

COUNTY DURHAM FURNITURE HELP SCHEME

Organizational File

Document Purpose

This document will provide a comprehensive listing of all contacts, activities, properties, assets, organizational structures, duties, obligations and responsibilities of County Durham Furniture Help Scheme.

This file should be reviewed and updated frequently, as it is to serve as an authoritative reference for all of our operations.

November 2012

CONTENTS

| | |
|-------------------------------------|----|
| Overview | 5 |
| Background..... | 5 |
| Mission | 5 |
| Aims & Objectives | 6 |
| Roles..... | 7 |
| Management Structure..... | 7 |
| Key People..... | 7 |
| Critical Skills and Experience..... | 8 |
| Policy and Procedure | 9 |
| Equal Opportunities | 9 |
| Health & Safety | 9 |
| Charging Policy | 9 |
| Hiring & Volunteer Policy..... | 10 |
| Monitoring Processes | 11 |
| Managerial | 11 |
| Financial..... | 11 |
| Operational | 12 |
| Health & Safety | 12 |
| Customer Welfare | 12 |
| Development..... | 13 |
| Aims..... | 13 |

Objectives 13

Strategy 13

Metrics of Success 13

Facilities..... 14

 General 14

 Operational 14

 Unit 20 14

 Unit 18 14

 Unit 12 15

 Training..... 15

Operational Finances 16

Assets & Liabilities 17

 Rented Properties 17

 Main Office 17

 Training Offices..... 17

 Storage..... 18

 Vehicles 18

 Misc Assets 18

 Regular Obligations 18

Insurance..... 19

 Buildings 19

 Employer’s Liability 19

 Public Liability..... 19

Vehicles 19

Appendix I – Charity Specifics 20

Appendix II – Charity Contacts..... 22

Appendix III – Resources..... 23

Accountant 23

Legal Advice..... 23

Advertising..... 23

Scale Calibration 23

Independent Referee 24

Insurance 24

Durham County Council Waste Minimization Officer..... 24

Appendix IV – Utilities..... 25

Appendix V – Insurance 26

Appendix VI – Financial..... 27

Miscellaneous 28

Additional Legal Information 28

Credits 28

OVERVIEW

BACKGROUND

In operation since 1970 (registered as a charity on 16th February 2004, and as a company on 9th September 2005), CDFHS has always operated around the principle of taking donations of household and electrical items, cleaning and refurbishing as necessary, and redistributing them to those in need.

While we do usually ask for a small cash donation for all supplied items, this is a necessity of ensuring our continued operation, and we always strive to keep the recommended donation levels as low as possible.

We are currently the largest organization of our kind run entirely by a volunteer workforce, as stated by Paul Smith, Chief Executive of the FRN, during a recent visit to our facilities.

CDFHS coordinates its efforts with various local support agencies to identify and respond to the requirements of those who are most in need of our services. We also liaise with various governmental agencies and schemes – such as Get Britain Working, the Work Programme, the Probation Service and the Employment, Skills and Enterprise Scheme – to offer work experience, work activity and training to local area residents.

MISSION

To relieve poverty, in particular by the provision of a furniture and household goods recycling service to those people, resident in County Durham, who are in necessitous circumstances.

We also aim to provide opportunities for the disadvantaged to gain valuable workplace experience and supporting qualifications, to improve their social mobility.

AIMS & OBJECTIVES

The primary aims are as follows:

To provide those in need within the local community with affordable household goods.

To provide opportunities for individuals to gain training and work experience within our operation, and to assist them in finding suitable, sustainable employment.

To liaise with various governmental and non-governmental agencies to provide facilities and opportunities for individuals to comply with the requirements of their receipt of income-related benefits or their agreements with the Probation Service.

Our general objectives in terms of the future and growth are as follows:

To engage with the local authority, in order to ensure that all potential revenue streams available to our current manner of operation are identified and exploited.

To generate sufficient operational profits to enable the expansion of our operational model into additional facilities and a larger volunteer workforce.

To exploit the resource which our facilities and business model represent, in terms of offering a larger and more comprehensive suite of training and work-based education to our all-volunteer workforce.

To grow the scope of the charity, and to do so in such a manner that our operational practices fall in-line with the requirements of the various funding and grant-awarding bodies, on the local, national and European level.

ROLES

MANAGEMENT STRUCTURE

Operationally, managerially and administratively, the Managing Director stands as the head of the Charity and the uppermost decision-maker, operating in consultation with the Board of Directors.

The Board of Directors currently comprises:

| | |
|---------------------------|---|
| Managing Director: | Chris Palmer |
| Company Secretary: | Steve Mitton |
| Treasurer: | Diane Brown |
| Floor Manager: | Ray Brown |
| Minutes Secretary: | <i>Selected as necessary from Board members</i> |

Within each sphere of the Charity, authority flows from the Board of Directors through the following chain:

| | |
|------------------------|--|
| Generalized: | Management -> Volunteers -> Placements |
| Managerial: | Floor Manager -> Logistics Manager |
| Administrative: | Logistics Manager -> Office staff |
| Operational: | Logistics Manager -> Warehouse staff |
| Training: | Training Coordinator -> Staff |

In general terms, the Management Committee and Board of Directors are responsible for the generation of Policy, which is then implemented operationally and administratively by the managerial staff, and overseen by individual Directors.

KEY PEOPLE

The key non-Director roles within the Charity are as follows:

| | |
|--|---------------|
| Operations Manager and Training and Employment Coordinator: | Lee Heightley |
| Principal Training and Employment Coordinator: | Steve Mitton |

CRITICAL SKILLS AND EXPERIENCE

Our core body of staff includes several individuals with experience in sectors and roles of direct benefit to the operation of the charity. These include:

- **Managing Director** with 40 years of experience in charity operations, and qualified in business management. Also holds a degree in psychology.
- **Transport Manager** holds 7 years of experience with CDFHS, and has previous management and operational experience in the automotive industry.
- **Principal Training and Employment Coordinator** with 30+ years experience in the training and recruitment industry.
- **Business Development Manager** with 30+ years experience in sales, marketing, fundraising and project management.
- A call-list of specialist volunteers able to provide qualified services for PAT testing, SAGE-certified bookkeeping, logistics and infrastructure planning, and business coordination as needed.

KEY CONTACTS

CHRIS PALMER

Managing Director

chris.palmer@cdfhs.co.uk

07851 227537

FRONT OFFICE

Unit 20, Avenue 3

Chilton Industrial Estate

Ferryhill

DL17 0PB

01388 721509

POLICY AND PROCEDURE

EQUAL OPPORTUNITIES

CDFHS adheres to a principle of providing all individuals, regardless of sex, age, social, economic or cultural background, with the best possible service and opportunities to better themselves through work experience and training.

As such, we constantly monitor our facilities, policies, operational procedures and staff training in order to identify both potential problems and any opportunities for improvement in our service to both clients and staff.

Anyone found to be engaging in discriminatory behaviour towards staff of clients will be issued either a warning or a notice of termination by the Board of Directors, decided on a case-by-case basis, and in consultation with the injured party.

HEALTH & SAFETY

CDFHS complies with all current Health & Safety regulations, and strives to operate to a principle of constant improvement, with staff encouraged to actively deal with hazards to themselves and clients through both direct action, subject to training, and by passing the issue on to a higher authority if it is a recurring, procedural hazard.

Several members of staff possess Health & Safety training qualifications, training in 5S processes and First Aid, with training material ensuring that all staff are aware of these individuals as necessary.

CHARGING POLICY

The suggested donation levels in operation at CDFHS reflect a balance between the competing interests of providing clients with the most affordable items possible, and ensuring that the Charity enjoys sufficient cash-flow to ensure our continued operation.

Generally, prices are assigned uniformly, regardless of the specific circumstances of the client – it is simply enough that they be in need – and this complies with our general Equal Opportunities policy and our commitment to offer our services free from judgement.

However, on occasion, CDFHS will make additional efforts to provide those in a particular, specific and “dire” need with further assistance, in terms of reduced costs, extending our delivery range, making alternate delivery arrangements, etc.

We operate as a Charity, and the principles of our founding remain paramount.

HIRING & VOLUNTEER POLICY

As part of our commitment to providing opportunities to the disadvantaged, we will generally not discriminate against any individual for past indiscretions. However, due to our work with vulnerable people, we may, on occasion, be required to refuse volunteers on the basis of the risk presented by past instances of violent or predatory behaviour.

MONITORING PROCESSES

This section documents the processes and procedures that we have in place to ensure that we are adhering to our Mission Statement and providing the service we set out to provide.

MANAGERIAL

All Management level decisions which represent any change in operational, financial or policy-based procedures are first formally proposed by a member of the Board of Directors through a proposal document, and added to the list of topics to be covered in the next meeting of the Board of Directors.

Issues are then discussed, with decisions, actions and requests for additional information agreed upon and noted by the Minutes Secretary, for the benefit of record and future clarity.

A single Director will then usually be tasked with actioning a given item, and a timeframe within which to report back to the Board of Directors as a whole, with progress updates being sought at subsequent Board of Directors meetings.

FINANCIAL

The financial health of the charity is monitored and administrated by the Treasurer, with the Managing Director taking an oversight role, confirming daily, weekly and annual figures through consultation between the Floor and Logistics Managers, and the Treasurer.

Additional, non-operational sources of financing (grants, for example) are primarily dealt with through the Business Development Manager and overseen by both the Treasurer and Managing Director through consultations at Board of Directors meetings.

Management level operational expenses are dealt with on the authority of the Treasurer, with operational expenditures falling under the remit of the Floor Manager.

We also currently employ a SAGE-qualified accounts clerk who is in the process of structuring our financial documentation procedures, such that we are provided an additional level of checks and cross-referencing for our finances.

OPERATIONAL

The Floor Manager, in consultation with the Logistics Manager, drivers and warehousing staff, constantly monitors operational procedures with a view to increasing efficiency, reducing costs and improving worker morale.

We have found in the past that workers who feel undervalued tend to underperform or become increasingly unreliable, and given that such a large part of our remit is to provide opportunities for personal and professional growth, this is obvious extremely undesirable.

As such, our procedures are designed to provide, as standard, a level of engagement with management and the decision-making process, and it is part of the duties of the Floor Manager to identify and promote personal initiative within the workforce where possible.

HEALTH & SAFETY

CDFHS currently operates in a manner consistent with all relevant Health & Safety legislation.

Many of our volunteers possess qualifications from the HSE and other awarding bodies, relating to safe working practices in industrial and customer-service environments.

Our safety policy is reviewed on a weekly basis through meetings with staff and volunteers to discuss potential issues, and we are in the process of investigating the feasibility of implementing 5S processes to improve our ability to monitor safety within the main warehouse.

CUSTOMER WELFARE

Customer welfare is monitored through our Complaints procedure and through direct consultation between Directors, staff and customers across a wide range of issues, and through engagement with the local community.

DEVELOPMENT

A general overview of what the aims are for expansion and continued operation into the foreseeable future.

This should be structured so as to provide a basis for any business plan that Steve needs to generate, in order to secure funding.

AIMS

The broad strokes.

OBJECTIVES

Specific strokes.

STRATEGY

Detailed specific strokes and attitudes.

METRICS OF SUCCESS

How we will measure how well we're doing in regards to these development plans.

FACILITIES

GENERAL

We currently operate from three industrial units on the Chilton Industrial Estate just south of Ferryhill, off the A167.

Each unit is fitted with toilets for the use of staff and volunteers; two are fitted with kitchens, break areas and wireless internet; our main warehousing unit also provides toilet facilities for customers.

Ample parking is available directly outside each unit.

OPERATIONAL

UNIT 20

This is our primary unit, containing both our Front and Back Offices, and serving as our first point of contact with customers and our main warehousing facility.

The unit contains both staff and customer toilets, a kitchen and dining area for our workers, our two main offices, and a large warehousing area containing our stock of chairs, tables, wardrobes and miscellaneous items.

Total sq ft: 7500

UNIT 18

This unit is our primary training facility.

Containing toilet and kitchen facilities, a large industrial area suited for forklift and mechanical training, a dedicated training room and combined office / IT room, this unit also serves as the primary point of contact for our Training Coordinator.

Total sq ft: 2778

UNIT 12

This is our secondary storage unit.

Containing toilet facilities, a central storage and customer browsing area, and several smaller, staff-only storage areas, this unit is used for the storage and display of soft furnishings, such as couches, beds, flooring, etc.

Total sq ft: 2778

TRAINING

All formal training currently takes place at Unit 18, with additional workplace training delivered through Units 12 and 20.

As such, Unit 18 is equipped with several computers and a broadband internet connection, as well as a small library of publications relating to improving employability, writing CVs, how to document work-related activities in terms of obtaining educational credits, etc.

Unit 18 also contains a dedicated training and presentation room.

OPERATIONAL FINANCES

As a matter of ethics and reducing costs, CDFHS banks exclusively with The Co-operative Bank.

The financial state as it exists today, with some historic information for context. This is not detailed stuff, as that will be handled in the Appendices.

The charity turned over X amount of money. Our growth has been over X% for the past X years.

We estimate that we have saved DCC however much money.

ASSETS & LIABILITIES

RENTED PROPERTIES

MAIN OFFICE

| | | | |
|----------------------|--|----------------|----------------|
| Address: | Unit 20, Avenue 3 Chilton Industrial Estate Ferryhill, County Durham DL17 0PB | | |
| Floor area: | 7500 sq ft | | |
| Ground floor: | Entrance hall | Two offices | Fitted kitchen |
| | Customer toilets | Staff toilets | Parking spaces |
| | Secure windows | Main warehouse | |
| First Floor: | Storage area | Office | |
| Misc: | On-site parking for 5 vehicles, plus 2 large vans | | |
| Utilities: | Electricity, Water, Phone, Broadband Internet | | |

TRAINING OFFICES

| | | | |
|----------------------|--|-------------|---------------|
| Address: | Unit 18, Avenue 3 Chilton Industrial Estate Ferryhill, County Durham DL17 0PB | | |
| Floor area: | 2778 sq ft | | |
| Ground floor: | Main storage | Two offices | Cabin Kitchen |
| | Toilet | | |
| Misc: | On-site parking for 3 vehicles, plus large van | | |
| Utilities: | Electricity, Water, Phone, Broadband Internet | | |

STORAGE

| | | | |
|----------------------|--|---------------|--------------|
| Address: | Unit 12, Avenue 3 Chilton Industrial Estate Ferryhill, County Durham DL17 0PB | | |
| Floor area: | 2778 sq ft | | |
| Ground Floor: | Ladies toilets | Gents toilets | Main storage |
| | Two storage rooms | | |
| Misc: | On-site parking for 3 vehicles, plus large van | | |
| Utilities: | Electricity, Water | | |

VEHICLES

IVECO DAILY 35S14

Diesel, Low emission
Long wheel-base, High roof (H3)
Semi-automatic split-folding tail-lift (Max 975Kg)
NX11 BSY

IVECO DAILY 35S14

Diesel, Low emission
Long wheel-base, High roof (H3)
CN54 PM0

IVECO DAILY 35S14

Diesel, Low emission
Long wheel-base, High roof (H3)
NX59 AUY

NISSAN L15U REACH TRUCK

Twin-fork for standard pallet sizes
Max lift: 1500Kg
Electric powered (no emissions)

MISC ASSETS

- 5 desktop computers
- 3 combination printer / scanner / copier
- 7 contract mobile phones
- 7.2 metre scaffold tower
- Misc trolleys and jacks

REGULAR OBLIGATIONS

Things which are not utilities, but for which there is a regular payment.

INSURANCE

This section will hold the general overview of the insurance. Third party or comprehensive, limits, costs, who it's with, etc.

BUILDINGS

EMPLOYER'S LIABILITY

PUBLIC LIABILITY

VEHICLES

APPENDIX I – CHARITY SPECIFICS

This section contains the specifics of the Charity's registrations, certifications, contacts, etc.

| | |
|---------------------------------------|--|
| Association Name: | County Durham Furniture Help Scheme |
| Registered Charity Number: | 1112344 |
| Managing Director: | Chris Palmer |
| Address: | Unit 20, Avenue 3 Chilton Industrial Estate Ferryhill County Durham DL17 0PB |
| Phone Number: | 01388 721509 or 07904 999429 |
| Constitution Adoption Date: | 16 th February, 2004 (<i>Amended 2nd August, 2004</i>) |
| Date of Incorporation: | 9 th September, 2005 |
| Company Number: | 05559147 |
| VAT No: | Not Registered |
| HMRC Ref: | 406/GS36276 |
| UKPRN No.: | 10037800 |
| Hazardous Goods: | ROCAEXECOUNTYDFHS/08/07/2008 |
| Premises Code: | NUK346 |
| Environ. Permitting Exemption: | EPR/KE5795RY/A001 (Used for: AATF / DCF – SC2) |
| Waste Exemption T11: | NCC/059634/2012 |
| Company Type: | PRI/LBG/NSC |
| Nature of Business (SIC): | 38210 - Treatment and disposal of non-hazardous waste 47799 - Retail sale of other second-hand goods in stores 85590 - Other education not elsewhere classified 88990 - Other social work activities without accommodation not elsewhere classified |
| Accounting Reference Date: | 31 st March |

Trustees / Directors:

Chris Palmer
Diane Brown
Ray Brown
Richard Maughan
Shannon Heightley

Managing Director
Director / Trustee
Director / Trustee
Director / Trustee
Director / Trustee

Website:

www.cdfhs.org.uk

APPENDIX II – CHARITY CONTACTS

CHRIS PALMER

Managing Director

chris.palmer@cdfhs.co.uk

07851 227537

STEVE MITTON

Training & Employment Coordinator

steve.mitton@cdfhs.co.uk

07709 0880426

VAN MOBILE 1

07807 542099

VAN MOBILE 2

07807 542284

OFFICE MOBILE

07904 999429

UNIT 20

01388 721509

UNIT 18

01388 721995

APPENDIX III – RESOURCES

ACCOUNTANT

Stuart Baldwin
Abacus 155 Ltd
4 Spring Bank Meadow
Ripon, North Yorkshire
HG4 1HQ

Tel: 08700 502212 or Mobile: 07791 541034
Website: www.155.abacusnetwork.co.uk
Company Registration No 6019244
VAT Number 898 1162 85

PREVIOUS ACCOUNTANT

Edmond J T Hillman FCCA
15 Stag Lane
Woodham
County Durham
DL5 4ST

Tel: 01325 300526
Mobile: 07739 804884
Email: enquiries@hillman-co.uk
Website: www.hillman-co.co.uk

LEGAL ADVICE

Kelly Henderson
Close Thornton
Darlington
Tel: 01325 466461

SCALE CALIBRATION

Fisher Scales Ltd
Unit 11, Station Road Industrial Estate
Attleborough
Norfolk
NR17 2NP

ADVERTISING

Newsquest (North East) Ltd
PO Box 14
Priestgate
Darlington, County Durham
DL1 1NF
Tel: 01325 505272

INDEPENDENT REFEREE

Michael Shorten
27 The Grange
Woodham
DL5 4SZ
Tel: 01325 321459
Email: mshorten@tiscali.co.uk

INSURANCE

Stuart Alexander Insurance & Risk Management
Fountain House
130 Fenchurch Street
London
EC3M 5D
Tel: 02073 380112

Phil Smith of W A Smith Insurance Brokers Ltd
99 York Road
Hartlepool
TS26 8AP
Tel: 01429 234545
Fax: 01429 239160
Email: phil@wasmith.co.uk

DURHAM COUNTY COUNCIL WASTE MINIMIZATION OFFICER

Jo Lane
Waste Performance Officer
Durham County Council, County Hall
Durham
DH1 5UQ
Tel: 0191 383 6407
Fax: 0191 383 4096

Victoria Burrell
Waste Strategy & Projects Officer
Durham County Council, County Hall
Durham
DH1 5UQ
Tel: 0191 383 5691
Fax: 0191 383 3231

APPENDIX IV – UTILITIES**PHONE & INTERNET****Unit 20**

Company: TalkTalk
Package: TalkTalk Business
Account Number: 88201403216
Speeds: 4Mbit

Unit 18

Company: XLN
Package: Basic
Account Number: 4402820
Speeds: 4Mbit

Mobiles

Company: Orange
Package: Business Sense 1500
Account Number: N/A

APPENDIX V – INSURANCE

Who, where, how much, etc. Their contact details, our reference numbers, etc.

APPENDIX VI – FINANCIAL

BANK INFORMATION

Bank Address:

The Co-operative Bank Plc
Customer Services
PO Box 250
Skelmersdale
WN8 6WT

Account Details:

County Durham Furniture Help Scheme

MISCELLANEOUS

ADDITIONAL LEGAL INFORMATION

This document is for internal reference only, and should not be supplied to any person or persons other than the Trustees and Directors of County Durham Furniture Help Scheme, except upon the explicit instruction of the charity's Board of Directors.

CREDITS

This manual created by Tony Hart.

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