) ↓ = 6
4	Systems & Equipment Failure	1	2	3	R,T,S	Service contracts Backups.	Schedule review of procedures. Review need for	CEO monitors ??	1(I) ↓ 1(L) ↓

						Certification of heating and lighting	additional insurance Equipment has recently been updated.		= 2
5	Flood Fire Burglary Terrorism damage	3 3 1 3	1 1 2 1	6 6 3 6	T,R T,R T,R A, R	Insurance (not for terr) Duty officer. Procedures. File back up off site. Alarms.	Anti terrorism training took place 2016, needs updating.	Insurance review (especially terrorism). Risks reviewed as part of annual Health & Safety review	3(I) ↓ 1(L) ↓  = 6  NB Terr same
	<b>Governance and Management Risks</b>								
6	Loss of CEO	3	2	9	R, A	Articles interim replacement of Vicar as member. Full time programme manager in place.	Plan to replace with someone who can take on CEO role at right time (precedent: cover for CEO sabbatical in 2017 successfully managed). Document processes. Share contacts	As needed	2(I) ↓ 2(L) ↓  = 6
7	Staff employment issues and high turnover	3	2?1?	9?6?	R	HR policies. JDs, performance reviews. FT programme manager (all other staff PT) + Fewer PT staff with increased hours = better continuity	Document processes. Greater use of volunteers during busy periods. Review policies and procedures on rolling basis. Introduce pay policy	CEO reports to Board	3(I) ↓ 1(L) ↓  = 6
8	Failure of Governance	2	2	6	R, T	Co. & charity in	Regularly review	Regular Board	1(I)

						place. Gov framework, policies and procedures in place. Also financial regulations. Indemnity insurance taken out	framework to ensure fit for purpose and is being operated properly	review	1(L) = 2
9	Failure of Trustees	3	2	9	R	Governance framework as above. Board with appropriate skills. Capacity issue addressed with Exec .committee and programme mgr,	Follow trustee induction programme. Other training as necessary. Annual business planning day. Continue to recruit trustees with right skills. Good attendance levels	Annual self assessment and skills audit	2(I) ↓ 1(L) ↓ = 4
10	Volunteer risks	2	2	6	R,A	Volunteering Policy DBS checks	Review Volunteering Policy Review recruitment including possible JDs and volunteer agreement. Training. Likelihood could increase with increased activity	Annual Exec committee report	2(I) 2(L) = 6
	<b>Environmental / external factors</b>								
11	Reputational Risk leading to loss of donations, grants,	3	2	9	R, S, A	Comms officer in place. Work with	Accreditation of courses, monitoring and action.	Board agendas and papers. AGM	3(I) 2(L) ↓

	partners, project delegates					experienced partners See also Governance, Financial and non achievement of agreed outcomes Risks	Clear publicity. Properly costed business plan. Keep vision refreshed. Likelihood could increase with increased activity. We will continue to work with people others have failed to reach.		= 6
12	Partners failure or other partnership loss of reputation risk	3	2	9	R,A	Careful vetting of partners to look at values and track record	Ongoing careful vetting of new partners, ensuring capable of future delivery. Ensure alternates available as backup Consider insurance for cancellation	Review for each project.	3(I) 1?2? (L) = 6?9?
13	Building Project Failure	2	2	6	T,R,A	Managed by PCC, Finance and Major Fundraising Committee	Operational & financial plans to manage temporary transfer of licencees and lettees to alternative accommodation with contingencies. Delay recruitment of CEO until completion	Review every quarter. More frequently as building project comes closer	2(I) 2(L)  = 6
14	Financial Failure: 1.Fundraising. 2.Financial Fraud	3	2	9	R,S	PCC Fundraising committee and development officer set up. Lettings Group set up. PCC help with	Analyse lettings to maximise. Review financial planning. Keep abreast of changes in Gov. Policy and tax on fundraising.	Quarterly management accounts and lettings review	3(I) 1(L) ↓ = 6

						cash flow. Financial regs. See also Building Project failure and staff risks	Diversify fundraising and try for recurrent. Review financial regs. with PCC. Insurance. Vetting and training staff. Training trustees.		
	<b>Compliance with laws and regulations</b>								
15	Compliance with laws and regulations	3	1	6	R,T,A	Register as necessary	Keep good records. Make timely returns. Approve, implement and monitor policies. Finish GDPR implementation. Training Use consultants	Review as appropriate	3(I) 1(L) ↓ = 6