

Square 1 Café – Business Model

Guidance for Establishment and
Maintenance of Square 1 Café Operations

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21/1/2024



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Square 1 Café – Model

1. INTRODUCTION

1.1 Who this document is for

This document is for the information and guidance of individuals, community groups, voluntary and community sector (VCSE) organisations, public and private sector bodies who may be interested in setting up a Square 1 Café. No prior experience of social projects, volunteering, mental health, or business issues is assumed.

1.2 What this document is for

This document explains the purpose of Square 1 Cafes, describes how to set up a Square 1 Café, and provides sample resources to help in that process. It also sets expectations as regards the conditions which may apply and the assistance that may be given.

2. WHAT – SQUARE 1 CAFÉ

2.1 What is a Square 1 Café?

A Square 1 Café is a café with no till. Although Square 1 Cafes may require financial resources to operate, no customer of a Square 1 Café is obliged to pay money for any of the goods or services which it delivers. Donations are welcome; but in no sense are they a requirement.

Square 1 Cafes are for social recovery from Covid-19 and life generally. They are safe, inclusive spaces, where everyone is welcome, and everything is free.

Square 1 Cafes are for adults, and for children accompanied by responsible adults.

Square 1 Cafes deliver the benefits described in this document.

Square 1 Café promote consistent customer policies and values – to be promoted at venues – as below:-

Things you can't bring to Square 1 Cafe

- Covid-19
- Prejudice
- Hierarchy
- Illegal Drugs
- Alcohol

(You're not allowed in if you've got any of these inside you on the day)

Things you should bring to Square 1 Cafe

- Humour
- Fellowship
- Yourself
- Friends**

** If you haven't got any friends that's OK. We can supply some.

Things we do at Square 1 Cafe

- Talk to each other
- Play board games
- Listen to music
- Drink tea and coffee
- Eat sandwiches and fruit
- Not pay for anything

2.2 What is the Square 1 Café Model?

The Square 1 Café Model is a set of definitions, products and resources supporting the establishment of Square 1 Cafes, as depicted in this document.

2.3 What is the commitment in establishing a Square 1 Café?

This model requires parties setting up Square 1 Cafes to:-

- Apply the policies and values of the Square 1 Café model.
- Refrain from charging customers for goods and services.
- Refrain from adapting the Square 1 Café branding other than by indicating the geographical location of the cafe (so that customers can easily find and recognise the offer).
- Comply with UK legislation generally and specifically in relation to food hygiene and safeguarding.
- Collaborate with other Square 1 Café operations on request.

2.4 What support is available for establishing a Square 1 Café?

Square 1 Cafes are grassroots, independent operations, generally enabled by partnerships. For support, seek help from:-

- This document
- Other Square 1 Café operations

Help is given on a best efforts basis.

2.5 What are the costs of adopting the Square 1 Cafe model?

No financial undertakings are sought for adoption of the Square 1 Café model. The model is available free of charge. There will be consequent start-up and maintenance costs of running the café which results. These are not attributable to other Square 1 Cafes and need to be borne by the agencies seeking to establish the new Café.

3. WHY – SQUARE 1 CAFÉ

3.1 Why were Square 1 Cafes established?

The pilot Square 1 Café was established in Kingston Upon Thames in 2021 to ease the Covid-19 lockdown. It was specifically set up to allow people to mingle safely whilst using good Covid hygiene – e.g. masks, gel, distancing, etc.

Following the relaxation of Covid-19 hygiene measures, the pilot continued to demonstrate value to the local community, and so operation was sustained. More cafes have been set up, and have benefitted local communities during the cost of living crisis and the warm homes initiative.

3.2 Reasons for establishing a Square 1 Café – Benefits

Square 1 Cafes provide the following benefits:-

- They support the good mental health and wellbeing of individuals, by providing inclusive access to a positive social environment, the development of social capital, and the reduction of loneliness and isolation.
- They promote greater resilience in community by establishing reciprocal links between local people, who are more disposed to help each other, along with increased inter-generational and inter-cultural dialogue.
- They provide a platform for community to identify new value and new potential for local initiatives, and a channel for their realisation.
- They provide an opportunity for the development of local activism amongst volunteers.
- They provide regular outlets to supply food and drink and to keep people warm.
- They provide a platform to signpost other local offers of benefit to the community, including those from the VCSE and statutory sector (local government and NHS, for example).
- They provide the opportunity for increased engagement between local organisations and communities, and additional options for delivery of local offers (e.g. advice, advocacy, surveys etc).

4. HOW – SQUARE 1 CAFÉ

4.1 The four components

All existing Square 1 Cafes are partnerships between different combinations of local organisations – grassroots, un-constituted groups, social enterprises, charities, businesses, and local authorities. Each organisation brings one or more of the following four components, from which the cafes are made:-

- Volunteers
- Venues
- Governance
- Food supply

4.2 Volunteers

Roles

There are no paid roles in delivery of Square 1 Cafes. Each café is supported by four voluntary roles:-

Helper

- Set out cafe at start of day and take down at end
- Obtain items from local stores using petty cash
- Make tea and coffee
- Prepare / supply food as necessary (mostly sandwiches)
- Keep cafe clean and tidy

Befriender

- Welcome people to the cafe
- Explain the cafe offer as necessary
- Help people find and use cafe resources
- Help make connections between people if needed

Organiser

- Line managing Helpers and Befrienders
- Overseeing setting up and taking down of the cafe at beginning and end of day
- Liaising with Save the World Club over supply of surplus food
- Taking deliveries of consumables from Save the World Club
- Managing purchase of consumables from local stores
- Ensuring cafe policies are implemented
- Resolving any problems on site
- Liaising with other agencies over operation of cafe during working day as necessary

Administrator

- Compiling the volunteer rota every month
- Assisting with funding applications
- Submitting expenses claims on a quarterly basis
- Alerting volunteers to training opportunities
- Onboarding volunteers, briefing them and keeping records of training

In practice it has been found efficient to combine the roles of Helper and Befriender when operating the café, subject to willingness on the part of the volunteers. But different individuals are attracted to Helper and Befriender roles – so it may be wise to retain the different roles for recruiting purposes.

Your local CVS – Community and Voluntary Sector support organisation – will have the necessary capabilities to promote these roles to the public. Alternatively, volunteer support may come from partnership with an established local organisation (see Governance section for partnerships).

Credentials

It is important to establish that volunteers pose no unnecessary risks to the project or to café customers and so an enhanced Disclosure and Barring Certificate (for at least the Adults workforce, and preferably for the Adults and Children's workforce) should be sought for every new volunteer. It will be necessary to have a partner (see Governance) who can process DBS applications for your café project. If possible, ask the volunteers to register the new DBS with the DBS Update Service, so that subsequent applications of their clearance can be made without a new application.

Training

Below is a list of appropriate training for volunteers (roles are shown in brackets) :-

- Mental Health First Aid (Befrienders, Organisers)
- First Aid (Organisers)
- Suicide Awareness (Befrienders, Organisers)
- Social Prescribing (Befrienders, Organisers)
- Food Hygiene, Levels 1 and 2 (Helpers, Organisers)
- Manual Handling (Helpers, Organisers)

Providers of training in these skills will vary by geography. All will attract a capital cost, which needs to be identified and included in estimates for starting up and running the café. An exception is online training by the Zero Suicide Alliance (<https://www.zerosuicidealliance.com/training>), which is free.

Onboarding

An induction process for onboarding new volunteers is required, which covers the aims of the café, some theory (optional – see content in this model on ABCD, Appreciative Inquiry and Co-Production) and an awareness of the practical issues in running the café. Sample content for the induction is co-located with this model.

Numbers

The number of volunteers needed will vary depending on the size and nature of the venue, and the numbers of customers. A relatively small venue may be supported by as little as three volunteers per session. However this provides little scope for breaks and contingencies. A couple more will make these aspects much easier to manage.

It is unwise to operate on too small a cohort of volunteers – burnout may result, and the pool grow even smaller as a consequence.

4.3 Venues

Qualities

Every café needs a venue. Some of the qualities which make a venue viable as a Square 1 café are:-

- Wheelchair accessibility
- Hot and cold running water
- Electrical points
- A kitchen, if possible with two sinks
- Toilets
- Emergency exits
- Plenty of public footfall outside

This last is desirable. It's the ideal way to attract customers. If this is not possible, it adds to the need for marketing of the café. In turn, this may add to the start-up cost.

A simple risk assessment for the venue is strongly advised before committing to it. A sample risk assessment is appended to this model.

4.4 Governance

Governance is used as a term in this model to describe the necessary business infrastructure to support the café. It includes things like:-

- A partner organisation which has a constitution and a bank account (and preferably insurance cover)
- A partner organisation which can process DBS applications
- Fundraising capabilities
- A petty cash system and / or a corporate debit card
- A Memorandum of Agreement (MOA) which describes the value added by all partners

- A Safer Food Better Business pack (to demonstrate safe food hygiene practices)
- Records of work
- Records of volunteer training
- Café Food Hygiene Diary
- Written procedures for regular processes, such as opening and closing the cafe

Partner Organisations

Why partnerships?

It would in theory be possible to create one business entity which provided all the necessary business infrastructure needed to run a Square 1 Café. A social enterprise can be constructed reasonably easily, for example. But that resulting business, and all the consequent administration (annual accounts, a CIC34, a bank account, business records etc) will take effort, and will take time. It will also result in a new business with no trading history; new officers will need to be found who are prepared to take on responsibilities for the company. All of these factors need to be addressed before actual trading is undertaken; and the lack of trading history will not help with funding applications. Acquiring a partner organisation (or organisations) with the necessary capabilities and with an existing trading history is a much quicker route to delivering outcomes on the ground. A business with existing public liability insurance for its operations will be a much more cost efficient means of getting cover than taking out a policy specifically for one café. A charity partner will make any potential need for outlay on business rates a much smaller consideration.

So, time and effort diverted into the establishment of viable partnerships means lower startup costs and a quicker route to delivery.

The start-up phase of a café is often problematic, as getting funds from funders can be time consuming and can require business records and other entities (official roles, constitutions etc) to be in place and supplied. So a partner who is prepared to cover the initial period with some pump-priming funding is most helpful.

Similarly, making the commitment to process DBS applications is not small and is only really justifiable if DBS applications are going to be processed frequently thereafter. It is much more proportionate to find a business partner who already has a business need to carry out this work, and to make a relationship with them to help deliver your aims.

There is a consequence: partnerships need maintaining, and time and effort need to be expended in keeping a ready supply of goodwill. Relationships are everything.

Memorandum of Agreement (or Memorandum of Understanding)

As with all relationships, time passes and people change. What may have been understood clearly and bought into in the early days of a partnership may no longer be clear or bought into once the parties to the agreement have moved on.

So it may be sensible to establish a written understanding of what each partner committed to bring when the café was established. A sample MoA / MoU is available in section 5, Resources.

Safer Food Better Business Pack

The UK Food Standards Agency provides a comprehensive framework for assuring the quality of the establishment and maintenance of food businesses. See <https://www.food.gov.uk/business-guidance/safer-food-better-business-sfbb> for more.

The local authority on whose ground the new café will be established will have a statutory duty to inspect any new food business within 28 days of opening to the public. It is essential, therefore, to initiate the local process to alert the local authority to the presence of a new food outlet for inspection.

Along with completion of the pack, and an initial inspection by the local Environmental Health team, the café will need to maintain weekly records of opening and closing checks. A template specifically catering for a weekly food operation is appended to this document under “Resources” – Food Hygiene Diary Template.

Personal Records

Each café operation will need to be supported by limited records of volunteer details, including their training attendance. It would be sensible to lodge this responsibility within the business infrastructure of one of the business partners, to avoid the need for a specific registration with the Office of the Information Commissioner (ICO). More information can be found here <https://ico.org.uk/for-organisations/advice-for-small-organisations/>

4.5 Food Supply

Surplus Food

The pilot Square 1 Café was established with a partner who supplied initial funds, insurance and a “freegan” food supply operation.

The supply of surplus food (food not readily saleable from food outlets) can reduce overheads in a Square 1 Café operation, and can also provide a sense of variety and interest in the weekly menu. It is *not*, however, a mandatory requirement of the Square 1 Café model.

If surplus food is to be supplied as part of a Square 1 Café operation, attention needs to be given to the food labelling – for example, no food can be supplied to customers which has passed its “Use by” date; but discretion can be applied to food which has passed its “Best Before” date. Compliance with the SFBB Pack and the standards promoted in the Level 1 / Level 2 Food Hygiene Certificate provides the necessary guidance in this area.

Supermarket Food Supplies and Incidentals

Aside from a supply of surplus food, in order to run a weekly sandwich bar, a supply of shop bought ingredients is a necessity. Organisers will typically augment the food delivery with items from a local supermarket and will either recover the costs via an expenses system, or use a company debit card if one is supplied for operation.

An indication of a weekly food bill for supermarket supplies might be £20. It will contain:-

- Bread
- Milk

- Cheese (slices – don't make work for yourself)
- Tomatoes
- Cucumber
- Biscuits
- Cake

Also a stock needs to be maintained of consumables that don't need buying every week. Examples are:-

- Tea bags
- Coffee
- Sugar
- Spread (get olive oil spread as vegans seem to be OK with it)
- Mayonnaise
- Gherkins (sliced if possible)

Hot and Frozen Food

Square 1 Cafes are essentially sandwich bars. No Square 1 Café so far has involved regular supply of hot food, or made use of frozen food. Cooking food and defrosting food involves more sophisticated adherence to food safety guidance and caution is to be exercised in moving into this area. Again, compliance with the SFBB Pack and the standards promoted in the Level 1 / Level 2 Food Hygiene Certificate provides the necessary guidance in this area.

5. ADDITIONAL RESOURCES – SQUARE 1 CAFÉ

Sample MOA

MEMORANDUM OF AGREEMENT

Between RISE CIC and PARTNERS

Aims

RISE CIC and partners (Healthwatch Kingston, The Royal Borough of Kingston, Kingston Clinical Commissioning Group, Kingston Quakers¹, South West London & St. George's Mental Health NHS Trust), wishing to promote co-operation between agencies in health and social care through the provision of a weekly drop-in community cafe, agree to explore:

- a) co-operation on relevant mental health and social care programmes;*
- b) community development opportunities*
- c) the development of joint service user led mental health co-design activities;*
- d) facilitation of visits to the community café and support community engagement;*
- e) training and development opportunities, including peer support initiatives;*
- f) the exchange of information, including the outcome of co-design and other collaborative activities;*
- g) any other activities viewed to be mutually beneficial to the partners.*

The terms of co-operation for each specific activity implemented under this Memorandum of Understanding (MoU) shall be mutually discussed by all parties prior to the initiation of that activity and may be the subject of separate agreements.

Community Cafe

This section describes the aims and value of Community Cafe.

Community Cafe operates on Wednesday afternoons on at least 50 weeks throughout the year, between 1:00pm and 4:00pm. Everyone is welcome at Community Cafe; and all food and drink is free of charge. People can make personal donations if they want, but no-one is asked to do this.

The cafe seeks to provide a lively, safe, fun environment where people can meet and interact. There is entertainment; music, silent film, board games and cards are available. There are both regular and occasional performances of music and poetry. It is also a place to have ideas and plan how to carry them forward, to find and meet people and to network.

HealthWatch Kingston, Royal Borough of Kingston, Kingston Clinical Commissioning Group and South West London & St. George's Mental Health NHS Trust value the cafe as a means of engagement and consultation with the community in Kingston.

¹ Kingston Quaker Meeting, part of Kingston & Wandsworth Area Quaker Meeting, an excepted charity

Partners

This section describes the partners who deliver Community Cafe, and their intended contributions to that end. The community cafe is supported by the below five partners as follows:

- **RISE CIC** is the operator of Community Cafe and provides volunteer resources to run the cafe and associated events outside the cafe for the benefit of the community. It provides all administrative services, including financial management and insurance cover. The nominated signatory acts as the designated safeguarding manager in accordance with Royal Borough of Kingston's Safeguarding Policy and Procedure.
- **Royal Borough of Kingston and Kingston Clinical Commissioning Group** provide funding to run the cafe.
- **Kingston Quakers** provide funding to run the cafe. Their Premises Committee manage the venue in which the cafe runs. They provide occasional volunteer resources to run the cafe.
- **Healthwatch Kingston** provide access to the site, including a reception service.
- **South West London and St George's Mental Health NHS Trust** provide funding to run the cafe.

Duration

This MoU becomes effective from the day the representatives of all parties affix their signatures below, and will continue until 31st March 2018. It may be extended by agreement of all partners. This MoU may be revised by agreement of all partners and may be terminated by any party upon giving six months' written notice signed by the relevant officer of the notifying party.

The administration of this MoU will be the responsibility of RISE CIC.

Effect of this MoU

This MoU is not a contractual document, does not impose any legal obligation on any party, and shall not give rise to any liability of any kind whatsoever. The overall relationship described by the MoU is a voluntary arrangement. Although the parties to this MoU are referred to as partners, this does not imply any formal partnership arrangement between them. The MoU is independent of any other agreements signed by or between the organisations concerned.

The following individuals append their signatures as authorised representatives of their organisation:

For Healthwatch Kingston

For the RBK/Kingston CCG

XXXXXXXXXX

XXXXXXXXXX

Chair of the Board of Trustees

Joint Mental Health Commissioning Lead

Date:

Date:

For RISE CIC

XXXXXXXXXXXX

Director

Date:

For SWL & St. Georges's NHS Trust

XXXXXXXXXXXX

Strategic Co Production Lead

Date:

For Kingston Quakers

XXXXXXXXXXXX

Clerk, Kingston Quakers

Date:

Sample Risk Assessment

Risk Description	Risk Prior to Mitigation			Mitigations	Risk Post Mitigation		
	Likelihood	Impact	Score		Likelihood	Impact	Score
Covid-19 will be spread by the café	H	H	9	Test temperatures on entry; refuse entry if test fails; require masks to be worn when moving around; employ hand gel; wipe down surfaces on closedown; train volunteers	L	H	3
People may attend the café whilst in mental health crisis	H	M	6	Identify crisis services and signpost; train volunteers	H	L	3
Café customers may exhibit risks to other café customers and staff	M	H	6	Train volunteers to identify safeguarding issues; identify safeguarding measures; make police aware of café	M	L	2
Café customers may be unwilling to follow Covid-19 measures	H	H	9	Identify alternative social space for C-19 measure resistant customers; posters describing value of measures; training for volunteers	H	L	3
STWC food supplies may not support the café menu	M	L	2	Obtain expenses float to subsidise menu from local sources; triage food supplies; source quotient	L	L	1
Slips trips and falls	L	M	2	Survey site; raise snags with KEC; ensure resolved	L	L	1
Customers may not come to the café	M	H	6	Publicity campaign; social media, village voice, radio Jackie, word of mouth	L	H	3
Foodstuffs and preparation may not meet food safety standards	M	H	6	Cold food only. Apply standards for supply of foodstuffs; train volunteers in food hygiene	L	L	1
Café may not attract sufficient funds	M	H	6	Fundraising strategy	L	H	3
Volunteers may be injured by heavy lifting	L	M	2	Manual handling training for volunteers	L	L	1
Foodstuffs may not be available to the café on time	M	M	4	Agree overnight delivery and morning triage; augment supply from local commercial source	L	L	1
Danger from fire	L	H	3	Obtain KEC fire procedures; train volunteers	L	L	1

Sample Business Case Statements

NB this is content from a (successful) bid to the local council for a neighbourhood committee grant. Local Authority small grant processes are often similar, so this content is provided as an indication of the likely questions raised, and suggested answers.

Application Form Page #1

Project Name

Square-1 Covid-19 Social Recovery Cafes

How Much is Your Organisation Applying For?

£3,000.00

When is the Project Due to Start and End?

Start 6th October 2021; End 5th March 2022

Please Describe Your Project

The Mental Health Sub-Group of Royal Borough of Kingston's Communities Task Force (the "Sub-Group") has deliberated on the mental health consequences of the Covid-19 pandemic for Kingston citizens. It is [anticipated](#) that approximately 1 in 6 Britons will need support for their mental health as a direct result of the pandemic over the next three to five years.

The [South London Listens programme](#), backed by South West London and St Georges' Mental Health Trust (SWLStG), Oxleas NHS Trust and South London and Maudsley estimates that 78% of people have been feeling isolated since the start of the pandemic and 76% have experienced loneliness. Some 81% of people have felt powerless.

Kingston University [identified](#) that significant sections of the community have been deterred from social interaction and from visiting public spaces, naming this phenomenon "Covid Anxiety Syndrome".

Whilst statutory services are gearing up to address both chronic and acute consequences (for example the establishment of the [Coral Mental Health Crisis Hub](#) by SWLStG), it is acknowledged by the sub-Group that there need to be a range of capabilities to address the mental health consequences of the pandemic, that the voluntary and community sector should pay a part; and that social isolation and anxiety over re-engaging with society need to be addressed as part of the response.

As a consequence the Sub-Group has endorsed the initiative to establish three inclusive safe spaces in the Royal Borough of Kingston, where members of the public can interact with each other and re-engage in a way which is acceptable to them.

The cafes will be run by local volunteers to engage with the needs of the community. It will make use of an underused local resource to meet, talk and help each other recover from the effects of a year of lockdowns creating loneliness, depression and isolation.

[Save the World Club](#) (STWC) is hosting a project to establish and run the cafes. STWC are providing funding support, insurance cover and consumables for the cafes. The project manager for this activity is Tony Williams. It is intended that the project will establish three Square-1 cafes, one in New Malden, one South of the Borough, and one in Central Kingston. The cafes are to be run for a maximum of 6 months. Volunteering Kingston have provided support for the recruitment of volunteers for the project. So far 16 persons have volunteered, and trainings have been signposted to these individuals. DBS credentials are being established for the project by the Kingston Centre for Independent Living (KCIL). The project will begin with a pilot activity, to establish the operating model and prove the viability of the café concept. Kingston University have given advice on the measurement of the outcomes of the project.

The pilot site for the café project will be at Kingston Environment Centre, 1 Kingston Rd, New Malden, KT3 3PE.

The pilot café will run on Saturdays between 11:30am and 4:30pm for six months.

Subject to the viability of the pilot, further cafes will be established in the South of the Borough and in Central Kingston. These further cafes are outside the scope of this bid.

Budget Breakdown

Kingston Environment Centre Hire - £1,040 (£8/hr, 5hrs/week, 26 weeks)

DBS Process Costs - £480

Volunteer Expenses (mostly travel) £750

Training in Food Hygiene and Manual Handling £750

Incidental expenses £250

Consumables £2,500

TOTAL £5,770

Total sought from bid = £3,000

STWC will cover costs above this figure.

Is the project to continue beyond the period for which funding is requested?

Yes

If so, how do you intend to fund it?

We will use the evaluation of the pilot to inform further funding bids to RBK and other sources.

Is the service you provide, or for which the grant is sought, duplicated by another organisation in the Borough? If yes, please state how and which organisation?

No

Have you discussed your project/application with any Council Officers? If so, who?

- Kevin Taylor
- Giselle Monbiot
- Fiona Tarn

Application Form Page #2

Outcomes

What you are trying to achieve with your project.

Square 1 Cafes are open to everyone and free of charge. They are like a café, with no till. They are inclusive spaces which are safe, welcoming and kind.

In the first instance they provide an accessible safe environment for local people to emerge from their homes (if they have homes – people without homes are equally welcome) after the pandemic lockdown restrictions end, and to engage with other people to the degree to which they are comfortable. They will provide discrete environments which respect individuals preparedness to be close vs be safe. Befrienders will explain the café proposition and help with engagement if needed; and will identify people who need other kinds of help.

Once relationships are established we intend that they should be forums where community can identify what more they want from life and can pool their skills, passions, and knowledge to realise these aims.

Over time we intend that the café offer may be augmented by delivery of statutory, voluntary and community sector offers which are relevant, e.g. job clubs, advocacy, advice.

We intend that this engagement and these relationships should sustain past the immediate phase of the pandemic and that new social capital should improve the wellbeing of attendees and increase social connections and community feeling; we hope that they will also emphasise the positive value of intersectionality and multiculturalism.

We also hope that the volunteers will learn skills and gain an appetite to seed the borough with activism and positivity; and by this means elevate the frequency of social projects in Kingston and their consequent outcomes

Kingston Community Outcomes

We have three community outcomes which we encourage applications to help us meet.

Please state which Kingston Community Outcome your project relates to.

Healthy, independent and resilient residents with effective support to those who need it most.

NB – you can only pick one of these

Please indicate the top three areas your project will target

- Mental Health
- Reducing Isolation
- Covid-19

What 3 main differences or outcomes do you want to achieve through your project. By differences and outcomes, we mean the changes, benefits, learning, or other effects that result from the work your project would deliver? (Please ensure your outcomes relate to the top three areas your project will target in the previous question)

We expect to improve the mental health of up to 520 (20 x 26) local people by either helping them to recover from the effects of social isolation and / or preventing them entering into crisis. Those in crisis will be signposted to existing crisis support options.

We expect to increase the social capital of up to 520 local people by forging interpersonal links between them and other café attendees.

We expect to reduce the resource impact on statutory and other voluntary services arising from the Covid-19 pandemic.

Neighbourhood Outcomes

Which neighbourhood area are you applying for?

Maldens and Coombe

Application Form Page #3

Please describe how your project will benefit those who live, work or study in Maldens and Coombe?

Up to 520 people from Maldens and Coombe will be able to re-associate with other people and become less socially isolated. They will develop new local interpersonal relationships and enhance their social capital. This will increase their personal wellbeing and will contribute to the resilience of the local community. These people will be more

Subject to viability of the basic model the café may present benefits to up to 520 people who may be able to access local services from a new local venue, alleviating demand on existing service provision.

How many people in Maldens and Coombe will benefit?

Up to 520. The café is intended to be wholly inclusive of the local community and inter-generational and inter-cultural exchange will be encouraged.

It is thought likely that older people, people financially challenged and people with existing mental health challenges will be most likely to take up the café offer.

Sample Safer Food Better Business Pack

Sample Café Opening Procedure

Opening Square 1 Café, New Malden – Procedure

Number	Action	Time (mins)
1.	Open door and switch off alarm, pick up Studio key	2
2.	Check / start boiler	2
3.	Open hall, move sign in book to door	2
4.	Check location of recycling bins / toilets	2
5.	Open kitchen, ensure cooker power is ON	1
6.	Fill red and white kettles, put on to boil (ensures they are both working in good time to remedy and as a by product you get a cup of tea)	2
7.	Check STWC overnight delivery in crate by gate – call TG if no goods	2
8.	Check food caddy has a compostable sack in it	
9.	Get tables out and set up	5
10.	Get crate down, set up laptop / projector (get screen from office) – at least then you have music while you work	10
11.	Get games from creates and put out onto tables	2
12.	Assess STWC food delivery; identify any shortfall (see foodstuffs notes below); set out (also get tea stuff out of cupboard and contents of fridge top shelf)	20
13.	Take some pictures and put them out on social media	15
14.	Go to Lidl to get anything necessary. Keep receipt.	30
15.	Get 18 eggs on to boil	10
16.	Get chairs out	5
17.	Shell eggs	15
18.	Put banner up and sign out	10
19.	Make a cup of tea for Jordan on the bench by the roundabout and give it to him	2
20.	Make sure volunteer goods are in studio and lock it. Keep the key in your pocket.	
21.	Have a cup of tea and a sandwich	10

Foodstuffs

STWC often deliver eggs, cakes, biscuits, fruit and vegetables. They also deliver some nice surprises and some not so nice surprises. Basically make an assessment of what can be used. We're not going to cook anything (besides eggs) and some stuff will not be for human consumption. Put that back in the crate for pick up in the evening.

A sandwich bar really needs nice bread. So quite often I will get that from Lidl even if there has been a delivery.

If the STWC delivery does not contain it you will need to buy (minimum)

- Bread
- Milk
- Cheese (slices – don't make work for yourself)
- Tomatoes
- Cucumber

- Biscuits
- Cake

Check we have enough of some things that don't need buying every week. This is stuff like:-

- Tea bags
- Coffee
- Sugar
- Spread (I get olive oil spread as vegans seem to be OK with it)
- Mayonnaise
- Gherkins (sliced if possible)

Other notes

Back door is open for ventilation, and so people can wander in. A window should be open too.

We've started putting stuff that people are allowed to handle on the dresser next to the kitchen; and anything they mustn't handle and the volunteers prepare on the table. That way we don't get people handling stuff with grimy hands that other people are then put off by.

Sample Café Rota Email – call for availability

Hello Volunteers!

Volunteer availability in November 2023

I need to check your availability on the following dates in the coming month:-

4th November

11th November

18th November

25th November

Please could you reply to me at email address@isp by 5:00pm on Friday 27th October

indicating YES or NO against each date so that I can make sure I can run a viable cafe operation. I would also be grateful for any additional views you might wish to contribute, about your situation and any constraints you might need me to respect.

As you might imagine I'm always looking for more volunteers, and it's a way of making life easier for all concerned if we have more people. Could you give some thought to people you know who might enjoy working at the cafe? And if so, maybe invite them one Saturday to get a feel for the place?

Kind regards and thank you once again for all your help

Tony

[phone number]

Sample Café Rota Email – published rota

Hello All

The rota for September looks like this:-

September 2023

	2 nd September	9 th September	16 th September	23 rd September	30 th September
Annabelle	Yes		Maybe		
Becky			Yes		
Dan	Yes			Yes	
Greg					
Jessie					
Maggie	TBA	TBA	TBA	TBA	TBA
Mary				Yes	Yes
Pat	Yes			Yes	Yes
Peter					Yes
Ruth	Standby	Standby	1pm -3pm	Standby	1pm -3pm
Sanjita	Yes	Yes			Yes
Tony	Yes	Yes	Yes	Yes	

Kind regards and as always, thanks everyone for giving your time so generously

Tony

[phone number]

Sample Signage



PLEASE DO NOT
PHOTOGRAPH
PEOPLE
WITHOUT THEIR
PERMISSION

Thank you






Please help yourselves to this food.

Please use the tongs provided for foods not wrapped.

Thank you.





Please let us prepare this food for you.
Please tell us what you would like.

Please do not touch.

Thank you.





Feeling Physically
Naff?

Please don't come to
the Caff.



Like we say, everyone is welcome and everything is free at Square 1 Café. But germs are not good for us. So if you have (or think you might have) a communicable disease, please stay away and come back when you are well again.

Share the love.
Not the germs.

We are Open!

Please pull the door to
open

Staying warm inside




**Covid-19 Social
Recovery Café**

YES PLEASE to humour,
fellowship, friends, fun

NO THANKS to Covid-19,
prejudice, hierarchy,
illegal drugs, alcohol

• Everyone is welcome
• Everything is free
Kingston Environment
Centre

[Sign Here](#)
[Submit It](#)
[New Box](#)

Food Hygiene Diary Template

Day	Date
Any problems or changes – what did you do?	
Opening Checks <input type="checkbox"/> (tick when completed)	Closing Checks <input type="checkbox"/> (tick when completed)
Name	Signed

Day	Date
Any problems or changes – what did you do?	
Opening Checks <input type="checkbox"/> (tick when completed)	Closing Checks <input type="checkbox"/> (tick when completed)
Name	Signed

Day	Date
Any problems or changes – what did you do?	
Opening Checks <input type="checkbox"/> (tick when completed)	Closing Checks <input type="checkbox"/> (tick when completed)
Name	Signed

Day	Date
Any problems or changes – what did you do?	
Opening Checks <input type="checkbox"/> (tick when completed)	Closing Checks <input type="checkbox"/> (tick when completed)
Name	Signed

Day	Date
Any problems or changes – what did you do?	
Opening Checks <input type="checkbox"/> (tick when completed)	Closing Checks <input type="checkbox"/> (tick when completed)
Name	Signed

Methodologies - Co-Production, Asset Based Community Development, and Appreciative Inquiry

Co-Production and complementary methods

Put simply, co-production is about involving the people who use products and services in their design, delivery and review, so that the outcomes meet their needs better. But it is more than that. In the UK, an authority on co-production is the New Economics Foundation (NEF). NEF published a manifesto on co-production in 2008 called *“Co-Production: A Manifesto for Growing the Core Economy June 2008”*.

Describing co-production, NEF says² “The point is not to consult more, or involve people more in decisions; it is to encourage them to use the human skills and experience they have to help deliver public or voluntary services.” This implies such human skills as emotional intelligence, insight and compassion will be utilised throughout the whole delivery cycle, from design through implementation to review, in order to achieve a better fit of outcome to need. Even more than *involving* community in shaping delivery, it seeks to *integrate* community with delivery:-

“The need is clear – how to recognise the hidden assets that public service clients represent, and make public services into engines that can release those assets into the neighbourhoods around them – and to do so even when public sector budgets are severely constrained whilst avoiding people becoming cynical about the role and motivation of the state.”

The Manifesto goes on to describe essential qualities of effective co-production as:-

“Public organisations and charities that set out to co-produce with clients, and their families and neighbours, will have a range of different characteristics. They will not necessarily all look the same, but similar processes will be in place, which incorporate the following:

- Provide opportunities for personal growth and development to people, so that they are treated as assets, not burdens on an overstretched system.
- Invest in strategies that develop the emotional intelligence and capacity of local communities.
- Use peer support networks instead of just professionals as the best means of transferring knowledge and capabilities.
- Reduce or blur the distinction between producers and consumers of services, by reconfiguring the ways in which services are developed and delivered: services can be most effective when people get to act in both roles – as providers as well as recipients.
- Allow public service agencies to become catalysts and facilitators rather than simply providers.

² Co-Production: A Manifesto for Growing the Core Economy June 2008
http://www.thinklocalactpersonal.org.uk/assets/BCC/nef_Co-production_1.pdf

- Devolve real responsibility, leadership and authority to ‘users’, and encourage self-organisation rather than direction from above
- Offer participants a range of incentives which help to embed the key elements of reciprocity and mutuality.”

In taking forward the Square 1 Café co-production process we sought to adopt these principles. This paper will describe how we did this in a later section.

Complementary to co-production, which seeks to realise the value of community as an asset to service design and delivery is Asset Based Community Development, or ABCD. ABCD identifies freely available community assets in order to achieve outcomes rather than depending on the supply of external resources (usually this means money, or traditional services). It is an empowering methodology. Principles which are usually found in ABCD initiatives are³:-

- That it is "asset-based." That is, this community development strategy starts with what is present in the community, the capacities of its residents and workers, the associational and institutional base of the area - not with what is absent, or with what is problematic, or with what the community needs.
- Because this community development process is asset-based, it is by necessity "internally focused." That is, the development strategy concentrates first of all upon the agenda building and problem-solving capacities of local residents, local associations and local institutions. Again, this intense and self-conscious internal focus is not intended to minimize either the role external forces have played in helping to create the desperate conditions of lower income neighbourhoods, nor the need to attract additional resources to these communities. Rather this strong internal focus is intended simply to stress the primacy of local definition, investment, creativity, hope and control.
- If a community development process is to be asset-based and internally focused, then it will be in very important ways "relationship driven." Thus, one of the central challenges for asset-based community developers is to constantly build and rebuild the relationships between and among local residents, local associations and local institutions.

Another method complementary to co-production is Appreciative Inquiry (AI). AI “advocates collective inquiry into the best of what is, in order to imagine what could be, followed by collective design of a desired future state that is compelling and thus, does not require the use of incentives, coercion or persuasion for planned change to occur”⁴ AI focuses on change through exploration of strengths as opposed to the amelioration of weaknesses.

³ Reprinted with permission of John P. Kretzmann and John L. McKnight, pp. 1-11, from *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*, Evanston, IL: Institute for Policy Research (1993). <http://www.abcdinstitute.org/publications/basicmanual/index.html>

⁴ Bushe, G.R. (2013). Kessler, E., ed. *The Appreciative Inquiry Model* (PDF). *The Encyclopedia of Management Theory*. Sage Publications.

Appreciative inquiry attempts to use ways of asking questions and envisioning the future in order to foster positive relationships and build on the present potential of a given person, organization or situation. The most common model utilizes a cycle of four processes, which focus on what it calls:

1. DISCOVER: The identification of organizational processes that work well.
2. DREAM: The envisioning of processes that would work well in the future.
3. DESIGN: Planning and prioritizing processes that would work well.
4. DESTINY (or DEPLOY): The implementation (execution) of the proposed design.

The aim is to build – or rebuild – organisations around what works, rather than trying to fix what doesn't. AI practitioners try to convey this approach as the opposite of problem solving.

Asset Based Community Development (ABCD) – Links

<https://www.youtube.com/watch?v=PcnqtNANWVw>

<https://www.youtube.com/watch?v=KwaFx4WorRs>