



OPERATIONAL PLAN 2018-19



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

Last Updated: 1 June 2018

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This Plan

This document looks back at 2017-18 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 2017-18, addressing 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.

Abbreviations:

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

1. Executive Summary

As we enter the third year of the Farm's 3 Year Strategy, our plans for 2018-19 are for consolidation and steady development of both projects and physical infrastructure.

Our outdoor sites are operating at nearly full capacity as they deliver to disadvantaged communities and local residents; the use of our indoor ones are developing as we embed the use of the Connection Centre into all of our work and promote the hire of the Community Room. Boiling Wells has been steadily improved and further renewal work will be needed. We aim to undertake a feasibility study and produce a Masterplan to ensure future development maximises income from underutilised spaces. We also wish to secure a full lease from Bristol City Council for Ashley Hill Allotments to better deliver on our shared vision; and we will continue to support the Allotments social committee (AVAA) to refurbish the old garages into shared-use workshop, event and training space.

We have launched two new projects over the past year and another is about to start:

- Cultivate, a three-year BBC Children in Need funded project is providing popular, targeted stay and play, weekend and holiday activities for disadvantaged children and young people
- The Network, a four-year collaborative delivery project funded by Bristol City Council's Impact Fund, is undertaking community outreach and development in our neighbouring wards delivered by three new staff members
- Talking Tables, starting in late April 2018, will welcome to the Farm people aged 50 and over who feel socially isolated to plan, prepare and share weekly feasts. This new, two-year project is funded by the Big Lottery through Bristol Ageing Better and the Farm is delivering it in partnership with LinkAge, Lawrence Weston Community Farm and Windmill Hill City Farm.

Over the last year 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 working towards 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.

Last year we piloted a trading social enterprise at Propagation Place. With the support of grant funding, the project took off at the start of the year with great promise; the growing and the sales went extremely well. However, the staffing and postage costs were higher than anticipated indicating the necessity for significant efficiencies in processes, packaging and shipping; the project's online trading partner, Veg Plants Direct, failed to pay a significant proportion of our costs as contracted; and we have not yet secured grant funding to continue trading. This year Propagation Place will host activities for other Farm projects and hire out heated propagating table space to allotment holders. We look forward to more people from our local communities learning about food growing in the polytunnel and fully-accessible community garden, while we will continue to explore ways in which in future we can trade profitably alongside the charitable activities.

We have gone some way to improve our monitoring and evaluation procedures, and our events and communications function. Each project is able to demonstrate its impact and we are working towards aggregating this data into an organisational impact framework so that we can show clearly the impact that the Farm has on its beneficiaries and local neighbourhood. We have streamlined our events management, moved towards more pre-bookings to offset the risk of poor weather and increased the income generated from our events. This year we aim to increase the Farm's membership both through improved communications and by developing our offer to members.

The challenges that face us this year include ever greater competition for trust and foundation funding as public funds diminish and European funds reduce; very little leeway in our projects as we move towards full-cost-recovery budgets; the need to draw down continuation funding for Enclude supported volunteering, our largest project which implements many of the Farm's objectives and has been funded by the Big Lottery's Reaching Communities fund; and our current chair of trustees completing a long term of office in September 2018 and handing over to a new chair.

Having ended 2017-18 with net expenditure of £27,858, which reduces the Farms total funds carried forward (owing largely to Veg Plants Direct bad debt to the Farm), it is vital that we consolidate and secure our current services and facilities alongside realistic, planned developments such as refurbishing the playground and delivering more projects in partnership with other local organisations such as St Werburghs Community Centre and St Paul's Learning Centre. Staff and trustees are therefore asked to focus on the following priority objectives, as informed by the Community Consultation (March 2016), feedback gathered during the staff survey (October 2016) and the Three-Year Strategy :

1. Consolidate and strengthen the services we already offer, supporting and investing in our staff, seeking to achieve stated outcomes but not over commit ourselves
2. Launch the Talking Tables project, welcoming older people to the Farm and encouraging them to maintain their connection with us after the end of their sessions
3. Draw down funding both for Propagation Place to allow us to employ staff who will take the project to the next stage in developing a profitable trading social enterprise which will gradually be able to subsidise SWCF's charitable activities; and for Enclude to continue and develop beyond December 2018
4. Build the livestock farm's costs into the budgets of those projects for which it is a vital setting and extend the activities based on the Farm such as courses and children's structured parties
5. Continue to invest in our sites and facilities including: refurbishing the playground, renewing the floor covering in the Community Room, replacing the rooves of the Farm Café, the Horticultural Cabin and the stable block; investing in a new greenhouse; and building an isolation pen on the Farm site
6. Secure an additional £105,000 in grants, alongside realistic fee and events income targets, whilst allowing time and resources to invest in longer-term funding to support delivery in 2019 and beyond.

2. Our vision, aims and objectives

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. Strengths, Weaknesses, Opportunities and Threats

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

Strengths		Weaknesses	
Organisational	Commitment to incorporating the views of our service users, stakeholders and staff - as signified by the community consultation/Staff Survey	Organisational	Lack of funding to purchase up-to-date, financial accounting software (Xero or Quick Books) to improve financial management and reporting
	We have a strong team, with experienced and driven staff that believe in the Farm's vision and are dedicated to supporting disadvantaged people		The lack of a reception/receptionist and in-house specialist HR support leads to challenges for staff delivering their roles and/or working over time
	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		Unable to afford full-time senior management posts impacts staff satisfaction and service delivery
	We have secured long-term funding for several projects and services, new initiatives and site investment which contributes towards stability and growth		Improved M&E procedures have been developed, however lack of time has prevented them being rolled out, reducing our ability to demonstrate impact
	Increased staff time has more than doubled the Farm's social media reach, resulting in increased attendance and profit at seasonal events		The Farm's membership offer needs improvement so that Farm members increase in numbers and are well informed
	Working with partners, and with no similar providers or sites of this kind in the area, the Farm does not have direct competition nor do we duplicate services		As we review our policies, we need to prioritise staff and trustee training, e.g. governance, supervision skills and equal opportunities recruitment
Services	We have a strong reputation for high-quality services that have a positive impact for beneficiaries, and the local community	Services	We need to increase and further improve our service user involvement opportunities, and our volunteer co-ordination across the organisation
	Educational visits, forest school sessions and youth placements continue to report positive feedback from pupils, teachers and parents		With more projects and services, the increased competition for sites and facilities leads to difficulties book one-off visits, activities and events
	Our systems and procedures for recruiting, inducting and supporting volunteers are working well with feedback reporting individual progress and successes, and many sessions operating close to capacity		Despite enthusiastic and committed volunteers, Propagation Place is significantly under-resourced and requires grant funding for social enterprise development as well as charitable activities
	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		Exclude needs to increase its engagement with specific equalities groups in time to demonstrate outcomes in grant funding applications
	The Network is increasing the Farm's engagement with local equalities groups and widening its reach into disadvantaged neighbourhoods		Reductions in public funds has resulted in social workers being unable to refer new Supported Training clients, leaving us with five available sessions per week
Site	The range of facilities and the location of the Farm provide a free community resource and access to quality green spaces for all, encouraged by The Network	Site	The Farm site, including the office, community building, playground, etc. look tired, unclean and are less accessible compared with the Connection Centre
	The Connection Centre has doubled our training space, and has been instrumental in enriching volunteer activities and increasing youth activities		An evening caretaker and modifications to the spaces and security system are needed before the Farm 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 can lead to site deterioration without an ongoing maintenance programme and budget
	Improved facilities include: a new wood-burning stove at Boiling Wells; a cob pizza oven at Propagation Place; a dipping platform at the Community Garden		The Community Garden is subject to camping and other unapproved uses leading to increased work for the ST staff team
	The Farm's signage is greatly improved, and would benefit from investment in interpretation which tells the story of farm to fork		Lack of sufficient grazing at the Farm site restricts growth of livestock activities and, without constant, careful management, affects the welfare of our animals
Opportunities		Threats	

Organisational	Continue to apply for full-cost recovery grants; and a new Events, Communications and Business Development Manager will increase fee earning	Organisational	Loss of central funding towards core costs requires all services to generate higher income, resulting in less expenditure for projects, repairs and renewals
	Undertake a feasibility study to identify how we can maximise the Office/Community Building area to allow for greater income generation		Improvements to the operational procedures of the Estates and Livestock Service will increase expenditure for which more grant funding is required
	Continue to encourage greater diversity of our staff, trustees, co-optees, volunteers and service users through recruitment, training and outreach		New Chair of Trustees with no experience of the Farm at the end of current longstanding Chair's term of office may result in a loss of governance direction
	Apply for a Premises Licence for the Farm site and Café to allow for greater flexibility of events and evening service		Insufficient funds for a full-time Events, Communications and Business Development function means fee-earning opportunities are not fully exploited
	Continue to improve monitoring and evaluation procedures seeking to better demonstrate impact, and engage beneficiaries in service development		We do not have in-house Health and Safety expertise. We must budget for external consultation and staff training to ensure we operate safely at all times
	New opportunities to generate income including Boiling Wells enterprise activities, organised children's parties, Propagation Place trading, etc.		We fail to recruit new charity partnerships with large corporates and local businesses
Services	Launch of Talking Tables collaboratively with the other two city farms and LinkAge increases the Farm's engagement with older people	Services	There is demand for activities for non-target audiences. Our response must reflect our vision and be achievable alongside existing services
	A successful crowd funder and a legacy gift sustains continued free entry to farm		School/Pupil Premium cuts mean fewer young people can access our services
	Development of a new Supported Training greenhouse allows for growth of activities and improved facilities for beneficiaries		Funding cuts to adult social care budgets result in increased difficulties in filling placements or loss of existing placement
	Collaborative working between Enclude, Estates and Livestock and Propagation Place enhances volunteer opportunities and retention and share income		Enclude's BIG Lottery Reaching Communities grant ends 31.12.18. We currently have no project funding secured to continue the project
	Bringing together children's and young people's services under one Operational Manager enables efficiencies and new approaches		Propagation Officer post is no longer funded and we do not know when we will be able to reinvest in the project and its infrastructure
	Collaboration with the new Bristol Youth Links provider and other East/Central providers will increase opportunities for vulnerable young people		If we are not awarded funding to replace the Supported Training greenhouse, we are likely to lose plant sales income and a training venue
Site	The Sites Manager, with the Farm Manager and the specialist veterinary trustee, continues to improve our animal care procedures and Farm co-ordination	Site	Without a Masterplan, investment in the Farm site focuses on immediate need. This does always address the long-term need/vision, and can be inefficient
	Continue to support AVAA to refurbish garages into workshop and event space		Management changes arising from maternity leave will take time to settle in
	Draw down grants and reinvest a % of events surplus into site maintenance including new Café room, Community Building floor, HT cabin roof, barn roof		Without a dedicated isolation pen, if a sick animal requires isolation the Farm cannot meet best practice without closing the Farm or a section of it
	Negotiate new, additional grazing at Bridge Farm House, newly purchased by Ashely Vale Action Group		The Farm stables, workshop and truck require investment, for which both immediate and long-term funding and action is required
	Improve heritage interpretation on all Farm sites		Without vigilant, skilled staff and volunteers, the Community Garden could look unkempt, fall into disrepair and become less accessible
	Embed the revised Boiling Wells Management plan, ensuring greater communication with staff and groups in the use and management of the site		Allotment rental income is insufficient currently; the Farm's management of the allotments may end if BCC declines a full lease or liabilities are too high a risk
	Seek a full Allotment lease in order to offer greater site management and maintenance, fulfilling both our and AVAA vision		Parking is an issue for local residents, especially during events. We must encourage access by foot and bicycle and communicate well with local residents

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 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 LGBT 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.

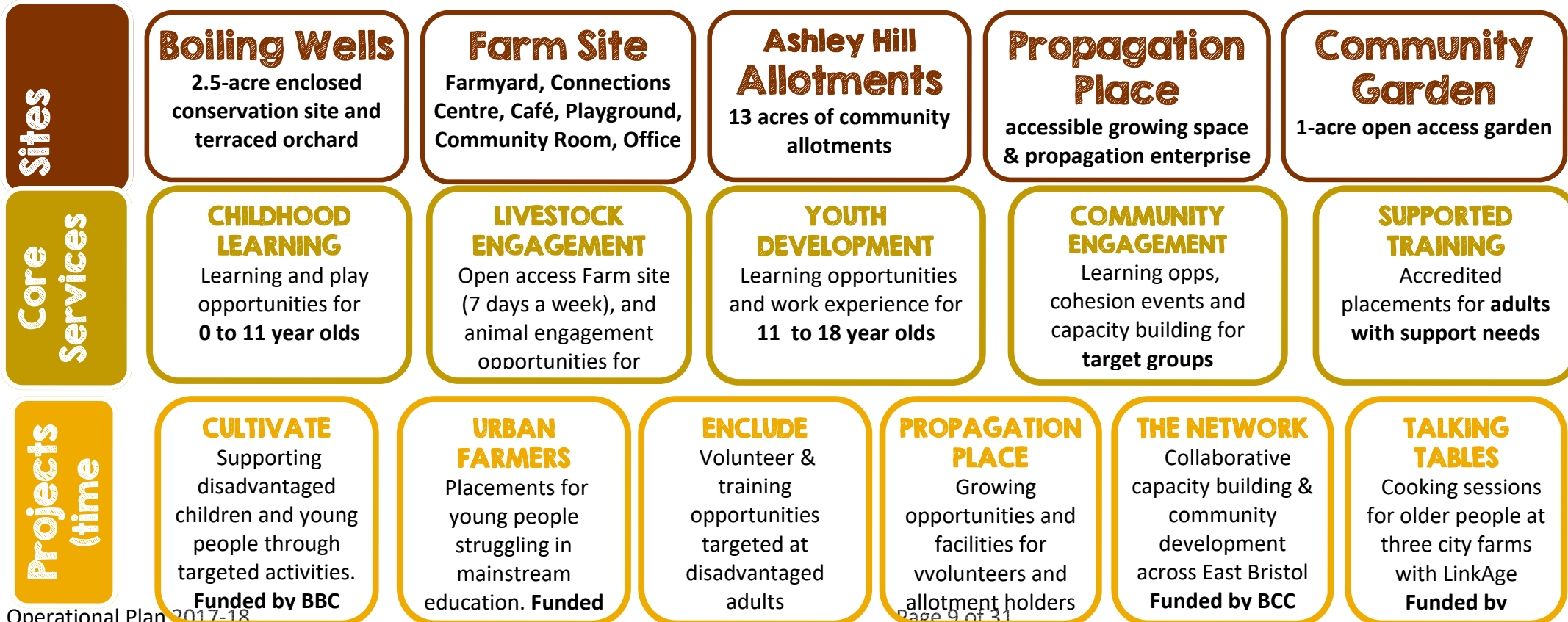
The following diagram shows the Farm's sites, core services and time-specific projects over the next year. (See the Organisational Structure, Appendix 1, for more information on staff delivery and management):

St Werburghs City Farm

Our Vision, Mission, Aims and Objectives

Fundraising and income generation activities

- supporting our sites, services and projects including site hire, events, membership, grant submission, business partnership etc



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:

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

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

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

Community Engagement - our community events and activities seek to foster community cohesion by engaging the local community and equalities groups.

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

Cultivate - 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.

Urban Farmers - supporting young people at risk of being excluded from mainstream education in practical, weekly placements.

Include - volunteer 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.

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

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

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 Objectives

The following objectives are seen as the priorities for the organisation during 2018-19. Please note that although objectives are displayed under area headings, many overlap and/or are dependent on each other for success. They all related back to the Strategic Aims outlined within the Strategy 2016-19. The priority column rates the objectives as highest priority (1), secondary priority (2) and lesser priority (3). Existing objectives are shaded to distinguish from new areas of work. Staff are asked to focus on priority and secondary objectives. Activities not listed on here should not be undertaken without trustee approval.

Organisational Aims	Objectives	Milestones	Timescale	Who	Priority
Work towards financial stability through income diversification and securing 2 year + funding towards core costs	Maintain unrestricted funds to adhere to Reserves Policy	Reserves Policy reviewed and amended as required	April-18	Director, Treasurer	2
		Report presented for F&HR and Board approval	April-18	Treasurer	
	Secure minimum £100k towards central costs through service delivery and income diversification including: £5k general donations, £2k membership £13k café rent and utilities, £8k room hire (not BW), and £75k contribution from services/projects	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
		Management accounts monitored to forecast, and action taken to reduce impact on unrestricted funds	Quarterly	Director, OPMs, Treasurer	1
		Trust and foundation applications submitted to support core costs (NB: high competition and limited programmes), Exclude continuation and Propagation Place re-commencement	Oct-18 and ongoing	Director	1
		Business cases developed, approved and implemented by trustees for a shop and Farmers' Market	Oct--18	Director, OPMs	1
	Reduce core costs (overheads) where possible	Three quotes sought for contracts approaching renewal and best price/best service assessed	Ongoing	Office Manager	2
	Review the Events, Communications and Business Development function against agreed income and business development targets after a full year's delivery	Pros and cons of employing a year-round University intern and reducing manager hours assessed and staffing expenditure reduced	July-18	Director, ECBD Manager	2
		Whether or not to continue with ECBD post or terminate fixed term contract and reconfigure EBCD function decided	Jul-18	Director	
	Successfully manage finances and fundraising procedures and targets	New, three-year strategy 2019-22 published based on information from Community Consultation, Staff Satisfaction Survey, service user involvement, staff, trustee and managers' meetings	Mar-19	Director, Operational Managers	2
Four small grant application or one large one submitted each month until priority funding targets are met		Ongoing	Director	1	
Director and OPMs collaborate to reach application deadlines for priority grants		Ongoing	Director	1	
Xero accounting software budget allocated, purchased and implemented to improve financial reporting and scrutiny		Dec-18	Director, Office Manager	2	
Improve how we communicate our vision, services and events	Implement the Communications Strategy to better tell the story of who we are, what we do and who we support	Trustee feedback sought on review of Communications Strategy after a year's implementation	July-18	ECBD Manager	3
		Intern recruited for social media and website administration and to ensure the content and style is consistent	Oct-18	ECBD Manager	2

		Quarterly electronic newsletter produced and circulated	July-18	ECBD Manager	2
		Allocate budget for and produce new, printed leaflets for Farm trails, projects; and annual printed leaflet for seasonal events	Oct-18	ECBD Manager	2
		Bristol schools' engagement with the Farm widened and increased by annual schools mailing with a unified services offer	July-18	ECBD Manager, OPM (CYP)	2
	Develop 40th Birthday heritage programme and infrastructure	Programme developed and bid submitted to fund programme for Farm's 40th birthday in 2020	Mar-19	Director, OPM (Sites)	3
Encourage a happy, healthy, well-equipped and communicative workforce	Ascertain staff satisfaction and identify areas for improvement	Second staff survey undertaken	Nov-18	Director	2
		Report and recommendations, comparing Year 1 and present, taken to F&HR	Jan-18	Director	2
	Support all staff to have ownership of the Farm through succession planning, shared decision making and greater trustee communication	Two full staff meetings organised to provide the opportunity for greater planning, engagement and communications	Sept-18 Feb-19	Director, OPMs	2
		Trustee and staff away day/celebration organised	Dec-18	OPMs	2
	Ensure effective and supportive performance management	Staff Handbook update finalised and agreed by trustees	June-18	Director	3
		Timely supervision and appraisal systems scheduled a year ahead and undertaken	Quarterly	All line managers	1
		Supervision training for managers and equal opportunities recruitment training for staff and trustees provided	July-18	Director, Office Manager	2
		Feasibility of and capacity for working towards and attaining relevant quality marks scoped	Oct-18	Director, Office Manager	2
	Improve relevance/importance of weekly managers' meeting	OPMs rotate facilitating managers' meetings and leading themed meetings	Weekly	OPMs, Director	2
		Managers' Meeting standing agenda items: policy and project updates, risk register, safeguarding, training, key messages	Weekly	Operational Managers	2
	Invest in providing sufficient delivery and management capacity to sustain staff wellbeing	Staff promoted to provide sufficient maternity cover capacity for line and project management and allow for service and staff development potential	June-18	Director, Operational Managers	1
		Funding acquired to employ a receptionist administrator	Mar-19	Director	3
		Organisation-wide job evaluation completed and salary scales amended as new grants secured with enhanced salary costs	Mar-19	Director, Office Manager	3
Service/ Project Aims	Objectives	Milestones	Timescale	Who	Priority
Consolidate and strengthen the services and projects we already offer, identifying areas for growth and development whilst ensuring quality, impact and consistency	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
	Better demonstrate our impact, share successes and integrate beneficiary feedback into delivery and development	Impact Framework completed, project data entry co-ordinated and impact findings reported in Annual Report, newsletters and social media	Dec-18	OPM (CE), ECBD Manager	2
		Farm 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	July-18	Operational Managers, Project Managers	

	Secure £160k grants towards service and project delivery, of which £105k are priority	Priority trust and foundations bids submitted as outlined in the Fundraising Strategy	Ongoing	Director and OPMs	1
	Secure grant funding for Enclude Q4 and 2019-20 onwards	Enclude activities and target groups reviewed; grants drawn down to assure Enclude continuation in Q4 and beyond	Oct-18 and ongoing	Director, OPM (CE)	1
	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	Operational Manager (HT)	1
	Diversify ST income with grant funding to complement fees and sales	Grant income for ST drawn down to cover materials and other variable costs in case placements are not at capacity year round	Oct-18	Operational Manager (HT)	1
	Re-start Propagation Place as a charitable project and then develop its social enterprise trading function	Propagation Place funding drawn down to support charitable activities and social enterprise development	Mar-19	OPM (HT), Director	1
		Unfunded, self-led, volunteer group supported to maintain PP and space hired out to allotment holders on interim basis	Dec-18	Operational Manager (HT)	1
	Cultivate project Year 2 achieves its targets and develops its offer based on previous year's learning	BBC Children in Need funded offer developed based on Year One learning; activities delivered, targeted at disadvantaged children and young people; and diversity of beneficiaries increased	June-18 and ongoing	Operational Manager (CYP), Project Officers x 2	2
	Consolidate The Network project to meet agreed outcomes	Partner organisations engaged with to monitor and review delivery and improvements and developments agreed	Ongoing	Director	2
		The Network delivery is Integrated effectively with the Farm's other projects	Sept-18	OPM (CE), Director	
	Launch and deliver Talking Tables to engage older people in the Farm and food	First series delivered and monitored, and second session redesigned to integrate learning from the first session	July-18	Director, Talking Tables officer	1
		Diverse older people from equalities communities are engaging with the Farm and moving from TT into volunteering	Nov-18	OPM (CE) Talking Tables officer	2
	Seek continuation/development funding for services and projects beyond 2018-19, prioritising E&L, Youth Services, Childhood Learning and Enclude	Trust and foundation applications to relevant funders Identified, compiled and submitted	June-18 onwards	Director, OPM and Project Managers	1
		Partnership working with other local delivery partners increases successful income-generating activity	Sept-18	Director and OPM (CE)	2
		Enclude final monitoring report to Reaching Communities submitted	Dec-18	Director and OPM (CE)	1
Increase engagement opportunities in activities that address our vision whilst maximising profits that can subsidise target audience activities	Organise and run annual events to agreed income targets, indentifying new opportunities	Events organised and executed	Annually	ECBD Manager	1
		Income generated to support service delivery and development, including active marketing of volunteering days	Quarterly	ECBD Manager	
	Identify opportunities to deliver more training, education, and heritage/arts activities for families, adults and general visitors	New fee-earning and engagement opportunities developed and trialled, including an enhanced membership offer and increased members; legacy giving, evening room hire; training courses	August-18	ECBD Manager	2
		Year's delivery evaluated against targets, and future delivery model recommended in report to F&HR in July-18	July-18	ECBD Manager	2
Develop and launch new activities that offer 'hands-on' animal-based activities	Weekend staff working rota completed to allow for greater engagement at busy times	April-18	OPM (CYP), LEO	1	

		New income-generating activities for families and local equalities communities identified and delivered	Oct-18	ELM, LEO, ECBD, OM (CYP), TNcoords	2
Strengthen work with partners and stakeholders	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-19	Director, OPM (CE), TT officer	1
		New Bristol Youth Links providers approached and joint working developed	Sept-18	Operational Manager (CYP)	2
		New partners identified and progressed, e.g. St Werburghs Community Centre joint food growing and cooking initiative	Mar-19	Director, Talking Tables officer	3
Site Aims	Objectives	Milestones	Timescale	Who	Priority
Invest in our buildings to ensure they enable us to deliver quality and consistent services and support greater income generation	Site management, maintenance and budgets co-ordinated	Costed site management plans for Farm's sites produced annually to input into Operational Plan and to guide staff who manage and maintain the sites	Dec-18	Operational Manager (Sites)	2
	Secure £12,500 to undertake a feasibility/masterplan, maximising income from underutilised spaces	Fundraising case developed and suitable funders identified	Sept-18	Director	3
		Bids submitted	Dec-18	Director	
		Funds secured and consultant engaged	Mar-19	Director	
	Conduct remedial work to Café roof, playground, HT roof, stable block roof, to increase life span	Grants drawn down to the value of £21k as set out in the Fundraising Strategy to ensure budgets available	Sept-18	Director, Operational Manager (Sites)	1
Contractors secured and works undertaken		Mar-19	OPM (Sites)		
Secure £15,000 grants and increase fee income to support site maintenance and development	Grant applications submitted including: £35k for new greenhouse, £6.5k for isolation pen, and £5k for Allotments	Sept-18	Operational Managers, Director	1, 2, 3	
Invest in the Farm site to make it more fun and informative achieving best standards of animal welfare whilst maximising engagement	Ensure clear and regular communication between Farm and livestock staff	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
	Improve interpretation and signage on livestock farm	Animal husbandry information, Adopt an Animal, donation locations and sales opportunities much more compelling	Aug-18	ELM, ECBD Manager	1
	Increase livestock engagement opportunities	Annual programme of courses and events planned for families and equalities communities	May-18	ELM, Operational Manager (Sites)	1
	Enhance the welfare of the animals	Increased local pasture in use at Bridge House Farm	June-18	ELM, OPM (Sites)	1
Oversee the management of Boiling Wells as a conservation site and outdoor learning facility	Embed the Boiling Wells Management plan with staff, ensuring effective, and well communicated management	Plan revised and presented at Managers' Meeting and available for all new staff induction	Apr-18	OPM (Sites)	2
		'How to use' tour of the site provided for staff and volunteers	April-18	OPM (Sites)	2
		BW site management and maintenance consolidated under one staff member reporting to Operational Manager (Sites)	May-18	Director, OPMs	1
		Funds (£500) to undertake a Nature Survey of Boiling Wells secured and survey completed	Nov-18	OPM (Sites), Project Officers	3
		Boiling Wells page on Farm website page revised	Oct-18	ECBD Manager, OPM (Sites)	3

	Invest £3k per year in site infrastructure (subject to income)	Infrastructure works costed, funded and scheduled to ensure site does not fall into disrepair, and is undertaken at the required time, e.g. renewal of amphitheatre timbers	Dec-18	Operational Manager (Sites)	2
Manage Ashley Hill Allotments as a self-financing project, whilst improving site facilities and growing capacity	Support AVAA plot holders to increase productivity of site and better connect the wider public to food	Lease with BCC negotiated in Farm and allotments' long-term best interests or, if none of the lease options are financially viable, then management returned to BCC	Jul-18	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	Dec-18	OPM (Sites), ELM	2
		Allotment Officer recruited to compile and undertake a rolling programme of maintenance work and engagement opportunities	If/once lease is secured	Director, Operational Manager Sites, ELM	3 TBC
Improve site management systems to adhere to Health and Safety at all times	Review and improve health and safety and risk management procedures	Risk Assessment Framework reviewed and staff create and update RA's regularly	July-18	OPM (Sites), Project Managers	2
		COSHH register updated and implemented	Dec-18	OPM (Sites)	2
		Risk Register updated before every sub-committee meeting	Bi-monthly	Director, OPMs	2
	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-18	OPM (Sites), ELM	2
	Increase evening use of the Connection Centre	Connection Centre marketed for regular, evening hire and sessional, evening caretaker employed	Sept-18	ECBD Manager	2

7. Organisational Budget

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

Income	Budget 2018-19	Projected EoY 2017-18	Variance
Donations (Gift Aid)	5,600	13,487	-7,887
Donations (Non Gift Aid)	9,000	42,166	-33,166
Membership	2,119	2,333	-214
Grants	217,753	247,966	-30,213
Horticultural Placements	68,000	61,750	6,250
Horticultural Sales - Plants	4,772	38,539	-33,767
Farm Sales - Eggs	500	553	-53
Farm Sales - Meat	1,500	1,567	-67
Farm Sales - Feed	2,000	2,110	-110
Farm Sales - Manure	100	127	-27
Farm Sales - Other	250	313	-63
Farm Sales - Livestock	500	653	-153
Farm Sales - Incubators	1,500	1,200	300
Farm Fair	45,000	47,400	-2,400
Summer Camp	2,500	2,572	-72
Education and Visits	19,219	23,880	-4,661
Craft Workshops (Family activities)	0	405	-405
Team Challenges / Group	500	642	-142
Farm training Courses	500	0	500
Fundraising Events	26,500	27,126	-626
Shop Sales	3,000	2,940	60
Café Rent	7,200	7,200	0
Café service charge and utilities	5,500	5,518	-18
Boiling Wells Site Hire	9,000	5,923	3,077
Community Building/Farm Site	7,440	9,032	-1,592
Bank Interest Received	1,000	1,821	-821
Allotment Rent Income	12,000	12,606	-606
Gift Aid Reclaimed	500	3,932	-3,432
Other Income	1,500	4,207	-2,707
TOTAL INCOME	454,953	567,968	

Expenditure	Budget 2018-19	EoY 2017-18	Variance
Tools	150	39	-111.00
Seeds	300	825	525.00
Workshop Materials	12,807	14,977	2170.00
HT Consumables	0	3,561	3561.00
Animal Feed	3,100	3,040	-60.00
Straw	1,500	1,510	10.00
Medicines	151	38	-113.00
Veterinary Bills	250	175	-75.00
Farm Equipment	250	57	-193.00
Farm Slaughter and Butchery	1,000	799	-201.00
Farm New Livestock	373	546	173.00
Fair Expenses	17,000	17,039	39.00
Fundraising Expenses	10,250	9,437	-813.00
Advertising & external printing	2,887	3,080	193.00
Rent	11,940	8,303	-3637.00
Water Rates	2,000	1,949	-51.00
General Rates	1,500	1,459	-41.00
Premises Insurance	5,500	5,390	-110.00
Electricity	4,600	5,186	586.00
Gas	1,685	1,022	-663.00
Travel Petrol and Diesel	1,917	879	-1038.00
Refreshments	1,050	2,384	1334.00
Printing	800	762	-38.00
Postage and Carriage	275	13,369	13094.00
Telephone	3,172	2,648	-524.00
Office Stationery	400	380	-20.00
Computer Expenses	1,640	1,740	100.00
Equipment Hire	1,000	1,884	884.00
Office Machine Maintenance	1,000	1,005	5.00
Repairs & Renewals	6,324	27,527	21203.00
Cleaning	4,000	4,341	341.00
Health and Safety	1,000	1,251	251.00
Trustee & Volunteer Expenses	4,670	713	-3957.00
Gross Wages	314,848	357,917	43069.00
Casual Wages	9,461	7,017	-2444.00
Employers NI	27,392	20,445	-6947.00
Employers Pensions	9,445	10,019	574.00
Recruitment Expenses	0	921	921.00
Staff Expenses and Training	7,150	6,887	-263.00
SSP / SMP Reclaimed	-8,036	-8,858	-822.00
Legal Expenses	1,920	1,820	-100.00
Audit & Accountancy Fees	3,600	2,945	-655.00
Consultancy Fees	5,538	7,579	2041.00
Professional Fees and Membership Fees	2,100	0	-2100.00
Bad Debt		23,031	
Depreciation	16,000	27,826	11826.00
TOTAL EXPENDITURE	493,909	594,864	
BALANCE	-38,956	-26,896	

Budget Assumptions

The following assumptions have been made in constructing the budget for 2018-19:

- a. **Only confirmed grant funding budgeted as income**
- b. **The Farm's base salary rate rose on 1.4.18 from £8.61 to £8.75** in line with the Real Living Wage recommended by Bristol City Council as agreed by trustees in February
- c. **Salary 3.3% rise:** salaries are usually raised by an average of 3.3% per year to account for inflation and an annual increment; this has not been added at this stage. Were it to be added staffing costs would increase by c.£11k
- d. **Part of E&L expenditure is spread across all those Farm's projects with animal care beneficiaries:** until the end of June 2017 a city council grant funded most of the livestock farm (E&L) expenditure and part of the Farm's core and management costs. The income generated by the livestock farm through sales and donations largely covers its activity costs (c£15k). However, with the end of the council grant, and the low probability of attracting funding to a longstanding service, 42% of the E&L staffing costs (£21K) are spread across events and project budgets where the projects' beneficiaries benefit from having the animals on the Farm and in particular where project activity includes animal care
- e. **Staffing expenditure prioritised over activity expenditure.** This means that activity, training and repairs and renewals budgets are constrained until more grant funding is awarded
- f. **Farm Fair and Community Events proceeds:** the budget for the Farm Fair in 2018-19 is assuming a conservative surplus and is absorbing a proportion of the salary costs for the Events Manager which was covered from core costs/Office this year. The implication of this salaries budget allocation is that any surplus will not automatically be an unrestricted bonus The suggested income/ and expenditure for Community Events as for the Farm Fair is a conservative estimate, based on previous year totals.
- g. **Restoring reserves:** the Crowd Funder has more than covered the Veg Plants Direct bad debt. Some anticipated but as yet unconfirmed end of year deficit in a couple of projects will have reduced the General Reserves. Therefore, those projects with sufficient confirmed funding have expenditure allocated to a new budget row named Reserves, amounting to c.£10k
- h. **Depreciation** has been included in this budget at an estimated reduced level to last year. This might be revised down further once last year's accounts are signed off.

Implications of the Organisational Budget 2019/20

- a. **Core and management expenditure (not shown within the budget as it is an internal cost):** this has reduced from last year by c.£40k largely owing to a lower allocation by £24k for repairs and renewals expenditure; and by the reduction in hours funded at the centre rather than in projects (c.£13k), for example a few hours for the Events and the E&L managers have been allocated against the Farm Fair and Community Events budgets.
- b. **Project staffing and activity costs:** savings of 1 day per week has been made at the operational manager grade as part of the maternity cover reconfiguring. The Propagation Place officer post has been deleted and the staff member slotted into the Talking Tables delivery officer role and some Enclude work with Propagation Place with a slight reduction in hours which will be increased as new grant funding is awarded. Otherwise staff hours have been maintained and for two post holders' increased to cover maternity leave.
- c. **Deficit:** based on a conservative estimate of the amount of income from spot purchase placements which reflects the current number of clients per session as 5 rather than the optimum 6, Supported Training is currently showing a deficit of £5,234. This will need to be covered by a grant in case new clients are not recruited and numbers sustained.
- d. **No leeway:** all other budgets are balanced, though for most projects they are very 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.

- e. **Additional grant income and project underspend carried over:** should this accrue, staffing hours and activity can increase during the year, repairs and renewals take place, and project and infrastructure developments begin in line with the year's operational plan. Similarly, if some projects' underspend from last year is confirmed and carried over when the accounts are signed off later in Q1, this will provide a little more leeway.

8. Income Review

At the time of writing this plan, a review of the income required to deliver our services, sites, and projects for the duration of 2017-18 was undertaken (see table below). This review seeks to ascertain the sustainability of our activities for the year ahead, identifying deficits, variances and priorities in order to inform the Fundraising and Income Strategy. The total cost to deliver the planned services, projects and sites is **£564,026, of which £500,977 (89%) is secure** through approved grants, sustainable income streams and conservative income projections (based on 80% of previous year's income).

Green – projects/services where 80% of required income is secured beyond April 2018

Amber – projects/services where 50% - 80% of funding is secured beyond April 2018 (unless otherwise stated)

Red – projects/services where less than 50% income required is secured beyond April 2018 (unless otherwise stated)

Rating	Service/Site /Project	2018-19 Budget		% Grant Income	£ Income Secured	Deficit as of 31.3.2018	Specific actions to meet deficit
		£ Expenditure	£ Income				
Services - core activities that form the basis of the Farm's day to day operation							
Red	Estates and Livestock	28,350	28,350	46	13,000	0	<ul style="list-style-type: none"> The Director will prioritise seeking £20k in grants for E&L to augment a legacy and fee and sales income to permit development The E&L Manager and Operational Managers (CYP and Sites) to trial new income generation activities, such as Adopt an Animal, workshops and children's structured parties
Amber	Youth Services	40,596	38,952	84	23,733	0	<ul style="list-style-type: none"> Operational Manager (CYP) to seek £5 grant to cover materials costs Grant funding £25k for April 2019 onwards to be drawn down
Red	Childhood Learning	9,500	9,723	2	223	0	<ul style="list-style-type: none"> Staff to work to income targets set in budget. Expenditure must decrease if school bookings and summer camp are not on a level with 2017-18 (i.e. reduction in staff hours, etc.) OPM (CYP) to draw down grants of £7.5k
Red	Supported Training	79,824	74,272	0	0	-5,552	<ul style="list-style-type: none"> OPM (HT) to draw down grants of £10k Placements are 80% secure £68k
Projects - time specific community activities							
Amber	Propagation Place Project	0	0	0	0	-50,000	<ul style="list-style-type: none"> Project activity will re-commence once main grant funding of at least £20k has been drawn down; and trading once £60k secured Small grants submitted for materials for self-led volunteer group activities
Green	Cultivate Project	29,565	29,565	100	29,565	0	<ul style="list-style-type: none"> OPM (CYP) to seek £5k + for materials, workshop leaders and core costs; and £30k per year from April 2019 Project will cease in January 2020 unless further funds or sustainable income strategy is implemented
Amber	Enclude Project	100,656	75,393	75	73,893	-25,263	<ul style="list-style-type: none"> Project funded by Big Lottery until December 2018. Income shown for Q1-3, expenditure for Q1-4 hence deficit Continuation in Q4 relies on further funds or sustainable income strategy implemented The Director and Operational Manager (Community Engagement) to submit grants for £25k funding in year for Q4; and £115k per year for April 2019 onwards

	The Network	69,723	65,919	100	65,919	-3,804	<ul style="list-style-type: none"> The deficit will be covered by carry over BCC Impact Fund secured until June 2021, subject to a 10% reduction in years 3 and 4 Project will cease in June 2021 unless further funds or sustainable income strategy is implemented Additional grant funding £10K to be drawn down to maintain the project at current levels from April 2019 Close budget management is vital to ensure no further funds required
	Talking Tables	11,420	11,420	100	11,420	0	<ul style="list-style-type: none"> Director to expand on existing funding and delivery by drawing down additional funding £10k for 2019-20
Sites / Site Specific Capital Projects							
	Boiling Wells	0	0		0	-£10,000	<ul style="list-style-type: none"> Operational Manager (Sites) and Office Manager to reinvest £2.5k into maintenance subject to meeting income targets Amphitheatre refurbishment £10k grant needed
	Ashley Hill Allotment	12,000	12,000	0	12,000	0	<ul style="list-style-type: none"> Office Manager to monitor income and expenditure closely NB: Budget based on current one third rent BCC lease arrangement Operational Manager (Sites) to seek additional fee income £2.5k for maintenance as necessary
	Community Garden	0	0	0	0	0	<ul style="list-style-type: none"> Owing to investment over the past two years, no budget has been allocated this year. Operational Manager (Sites) to seek funding for maintenance as necessary.
	Greenhouse Capital Project	40,000	40,000	100	0	-40,000	<ul style="list-style-type: none"> Director/Operational Manager (Sites/ST) to seek £40k towards new greenhouse/landscaping Director /Operational manager (Sites) to seek £6.5k towards isolation pen NB: rated amber as works will not be undertaken if funds are not secured
Central / Income generating services, events and activities							
	Farm Summer Fair	46,000	46,000	0	0	-46,000	<ul style="list-style-type: none"> If wet weather/poor ticket sales occurred, direct expenditure costs would be decreased as in 2014 therefore rated as amber Encourage high ticket sales through effective marketing NB: Based on £46k income with and £17k fundraising expenditure and £1k staffing costs, and 18k contribution to core and management costs
	Community Events	33,250	32,250	0	0	-32,000	<ul style="list-style-type: none"> Events, Communications and Business Development Manager to maximise unrestricted income £32k from community events and engagement opportunities, such as weddings, children's parties, weekend family activities and seasonal events; expenditure on expenses £10k, staffing £16k; £8k Boiling Wells site hire
	Office (not including core costs)	49,347	31,109	0	13,000	-18,238	<ul style="list-style-type: none"> The deficit arises because £44,845 of management cost contributions from secure project grant funding are not included All project bids will include full-cost, core and management cost contributions - additional £15k target. With government funding to the public and voluntary sectors being cut relentlessly separate bids for core costs to trusts and foundations are not proving resource effective owing to greatly increased competition for such funds therefore the budget relies on internal transfers from projects and services.
	Total	577,821	494,953		242,753	-230,857	

9. 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.

Overview of Funds Required:

Services As the Income Review table shows, we have 23% of income secured towards the delivery of our core services for 2018-19. The total costs to deliver these services is £158,270 which is secured through grants, or likely to be received through generated income, budgeted donations and other sustainable income streams, leaving a deficit of **-£5,552** and a desirable, additional, in-year income target of **£42,500**.

Projects The total cost to deliver our projects during 2018-19 is £211,364, of which £186,101 (88%) is already secured, leaving a deficit of **£25,263** in the Enclude budget for Q4 after the Reaching Communities grant ends in December 2018. If funds are not secured, we will reduce expenditure to reduce the impact on unrestricted reserves. The deficit of **-£3,804** in The Network budget will be covered by restricted carry over from 2017-18. We will apply to relevant trusts and donations to seek **£20,000** to resume the Propagation Place project, and **£5,000** desirable for Cultivate materials, workshop leaders and core costs.

Sites/site specific capital projects Excluding the Farm, which is included within the Estates and Livestock Service, our main sites maintenance will be funded from the central repairs and renewals budget and from grants drawn down for specific programmes of work as required. During this year, we must secure an additional **£40,000** to replace the Supported Training Greenhouse which has become dilapidated, and **£2,500** to invest in Boiling Wells infrastructure. Desirable additional income includes

£6,500 to build an isolation pen within the Farm; **£10,000** to refurbish the amphitheatre; and **£2,500** to invest in the allotments. We will seek this by targeting relevant trust and foundations.

Central/Income generating services, events and activities The central functions of the Farm cost a total of £103,141 which includes: overheads (such as heat, lighting, telephone/internet services and cleaning; rents and rates; insurance; computer expenses and stationery; petrol, etc.); and management costs (such as the salaries, NI and pension of the Director, Office Manager, and three Operational Managers for their strategic functions). Of this figure, £58,032 is proportioned to each service/project, and is shown within the Service/Project/Site expenditure columns. The balance we expect to secure from established, sustainable income streams such as site hire, cafe rent and services, membership and general donations. A deficit of **-£14,000** in the Office budget represents the amount set aside for depreciation. To realise this additional amount, we will include core and management costs in every project grant application submitted. **£12,500** of grants to conduct a feasibility study/Masterplan to guide development of underutilised areas to maximise income in future years. This work will not be undertaken unless funds are secured reducing the impact on unrestricted reserves.

Other central activities (income generating activities that do not target disadvantaged audiences) include: the Farm Summer Fair, Community Events and Youth Enterprises. Both the Farm Summer Fair and our seasonal events are established, well-attended fundraising events with tight organisational procedures and broad experience amongst the team. Given the last three years' surplus figures from the Farm Fair, the Farm Fair income is estimated at **£46,000** and expenditure is pre-allocated to cover fair's expenses (£17k) and staffing (£5.83k) as well as a contribution towards core and management costs (£17.7k) and to reserves (£5K). The Communications Strategy seeks to increase the profit margin of our income-generating activities to contribute towards services and project costs.

Action to secure the outstanding priority funds required:

1. Compile, submit and secure priority grants totalling £45k, no later than October 2018, including:

- £20k towards the Estates and Livestock Service - to be prioritised by the Director
- £5k to cover the project materials, workshop leaders and core costs for Cultivate
- £40k to undertake repairs and renewals to greenhouse, led by Operational Manager (HT/Sites)

2. Project Managers to monitor income and expenditure on a monthly basis. If income does not achieve targets set, expenditure must decrease accordingly. This may result in a reduction in staff hours, or budget available for recourses and materials. Core cost contributions assigned to Services/Projects/Site must be achieved. 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.

3. Operational Managers/Project Managers/Director to compile and submit non-priority grants totalling £21.5k throughout the year including:

- £2.5k to towards Allotment site accessibility
- £12.5k towards Feasibility/Masterplan development
- £6.5k to develop an isolation pen, prioritised by Estates and Livestock Manager
- Boiling Wells maintenance £2.5k
- Refurbishment of the amphitheatre infrastructure at Boiling Wells £10k

Note: Capital works will only be undertaken once funds are secure, reducing financial risk.

4. Seek 2 year + funding (c.£215k p.a.) to support all services beyond 31 March 2019, requiring action during the next 12 months, in particular Enclude £115 p.a.; E&L £20k p.a.; Youth Development £12k p.a.; Childhood Learning £7.5k p.a.; Propagation Place £50k p.a.; The Network £10k p.a.

5. Director and Office Manager to **review Boiling Wells site hire income and site** maintenance, conservation and project/service use and if income targets are met, we will reinvest £2.5k into site maintenance.
6. **Identify opportunities to develop new income-generating initiatives**, 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.
7. **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.

10. External Drivers

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

9.1 Funding

- a. Having experienced a £26,500 per annum reduction in core costs in 1917/18, the goal this year will be to draw down sufficient full-cost recovery grant funding fully to reverse this reduction
- b. BCC terminated block contracts for health and social care placements in 1917/18. When all the Supported Training places are booked, spot purchase contracts paid for from clients' personal individual payments can fully make up for this loss of funding. It is important that we recruit to fill the vacant places and maintain a full service if we are to maintain current staffing levels and afford activity costs, repairs and renewals
- c. All Farm services rely on the Estates and Livestock Service – Farm is in our name; however, we have yet to draw down grant funding solely for this service. We will dedicate time to ensuring that those projects that use the livestock farm contribute their fair share of the running costs and that grant applications for new or continuation project funding include this expenditure in their budgets
- 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 will need to monitor income and review the viability of our Childhood Learning and Youth Development service

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 public, trust and foundation funding to the voluntary sector. Despite a potential loss of income, we are likely to see an increase in the need for our services. We will need to demonstrate powerfully our impact on the lives of vulnerable local people if we are to win funding to maintain, expand existing and develop new services.

9.3 Local community

- a. The Farm is currently negotiating with BCC to take on the full lease for Ashley Hill Allotments, retaining 100% of rent collected. However, the accounts for 2017-18 suggest that expenditure on the running costs exceeds 100% of the rental income. Once BCC has given us a definitive response to our queries about which of the allotments site's physical infrastructure liabilities would be transferred to the Farm under a 'peppercorn rent' lease, trustees will need to decide whether or not we can achieve our vision and protect our reputation were we to take on a new lease either under the current arrangements of a third of the rental income but no infrastructure liabilities, or with full rental income and a full transfer of liabilities
- b. The Community Consultation 2016 revealed a clear demand for family activities, especially animal and food-based activities and training opportunities. In 2018-19 the Estates and Livestock Service with the Events, Communications and Business Development Manager should seek to address this within its project plan, 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; Ashley Vale Action Group for access to additional, local, accessible pasture land; Creative Youth Network for enhanced youth development; and a local neighbourhood area Community Infrastructure Levy award, sponsored by our local city councillor and trustee

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

- b. The Government's policy 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 will need to monitor income and review the viability of our Childhood Learning and Youth Development services
- c. The Farm should take up opportunities to meet the changing needs of our target beneficiaries; for example, by 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, such as diabetes and fatty liver disease, with physical activity and healthy eating programmes
- d. Quality assurance is increasingly necessary in a competitive procurement market. The Farm should consider which quality management systems and quality marks it will prepare and apply for, e.g. Hear by Right, Investors in People, ISO9001, Investing in Volunteers, National Equality Standard.

11. Risks

Major risks specific to the organisation are documented and assessed within the Organisational Risk Register. This document is updated and reviewed quarterly. The following table highlights the highest scoring risks as identified at 1 April 2018:

STRATEGIC RISK REGISTER APRIL 2018

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

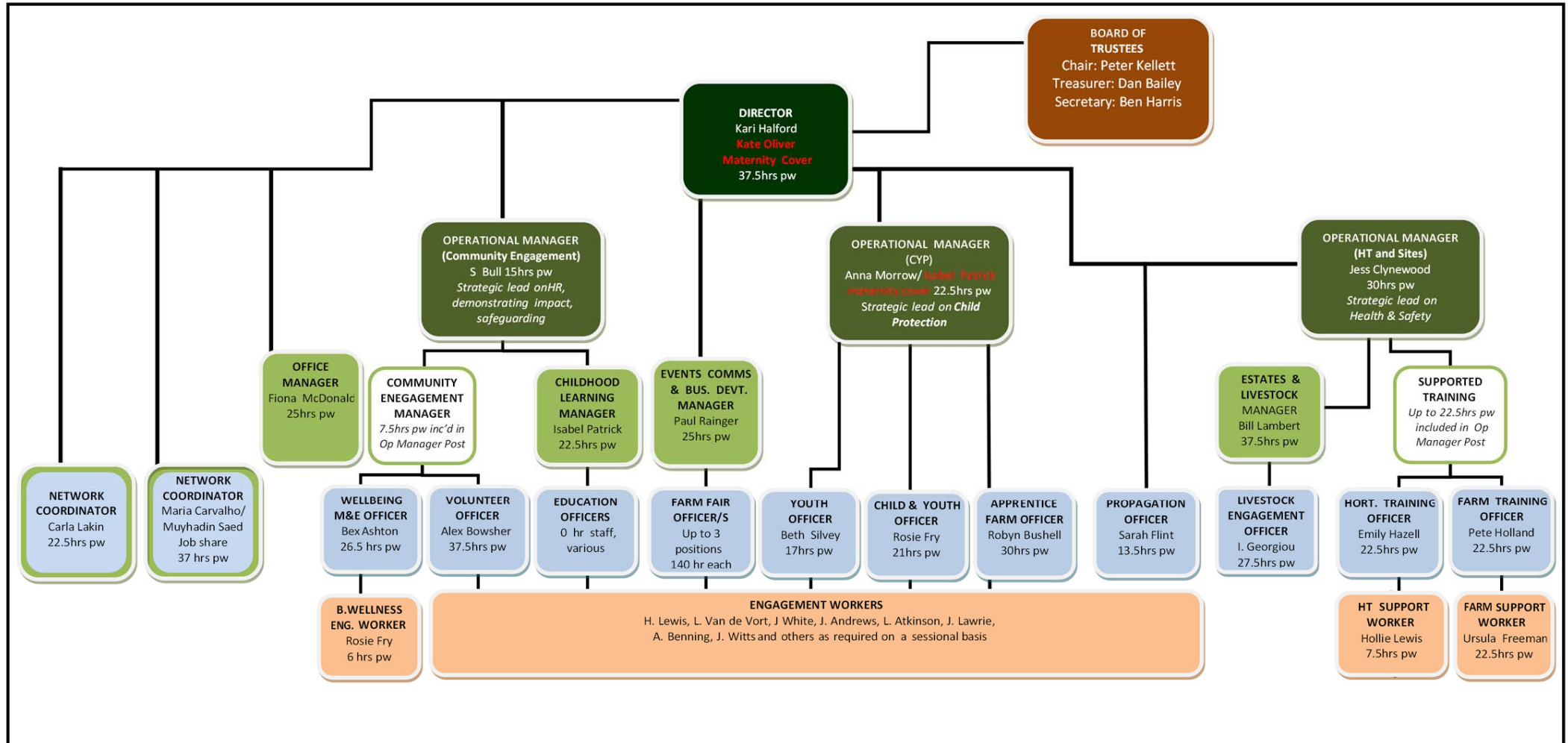
Note: that the risk score may be impacted by shortage of funding rather than or as well as by allocation of available resources - DoF = dependent on funding

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
2	F&HR, Board	Insufficient projected income/secured grants for the financial year ahead threatens the continuation of key services and could lead to staff losses	4.0	4.0	16.0	<ul style="list-style-type: none"> * Director to present trustees with projected income/secured grants for the year ahead, no later than March 2017. Fundraising focus and actions to be based on this information * Director to ensure that the Operational Plan for the year ahead to include the budget, and Fundraising and Income Strategy * 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 Exclude closes owing to lack of grant funding for Jan-19 onwards * Exclude closes owing to lack of grant funding for Jan-19 onwards. End of Reaching Communities funding in December now certain as application for continuation funding unsuccessful. Apply for grant funding as a high priority until sufficient funding secured to maintain service for further two/three years, redesigning service as necessary to increase appeal for funders. 	15.2.18
28	Sites, F&HR Board	No longer livestock on the Farm owing to lack of grant funding and insufficient unrestricted income	3.0	4.0	12.0	<ul style="list-style-type: none"> * Before end of March 2018 raise unrestricted income £27.5k through donations, events, activities and sales * Contingency plan to go to F&HR with budget 2018/19 *Raise £36k in grants in 2018-19 to fund SWCF delivery, core and management costs to maintain a working livestock farm 	18.4.18
27	Board	Propagation Place project closes owing to debt and lack of grant support	4.0	3.0	12.0	<ul style="list-style-type: none"> * Veg Plants Direct (VPD) debtor repayment plan to Propagation Place (PP) agreed and carefully monitored * Limit SWCF's future financial exposure to VPD debtor by controlling all financial transactions * Draw down grant funding * Secure end-of-year bridge funding, e.g. crowdfunding, corporate sponsorship * F&HR to decide at February meeting re PP business continuity or closure on basis of report on risks and costs relating to project closure or continuation * Subject to funding availability for PP in February 2018, F&H R to mitigate future SWCF exposure to PP business exigencies and increase financial synergy with SWCF by agreeing optimum business model * PP maintained by self-led volunteer group and space rented to allotment holders on interim basis until project funding secured 	18.4.18

4	Sites	Sites and facilities are not fit for purpose , require investment and/or do not support our vision	4.0	3.0	12.0	<ul style="list-style-type: none"> * Operational Manager (Site-lead) (Anna) to seek advice from structural surveyor by Sept 17 (Kari suggest Rory at GVA - email to be sent to Anna to introduce them) to identify remedial needs on the Farm. This report will be presented to the Site Community who will ensure that tasks/remedial work is undertaken in a timely way. * Site Dev Manager to launch Boiling Wells Management Plan by March 2017 and coordinate a rolling programme of maintenance works* Director / relevant Operational Manager to secure funds to: - replace bottom greenhouse and undertake accessibility landscaping [DoF] - invest in farm interpretation that better connects people to field to fork theory - undertake a feasibility study of Office/community building/cafe etc to ascertain future use of space, leading to next capital campaign [DoF] - complete a Masterplan to inform Farm development [DoF] - other priorities as outlined within the current Operational Plan April 2018 [Dependent on lease and/or funding] - urgently renew ground surface at bottom of playground slide, and cost and raise funding for playground refurbishment [DoF] 	18.4.18
1	Site	Lack of sufficient procedures or experienced staff to safely manage Livestock and high volumes of visitors in an open Farm setting	3.0	4.0	12.0	<ul style="list-style-type: none"> * E&L to follow the Vet's Farm Health Plan in all procedures outlined below * E&LM / Site Dev Manager to develop an Animal Welfare policy by end of Feb 17 * E&LM / Site Dev Manager to develop a 'Animal Husbandry Procedures' which outlines daily routines, the need of each of our animals, how to communicate with other Farm staff etc by end of March 17 (likelihood will lower once this is achieved) * E&LM / Site Dev Manager / Director to review weekend working arrangements and seek to provide more support/improve retention of engagement workers through offering contracts no later than March 17 * Site Dev manager to secure funds to develop an Isolation pen (following Isolation Policy) by 2018 [DoF & Licence] * E&LM to organise quarterly meetings with project staff undertaking farm duties from April-17 	19.10.17
3	Site	We do not manage health and safety 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"> * Operational Manager assigned as lead H&S member of staff * Near misses and risks discussed at team meetings * First aid and other serious incidents reports appropriately * Development of Risk Assessment Register to oversee RA management * Project Risk Assessments in place and reviewed annually at minimum * Development of Health and Safety Policy including COSHH tasks by October 2017 	5.2.18
26	F&HR	Data protection and system security: failure to conform with new legislation in April 2018; lack of server compromises data and IT effectiveness; using unnetworked computer systems leads to inefficiencies in staff delivery; lack of secure, personal staff email accounts leads to data compromise	3.0	4.0	12.0	<ul style="list-style-type: none"> * Trustee to review and develop Data Protection Policy and procedures to ensure compliance with new legislation * Staff awareness training * Audit of current data * Director and trustees to scope optimum system development, e.g. networked or cloud-based system * Director to secure funding for agreed system improvements and IT support, networking of office, HT cabin and Boiling Wells, providing remote access to server and data, sharing of calendars, etc. [DoF] * Director to secure funding to commission IT consultant to provide secure, individual staff email accounts [DoF] 	18.4.18

11	F&HR	We do not effectively demonstrate our impact resulting in loss of key contracts, reduction in grant awards and diminished reputation	4.0	3.0	12.0	<ul style="list-style-type: none"> * Services Dev Manager to launch the Communications Strategy/plan by end of June * Operational Manager (Community Engagement) to develop and embed project specific Monitoring and Evaluation Plans, including targets to demonstrate impact and share successes & Monitoring performance and quality of service by summer 17 * Director to ensure each staff member has clear objectives within their Appraisal forms, which feed into the collection of M&E within projects * Director to recommend we seek 2% towards M&E and 2% towards Comms as part of a full cost recovery approach * Director and Anna Kendall to review quality assurance policy and feedback to F&HR by July 18 	18.4.18
18	F&Hr	Failure of financial management systems (including fraud, error or mismanagement) which results in financial loss, reputational damage and loss of management time	3.0	4.0	12.0	<ul style="list-style-type: none"> * 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 * On going segregation of duties, set Authorisation limits, security of assets, insurable risks managed as covered within the Decision Making Policy * Appropriate levels of sign off on monitoring reports, trust and foundation applications etc * Fundraising stewardship database to be maintained to ensure effective and timely response to funders requirements * Timely and accurate monitoring and reporting * Dual use of financial management systems (SAGE and Excel) to support error spotting * Trustees to review of due diligence undertaken on Propagation Place business partner * Insufficient funding leads to delay in purchasing Xero accounts management software and implementing changeover from Sage/Excel to enable clearer reporting 	18.4.18
5	Site	Management of Ashley Hill Allotments on the 'original' lease results in expenditure exceeding income threatening the delivery of core services	5.0	2.0	10.0	<ul style="list-style-type: none"> * Director to instruct solicitor to adapt full lease to remove risk/liability for significant site issues and infrastructure, excluding a programme of planned maintenance * Seek trustee approval for draft lease by February 2017* Submit lease to BCC for approval by end of February 2017* Negotiate full lease arrangement taking over all liabilities and retaining all the rent with a budget for Allotment Officer/programme of maintenance [Dependent on lease] * Assess risk of taking on BCC allotment liabilities before deciding on type of lease *Assess financial viability to the Farm of any of the lease options 	18.4.18
17	F&Hr	Reserves fall below a safe level which threatens security against sharp drops in income, rises in expenditure and budget requirements of the financial year	3.0	4.0	12.0	<ul style="list-style-type: none"> * Reduced risk likelihood following production of annual accounts 17-18 showing increase in general funds. * Director to present F&Hr with a an overview of funds secured/unsecured and projected budget by March 17 * Ensure the reserves policy is adhered to * Accurate budgets produced and monitored on a monthly basis and quarterly via Treasurer to Board * Diverse streams of income generated to spread risk of over reliance on grant income * Ensure costs can be cut quickly in line with income reductions * Ensure that any new project or task has an adequate budget * Ensure organisation moves towards sustainability/Full Cost Recovery * Top up general reserves in 2018-19 from project funding if necessary and where affordable 	3.4.18

Appendix 1: Organisational Structure



Description of roles and responsibilities

Director Grade – SCP 40 – 47 at £36,153 – £44,697

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, liaising with Trustees and managing new, community engagement projects.

Service all Board meetings and relevant sub-committees.

Operational Manager Grade – SCP 29 – 33 at £26,470 – £29,909

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

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

Shared responsibilities include overseeing day-to-day operations, staff supervision, team fundraising, servicing subcommittees, assisting on strategic development with Director and attending external partner meetings and Board meetings as required.

Project Manager Grade - SCP 23 – 27 at £21,693 - £24,657

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

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

Project Officer Grade - SCP 18 - 22 at £18,431 – £21,074

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

Strategic input via line manager and staff group.

Engagement Worker Grade - SCP 13 - 17 at £17,403 – £18,127

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.