



# Business Plan

January 2025 to January 2027.

18 Southsea Road

Kingston

KT1 2EH.

[www.savetheworldclub.org](http://www.savetheworldclub.org)

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## **Executive Summary.**

This two year plan shows how our charity anticipates to grow and generate income from sales, rental, storage, contracts with Kingston Council (RBK) and grants, to rescue and deliver food, household goods and Kingston Community Kitchen for the most in need in the Royal Borough of Kingston (and SW London) in 2025 and 2026. We will:

1. Rescue and find innovative ways to redistribute fresh surplus food daily to vulnerable people e.g establishing more local distribution points;
2. Expand, develop and rebrand our Community Kitchen as the Kingston Community Kitchen (KCK) by;
  - a) running more cooking classes with different target audiences;
  - b) hosting business team building activities and retreats for employees;
  - c) targeting Kingston University students in how to cook quick, simple and nutritious meals (when you are away from home);
  - d) organising different cooking classes for people interested in cooking cuisines from different parts of the world;
  - e) a Catering Service specialising in food from local BAME communities (Korean, Ukrainian, South Asian, Middle Eastern, Iraqi, Hong Kong etc) for community group events, RBK events, birthday, parties, engagements and possibly weddings;
  - f) a Community cafe, bake sales, tea & chats; and
  - g) publishing a recipe book to raise funds.
3. Creating more physical spaces for cooking, food preparation & distribution, catering activities and maintain cooking sessions for families in temporary accommodation without any heating or cooking facilities;
4. Run regular Cuisine and Cultural events targeting and celebrating community diversity in Kingston and SW London;
5. Launch and operate a new rehearsal and recording studio;
6. Sustain rental and storage space income from tenants;
7. Continue to collect, repair and provide crucial household goods and raise funds of £1,000 per month for Household Crisis Vouchers promoted by a marketing campaign and funded by public donations and grants;
8. Restore and supply hundreds of electronic goods from our WEEE Revive All Workshop and seek future revenue and core cost funding for rent, workers, training and growth;
9. Prepare, plan, bid for, secure and monitor grants and donations to sustain and develop food and household goods collection and delivery with appropriate vehicles;
10. Recruit and train more volunteers and/or part time workers, so we can sustain services and have longer open hours and



11. Build our reserves to be able to either continue to rent or ideally purchase 18 Southsea Road by January 2028 when our five year lease ends.

## Introduction.

### Background and History.

We are a well established environmental charity helping vulnerable people make use of:

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

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

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

We thank and bless all of them for their love and efforts to set the foundations for what the charity is and has achieved today.

## A. What we do.

We run environmental activities to help vulnerable and low income people by coordinating over 100 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, Professor Des Kay, Dr Tariq Shabbeer and Sir Roland Lawrence, who developed food and household goods donations and secured the use of a 3,000 sq ft 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.

Fresh surplus food has been collected daily from Tescos, Marks and Spencer, Aldi, Lidl, Waitrose, the Cooperative, Sainsburys, Pret, family bakeries and others.

We save businesses vast amounts of money in waste disposal. At the same time, we provide a convenient and safe route for good food to be redistributed to local vulnerable people simultaneously fulfilling Corporate Social Responsibility (CSR), humanitarian and marketing objectives.

### **Main Developments in 2024.**

- In January 2024, we launched and operated a Community Kitchen and began a new Community Fridge to redistribute surplus fresh food. This has been in operation for one year;
- A weekly Community Fridge (Waste Not Want Not pilot) initially started for two days a week in July 2024 for three months. This has then continued weekly each Friday;
- We held over 20 Cuisine and Cultural event (Ukrainian, Middle Eastern, Indian, Iraqi, Pakistani, Hong Kong, Polish, Scottish etc), two tea and chats, three Eco Workshops; over 42 three hour Cooking on a Healthy Budget sessions with local charity Shine Bright UK and over 600 people without heating or cooking facilities cooked;
- We employed a Kingston Community Kitchen Coordinator for three days a week;
- We secured two contracts with RBK worth £15K to run cooking sessions;
- A more detailed Annual Report of the Kingston Community Kitchen's operation can be seen here:

<https://docs.google.com/document/d/1ea3n3NqUqf4XfvdLepfZ6UT7vycuyvkH0FqLasHTNE4/edit?usp=sharing>

- In March 2024, we spent considerable time and money in finding and replacing our small refrigerated van with a much larger refrigerated van and bought a new and better removal van that were ULEZ compliant saving us considerable money;
- We rented and a team of dedicated volunteers coordinated the operation of a 10,000 square foot warehouse, named the Circulatory, and increased the sales and supply of crucial household goods and services. We used a Clover Card Reader, mobile Sum Up reader at events, BACS transfers and Circulatory cash sales. The centre was open each weekday from 12 to 7pm and 2pm to 6pm on Saturdays;
- In March 2024, we succeeded in a £10k annual RBK Green Grant for training, labour, vehicle expenses, community kitchen, rent and on costs. This is to be repeated for two more years dependent on performance;
- We trained over 60 volunteers in Food Hygiene, First Aid, Slips, trips and falls, Manual Handling. Online accredited training and three interactive workshops trained our volunteers and many Kingston food partners volunteers;
- We secured project income from different grant sources;
- £500 from the Community Hub grant for five Tea and Chats at the Circulatory and in four local libraries in 2025;
- £750 from the Kingston Charitable Foundation improved recycling and waste management;



- A Community Gardening grant of £1,500 from the Neighbourhood Grant;
- A Neighbourhood Community Investment Levy (NCIL) grant of £34,500 for one year for capital costs to build and equip a WEEE Repair Hub called the Revive All Workshop. This has repaired and tested over 1,000 white goods and household appliances. A detailed Annual Report on the Revive-All Workshop can be seen here

[https://docs.google.com/document/d/1\\_9-purFPU6Y7ahabcAlyH73qcSWmr4zrxqCJvcoMxL4/edit?usp=sharing](https://docs.google.com/document/d/1_9-purFPU6Y7ahabcAlyH73qcSWmr4zrxqCJvcoMxL4/edit?usp=sharing)

- From April to September 2024, we delivered three Household Support Fund grants totalling £70,512 for food rescue, delivery, vouchers, community kitchen and the Square One Cafe. A detailed report can be seen here:

[https://docs.google.com/document/d/1DWUwD6b1Hy0BBLUzLqyZq8J5ZRtuM60sx8Qzzb\\_1aVk/edit?usp=sharing](https://docs.google.com/document/d/1DWUwD6b1Hy0BBLUzLqyZq8J5ZRtuM60sx8Qzzb_1aVk/edit?usp=sharing)

(See Appendix 1 for our SWOT Analysis). [See page 21]



### **Our Vision.**

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

### **Our Mission.**

To save and redistribute quality fresh food and crucial repaired household goods to those in crisis.

### **Our Mantra:**

"We rescue and redistribute fresh food and repair and supply crucial 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?

In 2024, we had seven trustees:

- Des Kay – Chair and Founder (Person of Significant Control)
- Dr Tariq Shabbeer – Secretary General
- Maggie pound
- Nisha Thiru
- Roland Lawrence
- Eugene Maybury
- (Parisha Patel - Co-opted on in November 24)

Our Warehouse Manager is Eric Miller.

Our Social Media, Marketing and Business Development lead is Hugh Williams.

Our Kingston Community Kitchen Coordinator is Olivia Fong.

Dr Tariq Shabbeer, Secretary General, is the Charity and Company Secretary, Principal Fundraiser, Cuisine and Cultural Events Organiser and acting Treasurer.

Independent Accountants – Holden Granat

Solicitor – Deepa Veneik, Surbiton Law.

The board holds open board meetings on average 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 self employed subcontractors, volunteers expenses, for labour and running costs. Currently, the charity is run by volunteers in four teams.

### **1. The Food Collection and Delivery Team.**

Des Kay, John Hewlett, Parisha Patel and about 12 local volunteers a week (over 30 on call in total) rescue fresh surplus food each day from eight local supermarkets, sort it and redistribute it within an average of three hours. WEe have a refrigerated van and all volunteers are trained in Food Hygiene.

A new food distribution point was developed from Fullers Avenue in Tolworth feeding many dozens of local people. Volunteers are being trained and supported.

We will explore the potential use and funding of a local Scout Hut to increase and improve food distribution at least 4 days a week.

**Action:** Tariq and Parisha to lead on developing a STWC Annual Training Plan to ensure all volunteers have the appropriate up to date accredited training needed in Food Hygiene (Levels 1,2 & 3), Basic First Aid, Manual handling and Trips, slips and falls. Tariq to source and bid for grant funding from Neighbourhood and small community grants.

In 2025, we will explore and introduce training in Cultural Awareness, Equal Opportunities, Diversity and Vulnerable People.

We own and maintain

1. A small Nissan electric van,
2. a refrigerated van and
3. a large removal van.

Volunteers rescue and deliver about 800 kg 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;
- Welcare clients and;
- Places of veneration running cafes and supplying food to the most in need.

We have fed over 100,000 people in the last five years and saved over 7,000 tons of food and household goods from landfill.

As of December 202, we are supplying food to about 40,000 people a year.





**2. The Warehouse Team.**

This has included Eric Miller, Roz Healy, Mark, Sinead, Emma Idris, Adam Shabbeer, Monty Sacranie, Ali Sacranie, Alia and Isa. Maryanne, Miranda, Susan, Heather, Matthew, Jack, Charlie, Tania and about 12 other volunteers; four volunteer bookkeepers; and 10 work experience and eight Duke of Edinburgh students.

Olivia Fong is our Kingston Kitchen Coordinator working at 3 days a week plus more on events and activities as required.

The Community Kitchen will be rebranded and marketed as the Kingston Community Kitchen (KCK).

We will explore greater use of the kitchen for cooking sessions, students, business away days and a Cultural Catering Service as detailed in seven points in the Executive Summary.

The warehouse is open from 12 noon to 7pm on weekdays and 2pm till 6pm on Saturdays.

**3. The Moving Team.**

Des, Eric, Robyn, Pawal, Justin and 3 other volunteers.

**4. The Office Team (Communications [Social media, Website, Press releases, Graphic design], admin, marketing).**

Hugh Williams, Daniel, Sofia, Daria, Olivia, Tariq

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## Services and Products.

### Services

1. Logistical - surplus food rescue, redistribution and delivery to vulnerable people in Kingston funded by RBK and other time limited grants;
2. Community Kitchen and Cafe – Grant funds provided from RBK's Green Grant, the DWP's Household Support Fund and the Hubbub Community Fridge 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 8 tenants, who are not for profits or social enterprises;
7. Community Gardening;
8. Hosting community events, workshops and cultural celebrations; and
9. Exploring income from catering for small cultural events, birthdays, parties or possibly engagements or weddings.

### 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; and
5. Supply of free fresh food to those in crisis and vulnerable.

## 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 through a Revive All Workshop;
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.

### Marketing Strategy.

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

- To explain our vision, mission, aims and objectives;
- To publicise our short to medium term goals and the rationale behind it;
- To show how our work can practically help residents in safely redistributing useful goods and food saving resources and money;
- To attract new business, 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 demonstrating impact; and
- 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 each October;
- Attend events in Surbiton, Jubilee Square, Mill Street Festival, Kingston Environment Centre (KEC) and numerous School events;
- Organised regular monthly Open Days as Barbecues and/or One Dish Party events;
- Our own bulletin, blogs, leaflets, fliers and others newsletters like Transition Towns Kingston (TTK) and KEC;
- Word of mouth;
- Networking with KVA, KCAH, RAK and other voluntary groups;
- Social Media - Facebook, Instagram, Nextdoor, Twitter (X), LinkedIn;
- Blogs (On our website);
- Emails;
- WhatsApp groups;
- Our website at [www.savetheworldclub.org](http://www.savetheworldclub.org);
- Local press – Good Life, Courier etc;
- Radio Jackie;
- BBC London TV for Kitchen launch;
- Connected Kingston; and
- Council messaging.

#### Main customers

- On one hand, we attract poor students, those who are in crisis or struggling with the cost of living crisis and are low income or vulnerable with mental and/or physical difficulties;
- On the other hand we attract men, women and children from the middle class and mature people who earn or who are retired and have savings;

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

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

### **Marketing Development**

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

- We will continue to work and find better ways to work with other voluntary sector groups like Kingston Churches Action on Homelessness (KCAH), Welcare, Mind and Mencap so we can build stronger cross community bonds and increase demographic penetration for all;
- This is important because these groups and the Council, very often refer crisis clients like the homeless and refugees, who are in desperate need of fresh food, cooking facilities, clothes, crucial furniture like beds and white goods like fridges, washing machines and microwaves which we have donated, PAT Test and store to redistribute ASAP;
- Our Customer Demographic: We will increase 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 an emphasis on the 24,000 local and rotating University students);
- Explore 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 will 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; and
- We will 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 will 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?

- We need more physical marketing (Door to door leafleting in streets within a mile of the Circulatory, banners, logos on merchandising and promotions)
- More coverage on local, regional and national radio
- More stories and presence on local websites and physical or digital papers.
- Communicating and collaborating with other environmental and community groups who share a similar vision such as Shine BRight UK and the Kingston Environment Centre (KEC); and
- Any TV coverage, especially through culinary programmes e.g. ITV, Channel 4, BBC 1, BBC 2 etc.

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**1. Product marketing.**

Our food is donated to us free by eight local supermarkets, businesses and local residents. This is secured through Neighbourly and Fairshare.

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 and high waste disposal costs.

## **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.**

All food we collect is redistributed and given out free.

Most of our goods in our warehouse 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.

## **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 funders 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 contracts, requiring more responsibility or to handle increased risk to the charity.

### **Training.**

Online training was organised for over 70 volunteers in Food Hygiene; Health and Safety; Manual Handling; Trips, Slips and Falls; PAT testing and Basic First Aid.

Three face to face workshops were organised with an average of 25 attendees to make sure all volunteers understood and put in practice the online training.

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 and existing volunteers in Equal Opportunities, Diversity and Cultural awareness.

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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 - paid to private landlord Bonsors;
  - £10k Council Tax pa;
  - £12k Building and charity insurance;
  - Utilities £20K pa;
  - Vans insurance, maintenance and purchasing £20K pa; and
  - 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 five 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;
- £70,512 from Round 4 of the DWP's Household Support Fund for Food Delivery, Community Kitchen and Square One Cafe from 1st April 2024 to 31st September 2024;
- £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 £3,000 per month since March 2024;
- Contracts of £30k from RBK for Community Cooking sessions for people in temporary accommodation with no cooking or heating facilities.

### **What are our current active sources of income as of 14/12/24?**

#### **Grants**

1. £10,000 grant from the annual Green Grant Programme from RBK from 2024 to 2027;
2. £9,000 grant from the Community Hubbub Foundation from June 2024 to June 2025 for the Community Kitchen and Fridges;
3. £21,164 grant from 1st Oct 2024 to 31st March 2025 from Round 5 of the Household Support Fund (DWP) to develop and run the Kingston Community Kitchen;
4. About £1,5000 remaining from three Household Crisis Voucher Schemes to subsidise vulnerable Ukrainian, Afghan, Syrian and any other low income individuals or families in crisis from the RBK Integration Team;
5. £840 grant from RBK's Neighbourhood Grant for additional Household Good Vouchers to subsidise low income residents in crisis;
6. £500 grant from RBK Community Hub Fund to organise and run five Tea & Chats at the Kingston Community Kitchen and in up to four local libraries across Kingston;
7. Rental income from eight tenants and storage units - about £50k pa;
8. Warehouse (Circulatory) sales averaging about £3K per month or £36k pa;
9. Two contracts with RBK for cooking sessions for people in temporary accommodation (£30K pa)



10. City bridge Foundation (£27,500 per annum for three years for Food and Household Goods Rescue and Community Kitchen - tbc).

**Total estimated income = £168,356 pa.**

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### **What new income are we anticipating to come in 2025?**

- £27,500 pa for three years from the City Bridge Trust (To be confirmed).
- New income from the National Lotteries or other grants to expand and sustain the use of the kitchen.
- New income from a new Rehearsal and Recording Studio.
- Further contracts to provide cooking sessions in 2025 and 2026.

### **What do we spend money on now?**

- Rent, council tax, utilities, volunteer expenses, labour, insurance, bookkeeping, accounting, training, vehicle maintenance / fuel and waste refuse.

### **Where do we expect increased expenditure?**

- Waste management costs.
- More expenditure on part time sub contracted staff to deliver on fundraising, event organisation, admin, management, marketing and community
- Recruitment and HR costs.
- Labour costs for removals and cleaning.
- Fuel and vehicle maintenance costs.
- Insurance.
- Book-keeping and accountancy costs.
- Volunteer expenses and on costs.

**What do we need money for in the future?**

1. Paid workers to run the charity and the Community Kitchen.
2. Keeping the food and delivery operations going and paying for volunteer costs.
3. Paying the rent of £15,000 per quarter and paying for utilities, insurance, tax and running costs.
4. Building and completion costs for the recording studio.

(A confidential Cash Flow Projection for 2025 / 6 has been produced).

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

- Maximise income from the established Community Kitchen by renting it out, catering, selling food, and organising community and cultural events.
- Tariq, Des 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.
- 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 and a bargain to many;.
- We 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.
- Polite, open, light hearted, 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 2025 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 and Independent Examiners.

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 system is in place 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, 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 understand 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 £200,000 in grants, sales and rentals over five 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 two Kingston locations (Southsea Road and Berrylands).
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 full time salaried posts 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 matched grant and income from our WEEE Revive All Workshop.
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 7,000 tons of food and goods from landfilling and incineration in five years.
18. We have provided over 100,000 people with free food over five0 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 2025. 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 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 6 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 few paid workers.

## 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. The Christmas Grotto from 2pm to 8pm on Saturday 21st December 2024 will occur on the last Saturday before Christmas each year. 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 b q's 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 has a grant of £34,500 to April 2025 to build and equip the Revive All workshop to repair most 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, 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 2028 when our 5 year lease expires..
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 to be supported with 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, Parisha Patel and John Hewlett managed operations. The team of food collectors to be supported, motivated and rewarded through a Christmas Meal celebration, training and resources needed..

3. Eric or any of the warehouse team leaves - warehouse management and sales will suffer. Also bookkeeping, 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.

Awareness of all local areas through forums drastically reduced (Health network forum, Environment forum, volunteering forums, Good food group network forum) etc.. 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, 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 three years time.

13. Again in three 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. People may stop donating good things and we keep getting offered rubbish.

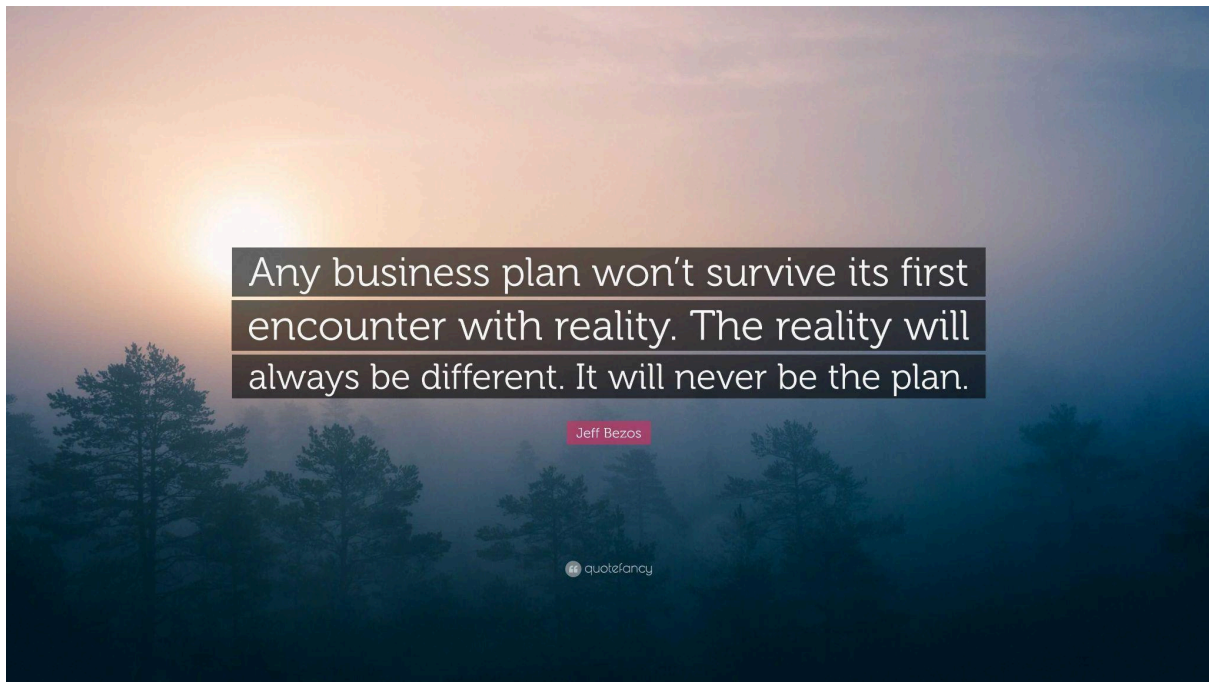
17. People might see us as a recycling and dumping station, rather than a redistribution hub for useful things. Make clear to all who come to the Circulatory and market as so.

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

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

.....END .....

Finally remember, 'If you fail to plan, you plan to fail.'



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Best regards,

Tariq

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