



# **OPERATIONAL PLAN 2017-18**



“We inspire and educate happy, healthy communities, through green spaces, local food and each other”

Last Updated: Tuesday 11th April 2017

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## This Plan

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This document looks back at 2016-17 and assesses our strengths, weaknesses, opportunities and threats. It seeks to guide the Farm's sites and service objectives, building on the successes and uncompleted objectives of 2016-17, addressing the second year priorities within the 3 Year Strategy, and is informed by the staff and community consultation. In doing so, the document identifies external key driver, highlights risk and provides a summary of the financial resources we will use to achieve our goals. It is designed to be used as an overview and easy reference for the major plans SWCF has for the forthcoming year. This document should be read in conjunction with the Farm Strategy 2016-19 and where relevant, individual Project/Service Plans.

### Abbreviations:

SWCF/the Farm – St Werburghs City Farm  
O. Manager – Office Manager  
OPM – Operational Manager  
ELM – Estates and Livestock Manager  
CLM – Childhood Learning Manager  
PP Officer – Propagation Place Officer  
CYO – Child and Youth Officer

LEO – Livestock Engagement Officer  
BCC – Bristol City Council  
AVAA – Ashley Vale Allotment Association  
CC – Connection Centre  
BP – Business Plan  
VCS - Voluntary and Community Sector

## 1. Executive Summary

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As we enter the second year of our 3 year Strategy, 2017-18 sets to be a busy, exciting, yet challenging year. With full use of the Connection Centre (education, training and community facilities opened in 2016) and significant site investment at Boiling Wells, the Community Garden and Propagation Place, the Farm's sites are much better staged to deliver our vision. Furthermore, these facilities have enabled the growth of our services and projects, all of which are all delivering significant impact to disadvantaged audiences, and many are operating close to capacity. On top of this existing delivery, we are due to launch 2 new projects over the next 12 months:

- ) the Network, a new 4 year collaborative delivery project funded by Bristol City Council's Impact Fund, which although is largely outreach, will require the Farm host two new staff members; and
- ) Cultivate, a 3 year BBC Children in Need funded project which will offer targeted weekend and holiday activities for disadvantaged children and young people.

Over the next 12 months we seek to increase engagement opportunities in activities that address our vision whilst supporting greater income generation and will strengthen work with partners and stakeholders, delivering on joint projects and seeking new collaborative opportunities where possible. With the growth of income through social enterprise models such as Propagation Place, we will research the benefits of setting up a trading subsidiary, and register for VAT if applicable. We will continue to improve our monitoring and evaluation procedures ensuring that each project is able to demonstrate its impact and launch the communication strategy to better communicate our vision, services and activities. We seek to undertake a feasibility study/Masterplan development to ensure future development maximises income from underutilised spaces. We also wish to secure a full lease for Ashley Hill Allotments to better deliver on our shared vision, and will support the Allotment social committee (AVAA) to refurbish the old garages into shared-use workshop, event and training space.

The challenges that face us this year are varied and significant, including: entering a transitional period as our Director of 6 years goes on maternity leave; the loss of core funding from July 2017; stronger competition for trust and foundation funding as public funds diminish and European funds cease; the uncertainty of Brexit and the financial ramifications it will create; and pressure on time/resources which can result in staff working at capacity with little time for monitoring, development and investment. Despite ending 2016-17 with a growth in unrestricted, undesignated funds, it is essential that we deliver on our budget to ensure that we grow as a resilient, independent organisation, free to best meet the needs of our beneficiaries.

With an ambitious plan for the year ahead, and clear challenges, staff and trustees are asked to focus on the following priority objectives, as informed by the Community Consultation (March 2016) and feedback gathered during the first annual staff survey (October 2016):

1. Consolidate and strengthen the services/projects we already offer, supporting and investing in our staff, seeking to achieve stated outcomes but not over stretch / commit ourselves;
2. Launch the Network and Cultivate Projects to address specific challenges faced by target audiences, recruiting new staff members and embedding monitoring and evaluation procedures;
3. Improve our livestock operational procedures to improve consistency, enhance communication between staff and ensure that our animals receive best, sustainable standards of care at all times. Securing project funding to enable consistency/quality in our operation, and allow for growth of engagement activities is a priority within our fundraising targets
4. Continue to invest in our sites and facilities including: extending the life of the current stable block; completing accessibility works at Propagation Place; investing in a new greenhouse; and building an isolation pen on the Farm site;
5. Secure an additional £95,500 in grants, alongside ambitious income targets (paying particular attention to Propagation Place, supporting it to grow as a sustainable social enterprise), whilst allowing time/resources to invest in 2 year + bids to support delivery in 2018 and beyond.

## 2. Our vision, aims and objectives

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St Werburghs City Farm is an inner-city oasis. Situated in the Bristol ward of Ashley next to 4 other wards which fall within the 10% most disadvantaged in the UK, the Farm has developed to meet local needs.

### **Our vision is to inspire and educate happy, healthy communities through green spaces, local food and each other**

Many of the neighbourhoods that surround the Farm fall within the 10% most disadvantaged areas in the UK. Child poverty is a particular problem with more than half of children living in income-deprived households in 3 areas within walking distance to the Farm. The disadvantages experienced by people in these areas include: unemployment and low household income; low attainment in education/training; poor living environments; increased exposure to alcohol dependence, drugs misuse and crime; in foster care or at risk of going into care; caring for a family member; and lack of access to safe, green space. At the same time, Bristol's population is growing 1.5 times the national average which means more people are squeezed into the same space, especially in the Inner City are where the Farm is located. Around 16% of the overall population are from BME backgrounds but amongst children it is 28% on average, but 50% in Inner City/East Bristol. Bristol residents born outside the UK now rests at 15%, almost doubling in the last decade. Alongside this, sedentary lifestyles, food poverty and poor diet have resulted in an increase in health inequalities including mental health. For many people, they face multiple and complex disadvantages.

**Using a 2 acre small holding, a 1 acre community garden, a 2.5 conservation site and 13 acres of community allotments, our mission is to offer targeted community services that equip people with knowledge, skills and confidence, and provide green sites accessible to all.**

Our **aims** are to:

- )] **increase knowledge of where food comes from** through activities and educational interpretation
- )] **increase confidence and knowledge in growing, cooking and eating fresh food** through activities and services that showcase local produce
- )] **increase access to locally produced food**, especially Farm grown or reared food by supporting allotment holders, providing a cafe and other services
- )] **enhance access to and enjoyment of green spaces** through activities that develop people's awareness of, interest in and confidence to explore their environment
- )] **enhance health and well-being** through opportunities that enable people to develop, learn and play outdoors
- )] **enhance our sites** by developing them to be welcoming, accessible, playful and informative whilst supporting wildlife and biodiversity
- )] **improve communication, helping to create a supportive, friendly and understanding community** through events and activities that bring a diverse range of people together
- )] **improve skills and qualifications** through education and training experiences, leading to greater opportunities
- )] **improve engagement**, by building people's capacity and confidence, and supporting them to achieve change

**With more than 3,500 service users, 15,000 people enjoying our events/facilities and more than 40,000 local visitors passing through the gates each year, we are a vital community resource, freely accessible to all.**



### 3. Strengths, Weaknesses, Opportunities and Threats

This analysis has been compiled using feedback from staff consultation, the Staff Satisfaction Survey (November 16), and partner/stakeholder feedback:

Strengths		Weaknesses	
Organisational	Commitment to incorporating the views of our service users, stakeholders and staff - as signified by the community consultation/Staff Survey	Organisational	Staff are often lack time to tidy up, complete monitoring, communicate with others and reflect/debrief which creates frustration amongst colleagues
	We have a strong team, with experienced and driven staff that believe in the Farm's vision & are dedicated to supporting disadvantaged people		The lack of a reception/receptionist, insufficient storage and increased staffing numbers results in the office being a busy, noisy and challenging environment
	The Cafe continues to offer food with integrity in a unique setting, highlighting food grown by the Supported Training team or reared on the Farm		Unable to offer all staff permanent contracts results in a high turnover of Zero hour staff which impacts service delivery and the care of our animals
	We have secured long-term funding for several projects/services, new initiatives and site investment which offers stability and allows for growth		Improved M&E procedures have been developed, however lack of time has prevented them being rolled out, reducing our ability to demonstrate impact
	Increased staff time has more than doubled the Farm's Social Media reach, resulting in increased attendance/profit at seasonal events		Internal communication continues to be an area we could improve on, and is a priority for staff and beneficiaries undertaking animal care tasks
	Working with partners, and with no similar providers or sites of this kind in the area, the Farm does not have direct competition nor do we duplicate services		We regularly review our policies, however we need to prioritise the Health and Safety Policy and COSHH Register, and strengthen in-house training
Services	We have a strong reputation for high quality services that have a positive impact for beneficiaries, and the local community	Services	Staffing costs and overheads are rising, whilst income from many of our services (Supported Training/Youth/Education) remain frozen
	Educational visits, forest school sessions and youth placements continue to report positive feedback from pupils, teachers and parents		With more projects/services, there is increased competition for site/facility availability, tasks, resources etc, proving difficult to book one-off visits
	Our systems and procedures for recruiting, inducting and supporting volunteers are working really well with feedback reporting individual progress and successes, and many sessions operating close to capacity		Despite enthusiastic and committed volunteers, including 4 Grow Leaders, Propagation Place is over reliant on two part-time staff member, with little provision for sickness, holiday or other demands on staff time
	Propagation Place has started taking pre-order for plant plug sales, supported by the partnership with Vegetable Plant Plugs Direct		Propagation is in a "learning through doing" phase and are yet to develop a system to deal with orders, and be in a position to estimate Yr 1 revenue
	Supported Training is an Approved Provider for the CSS Framework, continues to offer Apt Awards and has been recommended for Direct Claims Status		Cuts to public funds has resulted in social workers being reluctant to refer new Supported Training clients, leaving us with 3.5 available sessions per week
Site	The range of facilities and the location of the Farm provide a free community resource and access to quality green spaces for all	Site	The Farm site, including the office, community building, playground etc, look tired, unclean and less accessible compared to the Connection Centre
	The Connection Centre has doubled our training space, and have been instrumental in lunching volunteer activities and increasing youth activities		The Connection Centre requires greater internal storage, especially the Centre Room, and improved bookings procedures to ensure groups are not displaced
	Investment at the Community Garden, Propagation Place and Boiling Wells have resulted in greater accessibility, ease of use, and facilities for all		Events at Boiling Wells have a negative impact – without ongoing maintenance programme/budget, restorative work has been disruptive to services
	Improved facilities including: a demonstration area, chicken house / enclosure, rodent-proof chick stable, 3 pig pens, hand washing and 3 toilets		The Community Garden is used by Supported Trainees 3 days a week which hinders watering in the growing season, and does not allow for maintenance
	The signage near the Farm entrance is greatly improved, and would benefit from investment in interpretation which tells the story of farm to fork		Lack of sufficient grazing at the Farm site restricts growth of livestock activities and affects the welfare of our animals if not carefully managed

Opportunities		Threats	
Organisational	Employ an Events, Coms and business growth Officer/Manager to embed the marketing strategy, ensure profitable/safe events and diversify income	Organisational	Loss of central funding towards core cost will require all services to generate higher income and will result in less funds for project expenditure
	Undertake a feasibility study to identify how we can maximise the Office/Community Building area to allow for greater income generation		Improvements to the operational procedures of the Estates and Livestock Service will increase expenditure. Currently there are no secured grants
	Continue to encourage greater diversity of our staff/trustees/co-optees etc		Loss of Director, and fundraising lead during maternity leave (Jul 17 – Aug 18)
	Apply for a Premises Licence for the Farm Site and Cafe to allow for greater flexibility of events and evening service		Without investment in an Events and Coms role, event income will decrease and communications will suffer, affecting the confidence of potential donors
	Continue to improve monitoring and evaluation procedures seeking to better demonstrate impact, and engage beneficiaries in service development		We do not have in-house Health and Safety expertise. We must allow a budget for external consultation/staff training to ensure we operate safely at all times
	New opportunities to generate income including Boiling Wells enterprise activities, organised children's parties, battle of the beast fun run etc		Our charity partnership with OVO ceases in June 2017, which will have a significant impact on securing event volunteers
Services	Launch of the Network, a 4 yr collaborative project, will offer community development activities in lower St Werburghs / St Pauls, growing our impact	Services	There is demand for activities for non-target audiences. Our response must reflect our vision and be achievable alongside existing services
	Sales through the Propagation Place website/partnership with Feed Bristol will increase our financial sustainability, supporting seasonal staffing		School/Pupil Premium cuts presents increasing difficulty for young people to access our services, and Dolphin cease coming due to School relocation
	Development of accessible growing facilities (greenhouse and Grow Space) will allow for growth of activities and improve facilities for beneficiaries		Funding cuts to adult social care budgets result in increased difficulties in filling placements or loss of existing placement
	There is an opportunity to offer an extra Supported Training Animal Care day however, there is currently insufficient space/tasks with other service users		Big Lottery Funding will cease in Dec 2018 - we need to reapply for continuation/development in Jan 2018 whilst the Director is on maternity
	New funding allows us to expand activities for children and young people and additional staffing can provide support to other service delivery		Propagation Officer post is not funded after April 2018 and we are unaware if plant sales will be enough to fully fund this post
	Collaboration with BS2 consortium will enable us to apply for Bristol Youth Links funding (March 2018) whilst improving partner communication		If we do not find the funding to replace the Supported Training greenhouse, we are likely to lose plant income and a training venue
Site	Increased livestock staffing alongside Animal Welfare and Care policy and 'how to' guide will improve our animal care procedures and Farm coordination	Site	Without a Masterplan, development on the Farm site focuses on immediate need. This does always address the long-term need/vision, and can be costly
	Support AVAA to refurbish garages into workshop & event space		New staff will increase pressure on office space, computers & resources
	Reinvest a % of event profit into site maintenance, and ensure Portaloos are booked for all events to better care for Boiling Wells		Without a dedicated isolation pen, the Farm cannot meet best practice if a sick animal requires isolation without closing the Farm/or a section of it
	Negotiate lease for Wessex Water land at the bottom of Farm site to offer new livestock housing/isolation pen, and/or identify other grazing opportunities		The Farm stables, workshop and truck require investment, both immediate and long-term funding and action is required
	Improve interpretation and communication at Boiling Wells, the Community Garden and the Allotments, following the style of the Farm entrance boards		Without additional staffing/volunteer support, the Community Garden could look unkempt, fall into disrepair and become less accessible
	Complete and launch the Boiling Wells Management plan ensuring greater communication with staff and groups in the use and management of the site		If BCC decline to negotiate a full Allotment lease, the Farm will have to consider if it can continue to manage the allotments
	Opportunity to seek a full Allotment lease in order to offer greater site management/maintenance, fulfilling both our and the AVAA vision		Parking is an issue for local residents, especially during events. We must we encourage access on foot/cycle and communicate well with local residents

## 4. Analysing the need

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A detailed socio economic analysis was undertaken to provide an overview of current needs and challenges within the city, and to focus our service delivery and development to best address disadvantaged and inequality. The full analysis can be read within the Community Consultation 2016; the following is a summary:

- **Population** - The population of Bristol has grown by 11.8% since 2004, 1.5 times higher than the national average, with the growth concentrated in the Inner City where the Farm is located. Around 16% of the overall population are from BME backgrounds but amongst children it is 28% on average, but 50% in Inner City/East Bristol. Bristol residents born outside the UK increased from 8% to 15% in the last decade. These increases in population numbers will have implications for health, education, social care, and family and community services.
- **Deprivation** - Over 24% (19,700) of children in Bristol live in income-deprived households. In 3 LSOAs within walking distance to the Farm, more than half of the children live in income-deprived households. There are 9 LSOAs where more than half of the older people living there are income deprived - 4 of these areas are in Lawrence Hill, 3 are in Ashley, and 1 is in Cabot.
- **Education** - In 2014, 58% of children under 5 were assessed as having a good level of development at Foundation Stage (Early Years) with the lowest at 44% in Eastville and Hillfields. Of Key Stage 2 pupils in Bristol, 76% achieved level 4 or above in reading, writing and maths combined (2014), however the figure was only 59% in Lawrence Hill compared to 96% in Westbury and Bishopston. In 2014, 55.2% of Bristol pupils attained 5 or more GCSEs at grade C or above, of which the average was 35% in Lawrence Hill ward.
- **Learning difficulties** - There are around 8,480 adults in Bristol with some level of learning difficulty; many of whom have increased number of health conditions and a significantly worse health profile compared to the overall % of Bristol patients. There are inequalities in life expectancy, as men with learning disabilities die an average of 13 years sooner than the wider population and women with learning disabilities die 20 years sooner.
- **Mental Health** - The NHS Bristol Mental Health Needs Assessment July 2011 identified Lawrence Hill and Lockleaze as high mental health risk wards. Up to half of all mental illnesses start before the age of 14 and around half of these are potentially preventable. Black Caribbean, Black African and Other Black groups have lower than average rates of mental health referrals from primary care and are over 40% more likely than the general population to be referred to mental health services through the criminal justice system. Asylum seekers are particularly susceptible to depression and suffer higher than average rates of associated substance misuse.

Based on the evidence of need, the Farm will continue to develop and deliver services that target:

- )] Children, young people and families (targeting services at those facing disadvantage)
- )] Disabled people including those with learning difficulties
- )] Unemployed adults / young people not in education, training or employment
- )] People experiencing mental ill health
- )] People who are socially isolated

We will also encourage greater engagement of other disadvantaged groups including: BME groups including refugees and asylum seekers; older isolated people and people with dementia; those suffering from alcohol and substance misuse; and LGBT people.

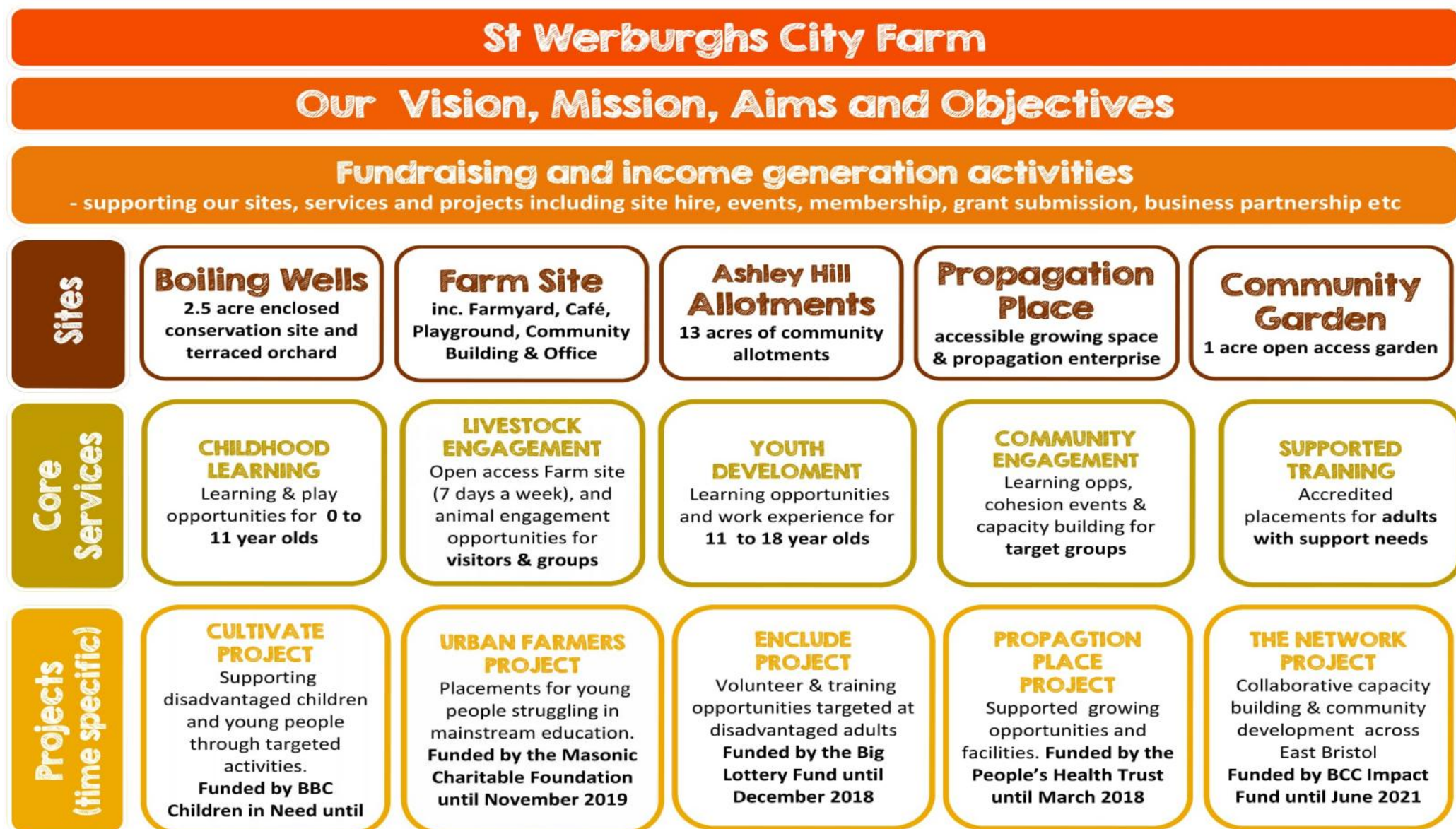
In line with socio economic and in view of where we are situated, we will focus our services for target groups living in the following neighbourhoods:

- )] Ashley ward and in particular St Pauls
- )] Lockleaze and parts of Eastville ward
- )] Lawrence Hill and Easton wards with a focus on St Judes and Barton Hill



## 5. Project Delivery Model 2017-18

The following diagram shows the Farm's sites, core services, and time specific project over the next 12 months (See the Organisational Structure, Appendix 1, for more information on staff delivery and management):



### Overview of our Sites:



**The Farm site:** A 2 acre small holding, home to sheep, goats, pigs ducks and chickens, the award-winning City Farm Cafe, adventure playground and community building. The Farm is open to the public 7 days a week, and is free to visit, welcoming more than 40,000 visitors each year.

**Boiling Wells:** Boiling Wells is a 2.5 acre site nestled in a tranquil woodland valley just 3 minutes walk from the Farm site. With wild green spaces, a terraced orchard, soft fruit bushes, native trees and a nearby stream, it is an oasis in the heart of the city. We use this site to offer therapeutic, outdoor activities.

**Ashley Hill Allotments:** Surrounding the Farm site is 13 acres (214 plots) of community allotments which we manage on behalf of Bristol City Council. Working with the allotment social committee, we seek to refurbish the garages into a workshop, event and training space to better support plot holders.

**Propagation Place:** Situated within Ashley Hill Allotment, with a 20 x 6 metre propagation polytunnel and wheelchair accessible growing facilities, this site seeks to increase the wellbeing and community engagement of people experiencing disadvantage through targeted growing activities.

**The Community Garden:** This 1 acre semi-accessible terraced garden is used by our Supported Training team to grow vegetables to sell on to the cafe. Open 365 days a year, the garden is also accessed by kindergarten and school groups, local families, yoga lovers, dog walkers and wildlife.

## Overview of our Services and time specific Projects:

**Childhood Learning** - activities for primary school children to help children to foster a lifelong connection to the natural world. Our sessions, including Forest School, curriculum-linked school visits and outreach, cover topics including: food and farming, composting and mini-beasts and wildlife and biodiversity.

**Livestock Engagement** - opportunities for people living in the city to discover where their food comes from through an open access Farm, seasonal activities, and engagement opportunities with our animals.

**Youth Development** - recreational and educational activities for disadvantaged young people (aged 11 to 18), supporting them to develop practical and personal skills and build their confidence and self-esteem.

**Community Engagement** - family activities and community events for disadvantage people, including families on low/no income. Our community activities seek to equip people with skills and experience, build self-esteem and confidence, support health and wellbeing and foster greater community cohesion.

**Supported Training** - supporting adults with learning disabilities in accredited and therapeutic training opportunities. With a focus on horticulture and animal care activities, our activities promote mental and physical well-being whilst building social skills, confidence and independence.

**Cultivate Project** - Engaging disadvantaged children in therapeutic, outdoor, and practical activities outside of school hours

**Urban Farmers Project** - Supporting young people at risk of being excluded from mainstream education in practical, weekly placements

**Enclude Project** - volunteer opportunities that increase the wellbeing and community engagement of local adults experiencing disadvantage

**Propagation Place Project** - engaging, supporting and training unemployed people to develop and manage accessible growing facilities

**The Network** - An outreach project which will build capacity and develop community networks of residents living in disadvantaged areas of East Bristol. This is a collaborative project run with Barton Hill Settlement, Somali Resource Centre, and Wellspring Healthy Living Centre.

*Our sites and services are supported by a range of income generating activities including: site hire; licensing of the Cafe; team; merchandise and produce sales; fundraising events including the Farm Summer Fair; membership, local giving and other donation schemes.*

## 6. Organisational Objectives

The following objectives are seen as the priorities for the organisation during 2017-18. Please note that although objectives are displayed under area headings, many overlap and/or are dependent on each other for success. They all related back to the Strategic Aims outlined within the Strategy 2016-19. The priority column rates the objectives as highest priority (1), secondary priority (2) and lesser priority (3). Existing objectives are shaded to distinguish from new areas of work. Staff are asked to focus on priority and secondary objectives. Activities not listed on here should not be undertaken without trustee approval.

Organisational Aims	Objectives	Milestones	Timescale	Who	Priority
Work towards financial stability through income diversification and securing 2 year + funding towards core costs	Maintain unrestricted funds to adhere to Reserves Policy	Review the Reserves Policy and amend as required	May-17	Director / Treasurer	2
		Present to Financing and Hr and seek Board approval	June-17	Treasurer	
	Secure minimum £106,500 towards central costs through service delivery and income diversification including: £3k general donations, £2k membership £13k café rent & utilities, £8.5k room hire (not BW), & £80k contribution from services/projects	All new services/projects to seek full cost recovery including salaries with NI @ 8.7%, pensions @ 3%, travel and training @ 5%, management & core costs	On-going	Director, and all staff completing funding bids	1
		Monitor management accounts to forecast, taking action to reduce impact on unrestricted funds	Quarterly	Director, O. Manager, Treasurer	1
		Submit trust and foundation applications to support core costs (NB: high competition and limited programmes)	June-17 onwards	Director	1
	Reduce core costs (overheads) where possible	Undertake review of suppliers, seeking 3 quotes for eligible contracts and renewing for best price/best service	Oct- 17	O. Manager	2
	Recruit an Events, Coms and Business Growth role to achieve income targets to support core costs	Develop JD and income targets and seek Board approval. NB: post to lead on site hire, relieving Office Manager of excessive duties, and offering greater receptionist support	Jun-17	Director	2
		Open recruitment	Jul-17	Director	
	Successfully manage fundraising procedures and targets during Director maternity leave	Develop a 'How to Guide' for trust and foundation fundraising to ensure continuation and consistency	Jun-17	Director	1
		Undertake a SWOT analysis of our fundraising procedures seeking to identify strategies to diversify our strategy	Jul-17	Director	2
Improve how we communicate our vision, services & events	Finalise the Communications Strategy to better tell the story of who we are, what we do and who we support	Seek trustee feedback on strategy and launch	Jun-17	Op Manager (Paul)	3
		Identify Administrator for new website to ensure the content and style is consistent	Sept-17 onwards	TBC	
Encourage a happy, healthy, well-equipped and communicative workforce	Ascertain staff satisfaction and identify areas for improvement	Undertake Staff Survey	Nov-17	Director	1
		Compile report and recommendations, comparing to Year 1 and present recommendations to Finance and HR	Jan-18	Director	
	Support all staff to have ownership of the Farm through succession planning, shared decision making and greater trustee communication	Organise up to 2 seasonal entire staff meetings to offer greater planning, engagement and communications	Aug-17 Jan-18	Operational Managers	2
		Organise 1 trustee and staff away day / celebration	Mar-18	O. Manager	1
	Ensure effective and supportive performance management	Update Staff Handbook and Induction Sheets	Sept-17	Director & O. Manager	3
		Undertake timely supervision and appraisal systems	Quarterly	All line Supervisors	1
	Improve relevance/importance of weekly Team Meeting	Ask Op Managers to rotate agenda, offering themed meetings, focusing on projects/local topics, communication etc	Weekly	Op. Managers, Director	2
		Add risk register, policy updates, staff training to agenda	Weekly	Op. Managers	1

Service/ Project Aims	Objectives	Milestones	Timescale	Who	Priority
Consolidate and strengthen the services/projects we already offer, identifying areas for growth/development whilst ensuring quality, impact and consistency	Continue to offer quality targeted services and projects	Deliver services/projects as outlined in the Project Delivery Model 2017-18 working to expenditure/income targets	April 17 onwards	Project Managers and support staff	1
	Better demonstrate our impact, share successes and integrate beneficiary feedback into delivery and development	Seek trustee feedback on Monitoring procedures and launch	Jul-17	Op Manager (Sophie)	2
		Developing a meaningful service user forum	Oct-17	Op Managers	
	Secure £79,000 priority grants towards service and project delivery	Submit priority trust and foundations bids as outlined in the Fundraising and Income Strategy	Sept-17	Director, Op Manager (Anna) & ELM	1
	Fill all Supported Training placements	Submit bids (mini competitions) to secure CSS contracts	On-going	Op. Manager (Jess)	2
	Maximise Prorogation Place income to support project sustainability beyond March 18	Deliver Vegetable Plants Direct and direct sale orders to a high standard, and review contract after 12 months	On-going	Op. Manager (Jess), PP Officer	1
		Employ a seasonal Propagation Place Worker, at 15 hours to assist in propagation, sales and distribution	Apr-17	Op. Manager (Jess), PP Officer	1
	Formally launch the Cultivate Project	Deliver new BBC Children in Need funded activities targeted at disadvantaged children and young people	From Apr-17	Op. Manager (Anna), CHM and new CYO	1
	Launch and run the Network project to meet agreed outcomes	Work with partner organisations to develop mobilisation plan in order to launch project in July 2017	Apr-17 onwards	Director	1
		Recruit and induct 2 Network Coordinators @ 30 hrs p.w	Jun-17	Director	
	Seek continuation/ development funding for services / projects beyond 17-18, prioritising E&L, Youth Service, and Childhood Learning	Identify, compile and submit trust and foundation applications to relevant funders,	Sept-17 onwards	Director, Op. / Project Managers	1
		Undertake EoY 2 monitoring for Enclude and use to compile and submit continuation funding for Jan 19 +	Jan-18	Director & Op. Manager (Sophie)	2
Increase engagement opportunities in activities that address our vision whilst maximising profits that can subsidise target audience activities	Organise and run annual events to set income targets, identifying new opportunities	Events organised and executed	Annually	Events & Coms role	1
		Income generated to support service delivery/development	Quarterly	Events & Coms role	
	Identify opportunities to deliver more training, education, and heritage/arts activities for: families, adults and general visitors	Research and trial suitable income generating / engagement opportunities	Summer 17	Events & Coms role	3
		Compile and present a report to F&Hr identifying suitable opportunities, delivery partners, projected income/expenditure etc (include WEA if relevant)	Jan-18	Events & Coms role	3
	Develop and launch new activities that offer "hands-on" animal-based activities	Complete weekend working changes to allow for greater engagement at busy times	Jun-17	ELM, LEO	1
		Identify new income generating activities that target weekend audiences in our vision themes	Oct-17	ELM, LEO, Events & Coms role	3
Strengthen work with partners and stakeholders	Work with partners to develop strategic collaborations to win commissions and contracts	Work with Network Partners to deliver Impact Funding	On-going	Director	1
		Engage with BS2 Youth Links Consortium to submit tender	By Mar-18	Op Manager (Anna)	1
		Identify other partners and progress as appropriate	On-going	Director	3

Site Aims	Objectives	Milestones	Timescale	Who	Priority
Invest in our buildings to ensure they enable us to deliver quality and consistent services and support greater income generation	Secure £12,500 to undertake a Feasibility/Masterplan, maximising income from underutilised spaces	Develop fundraising case and identify suitable funders	May-17	Director	2
		Bids submitted	Jun-Sep 17	Director	
		Funds secured and consultant engaged	Jan-18	Director	
	Conduct immediate remedial work to stable block to increase life span	Ensure budget allows for remedial work	Apr-17	Director	1
		Secure contractor and undertake works immediately	May-17	Op. Manager (Anna)	
	Secure £44,000 site grants to support site development and increase accessibility	Submit bids including: £33.5k for new greenhouse, £6.5k for isolation pen, £2.5k for Allotment site & £1.5k towards a dipping platform at the Community Garden	Jan-18	Operational Managers	1, 1, 2 & 2
Improve accessibility at Propagation Place	Complete £10,000 groundworks (Awards for All) to maximise engagement of those with limited mobility	Oct-17	Op. Manager (Jess) and PP Officer	1	
Invest in the Farm site to make it more fun and informative achieving best standards of animal welfare whilst maximising engagement	Introduce new procedures to improve consistency of farm and livestock tasks and communication between staff	Review and launch the Animal Welfare Policy outlining why we keep animals and how we operate as a Farm	Apr-17	ELM	1
		Consult with staff to develop ‘How to Guide’ outlining our agreed welfare standards and how we undertake tasks	Jun-17	ELM	1
		Ensure quarterly Farm and Livestock entire staff meeting	on-going	ELM	2
	Increase livestock engagement opportunities	Recruit and induct Livestock Engagement Officer @ 27.5 hrs p.w	May-17	ELM	1
Oversee the management of Boiling Wells as a conservation site & outdoor learning facility	Develop and launch a Boiling Wells Management plan ensuring effective, and well communicated management	Compile and launch plan	Apr-17	Op. Manager (Anna)	1
		Review site hire income targets vs. use of site and amend strategy as required	Nov-17	Op. Manager (Anna)	2
	Invest £2.5k per year in site infrastructure (subject to income)	Schedule infrastructure works to ensure site does not fall into disrepair, and undertake at required time	Oct-17	Op. Manager (Anna)	3
Manage Ashley Hill Allotments as a self-financing project, whilst improving site facilities and growing capacity	Support AVAA plot holders to increase productivity of site and better connect the wider public to food	Accept modified full lease with BCC (negative result may result in management returning to BCC)	Jul-17	Director	1
		Support AVAA committee to develop plans, secure funds, and undertake capital works as a community build	On-going	Director, Op. Manager (Jess)	3
		Recruit an Allotment Officer to compile and undertake a rolling programme of maintenance/ engagement work	Once lease is secured	Director, ELM	3 TBC
Improve site management systems to adhere to Health and Safety at all times	Review and improve health and safety and risk management procedures	Review the Risk Assessment Framework and ensure staff are creating/updating RA’s regularly	May-17	Op. Managers	2
		Update COSHH register and implement	Aug-17	Op. Manager (Anna)	2
		Update Risk Register before every sub-committee meeting	Bi-monthly	Director, Op. Managers	2
	On-going site maintenance and development is undertaken timely to reduce reactive measures being required	Undertake routine and responsive maintenance tasks and ensuring welcoming and clean site appearance	Monthly	Op Manager (Anna), ELM	2
		Undertake annual servicing including: PAT /alarm testing, fire extinguishers check, RosPa, tree inspections, Truck service etc	On-going	Op Manager (Anna), ELM	2
		Identify and prioritise significant developments, repairs and renewals required and allocate budget appropriately	On-going	Op Manager (Anna), ELM	3
	Increase storage/multi-functionality of Connection Centre	Liaise with contractor to develop room specific storage, maximising floor space, and multi-functionality	Oct-17	Op. Manager (Anna)	3
		Identify opportunities to hire spaces when not used by projects	Oct-17	Events & Coms role	3



## 7. Organisational Budget

The following budget is based on the objectives as outlined above:

Income	Budget 2017-18	Forecasted EoY 2016-17	Variance
Donations (Gift Aid)	5,000	10,575	- 5,575
Donations (Non Gift Aid)	9,000	9,949	- 949
Membership	2,500	2,209	291
Grants	367,496	274,924	92,572
Horticultural Placements	47,500	47,337	163
Horticultural Sales - Plants	33,256	4,045	29,211
Horticultural Sales - Crafts	100	102	- 2
Horticultural Sales - Other	-	11	- 11
Farm Placements	-	-	-
Farm Sales - Eggs	400	390	10
Farm Sales - Meat	2,000	1,866	134
Farm Sales - Feed	1,500	1,261	239
Farm Sales - Manure	120	109	11
Farm Sales - Other	550	710	- 160
Farm Sales - Livestock	150	164	- 14
Farm Sales - Incubators	2,000	2,350	- 350
Farm Fair	24,000	48,669	- 24,669
Summer Camp	2,250	2,471	- 221
Education and Visits	22,500	19,439	3,061
Craft Workshops (Family activities)	3,250	129	3,121
Team Challenges / Group Volunteering	3,000	36,791	- 33,791
Farm training Courses	100	90	10
Fundraising Events	17,300	27,420	- 10,120
Shop Sales	1,000	1,329	- 329
Café Rent	7,200	6,600	600
Café service charge and utilities	6,750	5,651	1,099
Boiling Wells Site Hire	9,000	9,557	- 557
Community Building/Farm Site Hire	9,000	8,335	666
Bank Interest Received	2,750	3,618	- 868
Allotment Rent Income	12,500	12,522	- 22
Gift Aid Reclaimed	600	693	- 93
Other Income	7,800	12,523	- 4,723
<b>TOTAL INCOME</b>	<b>600,572</b>	<b>551,839</b>	

### Notes:

The 2016-17 figures are based on management accounts and forecasted figures for the year ending 31<sup>st</sup> March 2017. Please refer to the Finance statements for the year ending 31<sup>st</sup> March 2017 for accurate figures on the previous year. They are shown here as a relative comparison only.

The balance does not include unrealised gains or losses

Expenditure	Budget 2017-18	Forecasted EoY 2016-17	Variance
Tools	100	280	180
Seeds	300	364	64
Workshop Materials	16,496	22,529	6,033
Ht Consumerables	2,650	2,500	- 150
Animal Feed	3,000	2,547	- 453
Straw	2,000	1,661	- 340
Medicines	150	121	- 29
Veterinary Bills	1,500	1,769	269
Farm Equipment	100	110	10
Playground Expenses (inc decking development)	500	8	- 492
Farm Slaughter and Butchery	750	466	- 284
Farm New Livestock	250	347	97
Fair Expenses	14,000	17,034	3,034
Fundraising Expenses	6,300	16,957	10,657
Advertising & external printings	5,556	3,502	- 2,054
Boiling Wells Deposits Returned	750	-	- 750
Rent	4,101	7,630	3,529
Water Rates	1,758	1,723	- 34
General Rates	608	596	- 12
Premises Insurance	6,081	5,068	- 1,014
Electricity	4,663	4,680	17
Gas	2,488	2,205	- 283
Travel Petrol and Diesel	3,018	794	- 2,224
Car Hire	-	-	-
Hotels	-	-	-
UK Entertainment	-	-	-
Refreshments	4,095	1,959	- 2,136
Printing	1,504	1,475	- 29
Postage and Carriage	9,581	308	- 9,273
Telephone	3,504	2,544	- 960
Office Stationary	314	308	- 6
Books, and magazine subscriptions	-	-	-
Computer Expenses	1,818	1,167	- 651
Equipment Hire	2,324	1,084	- 1,240
Office Machine Maintenance	133	130	- 3
Repairs & Renewals	70,295	128,228	57,933
Cleaning	500	2,944	2,444
Health and Safety	1,134	1,112	- 22
Trustee & Volunteer Expenses	6,899	384	- 6,514
Bank interest paid	-	-	-
Bank charges	-	-	-
Gross Wages	341,432	243,749	- 97,683
Casual Wages	14,750	9,430	- 5,320
Employers NI	27,487	15,537	- 11,949
Employers Pensions	10,243	5,380	- 4,862
Recruitment Expenses	296	275	- 21
Staff Expenses and Training	8,968	6,927	- 2,040
SSP / SMP Reclaimed	- 8,036	- 7,421	615
Legal Expenses	2,814	1,931	- 883
Audit & Accountancy Fees	4,135	4,054	- 81
Consultancy Fees	18,300	10,610	- 7,691
Professional Fees and Membership Fees	879	763	- 115
Depreciation	-	10,052	10,052
<b>TOTAL EXPENDITURE</b>	<b>600,487</b>	<b>535,821</b>	
<b>BALANCE</b>	<b>86</b>	<b>16,018</b>	

## Budget Assumptions

The following assumptions have been made in order to finalise the budget:

- ) The current Director will go on maternity leave from the 1st of August. We hope to employ a replacement Director (Maternity Cover) who will start work no later than the 1st of July, working 37.5 hours per week, paid at £37,306 per annum (SCP 42). The budget may change depending on the experience of the successful candidate (linked to the SCP offered) and the agreed hours of employment.
- ) We plan to employ an Events, Coms and Business Growth Manager at 25 hours a week from August, with a starting salary of £21,268 pro rata per annum (SCP 23). We are yet to compile and agree the Job Description and the income targets, therefore the role may change grade and hours offered before advertising goes live.
- ) We will employ a seasonal Propagation Place Engagement Worker at 15 hours a week, from 1st of April to 31st September at £16,781 pro rata per annum (SCP 14). This post holder will play an essential role in assisting with plant propagation, sales and shipping as the orders from Vegetable Plants Direct and other avenues increase over the growing season.
- ) Sophie Bull returns from maternity leave in June 2017. She has elected to return at 15 hours a week. The budget plans for her to oversee the Enclude Project, however she may wish to act as the internal lead for the Network Project. In which case, we will need to amend the project budgets to reflect this, and identify if and how we strengthen project management for the Enclude Project.
- ) We have estimated the final contractors invoice for the Connection Centre to total £8,500 and be received in 2016-17. However, if this invoice is received after 1st April, it will change the forecasted end of year balance for 2016-17, and increase expenditure in 2017-18.
- ) The Ashley Hill Allotment budget is based on securing full lease from Bristol City Council, which allows us to employ an Allotment Officer at 7.5 hours a week, from April, at £16,781 pro rata per annum (SCP 14). If the full lease is not agreed, the Farm will deliberate on whether to retain management responsibilities for the site on the current lease. The outcome of this will affect the budget.
- ) The suggested income/expenditure for Community Events and the Farm Fair is a conservative estimate, based on previous year totals.
- ) The budget does not include the funds (c. £25k) required to refurbish the Allotment garages as this will be led and received by Ashley Vale Allotment Association, with support from the Director.
- ) The budget assumes that we successfully secure £95,500 of grants as outlined within the Fundraising and Income Strategy.
- ) We have not set a target for securing Core Costs through a grant due to high competition and limited eligible programmes, however, the Director will submit core cost grants where possible.

## 8. Income Review

At the time of writing this plan, a review of the income required to deliver our services, sites, and projects for the duration of 2017-18 was undertaken (see table below). This review seeks to ascertain the sustainability of our activities for the year ahead, identifying deficits, variances and priorities in order to inform the Fundraising and Income strategy. The total cost to deliver the planned services, projects and sites is **£594,795, of which £437,800 (74%) is secure** through approved grants, sustainable income streams and conservative income projections (based on 80% of previous year's income).

**Green** – projects/services where 80% of required income is secured beyond April 2017

**Amber** – projects/services where 50% - 80% of funding is secured beyond April 2017 (unless otherwise stated)

**Red** – projects/services where less than 50% income required is secured beyond April 2017 (unless otherwise stated)

Rating	Service/Site /Project	2017-18 Budget		% Grant Income	£ Income Secured	Deficit as of 31.3.3017	Specific actions to meet deficit
		£ Expenditure	£ Income				
Services - core activities that form the basis of the Farm's day to day operation							
	Estates and Livestock	50,255	43,870	60	14,250	-36,005	⌋ The Director will prioritise seeking £26.5k grant for this project ⌋ The E&L Manager and Operational Manager (Anna) to trial new income generation strategies, such as 'Battle of the Beasts' no later than Oct 2017
	Youth Services	39,243	37,333	71	27,633	-11,609	⌋ Operational Manager (Anna) to seek £7.5k grant to support service costs no later than October 17 (2 year + funding sought where possible) ⌋ Staff to work to income targets set in budget. Expenditure must decrease if W2L income/grants are not secured (i.e. reduction in staff hours etc) ⌋ Deficit supported by £2.5k Youth Enterprises income
	Childhood Learning	22,410	23,083	47	20,633	-1,776	⌋ Staff to work to income targets set in budget. Expenditure must decrease if school bookings/summer camp are not on level with 2016-17 (i.e. reduction in staff hours etc)
	Supported Training	74,480	74,750	28	69,900	-4,580	⌋ Block contract confirmed until 31st Dec 2017 whilst we did for new / existing clients through CSS Open Framework ⌋ Increase spot purchase charge to £60 per day where possible ⌋ Undertake consultation with staff/stakeholders to determine demand/ability to operate both HT & FT simultaneously
Projects - time specific community activities							
	Propagation Place Project	63,615	63,855	55	55,353	-11,263	⌋ Project will cease in Jan 19 unless further funds or sustainable income strategy is implemented ⌋ Income based on 60% of forecasted sales. Operational Manager to monitor sales monthly, delivering on actions to achieve targets or adjusting expenditure according to income ⌋ Review agreement with Vegetable Plants Direct after 12 months
	Cultivate Project	35,378	35,721	97	29,971	-5,407	⌋ Director to seek £5k + for materials, workshop leaders and core costs ⌋ Project will cease in January 2020 unless further funds or sustainable income strategy is implemented

	Enclude Project	92,838	92,886	100	92,886	<b>48</b>	) Project funded by Big Lottery until December 2018. Continuation relies on further funds or sustainable income strategy is implemented ) The Director / Operational Manager (Sophie) to submit continuation bid in Jan 18
	The Network	51,299	51,759	100	51,759	<b>460</b>	) BCC Impact Fund secured until June 2021, subject to a 10% reduction in year 3 and 4 ) Project will cease in June 2021 unless further funds or sustainable income strategy is implemented ) Close budget management is vital to ensure no further funds required
<b>Sites / Site Specific Capital Projects</b>							
	Boiling Wells	9,167	9,500	-	7,000	<b>-2,167</b>	) Operational Manager (Anna) and Office Manager to review site hire policy and ensure balance between income and site management, seeking to reinvest £2.5k into maintenance subject to meeting income targets
	Ashley Hill Allotment	15,783	16,200	15	13,700	<b>-2,083</b>	) Director to seek £2.5k grant to support site accessibility ) Office Manager to monitor income and expenditure closely NB: Budget based on full lease arrangement
	Community Garden	1,500	1,500	100	0	<b>- 1,500</b>	) Operational Manager (Jess) to seek £1.5k towards dipping platform. Work will not be undertaken if funds are not secured therefore rated as amber
	Greenhouse Capital Project	40,000	40,000	100	0	<b>-40,000</b>	) Director/Operational Manager (Jess) to seek £33.5k towards new greenhouse/landscaping outside ST unit ) Director /Operational manager (Anna) to seek £6.5k towards isolation pen NB: rated amber as works will not be undertaken if funds are not secured
<b>Central / Income generating services, events and activities</b>							
	The Farm Summer Fair	24,683	25,000	-	6,000	<b>-18,863</b>	) If wet weather/poor ticket sales occurred, direct expenditure costs would be decreased as in 2014 therefore rated as amber ) Coordinators to work to set budget and seek best costs where possible ) Encourage high ticket sales through effective marketing NB: Based on £24k income with and £14.5 fundraising expenditure and £5k staffing costs (worst case scenario).
	Community Events	19,406	19,500	-	12,000	<b>-7,406</b>	) We seek to employ an Events, Coms and Business growth role who will work to set targets to maximise unrestricted income from community events and engagement opportunities, such as children's parties, weekend family activities and seasonal events
	Office (not including core costs)	52,521	55,464	39	37,214	<b>-15,307</b>	) The Director will submit bids for core costs to trusts and foundations. We are aware that there is high competition for such funds therefore the budget relies on internal contributions from projects/services. ) Maintain full cost recovery in all funding bids submitted
	Youth Enterprises	2,000	4,600	-	2,500	<b>500</b>	) The profits secured from Youth Enterprises will support and cover the deficit in Youth Services
<b>Total</b>		<b>594,579</b>	<b>595,022</b>		<b>437,800</b>	<b>-156,779</b>	



## 9. Fundraising and Income Strategy

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The following Fundraising and Income Strategy has been compiled to inform and guide staff and trustees in methods to seek funds required, and priority areas to focus on. This 12 month strategy must complement the Farm's longer-term ambitions to become more sustainable by:

- ) building on the success of previous trust and foundation fundraising through exemplary stewardship and effective monitoring and evaluation, whilst having time/resources to be opportunistic;
- ) strengthening relationships and income revenue with existing corporate partners such as OVO, White Stuff Cribbs Causeway and M&S Eastgate, and seeking new partners as their nominated charity partner or as 'Charity of the Year'
- ) maximising income through community fundraising such as events, membership/Friends of the Farm, Local Giving, specific donation appeals etc;
- ) increasing profits from income generating activities, from site hire, cafe licence rent, plant sales, youth enterprises, to placement fees;
- ) diversifying income streams where possible, such as launching new income generating activities such as children's parties, evening food markets etc to seeking greater support from major donors

### Overview of Funds Required:

**Services** - As the Income Review table shows, we have 71% of income secured towards the delivery of our core services for 2017-18. The total costs to deliver these services is £186,338 of which £132,417 is secured through grants/contracts, or likely to be received through generated income, budgeted donations and other sustainable income streams, leaving a deficit of **£53,971**. All services except the Estates and Livestock Services are likely to generate the outstanding deficit through income placement fees, or reduce expenditure to ensure their budget balances.

**Projects** - The total cost to deliver our projects during 2017-18 is £243,130, of which £226,969 (93%) is already secured, largely through 2 year + trust and foundation grants, leaving a deficit of **£16,191**. We anticipate Propagation Place to generate the stated £11,263 deficit through plant sales, however as this is the first year of sales, we cannot be certain of projections as yet. We will apply to relevant trust and donations to seek £5,407 required for Cultivate materials, workshop leaders and core costs – if funds are not secured, we will reduce expenditure to reduce the impact on unrestricted reserves.

**Sites / Site specific capital projects** – Excluding the Farm which is included within the Estates and Livestock Service, our main sites require £26,451 of which £20,700 (78%) is already secure through Boiling Wells site hire, allotment rent/membership and team challenges. The deficit of **£5,751** will be raised by achieving 100% of Boiling Wells site hire targets and securing a grant of £2,500 to support greater accessibility on the allotments. During this year, we must secure an additional **£40,000** to replace the Supported Training Greenhouse which has become dilapidated and unfit for purpose, and to build an isolation pen within the Farm. We will seek this by targeting relevant trust and foundations, prioritising those whom supported the Connection Centre build.

**Central / Income generating services, events and activities** - The central functions of the Farm cost a total of £134,507 which includes: overheads (such as heat, lighting, telephone/internet services and cleaning; rents and rates; insurance; computer expenses and stationary; petrol etc); and management costs (such as: the salaries, NI and pension of the Director, Office Manager, and three Operational Manager's for their strategic functions). Of this figure, £81,986 is proportioned to each service/project, and is shown within the Service/Project/Site expenditure columns. Of the remaining £52,521, we have secured £37,2014 including £8,964 through the final grant from Bristol City Council, Centres for Community Action, which ceases on 30th June 2017; and £28,250 which is a conservative forecast of established sustainable income streams such as site hire, cafe rent/services, membership, and general donations. This leaves us with a deficit of **£15,307** to balance the Office department. We will seek

£12,500 of grants to conduct a feasibility study / Masterplan to guide development of underutilised areas to maximise income in future years. This work will not be undertaken unless funds are secured reducing the impact on unrestricted reserves.

Other central activities (income generating activities that do not target disadvantaged audiences) include: the Farm Summer Fair, Community Events and Youth Enterprises. Both the Farm Summer Fair and our seasonal events as established, well attended fundraising events with tight organisational procedures and varied experienced amongst the team. Despite last year's Farm Fair generating a profit of £28,187, we have only budgeted for profits of £5,375 (including £5,058 towards core costs) as attendance/income can be affected by poor weather. As such, the Income review shows a deficit of **£25,589** as we are unable to project income at this stage. The Fundraising Strategy seeks to increase the profit margin of our income generating activities to better support service/project costs.

#### **Methods and Priorities to secure the outstanding funds required as follows:**

- 1. Compile, submit and secure priority grants totalling £79,000, no later than October 2017, including:**
  - £26,500 towards the Estates and Livestock Service - to be prioritised by the Director with support from the Operational Manager (Anna)
  - £7,500 towards the Youth Services - to be led by the Operational Manager (Anna)
  - £5,000 to cover the project materials, workshop leaders and core costs for Cultivate
  - £33,500 to undertake repairs and renewals to greenhouse, led by Director
  - £6,500 to develop an isolation pen, prioritised by Estates and Livestock Manager
- 2. Project Managers to monitor income and expenditure on a monthly basis.** If income does not achieve targets set, expenditure must decrease accordingly. This may result in a reduction in staff hours, or budget available for recourses and materials. Core cost contributions assigned to Services/projects/Site must be achieved. In particular, we will closely monitor Propagation Place income, creating and delivering actions to achieve income targets. The Director and F&Hr committee will oversee monthly management accounts, taking decisions as required to reduce impact on unrestricted reserves.
- 3. Operational Managers/Project Managers/Director to compile and submit non-priority grants totalling £16,500 throughout the year including:**
  - £2,500 to towards Allotment site accessibility
  - £1,500 towards a dipping platform at the Community Garden
  - £12,500 towards Feasibility/Masterplan development

Note: Capital works will only be undertaken once funds are secure, reducing financial risk.
- 4. Seek 2 year + funding to support all services beyond 31<sup>st</sup> March 2018,** requiring action during the next 12 months.
- 5. Operational Manager (Anna) and Office Manager to review Boiling Wells site hire policy and ensure suitable balance between income and site management** (maintenance, conservation and project/service use) no later than August 2017. If income targets are met, we will seek to reinvest £2,500 into site maintenance annually.
- 6. Identify opportunities to develop new income generating initiatives,** for example: the trialling 'Battle of the Beasts' - a fun run on Purdown which could generate c. £10,000 for the Estates and Livestock Services; creating a Events, Coms and Business Growth role who, working to specific income targets, seeking to increase profit margins from established events and launch new income generating activities such as children's parties; and grow project-led initiatives such as Tuesday Pop-up Cafe, run by Youth, and woodland enterprises led by volunteers.
- 7. Director to work closely with OVO, White Stuff Cribbs Causeway, Marks and Spencer's Eastgate** and other businesses to maximise our charity of the year/charity partnership status.

## 10. External Drivers

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The following issues are key external drivers that may determine and shape our route throughout the year:

### 9.1 Funding

- a. BCC terminates Centres for Community Investment funding on 30th June 2017. From this date onwards, the Farm will be in receipt of funding through the Impact Fund, as part of the collaborative Network Project, however, we will see £26,500 per annum reduction in core costs
- b. BCC is seeking to terminate block contracts for health and social care placements in a move to more financially favourable spot purchases. We have become an approved Supplier for the new Community Services Support Open Framework and will need to bid for new client contracts and the renewal of existing ones beyond December 2017
- c. All Farm services rely on the Estates and Livestock Service – Farm is in our name – however, we have yet to seek funds for this project or for the Estates and Livestock Manager

### 9.2 Economy

- a. Austerity measures and the uncertainty of Brexit will likely result in further public spending cuts and history has shown, the voluntary sector is often the first to be affected. Despite a potential loss of income, the nature of delivering services means we are likely to see an increase in the growing need for our services

### 9.3 Local community

- a. The Farm is currently negotiating with BCC to take on the full lease for Ashley Hill Allotment. If agreed, this will result in us retaining 100% of rent collected which we can then reinvest back into site maintenance and management. We will be required to undertake a rolling programme of responsive and routine maintenance. If the council do not agree, the farm must decide if we can achieve our vision under the current management arrangements
- b. The Community Consultation 2016 revealed a clear demand for family activities, especially animal/food based activities and training opportunities. For 2017-18 the Estates and Livestock Service should seek to address this within its Project Plan, harnessing the available income of the local community to support annual running costs
- c. More than 27 organisations were not successful in securing Bristol City Council funding which will affect people living in communities surrounding the Farm. The Farm should stay abreast of developments in order to meet changing needs of our target beneficiaries as appropriate
- d. The Neighbourhood Partnership systems will cease from March 2017 - this will leave a hole in how community organisations network with one another, and the community they serve. The Farm should take a proactive approach to partnership working and networking to ensure we are aware of other services/community challenges etc

### 9.4 Local / political agenda

- a. The Clinical Commissioning Group is re-commissioning mental health services for Bristol. Current delivery has been extended to 2019 whilst this process is undertaken. The Farm needs to stay abreast of developments to compete in commissioning if relevant
- b. Bristol Youth Links is opening up for new tenders in March 2018. The Farm has joined a consortium with other organisations delivering in BS2. We should continue to offer time/resources to submit a collaborative bid
- c. There is growing awareness of the benefits of social prescribing. We should ascertain the potential of collaborating with partners to develop social prescribing avenues using the Farm and our green spaces as venues
- d. The Government's intention to establish every school as an academy is resulting in a reduction of Pupil Premium and other school funding, leaving less funds for schools to dedicate to off-site visits and placements. We will have to monitor income and review the viability of our Childhood Learning and Youth Development services

## 11. Risks

Major risks specific to the organisation are documented and assessed within the Organisational Risk Register. This document is updated and reviewed quarterly. The following table highlights the highest scoring risks as identified by 1<sup>st</sup> April 2017:

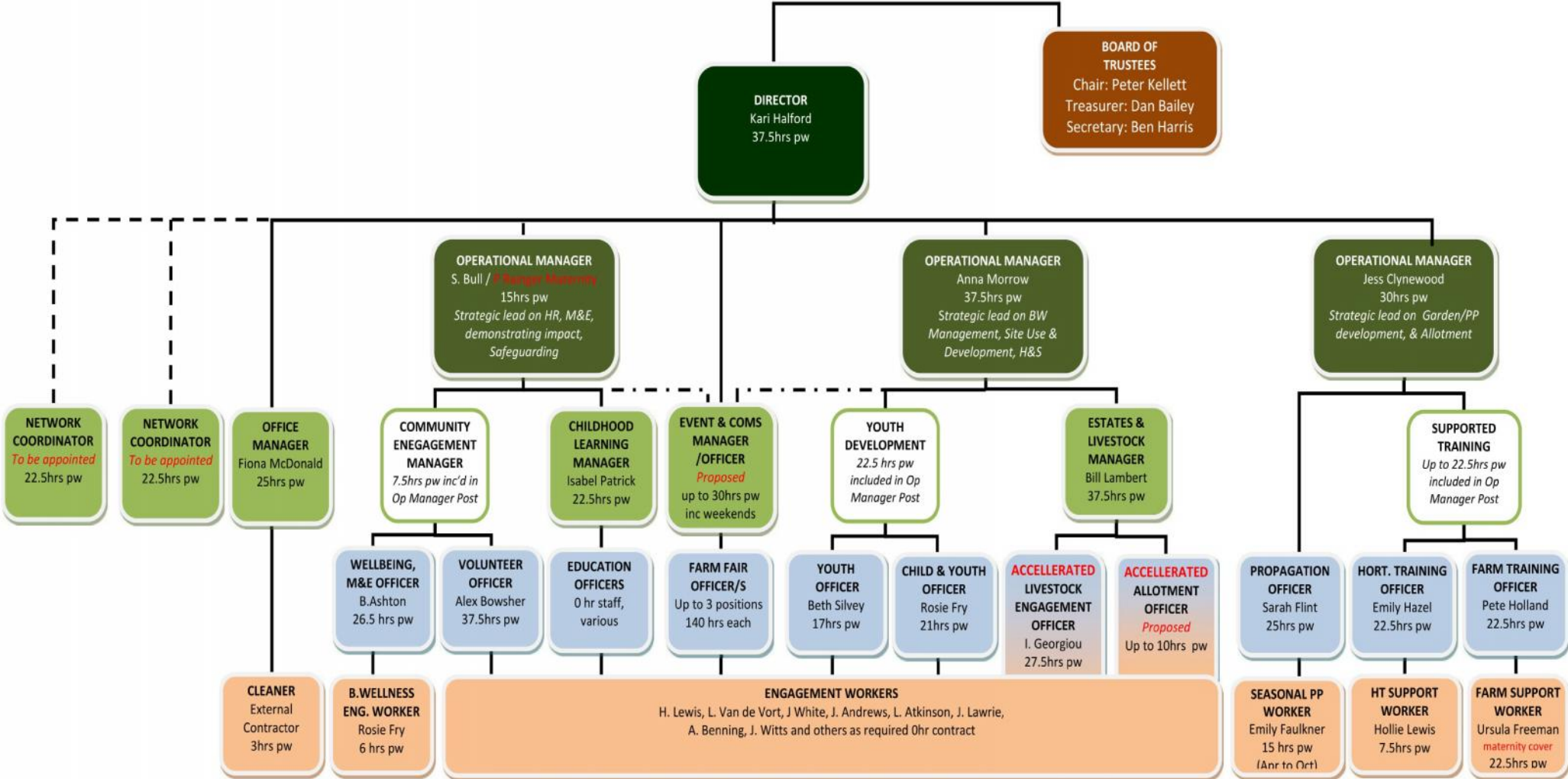
RATING	ACTION	LIKELIHOOD	Description	SEVERITY
1 - 7	Broadly Acceptable – Little to no action required	5 High likely	Highly likely to occur in the current year and highly probably in the longer term	5 Major Disaster - could seriously undermine the standing and position of the organisation and could lead to major loss of future income. Includes: financial loss over £350k; suspension of key services for more than 1 month; significant public, media concern/reputational damage etc
8 - 14	Moderate – Reduce risks as reasonably practicable, prioritising those scored 12 and higher	4 Likely	Likely to occur in the current year and probably in the longer term	4 Very Serious - would take considerable time and resource to deal with and would hinder achievement of strategic objectives including: financial loss £101k - £350k; severe disruption to key services for more than 2 weeks; moderate reputational concerns etc
15 - 25	High Risk – Priority Action to be undertaken	3 Possible	Possible to occur, but not very likely in the immediate future but reasonably likely in the longer term	3 Serious – it would cause us some reputational problems and would definitely take up time and resources including: financial loss £21k - £100k; disruption to services up to 2 weeks; limited unfavourable media coverage; some impact on brand reputation etc
		2 Unlikely	Extremely unlikely to occur in the near future but could occur in the longer term	2 Important – important but can be managed although would take up some time and resources including: financial loss <£20K; minor operational impact etc
		1 Very unlikely	Barely feasible to occur	1 Insignificant – very minor; no financial loss; small operational impact/brand

No	Risk Reported to	Risk	Likelihood	Severity	Risk Score (LxH) & RAG	Control Measures + Action Plan Code: black in place / green in progress / red not in place / grey not relevant at present	Date Last Updated
25	Board	Loss of <b>knowledge, disruption to targets/goals/, inability to fulfil key functions following the loss of a key staff member</b> (due to maternity, resignation ,or redundancy)	5.0	3.0	15.0	Please note that this risk will have high rating score until a suitable candidate has been secured and inducted to cover the Director Maternity * Reduce risk of resignation / redundancy through staff support, seeking to be a good employer, offering room for growth, following fundraising strategies * Ensure key staff members have a suitable notice period, and offer full inductions/handover to the incoming staff member * Compile 'How to' Guides for key operations, such as fundraising, operating our financial systems etc * Ensure recruitment for maternity cover is completed in sufficient time	22.3.2017
1	Site	Lack of <b>sufficient procedures or experienced staff to safely manage Livestock</b> and high volumes of visitors in an open Farm setting	4.0	3.5	14.0	* E&L to follow the Vet's Farm Health Plan in all procedures outlined below * E&LM / Site Dev Manager to develop an Animal Welfare policy by end of feb 17 * E&LM / Site Dev Manager to develop a 'Animal Husbandry Procedures' which outlines daily routines, the need of each of our animals, how to communicate with other Farm staff etc by end of March 17 (likelihood will lower once this is achieved)	21.3.2017



						<ul style="list-style-type: none"> <li>* E&amp;LM / Site Dev Manager / Director to review weekend working arrangements and seek to provide more support/improve retention of engagement workers through offering contracts no later than March 17</li> <li>* Site Dev manager to secure funds to develop an Isolation pen (following Isolation Policy) by 2018</li> <li>* E&amp;LM to organise a quarterly meeting with all project staff undertaking farm duties from April 17</li> </ul>	
3	Site	We do not manage <b>health and safety</b> effectively, resulting in a preventable accident or non-compliance with UK law and insurances policy	3.0	4.0	12.0	<ul style="list-style-type: none"> <li>* Operational Manager assigned as lead H&amp;S member of staff</li> <li>* Near misses and risks discussed at team meetings</li> <li>* First aid and other serious incidents reports appropriately</li> <li>* Development of Risk Assessment Register to oversee RA management</li> <li>* Project Risk Assessments in place and reviewed annually at minimum</li> <li>* Development of Health and Safety Policy including COSHH tasks by October 2017</li> </ul>	16.1.2017
4	Site	<b>Sites and facilities are not fit for purpose</b> , require investment and/or do not support our vision	4.0	3.0	12.0	<ul style="list-style-type: none"> <li>* Site Committee to drive forward any immediate remedial works to stable block no later than May 2017, and oversee plan for long-term development that will feed into a Masterplan</li> <li>* Site Dev Manager to launch Boiling Wells Management Plan by March 2017 and coordinate a rolling programme of maintenance works</li> <li>* Director / relevant Operational Manager to secure funds to: <ul style="list-style-type: none"> <li>- replace bottom greenhouse and undertake accessibility landscaping</li> <li>- invest in farm interpretation that better connects people to field to fork theory</li> <li>- undertake a feasibility study of Office/community building/cafe etc to ascertain future use of space, leading to next capital campaign</li> <li>- complete a Masterplan to inform Farm development</li> <li>- other priorities as outlined within the current Operational Plan April 2017</li> </ul> </li> </ul>	10.4.2017
5	Site	<b>Management of Ashley Hill Allotments</b> on the 'original' lease results in expenditure exceeding income threatening the delivery of core services	3.5	3.0	10.5	<ul style="list-style-type: none"> <li>* Director to instruct solicitor to adapt full lease to remove risk/liability for significant site issues and infrastructure, excluding a programme of planned maintenance</li> <li>* Seek trustee approval for draft lease by February 2017* Submit lease to BCC for approval by end of February 2017</li> <li>* Continue on Full lease arrangement with a budget for Allotment Officer/programme of maintenance</li> </ul>	21.3.2017
6	Board	Board of <b>trustees Board lacks relevant skills or commitment</b> to effectively steer the charity	3.0	3.5	10.5	<ul style="list-style-type: none"> <li>* Site committee to create action plan to target trustee with specific animal husbandry/VET experience by march 17</li> <li>* Chair to undertake a skills review annually after AGM. Next due in Sept 17</li> <li>* Office Manager to ensure that recruitment processes are transparent and thorough</li> <li>* Chair/Office Manager to organise trustee training annually - due by April 17</li> </ul>	16.1.2017
8	Board	A safety incident arises because <b>children, young people and vulnerable adults not being safeguarded</b> as they should by our organisation	2.0	5.0	10.0	<ul style="list-style-type: none"> <li>* A clear policy, procedures and process are in place, which is reviewed annually</li> <li>* We have a designated Safeguarding lead - Services Development Manager</li> <li>* A responsible person is nominated at each event to lead on Lost Children/parent procedures, starting at May Day 17</li> <li>* All staff and trustees to undertake safeguarding training and DBS checks</li> <li>* All volunteer procedures must ensure that volunteers are not left alone with vulnerable people</li> <li>* Services Development Manager to check that Safeguarding training/DBS checks are in place for staff and trustees by August 17</li> <li>* Services Development Manager to update Safeguarding policy by January 2018</li> </ul>	30.3.2017

Appendix 1: Organisational Structure



## Description of roles and responsibilities

### **Director Grade – SCP 40 – 47 at £35,444 – £41,967**

Forward thinking, externally connecting and future proofing the Farm. Overall responsibility for management and running of Farm including overseeing financial administration, budgeting and projections, charity/business compliance, development of Business Plans and Operational Plans, maintaining and creating new strategic partnerships, core and project fundraising and liaising with Trustees.

Service all Board meetings and relevant sub-committees.

### **Operational Manager Grade – SCP 29 – 33 at £25,951 – £29,323**

Responsible for managing existing project with additional operational responsibilities to ensure the Farm can deliver its vision including:

- )] Site - coordination of site appearance, health and safety & interpretation on Farm, Garden, Boiling Wells and allotments, managing relationship/boundaries with local community, site hire & private event management, accessibility, facility development etc
- )] Services - consistency of delivery, monitoring and evaluation, policy adherence, promotion and marketing, fundraising event management etc
- )] Business Growth - identifying, researching and proposing new business opportunities, launching new services to meet needs/secure income, overseeing social enterprise activities, liaising with external partners/stakeholders etc

Shared responsibilities include overseeing day to day operations, staff supervision, team fundraising, assist on strategic development with Director. Service sub-committees, external partner meetings and attend Board meetings as required.

### **Project Manager Grade - SCP 23 – 27 at £21,268 - £24,174**

Responsible for the delivery and day to day management of one of the Farm's main projects including line supervision of project staff, responsibility for policy review and implementation, risk assessments, monitoring and evaluation. Strategic input via line manager & staff group.

Attend external partner/networking meetings, and attend assigned sub-committees and Board meeting on a rota basis

### **Project Officer Grade - SCP 18 - 22 at £18,070 – £20,661**

Responsible for specific service delivery of a Farm project, including health and safety implementation for that service/site.

Strategic input via line manager & staff group.

### **Engagement Worker Grade - SCP 13 - 17 at £16,491 – £17,772**

Responsible for supporting volunteers/clients/participants or visitors within a specific service delivery of a Farm project including monitoring, evaluation, report writing and communication methods for client/volunteer progression.

Strategic input via line manager