



ECOLOGICAL SOCIAL VALUE ANALYSIS – THE LODGE

Circular 06/03: Local Government Act 1972 General Disposals Consent 2003 gives Local Authorities the power to dispose of land for less than the best consideration that can be reasonably obtained. Councils are only able to use this power where they consider that the purpose the land to be disposed is likely to contribute to the achievement of any one or more of the Councils' well-being duties i.e. the promotion or improvement of the economic, social and environmental well-being of part or the whole of its area, or of all or any persons resident or present in its area". As such the proposals from EcoLocal regarding future use of The Lodge building are to be assessed for the social, economic and environmental value that could be derived. To assist this process, the following 6 method statements have been prepared in order to give EcoLocal a framework within which to respond and to give the Council further information on EcoLocal's value proposition. This proposition should also refer to Sutton's Developmental Assets in order to demonstrate how it fits with the Council's strategic priorities.

METHOD STATEMENT 1

It is intended that this commentary on assets be read in conjunction with our detailed current Triple Bottom Line Balanced Scorecard spreadsheet (appendix 1) which shows the value of our current activity and indicates assets built against each of our objectives.

1.1 Description of how our organisation currently builds assets at both and individual and community level

EcoLocal is a Carshalton based charity which has a strong track record on building community and individual assets since its original establishment in 1987. Our vision is to 'Achieve and sustain strong vibrant communities within a healthy environment'. As such the remit of our organisation is very broad, encompassing all aspects of sustainability; environment, community and economy. We work with very diverse sectors of the community; e.g. voluntary groups, small businesses, people with mental or physical health problems, older people, children, young people, offenders, people with disabilities as well as families and people not defined by any health issue or disability and reflecting local ethnic diversity. This means that our activities address a wide range of developmental assets – many more perhaps than a community group which delivers one particular service for one targeted sector of the community.

The way we work towards our objectives is pertinent to the building of developmental assets. We are a part of the community and we believe that the combined resources of local people are potentially huge. We work to galvanise the resourcefulness of local people at a community level to help build assets. At a local community level we do this by engaging communities in culturally appropriate peer to peer dialogue and support people to develop their potential, collectively and individually. In a typical year we work with over 350 groups/organisations and engage with approximately 20,000 individuals. We currently enable over 200 people to volunteer in a year and contribute over 14,000 hours towards a sustainable community. Participation ranges from one off volunteering of for example 2 hours as a steward at the Carshalton Environmental Fair to several days per week. We provide an environment where people can instigate their

own projects, get involved in planning and delivering activities and use their experience, knowledge, skills capacity and passion.

The Triple Bottom Line Balance Scorecard spreadsheet for our current activity lists developmental assets against our objectives and the spreadsheet shows evidence, in the form of data on how well we have achieved against our objectives for these assets being built.

The following is a summary of our track record in building a range of developmental assets. This is structured around community assets which relate to our organisational strategy, with references to individual assets where appropriate. Further detail is given on two examples of assets to show the evidence base that we have underpinning all our outcomes.

1.2 Key Assets and organisational track record

● **Employment and Economy c1, c2 & c3**

We run farmers' and craft markets in our town centres. These benefit micro-businesses selling sustainable local products, providing employment for local people. They attract people into our high streets the quality of which are improved by the presence of the markets. We instigated Wallington Farmers' market in 1999 in partnership with Sutton Council, and we now manage and develop the market. We have responded to needs identified by Sutton's economic development team to trial and develop appropriate markets in other town centres around the borough. When developing new markets we establish quality criteria to ensure:

- a distinctive brand
- a focus on local production and employment
- sustainability standards

We actively advertise opportunities and source small start up businesses. These businesses are invited to apply to attend markets and their applications are assessed against our criteria and individual market needs. We support new businesses seeking to join our markets, giving them basic advice on how to present their products and how to trade safely. Our markets provide an affordable outlet for start up enterprises to trial their business and begin to build a customer base. We evaluate the markets and provide feedback.

We employ over 20 people annually and have established a social enterprise which donates 100% of its annual profits to the EcoLocal charity tax free under gift aid.

● **Lifelong Learning – c4 Community has the opportunity to develop skills and knowledge**

We are an established AQA training centre providing entry level certification. We have run courses for young people and adults ranging from communication skills to bicycle maintenance. We established the Beanstalk Project in 1997 to encourage and provide fun family learning for families with young children to learn to grow food. This project is ongoing, and building on this we established a range of food growing courses for adults in 2011 which we now run as a social enterprise.



We also help people to broaden their skill set through informal learning; 51% of our volunteers report that they gain skills volunteering with us ranging from practical skills through activities such as the Projects and Maintenance group, to event organising and office administration. Our markets are a good environment for start up businesses to gain experience and skills in running their business 'on the job'.

We have a wide range of sustainability school lessons from recycling, to energy saving, health eating and climate change which we have developed and delivered over the past 10 years. This included developing a range of afterschool activities developed for the 'extended schools' programme

We ran the Millennium Volunteers programme for 5.5 years supporting young people to gain meaningful volunteering placements, contributing over 50,000 hours of their time. We also ran a 'Growing Skills' project, 2005-2008 helping NEET young people gain healthy eating and food growing skills.

We engaged over 9000 people in gaining skills and knowledge on healthy eating, cooking and food growing through our One Planet Food project.

- **Health and Wellbeing – c7 and c8**

Our Healthy Sutton Outdoors service encompasses our inclusive cycling sessions / road shows, and therapeutic gardening sessions on our community allotment in Carshalton. Funded since 2013 to meet the outcome 'People are able to develop/maintain a family and social life and contribute to community life, avoiding loneliness or isolation', these activities were actually established many years earlier to help people gain healthy exercise, new skills, access to fresh food and opportunity to meet other people. See example 2 below for more detail on the assets built through these projects.

We have run many other projects on healthy eating. We taught young people about healthy eating through an intergenerational project and produced a work book about healthy eating. We received Health Improvement funding to give NEET young people training on healthy eating and food growing. Our extensive One Planet Food programme provided a regular interactive healthy eating promotion stall in Sutton High Street, AQA healthy eating courses for disadvantaged young people, fun healthy eating lessons in schools, cooking courses for families, food growing training, a food ambassador scheme incorporating healthy balanced diet awareness and community events. Our research in Hackbridge on attitudes to obesity led to a range of community groups being funded to deliver appropriate healthy eating and exercise interventions. Our school travel experience enabled pupils to find out how walking and cycling improved their heart rate, lung capacity and burn calories. We developed fun school lessons on healthy eating including The Giant Food Race and Taste Bud Challenge.

- **Culture and Heritage – c9, c10 and c11**

The annual Carshalton Environmental Fair was established in 1990. EcoLocal supported a small group of local people to start the fair many of whom are still involved in running it. One of its aims is to showcase wide range of organisations working in our local community as well as craft and local artistic talent. Now with three stages

featuring live acts by local people it is one of the boroughs largest events usually attracting 10,000 people to access arts and culture. The event is run with a committee of local people and supported by over 60 volunteers. It is a real achievement of local people to put on an event of this scale and quality.

The Carshalton Frost Fair established in 2012 in partnership with Friends of Honeywood also features local organisations, choirs and bands. Both events give people a sense of belonging, and the Frost Fair in particular engages people in their local heritage environment.

We are proactive and successful in seeking to engage with a diversity of people representative of the local population.

- **Community Networks – c16 A good environment to develop community networks, c15 Social networks and neighbours**

We strongly believe that a sustainable environment is one which supports a diverse range of flourishing community groups and people are able to have a positive role to feel they belong to a community network. We achieve this in a number of ways e.g;

- events such as the Environmental Fair provide an excellent opportunity for community groups to promote themselves, recruit members and raise funds. Some groups rely on the Fair as their major fund raising method each year. We support over 70 not for profit groups through our events.
- We have created Carshalton Community Allotment to act as a social space in a peaceful environment, where people meet each other as part of a caring community, developing interpersonal skills with people from different backgrounds.
- Our cycling sessions are a highly accessible physical activity opportunity making good use of the David Weir Leisure Centre. Sessions are particularly well used by people with learning difficulties who report that meeting others is one of the most significant reasons they take part in this activity. Participation works at many levels. For example people can come just to cycle for their health or learn new skills, or they can take part as 'track side supporters' helping get the bikes out of storage, which many of our learning disability participants help with, or basic track side bike maintenance such as pumping up tyres. Others are trained volunteers and run the session registration desk. Some volunteers have gone on to train as cycle instructors and now deliver this paid role at the sessions.
- The opportunities that we provide for volunteering are part of building strong social networks that are crucial to our sustainable community development. One example is a Projects and Maintenance group which has spontaneously formed and we support to meet several times per month to work on maintaining and renovating our bespoke disability accessible cycles. It brings together skilled volunteers some of whom are on the autistic spectrum who enjoy working together to solve problems, feel empowered, valued by the community, giving service to others, gain self esteem, friendship, purpose, skills, interpersonal competencies and employability.



- Using social media to engage with over 9,000 contacts and followers, share information and increase participation. This has evolved from our work starting in 1995 to engage the community in building sustainability locally through a 'Local Agenda 21' network which became Sutton Environment Network with a cross sector board and working groups within a wider network of individuals and organisations. Through developing this network we've been able to provide the environment and support for local people who want to set up and run sustainability projects including; DIY solar club, Local Exchange and Trade Scheme, Complementary Health Network, Greener Schools Network, Environmental Fair, Projects and Maintenance group. Some of these ran for a number of years with our support, others became independent and others we now run with the support of local people.

- **Natural Environment and Sustainable Communities – c24, c25, c26, c27, c29 & c30**

One of our objectives is to raise awareness of sustainability. We also run many projects which give people the knowledge and opportunity to make sustainable living choices.

We engage people who are not usually interested in environmental subjects by putting on fun, family events with food, drink and music. The Environmental Fair is a good example of this and enables us and other organizations to promote and provide advice and information on waste reduction, nature conservation, sustainable travel, food growing and energy saving.

Another very successful approach we take is to train local people to act as peer communicators (ambassadors) who go out to give interactive workshops at community groups' own venues. Ambassadors have delivered workshops on climate change, local food and One Planet Sutton to over 1000 local people since 2007. The ambassadors act as a role models, providing positive peer influence and the scheme supports them to act on their convictions (i14, i15, i28)

Our markets and events provide an outlet for locally sustainably produced food (c30) and craft, and for people to make sustainable shopping choices and access locally grow fresh produce (c8)

We established the Beanstalk Project in 1997 to encourage and train families to grow their own food and eat more healthily. We developed Carshalton Community Allotment and a range of food growing course in 2011 to provide access to skills, collective space and equipment for growing food.

We have a pool of cycle instructors and run three cycling sessions per week where people can learn to ride or gain cycling confidence.

We use our social media networks to share news about local activities, opportunities to get involved and sustainability related news to over 9,000 contacts locally.

We worked with hundreds of local people and different partner organizations to build a Vision for a Sustainable Sutton in 1996 and formed an environment network. We supported groups and individuals in the network to consult on many local sustainability

strategies (air quality, open spaces, biodiversity, planning etc) and instigate local environmental projects.

- **Housing, Accommodation and Built Environment – c19, c20 and c17**

We developed a Home Energy Road Show which demonstrates products and has 3D models of cavity wall insulation, loft insulation, thermal solar panels etc. It provides advice on how to take easy practical steps to save energy or use renewable energy. Our One Planet Sutton ambassadors workshop focuses on how to save energy at home with an interactive activity during the talk.

We have also built a mobile solar (pv) power station to provide clean energy for community events, and we are looking into the feasibility of establishing a scheme to enable local people to invest in renewable community energy.

We have been part of the Warm Room scheme visiting vulnerable people in their homes and assisting them to obtain equipment to keep warm.

We ran a project called Our Low Energy Heritage researching local energy production in the 19th and 20th centuries including the memories and experiences of older residents of the London Borough of Sutton to produce a book about how we can live using less energy.

1.3 Track record timeline - examples

1990 - present	Carshalton Environmental Fair
1994 -1996	Hackbridge and Beddington Corner reminiscence project
1996 - 2000	St Helier Estate Reminiscences Project – brought community together to produce a book
1996 - present	Local Agenda 21/Sutton Environment Network board, working groups and network – evolved into wider network
1998 – 2000	Small Grants Programme to support local sustainability projects
1998 (now ind.)	Supported local people to form Sutton Complementary Health Group
1998	SAVE energy audits – for voluntary groups and schools
1999	Social Audit of Sutton's LA21 Forum
1999	'Planning for Real' park orchard project
1999 - 2001	Solar Club – training and supporting DIY solar hot water installation
1999 - present	Wallington Farmers' Market
1999 – present	Greener Schools Network - volunteer project supported over 100 schools
1997 - present	Beanstalk Project – fun family learning to grow food
2001 - 2007	Millennium Volunteers programme
2005 - 2008	Walk to Once a Week scheme for Sutton
2003	Zero Emission Neighbourhood survey of Central Sutton Ward
2003 – 2004	Allotment Regeneration Project
2005 - present	AQA training centre
2005 - present	School sustainability lessons
2005 - 2008	'Growing Skills' project – NEET youth healthy eating & food growing



2005 – 2008	Recycling Champions; enabling school and community recycling
2006 - 2008	BikeStreet; cycle maintenance skills & intergenerational reminiscences.
2007	Climate change local attitude research for LBS
2006 - 2008	Intergenerational food reminiscence and healthy eating project
2007 - present	Established 'ambassador' peer sustainability communication scheme used for climate change, local food & now One Planet Sutton
2007 - present	EcoLocal Deliveries social enterprise
2007 - under review	created School Travel Experience
2008	Hackbridge resident engagement in Low Carbon Zone
2008 - present	Inclusive Cycling Scheme
2009	School family cycling research and pilot project
2009	Local research on attitudes around obesity, healthy eating & exercise for the Sutton and Merton PCT
2009 - 2010	Our Low Energy Heritage project
2009 – 2012	One Planet Food – extensive project delivering healthy eating education, local food ambassadors, cooking and food growing training
2011 - 2014	Hackbridge Community Project; cooking courses & changing obesogenic environment
2011- present	established Carshalton Community Allotment
2011 - present	Adult Food Growing Courses
2012 - present	Carshalton Frost Fair
2012 - present	Home Energy Road Show - designed, built and delivered
2013 - present	Warm Room Scheme; home audits
2013 – present	Inclusive Cycle Road Shows
2014 - present	One Planet Sutton ambassadors
2014 – 2015	School Energy Project

1.4 Evidence of assets being built

The following two examples are to illustrate the level of evidence we have underpinning how we build developmental assets locally.

Example A.

EMPLOYMENT AND ECONOMY

c1 - Diverse, secure and ethical employment opportunities

- Our social enterprise EcoLocal Services Ltd donates 100% of its annual profits to the EcoLocal charity tax free under gift aid.
- We employ over 20 people annually to help us deliver a range of services and activities within the borough, e.g. community research, environmental consultancy, road shows, mobile solar power, markets and one-off events and EcoLocal Deliveries which provides local cycle delivery services for local businesses and statutory organisations.
- We are helping to create local employment and promoting business entrepreneurship amongst local people. In 2014, we successfully recruited 142 local businesses to participate in our various markets and events. The majority of

these are micro businesses. Our 2015 traders survey indicates that on average these businesses each employ 2.26 full time and 2.32 part time jobs, which are supported by our markets and events.

c2 - Access to local shops, products and services

- Last year we delivered 23 markets and events: the monthly Wallington Farmers' Markets, quarterly Local Produce and Craft Market in Sutton and Worcester Park, Carshalton Environmental Fair and Frost Fair and a Sutton High Street Christmas Lights market.
- Our 2015 traders survey indicates that local businesses who attend our markets and events sell over £200,000 of locally and sustainably sourced products per year. All the food at our Farmers' Markets is grown, caught or produced within a 40 mile radius of the market site (except for sea fish, which is extended to 100 miles). We calculate that local produce sold at Wallington Farmers' Market saves approximately 116 tonnes CO2 per year.
- Markets such as the Wallington Farmers' Market bring back local butchers and other specialist food producers that are no longer present on certain High Streets. 100% of shoppers surveyed at our Sutton Local Produce and Craft market said it increased the shopping offer in the High Street.
- To improve access to the Carshalton Environmental Fair, we run a free bus service around the borough.

c3 - Local people and neighbourhoods develop employability and economic resilience:

- In a survey we undertook in 2014 at the Sutton Local Produce and Craft Market, 69% of shoppers said market had encouraged them to come into Sutton High Street.
- The Retail Markets Alliance quotes research commissioned by the London Development Agency which found that "customers shopping for food at street markets spend between £3,000 and £15,000 a day in nearby shops, and local retailers were almost universally supportive of established markets
- As a part of our stallholder mix we provide opportunities for small start-up businesses to trial their business ideas with real customers. In effect we are providing 'on-the-job' training for people from local neighbourhoods to trial their business ideas. We provide new traders with basic advice on running a stall.
- We engaged 79 not-for-profit organisations in our markets and events in 2014. Our survey of community groups showed that these groups raised over £12,000 funds by attending our markets and events.
- In 2014 we provided 202 people with accessible volunteering opportunities. In our 2015 volunteers survey 51% reported that volunteering helped them gain new skills, and 20% report gaining experience towards employment.



Example B

HEALTH AND WELLBEING

c7 – Services and support for individuals with poor mental and physical health.

Also i3, i4, i7, i8, i9, i33,

- In the last year we delivered 137 inclusive cycling sessions at the David Weir Leisure Centre providing a form of accessible physiotherapy through which people gained regular moderate physical activity. 896 people participated, with an average attendance of 41 people per session. The majority of cycling participants are people with physical or learning disabilities, their relatives/friends as well as older people who were able to cycle in a safe, supportive environment. Feedback showed that 88% of participants valued gaining exercise.
- 79% of our cycling participants say that socialising with other people is a benefit of the cycling sessions for them. Service users also take part as 'trackside supporters', getting involved in useful roles helping run the sessions and helping other people.
- In the last year we delivered 94 therapeutic gardening sessions at our Carshalton Community Allotment engaging 105 participants. Our facilities at the allotment include space for social interaction and provide for people with disabilities e.g. raised beds, accessible paths etc. 82% of participants valued the community allotment for being able to take exercise and get outdoors. 60% of the participants have mental health problems. 64% felt happier as a result of taking part.
- Over the past two years we have run a Growing and Greening project helping community groups set up new community food growing spaces. In feedback surveys 90% of participants said the Growing and Greening project had helped them to feel less lonely or depressed and 100% felt healthier. 100% reported that taking part had helped them take a more active role in their community.
- Through our role in the Warm Room Scheme we helped 47 vulnerable residents to be at less risk of hospitalisation due to being cold at home.

c8 - There are services to promote and support healthy eating in the community.

Also i22, i18

- Through our Growing and Greening project 93 people participated in creating 8 new outdoor community food growing spaces providing greater access to locally grown and fresh produce. 100% reported increased knowledge and skills in growing food as a result of participating in Growing and Greening. 54% had never grown food before.
- In 2014 participants grew 8000 portions of fresh fruit and vegetables at Carshalton Community Allotment. 73% of participants valued being able to take free fresh produce home.
- In 2014, 130 people participated in our Beanstalk Project family food growing scheme and adult food growing courses through which we awarded 30 AQA certificates.
- Our markets also provide additional access to fresh local food
- We include food growing as a standard element of our One Planet Sutton ambassador talks, of which 15 were given to 235 people in the last year

1.5 Social value produced as direct result of organisational strategy and what is in addition

The assets reported on above and those in the Triple Bottom Line Balance Score Card are generated as a direct result of our objectives.

As our organisation delivers such a wide range of activities there is significant scope for additionality. Identified additional assets built are:

i2 Positive family communication – built through our family learning activities

i34 Cultural competence; derived by people participating in our many projects where they meet a diversity of people.

i16 High expectation & i30 Responsibility – within our social networks people have expectations of each other, for example in the planning of the Environmental Fair where individuals take key responsibility for different aspects of the event

i26 Caring – in some of our volunteer roles individuals play a role in helping other people and are motivated by this

POSITIVE IDENTITY i38-40; volunteering gives people self esteem, purpose and positive view of future

Method Statement 2 gives a breakdown of our benefits apportionment.



METHOD STATEMENT 2

We have carried out a detailed assessment of EcoLocal's social value by calculating our current triple bottom line arising from our past year's activity.

Our triple bottom line includes the following elements:

- Financial performance
- Economic value to the community
- Social value to the community
- Environmental value to the community

2.1 Balanced score card approach

We have allocated triple bottom line values against our strategic objectives using a balanced scorecard – **see appendix 1**.

This scorecard presents our vision, objectives, sub-objectives and current targets. Under each sub-objective there is short description of the type of activity that our organisation delivers in this area.

The targets are colour coded to give a RAG rating for progress in the past year. Quantitative data relating to the progress is shown in the achievement column. The 'Qualitative statement' column provides a short narrative on reasons for the RAG rating, barriers and opportunities for improvement.

As with any balanced scorecard, the objectives and targets are interlinked, addressing different dimensions which contribute to shared outcomes. In some cases we have had to decide which objective to assign the Triple Bottom Line value of these shared outcomes to. For example the triple bottom line value of volunteering is quantified against objective 3.1 although the volunteers contribute to many of the actions in objective 2. Objective 4 does not have any TBL values assigned to it, as the values are incorporated within objective 2 and 3. In this way we have avoided any double counting

2.2 Credible workings

In ascertaining our economic, social and environmental value to the community we have used data from our project management records, surveys and recognised proxy values from the following sources:

- New Economy
- London Development Agency
- Stern Report on climate change
- Cabinet Office
- HACT (Housing Associations' Charitable Trust)
- Office of National Statistics
- Personal Social Services Research Unit
- Living Wage
- Federation of City Farms and Community Gardens

The summary table presented in appendix 1 is supported by more detailed worksheets for each sub objective, detailing the proxy values, their sources and explanations of the

calculations applied and all assumptions made. In our triple bottom line calculations using proxy values we have erred on the side of caution. Where there is more than one proxy value available we have used the most reasonable value with the most recognised source, and applied appropriate factors for attribution and deadweight where applicable to avoid inflated triple bottom line figures.

We have shared the detailed spreadsheets with Tom Alexander LBS. His feedback indicates that we have used recognised proxy sources, and that we have been prudent and conservative in our triple bottom line calculations.

2.3 Clarity over benefits apportionment

The detailed spreadsheets, (provided to LBS) which calculate the figures in appendix 1 show the outcomes which we consider are an indirect result of our objectives as highlighted in blue. The total value of the triple bottom line allocated to indirect benefits is £63,663 out of a total value of £2,122,059



METHOD STATEMENT 3

3.1 Additional and Enhanced Assets at the Lodge

3.1.1 Extension of current proposition

We intend to continue to deliver the current proposition described and valued in method statements 1 and 2 when at the Lodge. This need has been factored into the project design process.

EcoLocal's proposed activity at The Lodge would enable EcoLocal to deliver its existing proposition whilst developing new assets and significantly enhancing others.

This commentary on assets be read in conjunction with our detailed Triple Bottom Line Balanced Scorecard spreadsheets (appendix 1 and 2) which show the value of current and future activity at The Lodge and indicate the additional and enhanced assets built as a result of the project.

The following provides a description of our additional and enhanced proposition.

3.1.2 Ongoing Benefit & Broadening of Offer

Sustainable Communities - C31 Potential for community management and control of local facilities

The EcoLocal charity is established for the public benefit. We are adding additional 'charitable objects clauses' to our constitution to enable a broader definition of 'community benefit' to be enshrined within our activity mix. In relation to the Lodge this is essential for both legal and financial reasons as well as for the benefit of the public and community.

These broader objects will ensure that the charity can adequately manage the facility for a wider range of public benefits, including the purpose of making the facility available to different community and voluntary sector organisations and other appropriate Lodge related functions. In doing this we will expand our organisation's scope to build developmental assets.

The transfer of The Lodge to EcoLocal would therefore enable the community to manage and use this building as a local facility for use by a wide range of community organisations. By being able to manage this property in a socially entrepreneurial way, we will be able to use our dynamism and community experience to bring the spaces created alive, and improve the amenity value to all, with a wide range of potential outcomes. We will seek to encourage engagement, responsibility and ownership amongst individuals and groups involved in using the facilities.

699 people responded to our detailed consultation on The Lodge. 97% supported EcoLocal's specific proposals for keeping the Lodge in community use, and agreed to the idea of an asset transfer to EcoLocal at less than market value.

Comments from the consultation survey also help to show how local people are keen for the community to manage this local facility:

Great plans which will involve the whole community and allow local organisations to benefit from the building and surrounding area.

I believe that a beautiful historic building such as this should be maintained for use by the community in some or a variety of capacities.

To have The Lodge secure with EcoLocal, who already do a great job in the local community, would be a really positive more. It would enable more people to access learning workshops to help all types of people and groups.

I think EcoLocal's proposals are brilliant and they would enhance and nourish the local community. I'd be extremely disappointed to see The Lodge sold off for private development.

Fantastic opportunity for people like myself to be involved in community projects. EcoLocal is locally run and has the community's best interests at heart.

Empowerment – i8 Individuals as resources – individuals have useful roles in community

Our proposals for The Lodge have struck a chord with the local community. Whilst EcoLocal already builds this individual asset through providing volunteering opportunities, if the Lodge was owned by the community many more people are keen to contribute their time to help deliver new activities and contribute to the management of the facilities.

Through our consultation survey work on The Lodge proposal, we have had 83 people offering to volunteer on activities at The Lodge, of which 58 offered to volunteer for a specified number of hours at least once per week. This represents 111,616 hours of new volunteering offered per year on a wide range of activities from event organisation to looking after the Victorian Walled Garden - worth £1.46m per annum. We have treated this figure as the 'value of good will offered to the project so far' - however, in order to be realistic when calculating the triple bottom line value please note that we have assumed that only half of those currently offering to volunteer would go ahead to volunteer and that they will only do half the time they offered.

In addition to the above, the provision of workshop/storage and other facilities would enable 22 people to volunteer regularly for SNCV and 8 people to volunteer regularly for Tools for Self Reliance.

Overall our Lodge proposal would increase the volunteering enabled via EcoLocal from a current level of 14,248 hrs per year to over 48,500 hrs per year. This represents an increase of over 330% in building this asset.

Through our survey people have offered to volunteer on the following activities

Events

- New indoor craft and speciality markets
- Second hand book sales



- Swishing – clothes exchange events
- Arts or crafts workshops

Training

- Home energy workshops (from curtain lining, draught excluding, to DIY solar panel installation, wood burning stoves)
- Healthy eating courses/workshops
- Cooking / baking / bread making workshops
- Wine making/beer brewing workshops
- Food preserving workshops
- Gardening courses (from garden design to hanging baskets)
- Bike maintenance classes
- Courses and skills sessions for people with learning difficulties (eg grounds maintenance, nature conservation, horticulture, bike maintenance, arts and crafts)

Networking

- Sustainability networking meetings (forums, talks, discussions)
- Green coffee mornings (meet ups to chat about green issues over coffee)
- Skills exchange workshops
- Eco-ambassador team (team goes to local events to promote local eco activities/information)

Groups and clubs

- Building maintenance group for The Lodge – helping with minor repairs and decoration
- Second hand bike renovation
- Victorian Walled Garden at The Lodge – growing heritage varieties of flowers and veg.
- Bee keeping club
- Therapeutic activities/classes such as ecotherapy, mindfulness
- Green exercise

Children's activities

- Children's weekend arts and craft clubs
- Forest school/afterschool club

Office based activity

- Event promotion
- Event organisation
- Helping organise community hall lettings
- Fundraising
- Website/social media support
- Project development

Natural Environment and Resources – c25 Conservation

The facilities will be used by EcoLocal to promote nature conservation education activities, as well as Friends of the Ecology Centre and LBS Biodiversity staff.

EcoLocal's Lodge proposal includes provision of facilities for Sutton Nature Conservation Volunteers including suitable indoor space for their members to meet for lunch break during day long conservation activity, toilet facilities accessible for people working in the Ecology Centre grounds, committee meeting space, parking space for their vehicles and significant storage space for tools and equipment.

Our business plan provides for SNCV to use these facilities in return for their help maintaining aspects of the Lodge and its immediate ground in lieu of rent. Without this use for The Lodge SNCV would lose all this onsite facility. Alternative facilities are unlikely to provide the same ability for SNCV to engage its volunteers effectively, and are much more likely to incur costs which SNCV do not have budgets for.

The facilities will enable SNCV to engage 5922 volunteer hours per year to carry out the conservation of 150 hectares of land in the borough, ensuring an accessible natural environment.

Constructive use of time – i18 Community Programmes – individual spends 3 or more hours per week in sports, clubs or organisations in the community

220 respondents to our survey expressed interest in using facilities at the Lodge. The majority were interested in the use of community meeting space or workshop space for their groups' activities.

In a more detailed survey, over 40 groups provided reliable data on their needs. This survey asked groups how many people would benefit from the activities that they want to run at The Lodge. The results showed that 665 people would benefit from being able to take part at least 2-5 times per week in community activity as a result of facilities at the lodge (not including children's educational activities). This rises to over 2000 people for activity taking part at least once per month.

Lifelong Learning – c3 Local People and Neighbourhoods develop employability and economic resilience

Our proposal includes office and meeting room facilities that will be of benefit to local groups, individuals and micro social businesses (*within the scope of use defined by our lease with LBS*) looking for flexible serviced office space. Our business plan provides for differential renting of office and meeting room space to the community, micro businesses, social enterprises, voluntary groups and other organisations and individuals at daily, weekly and monthly rates.

Many small organisations and individuals cannot afford permanent desk space in an office building. As **permanent space is not a viable business option for many**, the option of renting desk and associated office facilities on an occasional or per hour basis is more realistic. Our market research indicates an initial demand for renting desk space from 36 groups/individuals equivalent to 191 days per year. Interest in booking meeting room space is equivalent to 86 days in the first year.

In relation to this asset our proposed community hall facilities will be used to provide for a range of events including small indoor markets (*building on our existing markets and events work*) where sustainable micro businesses such as crafts people, health



providers, specialist fair trade companies etc can showcase their business and build their customer base.

A vibrant community centre at The Lodge will help draw people in to Carshalton Village which will be of benefit to the local high street traders.

The increase in volunteering referred to above will also help to build people's employability. In our survey of current volunteers 51% report that volunteering helps them gain new skills and 20% report gaining experience towards employment.

c4 Community has opportunity and support to develop skills and knowledge

Our proposals for The Lodge have a significant outcome in terms of provision of facilities and activities which are either overtly educational or enable people to gain skills through participation at a level appropriate to them.

Included in our plans for The Lodge is the development of a purpose built straw-bale classroom suite to enhance the educational potential of the site. In addition to providing classroom space for Ecology Centre activities which currently operate from The Old Rectory, EcoLocal will use the facility to expand our educational activities to include Saturday kids clubs, adult education and holiday activities. Currently facilities for this type of activity are limited to food growing related training at the Carshalton Community Allotment, whereas The Lodge facilities mean we could expand education into a range of sustainability subjects and to a far wider audience.

The Victorian Walled Garden also provides an ideal space for outdoor learning. We plan to engage people who have expressed an interest in developing this facility to help take forward a project to totally revamp the garden, reviving it as a food and herb production resource as well as a heritage visitor / training asset.

Our market research indicates that 26% of the groups expressing interest in booking meeting room, classroom, workshop or community hall space said that they would use the space for educational activities. Examples include Sutton U3A, Scouts and Brownies, Drop the Tag and Surrey Organic Gardening Group. It should be noted that many of the groups expressing an interest in using the facilities are not cash rich. However, they do have an engaged 'community of interest', which could be supported and developed further, given suitable high quality facilities.

Volunteering also provides opportunities for people to learn new skills and gain knowledge. Opportunities for this at the Lodge also include gaining practical conservation skills and awareness of biodiversity with Sutton Nature Conservation, tool renovation skills with Tools for Self Reliance, teaching/child care skills, event management skills.

3.2 Why EcoLocal's proposal for the Lodge offers a broader offer than another building might?

3.2.1 Preserving heritage and environment

The Lodge is set in the beautiful grounds of the Ecology Centre, within a designated Local Nature Reserve, in a Site of Interest for Nature Conservation and is also at the heart of the Carshalton Village Heritage Area. Carshalton Urban District Council

purchased The Lodge in 1943 with the stated aim of protecting the ponds and their environment for future generations.

If EcoLocal were to move to any other building this would mean our opportunity to preserve the heritage and environment value of the Lodge for the community use would be lost. EcoLocal is keen to preserve and enhance this unique site for current and future generations to enjoy. We believe that our proposal offers a realistic solution for the long term use of the Lodge buildings, and maintaining and enhancing the quality of the location. Works would be carried out sustainably and sensitively to enhance and preserve the key characteristics of The Lodge and its outbuildings and there will be covenants on usage. The local community has expressed very significant support for our proposals.

3.2.2 Unique location for EcoLocal's activities & higher profile

We believe that the quality of the environment at the Lodge will be highly conducive for attracting and engaging local people and organisations in the activities and opportunities described. Quite simply, people enjoy visiting locations where there is a high quality of environment and where a heritage aesthetic is maintained, where facilities are to a high standard and where a vibrant and pleasant community atmosphere can be created.

The proposed provision of much needed indoor teaching facilities set within the grounds of the Ecology Centre which is the borough's main biodiversity education centre could not be offered at other locations.

The Lodge will provide a higher profile location for all intended activities as many local people are familiar in particular with the Ecology Centre grounds.

3.2.3 Scope to develop a range of facilities

There is significant scope to develop the site to meet a wide range of relevant needs and aspirations. No other site offers the potential for such a diversity of facilities in one location as listed below.

EcoLocal wants to rejuvenate and revive The Lodge to create a thriving focal point for the local community in Carshalton for years to come. This range of facilities means that there are a whole host of exciting potential projects and activities that can be developed and delivered from The Lodge, covering a wide range of heritage, environmental, community and healthy living themes.

We are proposing to renovate the existing buildings and carry out a mixed use development that includes:

- Community Hall and Kitchen - we will open up the 'Old Chapel' as a community hall, adding kitchen facilities to enable it to be used independently from the rest of the building
- Rejuvenated Victorian Walled Garden - we will improve access to the Victorian walled garden to the rear of The Lodge and seek to develop its historic function and use
- Straw Bale Classroom Suite (replacing the old pre-fab building at the front). We aim to dramatically improve the frontage of the Lodge with the construction of a



bespoke straw bale classroom suite which will become a centre for community learning

- Office & Meetings Centre Hub with wifi and hot desking
- Creation of workshop facilities in the old stables / outbuildings - the outbuildings will be returned to productive community use workshop facilities and opportunities for micro-scale enterprises to develop
- Storage for local groups and projects – storage provided for the needs of existing groups and EcoLocal as well as others

Our proposal also provides suitable facilities for existing volunteering activity on site and we will also provide much needed facilities for Ecology Centre activities in the future.

We are not aware of any other site that offers this much scope and potential to develop individual and community assets.

3.2.4 Viability

EcoLocal is seeking to invest in permanent premises to develop and support activities which are for community benefit. The Lodge site provides a unique opportunity to raise funds through the sale of 7 flats which will be developed in order to pay for the cost of developing the community areas.

We will be able to use income from renting two further flats, alongside other income generated from community areas, to help cover ongoing premises management costs. Our business plan shows that we will be able to operate the facilities on the basis that they are self financing, and that we will not require ongoing grant funding.

The proposal therefore represents a very significant opportunity for EcoLocal, with the consent and support of the Council, to secure the delivery of a wide range of valued developmental assets for the future for the benefit of the community. We are not aware of any other development opportunity that could be financed in the same way and which offers such a unique mix of benefits, locally.

METHOD STATEMENT 4

We have carried out a detailed assessment of EcoLocal's potential future triple bottom line were our proposals for The Lodge to come to fruition.

4.1 Balanced score card approach

We have allocated triple bottom line values against our strategic objectives for activity at The Lodge using a balanced scorecard – see appendix 2. We have taken the same approach as when calculating our current triple bottom line. See answers in Method Statement 2.

The comparison between our current triple bottom line and the future potential at The Lodge is shown **in the table below**.

Triple Bottom Line - COMPARISON

EcoLocal Vision: “To achieve and sustain strong vibrant communities within a healthy environment”

	Financial Performance	Economic Value to community	Social Benefits Value	Environmental Benefits Value	Total
Strategic Objectives:					
1. To raise awareness of the meaning of sustainability with relevance to the environment, social and economic activity:					
CURRENT	na	na	na	£50,169	£50,169
PROJECTED AT LODGE	na	na	na	£55,814	£55,814
ADDED VALUE	na	na	na	£5,645	£5,645
2. To develop and maintain appropriate and accessible projects and services which, combined with the activities of participants, contribute to our aim:					
CURRENT	£207,704	£326,977	£585,800	£428,048	£1,548,530
PROJECTED AT LODGE	£225,207	£353,977	£692,944	£521,717	£1,793,845
ADDED VALUE	£17,503	£27,000	£107,143	£93,669	£245,315
3. To increase the social capital of local communities:					
CURRENT	£25,559	£1,600	£359,210	£136,990	£523,359
PROJECTED AT LODGE	£95,219	£13,934	£1,249,403	£556,363	£1,914,918
ADDED VALUE	£69,660	£12,334	£890,193	£419,372	£1,391,559
4. To maintain an innovative, creative and effective, openly-managed organisation:					



	Triple bottom line values are included under reporting on objectives 2 and 3.				
TOTALS					
CURRENT	£233,263	£328,577	£945,010	£615,208	£2,122,059
PROJECTED AT LODGE	£320,426	£367,911	£1,942,346	£1,133,894	£3,764,578
ADDED VALUE	£87,163	£39,334	£997,336	£518,686	£1,642,519

4.2 Credible workings

We have taken the same approach as when calculating our current triple bottom line. See answer in Method Statement 2

4.3 Clarity over benefits apportionment

The detailed spreadsheets, (provided to LBS) which calculate the figures in appendix 1 show the outcomes which we consider are an indirect result of our objectives as highlighted in blue. The total value of the triple bottom line allocated to indirect benefits for potential activity at The Lodge is £93,842, out of a total value of £3,764,578

METHOD STATEMENT 5

5.1 Drivers / Risks / Issues affecting value to the community over a sustained period

The key drivers informing our business plan are:

5.1.1 Our objective of establishing a sustainable financial footing for the charity in the medium to long term by acquiring suitable premises for the benefit of the community

5.1.2 To be better able to support and develop a wider range of individual & community based assets building on our existing activity. A higher profile location such as the Lodge will be ideal for EcoLocal as well as the many organisations and individuals we intend to support and facilitate.

5.1.3 To use this unique opportunity to double the value of community benefit enabled. Our triple bottom line proxy value calculations show that a significant increase in value to the community will be achieved from this project. We will approximately double the value of the community benefit we provide by the end of year 1. We see this as very much of a starting point, and our experience of running a wide range of community projects suggests that projects gain significant momentum during the 2nd and 3rd year of operation, as more people find out about the opportunities to get involved.

5.1.4 To meet the high expectations of the local community in terms of the extent and quality of outcomes planned for the Lodge following our wide ranging consultation (and related discussions since 2011) on our proposal, as per our business plan. The Lodge presents a stunning opportunity to build on our existing work and we are confident that we can create a thriving resource that meets the expectations of the local community, enables the activities of new and existing groups on site and which offers an example to others

5.1.5 To maximise the potential of the Lodge site for the community with due reference to its unique location in the Carshalton Village Heritage Area and in a Site of Interest for Nature Conservation

5.2 Key risks / issues and Contingency planning

5.2.1 Lease terms.

- i. We have researched and produced a creative and financially evaluated business plan that is driven by the principle of developing and delivering assets for community benefit. This requires that we sell 7 flats to cover development costs. 2 additional flats will be retained by EcoLocal to generate rental income to cover on going project costs
- ii. In producing our business plan we have taken advice from a range of professional sources, consulted a large number of local people and organisations via four detailed surveys with various follow up meetings, and used the considerable experience we have gained over many years



in developing and delivering 'assets' with and within our local communities.

- iii. We aim therefore to come to an agreement with Sutton Council that acknowledges our business plan and enables us to develop and manage activities on site without impractical restraint (financial or otherwise), with reference to our proposed 'terms of use' (*our solicitor has drafted outline heads of terms for the lease*) and with the intention of our facilitating the broad range community benefits described.

5.2.2 Financial Sustainability.

- iv. We have carefully studied our survey results, refined resulting data and have also used our knowledge and experience of working with a wide range of organisations and people locally to project realistic figures for our 1st full year of trading using the new facilities developed at the Lodge.
- v. We estimate average growth of income for Lodge related charitable activities to be in the order of 4% on average per year for the first 10 years of operation based on affordable charging to users as identified through our market research consultation and other business planning activities.
- vi. Costs have been carefully identified and projected and we expect related operational costs to rise at approximately 3% per year.
- vii. We believe therefore that the project will cover its own costs and will not have to rely on grants and contracts to remain operational.
- viii. Our business plan also facilitates the gradual build up of a 'capital projects maintenance fund' in addition to routine annual maintenance activities. This capital fund will generate £50,000 per 10 year period (at current costs), and will be used to pay for larger repairs or upgrades required from time to time. As a number of the community areas we develop will be within the same 'building block' as 7 of the residential flats sold to fund the community facilities works, owners of the flats will be required to contribute to the 'capital projects maintenance fund' as well – the figures for this are not yet available from the architects and will be subject to future legal agreement to be defined in the residential leases that we underlet.
- ix. We will also encourage users of the facility to become involved in maintenance and upkeep and to develop a sense of ownership. If an unexpected issue arises that effects the facility or its users, we will work with people to solve the problem collectively.
- x. Our business plan contains further details on the above items.

5.2.3 Development Appraisal. Any development of this type has risks associated with the development. We have taken professional advice at all stages and will continue to do so. The development appraisal contained within our business plan includes further details including covering risk along with a commentary. In summary, we need to ensure:

- y. cost control is maintained. Our architects have significant experience in this type of project (and have completed other successful community projects in the borough and elsewhere) and we will appoint QS and other roles as appropriate.
- z. sales revenue. We have projected potential sales income for the 7 flats against 3 scenarios. These are based on existing market rates within the local area. We do not anticipate a significant fall of prices within the

Carshalton area in the next two years. Carshalton is seen as an ‘up and coming area’ and therefore demand is likely to increase property values in the next two years. Projections are given in our development appraisal within our business plan

5.2.4 Relevance. We have taken steps to mitigate the risk of one or more elements of the work we do becoming less relevant in future by initiating a process to significantly broaden our charitable objects. As such we will be better placed to respond to new needs and opportunities arising within the community as well as be more able to build on existing activity and to facilitate others. Our proposed new charitable objects are available upon request, and are included as an appendix to our final business plan, to be submitted for consideration by Councillors.

5.2.5 Inclusivity. Without successful community engagement the Lodge project risks failing to provide benefit to the wider community and excluding groups and individuals that could contribute to the projects success. EcoLocal is an inclusive organisation. We regularly involve people volunteering or using our services in our activities. We want people to participate, share and learn new skills, give and receive friendship, and to feel they are making a positive contribution. There will be many opportunities for local people to get involved in activities at the Lodge, ranging from Trustee roles through to office administration, events management, marketing, befriending, gardening, technical projects, ideas people and much more. By being open and inclusive, we will avoid marginalising users (individual or organisational), be open to new ideas and opportunities, be better able to share a sense of ownership and responsibility and will maintain good links with neighbours and the local community.

We conclude that the value to the community derived from our Lodge project is much more likely to increase, rather than decrease, over a period of 10 years or more.

5.3 Benefits apportionment

We have produced triple bottom line figures and described the individual and community assets to be built and developed in future, alongside our existing activities, as a result of our Lodge project.

The spreadsheets detailing triple bottom line proxy value calculations (*current* and *future*) indicate which benefits are a direct result of organisational strategy and which are in addition (lines in blue). These therefore provide clarity over benefits apportionment against strategic objectives and targets for the first full year of operation at the Lodge.

We want to support more people to get involved in starting relevant new activities which additionally benefit the community beyond those stated on our future triple bottom line spreadsheet and elsewhere in this document.

It is difficult to calculate the % of the value of benefits directly derived as a direct result of organisational strategy and those which are additional – looking ten years into the future. In simple terms our approach can be described by the phrase “Diversity is Security”.

In future years it is likely that this ‘additional value’ will increase as a proportion of overall activity on site because:

- more people and organisations become aware of the facilities and seek to use them,
- new community organisations and social enterprise activities will be established.



METHOD STATEMENT 6

6.1 Responsibility for work relating to One Planet Sutton workstream for sustainable food.

Having spoken to the Environmental Sustainability team we understand that, due to reduced funds, there will no longer be a requirement for EcoLocal to take on the formal role of Stream Lead for the food targets in the One Planet Sutton action plan.

However we still intend to support the Sutton Food Forum, which we established last year, which brings together a range of organisations including council departments working on food related activity in the borough. We will use this group to share information and identify the options for shared working. The partners on this group have agreed that they will be able to respond to requests from Sutton Council to report on our organisations' progress on actions relevant to proposed revised OPS food targets.

Also, our existing work on food will continue to deliver asset c30 'Sustainable food growing', through provision of community food growing space at Carshalton Community Allotment and support to other community food growing spaces, food growing training courses, as well as the sale of food that has been produced locally and sustainably by running farmers' and local produce markets as self sufficient social enterprises.

6.2 Requirements of the workstream being absorbed

As there is no longer a requirement for us to act as formal stream lead the work load to be absorbed is much reduced. We will be able to absorb the running of a quarterly Food Forum meeting in our existing work on sustainable food with support from volunteers and partners on the group. Reporting on EcoLocal's own food targets as requested by Sutton Council for OPS monitoring will not be a problem as it will only require us to send data which we already collect quarterly through our own performance management systems.

6.3 Managing the performance and quality of the workstream

We will no longer be required to manage the OPS food workstream. Additionally we understand that the food OPS targets are due to be significantly simplified and reflect the level of funding available. Achieving our own EcoLocal targets relating to sustainable food will be of course be managed within our existing performance management system.

6.4 Additional social value

The Sutton Food Forum was not part of the OPS food targets. It is however a valuable way for the community to work together to orchestrate an improvement locally on sustainable food issues. We have already held two meetings in which we have carried out a mapping exercise to identify gaps in local provision and an analysis of the opportunities for Sutton to improve on its Good Food for London score. The formation of a local food partnership already increases Sutton's score in this London league table. The forum allows local people to take part in decision making on local food strategy and play a role in taking action.



We hope to attract businesses to the Food Forum, however to achieve this we need to hold meetings at much better premises which for example don't have an outdoor toilet as we do currently at EcoLocal. With no budget for the forum to hire external meeting room space, it would benefit from improved meeting room facilities at The Lodge.

See appendix 1 and 2 attached

APPENDIX 1 Triple Bottom Line - Balanced Scorecard - CURRENT

EcoLocal Vision: "To achieve and sustain strong vibrant communities within a healthy environment"

Strategic Objectives:	Progress in past year		Financial Performance	Economic Value to community	Social Value to Community	Environmental Value to Community	Total	Achievements	Qualitative statements
	Targets - and RAG status	DEVELOPMENTAL ASSETS BUILT (bold items = main focus of activity)							
1. To raise awareness of the meaning of sustainability with relevance to the environment, social and economic activity:									
1.1. By increasing the social media profile of our activities We send out news about local sustainability projects and events at least once per month, and use two facebook sites and 5 twitter accounts to communicate our activities. We have 5 websites to cover different areas of our work and one main website.	Increase likes on 2 facebook sites by 20% per annum	NATURAL ENVIRONMENT/SUSTAINABLE COMMUNITIES c24-27, c29&30 & c19 (ie promotion, advice/provision of information on; waste, conservation, water, natural environment, sustainable travel, food growing, affordable and renewable energy sources) c13 Public participate in decision making (use of e-news and social media to promote local consultations)	na	na	na	£50,169	£50,169	1733 likes on 2 facebook accounts. 33.8% increase in past year	Scope for more activity / posts. Need additional space / facilities for volunteer capacity.
	Increase followers on 5 twitter accounts by 10% per annum							4036 followers on 5 twitter accounts. 9.9% increase in past year	Some accounts perform better than others. Need to increase volunteer input to targetted twitter accounts.
	Increase mailchimp e-news local list by 10% per annum							3787 members receive e news. 9.7% increase in past year	Need more space / facilities to increase volunteer capacity to deliver a programme of engaging facebook and tweet activity, increase our following of other local groups
	Increase overall agregated social media and email contacts with local focus by 15%							9556 agregated contacts with local focus acheived. 13.5% increase in year to Feb 2015	Interest in The Lodge project increased number of people requesting to receive news on our activity. Need to build on this.
1.2. Working with a diversity of individuals and organisations We raise awareness of the meaning of sustainability, through public events such as the Environmental Fair, which brings a wide range of groups and individuals in contact with sustainability messages; through projects open to the general public: such as inclusive cycling and the community allotment, and through specific projects, such as Growing and Greening which seeks to bring sustainable food growing to targeted local groups. Our Ambassadors programmes provide interactive free talks to local groups, raise awareness of sustainability issues and encourage behaviour change. We actively promote our activities to a wide diversity of people by targetting information to minority groups and reflecting diversity in our promotional materials.	Deliver activities (see objective 2) which enable us to engage with 20,000 individuals per annum	covered under objectives 2 and 3 below	Triple bottom line values are included under reporting on objectives 2 and 3. See also Social Value Analysis document.				Annually our activities enable us to engage with approximately 20,000 people. This can vary depending on weather for some events.	Unusual weather event for 2014 Environmental Fair reduced attendees for 2014. Seek to enhance our other more frequent activities throughout the year to reduce this risk. Requires accessible facilities.	
	Engage with at least 400 groups	covered under objectives 2 and 3 below	358 groups engaged with in past year.	Additional space required to improve engagement and support of groups. Also, explore widening of charitable objects.					
	Take an active approach to engaging with a diversity representative of the relevent population.	c10 Celebrating diversity c9 Community identity and cohesion	31% of participants in cycling and food growing activiites are of minority ethnic background.	Facilities at the Lodge will enable us to be able to offer a wider range of activities appealing to a wider audience.					
	Establish a Local Food Forum, as part of our role to lead on local and sustainable food element of OPS.	c13 Public participate in decision making (ie range of community representatives input to strategic targets on local and sustainable food)	1 inaugural meeting held	Affordable suitable meeting room was hard to find. Group would like to engage businesses in the Forum, and hold occassional larger food events, which will require better quality / larger facilities.					
2. To develop and maintain appropriate and accessible projects and services which, combined with the activities of participants, contribute to our aim:									
2.1. Develop and deliver local produce and farmers' markets and community events EcoLocal runs a range of markets and events in the London borough of Sutton throughout the year. These are of great community value, providing sustainable local shopping opportunities, contributing to the local economy and employment, enabling the community to come together and build links, raise funds, share information, and enjoy culture and entertainment. - Wallington Farmers' Market est. 1999 runs monthly selling food sourced within 40 miles. - Sutton and Worcester Park Local Produce and Craft markets, est.2012 and 2103 respectively, both run 4 times per year - The Carshalton Environmental Fair est. 1990 is an annual event, attracting typically 10,000 people per year, hosting over 150 stalls, food, three stages with live music and a free bus service to and from the event. - Carshalton Frost Fair, est. 2012 in partnership with Friends of Honeywood Museum is an annual event with local produce and craft stalls, music and children's fun	Increase number of mico businesses taking up on market/event opportunities to sell sustainable products by 5%	c2 Access to local shops, products and services (ie There is a strong local economy, products and services are locally and sustainably sourced) c30 Sustainable food growing (ie opportunity for sale of food that has been produced locally and sustainably) c32 High quality streets (ie Where people can find a mixture of businesses that meet their needs and are conducive to feelings of a good quality of life.) c1 Diverse, secure and ethical employment opportunities (ie Socially entrepreneurial businesses have oppurtuniites to trade and prosper locally). c3 Local people and neighbourhoods develop employability and economic resilienc (ie people gain microbusiness experience/skills) c4 Communtiy has opportunity and support to develop skills and knowledge (ie learning how to run business through practise) c8 Services to promote and support healthy eating in the community (ie access to locally grown and fresh produce)	£81,651	£305,151	£99,761	£290,599	£777,162	Total number of sustainable businesses provided with outlet to sell local/sustainable products, 2014: 142	Sutton Local Produce and Craft Market is growing well. Wallington remains a very successful off street market. Worcester Park is a difficult site to run a market on the street and alternatives sites need to be looked at. Environmental Fair continues to grow but will reach maximum. Frost Fair is limited by space available. New off street / indoor sites need to be developed to provide more sustainable shopping/businesses locally.
	Increase opportunities for community groups to promote sustainability and benefit from events and markets.							c16 A good environment to develop social networks (ie people/groups have the opportunity to use social spaces to promote, sustain and develop their socially beneficial organisations) c9 Access to arts and cultural events (ie local activities, musicians/entertainers, reflecting local priorities) NATURAL ENVIRONMENT/SUSTAINABLE COMMUNITIES c24-27, c29&30 & c19 (ie promotion, advice/provision of information on; waste, conservation, water, natural environment, sustainable travel, food growing, affordable and renewable energy sources) c14 People are able to make informed choices and decisions (ie helpful information about sustainable & healthy living)	79 not for profit organisations took part in events in 2014 (72 in 2013), enabling them to have over 40,000 interactions with public, recruit over 445 volunteers/members and raise over £12,400 funds. We also now provide free spaces for voluntary groups at Wallington Farmers' Market.

<p>2.2. Promote cycling and modal shift to sustainable travel</p> <p>We run a variety of projects in support of this objective including:</p> <p>Inclusive Cycling: -3 two hour sessions per week, throughout the year, at the David Weir Leisure Centre. We have over 50 accessible cycles and each session is staffed by trained cycle instructors who provide instruction at whatever level is needed. A skilled volunteer 'Projects Group' support this scheme with cycle maintenance</p> <p>Road shows: We provide exciting and accessible cycle roadshows at community events, groups and schools.</p> <p>EcoLocal Deliveries: social enterprise, est. 2007, provides local cycle delivery services for local businesses and statutory organisations.</p> <p>School Travel Experience: a bespoke interactive activity which educates children and adults about sustainable travel and the health benefits of walking and cycling. Previously trialled at local schools.</p>	<p>Deliver 135 inclusive cycling sessions (Oct13-Sept14) with average attendance of 37, to engage 165 unique participants, helping attendees to develop a social life, contribute to community life, avoid loneliness or isolation, and providing an alternative to sports/gym based activity to gain moderate regular physical activity and cycling skills as part of EcoLocal's Healthy Sutton Outdoors scheme.</p> <p>deliver 80 road shows over 3 years (April 2013 – March 2016) to introduce a diversity of people to cycling</p> <p>Develop EcoLocal's School Travel Experience (which teaches the environmental and health benefits of walking and cycling through interactive equipment), based on previous trial of the scheme</p>	<p>c7 Services and support for individuals with poor mental and physical health (ie regular accessible cycling and social network)</p> <p>c29 Access to sustainable transport, promoting a healthy lifestyle (education/promotion of walking and cycling. And provision of sustainable delivery service)</p> <p>c4 Community has opportunity and support to develop skills and knowledge (ie cycling skills for all abilities, cycle repair skills at Projects and Maintenance group)</p> <p>c16 A good environment to develop community networks (ie use of accessible social space at our cycling sessions at David Weir Leisure Centre for social networking)</p> <p>SUPPORT i3 Other adults relationships and i4 Caring community (at inclusive cycling sessions)</p> <p>SOCIAL COMPETENCIES i33 Interpersonal competence</p> <p>c29 Access to sustainable transport, promoting a healthy lifestyle (education/promotion of walking and cycling. And provision of sustainable delivery service)</p>	<p>£57,084</p>	<p>£0</p>	<p>£252,314</p>	<p>£20,015</p>	<p>£329,413</p>	<p>137 inclusive cycling sessions Average attendance of 41. 896 unique cycling participants. 79% say socialising with other people is a benefit of the cycling sessions for them 83% say they valued the enjoyment and happiness they felt as a result of coming coming to cycling sessions 149 participants attended over 12 times. 88% valued reported getting increased exercise and 69% of participants said they gained cycling skills.</p> <p>509 people 'tasted' accessible cycling through 20 discovery sessions/road shows</p> <p>No progress possible</p>	<p>Increasing demand on our fleet of accessible cycles has led to a more frequent necessity to repair and renovate. We have established a small group of volunteers who meet regularly at the EcoLocal workshop to assist with this, but space for storing and working on bikes is insufficient.</p> <p>Space at cycling sessions is nearing capacity at time of the year and demand from families for activities in the holidays is increasing. Need to diversify our offer of outdoor activities.</p> <p>Review of this scheme identified two barriers. 1. the need to renovate the equipment and 2. the problem of transporting equipment to schools, set up and dismantle each day. A suitable venue where the equipment could be set up for a week or month and schools visit it would solve this. We have a good team of skilled volunteers who could renovate the equipment given suitable workshop space.</p>
<p>2.3. Increase access to local food, sustainable land-use and biodiversity activities and improve people's ability to make healthy lifestyle choices</p> <p>We run a variety of projects in support of this aim/objective including:</p> <p>Growing and Greening: 2 year funded project to develop community food growing spaces</p> <p>Carshalton Community Allotment: half acre community food growing space on Westmead Allotments. Used for regular inclusive, therapeutic food growing sessions, the Beanstalk Project and adult training courses.</p> <p>Beanstalk Project: holiday sessions at Carshalton Community Allotment and at community centres around the borough, teaching families with children food growing skills.</p> <p>Adult Food Growing Training: range of courses at Carshalton Community Allotment and at other venues</p> <p>Greener Schools Support Network: volunteer run programme offering support and advice to local schools to create or revitalize environmental, wildlife and sensory areas within their school grounds.</p>	<p>Create 7 new community gardening spaces where people can take part in their community, meet other people, get exercise and gain skills.</p> <p>Deliver 90 therapeutic food growing sessions at Carshalton Community Allotment per year (outcomes contract oct13-sep14) with average attendance of 5, to engage 18 unique participants, helping attendees to develop social life, contribute to community life, avoid loneliness or isolation, gain moderate regular physical activity and food growing skills as part of EcoLocal's Healthy Sutton Outdoors scheme.</p> <p>Develop and test a range of adult / family learning courses related to food growing, sustainable life skills, use of natural materials and healthy lifestyles. With a view to these providing income source for community benefit activities.</p> <p>Raise awareness of food growing through talks, outreach work and school education.</p>	<p>c30 Sustainable food growing (ie creating new community food growing spaces)</p> <p>c8 Services to promote and support healthy eating in the community (ie access to food growing space)</p> <p>c16 A good environment to develop community networks (ie use of accessible social space for at community allotment for social networking)</p> <p>c30 Sustainable food growing (ie provision of community food growing space in Carshalton)</p> <p>c8 Services to promote and support healthy eating in the community (ie access to food growing space)</p> <p>c7 Services and support fro individuals with poor mental and physical health (ie regular accessible gardening activity and social network)</p> <p>SUPPORT i3 Other adults relationships and and i4 Caring community (at community allotment)</p> <p>SOCIAL COMPETENCIES i33 Interpersonal competence</p> <p>c4 Community has opportunity and support to develop skills and knowledge (ie formal courses and informal learning of food growing skills for all abilities)</p> <p>c4 Community has opportunity and support to develop skills and knowledge</p>	<p>£57,310</p>	<p>£20,386</p>	<p>£217,181</p>	<p>£84,160</p>	<p>£379,037</p>	<p>93 participated in creating 8 new outdoor community food growing spaces. 100% reported that the project helped them take a more active role in their community, 90% - had helped them to feel less lonely, 90% less depressed. 100% gained food growing skills.</p> <p>94 therapeutic gardening sessions Av. Attendance 9 89 unique participants 73% value the gardening to food growing skills, 64% value the gardening for socialising and feeling happier. 82% value the community allotment to get more exercise</p> <p>Ran 2 six week food growing courses, and range of one day workshops. 70 people attended. 30 AQA certificates awarded.</p> <p>Food growing included in 15 One Planet Sutton ambassador talks to 235 people. Small number Beanstalk Project sessions delivered due to reduced funding reaching x people. No school activity funded this year.</p>	<p>Very successful project, could be replicated in different venues where there is a demand from local community to take part in improving an outdoor space</p> <p>Unsuitable premises for many courses; meeting room too small, kitchen and toilet facilities inadequate, venue unattractive. This has caused high costs for venue hire for some courses and limited numbers able to attend for others. Where we have good facilities such the community allotment appropriate for food growing courses the outcome is better, but we have been unable to expand our range of courses on offer or generate more income</p> <p>Need to develop new offer for schools regarding food growing activities</p>
<p>2.4. Reduce unsustainable domestic energy use and increase use of renewable energy</p> <p>One Planet Sutton ambassadors give talks about saving energy at home to community groups.</p> <p>Home Energy Roadshow takes displays and information to town centres and events.</p> <p>School's Energy Project: helping schools and families cut their energy use, through audits, assemblies, lessons and homework.</p> <p>Warm Rooms: Working with Sutton Council we survey vulnerable residents' homes and arrange delivery/installation of energy / keeping warm measures.</p> <p>Our mobile solar power station provides energy to events, and we are investigating a community solar energy scheme.</p>	<p>Reach 800 people to increase awareness of energy saving at home through talks, roadshows and school education.</p> <p>Carry out audits and order measures for Warm Room scheme to keep vulnerable people warm at home</p> <p>Supply mobile solar energy for 4 events</p> <p>Explore potential for community solar energy scheme within london borough of sutton</p>	<p>c19 Affordable and renewable energy sources (ie accessible easy to understand information on energy saving/renewable energy measures)</p> <p>c20 Energy efficient homes and buildings (ie people understand how they can take easy and practical steps to reduce their energy and resources use)</p> <p>c17 Sufficient affordable housing of a decent quality (ie homes are warm)</p> <p>c19 Affordable and renewable energy sources (ie accessible renewable energy for events)</p> <p>c19 Affordable and renewable energy sources (ie options for people to invest in community renewable energy)</p>	<p>£11,659</p>	<p>£1,440</p>	<p>£16,544</p>	<p>£33,275</p>	<p>£62,918</p>	<p>15 one planet sutton talks to 235 people, 5 energy roadshows reached 400 people, school energy project reached 200 families</p> <p>47 vulnerable residents' homes audited and provided with heat saving/keeping warm measures</p> <p>solar energy provided for 4 local events.</p> <p>Researched + discussed with LBS. Joined Community Energy England.</p>	<p>Opportunity to run energy saving workshops- eg draught exluding, DIY solar, curtain lining etc limited by lack of space.</p> <p>Waiting for clarity on government tax schemes(?) for community energy schemes. If scheme is instigated it would provide experience and precedence for crowd funding/share offer scheme which could be useful for Lodge development.</p>
<p>TOTAL</p>			<p>£207,704</p>	<p>£326,977</p>	<p>£585,800</p>	<p>£428,048</p>	<p>£1,548,530</p>		

3. To increase the social capital of local communities:									
<p>3.1. Develop and support volunteering and 'community champion' opportunities</p> <p>EcoLocal develops and supports a wide range of volunteering opportunities within the community and with diverse participants. We offer a mix of skilled and non-skilled tasks from one-off annual contributions to weekly or more frequent contributions at community based projects or office-based volunteering. We enable service users to broaden their involvement into appropriate level volunteering.</p> <p>We also train people to act as community ambassadors, and support people to play a wider role in the community, by starting or leading community projects.</p>	<p>Provide opportunities for over 100 people to benefit by volunteering to contribute towards a sustainable community</p>	<p>c15 Social networks and neighbours</p> <p>EMPOWERMENT i7-9 Individuals as resources, Community values individual, Service to others</p> <p>c4 Community has opportunity and support to develop skills and knowledge (people broaden skill sets -accessible for all level abilities)</p> <p>c3 Local people and neighbourhoods develop employability and economic resilience (volunteering opportunities help people develop skills)</p> <p>SOCIAL COMPETENCIES i33 Interpersonal competence and i34 Cultural competence</p> <p>SUPPORT i3 Other adults relationships</p>	£12,755	£0	£359,210	£136,990	£508,955	<p>202 volunteers</p> <p>98% volunteers report one or more benefits from volunteering (gaining skills, confidence, work experience, meeting people, keeping active, sense of purpose)</p> <p>14,248 hrs contributed towards a sustainable community.</p>	
	<p>Deliver One Planet Sutton ambassador scheme to reach 250 people</p>	<p>c14 People are able to make informed choices and decisions (ie accessible information about sustainable living)</p> <p>NATURAL ENVIRONMENT/SUSTAINABLE COMMUNITIES c24-27, c29&30 & c19(ie promotion, advice/provision of information on; waste, conservation, water, natural environment, sustainable travel, food growing, affordable and renewable energy sources)</p> <p>i14 Role models and i15 Positive peer influence (ie ambassadors act as role models for their peers on sustainable living)</p> <p>i28 Integrity (ie ambassadors act on conviction re sustainable living)</p>						<p>15 One Planet Sutton talks delivered to community groups reaching 235 people in past year (more talks booked).</p>	
<p>3.2. Provide community facilities and support to individuals and groups contributing to our aim</p>	<p>Provide meeting room space and office facilities for community & sustainability activity</p>	<p>c14 A good environment to develop community networks (ie meeting space for community groups)</p>	£12,804	£1,600	£0	£0	£14,404	<p>4 groups use meeting room facilities.</p>	<p>Only one small meeting room space. Very poor facilities which we do not advertise.</p>
<p>3.3. Encourage and develop social enterprise within the community</p>	<p>Provide a wide range of opportunities at events and markets - see 2.1 above</p>	<p>See 2.1 above</p>	<p>Triple bottom line values are included under reporting on objectives 2. See also Social Value Analysis document.</p>					<p>See 2.1 above</p>	<p>The Lodge project would offer significant new opportunity to promote social enterprise through use of improved facilities.</p>
TOTAL			£25,559	£1,600	£359,210	£136,990	£523,359		
4. To maintain an innovative, creative and effective, openly-managed organisation:									
<p>4.1. To be financially sustainable</p>	<p>Diversify and broaden the charity's funding base as far as possible</p>	<p>c1 Diverse, secure and ethical employment opportunities (ie development of our funded and social enterprise activities provides employment. Socially entrepreneurial businesses have opportunities to trade and prosper locally).</p>	<p>Triple bottom line values are included under reporting on objectives 2 and 3. See also Social Value Analysis document.</p>				<p>City Bridge Trust; Sutton Council; SIB; National Lottery; EcoLocal Services Ltd social enterprise donations by way of gift aid; other donations and a legacy. Time to write applications in past year (excluding SIB through Locality) has been dramatically reduced as a result of work on the Lodge project.</p>	<p>We have a strong track record in achieving grant funding for both small and large projects up to £500k in size. The Lodge project represents a significant opportunity for the charity to achieve financial sustainability.</p>	
	<p>Tendering for contracts issued by public authorities and ensuring that these tenders are written on a full cost recovery basis</p>							<p>Average of 1 successful tender per year - contract size varies significantly. Time to tender has been dramatically reduced as a result of work on the Lodge project.</p>	<p>Successful tendering makes a significant financial contribution to the organisation as 100% ESL profits are donated to the charity under gift aid.</p>
	<p>Develop a 'social enterprise' culture within the organisation so that relevant projects work toward self funding / income generation in the medium term</p>							<p>Bikestreet project led to development of EcoLocal Deliveries. Environmental Fair and Frost Fair make annual contribution toward overhead costs. Inclusive cycle sessions generate match funding revenue.</p>	<p>Exit strategy for grant funded work aimed at social enterprise development.</p>
<p>4.2. To own secure and higher profile premises</p>	<p>Carry out feasibility study and business planning for use of The Lodge, Carshalton as a base for EcoLocal and a hub for sustainable community activity</p>	<p>c31 Potential for community management and control of local facilities</p>	<p>Triple bottom line values are included under reporting on objectives 2 and 3. See also Social Value Analysis document.</p>				<p>Feasibility study successfully completed with some funding from SIB.</p>	<p>LBS agrees to more detailed work on project</p>	
	<p>Business plan for Lodge creates a financially sustainable and secure base for organisations work in the community</p>							<p>Plan produced</p>	<p>Refer to Lodge business plan.</p>
	<p>Hold consultations with stakeholders as to the future use of the Lodge by February 2015 and develop triple bottom line analysis of the organisations existing and proposed future work by March 2015</p>	<p>c13 Public participate in decision making</p>						<p>Done</p>	<p>Refer to report / analysis.</p>
<p>4.3. Seek new opportunities to achieve our aim</p>	<p>The Lodge</p>		<p>Triple bottom line values are included under reporting on objectives 2 and 3. See also</p>				<p>See above</p>	<p>Refer to Lodge business plan / reports / analysis.</p>	
OVERALL TOTAL			£233,263	£328,577	£945,010	£615,208	£2,122,059		

APPENDIX 2 Triple Bottom Line - Balanced Scorecard - FUTURE (AT LODGE)

EcoLocal Vision: "To achieve and sustain strong vibrant communities within a healthy environment"

Strategic Objectives:	Projected future outcomes Targets and forecast RAG	NEW AND ENHANCED DEVELOPMENTAL ASSETS BUILT (these are additional to assets built through current activity which will be ongoing at the Lodge - see Triple Bottom Line - shown on CURRENT spreadsheet)	Financial Performance	Economic Value to community	Social Value to Community	Environmental Value to Community	Total	Projected achievement	Qualitative statements	
1. To raise awareness of the meaning of sustainability with relevance to the environment, social and economic activity:										
1.1. By increasing the social media profile of our activities	Increase likes on 2 facebook sites by 20% per annum Increase followers on 5 twitter accounts by 10% per annum Increase mailchimp e-news local list by 10% per annum Increase overall aggregated social media and email contacts with local focus by 15%		na	na	na	£55,814	£55,814	2080 likes on 2 facebook accounts in next year. (estimate 4000+ in 5 years) 4440 followers on 5 twitter accounts in next year. (estimate 6500 in 5 years) 4165 members receive e news in next year. (estimate 6000+ in 5 years) 10685+ aggregated contacts with local focus in next year (estimated 16500 in 5 years)	The Lodge will enable more community activities which will increase social media activity. We have already found that interest in our proposed The Lodge project has increased number of people requesting to receive news on our activity. Additional office space at The Lodge will enable us to increase volunteer capacity to deliver a programme of engaging facebook and twitter activity, increase our following of other local groups.	
1.2. Working with a diversity of individuals and organisations	Deliver activities (see objective 2) which enable us to engage with 20,000 individuals per annum Engage with at least 400 groups Take an active approach to engaging with a diversity representative of the relevant population. Develop a Local Food Forum, to contribute to the local and sustainable food element of OPS.	covered under objectives 2 and 3 covered under objectives 2 and 3	Triple bottom line values are included under reporting on objectives 2 and 3. See also Social Value Analysis document.						Annually our activities enable us to engage with approximately 20,000 people. Engage 400 groups 31% of participants in cycling and food growing activities are of minority ethnic background. 4 meetings per year	Space at the Lodge will enable us to enhance our other more frequent activities throughout the year to reduce this risk of relying on one or two large events. The unique range of community facilities proposed by our plans for The Lodge will enable us to improve engagement and support of many more diverse groups. Widening of charitable objects in line with the Lodge project will also facilitate this. Facilities at the Lodge will enable us to be able to offer a wider range of activities appealing to a wider audience. The Lodge would provide affordable suitable meeting space for this group. The good quality/larger facilities will enable us to engage businesses and hold occasional larger food events.
TOTAL			na	na	na	£55,814	£55,814			
2. To develop and maintain appropriate and accessible projects and services which, combined with the activities of participants, contribute to our aim:										
2.1. Develop and deliver local produce and farmers' markets and community events	Increase number of micro businesses taking up on market/event opportunities to sell sustainable products by 5% Increase opportunities for community groups to promote sustainability and benefit from events and markets.	c2 Access to local shops, products and services (ie There is a strong local economy, products and services are locally and sustainably sourced) c1 Diverse, secure and ethical employment opportunities (ie Socially entrepreneurial businesses have opportunities to trade and prosper locally). c3 Local people and neighbourhoods develop employability and economic resilience (ie people gain microbusiness experience/skills)	£83,651	£332,151	£118,040	£305,599	£839,441	Estimate 150 micro businesses engaged. 9 new events per year in addition to existing 22 markets/events. Estimate 90 not for profit organisations take part in events, enabling them to have over 40,000 interactions with public, recruit over 500 volunteers/members and raise over £15,000 funds.	Existing markets and events continue and grow where feasible. The community hall at The Lodge offers a new off street / indoor site for sustainable trade fairs/ markets, showcase or taster events providing outlets for targeted sustainable business such as local craft, complementary therapy, fair trade, organic food etc.	
2.2. Promote cycling and modal shift to sustainable travel	Deliver 135 inclusive cycling sessions per year with average attendance of 39, to engage 180 unique participants, helping attendees to develop a social life, contribute to community life, avoid loneliness or isolation, and providing an alternative to sports/gym based activity to gain moderate regular physical activity and cycling skills as part of EcoLocal's Healthy Sutton Outdoors scheme deliver 80 road shows over 3 years (April 2013 – March 2016) to introduce a diversity of people to cycling. Sell cycle roads shows after funded period.	c4 Community has the opportunity to develop skills and knowledge (people broaden their skill sets through participation in workshop activities for cycle maintenance/renovation and more at Lodge)	£59,084	£0	£252,314	£20,015	£331,413	135+ inclusive cycling sessions Average attendance of 39+. 800+ unique cycling participants. Around 80% benefit from socialising and feeling happier. 1000 people 'taste' accessible cycling through 50 discovery sessions/road shows during remaining funded period. Following this, gradually build social enterprise selling roadshows.	Increasing demand on our fleet of accessible cycles has led to a more frequent necessity to repair and renovate cycles. Workshop and garage storage space at The Lodge will provide much needed facilities to provide this essential support for our inclusive cycling sessions and enable our Projects and Maintenance group of volunteers who help deliver this to grow and broaden their activity. Classroom and hall space will enable us to offer a wider range of holiday activities to meet the increasing demand for family/children's activities that we are experiencing through our current Health Sutton Outdoor activities.	

	Develop EcoLocal's School Travel Experience (which teaches the environmental and health benefits of walking and cycling through interactive equipment), based on previous trial of the scheme	c29 Access to sustainable transport, promoting a healthy lifestyle (education/promotion of walking and cycling - more viable with community hall at Lodge)							Scope to integrate with other educational activities at the Lodge.	Facilities at the Lodge will help address identified barriers for this scheme. 1. workshop space where skilled staff and volunteers could work to renovate the equipment and 2. A suitable venue where the equipment could be set up for a week or month and schools visit it. Customer research and business planning would still need to be carried out to ascertain scheme viability.
2.3. Increase access to local food, sustainable land-use and biodiversity activities and improve people's ability to make healthy lifestyle choices	Support maintenance of newly created community gardening spaces, enable other communities to start spaces and renovate a Victorian Walled Garden where people can take part in their community, meet other people, get exercise and gain skills.	c9 Community identity and cohesion (participation in protection/enhancing local heritage of Victorian Walled Garden) c7 Services and support for individuals with poor mental and physical health (exercise and therapeutic activities in Victorian walled garden) c30 Sustainable food growing (ie creating new community food growing space in Victorian Walled Garden) c16 A good environment to develop community networks (ie use of accessible Victorian Walled Garden for social networking) SUPPORT i3 Other adults relationships and and i4 Caring community (at community allotment) SOCIAL COMPETENCIES i33 Interpersonal competence and i34 Cultural competence (at community allotment)	£69,313	£20,386	£322,589	£150,329	£562,617	Over 100 people participate in 8 community food growing spaces.	Replicate and build on our existing successful model to renovate the Victorian Walled Garden at the Lodge in which 29 people so far have expressed interest in being actively involved in. This renovated space will provide the ideal facility for training other community leaders in creating their own community gardens.	
	Deliver 90 therapeutic food growing sessions at Carhslaton Community Allotment per year (outcomes contract oct13-sep14) with average attendance of 6, to engage 24 unique participants, helping attendees to develop social life, contribute to community life, avoid loneliness or isolation, gain moderate regular physical activity and food growing skills as part of EcoLocal's Healthy Sutton Outdoors scheme.								90+ therapeutic gardening sessions Av. Attendance 6+ 90+ unique participants Around 80% benefit from socialising and feeling happier, gaining skills and get more exercise	
	Develop and test a range of adult / family learning courses related to food growing, sustainable life skills, use of natural materials and healthy lifestyles. With a view to these providing income source for community benefit activities.	c4 Community has opportunity and support to develop skills and knowledge (ie formal courses and informal learning of food growing skills for all abilities)							Continue existing food growing courses and create 4 new courses engaging around 100 people in total.	Use of improved facilities at the Lodge for adult education activity will enable us to offer much more desirable courses without incurring unaffordable venue costs.
	Raise awareness of environmental sustainability through talks, outreach work and school education.	c4 Community has opportunity and support to develop skills and knowledge							Engage over 350 children in Saturday and holiday club activities where they learn about environmental issues.	Availability of hall/classroom and Victorian Walled Garden spaces will enable us to provide a wide range of activities for families and children. We know from our Beanstalk Project work that there is a high demand for Saturday and holiday activity. This would be additional and complimentary to LBS Biodiversity team's part time educational activity.
	Enable and support SNCV so that they can maintain borough's nature reserves	c25 Conservation c27 Accessible natural environment							150 hectares of land maintained by SNCV. 30+ people engaged in biodiversity action, gain biodiversity awareness and exercise.	The service relies on engaging volunteers. This requires an appropriate base with the full range of diverse facilities needed available under one roof, located within the Ecology Centre grounds where a significant part of SNCVs activity occurs. The Lodge proposal is unique in providing this combination of facilities for storage of tools & equipment, workshop space, office and meeting space and space for volunteer lunch/tea breaks - all of which are essential for the effective delivery of SNCV's important biodiversity activity.
2.4. Reduce unsustainable domestic energy use and increase use of renewable energy	Reach 800+ people to increase awareness of energy saving at home through talks, roadshows, school education and community training.	c19 & 20 Affordable and renewable energy sources/ Energy efficient homes and buildings (use of Lodge facilities for community training, demonstrations and displays on energy saving/renewable energy measures)	£13,159	£1,440	£0	£45,775	£60,374	10 one planet sutton talks, 4 eco roadshows, 4 community sustainability training sessions. Offer of school energy lessons to schools as social enterprise outcome of previously funded work.	The hall/classroom/meeting room facilities at the Lodge provide the opportunity to run energy saving workshops- eg draught exluding, DIY solar, curtain lining etc limited by lack of space.	
	Supply mobile solar energy for 4 events							solar energy provided for 4 local events.		
	Explore potential for community solar energy scheme within london borough of sutton							Waiting for clarity on government tax schemes (SEIS/EIS/SITR) for community energy schemes.	If scheme is instigated it would provide experience and precedence for crowd funding/share offer scheme which could be useful on other projects	
TOTAL			£225,207	£353,977	£692,944	£521,717	£1,793,845			

3. To increase the social capital of local communities:									
3.1. Develop and support volunteering and 'community champion' opportunities	Provide opportunities for over 300 people to benefit by volunteering to contribute towards a sustainable community	<p>c4 Community has opportunity and support to develop skills and knowledge (people broaden skill sets - accessible for all level abilities)</p> <p>c3 Local people and neighbourhoods develop employability and economic resilience (volunteering opportunities help people develop skills)</p> <p>c15 Social networks and neighbours</p> <p>EMPOWERMENT i7-9 Individuals as resources, Community values individual, Service to others</p> <p>POSITIVE IDENTITY i38-40 (ie volunteering gives people self esteem, purpose and positive view of future)</p> <p>SOCIAL COMPETENCIES i33 Interpersonal competence and i34 Cultural competence</p> <p>SUPPORT i3 Other adults relationships</p>	£17,455	£0	£954,641	£556,363	£1,528,459	over 300 volunteers	The Lodge proposal has already attracted very high numbers of people offering to volunteer at activities at the Lodge. The proposal also enables volunteering for SNCV and TFSR to be supported by EcoLocal.
	Develop ambassador scheme to reach 250 people							continue to deliver funded One Planet Sutton ambassador scheme and develop ambassador/champion outreach schemes.	A lively community hub at The Lodge will encourage more people to come forward for ambassador/champion schemes to promote sustainability within the community.
3.2. Provide community facilities and support to individuals and groups contributing to our revised / broadened charitable objectives	Provide meeting room space and office facilities for at least 40 groups	<p>c14 A good environment to develop community networks (ie meeting space for community groups)</p> <p>c16 A good environment to develop community networks (use of social infrastructure of Lodge for community groups to thrive)</p> <p>c31 Potential for community management and control of local facilities (key community users - eg SNCV/TFSR will be involved in maintenance of the Lodge)</p> <p>i18 Community programmes / i17 Creative activities (ie people take part in community activities enabled through meeting room/workshop space at Lodge).</p>	£77,764	£13,934	£294,761	£0	£386,459	40 groups use meeting room/office facilities enabling over 600 people to take part in local groups more than once per week.	The Lodge proposal offers a diversity of office, workshop, meeting room and storage facilities in one location which is evidently of great interest to a high number local community groups.
3.3. Encourage and develop social enterprise within the community	Provide a wide range of opportunities at events and markets - see 2.1 above	See 2.1 above	Triple bottom line values are included under reporting on objectives 2. See also Social Value Analysis document.					The Lodge provides additional facilities for community enterprise	
TOTAL			£95,219	£13,934	£1,249,403	£556,363	£1,914,918		
4. To maintain an innovative, creative and effective, openly-managed organisation:									
4.1. To be financially sustainable	Diversify and broaden the charity's funding base		Triple bottom line values are included under reporting on objectives 2 and 3. See also Social Value Analysis document.					In addition to existing fundraising activities e.g. City Bridge Trust; Sutton Council contracts; EcoLocal Services Ltd social enterprise; donations by way of gift aid; other donations / legacy etc, the Lodge will provide a significant opportunity to raise additional funds from a variety of organisations from use of facilities as well as establish new projects, services and 'assets' for the benefit of the community.	See Lodge Business Plan. We have a strong track record in achieving grant funding for both small and large projects up to £500k in size. The Lodge project represents a significant opportunity for the charity to achieve financial sustainability.
	Tendering for contracts issued by public authorities and ensuring that these tenders are written on a full cost recovery basis						Average of 1 successful tender per year - contract size varies significantly. Time to tender has been dramatically reduced as a result of work on the Lodge project. We would aim to increase this success rate to 2 per year in future.	Successful tendering makes a significant financial contribution to the organisation as 100% ESL profits are donated to the charity under gift aid.	
	Develop a 'social enterprise' culture within the organisation so that relevant projects work toward self funding / income generation in the medium term							Bikestreet project led to development of EcoLocal Deliveries. Environmental Fair and Frost Fair make annual contribution toward overhead costs. Inclusive cycle sessions generate match funding revenue. The Lodge generates additional social enterprise income opportunities for use on community projects.	Exit strategy for grant funded work aimed at social enterprise development. The Lodge provides additional opportunities.
4.2. To own secure and higher profile premises	Deliver year 1 business plan	c31 Potential for community management and control of local facilities	Triple bottom line values are included under reporting on objectives 2 and 3. See also Social Value Analysis document.					Operational business plan implemented, lessons learnt and year 2 plan in place.	
4.3. Seek new opportunities to achieve our aim	tbc		Triple bottom line values are included under reporting on objectives 2 and 3. See also Social Value Analysis document.						
OVERALL TOTAL			£320,426	£367,911	£1,942,346	£1,133,894	£3,764,578		