

The Cafe at Hogacre Common Community Interest Company – Leadership Team 2020-2021

A. The Cafe Opportunity

The Cafe at Hogacre Common is a pop-up vegetarian and vegan Cafe that opens on Sundays over the summer months (May-Sep). As a social enterprise, we focus on promoting the Hogacre Common Eco Park, providing employment and development opportunities for all, combating food waste by making use of Oxford Food Bank surplus in our cooking, and engaging with our customers on environmental and sustainability issues through educational events and activities.

The Cafe became a Community Interest Company in 2019, putting these priorities at the core of what we do. 2019 has been our most successful year to date: serving more customers than ever, building a great team of volunteers, strengthening our relationships with partner organisations, and achieving healthy turnover and profits.

We are looking to secure the future of the Cafe and explore further opportunities for growth. As part of these plans, we are recruiting new Managers to join our expanding Leadership Team. This is an exciting opportunity for proactive, dedicated, and creative individuals to build business and career skills while giving back to the community.

Starting in January 2020, Managers will take on responsibilities in across several core areas – including Kitchen, Food Hygiene, Events, Marketing, Social Media, Human Resources, Business and Social Impact Development – with support from each other and a team of volunteers. Managers will attend bi-monthly meetings with the Directors to discuss current and future plans for the Cafe – and are encouraged to apply to become Directors themselves.

B. The Cafe Organisational Structure

The Cafe’s Leadership Team consists of the Directors and a team of Managers. Three paid cafe duty managers and one paid Kitchen Porter make up the core team running the Cafe operations when it is open. Volunteers support all areas of the work of the Cafe, helping it flourish as a business and bring about positive social and environmental impacts.

<p>Company Directors (voluntary posts)</p> <p>The Directors are responsible for the overall direction of the Community Interest Company.</p> <p><u>Current Directors:</u> Minh Nguyen Helen Morley</p>	<p>Leadership Team Managers (voluntary posts, reporting to Company Directors)</p> <p><u>Key Areas of Responsibility:</u></p> <ul style="list-style-type: none"> - Kitchen - Food Hygiene - Events - Marketing - Social Media - Website - Human Resources - Business and Social Impact Development - Administration - Accounts & Payroll 	<p>Friday Duty Manager (paid post, reporting to Leadership Team) Taking Deliveries and Friday Cooking</p>	<p>Volunteers: (voluntary posts, reporting to Duty Managers and Leadership Team)</p> <p><u>Key Areas:</u></p> <ul style="list-style-type: none"> - Kitchen - Events - Social Media - Marketing - Admin - Ad hoc projects
		<p>Sunday Morning Duty Manager (paid post, reporting to Leadership Team) Opening Up, Cleaning, Morning Cooking, and Managing Volunteers</p>	
		<p>Sunday Afternoon Duty Manager (paid post, reporting to Leadership Team) Serving Food and Drink, Cleaning, Managing Volunteers, and Shutting down</p>	
		<p>Kitchen Porter (paid post, reporting to Duty Managers)</p>	

C. The Application Process

We are looking for a team of Managers with complementary skills and experiences. While we provide an indicative list of areas of responsibility above, with a further suggested breakdown in **Section G**, we will be very flexible about how specific tasks are shared within the team. Please do apply even if you feel that you are not an exact match to the areas of responsibility as currently laid out – or let us know if you think you can help us in ways we haven’t thought of!

Please get in touch at thecafeathogacrecommon@gmail.com. We will email you with further details, and we will arrange for face to face meetings and phone calls where possible. Shortlisted candidates may be invited for a more formal interview, ideally in person.

If you have not previously been involved with the Cafe, we will ask for a CV and a reference from an organisation where you have worked or volunteered.

D. The Role of Managers within the Leadership Team

- Managers joining the team in 2020 should expect to continue in the role until January 2021. We will review our Leadership Team at the end of this period, and Managers will be encouraged to reapply. Should you wish to step down earlier, you are expected to work with the Cafe Directors to find and train a replacement to ensure a smooth transition.
- Managers will be committed to the success of the Cafe as a business and as a social enterprise. We encourage Managers to occasionally volunteer at the Cafe when it is open over the summer, supporting our team of Duty Managers and other Volunteers.
- Manager workload will vary throughout the year, and we anticipate that the busiest period will be around February to June. Excluding meetings and any additional volunteering commitments, we do not expect the workload to regularly exceed the equivalent of four hours per week, and there is no expectation to keep a regular schedule of hours.
- Managers will take charge of certain areas of responsibility (see suggested breakdown in **Section G** below). Within these areas, Managers will assign tasks between themselves and volunteers to ensure that the workload is manageable for everyone.
- Managers will attend bi-monthly meetings of the Leadership team – sharing ideas, plans, and achievements.
- Managers will be responsible for a small budget to support actions and events in their areas of responsibility.

E. The Role of the Leadership Team (Managers and Directors together)

- We will finalise a division of responsibilities in our first meetings of 2020. The suggested breakdown of tasks in **Section G** will be adjusted as necessary – so that each Manager will have a clear set of tasks that they are happy to take on for themselves, and a set of tasks that they will aim to delegate to volunteers.
- Our priority in the first months of 2020 will be to recruit a first set of volunteers by March. It is likely that this will include volunteers who are able to help us with a variety of tasks in different areas of the Cafe – we will agree a plan to ensure that each Manager is well supported by volunteers.
- We will ensure that these volunteers are trained by the end of April 2020, ready for the Cafe opening in May.
- We will support each other as Managers, stepping in to cover when we are needed and if we can.
 - It will be useful – especially while the Cafe is open – to have a rota of Managers who can be ‘on call’ on certain days/weekends to step in for typical unplanned situations e.g. if an email requires an urgent response, if a kitchen volunteer is unexpectedly absent, or if a food delivery is missed. Managers should not expect to be on call more than one weekend per month.
 - It will be useful for Managers to support each other through shared or deputised tasks, so that cover can be arranged for holidays and other planned absences. We will put time aside to share our knowledge and skills with one another.
- We will discuss the available budget for the Cafe and agree on effective ways to share this between Managers and teams.
- We will evaluate the size of the Leadership Team by the end of the summer. We will recruit more new Managers for 2021 as needed.

F. Overview of Expected 2020 Timelines

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
				Cafe is open									
First set of volunteers recruited													
		First volunteers are trained											
		Continued volunteer recruitment and training											
				Volunteers encouraged to suggest event ideas for summer / winter months									
Managers meet at least twice monthly									Managers meet at least monthly				
Planning recruitment and training								Planning manager / director recruitment and training					

G. Suggested Areas of Responsibility and Key Tasks

NOTE: while these Responsibilities have been organised into related 'groups', there is no expectation that, for example, we would have one Manager in charge of both Kitchen and Food Hygiene.

Kitchen (Food Supply and Food Preparation) – workload will be heaviest May-Sep while Cafe is open

The Manager(s) will liaise with volunteers and duty managers over:

- Deliveries and Collection of surplus food from the Oxford Food Bank.
- Food and drink orders with other suppliers
- Researching ethical supplier options
- Monitoring of stock levels: uncooked ingredients as well as cooked/frozen food
- Plans for bulk cooking so that some food can be frozen for future weeks
- Developing recipes and other cooking resources for volunteers

Food Hygiene – workload will be heaviest Feb-May to be ready before the Cafe opens

The Manager(s) will take direct responsibility for:

- Completing Level 3 Food Hygiene training (paid for by the Cafe)
- Updating the Cafe's food hygiene policies and procedures
- Being a point of contact for the Local Authority and Environmental Health

The Manager will liaise with the Leadership Team, Duty Managers, and volunteers over:

- Making sure that all staff and volunteers working with food are trained in good food hygiene (Level 2 minimum)
- Making sure that the Cafe's food hygiene policies and procedures are understood and followed throughout the summer, and that records are kept of how this is done

NOTE: Events, Marketing, and Social Media responsibilities are likely to be shared across a team of 2+ Managers

Events

The Manager(s) will take direct responsibility for:

- Working with the Directors of the Hogacre Common Eco Park to make sure that events hosted at the Cafe meet with their approval – and to develop written guidelines that clarify the Eco Park’s expectations
- Decisions over the events budget and the revenue from ticket sales
- Scheduling events, avoiding clashes, and confirming staff and volunteer availability
- Putting in alcohol licence (Temporary Event Licence) requests with the local council

The Manager(s) will liaise with the Leadership Team, Duty Managers, and volunteers over:

- Creating ideas for events that deliver on the Cafe’s core social and environmental goals, and developing opportunities for guest and volunteer events and activities
- Publicising events, and using events as a platform to publicise the Cafe, its goals, partners, and other events
- Making sure that events run smoothly, and that volunteers and guests are supported fully
- Gathering customer, team and performer feedback after events, evaluating the impacts on our business, social, and environmental goals
- Responding to enquiries from people who want to host events at the Cafe
- The use of eventbrite (or other event platforms) to manage ticketing and sign ups to events

Marketing and Social Media

The Manager(s) will take direct responsibility for:

- Ensuring that all content used for marketing and on social media is consistent and on-brand in its tone and language – developing guidelines for others to follow, and signing off on content before it goes live
- Decisions over the marketing and social media budgets, including prioritising social media posts to boost
- Ensuring that the Cafe mailing lists are compliant with GDPR requirements

The Manager(s) will liaise with the Leadership Team, Duty Managers, and volunteers over:

- The design and delivery of customer surveys to provide insights into our customers / audience
- The use of social media platforms [currently Facebook and Instagram] and email mailing lists to regularly communicate key messages and events to our audience
- The design, printing, and distribution of promotional Hogacre leaflets in collaboration with OxGrow and the Directors of Hogacre Common Eco Park
- Creating and commissioning media content to promote the Cafe

Website Administration

The Manager(s) will take direct responsibility for:

- Website decisions such as hosting services and content management systems
- Ensuring that the website is up to date with core information such as opening times

The Manager(s) will liaise with the Leadership Team, Duty Managers, and volunteers over:

- Updating the website with key marketing messages and media content

Section G continues on the next page

Human Resources

The Manager(s) will take direct responsibility for:

- Taking the lead on writing and reviewing job and volunteer descriptions
- Coordinating the recruitment and interview process
- Writing and reviewing working guidelines, inductions, and contracts – and ensuring that these are available in paper and digital form
- Checking in regularly with all team members to make sure that everyone knows what is expected of them, is having a good time, and feels valued
- Organising social events outside of the Cafe to bring the team together

The Manager(s) will liaise with the Leadership Team, Duty Managers, and volunteers over:

- Delivering induction and training of volunteers in their roles
- Communicating our policies, expectations, and opportunities for development to workers and volunteers
- Maintaining a rota/schedule of shifts for workers and volunteers

Business and Social Impact Development

The Manager(s) will take direct responsibility for:

- Designing medium and long term strategies that ensure the Cafe's secure financial future and delivery of social and environmental goals
- Seeking out and applying for grants to fund Cafe projects

The Manager(s) will liaise with the Leadership Team, Duty Managers, and volunteers over:

- Making plans and collecting data on how we can better deliver on our business, social and environmental goals – for example, working with the Events Manager(s) to evaluate the success of our events, or with the Marketing Manager(s) to design surveys that measure our social and environmental impacts
- Conducting research into the latest developments and case studies in social enterprise as a source of ideas and inspiration to bring to the Cafe
- Identifying and developing mutually beneficial partnerships with like-minded organisations and individuals

Other Administrative Tasks, Accounts, and Payroll

The Manager(s) will take direct responsibility for:

[or organise professional services where necessary and appropriate e.g. hiring an accountant]

- Researching and complete insurance applications
- Ensuring compliance with legal Employer responsibilities (e.g. pensions and insurance)
- The Cafe's email and other online accounts – ensuring that emails are prioritised, delegated, and responded to, and keeping all passwords shared securely
- Keeping consistent and accurate financial records
- Making regular financial forecasts and reports, identifying the activities or events that are most financially successful, and the areas where cost savings can be made
- Filing HMRC tax returns
- Completing and filing payroll