



OPERATIONAL PLAN 2016-17



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1. Executive Summary

2016-17 presents an exciting year for the Farm; we launch our next 3 year Strategy which has been informed and guided by the results of a recent community consultation; we cut the ribbon on the new Connection Centre securing the quality and growth of services; we transition from induction to full operation stage of the Enclude Project - a 3-year Big Lottery funded volunteer programme; and in collaboration with Ashley Vale Allotment Association, we start 'Propagation Place' to develop shared growing/community facilities. Throughout the year we will embed evaluation frameworks in each service seeking to better demonstrate our impact. We will also launch a marketing strategy to better communicate our vision, services and activities, and demonstrate our impact. Alongside this, we will invest in our sites and infrastructure seeking to: refurbish the office/tea room and improve accessibility at Boiling Wells and the Community Garden.

Despite these pivotal developments, we have a challenging year ahead; we are witnessing a growing need for targeted services and a rising demand for community activities with less availability of external funds to support their delivery. As public funds continue to diminish, we will experience stronger competition for trust and foundation funding. As such, we need to review each service ensuring that activity is outcome focused, and introduce project-specific income strategies to manage expenditure in line with generated income, secured grants or contracts. Above all, we must ensure that income diversification is maximised enabling the Farm grows as a resilient, independent organisation, free to best meet the needs of our beneficiaries both this year, and in the future.

The plan is ambitious, yet the nature of the economic climate around us means that challenges ahead must be acknowledged and addressed. The deficit in long-term funding for services alongside the loss of core funding in March 2017 will require a fundamental shift in the way we operate. This plan is therefore a 'call to action', asking all staff and decision makers to prioritise the following:

1. delivering existing services, whilst maximising use of new facilities, better measuring impact and improving marketing and communication
2. maintaining financial stability, identifying areas for income diversification, greater income generation and securing 2 year + funding towards core costs/services
3. better managing our sites, resources and time to ensure we maximise the delivery of our vision

We do not seek to achieve all outcomes or recommendations that arose through the staff and community consultation; for example, we will not launch any new services other than Enclude and Propagation Place. We will not seek to upgrade the playground or greenhouse, undertake the feasibility for the next phase of capital development or launch a Farm shop. The objectives within this plan are seen as key priorities that support the 2016-19 strategy, and ensure we remain focused.

This document

This document looks back at 2015-16 and assesses our strengths, weaknesses, opportunities and threats. It identifies organisational objectives, based on the 3 year strategy which has been informed by a comprehensive community consultation. It seeks to guide the Farm's sites and service objectives over the year to ensure that we better deliver against our aims and work towards our vision. 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
ServicesDM – Services Development Manager
SiteDM – Site Development Manager
ELM – Estates and Livestock Manager
CLM – Childhood Learning Manager
STM – Supported Training Manager

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

2. Our vision, aims and objectives

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 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.

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

The following SWOT analysis has been compiled using feedback ascertained through the recent community consultation:

Strengths		Weaknesses	
Organisational	Commitment to incorporating the views of our service users, visitors, community members staff and trustees in the Farm's development - as signified by the community consultation	Organisational	Our external communication is inconsistent (in particular our website); we do not clearly convey the story of what we do, why we do it and who we do it for (either on site or online) and we rarely celebrate success/share good news
	A strong team, with experienced and driven staff members that believe in the Farm's vision, are dedicated to supporting disadvantaged people and have willingness to change and improve		With 40,000 estimated annual visitors, the lack of a reception/receptionist, insufficient storage and lack of dedicated space for activity delivery, the office can be a busy, noisy and therefore challenging working environment
	Cafe continues to offer food with integrity in a unique setting, highlighting food grown within the community garden or reared on the Farm		Internal communication is inconsistent and ineffective (esp. for PT staff). We look at projects in isolation, missing opportunities for joined up thinking
	Our willingness to work with partners, and their desire to engage with us		We do not allow sufficient time for longer term strategic planning - such as the Farm Masterplan or vision if they are working in conjunction with partners
Services	Reputation for high quality services that have a positive impact in particular: events, the café, children's play, support for groups, being welcoming, variety of animals, looking after the animals and creating a sense of community.	Services	Without a clear marketing strategy, services and activities are inconsistently marketed which can result in missed opportunities to promote key events, target primary audiences, attract underrepresented groups etc
	The consultation revealed that people feel we deliver particularly well on: <ul style="list-style-type: none"> ➤ Increases your access to quality green space in the city ➤ Gives a sense of community and belonging ➤ Creates a safe, friendly and inspiring place to visit ➤ Contributes to your happiness, health and well-being 		Inconsistent evaluation and monitoring results in us not being able to effectively demonstrate our impact, measure participate progress, share our learning or shout about our successes
	The service user forum highlighted the importance of the Farm. Comments included: "Helping me to be independent" "Making friends/meeting people" "Being a part of community" "Favourite day of the week"		Lack of project plans with clear outcomes that link directly to the vision and mission. Lack of consolidation and need to identify what is a core service and what is a project to inform funding/income prioritises
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	Lack of inspirational, educational interpretation means we do not effectively 'tell the story of food from farm to fork'
	The Connection Centre will transform how we are able to deliver existing services and offer new activities		The Farm site (including the Cafe and playground) will look tired, shabby and unwelcoming alongside the Connection Centre, all areas require investment
	Investment at Boiling Wells will result in greater ease of use for service users, extension of building life and improved accessibility for all		The Office and community building require significant investment to ensure they are fit for purpose
	As a result of implementing the disruption plan, the Farm now has improved animal housing, a larger plant sales space, and stronger media presence which along with improved site signage has increased visitor donations		Parking is an issue for local residents, especially when offering activities that attract people from across the city such as Shaun the Sheep. If we cannot provide more parking, we need to ensure we encourage access on foot

Opportunities		Threats	
Organisational	Launch a 3 year Strategy that embeds our updated vision and values in day-to-day operations, and acts on recommendations and outcomes of the recent community consultation	Organisational	Lack of sufficient funding for several of our core services/projects results in lack of project direction, decreased staff morale and a higher reliance on smaller funding streams which presents increased administration
	Develop a marketing and communications strategy embedding our vision and mission in communications, ensuring effective, consistent and targeted external marketing and greater internal communications		Overreliance on grants from central government which are likely to significantly reduce/cease all together over the next 2-4 years. If not addressed, could result in the loss of services/facilities and staff redundancies
	Encourage greater diversity of our staff/trustees/co-optees etc to be more reflected of our target audience and local community		Management of the Allotments need to be redirect from Director to a suitable project manager to ensure sustainability of partnership
	Secure funds and launch proposals within the 'Better Connecting to Food Strategy' to ensure we better deliver on this key aim, including a Farm shop		The size and deterioration of the Café may restrict business growth
	To further partnerships/networking opportunities, engaging with partner organisations to strengthen our services or allow them to deliver from our facilities		74% of Farm staff are women. We currently adopt a statutory maternity policy, however in a sector that is scrutinised for low salaries, the Farm could find itself at risk of losing valuable staff unless we adopt a new policy
Services	Launch the Propagation Place and Community Growing facility in collaboration with AVAA which seeks to engage marginalised groups in growing/cooking opportunities	Services	There is demand for more family activities and opportunities for non-target audiences. We need to ensure that our response reflects our visions and is measured and achievable in line with our existing range of services
	Develop, fund and pilot activities which the community consultation revealed a demand for including: more activities for young people, veg growing opportunities, events, boiling wells open more often, produce for sale, food related workshop, arts and crafts workshops, heritage and training opportunities, more interactions with the animals etc		Without regular hours or permanent contracts, turnover of trained and experienced engagement staff will remain high jeopardising service delivery
	Improve monitoring and evaluation, developing new methods to collect and monitor data in order to demonstrate impact, including service user forums		Many of our core services do not have clear outcomes and objectives, do not have a suitable income strategy or funds secured to ensure continuation
Site	Complete and launch the Boiling Wells Management plan ensuring greater communication with all staff and groups in the use and management of the site	Site	Without a Farm Masterplan, future development will not be maximised, consistent or coherent. Lack of a volunteer maintenance team will limit the ability to undertake and complete tasks.
	Develop a Farm and Livestock Strategy which offers project proposals that seek to better tell the story of where our food comes from, ensuring focused fundraising		The office, tea room and community building are not fit-for-purpose. They will continue to deteriorate with lack of financial investment and need a strategy in place to secure future development
	Launch Propagation Place and secure additional funds which enable the AVAA committee to develop community growing facilities for all		The Community garden requires significant investment to ensure that it can continue to be used by supported training services users
	Improve accessibility on all sites for older people or those with disabilities including paths, handrails and seating, including £25k infrastructure investment at the Community Garden		The change to how we hire Boiling Wells has resulted in significant loss of income. We need to develop a sustainable income strategy, within the Management Plan, to ensure we manage the site well, balancing conservation, nature, service users, neighbours and income generation.

4. Analysing the need

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

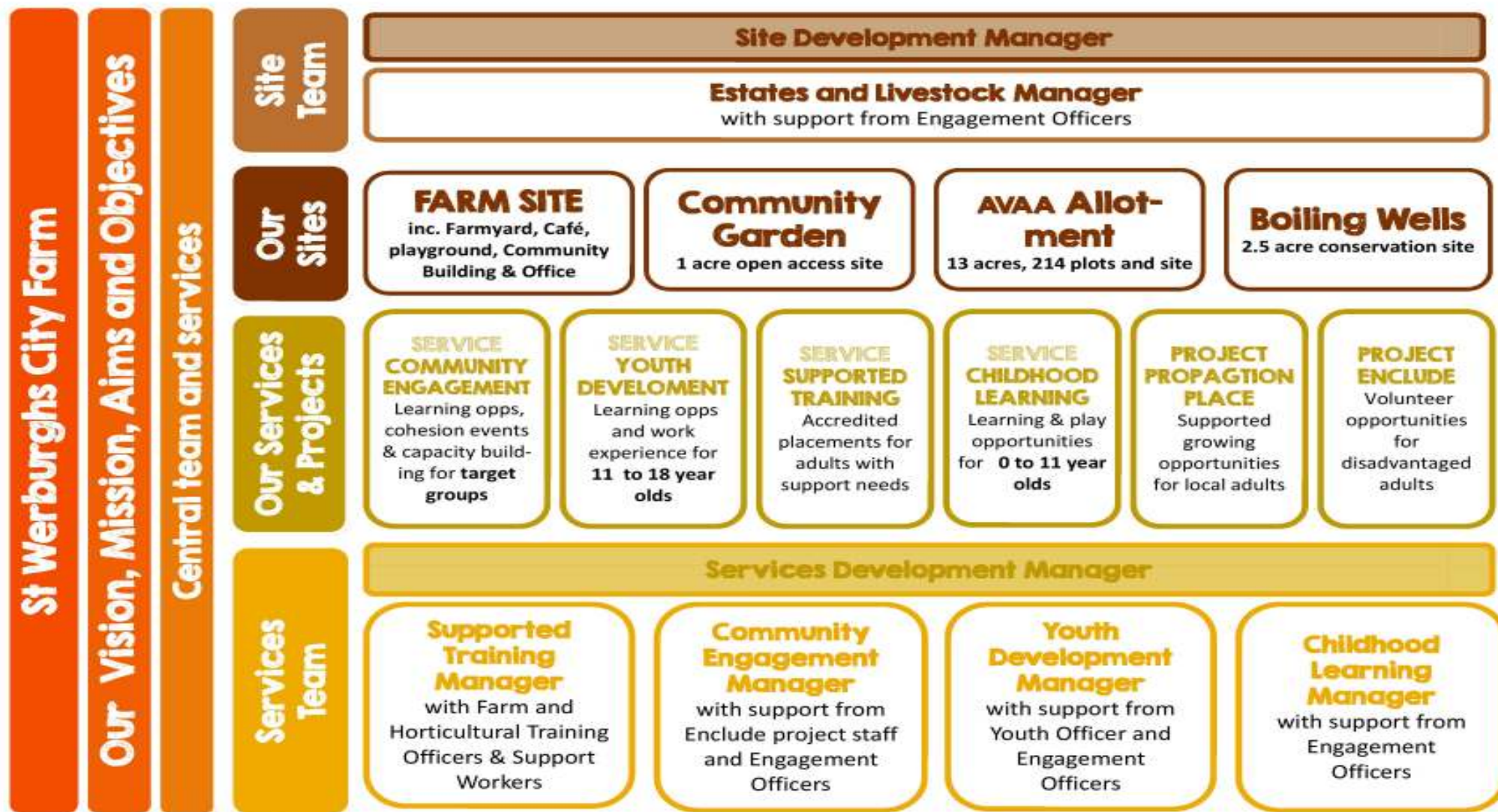
We will also encourage greater engagement of other disadvantaged groups including: BME groups including refugees and asylum seekers; older isolated people and people with dementia; those suffering from alcohol and substance misuse; and LGBT people.

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 2016-17

The following diagram shows the Farm's 4 sites, our core projects and the staff supporting their delivery and development throughout 2016-17 (See the Organisational Structure, Appendix 2, for more information):



Overview of our Sites:

The Farm site: Our small holding is home to a range of livestock including sheep, goats and pigs which are bred for meat, ducks and chickens for their eggs. The Farm is situated opposite the award-winning City Farm Cafe, adventure playground and community building. We are open to the public between 9am and 5pm, 7 days a week. It is free to visit and welcomes more than 40,000 visitors each year.

Boiling Wells: Boiling Wells is a beautiful 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 interspersed with rambling soft fruit, native trees and a nearby stream, it is a unique oasis in the heart of the city. From here we run a range of outdoor activities that are not easily accessed elsewhere within the city.

The Community Garden: An open-access, 1 acre garden, which offers a beautiful, quiet spot accessed by local nursery and kindergarten groups, school groups, local families, people walking their dogs and of course, the local wildlife.

AVAA (Ashley Vale Allotment Association): Surrounding the Farm site is 13 acres (214 plots) of community allotments which we manage on behalf of Bristol City Council with support from AVAA committee. Working in collaboration with AVAA, the Farm is developing a community growing facility including Propagation Place - a propagation polytunnel and growing project.

Overview of our Services and Projects:

Community Engagement - family activities and community events for disadvantage people, including families on low/no income, Black and Minority Ethnic groups, older people that are socially isolated, people with physical and/ or mental health issues etc. 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.

- **Enclude Project** - volunteer opportunities that seek to increase the wellbeing and community engagement of local adults experiencing disadvantage through activities that engage, enable and empower

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. Together, the team manage the Farm's growing spaces, oversee the development of the community garden, grow plants to sell to visitors and fresh produce to sell to the Cafe.

- **Propagation Place Project** - engaging, supporting and training unemployed young people and adults to design, develop and manage a propagation polytunnel and community growing facility

Youth Development – provides 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. We strengthen our delivery by working in partnership with a range of partner organisations such as Include, Black Young Carers, Bristol Hospitals Education Service and local schools.

Childhood Learning - delivers activities for primary school children (aged 4 to 11 years old), including Forest Schools, curriculum-linked school visits and outreach activities, to help kids to foster a lifelong interest in and connection to the natural world. Our sessions address issues such as food and farming, composting, wildlife and biodiversity, conservation, recycling, sustainable energy, green technology and arts and crafts, with curriculum linked outcomes.

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 2016-17:

Organisational Aims	Objectives	Milestones	Timescale	Who is responsible
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	Apr-16	Director / Treasurer
		Present to Financing and Hr and seek Board approval	May-16	Treasurer
	Secure minimum £80k towards central costs through service delivery and income diversification including: £2k membership £13k café rent & utilities £11k room hire (not BW) £52k contribution from projects	Review service/site/project income streams seeking to maximise income generation and reduce reliance on single income streams	Apr-16	Project Managers supported by Director
		Ensure that all new services/projects developed work to a full cost recovery protocol (including salaries with Ni @ 8.7%, pensions @ 3%, travel and training @ 5%, management costs at 10% and core costs using project recovery model)	On-going	Director, Site DM, Services DM
		Review quarterly accounts, measuring to forecasted budget, supporting Project Managers to adhere to targets and making decisions based on 'actuals'	On-going	ServicesDM, SiteDM and Director
	Secure £35k grant towards core costs in year 1 and seek 2 year + funding from march 2016 onwards	Develop and submit BCC Prospectus application	Jul-16	Director
		Develop fundraising case & identify suitable funders	Jul-16	Director
		Bids submitted	Aug - Feb 17	Director
		Funds secured and service contribution to core costs/management costs updated for 2017-18	Mar-17	Director
	Develop and introduce new management accounting systems and presentation templates	Review management accounts against forecasted budget and report to Finance and Hr subcommittee	Quarterly	Director/Treasurer
		Support and train Project Managers budget management	Jun-16	Director/Treasurer
Improve how we communicate our vision, services, activities and events through newsletters, signage, social media, website, leaflets)	Strengthen the representation and communications of our vision throughout service delivery, site development and business growth	Launch the updated Vision and Mission document, the 3 Year Strategy and Operational Plan	Apr-16	Director
		Review the organisational structure in line with OP plan ensuring it is responsive and fit for purpose	Apr-16	Director
		Embed 3 year priorities in service / staff objectives	Jul-16	Director
		Engage staff to develop values	Sep-16	Director *
	Develop a Marketing Strategy (external facing) to better tell the story of who we are, what we do and who we support	Research and compile strategy (Building Capabilities)	Aug - Nov 16	ServicesDM
		Launch strategy and implement recommendations subject to funding available	Dec-16	ServicesDM
	Develop a Communications Strategy (internal facing) seeking to improve staff consultation, training and growth	Research and compile strategy (Building Capabilities)	Aug - Nov 16	Director *
		Launch strategy	Dec-16	Director *

	Launch 'user-friendly' website that portrays our visions, mission, services, projects and sites	Engage designer using Building Capabilities funds	Aug-16	ServicesDM
		Consult with staff/service users about content	Sept-Nov 16	ServicesDM
		Launch new website	Dec-16	ServicesDM
Encourage a happy, healthy, well-equipped and communicative workforce	Ascertain staff satisfaction and identify areas for improvement	Review Maternity Policy and present recommendations to Finance and HR	Jun-16	Director / Assigned Trustee
		Develop and undertake first annual satisfaction survey (including review of 0 hour contracts)	Jul-16	Director
		Present recommendations for to Finance and HR for approval (subject to available budget)	Sep-16	Director
	Improve across team communication and stronger partnership working	Staff to be encouraged to: 1. Shadow another staff member (of similar level within another project) for 1 day per year 2. Volunteer for a partner project 1 day per year	Mar-17	ServiceDM / SiteDM
		Ensure weekly team meetings	on-going	Services DM lead
	Support all staff to have ownership of the Farm through succession planning, shared decision making and greater communication with trustees	Staff workshop held to develop a 'shared resources agreement' on how we book spaces, use sites, share resources, staff time etc	Aug-16	Services DM /Site DM
		Organise 2 seasonal entire staff meeting (focused to an agenda)	Jun & Dec 16	Services DM/ Site DM
		Review and extend the decision making document beyond financial decisions to include delegated responsibilities for operational decisions	Oct-16	Director *
	Ensure effective and supportive performance management by encouraging line supervisors to allow sufficient time, appreciate its significance and ensure appropriate training	Organise 1 trustee and staff away day / celebration per year	Mar-17	Office Manager
		Undertake timely supervision and appraisal systems	Quarterly	All line Supervisors
Strengthen work with partners and stakeholders (including local residents)	Inform local residents/other stakeholders the outcomes of the consultation	Thank you email sent to all partners/individuals	May-16	Director
	Develop strategic collaborations to win commissions and contracts	Identify potential partners and collaborations and progress as appropriate	On-going	Director
	Improve partnerships where this will support the delivery of services for target audiences Inform local residents/other stakeholders the outcomes of the consultation Develop strategic collaborations to win commissions and contracts	Assign and attend strategic partnership meetings	Quarterly	Director, SiteDM, ServiceDM
		Hold 1 partnership 'hub' meeting for local organisations or those delivering similar services throughout the city	Jan-17	ServicesDM lead Director, Site DM
		Thank you email sent to all partners/individuals	May-16	Director
		Identify potential partners and collaborations and progress as appropriate	On-going	Director

Service Aims	Objectives	Milestones	Timescale	Who is responsible
Review, consolidate and strengthen the services we already offer, identifying areas for growth/development whilst ensuring quality, impact and consistency	Continue to offer quality targeted services as per 2015-16 (changes to 2016-17 subject to outcomes of review)	Continue to run (target): * Childhood Learning (primary school aged children) * Youth Development (11 - 18 yrs) * Supported Training (adults with learning difficulties) * Community Engagement (events) * Farm open 7 days a week (visitors)	April 16 onwards	CHM YDM STM ServicesDM ELM
	Develop Service specific plans with clear outcomes, indicators, audiences etc that link directly to the vision and mission and a budget (working to full cost recovery) and income strategy which supports sustainability	Develop service/project specific plans offering recommendation for future developments	May - Aug 16	All Project Managers with Director
		Present project plan to relevant sub-committee/Board to seek approval	Sept - Jan 17	All Project Managers with Director
		Implement recommendations subject to funding/income	Oct - Mar 17	All Project Managers with Director
	Secure £340k through generation income, donations or grants towards core services and work towards 2 year + funding to ensure stability of projects	Deliver and run services, income and expenditure to targets set within budget	On-going	All Project Managers with Director
		Use Project Plan to develop/update fundraising cases for Childhood Learning and Estates and Livestock as priority	Jun-16	Project Managers, SiteDM, ServicesDM Director
		Identify and allocate suitable trust and foundations	Jun-16	
		Bids submitted with relevant administration completed	Jun - Oct 16	STM Director
		Prepare and submit tender to CCS commissioning process for Supported Training placements	Apr to Jul 16	STM Director
	Launch and run new projects (value £121k) to meet agreed outcomes within agreed funding schedules	Launch and run: * Enclude * Propagation Place	Apr-16 May-16	Enclude Staff / Director STM and Prop Officer
Improve how we best demonstrate impact, strengthening our evidence base in terms of impact, social value and value for money	Launch and embed the Step Change Monitoring and Evaluation Plan	Launch Plan at Board meeting incorporating feedback	Apr-16	ServicesDM
		Assign time/training/support to implement recommendations within each service/project	Jun-16	ServicesDM with Project Managers
		Review and develop for 2017-18	Mar-17	ServicesDM
	Developing a meaningful service user forum	Consult staff to set agenda / identify service users	Jul-16	ServicesDM
		Arrange 1 meeting and feed into development of Operational Plan	Jan-17	ServicesDM
Food				
Develop “hands-on” animal-based activities	Develop and pilot self-financing animal-based activities that engage general visitors	Develop and run 4 self-financing activities (set minimum attendance to exceed min profit levels)	Dec-16	ELM
		Undertake monitoring and evaluation	On-going	ELM
Develop new growing and cooking initiatives	Secure funds to fit out ensure Connection Centre kitchen to enable projects to	Compile wish list and approach businesses/trusts and foundations	Apr-16	Director

	integrate growing and cooking initiatives	Secure funds / donations and fit out kitchen	Jun-16	CC Project Manger
		Existing services/projects to maximise cooking and growing opportunities	July 16 onwards	YDM, CLM, Enclude staff
	Launch Propagation Place project in conjunction with AVAA to equip local plot holders/gardeners with plant plugs, increasing productivity of growing space	Recruit and induct Propagation Officer	Apr-16	STM
		Engage landscape architect / facilitator and consultant with beneficiaries/AVAA plot holders	May-16	STM, Prop Officer, AVAA committee
		Consult Farm staff in development of designs	Jun-16	Project Managers
		Launch project working to set outcomes	May-16	Prop Officer, STM
Green Spaces				
Develop activities that give people access to and encourage enjoyment of green spaces	Launch Propagation Place and Enclude activities including Community Action Days	Launch and advertise activities. Promote Community Action Days to wider public, monitor and evaluate	April 16 onwards	Enclude Staff and Prop Officer
	Review use of Boiling Wells within Management Plan and consider demand for wider use	Review site hire opportunities and advertise	Nov-16	SiteDM
		Continue to offer Stay and Play and Community events until review is complete	On-going	CLM, ServicesDM
Community				
Target services at those facing disadvantage and encourage engagement of currently underrepresented groups	Ensure that the delivery of services target disadvantaged people living in our priority areas	New services/activities seek to target disadvantaged groups	On-going	All Project Managers
		Monitor and evaluate impact appropriately	On-going	All Project Managers
	Project Managers to encourage engagement of underrepresented groups	Identify and engage partner organisations where the Farm does not have the expertise to support groups	On-going	All Project Managers
		Marketing and communications represent and reach diverse audiences	On-going	ServicesDM
Continue to organise and run annual events	Coordinate and deliver a minimum of 4 events, seeking to generate £6k profit that supports community services	Events organised and executed	Annually	ServicesDM
		Income generated to support service delivery/development	May, Oct, Nov/Dec, Jan	ServicesDM
Deliver more training, education, and heritage/arts activities for: - families - adults - general visitors	Launch Connection Centre Management Plan seeking to maximise use	Update Business Plan identifying service/project use	Jun-16	CC Project Manager
	Identify gaps in project-led delivery and identify if this can be filled be a partner or external organisation	Follow up meeting with WEA to offer training courses	Jul-16	CC Project Manager
		Develop 'rates' for external organisations delivering activities that meet our vision/mission	Jul-16	CC Project Manager
		Advertise site hire opportunities	Sep-16	CC Project Manager

Site Aims	Objectives	Milestones	Timescale	Who is responsible
Invest in our buildings to ensure they enable us to deliver quality and consistent services and support greater income generation	Secure and invest funds to improve staff office facilities / refurb community building (priority for 2016-17 is £5k office insulation)	Develop fundraising case and identify suitable funders	May-16	Director
		Bids submitted	Jun - Sept 16	Director
		Funds secured and contractor engaged	Oct-16	Director
		Capital works carried out (funds committed within budget to undertake insulation as a minimum)	Oct-16	Director
	Secure final £15k towards the Connection Centre and launch new facilities	Chase up submitted grants, progress public fundraising strategy and invest in corporate engagement	May-16	Director, CC Project Manager
		Launch event held	Jun-16	CC Project Manager
		Develop staff agreement for how to book use of facilities/sites	Jun-16	CC Project Manager
		Funding reports completed and returned. Conversation with funders about future support available	Aug-16	Director
Invest in the Farm site to make it more inspiring, fun and informative	Launch a 'Farm and Livestock Strategy' including proposals to develop: Farm Masterplan; regular maintenance volunteers; training/animal based activities for visitors; and projects that better tell the story of where our food comes from	Research, compile and launch strategy with individually costed proposals	Jun-16	ELM
		Consult Project Managers on strategy	July 16 +	ELM
		Use Strategy as fundraising case to secure funds from trust and foundations	July - Dec 16	ELM with support from SiteDM
		Incorporate proposals in future Operational Plans	Mar-17	Director
	Develop and install site interpretation to identify and unify Farm sites, and to better tell the story of what we do and where our food comes from (prioritise Farm entrance signage for 2016-17)	Develop wording for each site in consultation with all staff	Sep-16	ServicesDM facilitator all staff consulted
		Secure quotes for graphic designer and printing / installation of suitable signage	Sep-16	SiteDM
		Identify funds and submit applications	Sept - Feb 17	Director, SiteDM
		Install interpretation	Mar-17	SiteDM, ELM
	Undertake annual maintenance of playground and consult for future development	Complete maintenance and secure RoSPA inspection	Jun-16	ELM
		Consult with staff/service users/visitors to identify if investment is required in playground and produce action plan for works	Feb-17	ELM, SiteDM
Oversee the management of Boiling Wells as a conservation site & outdoor learning facility whilst generating £8k through site hire	Develop and launch a Boiling Wells Management plan ensuring effective, coordinated and well communicated management	Consult with staff/service users about usage, maintenance, conservation, income strategy etc reviewing site hire and considering demand for wider use	Jun-16	SiteDM
		Compile and launch plan	Jul -16	SiteDM
		Develop staff agreement for how to care for the site i.e. cleaning after use, wood stores, ordering gas, setting up for weekends, locking up etc	Jul-16	Site DM
		Review site hire income targets vs. use of site and amend	Nov-16	SiteDM

		strategy as required		
	Secure and invest £8k in site infrastructure	Schedule and undertake infrastructure works with funding secured, reporting to funder once complete, holding launch event if required	Jul-16	SiteDM
Invest in the Community Garden and growing spaces offering better access for disabled people	Secure £25k to undertake capital works for garden and identify funders (lesser priority to service funding)	Develop/update fundraising case	Apr-16	STM, Director
		Identify and allocate suitable trust and foundations	May-16	Director
		Bids submitted with relevant administration completed	May - Oct 16	STM
		Funds secured and capital works started	Dec-16	STM
Manage Ashley Vale Allotment Association Site 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	Director to handover management responsibilities ELM including: bi-monthly Field Rep Meetings, plot checks twice a year, and attendance at AGM	Apr-16	Director, ELM, OM
		Launch Propagation Place and Grow Space in conjunction with AVAA	May-16	STM and Prop Officer
		Plot holders to vote for the Farm to continue with management role (or to return to BCC)	Jun-16	Director, AVAA, BCC
		Negotiate lease with BCC depending on vote outcome	July - Sept 16	Director
	Seek £22.6k funds to support the development of Grow Space and Propagation Place (lesser priority to service funding)	Develop/update fundraising case	Apr-16	Director, STM, AVAA
		Identify and allocate suitable trust and foundations	May-16	Director
		Bids submitted with relevant administration completed	May - Mar 17	Director
Improve site management systems to ensure quality and consistency	Review and improve health and safety and risk management procedures	Launch a Risk Assessment Framework for: site; and services and individual service users (where necessary)	May-16	SiteDM, ServicesDM
		Project Managers to update and implement RA's	May-16	All Project Managers
		Carryout checks on a minimum of 1 RA's at random	Per quarter	SiteDM
		Update Organisational Risk Register prior to every sub-committee meeting	Every 2 months	Director, SiteDM, ServicesDM
	On-going site maintenance and development is undertaken timely to reduce reactive measures being required	SiteDM to with ELM on prioritising and undertaking maintenance tasks and ensuring welcoming and clean site appearance	Monthly	SiteDM, ELM
		Annual legal site requirements undertaken including: PAT /alarm testing, fire extinguishers check, RoSPA, tree inspections, Truck service etc	On-going	SiteDM, ELM
		Identify and prioritise significant developments, repairs and renewals required and allocate budget appropriately	On-going	SiteDM, ELM

7. Organisational Budget

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

Income 01 April - 31 March	Budget 2016-17	2015-16	Variance
Donations (Gift Aid)	9,330	6,798	2,532
Donations (Non Gift Aid)	7,500	12,376	-4,876
Membership	2,379	2,332	47
Grants	338,670	511,244	-172,574
Legacies	-	-	0
Horticultural Placements	46,471	41,161	5,310
Horticultural Sales - Plants	8,436	2,858	5,578
Horticultural Sales - Cards	-	23	-23
Horticultural Sales - Other	2,100	724	1,376
Farm Placements	-	2,510	-2,510
Farm Sales - Eggs	547	537	11
Farm Sales - Meat	2,100	2,726	-626
Farm Sales - Feed	676	663	13
Farm Sales - Manure	61	59	1
Farm Sales - Other	271	266	5
Farm Sales - Livestock	80	142	-62
Farm Sales - Incubators	1,950	1,000	950
Farm Fair	22,000	32,905	-10,905
Summer Camp	2,000	2,530	-530
Education Visits	20,160	21,079	-919
Family activities	2,360	2,428	-68
Team Challenges	3,750	3,418	332
Decking Fund	-	-	0
Farm training Courses	500	-	500
Fundraising Events	12,050	12,644	-594
Shop Sales	-	3,163	-3,163
Café Rent	6,600	6,000	600
Café service charge	6,680	6,549	131
Boiling Wells Site Hire	8,500	9,649	-1,149
Community Building Hire	11,000	8,614	2,386
Horticultural Building Hire	-	93	-93
Bank Interest Received	1,293	1,268	25
Allotment Rent Income	18,000	17,450	550
Gift Aid Reclaimed	900	500	400
Other Income	65	7,709	-7,644
TOTAL INCOME	536,429	721,533	

Notes:

The 2015-16 figures are based on management accounts and forecasted figures for the year ending 31st March 2016 and may be subject to variations once the audited financial statements are produced in July 2016.

The balance does not include unrealised gains or losses

Expenditure 01 April - 31 March	Budget 2016-17	2015-16	Variance
Tools	1,056	181	-875
Seeds	350	312	-38
Workshop Materials	7,167	9,921	2,754
Ht Consumerables	3,100	998	-2,102
Animal Feed	3,000	2,729	-271
Straw	2,000	1,727	-273
Medicines	60	59	-1
Vetinary Bills	896	878	-18
Farm Equipment	49	48	-1
Playground Expenses	500	500	0
Farm Slaughter/ Butchery	1,700	1,667	-33
Farm New Livestock	200	488	288
Fair Expenses	12,500	14,653	2,153
Fundraising Expenses	2,250	3,485	1,235
Advertising & printing	9,206	5,364	-3,842
B. Wells Deposits Returned	1,000	1,500	500
Rent	12,527	12,906	379
Water Rates	1,900	2,661	761
General Rates	603	592	-12
Premises Insurance	6,000	4,344	-1,656
Electricity	6,000	5,411	-589
Gas	1,971	1,633	-338
Travel Petrol and Diesel	400	1,100	700
Refreshments	2,505	1,107	-1,398
Printing	1,500	1,187	-313
Postage and Carriage	305	245	-60
Telephone	3,000	1,988	-1,012
Office Stationary	352	362	9
Computer Expenses	2,300	1,504	-796
Equipment Hire	759	744	-15
Office Maintenance	100	95	-5
Repairs & Renewals	103,530	286,038	182,508
Cleaning	3,165	2,907	-258
Health and Safety	750	525	-225
Trustee/Volunteer Expenses	7,140	1,926	-5,214
Bank interest paid	-	-	0
Gross Wages	264,017	240,560	-23,456
Casual Wages	5,400	14,203	8,803
Employers NI	20,652	15,415	-5,237
Employers Pensions	7,920	-	-7,920
Recruitment Expenses	-	267	267
Staff Expenses and Training	12,933	5,980	-6,953
SSP / SMP Reclaimed	-7,248	-	7,248
Legal Expenses	413	3,127	2,714
Audit & Accountancy Fees	3,500	3,757	257
Consultancy Fees	18,650	43,999	25,350
Pro / Membership Fees	1,232	14,047	12,815
Depreciation	4,690	4,976	285
TOTAL EXPENDITURE	532,000	718,115	
BALANCE	4,429	3,418	

8. Fundraising and Income Strategy

Green – projects/services where 80% of required income is secured beyond April 2016

Amber – projects/services where 50% - 80% of funding is secured beyond April 2016

Red – projects/services where less than 50% income required is secured

Core Services - At the time of writing this plan, we have **61% of income secured for core services** for the financial year ahead. This includes grants/contracts, anticipated generated income, budgeted donations and other income. A total deficit of **£145,549** needs to be secured during this period to enable all core services to be delivered. This includes grants valuing £67,500 for core services and £25,000 towards capital investment (£18,500 towards capital works to refurb the Office/Tea Room; £1,500 towards Supported Training repairs and renewals; and £5,000 towards site interpretation) ; the latter will not be expended if sufficient funds are not secured.

Rating	Core Service	2016-17 Budget				Comments	Strategy to meet deficit and strengthen income streams - where relevant, add to risk register
		Total Expenditure	Total Income	% Grant Income	% Income Secured		
Green	Supported Training	69,709	83,521	36	118	Block contract confirmed until 31.3.2017. Income based on previous years therefore considered secure. Will seek funds towards greenhouse (Yr 2 objective) if applicable	Increase BCC spot purchase charge, tender for CCS day care services in Summer 2016. Undertake a feasibility study to determine demand for HT/Farm can operate 5 days a week simultaneously once new facilities allow
Green	Community Engagement	7,760	9,000	-	97	During 2016, Community Engagement will only entail 4 community events	A funding case to launch a calendar of activities will be developed during 16-18
Amber	Childhood Learning	16,906	21,660	35	58	Income based on previous years, stating 80% secure.	2 year + project funding to be sought to ensure project growth. Expenditure must decrease if income is not secured (i.e. reduction in staff hours etc)
Amber	Office	122,384	82,935	66	50	BCC grant extended until 31st March 2017. Income includes café rent/utilities, site hire etc. Please note that this chart does not show service / project contribution to core costs which will account for 45% of income required	VCS Prospectus open to funding from Summer 2016. Essential to secure funds that support core costs from April 2017 onwards. Maintain full cost recovery in all funding bids submitted
Red	Farm Fair	16,774	23,000	4	36	Based achievable income level	Ask Farm Fair interns to seek best costs where possible
Red	Estates and Livestock	48,828	46,685	64	32	Funds secure include donations, meat sales, incubators etc. Grants include £5,000 towards interpretation. Will seek funds towards playground (Yr 2 objective) if applicable	2 year + project funding should be sought to ensure project sustainability. Need to develop Farm and Livestock Plan including sustainable fundraising strategy which will provide the fundraising case
Red	Youth Development	34,429	36,800	68	23	Income based on previous years, stating 80% secure. Project will end in deficit in 2016-17 due to restricted funds carried over in 2015-16	2 year + project funding should be sought to ensure project continuation. Expenditure must decrease if income is not secured (i.e. reduction in staff hours etc)
Red	Connection Centre	24,130	17,800	56	21	Deemed a core service as essential works are required to complete project in 2016-17	Follow public fundraising stagey to secure remaining funds / reduce cost of build completion

Projects - The following are projects are time or objective specific activities and therefore not deemed a core service. Most are dependent on securing trust and foundation grants and will only occur once funding is secured, however core service income/grants will be prioritised over project grants. At the time of writing this, **72% of required income is secured for the stated projects** for the financial year ahead. A total deficit of **£35,273** needs to be secured to achieve all stated outcomes including: £22,598 towards Propagation Place and Grow Space capital development; £3,000 as a feasibility to launch a Farm shop in 2017-18; and £25,000 capital investment in the Community Garden to ensure it remains accessible to our target audience.

Rating	Project / Site	2016-17 Budget				Comments	Strategy to meet deficit and strengthen income streams - where relevant, add to risk register
		Total Expenditure	Total Income	% Grant Income	% Income Secured		
Green	Ashley Vale Allotment Association	14,468	18,000	-	124	Income is rent collected, of which 2/3 is returned to BCC. Management costs cover Office administration	Cost for infrastructure investment shown under Community Growing Project subject to funding
Green	Enclude Project	82,798	96,518	100	116	Big Lottery Fund, Reaching Communities funds secured until December 2018. Project will cease in December 2018 unless further funds or sustainable income strategy is implemented	No other funds required, however it is vital that Project Staff work to budget available
Green	Propagation Place	35,778	39,235	89	74	People's Health Trust secured at £25 per year until March 2018. Project will cease in December 2018 unless further funds or sustainable income strategy is implemented	Other funding is for additional infrastructure which will not be authorised until grant is secure (therefore showing as green rated not amber)
Red	Community Growing	14,330	14,694	88	3	Seeking approx £15k towards community growing site costs	Project will only progress once funds secured Applications to be submitted during 2016 in conjunction with AVAA
Red	Farm Shop	3,130	3,000	100	-	Seeking approx £3k including: £5k investment in staff time to undertake a feasibility to develop and launch a Farm shop £25k capital investment to adapt and retrofit the Office/tea room	Project will only progress once funds secured Applications to be submitted during 2016
Red	Community Garden	25,000	25,000	100	-	Seeking £25k site investment to improve accessibility	Project will only progress once funds secured Applications to be submitted during 2016

9. External Drivers

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

9.1 Funding

- a. BCC is launching a prospectus to grant community investments from 1st April 2017 onwards. All existing grants will cease. The Director is participating in the co-design process and will apply to the prospectus in Summer 2016
- b. BCC is seeking to terminate block contracts for health and social care placements in a move to more financially favourable spot purchases. We anticipate our block contract of £28,200 to cease by April 2017. We are communicating with BCC Adult Directorate about this transition and will participate within the CCS commissioning process in summer 2016
- c. Henry Smith Charity funding towards the Youth Development Project will cease in July 2016; no further funding is currently secured
- d. All Farm services rely on the Estates and Livestock Project – 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 will see further public spending cuts and history has shown that 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 has taken on the management responsibilities of Ashley Vale Allotment Association. In June 2016 we will provide allotment members with an opportunity to decide whether management is retained by the Farm or handed over to BCC. The Farm must decide if the benefit vs. cost is sufficiently addressed
- b. The recent community consultation has revealed a clear demand for family activities, especially animal/food based activities and training opportunities. For 2016-17 the Estates and Livestock Project should seek to address this within its Project Plan harnessing the available income of the local community to support annual running costs
- c. Changes to the running of the Malcolm X Centre may affect available services for people living in the surrounding communities. The Farm should stay abreast of developments to respond, support or react as required
- d. Neighbourhood Partnerships exist within Bristol to play out the Localism agenda. The Farm should ensure that a relevant staff member participates at regular meetings to help establish ourselves as a community-minded organisation

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. 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
- c. The Conservative Government's intention to establish every school as an academy may affect the Pupil Premium and other funding which currently enable off-site visits and placements. This may not affect the year ahead, but could present challenges to the future viability of our Childhood Learning and Youth Development services
- d. The Farm may wish to assign a member of staff to identify how we can affectively respond to the international refugees crisis to show solidarity and support

10. Risks

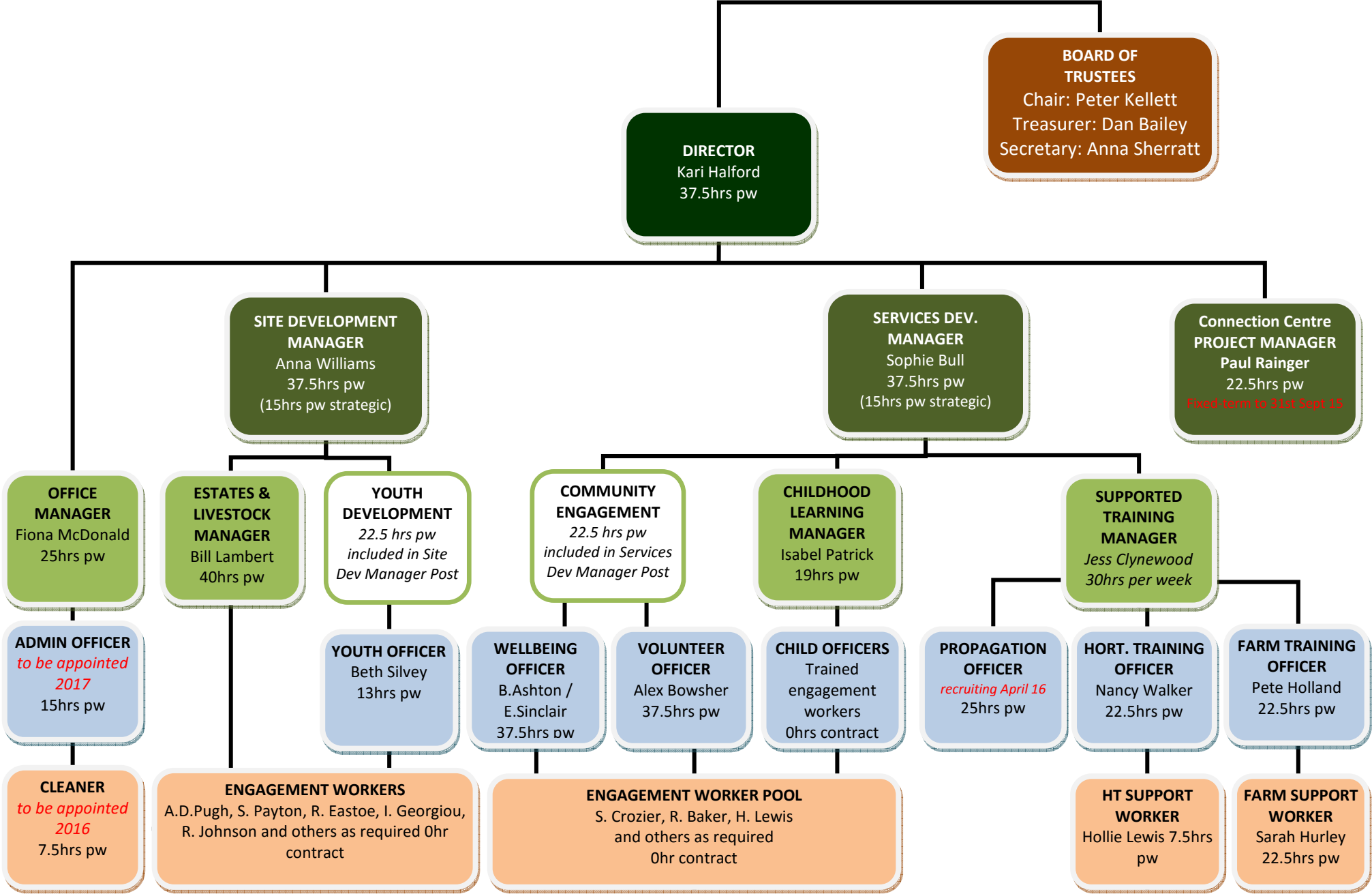
Major risks specific to the organisation are documented and assessed within the Organisational Risk Register. This document is updated and reviewed quarterly. The following table highlights the highest scoring risks as identified by 1st April 2016:

RISK RATING	ACTION	LIKELIHOOD (L)		SEVERITY (S)	
1 - 7	Broadly Acceptable – Little to no action required	5	Inevitable	5	Major (Crisis) - financial loss over £350k; suspension of key services for more than 1 month; significant public, media concern/reputational damage which could seriously undermine the standing and position of the organisation and could lead to major loss of future income. Multiple Deaths
8 - 16	Moderate – Reduce risks as reasonably practicable, prioritise 12 and higher	4	Highly Likely	4	Very Serious - financial loss £150k - £350k; severe disruption to key services for more than 2 weeks; moderate reputational concerns which would take considerable time and resource to deal with and would hinder achievement of strategic objectives. Death, serious injury, permanent disability
17 - 25	High Risk – Priority Action to be undertaken	3	Possible	3	Serious – financial loss £50k - £150k; disruption to services up to 2 weeks; limited unfavourable media coverage; some impact on brand reputation (it would cause us some reputational problems and would definitely take up time and resources). RIDDOR over 3 days
		2	Unlikely	2	Fairly Serious (slight) – financial loss <£50k; minor operational impact; no significant adverse publicity; little significant impact on brand/reputation (possibly important but can be managed although would take up some time and resources). First Aid treatment required
		1	Remote Possibility	1	Insignificant – very minor; no financial loss; small operational impact/brand

Area	Identified Risk or Issue	Description of Risk	Control Measures + Action Plan Code: black in place / green in progress / red not in place / grey not relevant at present	Likelihood	Severity	Risk Score (LxH)	RAG Rating
Site	Mismanagement of health and safety issues including lack of appointed competent person to assist in applying H&S Safety law and in applying protective measures required by relevant legislation	Unable to competently manage and control risk Unable to fulfil BCC requirements leading to Farm being fined, or closed down for none compliance	* Site Development Manager assigned as lead member of staff * Near misses and risks discussed at team meetings * First aid and other serious incidents reports appropriately * Site Development Manager has undertaken 'ITC :level 2 Award Health and Safety in the Workplace) expires 4.11.2017 * Development of outline plan to ensure Risk Assessment/Health and Safety/COSHH tasks are updated, understood and effective * Project Risk Assessments in place and reviewed regularly	4	4.5	18	A
Site	Procedures in place to manage Livestock in an open Farm setting	Increased volumes of E. coli in Farm environment due to new animals introduced to the farm	Vet's Farm Health Plan Development of ELM Livestock Management Plan report to Site sub-committee including Isolation Policy (NB: new animals are no more likely to have E. coli O157 than any other animals, but their state may mean that they are more likely to shed this organism into the environment)	3	5	15	A

Site	Sites are not fit for purpose or do not compliment / support our vision	Staff unable to undertake to deliver services due to lack of adequate facilities Lack of sufficient space for different user groups to be engaged at the same time Sites do not maximise opportunities to meet the aims and objectives or link to the vision, i.e. through lack of interpretation, inappropriate management	<ul style="list-style-type: none"> * Development of Farm Management Plan * Development Community Garden Management Plan * Development of Boiling Wells Management Plan * Design and installation of site interpretation that identifies it as being a City Farm led site, what we do, why we do it, our vision etc * Development of specific project plans for new/emerging sites or facilities. Must include management responsibilities, for example, who will clean or maintain facilities etc * Development of annual Communication Strategy/plan 	5	3	15	A
Site	Facilities are not fit for purpose	Staff unable to undertake administrative work throughout coldness of winter/ heat of summer Services cannot be maximised due to lack of covered teaching space Insufficient toilets for the number of staff and visitors Lack of sufficient space for different user groups to be engaged at the same time	<ul style="list-style-type: none"> * Connection Centre to be built by June 2016 * Director to start consultation for the development of facilities in replacement of current office/community building * suitable short-term actions to be undertaken to address loss of heat in winter * staff to use diaries to book spaces for service delivery * laptops purchase to enable hot desking or for managers to work from home when necessary * Supported Training to seek quote/funds to replace bottom greenhouse, polytunnel sheet, HT cabin carpet etc * Site Dev Manager to schedule and secure funds for: <ul style="list-style-type: none"> - E&L Manager to lead on Community Building revamp include painting walls, replacing flooring, cleaning sink, replacing woodwork where required - E&L Manager to lead on playground revamp to ensure it is safe, accessible and inspiring for next 3 years 	5	3	15	A
Organisational Management	Over reliance on grant income or other income stream leading to issues when grant or other income stream falls or ceases	Results in inability to deliver planned services / reserves are impacted / morale impacted	<ul style="list-style-type: none"> * Annual review of income streams, with budget supporting sustainable income * Development of Strategy to look at incorporating social enterprise models where possible including targets such as: <ul style="list-style-type: none"> - Seek to diversify income streams by reducing reliance on grant income by 25% by 2016 against 2013-14 baseline - Maximise existing income generating activities by increasing income by 15% against 2014-15 baseline - Work with Treasurer to develop improved systems of monitoring and presenting cashflow alongside budget, forecasted projections, restricted and unrestricted funds etc 	3.5	4	14	A
Organisational Management	Failure to recruit and retain staff due to: <ul style="list-style-type: none"> * lack of funding * natural turnover * loss of morale due to period of change * out of date Job Descriptions to salaries paid * uncompetitive benefits, such as low pension contribution, statutory maternity pay etc 	Leads to a lack of appropriate skills within the charityIncreased recruitment costs due to regular recruitment/interim staffing arrangementsOperations and growth impacted by insufficient resources leading to a failure to use resources to deliver charitable objectivesLoss of staff is likely to lead to stunted/decrease in income generationImpact on capacity of other staff during interim period can strain service delivery	<ul style="list-style-type: none"> * Handover plans are put in place when departures are likely and exit interviews conducted and outcomes reported to FHR Committee * Ensure key staff have 2 -3 month notice period * Incremental increases offered subject to performance, in line with funding * Staff championed for promotion when responsibilities clearly exceed those on their Job Description / enable growth where possible / funding permits * Continue staff development and training & CPD * Adhere to Rest breaks policy * Review of Maternity pay within 2015-16 * Scheduled review of JD's within next 3 year strategy * Introduction of pensions from April 2016 at 3% employee contribution * Undertake a staff satisfaction survey which can be reviewed at end of 3 year strategy (best practice is year on year) 	3.5	4	14	A

Appendix 1: Organisational Structure



Description of roles and responsibilities

Director Grade – SCP 43 – 47 at £37,483 – £41,140

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

Strategic Development Manager Grade – SCP 29 – 33 at £25,440 – £28,746

Responsible for managing existing project with additional strategic 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, launching new services to meet needs, monitoring and evaluation, policy adherence, promotion and marketing, fundraising event management etc

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

Project Manager Grade - SCP 23 – 27 at £20,849 - £23,698

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 assigned sub-committees and Board meeting on a rota basis

Project Officer Grade - SCP 18 - 22 at £17,714 – £20,253

Responsible for specific service delivery of a Farm project. Strategic input via line manager & staff group. Attend relevant sub-committees and Board as required

Project Support Worker - SCP 11 - 17 at £15,207 – £17,372

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

Assistant Support Worker - SCP 8 – 10 at £13,871 – £14,338

Responsible for supporting the delivery of a specific service. Staff chosen from the Assistant Support Worker pool depending on expertise required for specific tasks, experience, qualifications etc. includes Farm Fair Interns. Strategic input via line manager