



# Business plan

December 2023 - December 2024

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## Executive Summary.

This plan shows how we expect to generate income from sales, contracts, rental, storage and grants, to rescue and deliver food and household goods to the most in need, across the Royal Borough of Kingston in 2024.

We will focus on income from:

1. A new community kitchen;
2. A new rehearsal and recording studio;
3. Sustained rent and storage space from tenants;
4. Sales of household goods sustained and increased by more marketing, vetting and restoring goods such as electronic goods (WEEE).
5. Applying for, securing and monitoring grants and donations to sustain and develop food collection and delivery with appropriate vehicles;
6. Recruiting more volunteers and/or part time workers, so we can have longer open hours) and
7. Building reserves to be able to rent or buy 18 Southsea Road in 2028 when the lease ends.



## Introduction.

We run environmental activities to help vulnerable people make use of:

- Quality waste items such as surplus food and useful household goods;
- Upcycle materials for social and environmental benefit;
- Raise awareness through a diverse range of community, public and social events; and
- Using music, art and humour to promote equality in Kingston Upon Thames, SW London, the UK & Internationally.

Save the World Club has been a Registered Charity (1096271) and a Company Limited by Guarantee (04552663) since 2002.

It was founded in 1985 by Des Kay (Chair), and many trustees and hundreds of volunteers over the years led on designing, creating and installing community mosaics and supporting environmental and community festivals in Kingston.

## A. What we do currently

We run environmental activities to help vulnerable and low income people by using 120 volunteers a year to:

- Rescue and make use of quality waste items such as surplus food and household goods;
- Upcycle materials for social and environmental benefit;
- Raise awareness through a diverse range of community, public and social events; and
- Use music, art and humour to promote equality in Kingston Upon Thames, South West London, the UK & Internationally.

In 2017, the charity was reborn with new directors, Des Kay, Dr Tariq Shabbeer and Roland Lawrence, who developed food and household goods donations and secured the use of a warehouse in Berrylands, Surbiton from 2019.

In January 2023, the charity moved to a 10,000 square foot warehouse and offices at 18 Southsea Road.

(See Appendix 1 for our SWOT Analysis). [See page 16]



Vision.

To create local Circular Economies with minimum waste, reducing climate change and helping Save The World.

Mission.

To save and redistribute quality perishable food and useful household goods to the most vulnerable.

Mantra:

"We redistribute fresh food and restore household goods."

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Who's involved?

Who directs and is responsible for the overall governance and running of the charity and company?

We have five trustees as of 07.12.23.

- Des Kay – Chair
- Dr Tariq Shabbeer – Secretary General
- Maggie pound
- Nisha Thiru
- Eugene Maybury.

Our Chief Executive is Hugh Williams.

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Honorary Treasurer – Roland Lawrence

Independent Accountants – Holden Granat

Solicitor – Deepa Veneik, Surbiton Law.

The board holds open board meetings every two weeks to discuss progress, plan and prioritise activities.



Who operates the day to day running and development of business?

Expenses are reimbursed to volunteers, for labour and running costs. The charity is run by volunteers in different teams.

1. The Food Collection and Delivery Team.

Des Kay, John Hewlett and about 12 local volunteers rescue fresh surplus food each day from eight local supermarkets, sort it and redistribute it within three hours.

We own and use an electric van, a refrigerated van and a large removal van.

Volunteers deliver about 800kg of food each day using these vans and their own vehicles to:

- Individuals and families in food crisis who need emergency food to feed themselves and children;
- Community centres and groups like Cambridge Road and Korean Elders;
- Community events and activities like the Square One Cafe in New Malden;;
- Nurses and security staff at Kingston Hospital and;
- Places of veneration running cafes and supplying food to the most in need.

We have fed over 50,000 people in the last three years.

2. The Warehouse Team.

Eric Miller, Roz Healy, Mark, Sinead, Adam, Monty, Maryanne, Miranda, Susan, Heather, Matthew, Jack, Charlie, Tania and about 12 other volunteers.

The warehouse is open 12 till 7pm Weekdays (Open till 8 pm on Thursdays) and Saturdays 2 till 6pm.

3. The Moving Team.

Tariq, Robyn, Justin and 3 other volunteers.

4. Office Team (Communications [Social media, Website, Press releases, Graphic design], admin, marketing, onboarding & volunteer management)

Hugh Williams, Nicola, Daniel, John M..

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## Services and Products.

### Services

1. Logistical - surplus food rescue, redistribution and delivery to vulnerable people in Kingston funded by the Household Support Fund and other grants.
2. Community Kitchen and Cafe – Grant funds provided from the Resilience Fund, Lidl Foundation and Kingston Charitable Foundation.
3. Supporting furnishing Refugee Accommodation in Kingston with RBK's Refugee Integration Team.
4. Upcycling, sculpture and art.
5. Mosaic creation and maintenance.
6. Provide storage and office space for 11 tenants, most of whom are not for profit or social enterprises.
7. Private House Clearances.
8. Gardening

### Products.

1. Sales of pre-loved retro and vintage items.
2. Sale of clothes.
3. Sale and delivery of furniture.
4. Sale of seasonal plants.

## Product and Service Development.

1. Furniture cleaning, restoration and repair.
2. White goods cleaning, repair and PAT tested.
3. WEEE goods saved, repaired, revamped and PAT Tested.
4. Potential income from hire of kitchen and cafe sales.
5. Potential income from recording studio and rehearsal space.
6. Sales of other products or services on ebay or via social media.

## B. Marketing.

### Strategy.

#### Why do we need to market ourselves?

- To explain our vision, mission, aims and objectives.
- To show our work can practically help residents in safely redistributing useful goods and food.
- To attract new customers and increase income.
- To share successes and challenges.
- Attract new volunteers and motivate existing volunteers.
- To report back to our personal donors, contractors and grant funders (Demonstrate Impact).
- To update the public on activities with the wider voluntary sector that will change attitudes and share best practice to restore human wealth, happiness and a Circular Economy.

#### What marketing do we do now?

- University Freshers Fair.
- Attend events in Surbiton, Jubilee Square, with KEC and school events.
- Organised monthly Open Days with Bar BQ or one dish parties. (When warmer)
- Various leaflets and newsletters like TTK and KEC and our own.
- Word of mouth.
- Networking with KVA and other voluntary groups;
- Social Media - Facebook, Instagram, Nextdoor, Twitter (X), LinkedIn.
- Blog (On our website)
- Emails.
- Our website at [www.savetheworldclub.org](http://www.savetheworldclub.org)
- Local press – Good Life, Courier etc.
- Radio Jackie.
- BBC London TV for Kitchen launch.

#### Main customers

- Students, middle class and mature people who earn or have savings. - This may need further analysis.

#### What demographics do we currently market to? Who are we raising awareness to?

- Customers: Students, middle class and mature people who earn or have savings.
- The most vulnerable, homeless, low income, elderly and refugees through outreach to other groups focusing on particular issues, Connected Kingston and the council support teams. - Specialists and individuals needing support



## Development

### Who should we be marketing to, why and how?

- More voluntary sector groups like KCAH, Welcare, Mind and Mencap so we can build stronger cross community bonds and increase demographic penetration. We do this so they can send clients who they advise or guide to us, supporting their beneficiaries. This should be via Emailing contacts and Networking. This will help in situations where we need support for specific things and generating goodwill.
- Our Customer Demographic and the wider public to increase sales and those we can reach to support via: The local and National press, Radio, TV, social media, merchandise, events including external collaborations and pop-ups, Kingston university and local schools. (With a large emphasis on the 24,000 Local and rotating University students)
- TV and theatrical production to promote hire of period items for film, T.V or performances, via: Networking and collaboration with orgs connected e.g. Creative Youth
- Local landlords, organisations, council housing and support teams who may require goods or have some to donate via: networking, collaborations, email outreach and Council representatives such as the VCSE advocate for the council.
- People in crisis and in desperate need of food, clothing, furniture or essential household goods to survive and make life more comfortable, including those on low income and those struggling with the cost of living crisis. We do this to achieve our charity mission to support more people locally. We can do this through the aforementioned voluntary sector groups who have better penetration into targeted demographics and referrals, social media, event contact e.g. open days and physical marketing (Flyers/posters/leaflets etc).
- People with time on their hands to help as volunteers and with skills to share in sales, finance, restoration, repair and upcycling. We'd do this to spread the load on individual team members, reduce burnout, increase volunteer retention and increase our capability to help more people. We'd do this via Volunteering promotions through: T.V, radio, papers, social media, recruiting platforms (Volunteering Kingston, Reach Volunteering, Kingston Hub)





Who are our existing contributors, those who cost us and what can we do to account for expenses?

Contributors are:

- Customers, Collaborators and Donators.

Those who cost us are:

- Those in need who require a range of goods, clothing & bedding, etc. but do not have sufficient disposable income. We can find funding for these people from other sources including through costed voucher schemes, targeted grants for specific demographics and environmental impact reduction schemes.
- Those who haggle down to prices that mean we only break even or have cost us to store, restore or transport. We can account for this more as we transition more to a system with firmer prices, moving away from a purely haggle system - This will require more investment in inventory tracking and volunteer data input, but will come with other benefits such as being able to sell things more effectively online and tracking when they leave the warehouse.
- Shoplifters and thieves, monitoring stock and the increase in security systems. - This is ongoing.

What marketing do we not do enough of that we should expand and develop?

- TV e.g. ITV, Channel 4, BBC 1, BBC 2
- More local, regional and national radio
- More local websites and physical or digital papers.
- Communicating and collaborating with other environmental and community groups who share a similar vision.
- Physical marketing (Leafleting, banners, logos on merchandise and paper bags)

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1. Product marketing.

Our food is donated to us free by eight local supermarkets, businesses and local residents.

We currently market that we only accept quality goods that are working or can be easily repaired, restored or upcycled at this time, this message should continue to be shared to reduce downstream issues.

## 2. Place in the market.

Food banks provide only dried, tinned and long life food, while we provide an enormous range of fruit, salads, vegetables, meats and dairy produce that we redistribute within three hours of collection.

Food banks need vouchers from each client and are limited in what and how much they can give. We provide a much wider variety of fresh food, open to all without question and we are only limited by what we collect, which can be unpredictable.

We provide a wide variety of goods at a cheaper price than most national highstreet charities due to more volunteers and less paid staff.

We provide a variety of low cost to free community events to bring others together at medium scale with high regularity. We are reasonably uniquely positioned to engage the public with environmental awareness due to overlapping niches between the environment, circular economy and art. This leaves us in a position to reach people not looking to engage in the topic, but receptive to the message while accessing our other areas.

## 3. Price in the market.

Most of our goods are not priced. We compare prices of second hand and similar items being sold and negotiate a price with each customer.

Most pricing is done by negotiation and haggling, which is unusual. But it means that customers and us can come to a reasonable price on both sides. But this is an art. This may expand to a more typical model later down the road to increase accessibility and reduce legwork needed for digital access to goods.

Also, we deliver good value for money for Council contracts in furnishing refugee houses and in providing some low cost house clearances.

Surplus food is free.

## 4. Promotion in the market.

We compete for space in all media, but focus on our unique selling points of feeding, clothing and helping the poorest.

We run attractive activities that are not undertaken by other organisations such as art, upcycling and the use of music and humour.

## 5. Politics.

Our products and services benefit people from all backgrounds and political persuasions.

We are non-party political and have good relations with Councillors in all parties. Kingston Council is a major partner and funder of contracted work and grants.



## 6. Policies and procedures.

We have a number policies including:

- Financial procedures
- Health and Safety
- Food handling
- Equal opportunities
- Safeguarding
- Data Protection etc

This will be expanded as we develop more mature roles, requiring more responsibility or to handle increased risk to the charity.

### Training.

Previous training has been organised in Food Hygiene, Health and Safety, PAT testing and First Aid.

Thanks to the considerable training and support from Kingston Voluntary Action (KVA) in fundraising, management and governance.

Future training will be needed to train new volunteers.

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### Ensure all our marketing has all the elements of 'AIDA'.

#### Attention

Is the hook or bait attractive? e.g. an interesting picture or image, colourful, funny, unusual or enticing.

#### Interest

Is it of interest to the reader or one talked to? How and why is it interesting? Is it something that they love, are passionate or emotional about that makes them happy or saves money?

#### Desire

Is there a strong enough need for them to have it? What will drive them to take the bait? How will it be of use to them?

Action.

What do they have to do, to get the product or service?

How do they contact or meet us?

What's the number to ring?

Where are we based?

What are the opening times?

Can we deliver or collect? How much?

Is there parking?

Do I trust the new people I'm going to do business with?

Is there a link to our website, a QR code or email contact?

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## C. Finance.

Financial Strategy.

Rationale.

Why do we need finance?

1. To pay for the charity's running costs:
  - £60k Rent pa.
  - £10k Council Tax pa.
  - £12k Building and charity insurance.
  - Utilities £20K pa.
  - Vans insurance, maintenance and purchasing £20K pa.
  - Volunteer and labour expenses – £15k pa.

Expenditure total = £137k pa.

To run and develop the operations of food, goods repair and redistribution, kitchen, studio, WEEE repairs, food growing, mosaics, artistic and other new projects.



Who has given us money before and what for?

As an example, over the last three years we have had:

- Five Neighbourhood grants and donations from RBK Councillors totalling £20k to save and deliver emergency food, responding to the pandemic, lockdowns and health.
- £26 K from the Household Support Fund for Food Delivery.
- £10K from the London Community Foundation.
- £5,000 from Community Fridges – ChangeX from the Republic of Ireland.
- £40,000 from our own Crowdfunding campaigns and Community donations.
- Sales to customers averaging £4,000 per month since March 2023.
- Contracts of £20k from RBK to furnish refugee houses.

What are our current active sources of income?

Grants

1. £25,750 from the Resilience Fund, Lidl Foundation and Kingston Charitable Foundation for the Community Kitchen to 31st March 2024.
2. £46k from the Household Support Fund for Food Rescue and delivery and the Square One Cafe to 31<sup>st</sup> March 2024.
  2. Rental income from 11 tenants (about £50k pa)
  3. Sales (about £4k per month or £48k pa)
  4. Contracts to furnish refugee houses (£12k x 2 = £24k)

Total estimated income = £193,750 pa.

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What new income are we anticipating to come in 2024?

- £35,000 from the Infrastructure Support Levy Fund in April 2024 for a WEEE Repair Hub (not confirmed).
- We are applying to the Resilience Fund again on January 2024 for £20k for purchasing two new better vans which are ULEZ compliant.
- New income for the use of the kitchen from a community cafe on some days.
- New income from a new rehearsal and recording studio.
- £6k contract to furnish refugee houses in 2024.

What do we spend money on now?

- Rent, council tax, utilities, volunteers, vans and waste refuse.

What do we expect to increase expenditure on?

- Waste management costs.
- Salaries or part time staff.
- Recruitment and HR costs.
- Labour costs for moving.
- ULEZ costs.
- Fuel and maintenance costs.
- Insurance.
- Book-keeping and accountancy costs.
- Volunteer expenses and on costs.

What do we need money for in the future?

1. Scrapping and getting new vans. We need about 34k. We will get £7k per van x 2 for scrappage = £14k.
2. Salaried posts to run the charity and the kitchen.
3. Building and completion costs for the recording studio.
4. Keeping the food and delivery operations going and paying for volunteer expenses.
5. Paying the rent of £15,000 per quarter and paying for utilities, insurance, tax and running costs.

(A confidential Cash Flow Projection from Dec 23 to Dec 24 has been produced).

What easy, realistic new ways could there be to maximise our income?

- Maximise income from the new community kitchen by renting it out, catering, selling food, a cafe and/or events.
- Tariq and John to build, equip and hire out the rehearsal and recording studio space.
- Tariq to perform and promote our campaign song, guitar playing, singing and/or prose to generate an income. (God help us!)
- Des to perform more raps, Educational environmental performances and paid entertainment.
- Monty to sell more to traders and increase turnover.
- Eric to be supported in repairing, cleaning and selling more quality goods.
- Support Roz and volunteers in organising and selling.
- Support Susan to sell more coins and stamps.
- Any new ideas can be discussed and we can make a million IF we put our heads together and agree how we are going to work.
- TEAM means – Together Everyone Achieves More.

What are our unique selling points? Why do people come or buy from us?

- We are low cost.
- Hold thousands of pre-loved vintage and retro items.
- Ethically sound to save useful food and goods that would be wasted.
- Morally sound to help us collectively save the world.
- A charity and a good cause.
- Very nice, open, compassionate and helpful volunteers.
- People like browsing and discovering something new in a local Aladins Cave.



Who do we write to, apply to, or work with to secure joint finance for our projects?

1. Kingston Voluntary Action to identify grant sources.
2. Refugee Action Kingston.
3. Kingston Churches Action on Homelessness.
4. Full Cycle [www.fullcycle.org.uk](http://www.fullcycle.org.uk)
5. Any organisations or community groups helping those in most need in Kingston.
6. A subscription scheme.
7. Targeted crowdfunding.
8. CSR and business partnerships.

Appendix 2 has a confidential Fundraising Strategy.

How do we secure core funding for part time workers?

1. Apply to funders found in Tariq's KVA grant funders search e.g National Lotteries, Bridge Trust, Screwfix etc
2. Apply to bigger funders in 2024 with three year funding programmes for core costs e.g. The Garfield Weston Foundation.

How secure are we? Do we have any reserves?

No. While we are stable for the time being and have been making steady progress, we are not financially secure yet as we do not have any reserves saved up for emergencies.

What evidence is there of demand for our services?

Feedback from a series of general and specific food surveys. Reports are available of the findings and differences we made.

We produce audited accounts verified by independent accountants.

We are a registered charity and a not for profit company limited by guarantee.

Our Financial Procedures Policy to be reviewed and updated by 31.12.23 by a Finance Committee meeting.

We can claim Gift Aid, if people sign a form who are working. A new system could be introduced to ask customers who pay income tax to help us get 25% more from the Government.





## Our Theory of Change.

Ideally, we want to eradicate local food poverty and address the root causes of hunger and crisis for people whether economic, environmental or social.

Roland Lawrence, Honorary Trustee, leads on Save The World Club's actions to find local solutions based on Maslow's Hierarchy of Human Needs and particularly social needs. We want to help people acknowledge these social needs and promote opportunities for people to find meaningful activities with each other.

Abraham Maslow was one of the founders of Humanistic Psychology which provides new ways of understanding human beings in mass society.

We have produced ten presentation charts to explain the details of our theory of change.

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Appendix 1.

## SWOT Analysis

(Strengths, weaknesses, opportunities, threats).

### Strengths

1. The charity has a clear vision to save food, clothes, household goods and useful materials from the waste stream.
2. A good track record of attracting and managing over £100,000 in grants, sales and rentals over three years.
3. We run an enormous central location next to 24,000 Kingston University students each day like a business.
4. Storage and office space at three Kingston locations.
5. Some drop off and parking facilities.
6. Volunteers are angels, dynamic and immediately responsive to people in crisis.
7. Good strong team of committed volunteers.
8. Low expenditure because no salaries and 95% of our income goes directly to those in need in Kingston.



9. Ability to attract a lot more grants, sales and income from the Community Kitchen and a cafe.
10. Potential grant and income from a WEEE Repair Cafe.
11. Friendly, open and welcoming people dealing with sometimes challenging mental and physical needs.
12. Trying to be human, compassionate and caring.
13. Diverse range of ages, faith, cultures, opinions, sexualities and political persuasions coming together to do good.
14. A strong sense of community and outreach to organise monthly open days, bar b q's, Halloween, Xmas and health awareness events to serve the public.
15. A registered charity and company limited by guarantee since 2002
16. Blessed by having our original founder as Chair.
17. We have saved over 3,000 tons of food and goods from landfilling and incineration in three years.
18. We have provided over 50,000 people with free food over three years.
19. The warehouse team have a great sense of humour and are supportive of each other.
20. Ready to react immediately to local and international appeals for those in need or crisis by providing clothing, baby products and tinned food e.g. Wrap up London, Toys 4 life, Ukraine and Sudan.
21. Have created contacts to allow shipping of items internationally.

## Weaknesses.

1. We are NOT financially secure yet. We have enough funding until 31st March 2024. Much time and effort is taken to apply for grants to keep our vans running, pay for rent, utilities etc. And deliver on new projects such as the kitchen, recording studio and repair/ upcycling.
2. Managing our waste and recycling effectively. Spending a fortune on skips. What is the alternative? Stopping the waste from coming in? Getting access to recycle and dispose of waste at Villiers Road? A waste management scheme?
3. Need more regular and committed volunteers and keep them motivated and valued.
4. Managing good relations with all our tenants.
5. Clear guidelines for tenants, customers and volunteers defining boundaries.



6. Agreement of what to sell and how to sell it and for how much.
7. Communication between those on the ground and those managing. There are several different teams and ways of communicating.
8. Lack of a business plan and medium to long term planning. We need to agree on a strategy so we and the public can understand how we will achieve our vision and what our mission is.
9. Reliance on a few good key people to manage the charity and business.
10. Only 5 trustees on the board. We need at least two more people and a Treasurer.
11. Overload of work on key volunteers and trustees.
12. Not enough delegation and sharing of work because of fewer or less volunteers.
13. Having enough time to find, induct and manage new volunteers.
14. Lack of expertise in dealing with vulnerable customers with severe mental and substance misuse health needs.
15. Dealing with thefts by customers, burglaries and criminals. Need a 4ft trellis on the back wall and other security suggested by tenants.
15. Dealing with difficult customers. Especially when negotiating a sale. Each customer is different and always right!
16. Not understanding the barriers of NOT having money. And to use our vouchers more for those who you think genuinely do not have money and are struggling.
17. Sharing issues of concern which are often little mole hills on a mountain of success and agreement. Apologising unconditionally and moving forward.
18. Finding common ground and concerns that will unite us to build trust and confidence again.
19. Reliant on Robyn, Justin, Des, Tariq and Eric to move anything. Need more strong people as part of the moving team.
20. Need to keep a Fundraising Strategy updated and keep applying for, monitoring and managing grant funding.
21. Little funding for core costs and revenue costs. We have no part-time or full time staff.

## Opportunities.

1. Good track record and in a great position to apply for local, regional, national and international grant funding sources.

2. We are at the cutting edge and leaders of concerns about climate change, use of oil, transport, repairing, reuse and restoration.
3. We have an enormous potential market and work force in the form of students, retired folk and the dispossessed.
4. The new community kitchen with potential cafe and community fridges can generate income, bring in more customers and act as a social hub.
5. The cost of living crisis is hitting everyone and we are in the best position to help with essential food and need for clothes, warmth and support.
6. There is a demand for and need of a recording and rehearsal space and if built well, it could generate a good income.
7. Kim Porelli and the mosaic workspace to be moved down next to Janet to make space for the kitchen and cafe area.
8. Building on and using the garden at the back more for composting, growing and recreational uses.
9. Making more use and storage at Berrylands and 175 Kingston Road, if we still have it after 31st March 2024.
10. Great 'hooks' and emotionally charged human stories for TV, Radio, Press and social media.
11. Use and market Des, Tariq and other's natural charisma, charm and personal examples to show how they help the charity.
12. There is freedom of all volunteers to approach, talk about and market the charity at their own level.
13. Christmas is coming and so is Father Christmas! The Christmas Grotto from 5pm to 8pm on Saturday 16th December, the gathering of food and presents for Christmas Hampers and more new volunteers and public donations at Christmas is a good opportunity.
14. Promote the Circulatory as a place to buy low cost, vintage, retro and meaningful Christmas presents and reduce consumption. e.g. Des's Christmas Tree forest, wrapping paper, cards, clothes etc
15. Plan next year's events. To plan a Valentine Day sale, the week before Feb 14th. Monthly bar bqs and/or One Dish Open Days to start from the last Saturday (4pm to 9pm) of May to August. The University's Freshers Fair. Working with the Kingston Environment Centre (KEC) at events, Surbiton events and collaboration and complimenting the work of the wider Third Sector in Kingston, SW London and international appeals.
16. The WEEE Repair Hub could get a grant of £35,000 in April 2024 to build and equip the repair of more electronic goods.

17. Expanding and keeping our food collection and delivery service going as the most crucial and primary need.
18. Working closely in partnership with RBK to deliver food, furnish refugee houses and being commissioned to do other work they cannot do.
19. Making more sales through ebay, at the warehouse, at special events. Possible house clearances with Monty Sacranie., Auctions, raffles, tombolos, sponsored activities and crowdfunding for specific projects.
20. Network and develop more partnerships with local businesses and keep good relations with supermarkets, Boots, retailers and wholesalers to help manage and distribute their waste.
21. To raise enough money to buy Southsea Road in 4 years time.
22. Finding ways to increase our turnover of goods - more eBay postings, featuring or highlighting items, selling at other events.
23. Finding ways to promote and feature our unique warehouse in the media, emphasising the creative and special social events.
24. Developing the idea of the “club” with emphasis on membership, social media, news etc.
25. Pushing for wider public relations, developing relationships with the media.

## Threats.

1. Tariq leaves - grant funding will not be managed, monitored and reported on. New funding will not be applied for. 70% of our income will dry up. The rent and running costs may not be paid. In the first instance, Maggie Pound and Sanjita Nathwani to assist.

Action: Tariq and Hugh to develop a fundraising team trained to manage and apply for funding.

2. Des leaves - 80% of our food rescue and delivery will cease unless delegated. Training and nurturing of new volunteers. In the first instance, John Hewlett managed operations. The team of food collectors to be supported, motivated and rewarded somehow.

3. Eric or any of the warehouse team leaves - warehouse management and sales will suffer. Also relations with tenants, customers, operations, contracts and income. In the first instance, train and delegate to more volunteers and pass on skills and techniques.

4. Key volunteers like Roz, Heather, Susan, Adam, Sarah etc leave - the goods will not be organised, priced or sold. Appeals for Ukraine, refugees, hampers etc will not be met.

5. Hugh leaves - Social media posting, vetting messages to make them non-problematic or correct framing goes away, brand image could become at risk if managed poorly. Most HR functions stop working at an acceptable level. Awareness of all local areas through forums

drastically reduced (Health network forum, Environment forum, volunteering forums, Good food group network forum) etc.. Policy implementation and enforcement largely reduced leading to increased risk to the charity in the case of an issue arising not covered. Tech issues with Google tools, Website and equipment management takes a hit leading to increased team vulnerability to digital threats.

Action: Hugh to train people and delegate more to teams to share more responsibility and enforce more structure, allowing for the expansion of volunteering opportunities and reducing single points of failure.

6. We may not have enough volunteers, or time to respond quickly enough and to those in food or material poverty. Volunteers taking on too much may therefore become overwhelmed and get burnt out.

Action: To find, induct and train new volunteers to assist. And to work more closely with the Surbiton Fridge, KEC, the Good Food Group and other community food rescuers and deliverers to compliment and build a better service for the community.

7. Political threats - keeping neutral and non party political and supporting anyone wanting to save the planet with us. Be aware of trends, images and thoughts and keep focused on our objectives.

8. Economic threats - rising fuel charges, utilities, expenses, materials, cost of living crisis, competition for limited resources.

9. Being unfocussed and getting distracted into things that do not fit with our vision and mission.

10. Arguments, disagreement and poor working relationships with tenants and customers who could leave or feel alienated.

11. The landlords at 18 Southsea Road could ask us to leave before our lease ends on January 18th 2028.

12. It could be a hard or impossible task to raise the £5 to £10 million to potentially buy and secure 18 Southsea Road in 4 years time.

13. Again in 4 years, we and all our tenants will have to find and move into new premises based on what we can afford.

14. Roland leaves - the consciousness and overall mental and physical health of Save The World Club will suffer. And a safe pair of hands and deep thinker will be lost. And who will play all that music?

15. Robyn, Paval and Justin leave and everyone refuses to move anything. Nothing will be moved or circulated. No deliveries or pickups made. Less business.

16. ULEZ is costing us £12.50 a day per van, each time we use them. John and Des are working to sell both vans by January 2024 and take up the scrappage scheme.



17. Need vans replaced urgently, but critical to get a £20,000 grant from the Resilience Fund and others to get at least two and potentially three vehicles.

18. People may stop donating good things and we keep getting offered rubbish.

19. People might see us as a recycling and dumping station, rather than a redistribution hub for useful things. Make clear to all who come to the Circulatory and market as so.

20. The kitchen, cafe and recording studio could become too popular next year and we may not be able to handle the demand.

21. The demand for food from local residents may dramatically increase with the cost of living. -

.....END .....

Finally, someone said.

“If you want to make God laugh,

Share your business plan.”

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Best regards,

Tariq

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