



INTRODUCING OUR STRATEGY FOR 2012-2015

Delivering practical
community-based projects
to reduce, re-use and
recycle waste

Design by Veronique Dupont
Photographs courtesy of Alan Husband



WHO WE ARE



FRP is a not-for-profit, social enterprise with environmental and social aims. We engage with organisations and communities in London through a range of practical initiatives to reduce, re-use and recycle waste. Any financial surpluses are principally re-invested for that purpose, in the business or in the community. Based in Walthamstow in East London, we have been in operation since 1989.



WHAT WE DO



ReUse Centre

At the ReUse Centre, we sell re-usable goods at affordable prices. Goods are donated by individuals or collected from Re-use & Recycling Centres. Materials are re-used or recycled as much as possible. We also sell reclaimed paint and refurbished computers.



RePaint

FRP collects surplus, leftover paint from Re-use & Recycling Centres and commercial companies. The paint is then sorted, quality-checked, re-mixed if need be, and sold as a value alternative to new paint, particularly for lower income customers, community groups and not-for-profit organisations.



Give or Take

FRP organises community-based Give or Take events for London boroughs, registered providers of social housing, and other partners. These money free events enable people to give away things they don't need or take things they do. Give or Take events encourage community engagement and divert re-usable goods from going to landfill.



Green Office

FRP collects office paper for recycling from small businesses and not-for-profit organisations within the London Borough of Waltham Forest and adjoining areas. Both a normal and confidential waste paper collection service is provided. We also collect toner cartridges and small amounts of cardboard, and sell 100% recycled, A4 white paper for everyday office use.



Volunteering

All FRP projects are supported by volunteers. We provide volunteering opportunities for adults with all levels of skills and experience, including people with mental health problems or disabilities.



Our vision

We are committed to the environment and social inclusion, with FRP playing an active role in achieving the following vision:

Our contribution to the environment

- People and communities are committed to and practically engaged in reducing, reusing and recycling waste.
- An increasing number of Londoners are able to donate their surplus, leftover paint for re-use. Reclaimed paint is a readily available value alternative to new paint.
- There is growing awareness, behavioural change and ability within communities to live sustainably and respond to climate and energy change.

Our contribution to social inclusion

- People on lower income, community groups and not-for-profit organisations have access to good quality, affordable goods and paint.
- People have access to worthwhile environmental volunteering opportunities to make a positive difference and feel part of society.

WHERE WE ARE GOING

Our aims

Environmental

Mitigate climate change, adapt to energy change and improve the local and global environment by promoting behaviour change and advancing sustainable resource management

Social

Increase access to resources, alleviate poverty and create work and volunteering opportunities for people to take positive actions to build resilient communities

Economic

Be a viable social enterprise, supporting and strengthening a vibrant local green economy

Financial

Maintain a commercially sound and financially sustainable organisation

Organisational

Be a well-governed, accountable, effective and happy organisation which operates in accordance with positive shared values.

Our objectives

- Divert paper, goods and paint from waste disposal and landfill
- Promote the environmental and economic benefits of re-using and recycling waste
- Provide people and not-for-profit organisations with affordable goods and paint
- Provide people with worthwhile, environmental volunteering opportunities
- Obtain sufficient income to cover our expenditure and support business development through investment in new services
- Retain and develop staff
- Identify and respond to relevant opportunities.

WHAT WE WILL DO

This section describes what we will do to achieve our aims and objectives.

Strategy

In the strategy's initial year, 2012-13, we will look to strengthen our projects' activities. Further discussions and focused strategy development work with staff, Management Committee and other stakeholders will shape our direction and plan of action for the remaining two years, and beyond.

Example topics for discussion include:

- Striking a balance between operating as a business and fulfilling a softer community engagement role
- Complementing a service delivery function with an activism/behavioural change role
- Fitting our organisational structure and job roles to our strategy
- Assessing adequacy of our premises in view of FRP's activities.

FRP will develop a sustainable fundraising strategy, setting out a balance, appropriate for FRP, across:

- Asking and earning
- Diverse income streams: gift economy (charitable donations), grant funding, structured market (service level agreements and contracts), open market (trading goods and services), and loan finance
- Restricted and unrestricted funding.

We will also explore and act on opportunities for joint fundraising with others to pool fundraising efforts and apply for larger grants.

Our priorities

We will be concentrating on the following four priorities:

- Delivering the RePaint project
- Raising funds and generating income across all our projects
- Developing a skills development programme for volunteers
- Demonstrating the environmental and social impact of FRP

Finance

We will be looking to raise funds and generate income across all our projects to at least make them financially self-sufficient and increase income where possible. We would like to get to a position where we can build up a reserve as well as a business development budget.

Budgeting and financial monitoring & reporting will be based on the principle of full cost recovery, working on the premise that both direct costs and a relevant portion of overheads are integral to the support and delivery of a project. Full cost recovery will also form the basis for funding applications and quotes for FRP services. This approach will enable us to assess whether individual projects or activities are financially viable, and if not, identify a response.

With funding accessed from a widening range of different grant givers, it is important to manage our grants effectively, to enable us to clearly establish who is funding what, what is each grant spent on, and what has been achieved.



Impact

We will establish a coordinated approach across FRP for measuring the environmental and social impact of each of our projects and the organisation as a whole, to assess and evidence that we meet our aims and objectives, and also to strengthen our case when communicating with people, partners and funders.

We will establish a structured approach to measuring the social impact of volunteering on key stakeholders – the volunteers, FRP, beneficiaries, and the broader community. This will enable us to evidence whether we meet our objective of offering people with worthwhile, environmental volunteering opportunities, and strengthen our funding bids. Volunteering England's Volunteering Impact Assessment Toolkit will form the basis for this work.

Staffing

Our staff team is a great asset to FRP and we want to value and retain our staff. We want to be a good employer, providing flexible working conditions and enabling staff to develop and pursue their areas of interest; particularly, as it has not been feasible to increase remuneration in recent years.

Marketing and branding

We will develop and implement a coordinated marketing approach across our projects. We will also unify and simplify our branding. Our initial focus will be on the RePaint project.

Responding to opportunities

We will carefully consider opportunities as they arise and ensure any new FRP activities fit our remit and can be adequately resourced in terms of staff time and budget.

We will strike a balance between the need to raise additional funds, consolidate and strengthen our core business, and develop new activities to mobilise individual behavioural change through community initiatives to tackle climate change and promote sustainable living.



ReUse Centre

The ReUse Centre at 2c Bakers Avenue in Walthamstow is the hub of FRP's activities and the face of our organisation; it is also our office base. Functions such as retail and income generation, repair and refurbishment, providing information, paper sorting and volunteering, all need to be balanced with space a key constraint. We will optimise the use of the ReUse Centre space to best match these activities and improve the working space for volunteers and retail environment for customers.

We will explore new ways of accessing and directly diverting good quality stock from landfill to the ReUse Centre, to demonstrate to people that there is an alternative to throwing things away as well as to generate unrestricted income for FRP through re-sale. Stock that does not shift will be held for limited periods only with goods passed on, recycled or disposed of.

The distribution and selling of reclaimed paint, including from the ReUse Centre, will be a key priority with an increasing sales target in the coming years.

Staff and volunteers will be clear about the ReUse Centre's policies and procedures, for example, around accepting donations, collections, sorting and pricing.

RePaint

FRP's East London Community RePaint scheme has been in operation since 1998. Initially, reusable paint was collected and distributed for free with the project funded through grants. More recently, FRP has been seeking payment for both collection and distribution.

FRP has been successful in obtaining funding to develop the current scheme into a pan-London project, setting out a 10-year trajectory of collecting an increasing amount of re-usable paint from an increasing number of Re-use & Recycling Centres across London to result in a yearly collection of 205 tonnes in year 10 of the project.

The RePaint project has been awarded the following funding, both spread over two years:

- £75k from London Resource Limited, constituting a grant and loan combined
- £30k from Santander, winning a Social Enterprise Development Award.

This money will enable FRP to recruit a RePaint Business Development Manager to help steer the project into viability, chiefly through increasing collections, improving paint processing (including waste disposal), attracting and retaining volunteers, generating income through sales, and coordinating logistics.



Significant improvements in all of these areas are needed in year 1 of the project to form a foundation for expanding the project in subsequent years.

The RePaint project will have to be proactively planned, monitored and controlled, as it will be subject to close scrutiny by FRP's Management Committee and both funders.

Give or Take

FRP has been organising Give or Take events since 1999. The majority of our Give or Take events are run in conjunction with London boroughs and registered providers of social housing in Waltham Forest, Hackney, Redbridge and Islington. We will liaise with existing and new clients to deliver a full programme of events, aiming for an average of 2 events per month and 24 events per year.

We aim to put on events which are mutually beneficial to FRP, clients and people attending. We will explore new ways to ensure the Give or Take events evoke behavioural change (as opposed to people just grabbing free stuff).

There is a commitment to continuously improve our event offering and we will be seeking and responding to feedback from clients and people attending.

Green Office

Our Green Office initiative has been running since FRP's inception. The original purpose was to encourage local organisations to recycle their waste paper and also to generate unrestricted income for FRP.

Since then, recycling has been more widely embedded in organisations as well as society as a whole. Green Office's main purpose today is to provide an office waste paper recycling service to relatively small businesses and not-for-profit organisations in Waltham Forest and neighbouring boroughs; this small-scale service may not be easily obtained from commercial waste management companies.

There have been several reviews of Green Office but it has been difficult to establish whether it is profitable in the absence of accounting for both direct costs and overheads.

We will undertake a new review of Green Office to assess this project's ability to at least break even and its scope to generate unrestricted income for FRP. We will seek to implement the resulting recommendations from the review.

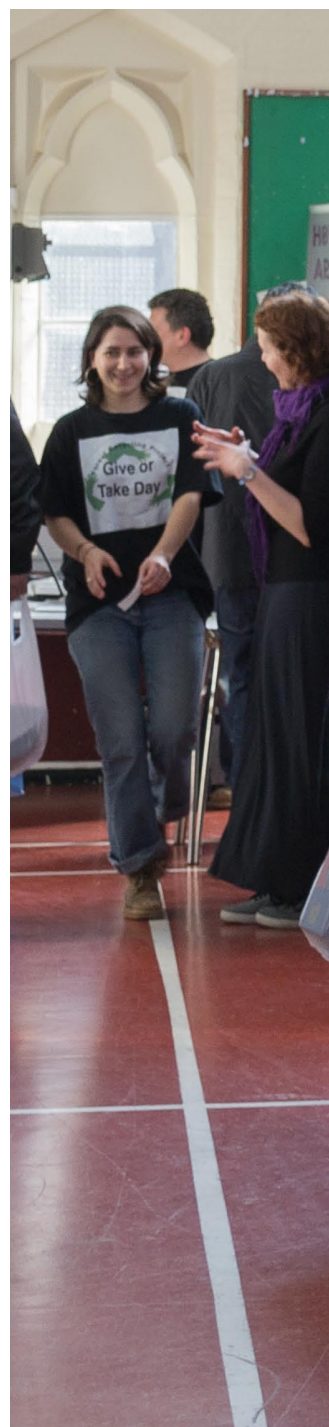
Volunteering

We will continue to view volunteering as a separate FRP project. This reflects the importance of volunteers to FRP and also enables us to better respond to volunteering-related fundraising opportunities. We will also continue to provide volunteering opportunities to people who are socially excluded, including those with mental health problems.

We will define and implement a skills development programme for volunteers to equip them to do their work, gain new skills and build confidence to help them re-enter the job market. A skills development programme is also a concrete aspect of volunteering we can raise funds for.

In recent years, FRP has become a local volunteer centre; organisations such as providers of mental health services and jobseeker programmes have been referring people to FRP to find them a suitable placement either at FRP or other local organisations. With grant funding in support of this volunteer centre role coming to an end, FRP will be looking to transfer this function to the Hornbeam which as a local community-based centre is best placed to coordinate this activity. This will enable us to redirect our attention to recruiting and retaining volunteers to provide sufficient volunteer support for each of our FRP projects and address any volunteer shortages.





PARTNERSHIPS

FRP is committed to taking a collaborative approach to achieving our aims and objectives and realising our vision. We work in close partnership with others, including:

- Hornbeam community café and environment centre provides a base for local food and environmental education projects, and a space for people to find out what's going on locally and how to get involved
- The HEET Project tackles fuel poverty and promotes energy conservation
- OrganicLea is a workers' co-operative which grows and distributes organic vegetables, fruit and herbs, trains people to grow their own, and brings people together to take action towards a more just and sustainable food system
- Growing Resilient and Energy Efficient Neighbourhoods (GREEN) is designed to raise money for local initiatives through issuing community shares; FRP is one of its founding members
- We are a member of London Community Resource Network (LCRN) and work in partnership with London Re-use Limited (LRL), playing an active role in developing the London Re-use Network
- We work with local authorities, in particular the London Borough of Waltham Forest, and registered providers of social housing, developing joint approaches around shared objectives to engage communities, reduce waste, tackle climate change and enhance social inclusion.

Our partnership work will seek to realise the potential for social enterprise and community activism to address local environmental and social issues, as well as create income opportunities for FRP. In Waltham Forest and surrounding boroughs, this will take the form of a geographically focused but broad-based approach with voluntary and community organisations, and public sector agencies. Regionally, across London, we will focus on partnerships to deliver re-use activities.



FRP is a not-for-profit, social enterprise
with environmental and social aims.

We engage with communities
in North East London through
a range of practical initiatives
to reduce, re-use and
recycle waste.

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Registered office as above.