



# OPERATIONAL PLAN 2019-2020



**"We inspire and educate happy, healthy communities, through green spaces, local food and each other"**



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## This Plan

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This document looks back at 2018-19 and assesses SWCF's strengths, weaknesses, opportunities and threats. It seeks to guide its sites and service objectives, building on the successes and uncompleted objectives of the previous year, continuing to address the third year priorities within the 3 Year Strategy, and is informed by the staff and community consultation. The document identifies external key drivers, highlights risks 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 3 Year Strategy 2016-19 and, where relevant, individual Project/Service Plans. Please note that the next three year strategy will be developed within the year and launched no later than September 2019 in order to embed for the 3 year period of 2020-2023.

### Abbreviations:

AVAA	Ashley Vale Allotment Association	LEO	Livestock Engagement Officer
BCC	Bristol City Council	O. Manager	Office Manager
BP	Business Plan	OPM	Operational Manager
CC	Connection Centre	PM	Project Manager
CLM	Childhood Learning Manager	PPBDM	Propagation Place Business Development Manager
CYO	Child and Youth Officer		
EBD	Events and Business Development Manager	SWCF/the Farm	St Werburghs City Farm
		VCS	Voluntary & Community Sector
ELM	Estates and Livestock Manager		

## 1. Executive Summary

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Towards the end of 2019, we will launch the 2020-2023 Strategy, as such 2019-20 will focus on maintaining steady development and delivery of our current services and sites, whilst completing any outstanding objectives from the last 3 year strategy. During the year, we will complete a series of consultation opportunities and development sessions to ensure that our future plans are ambitions yet realistically set within a challenging and uncertain environment.

Over the last two years SWCF has been moving from Bristol City Council core and management funding and block funding for Supported Training (which both ended in June 2017) towards more sustainable sources. We are now seeking full-cost-recovery grants and budgets for all our projects to cover core and management costs; increased spot purchase income for Supported Training from client's Social Services individual payments budgets; a greater proportion of fee income from sales and services such as room hire, produce sales, educational visits and training courses; more donations arising from new initiatives such as Adopt an Animal packs; and a more predictable income from the Farm's well-frequented seasonal events.

With support from Power to Change, this summer will see our budding social enterprise, Propagation Place, back up to full operation, growing and selling plant plugs to a local customer base and online orders. We will also launch the new Shop Kiosk offering a space to showcase and sell produce and products made through our services. We also seek to review and re-launch the Events and Business Development Manager role with clear targets to improve and increase our range of unrestricted income generating schemes.

We continue to develop and embed monitoring and evaluation practices that enable us to better demonstrate our impact. This year we seek to create an organisational-wide Theory of Change, whilst the long-term vision is to complete an impact framework that allows us to clearly show the impact that the Farm has on its beneficiaries and local neighbourhood. We must also consider and embed recommendations drawn out of the Community Spaces and Co-design phase of the Building Connections Youth Strand Fund (Jan – Mar 2019) to ensure that we better engage and support 18 to 25 year olds within activities. During the year, we also seek to develop an organisational wide Inclusion and Diversity strategy which in the long-term, seeks to inform decision making, foster greater diversity of Farm faces and shape delivery mechanisms to ensure the organisation is fully inclusive and more representative of the 9 protected characteristics. We also wish to develop and embed a strategy with clear actions on how the organisation, and its staff and beneficiaries can take a proactive, responsive and educational role that addresses climate change: from where we purchase our materials, to our plans to support biodiversity of our sites.

The challenges that face us this year include: ever greater competition for trust and foundation funding as public funds diminish; uncertainty around the impact of Brexit; maximising opportunities to grow Propagation Place business organically; very little leeway in our project budgets; the need to secure 2 year + funding for our Volunteer & Wellbeing and Child & Youth services; completing site/facility investment funded through Bristol City Council Community Infrastructure Levy; and developing a relevant, ambitions yet realistic 3-year strategy by Sept 2019. At the same time, we are witnessing an unprecedented increase in the number of vulnerable, isolated and disadvantaged beneficiaries accessing our activities and projects. The demand for services that support greater health and wellbeing, develop capacity and resilience and build a sense of community is growing. As such it is vital that we consolidate and strengthen the services/projects we already offer, utilise feedback from beneficiaries / partners / stakeholders to identify areas for growth and development whilst ensuring quality, impact and consistency. In particular, we must ensure that we draw down funds to continue to offer therapeutic, supportive and skill-based activities that engage disadvantaged people across all 4 sites.



## 2. Our vision, aims and objectives

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

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.

**Using a two-acre small holding, a one-acre community garden, a 2.5-acre conservation site and 13 acres of community allotments, we offer targeted community services that equip people with knowledge, skills and confidence, and provide green sites accessible to all.**

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 area 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.

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 wellbeing** 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 and 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. 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 and 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 such as: BME groups, including refugees and asylum seekers; older isolated people and people with dementia; those suffering from alcohol and substance misuse; and LGBTQ+ people.

In line with local deprivation indices and in view of the Farm's location, we will tailor 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.

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

This analysis has been compiled using feedback from staff, beneficiaries and project evaluations. It identifies the strengths, weaknesses, opportunities and threats which we perceive to be the most important, which shape our annual priorities as indicated by Objective references or marked as 3 year strategy:

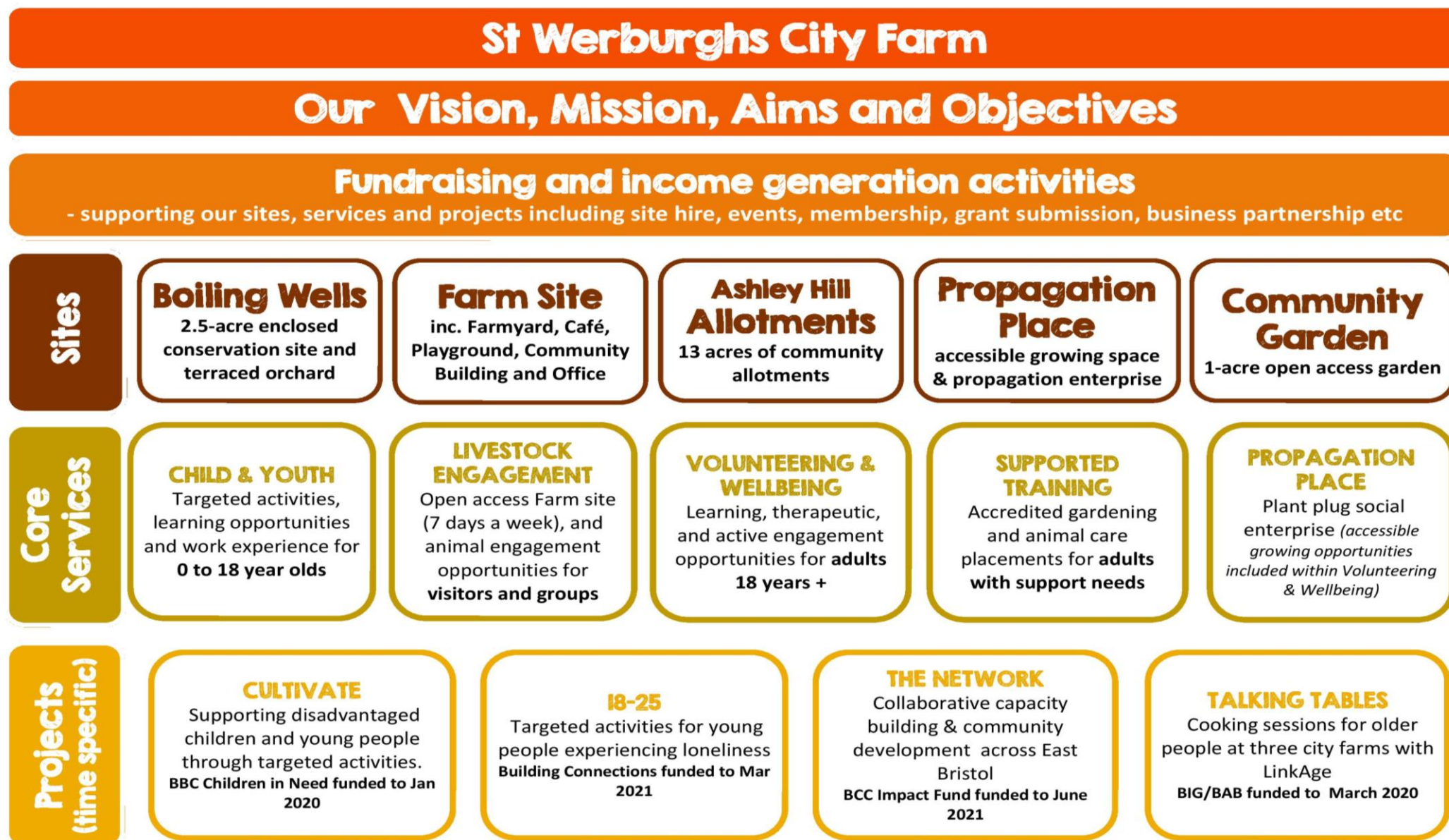
Strengths		Weaknesses	
Organisational	Commitment to incorporating the views of our service users, stakeholders and staff - as signified by the community consultation/Staff Survey 2019-20	Organisational	Despite proactive measures, the demographic of our staffing team and board of trustees could better represent the diversity of the Farm community
	We have a strong, experienced and driven staff & trustees that believe in the Farm's vision and are dedicated to supporting disadvantaged people		Transient nature of sessional/seasonal work (and lack of funding for permanent contracts) results in a high turnover of trained, experienced and available staff
	The Café continues to offer food with integrity in a unique setting, highlighting food grown by the Supported Training team or reared on the Farm		The lack of a receptionist/administrator results in distraction and lost-time for delivery/responsibilities for staff, in particular the Director
	2 year + funding for projects, services and sites has played a significant role in contributing towards investment, stability and growth within 2018-20		Lack of income for a Volunteer & Wellbeing Op. Manager results in missed opportunity to join up our community engagement offer/partnerships
	Our seasonal events are well established, straightforward to deliver and offer significant surplus that is reinvested into service delivery for target audiences		Our social media comms is largely 'sales' focused promoting services/events and does not maximise opportunities to share / demonstrate our impact
	The introduction of an on-call Duty Manager rota offers an additional mechanism to support lone working weekend staff when the Farm site is at its busiest		Lack of capacity resulted in the ECBDM role failing to maximise income generation schemes inc. membership, parties, site hire, farmers markets etc
Services	We have a strong reputation for high-quality services that have a positive impact for beneficiaries/community, resulting in many activities fully subscribed	Services	Funding success/cycles results in projects having vast different expenditure remits, which can create a disjointed and polarising approach to engagement
	Educational visits, forest school sessions and youth placements are operating at a record high with increased/longer-term engagement from target audiences		With more projects and services comes increased competition for sites and facilities. The success of this leads to difficulties in booking one-off visits/events
	Monitoring demonstrates that engagement in our person-centred services supports greater health and wellbeing, social connections, skills and capacity		Increasing vulnerability/challenging behaviours of service users highlights the need to continue to invest in staff training, reflection and support
	Propagation Place has proved that it is needed and popular and is being used by a self-led group of volunteers skilled up in the first year of operation		Lack of an embedded culture of tidying up to the same standards after a sessions leads to tension, loss of delivery time and unprofessional with external bookings
	The Network has established relationships with partner agencies and target residents supporting the Farm's engagement with local equalities groups		Unavoidable staff changes during Year 2 of the Network Project has resulted in a reduction in engagement/management, especially in Ashley
Site	The number of Farm visitors from BME communities is growing, the site is more accessible and additional grazing has been secured with Bridge Valley Farm	Site	Only one worker is employed on the Farm during the weekend (often the peak visitor time) and the on-call duty manager system could be improved
	The Connection Centre is at full capacity on weekdays, enabling our services to operate year-round irrespective of the weather		An evening caretaker and modifications to the spaces and security system are needed before the Farm can maximise evening hires of the Connection Centre
	Investment at the Community Garden, Propagation Place and Boiling Wells has resulted in greater accessibility, ease of use, and facilities for all		Events at Boiling Wells lead to site deterioration without an ongoing maintenance programme and dedicated budget; kitchen sink needs replacing
	The new shop kiosk site offers greater sales and visibility of Farm produce, and provides a space to showcase the skills/engagement of beneficiaries		The Community Garden is under utilised by other Farm services; some parts of the garden are hard to access for those with mobility impairments
	Volunteer engagement at Propagation Place, the Community Garden and Boiling Wells results in well managed, inspiring and beautiful sites for others using them		Lack of project storage results in items being stored in toilets/corridors/floor space reducing accessibility and has H&S implications
Opportunities		Threats	

Organisational	Secure funds to remove barriers to participation supporting consistency across service delivery (4.b)	Organisational	Loss of central funding towards core costs requires all services to generate higher income, resulting in less expenditure for projects and investment in sites
	Purchase and embed financial accounting software (Xero) to improve financial management and reporting (1.a)		Insufficient funds for a full-time Events, Comms and Business Development function means fee-earning opportunities are not fully exploited (1.b)
	Develop and embed organisational wide Inclusion and Diversity strategy which will inform decision making, foster greater diversity and shape delivery mechanisms (2.d)		Reliance on funding for key posts leads staff to feel uncertain about their contract status. Likewise, success with a high number of smaller grants results in inconsistent delivery and detracts focus from securing long-term, sustainable, income generation (1.a / 4.d)
	Broaden our event offer to be more inclusive to those from BME communities, 18 – 25 years, and those with care and support needs (4.a)		We fail to secure charity partnerships with local and national businesses (1.b)
	Continue to improve monitoring and evaluation procedures seeking to better demonstrate impact, and engage beneficiaries in service development (4.e)		Events rely on staff participation which is a hidden cost to projects when staff take TOIL which in some cases, requires sessional staff to cover delivery (1.b)
	Review ECBDM role setting new targets with a clear focus to pilot and launch new income generating schemes, and maximise those that we already offer (1.b)		Without a culture of tidying the room after use, we are unable to confidently promote external room bookings and risk a breakdown in staff cohesion (3.d)
	Maintain and develop new collaborative working opportunities with the other two city farms, St Werburghs Community Centre and other partners (5.a)		5% taper in year 3 Network Funding and 10% taper in year 4 results in loss of funds towards Director/Operational Manager yet responsibility remains (4.d)
Services	Amalgamation of Childhood Learning, Youth and Cultivate provides a platform for us to offer a more consistent, joined-up approach to delivery (4)	Services	During funding transition, we cannot maintain centralised volunteer recruitment / induction; project leads will need to manage this consistently (4.a)
	Developing CYP/Volunteer activities based at Propagation Place, Community Garden (Thurs/Fri) and picnic space increase engagement opps & care of sites (4)		Long-term funding for CYP, Volunteer activities is not fully secured beyond December 2019; the rise in demand means this is a priority (1.a / 4.d)
	The Network reaches audiences that the Farm seeks to serve. A more strategic relationships and joined up approach would have dual benefits (4.g)		Funding cuts to adult social care budgets result in increased difficulties in filling placements or loss of existing placement (4.c)
	Development of accredited courses for CYP and volunteers resulting in improved capacity, skills and qualifications (4)		The success and continuation of Propagation Place is reliant on plant sales (currently estimated), otherwise additional funds are required by Sept 2020 (4.f)
	Increasing the range of produce/ plants for sale to the public and developing connections with other outlets to sell Farm produce (4)		With funding, E&L could better use the animals and site for educational and therapeutic benefits (4.d)
	Embed Building Connections Co-design recommendations to ensure that we better engage and support 18 to 25 year olds within activities (4.a)		Without an informed Inclusion and Diversity strategy, we do not maximise opportunities to represent or engage all members of our community (2.d)
Site	Sign the Allotment lease enabling us to work with AVAA members to secure funds towards site maintenance and development (8)	Site	Our buildings/sites require significant investment to prevent deterioration and safeguard usage, especially for those with accessibility needs (6.a)
	Secure funds to launch Office/Cafe/Community Building development feasibility study in view of increasing opportunities to generate sustainable income(6.b)		The plum trees at BW have bacterial canker which needs a management plan (6.d)
	Work with local organisations to negotiate occasional extra grazing within the local area (6)		Without vigilant, skilled staff and volunteers, the Community Garden could look unkempt, fall into disrepair and become less accessible(6.d)
	New signage and interpretation is currently being designed to improve the way we tell our story; additional opportunity to improve heritage engagement(7.b)		Parking is an issue for local residents, especially during events. We must encourage access by foot and bicycle and communicate well with local residents
	Introduction of Site Management plans should help to ensure correct and timely maintenance (6.d)		Lack of management plans / master plan / feasibility for future development results in site investment being reactive, rather than well planned and funded (6)



## 5. Project Delivery Model

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





## Overview of our Sites:

*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.*

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

**Boiling Wells:** a 2.5-acre conservation site nestled in a tranquil woodland valley just three 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 one-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:

**Child and Youth** - recreational and educational activities for children and young people (up to the age of 18 years), supporting them to develop practical and personal skills, and build their confidence and self-esteem, whilst fostering a lifelong connection to the natural world. Our sessions, including Forest School, curriculum-linked school visits, Work to Learn Placements, and outreach, cover topics including: food and farming, composting and mini-beasts and wildlife and biodiversity (*previously Childhood Learning and Youth Development*).

**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.

**Volunteering & Wellbeing** - volunteer and engagement opportunities that equip people with skills and experience, build self-esteem and confidence and increase the wellbeing and community engagement of local adults experiencing disadvantage.

**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.

**Propagation Place** – a plant plug social enterprise that engages people to grow and sell seedlings to reinvest the surplus in accessible growing facilities.

**Cultivate** - Engaging disadvantaged children and young people in therapeutic, outdoor, family and practical activities outside of school hours, and in its City Farmers Club, a weekly after-school club for local young people; opportunities to feed and care for the livestock; and volunteer opportunities.

**18 – 25** – Activities that build resilience and capacity of young people experiencing loneliness and isolation guided by recommendations from pilot sessions and an active steering group.

**The Network** - builds capacity and develops 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.

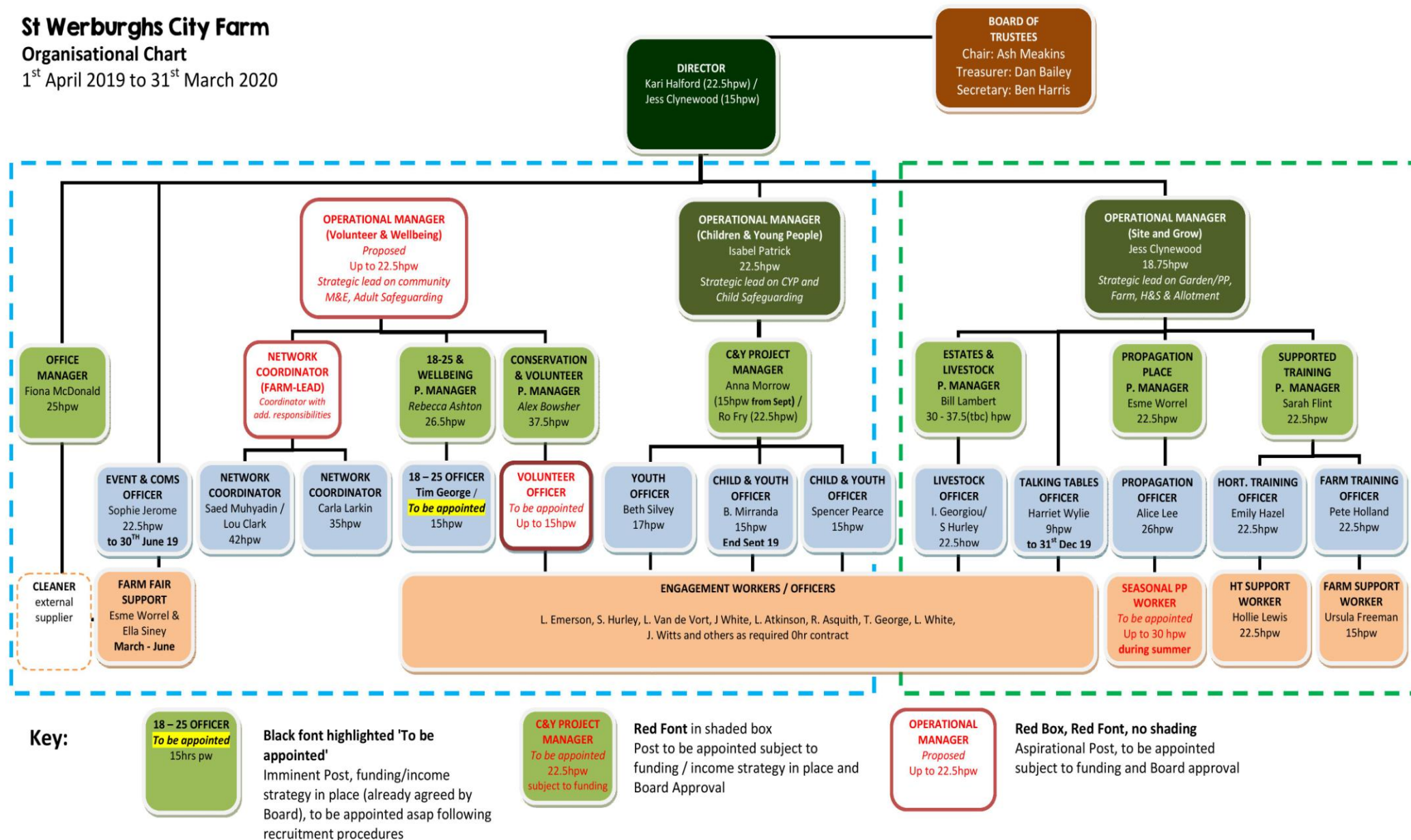
**Talking Tables** - cookery sessions for socially-isolated, older people to understand the relationship between how they plan, prepare and eat their meals and their health and wellbeing, the seasons, food cultivation and nutrition. They come to the Farm to prepare, cook and eat together.

## 6. Organisational Structure

### St Werburghs City Farm

#### Organisational Chart

1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020



## 7. Organisational Objectives

The following objectives are the seen as the priorities for the organisation during 2019-20. They relate back to the Strategic Aims outlined within the Strategy 2016-19, or are a direct result of this year's SWOT, Staff survey and community consultation; as such many objectives overlap and/or are dependent on each other for success. The priority column rates the objectives as: Must Do (1); Should Do (2) and Could Do (3). Staff will focus on Must Do and Should Do priorities

Organisational Aims	Objectives	Milestones	Timescale	Who	Priority
1. Work towards financial stability through income diversification and securing 2 year + funding towards core costs	a. Successfully manage finances seeking to secure funds / income towards central operational costs including: grants, donations, membership, café rent and utilities, site and room hire & fundraising	Reserves Policy reviewed and amended as required	April-19	Director, Treasurer	1
		Xero accounting software installed /relevant staff trained	May-19	Office Manager	1
		All new services/projects budgets are full-cost recovery including salaries with NI @ 8.7%, pensions @ 3%, travel and training @ 5%, management and core costs	Ongoing	Director, all staff completing bids	1
	b. Review and re-launch the ECBD Role to increase unrestricted income	Develop new Job Description and targets, taking into account ECBD Manager handover and staff feedback seeking to launch recruitment no later than Sept 2019	July-19	Director	1
		Organise and run annual events to agreed income targets	On-going	ECBD Manager	1
		Develop Income Generation Strategy for 2020 outlining a 18 month trail of new schemes, ideas and strategies	Jan-20	ECBD Manager	1
		Consultation and feasibility study carried out looking at viability of a regular Farmers' Market	March-20	ECBD Manager	2
2. Strengthen staff/trustee/beneficiary engagement in vision	a. Develop and launch 3 year Strategy 2020-2023	Complete Community Consultation, Staff Satisfaction Survey, service user involvement, trustee engagement	Sept-19	Director, Operational Managers	1
	b. Strengthen staff and trustee focus to vision and mission	Create organisational Theory of Change and embed within 3 year strategy, trickling down to project delivery level	May-19	All staff/Trustees	2
	c. Develop 40th Birthday heritage programme and infrastructure	Programme developed and bid submitted to fund programme for Farm's 40th birthday in 2020	June-19	Director, ECBD Manager	1
	d. Embed an Inclusion & Diversity Policy	Assign staff, compile brief and launch stage 1 consultation	Sept-19	Director, PP BDM	2
	e. Embed Climate Change Strategy/Actions	Assign staff, compile brief and launch stage 1 consultation	Sept-19	Director, other staff	2
3. Encourage a happy, healthy, well-equipped and communicative workforce	a. Ascertain staff satisfaction and identify areas for improvement	Implement actions/recommendations arising from survey 19	On-going	Director	1
		Ensure all key posts in Organisational Structure are filled and seek funds to support recruitment of aspirational posts	On-going	Director	1
		Organisation-wide informal job review carried out	Mar-20	Director, Office Man.	2
	b. Support all staff to have ownership of the Farm through succession planning, shared decision making and greater trustee communication	One staff/trustee meeting organised to support greater planning, engagement, visioning & communication	May-19 Feb-20	Director, OPMs	1
		Dates set for: one full staff meeting/away day; trustee/staff training sessions; and inclusive social events	Jun-19	OPMs	2
		Staff/Trustee champions assigned to ensure greater representation of staff/project/beneficiary at board level	May-19	Director/Trustees	2
	c. Ensure effective and supportive performance management	Modify Staff Handbook to become welcome pack/induction	June-19	Director	3
		Timely supervision and appraisal systems undertaken	Quarterly	All line managers	1
		Supervision / Diversity training for managers provided	Dec-19	Director	1
	d. Develop and embed Culture of respect	Full staff engagement session to develop document that promotes greater culture of tidying and returning items	Dec 19	Op Manager	2



Service/ Project Aims	Objectives	Milestones	Timescale	Who	Priority
4. Consolidate and strengthen the services and projects we already offer, identifying areas for growth and development whilst ensuring quality, impact and consistency	a. Continue to offer quality, targeted services and projects	Services and projects delivered as outlined in each project specification, working to income and expenditure targets	Ongoing	All managers and staff	1
		Utilise recommendations from Enclude/Building Connections reports to inform project development and delivery	April 2019	Volunteer Managers	1
		Seek to embed feedback from 18-25 and Inclusion and Diversity strategy to increase diversity of beneficiaries	April 2020	Directors, Op Managers, PPBDM	2
	b. Secure priority grants towards service and project delivery within 2019-20	Priority trust and foundations bids submitted as outlined in the Fundraising Strategy including funds to remove barriers to participation	Ongoing	Director and OPMs	1
	c. Fill all Supported Training placements	Bids (mini competitions) submitted to secure CSS contracts and marketed to other providers; a grant secured to cover the risk of vacant places	Ongoing	ST Manager	1
	d. Seek continuation/development funding for services and projects beyond 2019-20	Trust and foundation applications to relevant funders identified, compiled and submitted, prioritising E&L, PP, CYP and Volunteering & Wellbeing and activities that engage target audiences and meet our vision	Sept-19 onwards	Director, OPM and Project Managers	1
	e. Better demonstrate our impact, share successes and integrate beneficiary feedback into delivery and development	All project managers to compile project specific Monitoring and Evaluation used to inform delivery, support fundraising, promote within Annual Report, newsletters and social media	Ongoing	Project managers, Director	2
		Service user involvement protocol developed and agreed by trustees to embed service user engagement in organisational decision-making, service design, delivery and evaluation to include project steering groups and a Farm Forum	Mar-20	Operational Managers, Project Managers	
	f. Develop Propagation Place as a social enterprise	Secure funding for development of online courses; development of marketing capacity and site infrastructure	Oct-19	PP Business Manager, Director	1
		Carry out project review to ascertain viability/structure	Dec 19	PPBDM, Director	
	g. Consolidate The Network project to meet agreed outcomes	New staff embedded, supported and effective, working as a team to achieve targets	May-19	Director	2
		The Network delivery is Integrated effectively with the Farm's other projects	Sept-19	OPM (CE), Director	
	h. Deliver Talking Tables to engage older people in the Farm and food	Launch and run second series of Talking Tables, working with partner orgs to engage older people from equalities groups	Dec-19	Director, Talking Tables officer	1
		Work with LinkAge to secure continuation funding	March-20	Director	2
5. Strengthen work with partners and stakeholders	a. Work with partners to develop strategic collaborations to win commissions and contracts	Network partners engaged with to maximise benefits of Impact Funding to local communities and the Farm	Ongoing	Director, OPM (CE) TN co-ordinators	2
		Joint working with Talking Table partners secures and expands the project for the long-term	March-20	Director, OPM (CE), TT officer	1
		New Bristol Youth Links and other play collaborative providers approached and joint working developed	Sept-19	Operational Manager (CYP)	3
		New partners identified and progressed, e.g. St Werburghs Community Centre joint food growing and cooking initiative	Sept-19	Director	3

Site Aims	Objectives	Milestones	Timescale	Who	Priority
6. Invest in our buildings to ensure they enable us to deliver quality and consistent services and support greater income generation	a. Site management, maintenance and budgets co-ordinated to ensure effective and responsive site management	Costed site management plans for all sites produced annually to input into Operational Plan and to guide staff who manage and maintain the sites	Sept -19	Operational Manager (Sites)	2
		Funds (£500) to undertake a Nature Survey of Boiling Wells secured and survey completed and Boiling Wells page on Farm website page revised	Nov-19	BW Manager	3
	b. Secure funds to undertake a feasibility/masterplan, maximising income from underutilised spaces	Fundraising case developed and suitable funders identified	Mar-20	Director	3
	c. Conduct remedial work to Community Building floor, Boiling Wells Ampitheatre, playground, & stable block roof, to increase life span	Contractors secured and works undertaken	Sept -19	OPM (Sites)	
	d. Working to the site management plans, secure grants to support site maintenance and development	Grant applications submitted seeking priority grants, followed by secondary grants as outlined within Income and Fundraising Strategy	Sept-19	Operational Managers, Director	1, 2, 3
7. Invest in the Farm site to make it more fun and informative achieving best standards of animal welfare whilst maximising engagement	a. Ensure clear and regular communication between staff responsible for the care of our livestock	Quarterly Farm and Livestock staff meetings organised and well attended		ELM, Operational Manager (Sites)	2
		Competing pressures on sites minimised by regular meetings between OPMs and PMS across projects	Ongoing	OPMs, Project Managers	2
	b. Improve interpretation and signage on livestock farm	Animal husbandry information, Adopt an Animal, donation locations and sales opportunities much more compelling	Sept-19	ELM, ECBD Manager	1
	c. Maintain livestock engagement opportunities	Annual programme of courses and events planned and advertised	May-19	ELM, Operational Manager (Sites)	1
8. Manage Ashley Hill Allotments as a self-financing project, whilst improving site facilities and growing capacity	a. Support AVAA plot holders to increase productivity of site and better connect the wider public to food	Lease with BCC finalised	Jul-19	Director	1
		Support AVAA committee to develop plans, secure funds and undertake capital works as a community build	Ongoing	Director, OPM (Sites)	3
		Joint work on the allotments between Farm and AVAA volunteers achieves vital site maintenance	Ongoing	OPM (Sites), ELM	2
9. Improve site management systems to adhere to Health and Safety at all times	a. Review and improve health and safety and risk management procedures	Risk Assessment Framework reviewed and staff create and update RA's regularly	July-19	OPM (Sites), Project Managers	2
		COSHH register updated and implemented	Mar - 20	OPM (Sites)	2
		Risk Register updated before every sub-committee meeting	Bi-monthly	Director, OPMs	2
	b. Ongoing site maintenance and development is undertaken promptly to reduce the need for reactive measures	Routine and responsive maintenance tasks undertaken, ensuring a welcoming and clean site appearance	Ongoing	OPM (Sites), ELM, Vol Co-ordinator	2
		Identify and prioritise significant developments, repairs and renewals required and allocate budget appropriately	Ongoing	OPM (Sites), ELM	3
		Annual servicing completed including: PAT /alarm testing, fire extinguishers check, RosPa, tree inspections, truck service etc	Dec-19	OPM (Sites), ELM	2

## 8. Staff Survey Recommendations:

Every two-years, St Werburghs City Farm conducts a staff survey to ascertain staff opinion on: areas that need improvement/investment, things we do really well, and successes/progress since the last survey. Many of the recommendations/actions that arise from the 2018 survey have been incorporated into the 2019-20 objectives. The following chart details those which do not feature within the annual objectives, however, we will endeavour to complete the action to the timescale stated:

Area for improvement	By whom	Timescale
<b>Improving staffing resources</b>		
Review the Organisational structure each year so that it is fit and responsive. This year's review needs to consider: <ul style="list-style-type: none"> <li>- increasing weekend cover to reduce staff working on their own</li> <li>- ensuring staff have sufficient time to set up/ tidy away, undertake monitoring &amp; administration, as well as deliver</li> <li>- need for additional office cover – especially during Fiona/Director absence</li> <li>- need for a professional, consistent cleaner</li> </ul>	Director with Project Manager's consultation	Decision on Structure by April 2019  Implementation as funds allow
Line supervisors to ensure that <u>all</u> employees are aware they can access training each year. Line managers to monitor use of training budget and encourage staff to access training at supervisions	Line Supervisors	April 2019
<b>Improving facilities and resources</b>		
Purchase a coin counter	O. Manager	April 2019
Commission and install a welcome sign in different languages and informative 'food to plate' signage around the Farm	Op. Manager (Site)	April 2019
Trial an online calendar for site/facility bookings, seeking to improve efficiency and clear communication	O. Manager/ ECBDM	June 2019
Identify budget to replace locks in Connection Centre so they are suitable and safe for the user groups	E&LM	June 2019
<b>Improving communication and developing further opportunities for strategic planning</b>		
All Project Managers to regularly attend and participate within weekly team meetings (all staff can feed into team meeting through line supervisor, agenda and minutes or by attending meeting when required)	All staff	Ongoing
Staff diaries to be kept clear the first week of January each year for project planning, training, office clear out, and reflective practice etc	All staff	January 2020
Line Managers to <u>ensure</u> staff book at least 1 day per year to shadow another member of staff	P. Managers	Dates set by April 2019
Line Supervisors to make contact with every direct report, ensuring they know who their line manager is, the timescales for supervision/appraisals and how to seek additional support.	Line Supervisors	April 2019
Line Supervisors to book regular 1-2-1's with lone working staff to ensure staff are supported and able to feed their work into the wider organisation.	Line Supervisors	Dates set by April 2019
Supervision forms to be amended to encourage conversation and consultation about development of new projects, major changes, and project budgets.	Director	April 2019
Trustees to wear a badge/uniform to make it easier for staff / visitors to recognise them	O. Manager	By April 2019
<b>Improving ways of working (culture)</b>		
Develop strategy to embed an improved culture of organisation, cleanliness and respecting facilities or equipment by putting it back where and as they found it. Project Managers will be held accountable for ensuring their team adhere to these guidelines	OPMs Project Managers	Sept2019



## 9. Organisational Budget

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

Income	Budget *	EOY 2018-19	EoY Projections 2019-20
Donations (Gift Aid)	-	13,660	-
Donations (Non Gift Aid)	9,000	13,255	9,000
Membership	3,500	2,343	3,500
Merchandise	1,000		1,000
Grants	240,326	310,858	367,931
Legacies	-	26,588	20,582
Horticultural Placements	69,000	66,791	69,000
Horticultural Sales - Plants	20,000	36,730	20,000
Farm Sales - Eggs	500	519	500
Farm Sales - Meat	2,000	2,149	2,000
Farm Sales - Feed	2,500	2,611	2,500
Farm Sales - Manure	100	108	100
Farm Sales - Other	250	346	250
Farm Sales - Livestock	500	418	500
Farm Sales - Incubators	1,500	1,500	1,500
Farm Fair	45,000	53,830	45,000
Summer Camp	2,900	3,288	2,900
Education and Visits	30,448	23,797	30,448
Team Challenges	3,500	3,425	3,500
Farm training Courses	4,800	1,766	4,800
Fundraising Events	27,000	25,554	27,000
Shop Sales	5,000	1,926	5,000
Café Rent	8,100	7,200	8,100
Café service utilities	6,500	6,317	6,500
Boiling Wells Site Hire	12,000	11,538	12,000
Community Building Hire	9,000	8,389	9,000
Bank Interest Received	-	-174	-
Allotment Rent Income	4,750	12,378	12,750
Gift Aid Reclaimed	500	6,292	500
Other Income	900	675	900
<b>TOTAL INCOME</b>	<b>510,574</b>	<b>644,075</b>	<b>666,761</b>

\*Please note that the Budget column does not include restricted funds brought forward from 2018-19 which is expected to total £156,187

Expenditure	Budget	EOY 2018- 19	EoY Projections 2019-20
Tools	450	716	450
Seeds	650	552	650
Workshop Materials	20,619	16,093	20,619
HT Consumables	1,280	3,373	1,280
Animal Feed	3,400	3,238	3,400
Straw	1,500	1,470	1,500
Medicines	50	38	50
Veterinary Bills	500	377	500
Farm Equipment	200	1,530	200
Playground Expenses	400		400
Slaughter and Butchery	1,000	1,035	1,000
Farm New Livestock	350	272	350
Fair Expenses	21,500	23,255	21,500
Fundraising Expenses	9,250	9,196	9,250
Advertising /Printing	7,030	2,211	7,030
Rent	10,990	10,899	10,990
Water Rates	2,000	1,922	2,000
General Rates	2,096	1,997	2,096
Premises Insurance	6,250	6,072	6,250
Electricity	6,625	6,118	6,625
Gas	1,700	1,452	1,700
Staff Travel	625	937	625
Diesel	800	710	800
Truck	3,000	2,254	3,000
Refreshments	3,800	1,798	3,800
Printing	800	738	800
Postage and Carriage	7,080	13,088	7,080
Telephone	3,272	2,986	3,272
Office Stationery	400	316	400
Computer Expenses	1,100	1,507	1,100
Equipment Hire	850	4,435	850
Office Machines	850	726	850
Repairs & Renewals	47,963	31,758	47,963
Cleaning	4,500	4,245	4,500
Health and Safety	2,350	2,228	2,350
Trustee/ Vol. Expenses	4,370	1,605	4,370
Bank charges	66	-	66
Gross Wages	379,980	373,326	379,980
Casual Wages	11,659	6,296	11,659
Employers NI	29,074	23,053	29,074
Employers Pensions	18,741	10,138	18,741
Recruitment Expenses	650	670	650
Staff Training/Expenses	6,526	5,656	6,526
SSP / SMP Reclaimed		- 8,506	
Legal Expenses	2,000	1,867	2,000
Audit/Accountancy Fees	3,017	3,103	3,017
Consultancy Fees	10,300	1,488	10,300
Prof./Membership Fees	850	865	850
Depreciation	24,000	27,735	24,000
<b>TOTAL EXP.</b>	<b>666,638</b>	<b>606,836</b>	<b>666,638</b>
<b>BALANCE</b>	<b>- 156,064</b>	<b>37,239</b>	<b>123</b>

## 10. Budget Assumptions and Implications

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The following assumptions have been made in constructing the budget for 2019-20:

- **The projected income level includes a priority fundraising target of £48,664** which is deemed as realistic and achievable based on £446,874 outstanding applications at the time of writing this plan. Project Managers will monitor budgets monthly and manage expenditure in line with achieved income. Operational Managers and Directors will review fundraising targets and ensure cost saving measures if targets are not achieved.
- **The 2019-20 budget runs at a deficit of £156,064 owing to £156,187 of funds secured and received in 2018-19** which will be carried forward into 2019-20 as a restricted fund. This is reflected in the End of Year projections which result in a surplus of £123.
- **Project contributions to core and management total £89,115** to cover Farm overheads and employment of the Office Manager, Operational Managers and Director role. These core costs are essential to the safe running of the organisation. Wherever possible, we seek best price on services/contract to reduce costs, and seek core costs through grant applications and fundraising/events. However, each project is charged a proportionate amount based on the level of staffing and the days/length of service delivery.
- **All project/services contribute towards the running costs of the Farm site** and care of our livestock through proportionate internal core and management costs, covering the Farm (E&L) projects allocation.
- **The budget includes 2019-20 NJC paycales and an incremental increase** for all eligible staff members, which will be awarded subject to positive performance which equates to an £14,234 increase in baseline salaries from 2018-19. It also includes a pay elevation for all lone working staff to Officer Grade (SCP 7), £19,544 pro rata per annum.
- **Salary costs include all roles confirmed within the proposed organisational structure at the hours per week stated, for 12 month unless otherwise stated.** The exception being:
  - The Estates and Livestock Manager is employed at 30 hours a week due to a 7.5hrpw working arrangement with Windmill Hill City Farm. In light of this, £5k has been assigned to casual wages/maintenance contractors which can be reverted to E&LM salaries if required.
  - The Budget includes 8.75 hours per week for the Volunteer & Wellbeing Op. Manager; however the post will not be advertised until a minimum of 15 hours is secured. In the mean time, the Director will undertake additional responsibilities/hours at Op. Manager grade.
- **Farm Fair:** the Farm Fair budget assumes an ambitious target of £45k income (£53k realised last year) if this is not achieved, expenditure will need to reduce accordingly.
- **Depreciation** has been included in this budget at an estimated reduced level to last year. This might be revised down further once the 2018-19 accounts are signed off.
- **VPD:** we expect Vegetable Plants Direct to continue to make payments up £250 per month towards the outstanding debtor plan, however funds received are accounted for outside of the 2019-20 management accounts and not viewed as an income stream.

**The main implication of this budget is that there is very little leeway:** With the exception of the Office, all other budgets balance (including £48,664 priority fundraising). For most projects, the budget is tight for activity costs, sessional wages, repairs and renewals, nor do they allow for any developments, either to projects or to infrastructure; for example, it does not enable the provision of more administrative support or an evening caretaker - hence the aim to draw down more grant funding for most projects. Project Managers must carefully monitor their budgets to ensure that expenditure is in line with income and adapt if required.

Several services secured unrestricted income in 2018-19 which has not been spent or allocated. We seek to carry this forward as an additional 'designated' fund to be used within 2019-20 which reduces the fundraising pressure and allows a little more leeway to the budget. The amounts will be confirmed when the accounts are signed off at the end of Qtr1 but are not included in the budget.

## 11. 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 2019-20 was undertaken (see table below). This review seeks to ascertain the sustainability of our activities for the year ahead, identifying variances, deficits and priorities in order to inform our Fundraising and Income Strategy. The total cost to deliver the planned services, projects and sites is **£666,638** of which **£576,381 (86%)** is already secured through approved grants, funds brought forward, sustainable income streams and conservative income projections (largely based on 80% of previous year's income).

**Green** – projects/services where 80% of required income is secured beyond April 2019

**Amber** – projects/services where 50% - 80% of funding is secured beyond April 2019 (unless otherwise stated)

**Red** – projects/services where less than 50% income required is secured beyond April 2019 (unless otherwise stated)

Service / Site / Project	£ Income (inc b/f)	£ Expenditure Core Costs	£ Project Expenditure	Budgeted Variance / Deficit	% Grant Income	£ Income Secured	% Income Secured	Strategy to meet deficit and strengthen income streams	Grants Required 2019-20
<b>The Network</b>	67,475	8,005	59,148	322	100	67,475	100	<ul style="list-style-type: none"> <li>5% Taper on Year 3 Impact fund incorporated. Prepare for 15% taper in Year 4 (July 2020) and report to F&amp;Hr by March 2020</li> <li>No additional income required</li> </ul>	0
<b>Talking Tables</b>	11,420	3,420	8,000	-	100	11,420	100	<ul style="list-style-type: none"> <li>Final of 2 year funding secured. No additional funds secured or sought, however we are seeking to incorporate Community feast activities into the wider volunteer project offer and funding request.</li> </ul>	0
<b>Allotments</b>	12,750	530	12,176	44	-	12,750	100	<ul style="list-style-type: none"> <li>Based on previous years allotment income (not including income that will be received in 2019-20 but should be assigned to 2020-21.</li> <li>We have not budgeted for investment in site repair and <b>would</b> need to secure additional funds for any capital work.</li> </ul>	0
<b>Capital Build (CIL)</b>	39,813		39,813	-	39,813	39,813	100	<ul style="list-style-type: none"> <li>All funds secured in 2018-19 to undertake capital works. To be spent and reported in 2019-20</li> </ul>	0
<b>Child and Youth</b>	100,645	15,218	85,396	31	68	97,410	97	<ul style="list-style-type: none"> <li>Income based on previous years, stating 90% secure, however expenditure must decrease if school bookings/summer camp are not on level with projected figures (i.e. reduction in staff hours etc)</li> <li>If further funding was secured, income generated could be used for project growth, resource development, or subsisting disadvantaged groups to access services for free/reduced cost. 2 year + project funding should be sought to ensure project growth from December 2019. As such the Op Manager and P Manager will be set targets however they do not feature within the priority fundraising strategy.</li> </ul>	0
<b>Propagation Place</b>	79,331	9,803	69,364	164	78	71,831	91	<ul style="list-style-type: none"> <li>Only 50% of projected plant sales shown as secured to allow for business build up in Year 1. Reduce expenditure if income levels are not met</li> <li>Funding target to support staffing and material costs.</li> <li>Additional funding sought to design and launch online courses</li> </ul>	£4,964



								however this project will not take place if funding is not secured, therefore does not feature in priority fundraising strategy.	
<b>Supported Training</b>	84,700	14,596	70,104	- 0	10	68,400	81	<ul style="list-style-type: none"> <li>• ST ended 2018-19 with £8,000 surplus. We seek to designated £3,000 towards 2019-20 expenditure however this will not show in the budget as a fund b/f as it is not restricted.</li> <li>• Funding target of £8,700 towards project staffing and material costs.</li> </ul>	8,700
<b>Farm Shop</b>	5,000		1,500	3,500	-	4,000	80	<ul style="list-style-type: none"> <li>• Income based on 80% projected sales in new Farm shop</li> </ul>	0
<b>Events and Fundraising</b>	79,400	25,134	53,330	936	-	57,550	72	<ul style="list-style-type: none"> <li>• Level of 'secured' fundraising income based on 70% of projected income to allow for poor sales etc</li> <li>• Seek to reduce costs where possible, sell tickets in advance to ensure break-even income level is achieved in the case of poor weather, ensure effective marketing</li> </ul>	0
<b>Volunteer &amp; Wellbeing</b>	72,195	12,409	59,737	49	100	52,195	72	<ul style="list-style-type: none"> <li>• £5,000 unrestricted funds pledged by trustees, therefore a minimum of £15k must be secured by December 2019 to allow for core costs and project materials</li> <li>• 2 year + project funding should be sought to ensure project continuation.</li> <li>• Fundraising target to support staffing, equipment and materials costs.</li> </ul>	20,000
<b>Farm (E&amp;L)</b>	57,932	-	57,914	18	32	41,047	71	<ul style="list-style-type: none"> <li>• Level of 'secured' income based on 90% of projected income.</li> <li>• The Farm benefits from the remaining legacy b/f during 2019-20 however will need additional funds secured to 'top-up' and a higher amount in 2020-21 when the legacy has been invested.</li> <li>• Fundraising target to support staffing, equipment and animal related costs.</li> <li>• Additional funding to be sought to enable a higher repairs and renewals budget however, this is not essential therefore does not feature within the priority fundraising strategy.</li> </ul>	15,000
<b>Office</b>	56,100		150,156	- 94,056	36	52,490	36	<ul style="list-style-type: none"> <li>• Variance / secured income does not include £88,500 core cost contributions received from other projects/services, however once received, the project is 97% secured.</li> <li>• Projected income levels based on 80% of previous years to allow for variance.</li> <li>• The £20k funds b/f from Garfield Weston ensure that the Office budget balances this year however it will be essential to secure a trust and foundation grants towards core costs for 2020-21</li> <li>• Maintain full cost recovery in all funding bids submitted</li> </ul>	0
<b>Total</b>	<b>666,761</b>		<b>666,638</b>			<b>576,381</b>			<b>48,664</b>

## 12. Income Generation Strategy and Fundraising Plan

**Purpose:** This Income Generation Strategy and Fundraising Plan aims to inform and guide staff and trustees in methods to seek necessary funding, and priority areas to focus on so that we can sustain the Farm's unique offers, maintain a stable income and diversify funding streams for service innovation and infrastructure development.

**Desired outcome** St Werburghs City Farm is sustainable with a diverse portfolio of funding sources

**Key measures of success:**

- ✓ Balanced portfolio of statutory and private income from grants, foundations, tenders, legacies, donations, fees and sales
- ✓ £500,000 - £600,000 annual income maintained and sustained year on year
- ✓ Social enterprises developed which generate sufficient surplus to fund at least 25% of the Farm's charitable activity

**Objectives:** This strategy must deliver the Farm's longer-term strategic objective 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 the time and resources to be opportunistic;
- strengthening relationships and income revenue with existing corporate partners such as TSB Broadmead, White Stuff Cribbs Causeway and M&S Eastgate, and seeking new partners as our nominated charity partner or as 'Charity of the Year';
- maximising unrestricted income through community fundraising such as events, membership/Friends of the Farm, Local Giving, specific donation appeals, etc.;
- increasing the surplus from current fee-earning activities and sales, e.g. site hire, cafe licence rent, plant sales, youth enterprises, placement fees; and developing new ones, such as Adopt and Animal, children's parties, a shop and evening food markets;
- diversifying income streams, such as legacies, greater support from major donors, and reducing reliance on single funding streams for core funding.

**Targets**

The following table details the funds required for 2019-20 and those funds which need to be in place within the next financial year (no later than March 2020) for project delivery in 2020-21:

Income Stream	Income Breakdown	Lead Staff	Balance B/F 2018-19	Funds required for 2019-20	Funds required for 2020-21	Date required
Legacies	Legacies	-	£20,582			-
Membership	Membership	Office Man. ECBDM		£3,500		£290 monthly
Donations	Farm donations	E&LM		£6,500		£540 monthly
	Corporate Donations/Gift Aid	Director / EBDM		£3,000		Jan-20
Generated Income	Room Hire, rent and service charge	Office Man. ECBDM		£35,600		£2,966 monthly
	ST Placements & Sales			£74,000		
	Farm Livestock and Sales	ELM		£7,350		£612 monthly

	Educational Workshops & visits	CYP OPM, CYP P. Manager		£33,348		£2,779 monthly
	Allotment Income	Office Man.	£8,000	£4,750	£8,000	Dec-19
	Shop Sales & merchandise	P. Managers		£6,000		£666 monthly
	PP Sales	PPBDM,		£15,000		Sep-19
	Training Courses	P. Managers		£4,800		
	Team Challenges	Site OPM		£3,500		
<b>Fundraising Events</b>	Farm Fair inc. UoB	ECBDM		£45,900		Jul-19
	Other Events	ECBDM		£27,000		Feb-20
<b>Grants</b>	Office		£20,000		15000	
	E&L Project		£2,500	£16,000	£40,000	Mar-20
	Supported Training			£8,700	£8,700	Jan-20
	Child and Youth		£32,892	£35,405	£50,000	Mar-20
	Volunteering & Wellbeing		£18,400	£53,795	£71,879	
	Propagation Place		£7,500	£54,031	£41,139	£5k Sept Rest by Feb 20
	The Network		£6,500	£60,975	£56,855	
	Talking Tables			£11,420		
	Capital Build		£39,813			
<b>Total</b>			<b>£156,187</b>	<b>£510,574</b>	<b>£291,573</b>	
<b>2019-20 Combined Total</b>				<b>£666,761</b>		

*Please note that it does not show the total amount likely, such as membership fees we know we will received through monthly Direct Debits, or quarterly donations from White Stuff Cribbs Causeway. This is to allow for clear and transparent reporting to Finance and Hr trustees at bi-monthly meetings.*

The total income and fundraising secured and the variance will be reported to and monitored by the F&Hr Subcommittee meeting.

#### **Action to secure the outstanding priority funds required:**

##### **1. Compile, submit and secure 2019-20 priority grants totalling £48,644, including:**

- £20k towards Volunteer & Wellbeing project costs (prioritising staff salaries)
- £15k towards the Estates and Livestock Service
- £8,700 towards Supported Training project costs (this target may be covered by additional 'designated' funds brought forward (see Budget Assumptions and Implications)
- £5k towards Propagation Place project costs

##### **2. Secure £178,700 to support service delivery in 2020-21 and beyond, requiring action during the next 12 months, in particular:**

- £50k towards Child and Youth Project salaries, materials, workshop leaders and core costs etc
- £40k towards Volunteer & Wellbeing project costs (prioritising staff salaries)
- £40k towards Estates and Livestock Project including salaries and animal related costs
- £25k towards Propagation Place project costs to reduce reliance on generated income during Business start up phase
- £15k towards core costs, overheads and central roles such as the Office Manager, Operational Managers and Director
- £8,700 towards Supported Training project costs

- 3. 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. The Director and F&HR committee will oversee monthly management accounts, taking decisions as required to reduce impact on unrestricted reserves and to steadily build those reserves through the year.
- 4. Operational Managers/Project Managers/Director to compile and submit non-priority grants totalling c. £145,000 throughout the year including:**
- £75 towards a Heritage Project to celebrate the Farm's 40<sup>th</sup> Birthday and engage people in the faces, spaces and stories of our journey
  - £10k towards Child and Youth project costs which enables generated income to support 2020-21 delivery costs
  - £20k towards Events and Business Development allowing us to trail and launch new income generating ideas to support long-term sustainable growth
  - £20k for the development of online horticultural courses, developed in collaboration with Windmill Hill City Farm and Lawrence Weston Community farm
  - £12.5k towards Feasibility/Masterplan development
  - £7.5k towards site investment including path maintenance, AHA accessibility, PP irrigation and
  - Note: Non-priority tasks/projects and capital works will only be undertaken once funds are secure, reducing financial risk.
- 5. Review and launch the Events and Business Development Manager with clear targets to identify, pilot and launch income generating opportunities,** for example: if a sound business case suggests, the trialling 'Battle of the Beasts' - a fun run on Purdown which could generate c. £10,000 for the Estates and Livestock Services; and grow project-led initiatives such as woodland enterprises led by volunteers, a Farm shop and a Farmers' Market.
- 6. Director to work closely with White Stuff Cribbs Causeway, Marks and Spencer's Eastgate, TSB Broadmead** and other businesses to maximise our charity of the year/charity partnership status.
- 7. Director and Op Managers to review Site Management Plans and determine investment requirements,** seeking funds to undertake priority maintenance, conservation and engagement as required.



## **13. External Drivers**

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The following are key external drivers that may determine or shape our route through the year:

### **9.1 Funding**

- a. We are facing ever greater competition for trust and foundation funding as public funds diminish and European funding ceases. At the same time, we are seeing an unprecedented increase in the number of vulnerable, isolated and disadvantaged beneficiaries accessing our services, and witnessing a growing demand for activities that support greater health and wellbeing, develop capacity and resilience and build a sense of community. As such, it is essential that we ensure our fundraising targets are relevant, timely and based on monitoring and evaluation that demonstrate the demand, need and our impact.
- b. We need to actively market and promote our Supported Training placements to ensure that they are fully booked, if we are to maintain current staffing levels and afford activity costs, repairs and renewals.
- c. All services utilise the Farm site, engage with the animals or rely on the support of the Estates and Livestock Manager. We seek to share the cost of this essential service across all projects/services proportionally by increasing the amount of core/management costs paid by all projects, reducing the E&L contribution to nil.
- d. Central government's intention to establish every school as an academy is resulting in a reduction in Pupil Premium and other school funding, leaving fewer funds for schools to dedicate to off-site visits and placements. We seek to combat this by working more closely with Pupil Referral Units where the need for services is higher, and the funding is still present. We will continue to monitor income and review project delivery/staffing requirements as necessary.

### **9.2 Economy**

- a. Austerity measures and the uncertainty of Brexit are likely to result in further public spending cuts with a commensurate impact on the public sector. This is likely to create a rise in materials, resources and consumables required for project delivery, directly or non-directly through contractor/service fee increases). In particular will affect profit margins of the Cafe, which in turns means we need to be measured in regards to licensee charges (rent), and the unrestricted surplus from events.

### **9.3 Local community**

- a. The Farm has negotiated a 'management' lease for Ashley Hill Allotments, in which we retain 1/3 of rent which covers the administration responsibilities. This arrangement does not provide funds for site maintenance or facility investment, however, as a lease holder, we are able to work with the allotment holders to develop and submit funding applications where there is a clear mutual benefit to the vision of the Farm and majority of allotment holders.
- b. The Community Consultation 2016 revealed a clear demand for family activities, especially animal and food-based activities and training opportunities. In 2019-20 the Estates and Livestock Service with the Events and Business Development Manager should seek to address this, harnessing the available income of the local community to support annual running costs
- c. The Farm should continue to take a proactive approach to partnership working and networking to ensure we are aware of new opportunities and community initiatives; for example with St Werburghs Community Centre for plate to plant activities; Creative Youth Network for enhanced youth development; tendering collaboratively for funding from Bristol Clinical Commissioning Group to implement the new framework for mental health services; and designing new projects to support people with dementia and to combat obesity and related co-morbidities, with physical activity and healthy eating programmes.

### **9.4 Local policy agenda**

- a. In public health 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.

## 14. 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 at 1 April 2019:

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
1	F&HR, Board	<b>Insufficient projected income/secured grants for 2019-2020</b> threatens the continuation of key services and could lead to staff losses	3.0	4.0	12.0	<ul style="list-style-type: none"> <li>* Likelihood lowered from 3.5 to 3 based on Project funding secured for 2019-20, including essential volunteer project funds</li> <li>* Directors to present Fundraising and Income Strategy of the Operational Plan at March F&amp;HR. Fundraising priorities and actions to be based on this information. Progress to be reported to F&amp;HR.</li> <li>* Treasurer to check reserves each quarter to ensure that the reserves policy and ring-fenced funds are adhered to, to enable grant bridging if required, and at trustee discretion</li> <li>* Ensure that any new project or task has an adequate budget</li> <li>* Ensure organisation moves towards sustainability/Full Cost Recovery</li> <li>* Continue to share proportionate livestock project costs with projects/services using the Farm</li> </ul>	6.3.2019
2	Site & F&HR	<b>Propagation Place income does not grow as quickly as projected into Yr 2</b> which threatens SWCF reserves	3.0	4.0	12.0	<ul style="list-style-type: none"> <li>* Major review of project in Autumn 2019, with planned staffing and expenditure in Yr 2 brought into line with revised forecasts based on Yr 1 sales</li> <li>* Any change in projected income/expenditure agreed with Power to Change in advance (Review in PP yr 2)</li> </ul>	20.11.2018
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>* Advanced health and safety training for Operational Manager (Sites) and standard day training for all staff (training booked for April 19)</li> <li>* Near misses and risks discussed at team meetings</li> <li>* First aid and other serious incidents reported appropriately</li> <li>* Development of Risk Assessment Register to oversee RA management, reviewed and updated annually, with Site Development Manager performing spot checks</li> <li>* Health and Safety Policy reviewed every two years including COSHH tasks</li> </ul>	6.3.2019
4	Board	<b>Debtor repayment plan is not upheld by Veg Plants Direct (VPD)</b> leading to failure to recover debt	4.0	2.5	10.0	<ul style="list-style-type: none"> <li>* Veg Plants Direct (VPD) debtor repayment plan be carefully monitored by Office Manager and Site Development Manager.</li> <li>* Missed payments to be communicated to VPD business manager within 2 weeks.</li> <li>* Repayment report to be presented to F&amp;HR. Treasurer to decide on any actions required.</li> </ul> <p>NB: Board agreed to repayment plan in October 2018, which recovers debt by 2023. The debt does not form part of our 2019-20 budget</p>	23.11.2018
6	F&HR	Failure of <b>financial management systems (including fraud, error or mismanagement)</b> which results in financial loss, reputational damage and loss of management time	2.5	4.0	10.0	<ul style="list-style-type: none"> <li>* Financial control procedures including periodic at least annual visits by Treasurer to review procedures with advice from but not at the same time as independent auditor</li> <li>* Ongoing segregation of duties, set Authorisation limits, security of assets, insurable risks managed etc</li> <li>* Office to switch from SAGE/Excel to Xero accounts management software to enable clearer reporting</li> <li>* Ensure the reserves policy is reviewed annually and adhered to</li> <li>* Ask Rob Wilson (accountant) to deliver report generation and how to read accounts training to trustees following zero embedding</li> </ul>	18.3.2019

5	Board	A safety incident arises because <b>children, young people and vulnerable adults are 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 Adult Safeguarding lead (Jess and Kari), Child Safeguarding lead (Isabel) and Chair to act as trustee lead on safeguarding</li> <li>* A responsible person is nominated at each event to lead on Lost Children/parent procedures</li> <li>* All staff and trustees to undertake child-focused safeguarding training, all relevant staff and trustee lead to undertake safeguarding vulnerable adults and DBS checks</li> <li>* Office Manager to check Compliance tick sheet to identify when staff need to update their Safeguarding training and DBS checks quarterly</li> <li>* Both Directors to have undertaken Lv 2 Safeguarding Training (Jess completed, Kari's training booked for May 19)</li> <li>* CYP Op Manager to update E-safety Policy by end of April and develop a Challenging Behaviour Policy by end of March 2019</li> </ul>	6.3.2019
7	Sites	<b>Sites and facilities are not fit for purpose</b> , require investment and/or do not support our vision	3.0	3.0	9.0	<ul style="list-style-type: none"> <li>* Boiling Wells Manager to update Boiling Wells Management Plan, ST Manager to update Community Garden Management Plan and Estates and Livestock Manager to create and update the Farm site Management Plan by March 2019. BL to be nudged to complete.</li> <li>* Each Manager to coordinate a rolling programme of maintenance works, in consultation with Site Dev Manager, identifying and agreeing an annual budget / fundraising strategy</li> <li>* These three site management plans to be fed into fundraising strategy, 3 year strategy and Operational Plans and actioned as funding is drawn down.</li> <li>* Director/relevant Operational Manager to secure funds to: <ul style="list-style-type: none"> <li>- undertake a feasibility study of Office/community building/cafe etc to ascertain future use of space, leading to next capital campaign [DoF]</li> </ul> </li> </ul>	21.3.2019
9	F&HR	We do not effectively <b>demonstrate our impact</b> resulting in loss of key contracts, reduction in grant awards and diminished reputation	3.0	3.0	9.0	<ul style="list-style-type: none"> <li>* Director to circulate the Communications Strategy to all staff, and make sure it is reviewed annually</li> <li>* Project Managers to ensure that each project has clear objectives that are aligned to the Impact Framework, and that M&amp;E data is collected and collated annually in time to feed into the Annual Report</li> <li>* Director &amp; all line managers to ensure each staff member has clear objectives within their Appraisal forms, which feed into the collection of M&amp;E within projects</li> <li>* Director to recommend we seek 2% towards M&amp;E and 2% towards Comms as part of a full cost recovery approach</li> <li>* Annual report to be reformatted and presented in a way that clearly demonstrates impact</li> </ul>	6.3.2019
10	Board	Board of <b>trustees Board lacks relevant skills or commitment</b> to effectively steer the charity	3.0	3.0	9.0	<ul style="list-style-type: none"> <li>* Chair to undertake a skills review annually after AGM. Trustees due to respond no later than 30 Nov 2018* Following skills audit, Chair to review skill deficit and instruct Directors/Office Manager to launch targeted recruitment with support from other Trustees</li> <li>* Office Manager to ensure that recruitment processes are transparent and thorough leading to quality applicants</li> <li>* Trustees that did not undertake 'How to be a good Trustee' Training in April 17 to sign up to Voscur course</li> <li>* Trustees to be matched to a project/service to act as a buddy/champion. Trustees to volunteer/shadow project at least once per year and communicate with Project Manager regularly</li> </ul>	5.11.2018
11	F&HR	An <b>over reliance on a single income stream</b> threatens liquidity, reduction in services, and/or leading to urgent savings	3.0	3.0	9.0	<ul style="list-style-type: none"> <li>* Annual review of income streams, with budget set to encourage sustainable and diverse income streams</li> <li>* 3 Year Strategy to support growth of social enterprise models</li> <li>* Director to give an overview of individual income streams in the Annual Accounts 18-19 which are more than 7.5% of the annual turnover. To be monitored by F&amp;HR</li> <li>* Develop Propagation Place and other social enterprises</li> </ul>	31.10.18