

Brockwell Park Community Greenhouses

Minutes of Board Meeting



Date:	25 September 2025
Location:	BPCG Barn
Present:	Georges Mikhal, Samantha Faulkner, Jamie Laing, Carla Clarke, Ian Brotherston, Gam Jhutti, Lauren Brownlow, Rebecca Thomson (Observer)
Apologies:	Deborah Ajia, Verena Kotonski, Larry Osei-Kwaku, Omar Alghali

Blue text - Action items

1. Co-opting Trustees

Based on a recruitment process outlined in previous board meetings, the Chair recommended the co-opting of [Gam Jhutti](#) to lead on Health and Safety, and [Lauren Brownlow](#) to lead on Human Resources, as members of the Executive Committee.

This was unanimously approved by all present members.

[It was agreed that Lauren will take over safeguarding responsibilities from Carla; Rebecca to update relevant policies as necessary.](#) It was also agreed that the current People Committee (Georges, Sam, Omar, and Carla) would be discontinued and any HR related matters will be addressed by Lauren.

[Gam will take over health and safety oversight from Verena, and will coordinate closely with Rebecca or other members of staff as needed.](#)

2. GM Report

Rebecca presented her General Manager Report, which included a summary of progress to date, challenges, and the next steps looking ahead. Rebecca's priorities for her first 6 months were:

1. Review FY2025/26 Action Plans and Budgets
2. Fundraising
3. Updating Policies, Procedures, and Plans
4. 2026 - 2030 Strategy and Annual Report
5. Organisational Culture
6. Staff contracts and handbook
7. Volunteer handbook

Progress to date included:

1. **Action Plans implemented** across departments with clear KPIs and quarterly targets to track things like volunteering, partnerships, and financial performance; 26/27 plans to be finalized by end of January 2026
2. **Fundraising strategy refocused** on securing larger grants including core funding (targeting Garfield Weston, The Fore, National Lottery Community Fund, Esmée Fairbairn Foundation) while maintaining smaller grant applications
3. **Governance strengthening underway** with multiple policies and procedures developed; pending items include Volunteer Handbook, Financial Controls Policy, and Kitchen SOP

4. **Strategic planning in progress** with Volunteer Engagement Plan and 2026-2030 Strategy being developed for presentation at the AGM
5. **Kitchen and shop review ongoing** with a draft business plan incorporating recommended changes to be ready for November board meeting

The board was happy with the progress Rebecca has made since joining on 09 July, appreciated the strong foundation she has built, and the focus on fundraising and the kitchen and shop over the next quarter.

The board also recognised the significant support Lauren provided Rebecca on finalising the Staff Handbook, among other HR areas.

3. Strategy Refresh

Feedback on V1 of the strategy received online from 8 people, plus feedback received from an in person meeting on 31 August. Based on this feedback, V2 was prepared by Rebecca, Jamie, and Georges and is found in [Annex A](#). Next steps is to incorporate feedback from the board and general membership (deadline: 02 October 2025), and incorporate into a V3.

V3 will be shared with the board latest 20 October for final approval at the 23 October extraordinary board meeting. The final strategy (V3) will be shared by 14 November, within the AGM announcement.

4. Volunteer Engagement Plan

V2 of the VEP was prepared by Rebecca and Georges, and was shared with the membership for feedback (deadline was 28 August 2025) and can be found in Annex B. Feedback on V1 was generally constructive, with some valid criticisms. Feedback on V2 has also been constructive, and with a generally a more positive tone.

"Thank you for reducing the emphasis on targets and data. The whole tone of this reworked document feels far softer, less hard-edged and more responsive. This is very welcome."

"I hope these comments don't come across as too negative, they're intended to be constructive. Generally I think the document is excellent."

V3 to incorporate feedback and to be sent out to membership by 12 October to receive any final feedback. The final VEP (V4) will be shared by 14 November, within the AGM announcement.

5. AGM Agenda

The AGM is planned for Sunday, 30 November at the Barn between 15h00 and 17h00. Invite needs to be sent out to membership latest 14 November, including all necessary documentation. [Rebecca will make sure a 'save the date' is sent sooner.](#)

A draft agenda for the AGM was shared and discussed. Beyond the legal requirements (annual report, voting, etc.), it was agreed that the overall feel of the AGM is a celebration of progress the organisation has made, where trustees, staff and volunteers share a platform to present our collective contributions.

6. Annual Report

The annual report is being prepared with inputs from Rebecca, Steph, Charlene, Jody, Janet, Sam, Larry, and Georges.

Georges will send V1 to the board for review by Wednesday, 09 October. The board will have only 5 days to provide feedback (deadline 14 October), and the drafting team will have 5 days to incorporate feedback, sending V2 to the board by latest 19 October. The board will meet for an extraordinary online meeting (30 minutes only) to approve the final report (V2) on Thursday, 23 October at 18h30.

The final annual report (V2) will be shared with the general membership on 14 November, within the AGM announcement.

7. AOB

1. Identity Verification status update:
 - a. Larry, Jamie, Deborah, Ian, and Georges completed identity verification.
 - b. Carla, Sam, and Omar to be completed.
 - c. **Action: Jamie to send details to Lauren and Gam.**
2. Steph led the big job of removing the canopy in the lower garden in September with no incidents, and most of the wood has been reclaimed for other purposes.
3. Updated Risk Register found in Annex C. No material increases in risk, but a more comprehensive review is needed. **To be updated by Rebecca at the next board meeting.**

8. Next Board Meeting: Proposed schedule for next board meetings:

- a. Thursday, October 23th 18:30-19:00 (extraordinary meeting to approve Annual Report - online)
- b. Thursday, November 20th 18:30-20:30
- c. AGM: Sunday, November 30th 15:00-17:00
- d. Thursday, January 22nd 18:30-20:30

Brockwell Park Community Greenhouses 2026 – 2030



Strategy – V2 Draft for Consultation

This is the second draft of our new strategy for Brockwell Park Community Greenhouses (BPCG).

We want to hear your constructive feedback and ideas. You can tell us what you think about both the decisions we're making and how this strategy is presented.

Please share your thoughts using [this Google Form](#) by the deadline of the **2nd of October**. Your feedback will be used to update the strategy, and the final version will be presented at our Annual General Meeting (AGM) on **30th November**.

1. About BPCG

BPCG is a registered charity in South London's Brockwell Park. We provide an inclusive space where people of all ages and backgrounds can connect with nature and their community, improve their wellbeing, and learn about food growing, preparation and preservation.

Our space has a rich history. Originally built in the mid-19th century as part of the Brockwell Hall estate, it fell into disrepair, before being revitalised by guerilla gardeners in the 1990s. BPCG formally established as a charity in 2005 when Lambeth leased the site to the community, with the current charity registered in 2010 securing a long-term lease. Over the years, we have sensitively developed our one-acre site into a unique and welcoming haven. Our walled garden and historic greenhouses are productive and we've invested in high-quality facilities including Brockwell Barn, opened in 2022, with a teaching kitchen and learning and events space.

2. Why we need a strategy

This document outlines our high-level plans for the next five years (2026 - 2030). For a small charity like BPCG, a strategy helps us focus our limited resources on what matters most, and all work towards the same goals. It also enables us to clearly explain our purpose, make informed decisions about opportunities, and stay true to our mission as we grow.

This document is intended to be a simple, living guide that we can review and change as we learn and evolve.

Unlike previous BPCG five-year strategies, which were detailed business plans, this document is a broad framework. Once we have finalised the third version of the strategy, we will create separate, detailed annual action plans. These annual action plans will include timelines, budgets, and other needed resources, just like our old five-year business plans.

3. Where are we today

[NOTE: We have intentionally left this section empty as we collate this information. It will be available in the updated version of the strategy. Within it we intend to outline who contributes to BPCG, our

activities and the outputs/outcomes we've achieved in the past year, and if available, even more historically.]

4. Our strategic framework

OUR VISION (the future we want to see)

We want to be a **welcoming, restorative, vibrant, and ever-evolving community hub** for the people of Lambeth and Southwark. We want to be a place where **sustainable horticulture** opens the door to learning, friendship and wellbeing. These are in line with our 'articles of association'¹ - think of them as our charity's rulebook that we had to file with the government.

WHAT DO WE MEAN BY SUSTAINABLE HORTICULTURE?

For us, sustainable horticulture is a thoughtful approach to growing plants - such as food, flowers, herbs, etc. - using organic methods that protect soil, water, and wildlife. This approach encourages the plants, soil, water, and wildlife to work collaboratively to create a healthy ecosystem that can also support our wellbeing.

OUR MISSION (what we do to achieve the vision)

To help people in Lambeth and Southwark feel **healthier, happier and more connected**. We do so by embracing the beautiful complexity of community life, using sustainable horticulture as our foundation to create an intentionally diverse range of nature-based learning activities, which respond dynamically to our community's evolving interests, and create space for unexpected connections and discoveries. Examples include things like food growing, cooking and preservation, sustainable beekeeping, composting, therapeutic gardening, cultural events and countless other possibilities.

We especially want to help people who may not normally get access to nature, food or community because of things like their income, ethnicity, gender, sexuality, disability (visible or invisible) or social exclusion.

OUR VALUES (the principles that guide our work)

In no specific order, these are the most important things we believe in:

- **Welcoming:** we actively include everyone.
- **Community:** we bring people together.
- **Nurturing:** we help people and plants to grow.
- **Sustainable:** we take care of our environment and each other.

5. Our strategic priorities for 2026 - 2030

Because of the wonderful community, history and site that we have built, we now have the chance to do **more and better**. Over the next five years, our priorities are:

1. Better **financial sustainability and resilience**
2. More and better **community relationships**
3. More and better **learning opportunities**
4. Better **environmental sustainability**

¹ Our articles of association can be found [here](#).

5. A better **working and restorative environment**

These priorities will guide our yearly planning, budgeting and fundraising. Although they are listed separately, they are all connected and rely on each other, and not necessarily listed in order of priority. Each priority has a few milestones which help us measure our progress, particularly during board meetings and annual general meetings. We will set more specific goals and key performance indicators (basically the important numbers that tell us how well we're doing, like how many people we've helped or how much food we've grown) in our yearly action plans.

Below is a detailed description of the strategic priorities and associated milestones:

Priority 1 | Better financial sustainability and resilience: To stay financially strong, we need to cover all our costs and be prepared for any unexpected costs or external events, like Covid.

Historically, we have chosen to cover our **core costs** through the money we earn ourselves. This income is more stable than money received through grants, and also allows us to remain more flexible. It introduces minimal constraints (a kitchen full of jam-makers or a space booked for private hire cannot be used for other activities at the same time), whereas grant funding is often attached to specific activities, preventing us from covering our core costs or responding to unforeseen events. Money received through grants remains indispensable for helping us to have a bigger impact for those activities.

WHAT DO WE MEAN BY CORE COSTS?

Core costs are the costs we have to pay to keep the organisation operating, like staff salaries, water bills, phone service, and rent. These are expenses that stay pretty much the same whether we have a busy season or a quiet one. Sometimes, these are referred to as 'overhead costs'.

We will continue to maintain this balance between self-generated income and grant funding, remaining mindful of our core vision of a space that's open and welcoming to all. To do this, we will:

Milestone 1.1: In Year 1, assess the potential opportunities to create more self-generated income from our current activities and site, while establishing a more welcoming and restorative space for our community.

Milestone 1.2: In Year 1, assess the potential opportunities for raising grants for our existing programmes and activities, and in line with our current capacity.

Milestone 1.3: Through an annual planning process, the board will assess and balance establishing a financially resilient organisation with maintaining a welcoming and restorative space for our community.

Milestone 1.4: Prepare and maintain a risk register to identify risks early on, especially financial and organisational risks (e.g., data management, succession planning, etc.) that could negatively impact the organisation.

Priority 2 | More and better community relationships: We want to better reflect the diverse community in Lambeth and Southwark Boroughs. To do this, we want to establish stronger relationships with those who struggle to access nature, food, and community. We already have great partnerships with schools and other organisations to help us do this, but we can do more and better. To do this, we will:

Milestone 2.1: Prepare and implement a volunteer engagement plan, starting from Year 1, to improve collaboration with existing volunteers, and support the recruitment and retention of new volunteers.

Milestone 2.2: In Year 1, assess each of our current programmes, workshops, sessions, and events to understand how we can better reach those who struggle to access nature, food, and community (e.g., more free access).

Milestone 2.3: Starting in Year 1, launch a continuous process of identifying and removing barriers (like confusion about how to start a new project) and provide support (for example through simple processes or easy to access funding) for staff and volunteers. This will help us to always evolve our space so it can reach those who need it most.

Milestone 2.4: Starting in Year 1, and continuously thereafter, offer more and / or better opportunities for those who struggle to access nature, food, and community. We may do this through partnerships with other organisations or directly with community members.

Priority 3 | More and better learning opportunities: Learning is at the heart of everything we do, whether it's a child discovering where food comes from or an adult gaining confidence in their cooking skills. By expanding and improving our learning opportunities, we can reach more people who feel disconnected from nature and practical skills, while better serving those who are already engaged with us. To do this, we will:

Milestone 3.1: In Year 1, we will briefly assess how we currently learn (i.e., certificates, informally, peer-learning), who we are reaching (e.g., secondary school students, adults with limited cooking knowledge or skills), and what topics we are covering (e.g., horticulture, composting, climate resilience, sustainability).

Milestone 3.2: In Year 2, we will explore and plan how we can provide more and better opportunities for learning (e.g., fundraising, collecting feedback on topics, ensuring all our activities incorporate learning), and from deeper and formal learning to more informal and collaborative learning.

Milestone 3.3: In Year 3 to 5, we will continuously reflect on and launch more and better learning opportunities for the communities we serve or wish to reach.

Priority 4 | Better environmental sustainability: We already do a great job at being sustainable by growing food organically, minimising food waste, creating a haven for some urban wildlife (including for instance pollinators), composting our garden waste and collecting rainwater. However, we can do even more and better. To do this, we will:

Milestone 4.1: In year 1, we will get better at understanding our current impact and areas for improvement in Year 1.

Milestone 4.2: In year 2, we will prepare a budgeted sustainability plan and set targets for ourselves which we can feasibly monitor.

Milestone 4.3: Finance and implement the plan from Year 3 to Year 5, which may include capital works to improve our spaces, and / or change in our practices to improve our impact.

Priority 5 | A better working and restorative environment: While we want to do more and better, we want to do so within our current resources. We want to keep our space peaceful and restorative. We need to make sure that we are financially sustainable, have a manageable work load for our staff, and create a calm and welcoming atmosphere for volunteers and visitors. To do this, we will:

Milestone 5.1: Support staff in achieving the aforementioned priorities throughout the 5-year period, including but not limited to transitioning in Year 1 from some direct delivery to mainly facilitating or enabling delivery by freelancers and / or volunteers.

Milestone 5.2: Introduce systems in Year 1 to improve coordination and planning between the different programmes, workshops, sessions, and events so they complement rather than compete with each other.

Milestone 5.3: Continuously invest in making sure our facilities are safe, well organised and maintained, and welcoming to all, including those with disabilities.

Milestone 5.4: Transition the activities of the board of trustees away from operations and towards improved governance of the organisation and advisory support to the General Manager and staff.

Milestone 5.5: Continuously work to strengthen representation and skills of the board of trustees to reflect the needs of the organisation.

BPCG's 2026 – 2027 Volunteer Engagement Plan (V2)

This is Version 2 of BPCG's Volunteer Engagement Plan. [This document](#) outlines how Volunteer feedback on V1 was integrated into V2. Please send your feedback on V2 using [this survey](#) by the 28th August.

1. Who are the BPCG volunteers?

Since we started recording the numbers in 2017, there have been around 900 amazing volunteers on our books: a diverse group of people of all ages, abilities (visible or invisible), and backgrounds. Most are local to Brockwell Park, but many come from across London. We don't yet reflect the community that hosts us in our diversity (whether age, sexual orientation, ethnicity, ability, gender, etc.), but that is something that is important to all of us.

2. What do volunteers at BPCG do?

We have several volunteering opportunities and activities across our programmes and partnerships, including: gardens and food growing (including many sub-groups, such as a wildflower meadow, sensory border, and plants for shade), kitchen and produce preparation, shopkeeping, DIY, composting, children and families, beekeeping, events, and governance. Many (if not most) volunteers get involved in multiple activities.

3. Why do people volunteer at BPCG?

Volunteers spend time at BPCG for many different reasons. Some want to build their knowledge and skills, whether about gardening, working with children, or some other area. Some want to spend peaceful and quality time in and with nature; spotting a blue tit chick can make some people's day! Some want to make friends and feel part of a community. Some just want to contribute to their community.

Ultimately, we believe people volunteer because it gives them a certain sense of enjoyment and satisfaction. This is something we value and want to nurture.

4. How committed are the volunteers to BPCG?

In the last reporting year (April 2024-March 2025) we logged around 5,000 hours of volunteer support, which is probably an underestimate, but a testament of the amazing community that has been built around this small haven in the centre of London.

Some volunteers have generously contributed hundreds if not thousands of hours over many years; and some who have only just started.

Some volunteers play a leading role or aspire to hold responsibility; others enjoy the freedom of helping without leading a group or activity.

Some volunteers attend regularly, others come as and when they are able to.

Regardless of a volunteer's type of contribution, **we want all to feel welcome and appreciated.**

5. Why a Volunteer Engagement Plan?

As volunteers, while we believe we've created and contributed to an amazing organisation, we believe we can do more and better. We want to:

- a. **Grow** our volunteer base to be more diverse and inclusive.
- b. Create more opportunities to **celebrate** our volunteers.
- c. Explore ways to create even more **nurturing** experiences for volunteers to learn, grow, and contribute.

These are our objectives. Grow. Celebrate. Nurture.

6. How do we achieve this?

- a. **Supercharge our outreach** through market stalls, leafleting, and community surveys in local areas like Brixton.

- b. **Collect regular feedback** to identify and remove barriers for underrepresented volunteers.
- c. **Fast-track inductions** within one month of sign-up, our door is always open for sign-ups!
- d. **Increase the number of Lead Volunteers** to build our organisational resilience and by creating clear pathways to leadership with transparent expectations, training and a buddy system.
- e. **Develop a Volunteer Handbook** outlining mutual commitments and conduct expectations, updated regularly and with annual training available to all.
- f. **Make the process of joining a team** consistent, transparent, and welcoming across the organisation so it is easy for volunteers to join multiple activities if they choose to.
- g. **Enhance volunteer sessions** with clear tasks, learning components, and fun! We want to make these as accessible as possible too, by developing more sessions outside of typical work hours.
- h. **Celebrate volunteer contributions** through regular recognition and appreciation, but also helping us get the basics right, like always having tea and biscuits available!
- i. **Host celebrations** significant to underrepresented communities, such as Diwali, Day of the Dead, Caribbean festivals, and disability awareness days.
- j. **Improve the shop** into a welcoming information hub for all visitors and volunteers.
- k. **Offer deep learning opportunities** through workshops, partnerships, courses or more, on a variety of topics (horticulture, cooking, beekeeping, etc.)

7. How do we make sure we succeed?

We know that not everything can go as planned: What's important is that we treat this as a learning journey, and will keep trying by finding different ways to continuously ask volunteers for feedback (e.g., quarterly surveys, anonymous feedback box, and emailing us directly). The feedback would be used to try new things, update this plan next year, but also to inform and update our organisational strategy.

Realistically, we won't be able to address everyone's feedback, but we promise to keep an open mind, listen, and where necessary, have honest and kind conversations when we feel something cannot be done.

We will also set targets and collect data on key metrics to help guide our progress. But we are worried that too much focus on data can become intrusive, reductive and overly academic. We believe diversity flourishes naturally when people feel genuinely welcomed, not categorised. We want to work towards our goals but not let reaching targets distract us from remaining engaged with volunteers.

From our AGM in November 2025, and over the next financial year until March 2027, we aim to achieve the following:

Metric	Target
1. Prepare a volunteer handbook	1
2. Number of new volunteers recruited	100
3. Number of new Lead Volunteers recruited	5
4. Retention: % of new volunteers who have volunteered more than 10 times in the past year	30%
5. Number of partnerships established with underrepresented communities	2
6. Number of outreach events conducted in underrepresented communities	6
7. % of volunteers saying they are satisfied or very satisfied with their volunteer experience	>85%
8. Number of new celebrations significant for underrepresented communities	2
9. Number of new deep learning opportunities	2

RISK REGISTER BPCG 2025

Strategic Risk	Description of risk	Likelihood or frequency of risk occurring	Notes explaining likelihood	Current / Possible Impact	Notes explaining impact	Score	Opportunity	Mitigations already in place (i.e completed actions)	Actions Key: Committed Actions (responsible staff member / committee member) (Possible future actions)	Last Updated
Websites & Digital Infrastructure	Ecommerce site is still experiencing instability. Current content website is difficult to use (particularly on mobile). Lack of integration (e.g mailchimp, CRM) slows down work and limits useability.	5	We have experienced several issues in the last few months of varying severity. Also lots of room for improvement.	4	All customers interact with website. Any technical issues cause extra admin and worst case lost customers and revenue.	20	Improve retention and average order value. Improve awareness of organisational values and activities. Improve customer acquisition, volunteer retention. Improve efficiency of staff time.			09/10/2024
Low staff capacity & wellbeing	Staff capacity is limited and they are feeling stretched, which could negatively impact staff health, wellbeing, ability to learn and develop etc	4	Increasing staff capacity increases costs and increases required revenue.	4	Capacity is already limited so any reduction due to burn out, illness etc is difficult to absorb. Decrease in efficiency being felt due to tiredness, mistakes etc	16		General Manager supporting staff in managing workload		
Lack of / ineffective marketing for retail and hire	Marketing plans/strategy not defined.	4	Lack of marketing strategy is resulting in inconsistent/ad-hoc marketing and no increase in customer base.	4	Increased acquisition is key lever for growth. Lack of retail/event/hire income will result in increased dependency on grant income.	16	Visitors/potential donors might lack clarity over aims of charity and funding model, preventing them from more actively supporting the charity.			
Low grant income	Fundraising targets currently undefined and there is no plan how to meet targets once set.	4	Definition of targets might gain traction once General Manager is in place. But grant market is challenging. Long lead time for grants. We don't have a current network built up.	4	Increased reliance on regular volunteers to support organisation to meet its targets (e.g. retail income). Increase reliance on retail and hire income to cover staff salaries. Lack of grant income could hamper efforts to increase diversity of site users (e.g. attendance of schools where pupils rely on FSM). Could require changes to business plan - further emergency crowdfunding, cuts to staff hours etc	16	Secure long term funding which gives us valuable security. Secure funding for enabling funding which strengthens organisation's impact and resilience (e.g capital projects)	Grant by Rausing Foundation to support C&F programme. General Manager will be working on fundraising and defining targets with the Chair.		

RISK REGISTER BPCG 2025

Strategic Risk	Description of risk	Likelihood or frequency of risk occurring	Notes explaining likelihood	Current / Possible Impact	Notes explaining impact	Score	Opportunity	Mitigations already in place (i.e completed actions)	Actions Key: Committed Actions (responsible staff member / committee member) (Possible future actions)	Last Updated
Low hire income	Lack of hire requests for BPCG spaces.	4	We will be in competition with Brockwell Hall's offer of similar spaces from spring 2025 onwards. Increase of music events in park reduces number of days available for hires,	4	Decreased hire income with impact ability to cover staff salary costs.	16	Monitor pricing structure at Brockwell Hall and ensure competitive pricing. Develop USP for BPCG spaces.			
Insufficient Cash	Lack of donations by individuals (e.g. donors, visitors at shop till/donation boxes, response to fundraising drives).	4	Flow of donations dependent on overall economic outlook, and how this impacts financial situation of individuals. Visitor numbers to site weather dependent.	3	Lack of cash can impact ability to maintain the site (e.g. greenhouses, mud kitchen, deckings), resulting in H&S risks or less attractive site, impacting events programme and hires.	12	A) Strengthen friends & supporter schemes (actively increase number friends/supporters and think of ways how to develop/maintain relationship to those groups - e.g. stage special event for supporters, offer discount voucher for regular event). B) Improve communication on site/website/social media/at events regarding donations (who we are/what we do/why we need your support). C) Actively maintain relationship to current long-term donors.			
Low ticket income	Low tickets sales (all departments - C&F, events, garden workshops) due to low interest in workshops and events.	3	Tickets sales dependent on time of year (in winter access to site through dark park an issue), weather as well as attractiveness of offer. E.g. annual highlights such as Mambista series might not go ahead in 2025. BPCG will be in competition with Brockwell Hall opening in spring 2025. Overall economic outlook might impact ability of visitors to spend money on non-essentials.	4	Ticket income helps to cover staff salary costs. If ticket income is low, the reliance on hire income or grant funding increases.	12	Ensure continuity of existing annual favourites (e.g. Mambista series, wreath making, C&F Christmas activities, willow weaving/ fermentation workshops etc.). Develop new events/ workshops that are promising to be 'crowd-pleasers' (e.g. story telling events). Monitor closely developments/ programme at Brockwell Hall - liaise/collaborate with their events organiser to avoid direct competition.			

RISK REGISTER BPCG 2025

Strategic Risk	Description of risk	Likelihood or frequency of risk occurring	Notes explaining likelihood	Current / Possible Impact	Notes explaining impact	Score	Opportunity	Mitigations already in place (i.e completed actions)	Actions Key: Committed Actions (responsible staff member / committee member) (Possible future actions)	Last Updated
Non-availability of spaces critical for hires / C&F programme	Non-availability of spaces required for various critical activities will lead to loss of revenue.	3	Damaged or leaky greenhouse might render it unavailable for hires, events workshops and even plant propagation (if completely unsafe to enter). Un-availability of deckings impact hires and C&F sessions. Unavailability of canopy significantly reduces attractiveness of lower decking for hires.	4	Loss of revenue.	12	Maintain regular maintenance programme.	Maintenance matrix/schedule has been established. Significant works have been completed in 2024 to ensure critical spaces are available for use (replacement of decking, reglazing of upper greenhouse, repairs to canopy). Lower greenhouse was refurbished in last 5-10 years (check)		
Access to site	BPCG site located in middle of Brockwell park. If park is closed access is impeded. Also, number of other factors (events, seasonal change) can limit footfall, number of visitors, or can increase safety risk to visitors.	4	Access to park in winter after park is a risk for visitors attending events on their own. Increase of music events in the park reduces footfall to site. Park has been closed in recent years following criminal incidents, also impeding access to site.	3	Decreased footfall will reduce retail income. Sale of tickets to evening events might be down due to having to access park in dark. Or if visitors are not aware of BPCG location in advance and don't heed safety advice to meet others to walk up to BPCG, there might be a safety risk to visitors.	12	Stronger messaging around evening events in winter seasing to encourage visitors to arrive together. Better provision from BPCG's side to come and meet visitors at Lido Gate and offer to walk up together.	Some messaging as been included in event notices but could be made more prominent. Occasionally meet & greet 'service' has been offered but could be more consistent and highlighted better.		
Reputational Risks	Affiliation with unethical organisations (fundlers, suppliers, corporate customers) could impact on our reputation. Use of supermarket bought non-organic ingredients (herbsalts, berries) in produce for retail.	4	Currently significant amounts of fruit/herbs etc. are being bought for producing products such as marmalade and herb salts (e.g. dill/thyme). These are unlikely to be grown organically.	3	Visitors generally expect that the produce they buy contains BPCG crop and that it's grown organically. We are not very clear in our labelling what majority of berries (for example) is from supermarket.	12	Need to clarify guidance to kitchen team of what is acceptable in terms of using non BPCG crop and how messaging could be improved to avoid reputational damage to due customers feeling they been mislead.			
Food safety standards not met	Risk of food poisoning	2	Staff/volunteers dealing with food have been trained. Strict 'no meat' policy if kitchen is in use by BPCG, which reduces likelihood of severe food poisoning. Less clear protocols if meat is used in the kitchen by hiring parties (e.g. their caterers)?	5	Risk of serious illness or death. Risk of prosecution. Reputational risk.	10	Appoint dedicated food/retail lead who also leads on monitoring and, if necessary, enforcing food hygiene protocols in kitchen for food production (retail & events) as well as monitors sell by dates of stock in shop.	All staff/volunteers prepping food are supposed to have Level 3 Food safety & Hygiene certificate (will need to be up-dated every 3 years), or are at least to be supervised by certificate holder.		

RISK REGISTER BPCG 2025

Strategic Risk	Description of risk	Likelihood or frequency of risk occurring	Notes explaining likelihood	Current / Possible Impact	Notes explaining impact	Score	Opportunity	Mitigations already in place (i.e completed actions)	Actions Key: Committed Actions (responsible staff member / committee member) (Possible future actions)	Last Updated
Low Retail income	Retail income targets (plants and	3	Sales in shop/at market	3	Lack of money from retail	9	Strengthen messaging - e.g. by			
Low volunteer capacity & wellbeing (resulting in high turnover)	Reliance of volunteer support to meet organisation's goals makes organisation vulnerable. If regular volunteers feel overburdened because they feel the pressure to deliver, this is likely to lead to dissatisfaction and loss of volunteers. Lack of attractive volunteering opportunities (e.g. due to lack of staff or lead volunteers to host meaningful sessions) might lead to volunteer retention issues.	3	Volunteer base is very diverse in terms of what BPCG means for them and how they would like to engage with the charity. Also level of skills varies widely. This can be challenging when relying to volunteers to meet performance targets.	3	Lack of volunteers to help sell produce in shop, at HH market and country show will result in lower revenue from retail. Lack of volunteers to support growing plants/veg and produce products for sale will negatively impact retail income. Low volunteer wellbeing poses reputational risk to organisation, and lower attractiveness to donors.	9	Volunteer capacity will grow with increased staff cover and provision of engaging sessions (e.g. Saturdays). Discuss (at board level?) to what extent BPCG should rely on volunteer contribution to meet organisational goals (e.g. retail income).	Regular staff cover on Saturdays. Regular lead volunteer meetings as forum to address concerns.		
Staff Turnover	Staff leaving, leading to loss of skills, embedded knowledge. Time needs to be spent on recruitment, induction and training rather than strategic projects.	3	Less of a risk if staff feel supported and work load is manageable.	3	Negative impact on income generation, programme delivery, volunteer morale.	9	Re-hiring of staff with more relevant experience or skill set, opportunity for reset (processes, targets etc.)			
Pest and Disease	Significant pests and/or disease damage to crops which reduces value of produce grown.	3	Likelihood increasing due to erratic weather caused by climate change. Significant damage limited by diversity of cropping and by management practices.	3	Financial impact limited by diversity of crops. But does affect income and expenditure.	9	Improved management practices can lead to improved yields and improved biodiversity.			
Damage to assets (accidental and intentional)	Staff time required to arrange repair or replacement of damaged items. Financial impact to fund repairs/ replacement of kit.	3	Repeated vandalism to greenhouses, loss of tools (e.g. seccateurs) due to being misplaced. Broken tools due to lack of care.	3	Interrupts business as usual, takes up valuable staff and lead volunteer time to rectify damage. Can impact hires/ events/C&F programme. Can have emotional impact on regular site users (loss of plants, vandalism).	9	Make site more secure to prevent unauthorised access. Train volunteers to take better care of tools and instill a sense of responsibility for tools as community assets.	Tools like seccateurs locked away and only handed out for specific sessions and are being used under supervision of gardener.		

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Physical Health and Safety Risks	Risk of injury or death of staff, volunteers or visitors	2	Large number of volunteers and visitors, lots of minor hazards. Staff and lead volunteers use some dangerous equipment. Some infrastructure will need improvement (e.g. roof over Pizza oven), and condition of trees trunks need careful monitoring.	4	Severe injury could impact on reputation and/or productivity.	8	Reduce accidents, improve physical wellbeing of staff, volunteers and visitors.	Rebuilding of mud kitchen (2024). Renewal of decking in lower garden (2024) and pond decking (2025). Reglazing of upper greenhouse (2024). Extensive repairs to canopy (2024). Significant improvements to H&S on site (incl. First aid training, up-dating of emergency plan) and roll out of H&S training to staff and lead volunteers.	Ongoing monitoring and repair of structures on site. Renewal of H&S training (annually? bi-annually?)	
Cyber Security Breach	Malicious attack on customer data or other tech asset	2	Likelihood increasing judging from events in past years, although smaller institutions seem to have been less affected	4	Might affect banking system (e.g. staff salary payments), website with ticket booking system and shop card reader. Loss of/ or impeded access to email and files/folders on Google Drive will impact all parts of the organisation.	8				
Insufficient Diversity, Inclusion, Equity (with a focus on anti-racism)	There is a risk of damage to the organisation's reputation from not being inclusive. Our impact is reduced by not reaching a wide audience.	4	Until now, participants of C&F programme have mostly from fee paying schools, Majority of visitors to events/participants in adult workshops equally not very diverse.	2	Visitors/attendees not reflecting wider local community, which reduces the (positive) impact BPCG can have on community. Not reaching more diverse audience/visitors might make it difficult to attract new grant funding.	8	Establish what the reasons/barriers are for not attracting a more diverse range of visitors (type of offer, financial reasons, lack of marketing).	Successful application for Rausing grant to increase number of pupils from schools reliant on FSMs.		
Fire	Fire hurts people or property, or interrupts operations.	2	No candles allowed in the barn, and no fireworks on site. Open fires outdoors (e.g. burning wood in winter) only under supervision of staff and are very rare occasions. Staff responsible to maintain all equipment in their areas to avoid electrical fires. Currently less clear is guidance around caterers operating deep fryers.	4	Risk of injury to staff or volunteers, risk to built assets on site.	8	Visible prioritisation of staff and volunteer safety. Clarify guidance around use of deep fryers by caterers. Monitor/train kitchen team in fire hazard prevention. Stage annual fire drills. Up-date RA, SOP for operating pizza oven if required.	Training of staff and lead volunteers has been rolled (both induction and refresher). Emergency plan and procedures have been updated. Lambeth is conducting regular checks of fire extinguishers.		

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Climate change shocks	Droughts, storms, other adverse weather events (Flood risk is low due to location and soil type)	4	Park has been closed on number of occasions due to storm warning, resulting in access to site being impeded, and loss of revenue if events can't be rescheduled. Prolonged periods of dry weather will increase need for watering to grow plants for retail.	2	Impact on C&F programme, hires, event, retail. If Lambeth increase price for water this could impact finances if extensive watering is required to grow plants for retail.	8	Redesigning planting scheme on site to make planting more resilient to hot/dry weather. Make use of water more sustainable, improve water management (e.g. rain water collection, installation of leaky hoses)	Dry border was established successfully. Some rainwater collection tanks installed in lower garden but could be used more efficiently.		
Committee Turnover	Committee members leaving, leading to loss of skills, embedded knoweldge and oversight. Time needs to be spent on recruitment and induction rather than strategic projects.	4	Committee members are volunteering, and generally have many other committments to juggle.	2	Short term impact is minimal, but longer term impacts resilience of the organisation.	8	New people also bring new skills, ideas and energy.			
Inflation	High inflation impacts on costs and gross margin	3	Inflation has decreased / stabilised but global economic situation still volatile	2		6				
Theft	Loss of physical assets - e.g laptops, tools	3	Has happened in the past, theft of plants (fruit bushes) and wheely trolley. So far, have not monitored for theft of smaller tools. Have we had camera and ipads stolen?!	2	Insurance in place to recover costs of high value items. Impact is more from time / interrupting business as usual.	6	Lock away high-value tools more efficiently/diligently in Nissen hut, which will also be advisable from a H&S perspective. Change, reset codes to site main gate and if necessary various other padlock combinations. Find new place for 'sandpaper' key box. Limit number of site users who know the new access code once implemented. Change access code on regular basis.	List of 'authorised volunteers' has been established who should be the ONLY ones (and staff) who should know now to access the site. Improvements to tool storage in Nissen Hut under way.		
Lease / Access to land	Council evict us from land.	1	Less likely within 5 years, as lease just with Lambeth renewed (Ian/Larry to confirm). Also, eviction seems unlikely since Barn was built, and scale of our operation puts us firmly on the map.	5	Would need to cease operation if evicted. Negative impact on local community. Staff will loose their jobs.	5	Continue to develop attractive programme that's relevant to local community in all itss diversity.	Work under way to draft new strategy for coming years.		
Employment liability	Risk of employment claims by staff or by recruitment candidates.	1		4		4				
GDPR	Risk of complaints or litigation due to inadequate data protection.	1		1		1				

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Impact of Brockwell Hall on hires at BPCG	Brockwell Hall may attract some private hires that currently come to BPCG, impacting our revenues and surplus	2	It is not clear yet what the offering or pricing will be, but it seems to be more on the higher end	4	Hires represented nearly 24% of our revenue last year, which is significant	8	Potential opportunity to do marketing together with Brockwell Hall	Staff continue to engage with Lambeth to coordinate and collaborate, thus avoiding unnecessary competition	Steph and General Manager responsible for managing this risk	28 May 2025
Reliance on key volunteers	Some ares, specifically the kitchen / production, rely on a couple of lead volunteers to produce items for the shop for sale. The risk is if these key volunteers decide to leave, there are no succession plans in place	2	While some lead volunteers feel the stress of the position, the Chair is in continuous dialogue with them to better understand pressures and try to address them	3	Sales of products made in the kitchen represented 13% of our income last year	6	Customers seem to love the products being produced, and often come back for more. Skills of the lead volunteers are shared with others. There is some good documentation on production.	A General Manager is being hired, who would also be responsible for production and retail, providing additional support to the lead volunteers	General Manager responsible for managing this risk	28 May 2025