

St Werburghs City Farm Equity Action Plan

Recommendations	Lead Staff Member	Milestones for 2020 - March 2022	Date
1 Better meet the needs of our current and future beneficiaries			
1.1 Better understand the social, educational, recreational and support needs of current and future service users to inform the development of the 3 Year Strategy, subsequent Operational Plans and Project development.	Director	Appoint Prof. Addy Adelaine and assign internal staffing resources to undertake consultation to define the Farm's Vision, Mission and operating strategy	Jan to June 2021
	Director	Collate socio-economic data from Equity Report. Identify if further info is required	Jan - Feb 2021
	Director	Develop Operational Plan for 2021-22 using Equity Report, socio-economic data and community consultation as bedrock	Mar-21
	Director	Undertake a full Community Consultation every three years, and on an ongoing basis through beneficiary feedback	Ongoing (Full in 2023)
1.2 New services are developed through co-creation and/or collaboration to ensure that they are led by beneficiaries, rather than created for them	Project Managers	Service Co-creation Report shared with Directors, detailing: how need was identified; equality data of people consulted with; methods of consultation etc.	Ongoing
	Project Managers	Identify and engage with potential partners who have established relationships with target audiences and/or represent people who are currently not engaging with SWCF in view of collaborating on project jointly	Ongoing
	Operational Manager (Community)	Explore opportunities to increase volunteer skill sets as a potential gateway into employment (such as paid apprenticeships) and identify strategies to identify underutilised skills, knowledge, and perspectives of lead volunteers.	April 2021 - March 2022
1.3 Foster greater communication, share knowledge/resources and work in partnership with other local organisations/agencies	Operational Manager (Community)	Assign staff relevant partner/group/organisation (s) and seek feedback on relationship development every quarter	April 2021 and every quarter

2 Improve access to Farm sites and services

2.1 Remove barriers (financial, cultural, physical and language etc) to accessing the Farm's sites and services	Project Managers	Consult with beneficiary to identify how we support them to get to the Farm more easily, for instance: organised walking bus/guided bike ride, provision of taxi fare, development of a downloadable map with bus details etc. Identify if beneficiary requires on going support, or if they only require support first few visits to gain confidence/awareness how to get to the Farm independently.	Jan-21
	Director	Seek funds to remove barriers to participation, including staff resources, taxi / bus fare, hiring a mini-bus, PPE etc	Jan-21
	Director	Pursue funding opportunities (as and when they arise) that allow for the purchase of a minibus and associated ongoing costs	Ongoing
	Operational Manager (Site)	Seek funding/reserves to increase outdoor shelter to protect service delivery from inclement weather conditions.	Jan - March 2021
	Operational Manager (Community)	Seeking funding/reserves to purchase boots/wet weather clothes for people to borrow if they do not have their own	Jan - March 2021
2.2 Increase people awareness of what we offer and how to access it, through improve signage and interpretation, where possible that is translated and accessible.	Operational Manager (Site) / Marketing Manager	Develop and install on-site signs welcoming patrons and making it clear what facilities are available and where they are situated	Dec-21
	Operational Manager (Site) / Marketing Manager	Develop and install off-site signage, fliers and maps that direct the public to the Farm's sites	Dec-21
2.3 Increase visibility of staff or lead volunteers responsible for sites, who actively welcome visitors and make themselves available to answer questions and provide guidance.	Estates and Livestock Manager	Explore how Farm produce is sold and advertised so that it is accessible to the wider geographical community surrounding the	Mar-21
	Operational Manager (Community)	Ensure staff leading activities in a site that is accessible to the Public are wearing an identifiable uniform or badge.	Feb-21
2.4 Explore options to offer more affordable / accessible lunch/refreshments options	Estates and Livestock Manager	Ensure staff leading on the Farm site are trained and willing to liaise with the public when required	Mar-21
	Director	Ask the City Farm Café to consider offering/advertising an affordable dish for families and households on lower incomes.	Apr-21
	Operational Manager (Community)	Explore possibility of extending the opening hours/days of the Youth Café (or other affordable snack option), as well as increasing the advertisement of this more affordable and accessible eatery and include within 2021-22 Operational Plan	April 21 - March 22

3 Increase ownership and engagement of culturally diverse audiences in our services and sites

3.1 Increase ownership, engagement and use of the Farm's sites and services by more diverse audiences	Project Managers / Trustees / Staff	Ensure that every service user, staff member and trustee completes an Equalities form which will be monitored quarterly and reported on annually to identify who is using our services and making decisions on our services	Jan 2021 ongoing
	Director / Operational Manager (Community) / Marketing Manager	Explore the development of a specific Outreach Role or prioritise Outreach targets into each Project Manager's Job Descriptions to increase community ownership by developing relationships with people in their own spaces, asking them what they would like to do in our spaces followed by inviting them for a first visit. Flip the dialogue from "we have this activity, please come" to "what would you like to do in this space and how can we help bring this to life?"	April 21 - March 22
	Project Managers	Each PM to develop a strategy to ensure at least 30% of service are from ethnically diverse communities and those who represent other protected characters. This may include working in partnership, offering free independent access to local groups and/or welcoming people in with cultural activities.	April 21 - March 22
	Project Managers	Project Managers will be asked to report on Equality of service users annually, and the proactive routes taken to recruit and retain service users within underrepresented communities.	Mar-22
3.2 Develop a Communications Strategy which has continuity as an underpinning feature, exercising patience and maintaining actively engaged in a variety of approaches to create long-lasting connections	Director	Recruit an 2021 'illustrator of the Year' seeking to attract candidates from a broader range of diverse backgrounds to develop some marketing collateral for use in advertising	Jan-21
	Marketing Manager	Develop and roll out an inclusive, attractive and informative communication strategy that speaks to all members of our community informing them of what we do, when/how we do it, how they can access our services, and how they can support our work	Apr-21
	Marketing Manager	Assign staff resources to develop a new marketing 'voice' for SWCF that is welcoming and inclusive, and takes care not to stigmatise patrons or potential patrons.	Jun-21
	Marketing Manager	Update the Farm website seeking to better represent what the organisation offers in a more accessible, streamlined way that allows information to be found easily.	Sep-21

	Marketing Manager / Project Managers	Develop and share 'Welcome to the Farm' videos for potential beneficiaries depicting current service users introducing the viewers to the sites/spaces to demystify them, increase confidence about where to go, what to wear and removing anxiety about participation	Sep-21	
	Marketing Manager	Participate in Facebook Groups as part of a wider outreach effort, sharing information with partner organisations and beneficiaries across social media to reach a wider audience.	Ongoing	
4 Better reflect and represent the cultural diversity of our city at all levels of the organisation				
4.1	Seek to broaden representation of the staff team as a priority through positive action, targeted recruitment, utilising partners/organisation etc	Director	Develop a Recruitment Procedure to offer a systemised process for advertising employment opportunities/commissions/consultancy to ensure greater reach and boarder representation. It support candidates with vocational knowledge and skill sets, and reduce emphasis on academic knowledge where this is not a prerequisite for the role. It will offer a full list of partner organisations and local community groups/centres within geographical reach of SWCF that can be used as advertising channels.	Jan-21
4.2	Support greater cultural competency within the organisation	Director	Embed cultural competency reflective practice and regular one-on-one conversations to facilitate the staff better embracing difference in line with SWCF's organisational aims and values	Jan-21
4.3	Update / amend our policies and procedures to better reflect and promote Equity throughout the organisation	Director	Update Policies/procures as advised by the Diversity Trust, and embed within the Farm culture, offering staff/trustee/volunteer training where required	Feb-21