



From Unloved Spaces to Food Growing Places



## **Business and Growth Plan 2021 -23**

**Version 2**

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## 1. Executive summary

### 1.1 Organisational summary

Grow Wakefield started off in 2010 as a small community group in Horbury but has since grown into a hugely successful, district wide, social enterprise with a social mission *“to develop innovative local food initiatives that help as many people as possible to enjoy the many benefits that come from learning to grow your own food.”*

From 2012 onwards we were called Incredible Edible Wakefield but in June 2021 we changed our name to Grow Wakefield to differentiate ourselves from other Incredible Edible projects across the Country.

We work with individuals, community groups, schools, businesses, housing associations and public bodies across the district to inspire and support local communities in transforming overgrown and under used pieces of land into attractive, edible community gardens and mini allotment plots.

We achieve this via a small number of paid workers obtaining commissions and funding to run sessions which bring together groups of local people looking for the opportunity to grow their own food, learn new skills and willing to volunteer their time to create new community growing spaces.

We have now established 12 community allotment gardens across the district, each with a group of plot holders who we then support in running their own edible gardening clubs.

As this network has grown so have the opportunities to help more individuals and organisations establish a variety of other local initiatives so we now have community orchards, schools networks, and “Sheds” woodworking groups which also come under the Grow Wakefield banner.

Our vision has been of an expanding network of local groups which creates new opportunities for people to experience the many health benefits of growing their own food and with the help of our beneficiaries and external stakeholders, we continue to achieve that vision – but we want to be able to continue to do more!!

We know the demand for what we do is growing as increasing numbers of people across the Wakefield district tell us that they want to:

- Develop skills, competency and increase their confidence in being able to grow their own food
- Do so more effectively, efficiently and in a more sustainable way by accessing space to do this within their local communities
- Meet like-minded people, make new friends and feel more a part of their communities in the process

Our trustees have been looking at the barriers that are currently preventing us from helping meet this increased demand and have concluded that an application to the Charities Commission to become a Charity should be part of the next phase in our development.

This will allow us to grow our impact by accessing funding from a range of Trusts and Foundations, helping us to create more community growing sites so that more beneficiaries can access the many benefits of growing your own food.

## 1.2 Market summary

The main beneficiaries of Grow Wakefield live in some of the greatest areas of deprivation and poverty in the Wakefield District. We use funding to turn under used and/or overgrown pieces of land into community mini allotments and over the past 10 years we have developed a network of local groups, based predominantly in these areas, and which use the facilities we have created to experience the many health benefits of growing their own food.

Many of these groups are based in some of the poorest communities in the district such as Eastmoor, Kettlethorpe, Lupset, Pontefract, South Elmsall and Wakefield City centre and others such as Ossett and Horbury are utilised primarily by older residents who are at greater risk of feeling socially isolated.

Funding and commissions to establish our community allotments have historically come from local public health initiatives as well as funders such as the Peoples Health Lottery, Comic Relief, The Coalfield Regeneration Trust, Housing Associations and other Charitable Trusts and Foundations.

We know the demand for what we do is significant.

During the first Covid crisis lockdown Live Well Wakefield commissioned us to prepare and distribute 180 seed sowing activity packs which we advertised via local Facebook pages under the hashtag #StayHomeAndGrowYourOwn.

In the space of a few hours we were inundated with requests and subsequently received additional commissions to distribute over 700 seed packs and 100 seedling packs in order to try to meet the demand from people wanting to have a go at growing their own food for the first time.

When it comes to the need for community food growing space allotment waiting lists are probably the best guide to the demand locally.

Despite there being over 3500 allotments across the district managed by a range of organisations such as Wakefield District Council, housing associations, Parish Councils and Town Councils at the last count there were still 567 people on the waiting list for the 1,691 District Council allotments alone with anecdotal evidence suggesting that many more people are choosing not to apply for an allotment as they feel they have little chance of success.

As Grow Wakefield we choose not to have waiting lists on our community mini allotment sites but all our plots are taken and on the occasions when any do become available they are snapped up the minute we advertise them on social media.

Our last new site for instance had 10 mini plots and they were all let within 24 hours of being advertised.

We currently have 10 sites but there are still many areas of the Wakefield district where we are yet to establish mini plots and we are regularly approached by landowners interested in working with us to develop new sites.

Since our inception as a social enterprise Grow Wakefield have become the lead organisation for community food growing initiatives across the Wakefield district and so we feel we are perfectly placed to take on the challenge of meeting the growing demand and to help more people to experience the many health benefits that come from growing your own food.

### 1.3 Financial summary – what we have, main sources of income

In our 9 years as a social enterprise we have demonstrated our ability to prepare successful funding bids, bringing into the district over £100,000 in external funding from organisations such as The Social Investment Business, The Coalfield Regeneration Trust, Comic Relief and The People's Health Lottery.

We have also developed relationships with a number of commissioners such as South West Yorkshire NHS Partnership, Live Well Wakefield and have received commissions valuing over £135,000 in the same period.

Our turnover has grown steadily, from £17,199 in 2012/13 to £56,069 in 2020 as have our year end surpluses and over the next 3 years we plan to further diversify our income and increase our turnover by 58%, in order to fully realise the aims we have set out in this business and growth plan.

### 1.4 What we need to make it happen

Grow Wakefield is now a well established social enterprise but from day one we recognised the risks inherent in an over reliance on funding and so have been working towards a financial model based on a diverse range of revenue streams.

We have focused on developing a track record in 5 main areas – community land regeneration, allotment management, basic horticultural training, health and wellbeing and learning outside the classroom – and we have successfully used commissions, supplemented by a small amount of grants, to establish community based initiatives in each of these sectors.

The challenge that we now face is that local commissioners and funders are more focused on funding new initiatives and whilst this helps us grow our network a lot of work goes into supporting the groups that we help create.

At the moment the initial commissions we secure to set up new groups contributes to our overheads but as the network expands so does the financial burden of supporting it and so there is a threat that this model could become unsustainable and impact upon our ability to continue growing.

We don't wish to increase the costs to our beneficiaries, which are kept low to ensure accessibility to our services, so to be able to continue with existing support and still increase our impact we need to be able to access an element of core funding for the organisation to ensure that we continue to be financially sustainable moving forward.

Having reviewed the Charities Commission's criteria our trustees are confident that we have a robust case for being accepted as a charitable organisation under the primary purpose of providing recreation or other leisure-time occupation for our beneficiaries as we already:

- Provide facilities for recreation or other leisure time occupation
- Meet the social welfare requirement which requires that our facilities are provided with the object of improving the conditions of life
- Meet the public benefit requirement including that the organisation benefits the public or a sufficient section of the public and any benefit to private individuals is no more than incidental or ancillary to that public benefit

The financial benefits of converting to a charity can be considerable for a number of reasons:

- Due to the positive image the public often has of registered charities, certain bodies and major funders may be more willing to grant sums of money to the organisation.
- Certain sources of grant funding are open only to organisations with charitable status. A recent sample funding database search for our work showed 423 potential funds as a Charity compared with only 179 funds as a social enterprise.
- Charities benefit from a variety of tax reliefs.

Additionally the benefit of the public recognising the concept of a charity, as opposed to a social enterprise which is not as widely known, can be significant.

A successful application for charitable status will allow us to meet the increased demand for our services by helping increase and diversify our income, enabling organisational and service growth, and helping us to achieve significantly greater public benefit impact for our beneficiaries as opposed to that of a social purpose trading organisation.

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## 2. About your organisation

### 2.1 Vision, mission, values

#### **Mission or Purpose**

To be registered as a charity, an organisation must have purposes all of which are exclusively charitable and must also operate for the public benefit.

There are different types of charitable purpose from which an organisation must choose and there are a number of areas in which we feel we deliver public benefit as an organisation:

- Recreation
- Education/training
- The Advancement of Health or Saving of Lives
- Disability
- The Prevention or Relief of Poverty
- Environment/conservation/heritage
- Economic/community Development/employment

As a charity we will need objects as a statement of our purposes and they must be exclusively charitable so the objects we will be adopting in our application to convert to a charity are as follows as we feel they reflect the public benefit we already deliver:

***To promote for the benefit of the inhabitants of the Wakefield district the provision of facilities or other leisure time occupation for individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interest of social welfare and with the objects of improving the condition of the life of said inhabitant in particular by:***

- ***The provision of community allotments, growing sites, workshops and other local food and well-being initiatives;***
- ***The provision of opportunities for growing and volunteering;***
- ***The advancement of education, training or retraining in particular in gardening, horticulture and related activities***

Our trustees are confident that we meet all the specific purposes defined by law for being recognised as a charity and ultimately that we can make a successful application to convert to a charity under the proposed purposes and objects.

#### **Mission statement**

We have also agreed a mission statement in order to easily communicate our purpose to our beneficiaries and stakeholders:

***To provide opportunities for improved wellbeing through growing, learning and volunteering by creating community allotments, gardens and workshops across the district***

#### **Vision**

To help us deliver our mission or purpose we have a vision of what Grow Wakefield will look like over the coming years and we have developed a strategy, key aims and objectives to help us achieve that vision.

***Our vision is of an expanding network of allotments, community growing sites and other local food and well-being initiatives which creates opportunities for growing and volunteering and advances education in gardening, horticulture and related activities for our beneficiaries.***

#### **Values**

Our mission statement, vision and strategy are about striving to do the right thing and we have certain core values which we hold as an organisation to ensure we also do things in the right way.

Our values are:

#### **Community - Working together, learning together and supporting each other**

Our ability to engage with and support the communities we work in is at the heart of what we do.

#### **Inclusivity – “If you eat - you’re in” – everyone is welcome**

Grow Wakefield aims to serve a diverse range of communities and people.

#### **Creativity - Finding new ways to overcome challenges**

Grow Wakefield aims to harness the creativity of its beneficiaries, volunteers and staff to make a difference in our communities.

#### **Integrity - Doing what’s right – not just what’s right for us**

Trustees and those working for or representing Grow Wakefield will be expected to act with honesty, trustworthiness and care, and support our values.

## **2.2 History**

We started off in 2010 as a community initiative which came about in response to the needs of local people for access to space to grow their own food and requests from landowners to help improve overgrown community green spaces.



The solution to both problems was to allow local people to transform these under used spaces into community gardens containing mini allotment plots which were then made available for volunteers and other local people to rent.

Our first 22 mini allotment plots were created as volunteers working with churches, community centres and local land owners but, due to our success, we incorporated as a social enterprise in 2012 working with public bodies such as Wakefield District Housing, Wakefield District Council and Places for People Housing Association transforming areas which are overgrown and attracting anti-social behaviour into well-loved community growing space.

The next challenge was the need for ongoing maintenance of the spaces and for locations where novice gardeners could get together to access training to develop their food growing skills.

As a result, we developed our first Edible Gardening club and, as the many health benefits of the initiative became clear, we started to obtain health and wellbeing funding which has subsequently enabled us to create many more Edible Gardening clubs and mini allotment plots across the District.

### 2.3 Where we are now

As a social enterprise we have successfully used funding and commissions, supplemented by a small amount of trading income, to establish community based initiatives in 5 main areas – community land regeneration, allotment management, basic horticultural training, health and wellbeing and learning outside the classroom, gradually increasing our income to £56,069 in 2020 whilst at the same time developing a range of income streams to reduce the risk of over reliance on any one type of income or individual funder/donor.

Our major achievements have been:

- We've worked with our partners to transform 12 overgrown, under used pieces of land into Community Allotment Gardens
- We've created over 100 mini allotment plots across the district
- We've established 10 edible gardening clubs
- 96% of our beneficiaries have increased the %age of household fruit and vegetables they grow themselves
- Over 98% of beneficiaries reported that their involvement had improved their mental and physical health with 49% reporting great improvement.

In 2020 alone:

- We provided 720 households with activity packs to have a go at growing their own food during the first Covid lockdown – 28,000 seeds in total!!
- We supported over 22,000 hours of food growing activity through our mini allotment plots, Edible Gardening Clubs and Help Us Grow sessions
- We used over 460,000 contacts via talks, walks, demonstrations, stalls, e-bulletins, website hits and social media posts to inspire thousands of people to grow their own food

Though we are immensely proud of these and all our achievements to date we know we can do more and so we are now focussed on growing our impact in each of the 5 aforementioned sectors in order to reach more beneficiaries.

## 2.4 Legal status

Grow Wakefield is a membership based Social Enterprise, a Company limited by guarantee, set up for public and social benefits and has no share capital and no share holders.

Governance is by a board, appointed by the members, which maintains a majority of financially disinterested directors.

Membership is open to all subject to completion of an application form via the website and approval by a director. Member's liability guarantee is limited to £1 per member.

In 2021 we intend to apply to register as a charity with the Charities Commission in order to grow our impact and reach more beneficiaries.

## 2.5 Our key aims and objective

To focus our efforts on the achievement of our vision we have identified 3 key aims for Grow Wakefield:

### ***Key Aim One - Inspire and engage communities across Wakefield***

- Achieve year on year increases in the number of people inspired by Grow Wakefield
- Achieve year-on-year increases in the number of beneficiaries of Grow Wakefield's services
- Deliver initiatives across multiple sectors and communities in the district

### ***Key Aim Two - Develop healthier and more sustainable communities***

- Help beneficiaries and their communities increase the amount of food they grow
- Improve the health and well-being of the beneficiaries of Grow Wakefield's initiatives
- Increase the amount of space available for growing food in the district

### ***Key Aim Three - Establish a financially sustainable and operationally sound charitable enterprise***

- Develop a diverse range of innovative strategies for generating income
- Ensure a level of working capital which protects the continuity of our core work
- Increase participation and stakeholder engagement in Grow Wakefield's organisational and governance structures

## **Objectives**

To achieve our key aims over the next 3 years we have identified SMART objectives (Specific, Measurable, Achievable, Realistic, and Timely) so that all our stakeholders understand what would constitute success over this period.

For each of our key aims these are:

***Key Aim One Objectives - Inspire and engage communities across Wakefield***

- Increase the number of contacts with Grow Wakefield's online initiatives by 10% each year
- Increase the total number of beneficiaries of Grow Wakefield's services by 20% each year
- Support the development of at least 2 new local food initiative at new locations each year

***Key Aim Two Objectives - Develop healthier and more sustainable communities***

- Help increase the average amount of time Grow Wakefield's beneficiaries spend growing their own food by at least 20% since registration
- Help improve the Short Warwick Edinburgh Mental Wellbeing score of beneficiaries of Grow Wakefield's initiatives
- Increase the number of mini plots created by 50% over the next three years

***Key Aim Three Objectives - A financially sustainable and operationally sound charitable enterprise***

- Hold reserves equivalent to at least 3 months of unrestricted spending
- Maintain at least 2 trustees with experience at senior level in each desirable category and 2 in each essential category of our trustee's skills audit
- Achieve our aims whilst operating within parameters defined in the Board's agreed income diversification tool

In practical terms over the next 3 years our plan is to:

- Apply for Charitable status in order to widen our access to the range of funds that will be required to deliver our Business and Growth Plan
- Create at least two new Edible Gardening clubs each year so that we can help more novice gardeners develop their food growing skills in a relaxed, friendly environment.
- Transform at least two under used or overgrown pieces of land into Community Allotment Gardens each year so that more beneficiaries can access space to experience the many benefits of growing their own food.
- Develop our Wakefield District Schools network by engaging a Learning Outside the Classroom (LOTG) Coordinator whose role will be to help schools across the district develop underused resources in the school grounds, the local community and local environments to develop their LOTG offer for students.
- Develop a training arm to provide opportunities for the unemployed and economically inactive to learn practical horticulture, hard and soft landscaping skills and to create, improve and maintain land for community food growing in the process.

The work we have undertaken over the past 10 years has put us in a strong position to achieve these goals but we understand that we face a number of key challenges which is why we have produced this 3 year Business and Growth Plan to outline how we intend to overcome these challenges and deliver even greater public benefit for the communities that we serve.

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### 3. What we do

#### 3.1 Products and services

The core services Grow Wakefield provides are:

##### **A. Community Land Regeneration**

Our land regeneration service came about through the desire to allow more people to experience the many health benefits that come from growing your own food by helping remove the barriers which prevented our early beneficiaries from growing their own food, the first being a lack of locally available growing space.

We started off by working with local community centres, churches and private individuals to identify sites within communities which were either overgrown or underused and then used the skills of our volunteers to transform them into attractive community gardens.

As we started to attract funding and employ staff we began to work with larger community partners such as Wakefield Council and Wakefield District Housing and other agencies like Community Payback.

Most of our community gardens incorporated facilities such as greenhouses, poly-tunnels, water and composting areas to give beneficiaries the best opportunity to successfully grow their own food.

##### **B. Allotment Management Services**

As we developed more community gardens we needed a strategy to make them sustainable so we started to create and rent out mini allotment plots to beneficiaries for a small monthly fee with priority being given to the volunteers involved in creating the garden.

We then started to manage the service, issuing rental agreements, collecting rents, carrying out inspections and risk assessments and liaising with the landowners and plot owners to ensure all parties are happy with the facilities and ongoing condition of the site.

##### **C. Basic Horticultural Training**

As our network expanded we began to obtain commissions to run edible gardening clubs for 12 months at each new edible community garden location by which time our beneficiaries had generally gained the basic horticultural skills needed to grow their own food.

We also created volunteer roles so that each group had the experience to take on day to day management of the space with some on-going support from ourselves.

##### **D. Health and Wellbeing Improvement Initiatives**

As things developed further we started to see the health and wellbeing benefits of the services we offered and so started to work with the NHS, public health, local clinical commissioning groups and other organisations concerned with health and wellbeing to encourage individuals to access the many health improvements that come from growing your own food.

##### **E. Learning Outside the Classroom (LOTIC) Initiatives**

Having worked with 1 or 2 local schools at some of our edible community gardens we then progressed to being commissioned by a number of schools to deliver LOTIC

initiatives on school grounds including basic horticulture, Forest School activities, after schools gardening clubs and managing school allotment space.

Over the past 2 years we have established a district schools network comprising teachers, teaching assistants and parents interested in developing their schools LOTC offer and have held training days, created digital networks and hosted teaching resources on our website.

### **Products**

The products we have, over time, developed out of delivery of these services are:

- Edible Community Gardens
- Mini Allotment Plots
- Edible Gardening clubs
- Help Us Grow sessions
- The Grow Wakefield District Schools Network

### **Evaluation**

Over a number of years we have been collecting data from beneficiaries of our services, upon registration with us and after a period of involvement, in order to evaluate the impact of our activities on their mental and physical health, finances, level of satisfaction with the communities they live in and on their food growing skills.

From a health and wellbeing perspective we use a format based on the Short Warwick Edinburgh Mental Wellbeing scale to capture the positive impacts our initiative makes to beneficiaries health and wellbeing.

## **3.2 Product and service development**

Our intention over the next 3 years is to scale up our activities in order to significantly increase our social impact in each of our 5 core service areas.

### **A. Community Land Regeneration**

We plan to develop the resources we need to regenerate more over grown and under used community land assets in order to create at least two new community gardens each year.

### **B. Allotment Management Services**

By creating at least two new community gardens each year we will increase the number of new mini allotment plots available to beneficiaries.

### **C. Basic Horticultural Training**

Creating at least two new community gardens each year also means more edible gardening clubs and facilities for beneficiaries to learn the basic horticultural skills they need to grow their own food.

We also intend developing a training arm to provide opportunities for the unemployed and economically inactive to learn practical horticulture and hard and soft landscaping skills. By doing this we plan to add to our existing offer for beneficiaries interested in developing their interest as a career but also to increase our capacity to create, improve and maintain land for community food growing in the process.

#### **D. Health and Wellbeing Improvement Initiatives**

New community gardens and mini allotments will create additional locations for us to deliver more of our services such as Help Us Grow sessions and our plan is to expand where beneficiaries can access these products to a wider geographical area.

#### **E. Learning Outside the Classroom (LOTIC) Initiatives**

The next stage for our LOTIC initiatives is to develop the Grow Wakefield District Schools network further by engaging a Learning Outside the Classroom Coordinator whose role will be to help schools across the district utilise the resources in the school grounds, the local community and local environments in order to develop their LOTIC offer for students.

In turn we feel this will create increased opportunities for beneficiaries coming through our basic horticulture training initiatives with schools looking to create LOTIC roles and utilise our services to manage more of their outdoor space.

Successful delivery of our 3 year Business and Growth Plan will allow us to reinforce our reputation as a financially sustainable and operationally sound charitable enterprise which delivers significant public health and social impact benefits for the district.

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## **4. Our market**

### **4.1 Beneficiaries**

From our inception in 2010 our main objective has been to help as many people as possible to enjoy the many benefits that come from learning to grow your own food.

What has changed in that time is our appreciation of how wide ranging those benefits could be and what changes they could help bring about.

Our regeneration initiatives have transformed overgrown and under used pieces of land which were attracting anti-social behaviour and converted them into community growing spaces but along the way we've drawn beneficiaries together to feel part of their community, helped them develop a pride in what they have achieved and provided opportunities for them to socialise together.

We've helped many beneficiaries to have a go at growing their own food for the first time and shown them how they could contribute to improving their own mental and physical health by engaging in an activity that they enjoy and by growing food that they know is healthy.

We've saved people money at a time when many of our beneficiaries are finding their finances are being stretched to the limit and by allowing them to contribute towards feeding their own families by growing their own food or accessing the free food growing wild around the District.

We've also worked with schools, helping teachers to use food growing as an effective medium for developing life skills and confidence amongst pupils and linking the learning to the school curriculum.

Through our work we have come to realise how much our activities help members of what is, according to the Index of Multiple Deprivation 2019, a socially and economically disadvantaged community.

According to the index, a common benchmark of district-level deprivation relative to elsewhere in the country, Wakefield is, out of 317 districts, the 54<sup>th</sup> most deprived in England.

34% of our district's neighbourhoods are in the top-20% most deprived in England and the main beneficiaries of Grow Wakefield live in some of those greatest areas of deprivation and poverty.

The need for Grow Wakefield's services was already evident before Covid but during and since the height of the crisis even more beneficiaries have been accessing our community growing spaces.

Our allotments on the roof of the Ridings shopping centre for example have become a haven for plot holders who live in city centre flats and so have no garden space to escape to but for all our beneficiaries, being able to access their mini allotments to exercise, de-stress and grow their own healthy food has become a vital part of maintaining their wellbeing.

Here are some examples of recent feedback we've received:

*I am enormously grateful for being able to still visit the garden. I live alone and work at home and as I'm so close by so it's becoming a real haven of relaxation. (Collette)*

*Thank you for organising access for us to tend our plots - it means so much for me personally as I live in a flat have no garden or outside space and to be able to escape and get some very welcome fresh air means the world to me - (Carol)*

*Thank you for helping us to attend to our plots, it allows us to have a special place to go and have peace of mind and tranquillity at these difficult times – (Angela)*

#### 4.2 Stakeholders

Our main purpose is to provide our beneficiaries with opportunities for improved wellbeing through growing, learning and volunteering by creating community allotments, gardens and workshops across the district but we are only able to achieve our aims with the help of a range of external stakeholders:

##### **Commissioners and Public Bodies**

Since 2012 we have established ourselves as a safe pair of hands for organisations wishing to commission a range of community food growing, health and wellbeing initiatives across the district.

We have provided value for money by delivering sustainable projects which continue to run long after the funding period has ended and in 2016 achieved the externally accredited National Council for Voluntary Services PQASSO Quality Mark in recognition of the standards set across the organisation.

To date we have received over £130,000 worth of commissions to deliver our range of health and wellbeing services and our income from this sector rose to £28,500 in 2020.

Our commissioning and public body partners include organisations such as:

South West Yorkshire NHS Foundation Trust  
Wakefield District Council  
NOVA and Live Well Wakefield



## The Ridings Shopping Centre Riverside Housing

As Nova, Wakefield Council, Wakefield CCG and Young Lives Consortium has just launched their Third Sector Framework, a co-ordinated and transparent mechanism for allocating contracts to Third Sector organisations in the District we anticipate this sector will continue to grow over the coming 3 years.

### **Grant Providers and Funders**

We have so far been granted over £100,000 from providers and funders in this sector and income continues to increase, up to £15,500 in 2020.

The following organisations have awarded funds to the organisation to date, a number with repeat grants:

The Coalfield Regeneration Trust  
Wakefield District Community Fund  
Comic Relief  
The Peoples Health Lottery  
Wakefield District Health and Community Support  
The Social Investment Business

Our intention is to increase the range of trusts and foundations available to ourselves to approach for funding by applying to convert to a Charity in 2021, so enabling our income from this sector to grow considerably.

### **Education Partners**

Our website has always had a schools resources section and initially we worked with a handful of schools in the vicinities of our community allotments but in 2018 we established our Wakefield district schools network and have since developed it from merely a Facebook group to a support group of teachers, teaching assistants and parents interested in developing their schools Learning Outside the Classroom (LOTIC) offer.

This has subsequently led to commissions from schools such as Kettlethorpe High School to manage their school allotment garden and deliver LOTIC initiatives, a contract currently worth around £10,000 a year.

With over 150 schools across the Wakefield district and plans for Grow Wakefield to engage an LOTIC co-ordinator we see this sector as a major growth area over the coming 3 years.

### **Business Partners**

In 2012 we established a local food directory on our website, primarily as a way of us encouraging support for local food related businesses, but as our following on social media has grown we are starting to develop our local businesses relationships, sharing their promotions on social media and receiving significant donations of equipment and resources in return.

Our current business partners include:

British Garden Centres  
Horticulture  
BRS Garden Services

We see increased potential to work with existing, and develop new, partnerships in this sector as we develop our marketing strategy in this area over the next 3 years.



### **Community Partners**

Our unique selling point to our community partners is that, as a community based initiative, we can engage with them to identify underused pieces of land, often overgrown or the subject of anti-social behaviour, and work with local residents to transform them into attractive community gardens incorporating mini allotment plots.

To date we have worked with the following partners across the district:

Wakefield District Housing  
Wakefield Council Communities, Environment & Climate Change Directorate  
Department of Work and Pensions Community 10,000 initiative  
Outwood Memorial Hall  
Standbridge Community Trust  
Ossett War Memorial Community Centre  
Jubilee Hall, Lupset  
The Thornycroft Centre, Pontefract  
The Oasis Centre, South Elmsall  
Eastmoor Community Garden

We now plan to scale up our activities to provide accredited training in horticulture as well as in a range of other skills essential in the creation, regeneration and maintenance of community growing spaces with the potential for increased revenue through both training and delivery of horticultural services.

Becoming a charitable enterprise and developing stronger relationships with our stakeholders in each of these sectors will help develop new income streams and in return deliver additional and greater public benefit impacts for our beneficiaries over the next 3 years and beyond.

#### **4.3 Donors and supporters**

Grow Wakefield currently receives a small number of ad hoc financial donations each year, mainly from members of the public who have seen, and like, the work we do and want to contribute, or people who have been beneficiaries at some point in the past and now want to give something back.

It is an area we have probably not focussed enough on up until now but we have plans to add a donate button to our website and to increase our use of crowd funding and our social media presence to raise additional funds.

We also receive regular donations of plant, seeds, tools and equipment from businesses with surpluses or un-required stock and individuals who are no longer in need of items due to deaths in the family or themselves downsizing.

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## **5. Market research and testing**

### **5.1 Research**

Our experience from 10 years of working in our communities is that for a significant proportion who live in flats, apartments, care homes, houses with small or no gardens or where garden space is needed for other uses such as a children's play

area or parking, an allotment has historically been their only option if they want to try growing their own food.

There is however a long wait for allotments in the district.

In 2014 we were asked to commission research to ascertain whether the issues and challenges faced by those on the allotment waiting lists was widely reflected across the whole allotment portfolio.

The result was the most comprehensive study of allotment provision in the district ever undertaken involving surveys of all 59 Council allotment sites and gathering feedback from 9 stakeholder engagement meetings attended by hundreds of allotment holders.

The report found that the official number of plots/part plots was 1843 but with 42 plots overgrown and 110 plots lost to the list there were only actually 1691 let-able plots and there were 567 people on the waiting list.

20% of existing plot holders had waited over a year for their plot with 4% waiting over 5 years and with only 10% turnover of plots a year the indications were that the length of time someone could expect to wait for a plot was going up – not down.

Even worse, the length of waiting lists was common knowledge so as a result many people who were interested weren't even bothering to register meaning the real demand for space was much greater than the figures suggested.

Many others who would like to have a go at growing their own food don't do so due to a lack of experience or because, even if they could get one, an allotment plot, at around 250 square metres, seems far too big a task for them to take on.

Our response to the report was to increase our efforts to create an alternative option to Council allotments.

Our community mini allotments, created wherever we can gain access to suitable land, are generally slightly raised beds, about 8 to 14 metre square in area, with paths and with some surrounding communal fruit growing areas.

As well as providing the space, we establish edible gardening clubs where plot holders can get together to work on their plots and share their experience whilst they are gaining the confidence to grow their own fruit and vegetables.

Where we have set up mini allotment plots across the Wakefield District they have been snapped up as soon as they are advertised and are loved and well used by a range of plot holders from young mums with children to the unemployed to senior citizens.

Our business model has been developed in the knowledge that in the majority of neighbourhoods across the Wakefield District local people still don't have access to community growing spaces and somewhere to learn basic food growing skills and as the lead organisation for community food growing initiatives across the district we are best placed to take on the challenge of meeting this demand.

## 5.2 Testing

They say necessity is the mother of invention and all Grow Wakefield's "products" have their origins in the early days of Incredible Edible Wakefield and were born from the needs of our early participants to remove the barriers to growing their own food i.e. limited access to growing space, a lack of basic food growing skills and the

need to draw up constitutions, take out insurance and open bank accounts etc just to be able to access the land and funds required to get growing.

Those early participants formed community group Home Grown Horbury as land owners would only enter into even basic lease agreements with constituted organisations and then became Incredible Edible Wakefield as new opportunities to grow came about outside of Horbury.

Overgrown and under used pieces of land became Community Gardens and the need to give each participant space to grow what they wanted led to mini allotments.

Green Gym sessions became Edible Gardening clubs as participants asked for ways to meet more regularly to learn basic food growing skills and one off volunteer sessions to skill share or accomplish bigger projects became Help us Grow days.

The Grow Wakefield District Schools Network came out of nearby schools asking if they could get involved in our community gardens.

Some ideas like “veggie vouchers” as a way to exchange volunteer time for plants or produce came and went but over 10 years we have, through trying things out, seeing what worked and what didn’t, tweaking and refining ideas and by listening and taking on board suggestions we have developed ways of delivering our services which work for our stakeholders and beneficiaries alike.

Of course as Grow Wakefield has developed and grown in size our ways of testing out new ideas and gathering feedback have had to develop too.

When participants first come to us, as well as taking a snap shot of where they are at from a growing skills and health and wellbeing perspective we also ask about which benefits are of most importance to them.

In the past four years more than 120 beneficiaries have completed our registration and feedback survey forms allowing us to gather valuable information about their priorities and develop services to suit.

Feedback from our beneficiaries has identified the following priorities:

*How important is improving your food growing skills to you?*

Not important 0% Quite important 19% Very Important 81%

*How important is improving your physical health to you?*

Not important 5% Quite important 33% Very Important 62%

*How important is improving your local area to you?*

Not important 10% Quite important 32% Very Important 58%

*How important is making new friends to you?*

Not important 2% Quite important 36% Very Important 62%

*How important is saving money to you?*

Not important 17% Quite important 27% Very Important 56%

*How important is improving your mental health to you?*

Not important 7% Quite important 27% Very Important 66%

*How important is gaining access to growing space to you?*

Not important 0% Quite important 25% Very Important 75%

As technology has developed so have our methods of gathering feedback from our beneficiaries so we can continue to ensure our services meet their needs.

Our annual survey is now conducted primarily digitally, though we do send hard copies out to some beneficiaries who still prefer paper copies.

We now have WhatsApp groups for each community growing site and our staff and trustees, many of whom started out as beneficiaries themselves, are also members of the groups so we can hear the discussions about what is and isn't working for beneficiaries first hand and react quickly to adapt our products and services to suit.

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## **6. How we reach our market**

### **6.1 Marketing strategy**

In the 10 years since our creation we have become the leading community food growing organisation in the Wakefield District, mainly due to our unique selling point, our ability to engage with the communities we work in.

Our "Grow Wakefield district schools network" has its own Facebook group as does our "sheds" woodworking group and each of our edible gardening groups has its own WhatsApp group which we manage.

In less than a week we had a 70% response rate to our 2020 feedback survey demonstrating the amount of positive engagement we have with our existing beneficiaries.

When it comes to engaging with new beneficiaries we have a strong social media presence in communities across the district and over 1,500 followers on Twitter and just over 2,100 followers on Facebook plus our own Youtube channel.

Our website receives over 27,000 hits per year and our regular E-Bulletins are subscribed to by almost 1,000 local residents, council officers, councillors, MP's, funders, commissioners, numerous third sector organisations and all 159 schools in the Wakefield District.

In 2020 we used over 460,000 contacts via talks, walks, demonstrations, stalls, e-bulletins, website hits and social media posts to inspire thousands of people to have a go at growing their own food.

One Facebook promotion alone that year solicited over 700 requests for #StayHomeGrowYourOwn seed packs in a matter of a few hours and as a result we were awarded Wakefield District Housing's Digital in the Community award at their "Love Where You Live" Awards.

In order to better engage with our external stakeholders we have also undertaken a mapping exercise for over 150 contacts from across our funders, commissioners and community, business and education partners and catalogued them in terms of potential to positively impact our ability to deliver initiatives on behalf of our beneficiaries.

We have also established an "Ambassadors" group consisting of trustees and beneficiaries to review and develop our marketing strategy so that we can continue to find new and innovative ways to engage with our beneficiaries and to promote Grow Wakefield in the communities in which we serve.

We still have much we can do to continue to grow our impact so our sales and marketing strategy for the next 3 years will focus on embedding Grow Wakefield as the district's premier organisation for all things connected with local food, allotments and community food growing.

The following activities will drive awareness of the organisation and "sell" the value of our services to existing and new beneficiaries and external stakeholders:

#### **Existing Beneficiaries**

- Improved packaging of our service offer
- Improved benefits
- Yearly feedback survey
- Increased promotion of all of our services via Facebook, Twitter etc

#### **New Beneficiaries**

- Development of our website to channel more beneficiaries to our services
- Expanding the number of edible gardening club sessions accessible across the district
- Better engaging our beneficiaries in supporting Grow Wakefield's development
- Signposting all of our community growing sites
- Increasing the number of mini allotment plots we offer
- Improved packaging of our service offer
- Raising our profile with local media
- Increased promotion of our full range of services via Facebook, Twitter etc.
- linking into national/local community/healthy food campaigns

#### **Commissioners and Public Bodies**

- Mapping stakeholders to identify key influencers
- Creating an ambassador network to develop closer relationships with key influencers.
- Better capturing and communication to partners of our social impact
- Raising the profile of the range and geographical spread of our services

#### **Grant Providers and Funders**

- Engaging with the latest funding trends, news and opportunities through alerts and funding roundups
- Mapping stakeholders to identify key influencers
- Creating an ambassador network to develop closer relationships with key influencers.
- Better capturing and communication to partners of our social impact
- Raising the profile of the range and geographical spread of our services

#### **Education Partners**

- Expanding membership of the Grow Wakefield District Schools Network
- Identifying funding to engage a Learning Outside the Classroom co-ordinator
- Improved packaging of our service offer

#### **Business Partners**

- Targeting potential business partners within the area based on their strategic fit with Grow Wakefield's service delivery
- Improved packaging of our business services offer
- Better capturing and communication to partners of our social impact

- Positioning Grow Wakefield to deliver Corporate Social Responsibility benefit to business
- Developing on-going dialogue and feedback of Grow Wakefield's successes and evidence
- Developing Grow Wakefield's "Local Food Directory" as a marketing tool

#### **Community Partners**

- Improved packaging of our communities' services offer
- Better capturing and communication to partners of our social impact
- Profiling community partners within the area based on their strategic fit with Grow Wakefield's service delivery
- Developing on-going dialogue and feedback of Grow Wakefield successes and evidence
- Raising our profile as a credible Greenspace regeneration and management service

#### **Wider Public**

- Developing closer relationships with local media outlets
- Increased promotion of our full range of services via Facebook, Twitter etc.

## **6.2 Marketing plan**

Our sales and marketing plan has been designed to support the achievement of our aims and objectives and will focus on maximising existing marketing opportunities by packaging the business model, evidencing beneficiary and stakeholder value and taking a structured approach to targeting new opportunities:

<b>Beneficiary or Stakeholder group</b>	<b>Method(s) of engagement</b>	<b>Aim of engagement</b>	<b>Frequency</b>
Existing beneficiaries	Mailchimp	Reinforce value of membership	Quarterly
	WhatsApp	Share growing tips	Weekly
	WhatsApp	Develop support groups	Weekly
	Mailchimp	Identify new trustees	Yearly
New beneficiaries	Mailchimp	Promote mini plots and edible gardening clubs	Quarterly
	Facebook		Weekly
	Twitter		Weekly
	Website		Ongoing
Commissioners and Public Bodies	Ambassadors	Build relationships Obtain commissions	Targeted
	Facebook Twitter	Raise our profile Highlight successes	Monthly

Grant Providers and Funders	Ambassadors	Build relationships	Targeted
	Ambassadors	Raise additional core funding	Targeted
	Ambassadors	Identify additional project funding	Targeted
	Facebook Twitter	Raise our profile Highlight successes	Monthly
Education Partners	Mailchimp	Promote our LOTC services	Monthly
	Ambassadors		Targeted
	Facebook Twitter	Engage new teachers, TA's Parents	Monthly
	Website	Share online resources	Ongoing
Business Partners	Ambassadors	Obtain donated resources and services	Targeted
	Website	Promote partners services	Ongoing
Community Partners	Ambassadors	Identify new community growing sites Promote our services	Targeted

### 6.3 Our brand

In 2021 we changed our name from Incredible Edible Wakefield to Grow Wakefield.

Grow Wakefield was chosen as we felt it was a strong brand name which retained our geographical links with the district and food growing whilst alluding to the community and personal development which we have also found comes from our work.

One of our unique selling points is our ability to engage beneficiaries in making a difference in their own lives by helping us to turn over grown and under used pieces of land within their communities into productive community greenspaces.

It was therefore important for our brand that our new logo was beneficiary, rather than stakeholder, facing and so it was designed with a friendly, informal font and with a leaf motif to reinforce the link to horticultural rather than business growth.



As our vision has always been of an expanding network of allotments, community growing sites and other local food and well-being initiatives it is also imperative for our brand that beneficiaries feel engaged with their local initiative and empowered

to take some responsibility for its success whilst at the same time feeling supported by and connected to the wider Grow Wakefield network.

From our beginnings as a community based initiative our aim has been to remove the barriers that prevent people having a go at growing their own food and one of these barriers has always been the “red tape” that forces people that just want to get on and start growing to have to write constitutions, take out insurance, open bank accounts, to write policies etc before they can even put a spade in the ground.

In many cases in the past this has been enough to put individuals off taking their interest in growing their own food any further.

Grow Wakefield as an organisation acts as an “umbrella” bringing these individuals together as groups, allowing them to use our Governance, insurance, bank accounts, policies etc and achieving this by asking them to become individual members of Grow Wakefield.

The groups have their own local name but at the same time we want to make it clear that we are all part of the same organisation and so ask them to include “part of Grow Wakefield” within their logos or signage.

Each of the 10 groups established as “part of Grow Wakefield” are still going, some after over 9 years, and we have found that our strong brand and excellent track record in supporting groups gives external stakeholders the confidence to work with us to develop new local food initiatives safe in the knowledge that we are a safe pair of hands in which to entrust their land, resources and valuable funding.

Our “brand” is strongly linked to our values which are:

**Community - Working together, learning together and supporting each other**

**Inclusivity – “If you eat - you’re in” – everyone is welcome**

**Creativity - Finding new ways to overcome challenges**

**Integrity - Doing what’s right – not just what’s right for us**

We strive to ensure that our brand is in alignment with our values and permeates all aspects of our organisation so that all our beneficiaries and staff can rally behind our brand, and external stakeholders who share our values will be naturally attracted to work with us.

### **Key Messages**

Our key messages are statements about who we are, what we do and what action we want people to take and so inform our marketing strategy and how we communicate with our beneficiaries and external stakeholders.

Our key messages are:

- Together with local communities Grow Wakefield help turn under used and overgrown pieces of land into well loved community allotment gardens
- Together with our edible gardening clubs Grow Wakefield helps communities become more resilient by learning to grow their own food



- Together with teaching assistants, teachers and parents Grow Wakefield helps schools develop Learning Outside the Classroom initiatives to make learning more engaging for pupils
- Because of our supporters' contributions of tools, equipment, plants, seeds, compost, money and volunteer time Grow Wakefield have been able to create over 100 mini allotment plots within 12 community gardens across the district
- Together with community partners Grow Wakefield create opportunities for volunteering and developing horticultural skills as a way of helping maintain our communities greenspaces
- In 2020 Grow Wakefield supported over 22,000 hours of food growing activity through our mini allotment plots, edible gardening clubs and help us grow sessions
- Grow Wakefield have helped over 98% of our participants improve their physical and mental health
- Grow Wakefield have helped 96% of our participants increase the %age of household fruit and vegetables they grow themselves
- In 2020 alone Grow Wakefield used over 460,000 contacts via our e-bulletins, website hits and social media posts to inspire thousands of people to grow their own food
- Thousands of people use Grow Wakefield's Local Food Directory and social media posts to find and support local food businesses

#### **Tag Line**

A tagline is the heart of an organisation's brand, so it should be designed strategically, conveyed artfully, and delivered passionately and consistently.

Most essentially, it should be such a natural outgrowth of an organisation's name that the two are inextricably linked.

We feel our tagline does this beautifully:



**From Unloved Spaces to Food Growing Places**

#### **6.4 Key relationships**

Our decision to change name from Incredible Edible Wakefield to Grow Wakefield was very much led by our need to develop a strong brand to differentiate ourselves from the "competition".

Over the past 13 years the Incredible Edible movement has been featured on TV and in magazines and newspapers throughout the country and as a result many people have heard the name.

For much of this time this has worked in our favour when approaching partners or local funders in order to attract the funds required to establish our next community

initiatives but, as we have created more opportunities for people to grow their own food, our need to access funds from a wider range of funders has increased and unfortunately the Incredible Edible name has started to become somewhat of a barrier.

During 10 years we have been in existence the number of Incredible Edible groups nationwide has gradually increased to over 80 and the Incredible Edible Network has developed as a distinct, national organisation on its own.

As a result many regional and national funders see the name Incredible Edible on an application and think “we’ve already funded them” without understanding that all Incredible Edibles are separate organisations.

In a competitive environment where many funds are vastly oversubscribed, and funders are looking for reasons to thin out the applications, this was often enough to discount our application meaning a lot of valuable time was spent putting together unsuccessful bids, but more importantly, denying us the finances we need to grow our impact.

We also had concerns about the risk of being associated with another brand over which we had no say or control.

Our trustees therefore felt that a new name was necessary to remove this risk, to differentiate us from the competition and improve our chances of securing the funds needed to allow us to help more beneficiaries.

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## **7. Market analysis**

### **7.1 PESTEL analysis**

The beginning of 2020 looked like a year like any other and for Grow Wakefield it was about the same issues as many small social enterprises and charities i.e. the task of ensuring that our activities were relevant and finding commissions and funding to allow us to cover the costs of maintaining and growing our services for beneficiaries across the Wakefield district.

The political landscape had been changed with the United Kingdom leaving the European Economic Union and when considering what that might mean for small social enterprises our conclusions were that though the impacts of Brexit may have no direct implications on our operations in the short term there were potential impacts on supplies of fruit and vegetables into the UK which may result in an increased demand for local food growing initiatives at some point.

The emergence of Corona virus and its impact on the whole population’s ability to maintain their health and wellbeing however brought more immediate and greater challenges to how Grow Wakefield operated and our ability to support our beneficiaries and deliver our services.

The national social impacts of the pandemic throughout 2020 and into 2021 have also been felt at a local level and our challenge has been to give opportunities to Grow Wakefield’s beneficiaries to work, exercise and socialise.

We are proud to say that in a time when many organisations were forced to shrink service delivery Grow Wakefield has risen to the challenge and taken the opportunity to not only maintain, but to expand our services, increasing the number of community allotment plots available for the public to access for exercise and general wellbeing, whilst maintaining adherence to government guidelines for safe working and social distancing, as well as supporting the wider community with services such as our #StayHomeandGrowYourOwn initiative to distribute seed sowing activity packs and seedlings to those shielding or self isolating.

The 'ground up' and lead 'by example' approaches taken by Grow Wakefield and our relationships with our beneficiaries and the wider public have helped us address the immediate needs of our local community.

The benefits of growing food and the social interaction are part of a social continuum of growing, cooking and eating together which has been lost through the isolation and restrictions imposed by the various types and tiers of lockdown imposed throughout 2020 and 2021 but it is our intention to accept both the challenge and opportunities to reinforce this important message as we develop our services for 2021 and beyond.

A secondary issue has been the significant impact the Covid crisis has had on both the national and local economy and we have therefore also had to adapt to, and address, the challenges that have resulted from an increase in austerity and the ability of the general public to access fresh and affordable food.

The pandemic has led to an increased reliance on local food banks and initiatives put into place by Grow Wakefield to grow food in mini allotment plots throughout the Wakefield Metropolitan District have been in increased demand.

With a demographic profile which has identified that the district is the 54<sup>th</sup> most deprived area in the country out of 317 districts and has 54,200 residents living in the top 10% most deprived areas in England Grow Wakefield has found itself working in many of these specific deprived areas and one of our major drivers is to continue to develop our activities to benefit more people within these communities.

At the same time meeting this increased demand has to be undertaken in economically challenging times and with a constricting funding environment.

We are aware that the pandemic has had a major impact on the funding of charities and research shows that as the UK economy has reduced this has had an impact on the funds being made available to many charitable organisations. This shrinkage of funding has had specific consequences for the charity sector with many funders refocusing their funding streams to specifically pandemic related initiatives and projects.

As a result Grow Wakefield has applied and been successful in accessing short term funding which we have used to benefit those affected locally by the consequences of the pandemic.

We have however realised that our ability to continue to grow to meet the increased demands of our beneficiaries relies not only on maintaining the quality of our services but on our ability to engage with donors, supporters, stake-holders and

commissioners and has led to the development of this Business and Growth Plan to support our application for charitable status in 2021.

We perceive that with a reduction of funding from central and local government and other funding sources such as Charitable Foundations and Trust that there will be a need for full engagement with both partners and the general public to address the need for a more collaborative approach to meet the social, economic and wellbeing needs of society.

This has been difficult throughout 2020 and the early part of 2021 and whilst this might be seen as a major challenge in the current situation we see it as an opportunity to enhance our ability to communicate with our current and future stakeholders and commissioners, members and the general public by putting in place a comprehensive engagement strategy that is reflective of our Mission, Vision, Aims and Objectives.

To allow us to grow our impact as a new charitable enterprise it is our intention to also develop increased volunteering opportunities within the wider community of Wakefield district and to encourage community management of public spaces which will consequently lead to improving social leadership. This will be achieved throughout 2021 and beyond through improving our stakeholder engagement in order to better promote the aims and objectives of Grow Wakefield and to encourage beneficiary involvement across all areas of our organisation.

Grow Wakefield are aligned with other national and local organisations who are addressing climate change and its environmental impact and within our business and growth plan we have also identified the need for greater education and awareness of the environmental benefits of growing your own food.

This will be achieved through the objectives aligned to our key aim of inspiring and engaging communities across Wakefield and delivery of our engagement strategy.

There will be an emphasis placed on the connection to environmental past as well as helping people consider the environmental future through highlighting the need to grow seasonal foods and not be reliant on imported out of season food. Growing your own food has positive environmental health effects by reducing the carbon footprint of transporting food unnecessarily.

Analysis through the PESTEL process has allowed our Trustees, through robust discussions, to contextualise the way in which Grow Wakefield has formulated our Business and Growth Plan and has allowed us to focus on maximising the opportunities to grow food which have positive economic, social and environmental impacts.

We have robust strategic management and leadership arrangements in place to ensure that we can promptly address any challenges that occur and also have the ability to take advantage of emerging opportunities in line with our Mission, Vision and Aims and Objectives.

Political	Economic
<ul style="list-style-type: none"> <li>• Increased emphasis on privatisation of public services leads to contracting opportunities and gaps in community provision;</li> <li>• Access to fresh and affordable food challenged by austerity measures;</li> <li>• Ongoing devolution of services to local areas and communities leading to ground up solutions;</li> <li>• Social Value Act 2012 determining better evidence collection base for impacts;</li> <li>• Increased demand for public growing spaces but no political requirement to provide.</li> <li>• Adapting to post-Brexit arrangements</li> <li>• Covid-19's impact on politics and opportunities to influence wider change</li> </ul>	<ul style="list-style-type: none"> <li>• Gaps in economic inequalities rising leaving many to get food from food banks;</li> <li>• Growth in social enterprise sector and solutions;</li> <li>• Greater emphasis on outcomes in commissioning requires robust structure/systems;</li> <li>• Greater number of social investors in community sector;</li> <li>• Growing your own can be a low cost, purposeful activity with lots of economic benefits for the tax payer through reducing cost of poor health, community cohesion etc.</li> <li>• Uncertain economic outlook for 2021</li> <li>• Government increases short-to-medium-term public spending</li> <li>• Unemployment rising and likely to rise further</li> <li>• Livelihoods of beneficiaries and the increasing gap between rich and poor</li> <li>• Increased donations especially for health-related charities but declining for many others</li> <li>• Challenging charity funding environment in 2021</li> </ul>
Social	Technological
<ul style="list-style-type: none"> <li>• Poor social cohesion and community relationships a growing problem;</li> <li>• Shrinking opportunities for community members to meet, work and socialise together, without the need to pay;</li> <li>• Growing food is part of a social continuum of growing, cooking and eating together;</li> <li>• Possible solution for improving health, wellbeing and food education;</li> <li>• Community management of public space leading to improved social leadership;</li> </ul>	<ul style="list-style-type: none"> <li>• Online media allows communication with customers cheaply</li> <li>• Technological advancements are improving communication and engagement</li> <li>• Internet allows information about companies to be disseminated instantaneously, creating risk and opportunity</li> <li>• Covid-19 accelerates the need for digital transformation in charities' operations</li> <li>• Investment needed in the digital skills of staff as well as digital infrastructure</li> </ul>

<ul style="list-style-type: none"> <li>• Volunteering is seen as something lost in poorer communities and something important to regain;</li> <li>• Grow Wakefield is a 'lead by example' movement of people.</li> <li>• Amplification of existing inequalities and divides under covid-19</li> <li>• Impact of remote working on charity operations</li> <li>• Increasing trust in charities</li> <li>• Community mobilisation and the role of mutual aid groups</li> <li>• Shifts in volunteering trends during the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>• Data protection and cyber security issues with increased delivery of services online</li> <li>• Need to tackle the digital divide</li> <li>• Opportunity to responsibly harness the power of social media platforms</li> <li>• Opportunity to use data to effectively meet user needs</li> </ul>
<b>Legal</b>	<b>Environmental</b>
<ul style="list-style-type: none"> <li>• Covid-19 has allowed for a period of flexibility in charity regulation</li> <li>• The impact of the Brexit deal for charities on issues such as products, environmental and data standards</li> <li>• Possible continued shrinking of civic space and individual civil liberties</li> <li>• Updates to the Charity Governance Code's integrity and diversity principles</li> <li>• Introduction of the Corporate Insolvency and Governance Act 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Greater education and awareness through growing your own;</li> <li>• Boosts connection to environmental past and well as helping people consider the environmental future;</li> <li>• Growing your own has positive environmental health benefits.</li> <li>• Important role of civil society in tackling climate change</li> <li>• Shift to ethical consumerism and what this means for charities</li> <li>• Shift towards decentralised social movements such as Black Lives Matter</li> <li>• Role of charities in building back better and a green economic recovery</li> <li>• Impact of climate change on public services and emergency response plans</li> </ul>

## 7.2 Competitor analysis

Our unique selling point across all our range of services is that we draw our beneficiaries and volunteers from within communities so we can establish and deliver services across the district and also have demonstrable success in developing our initiatives in ways that ensure services continue to thrive after funding or commission periods have ended.

We appreciate though that we do still have competitors to different degrees in each of our service areas and so have done some analysis of who they are and our own and their strengths and weaknesses and the threats and opportunities that exist in our markets.

### 7.3 Who are our competitors?

Organisations which can be seen as our competition vary depending on the service area involved:

- **Community land regeneration services**

Groundwork is our main competition in this sector as they provide landscape design and contracting services. Though they are more established and better equipped for larger projects than ourselves when it comes to smaller projects we are less expensive and have a track record of creating sustainable spaces due to our superior community engagement.

- **Allotment management services**

Allotment management services in Wakefield are currently provided by the district, parish and town councils but the vast majority of sites are oversubscribed and there is currently no appetite within public bodies to set up new ones.

Our USP is in developing new sites and groups which, with a little support from us, are able to substantially self manage.

- **Basic horticultural training**

Wakefield College deliver some level 1 and 2 horticultural training for 16 to 18 year olds and the Royal Horticultural Society (RHS) have been providing unaccredited sessions to similar age ranges but there is no one in the district providing basic horticultural training to those outside this age range.

- **Health and wellbeing improvement initiatives**

As our health and wellbeing improvement services are primarily community food growing initiatives we have little, if any, district wide competition. What competition we do have tends to come from individual, local initiatives, financed through one off funding bids submitted by organisations with access to some growing space. Caught at the right stage many of these are actually potential partners rather than competitors and our improved marketing strategy will increase awareness of our offer in this sector.

- **Learning Outside the Classroom (LOTG) initiatives**

In terms of schools gardening and horticulture the Royal Horticultural Society (RHS) sometimes offer LOTG initiatives into schools, as and when they have secured national or regional funding, but they are sporadic and usually short term in nature.

Where we differ is that we use our local knowledge to help schools to identify the resources they already have such as equipment, greenspace etc and to support teachers, teaching assistants and parents with an interest in LOTG but lacking the confidence and skills to develop the schools offer themselves.

In terms of Forest Schools there are a number of small local providers operating in the district but few who can deliver combined forest school and school gardening.

#### 7.4 Table of competitors

As a community based organisation that has been working across the districts neighbourhoods for over 10 years we have a good knowledge of the areas we work in and which we have utilised this experience along with internet searches and discussions with our community and business partners to compile a table of our main competitors in each service areas.

Who	What	Target market	Turnover	Strengths	Weaknesses
Groundwork NorthEast & Yorks	Charitable Trust	Community projects Land projects	£541,000 £1,719,000	Well established Well resourced Council connections	Continues to merge to address ongoing financial challenges Poor beneficiary engagement
Green Man Learning	Sole Trader	Outdoor Education & Forest Schools	Not known	Own woodlands Good range of products Experienced leaders	Sole trader so not fundable – can only trade
Athelas CIC	Community Interest Company	Outdoor Education & Forest Schools	Not known	Experienced leaders Own website Established client base	No food growing/gardening offer
Oak Forest School	Community Interest Company	Forest School and Wilderness Skills	Not known	Experienced leaders Own website Established client base	No food growing/gardening offer
RHS	Campaign for school gardening	Training courses and events	Vast	Well resourced Nationally known	Short term free offers or paid teaching services only
The Conservation Volunteers	Charity	Community projects		Well established Well resourced	Not as active locally as once was



## 7.5 SWOT Analysis

Together with our trustees we have completed a SWOT analysis and have identified opportunities to remedy our perceived weaknesses and, through our business and growth plan, have put in place mitigation strategies for the potential threats identified.

Strengths	Threats
<ul style="list-style-type: none"><li>• Good governance and leadership</li><li>• Excellent community engagement</li><li>• Good brand recognition in our sector</li><li>• Tested range of initiatives in land regeneration, allotment management and basic horticultural training</li><li>• Strong presence in a number of fundable sectors</li><li>• Excellent track record of bringing in external funding and managing small/medium sized projects.</li><li>• Excellent evidence of bringing about change</li><li>• Energy, enthusiasm and passion from membership, staff and Trustees</li><li>• Recognised quality mark in PQASSO</li></ul>	<ul style="list-style-type: none"><li>• After effects of Covid may reduce funding for initiatives from local government and public health</li><li>• May not have the capacity to take on new projects/commissions that require scale</li><li>• Loss of brand recognition due to name change</li></ul>
Weaknesses	Opportunities
<ul style="list-style-type: none"><li>• Beneficiary engagement could be improved</li><li>• Need to build our profile and relationships with key external stakeholders</li><li>• Over reliance on local funders</li><li>• Promotion and marketing needs improving</li></ul>	<ul style="list-style-type: none"><li>• Develop our stakeholder engagement group</li><li>• Develop relationships with new Charitable funders</li><li>• Put new marketing strategy into action</li><li>• Establish ourselves as the leading LOTC provider for the district</li><li>• Develop our service offer to commissioners</li><li>• Build relationships with the statutory sector as a community partner that can co-deliver and co-design</li><li>• Occupy the space between statutory and community</li><li>• Roll out initiatives across the district</li><li>• Develop training initiatives</li></ul>

## 7.6 Summary

Grow Wakefield are currently in a strong position in most of our target sectors.

Though there are larger organisations offering community land regeneration services where we excel is in utilising our superior community engagement to help communities turn small to medium sized pieces of under used or over grown land into much loved community growing spaces.

By including mini allotment plots in the designs we have identified a way to keep local people engaged in maintaining the space and we have developed an effective allotment management service to support this strategy.

We appear to be the only organisation offering basic horticultural training for adults in the district and plan to develop more vocational training to further expand this aspect of our offer.

Health and Wellbeing is a bigger market but when it comes to community food growing initiatives again we have little district wide competition and have evidence of good outcomes from the services we deliver.

Learning Outside the Classroom is a newer market to ourselves and there are other, more established, providers offering Forest School type services there is less competition in the school gardening sector and so we feel by offering a hybrid model and focusing on supporting schools to develop their own bespoke model of LOTC rather than just delivering a pre-packed offer we can differentiate ourselves from the competition.

We have already trialled this model with one school in the district with great success and are now targeting the resources to be able to offer this service to a larger number of schools.

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## 8. Operational plan

### 8.1 Milestones and timescale

Organisational aim	Activity/Outputs	Milestones	Timescale
<b>Key Aim One</b> - Inspire and engage communities across Wakefield	Increase the number of contacts with Grow Wakefield's online initiatives by 10% each year	Re-launch website Commence new marketing strategy	April 2021 April 2021
<b>Key Aim One</b> - Inspire and engage communities across Wakefield	Increase the total number of beneficiaries of Grow Wakefield's services by 20% each year	Obtain funding for LOTC co-ordinator Engage LOTC co-ordinator	July 2021 Sept 2021
<b>Key Aim One</b> - Inspire and engage communities across Wakefield	Support the development of at least 2 new local food initiative at new locations each year	Identify site 1 Identify site 2	February 2021 August 2021
<b>Key Aim Two</b> - Develop healthier and more sustainable communities	Help increase the average amount of time Grow Wakefield's beneficiaries spend growing their own food by at least 20% since registration	Establish edible gardening club 1 Establish edible gardening club 1	May 2021 Oct 2021
<b>Key Aim Two</b> - Develop healthier and more sustainable communities	Help improve the Short Warwick Edinburgh Mental Wellbeing score of beneficiaries of Grow Wakefield's initiatives	Annual Feedback survey	January 2022
<b>Key Aim Two</b> - Develop healthier and more	Increase the number of mini plots created by 50% over the next 3 years	Identify site 1 Identify site 2	February 2021 August 2021

<i>sustainable communities</i>			
<b>Key Aim Three</b> - Establish a financially sustainable and operationally sound charitable enterprise	Hold reserves equivalent to at least three months of unrestricted spending	Charitable status application  Identify additional funds	May 2021  July 2021
<b>Key Aim Three</b> - Establish a financially sustainable and operationally sound charitable enterprise	Maintain at least 2 trustees with experience at senior level in each desirable category and 2 in each essential category of our trustee's skills audit	Complete trustee skills audit  Fill any skills gaps  Advertise for new trustees	February 2021  March 2021  August 2021
<b>Key Aim Three</b> - Establish a financially sustainable and operationally sound charitable enterprise	Achieve our aims whilst operating within parameters defined in the Board's agreed income diversification tool	Agree parameters  Trustee finances review	February 2021  Quarterly

## 8.2 Partners and suppliers

We work in partnership with many organisations as detailed in section 4.2 – Stakeholders - as our whole business model involves working with partners, whether it be community based organisations to identify locations which can be transformed into community gardens and mini allotments, investors and funding bodies in order to obtain funds for projects, public bodies and schools for whom we deliver commissioned services.

We have no partners or suppliers upon which we are particularly reliant as we have spread our income and expenditure over a range of partners to ensure we do not become over reliant on any one of them.

## 8.3 Premises and equipment

### 8.3.1 Premises

We already rent adequately sized office space in the district to accommodate the scaling up of our services and the rental costs are included with our operational budgets.

### 8.3.2 Equipment

Our core business model is to locate potential new community grow sites and then to identify funding to purchase the equipment and infrastructure required to enable our beneficiaries to successfully engage in growing their own food.

The most expensive item is usually a greenhouse and/or poly-tunnel and then the smaller items such as wheelbarrows, spades, hand tools etc.

Once each community site is established we complete an inventory check each year prior to the start of the growing season to identify any new resources needed and each site has a budget from its plot fees to allow any shortages identified to be addressed.

## 8.4 Transport and logistics

Our business model does not require the use of company cars or vehicles at this stage and we do not envisage this changing during the 3 years of this Business and Growth Plan.

## 8.5 Payments

In terms of our paid services these have purposely been made affordable so our beneficiaries are able to pay on a month by month basis or with a discount for paying for 12 months in advance. We operate a receipted petty cash system for those wanting to pay by cash or service users can make payments direct into our bank account.

## 8.6 Legal requirements

Grow Wakefield complies with all legal requirements as a registered Company Limited by Guarantee registered with Companies House and should we be successful

with our application for Charitable status we will obviously also be registered with the Charities Commission.

Volunteers, staff and trustees all receive standard DBS checks and undergo full inductions. Trustees also complete a declaration of interests, agree to a code of conduct and undertake a specific trustee induction to ensure they are fully aware of both their legal and fiduciary duties.

We have an organisational handbook which is downloadable from our website and is also issued to all volunteers, staff, associates and trustees.

The handbook includes our mission statement, aims and objectives, values, health and safety policies as well as our safeguarding, equality and HR policies to ensure we comply with all related legal obligations.

We are currently exempt from VAT but are registered with Her Majesty's Revenue and Customs.

## 8.7 Insurance

Grow Wakefield currently has the following insurance cover in place:

Section of cover - Public/products liability

Limit: £5,000,000

Section of cover - Professional liability

Limit: £250,000

Section of cover - Management liability

Limit: £250,000

Jurisdiction: as stated in the cover section of policy

Section of cover - Entity defence

Limit: as stated in the cover section of policy

Section of cover - Employers liability

Limit: as stated in the cover section of policy

Section of cover - Property damage

Overall sum insured: £1,061

Section of cover - Damage to portable equipment

Sum insured: £10,609

Section of cover - Personal accident

Scale of benefits: as stated in the cover section of policy

Section of cover - Money and personal assault

Scale of benefits: as stated in the cover section of policy

We also have a separate policy to cover our "sheds" woodworking group and workshop.

Section of cover - Public/products liability

Limit: £5,000,000

Section of cover - Employers liability

Limit: £10,000,000

Section of cover - Property damage

Overall sum insured: £3,000

Our activities are reviewed on an annual basis to ensure that we maintain adequate cover for our full range of services.

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## 9. People, management and governance

### 9.1 Our team

The Grow Wakefield team is led by Chief Executive Officer Andy Austerfield who originally founded the organisation as a community group in 2010 and was Executive Director of our forerunner Incredible Edible Wakefield for 8 years.

Prior to his involvement in the third sector Andy had 33 years managing in the construction industry including setting up and running his own successful, £1,500,000 turnover, interior fit out contractor.

As a volunteer with Home Grown Horbury he was responsible for initiating many of its initiatives before managing the organisations change from a community group to a fully fledged social enterprise, before becoming Incredible Edible Wakefield's Executive Director (ED) and developing the organisation's growth strategy.

Mr Austerfield developed all the organisation's operational systems including quality, health and safety and management structures and responsibilities as well as an effective system of financial record keeping and also has experience working within a charitable organisation as a trustee for Lippy People – a video storytelling charity.

In 2020, when deciding on a Chief Executive Officer (CEO) for Grow Wakefield, Trustees utilised the National Council for Voluntary Organisations role description for a CEO of a medium sized Charity or Social Enterprise.

Trustees systematically matched the Incredible Edible Wakefield Executive Director role with the CEO role description for the new organisation and the CEO role for Grow Wakefield was found to be substantially equivalent to the role of Executive Director of IEW.

The key tasks and duties involved in the new CEO role were identified and Mr Austerfield was asked to submit a CV and résumé of his skills and experiences, mapped against these key duties and tasks.

The board of trustees reviewed his submission and agreed that with the skills and experiences listed there was an excellent match to those required of the new CEO role and Mr Austerfield was subsequently appointed to the role.

Our Company Secretary and Office Administrator is Suzanne Mitchell who, as well as being a founding member of Incredible Edible Wakefield, has previous experience working in roles within public service organisations including Mid Yorkshire NHS Hospital Trust and the Young Offending Intensive Supervision and Resettlement team.

Her experience includes:

- Co-ordination and development of administrative systems
- Design and production of project work
- Data storage and retrieval
- Production of confidential documents
- Management of accounting system and entry of all sales and purchase invoices using Sage and Sage Job Costing
- Providing a wide variety of clerical duties

Our strategy for project delivery is achieved via a small network of paid associates running sessions which bring together groups of local people looking for the opportunity to grow their own food, learn new skills and willing to volunteer their time to create new growing spaces.

As a result most of our team started out as participants then progressed to volunteers before ultimately becoming paid associates and so, rather than having professional horticultural qualifications, have developed their skills and passion for growing their own food through in house training and assessment.

Kitty Rees has a background working for charity The Conservation Volunteers but has been with us since 2014, volunteering on a project delivering vocational horticultural training to 14 to 16 year olds and progressing to running several of our edible gardening clubs as an associate.

Julia Roebuck followed a similar path, helping create our second edible community garden as a participant, then volunteer, and now running another of our edible gardening clubs, also as an associate.

Richard Brown is a trained horticultural therapist who initially volunteered whilst at risk of redundancy from his post within the NHS and now delivers one of our therapeutic gardening sessions catering for beneficiaries with mild mental health conditions or learning disabilities.

As Grow Wakefield continues to develop we intend to expand the pipeline of opportunities for more beneficiaries to follow this route into employment where they feel this is appropriate for them.

## 9.2 Our board

Grow Wakefield realise that a good board makes all the difference to our organisation's future and that a strong board creates a shared vision, renewed purpose and helps ensure that our trustees make the right strategic decisions.

We have a rigorous approach to trustee recruitment, performance and development, and to ensuring the boards good conduct and have in place formal inductions, checks, codes of conduct and declarations of interest procedures to ensure we maintain a high quality board at all times.

In order to give consideration to the skills, knowledge and experience our board of trustees needs, what it currently has, and to identifying any gaps and inform trustee recruitment we have a system of regular trustee skills audits covering our project work, working environment and over 20 management skill sets.

As an example, through our latest audit, we identified skills gaps in marketing and HR advice and were able to recruit a trustee with the required background in marketing from our existing beneficiary pool and engage HR information and advice service to ensure trustees had access to the relevant resource when required.

We currently have a six person board and a key advisor consisting of:

Our Chairperson, John Whiteman, who was a senior manager in local government dealing with disasters and emergencies and has a background in project management, service and business planning.



He also has considerable experience of establishing and chairing a social enterprise, Building Ossett Better CIC, and a charitable organisation, Education Ossett Community Trust, with a particular interest in governance and financial scrutiny of them.

Stuart Boothman had 29 years in education from teacher, to head teacher, followed by 4 years in local government as a school improvement adviser and is currently a semi-retired, educational consultant and a school governor.

He has also been heavily involved in the third sector for many years as founder of both Wakefield Friends off the Earth and Just Transition Wakefield and a charity trustee for the Phoenix Centre Alverthorpe.

Maureen Jones also has a background in education having worked for 20 years teaching in adult education and volunteering extensively in the third sector since retirement.

Sandra Jones has 20 years experience in the voluntary and community sector as a Community Development Practitioner; from setting up community co-operatives to advising individuals setting up community groups or small business and has worked with many organisations on core services or increasing volunteering opportunities including the Citizens Advice Bureau and the Samaritans.

Prior to completing her BA in Consumer, Health & Communities Studies at Bradford University she also worked for many years in the public and private sectors - including as a Legal Secretary and she has previous experience as a trustee for Homestart (Castleford).

Clare Carter works for Yorkshire Ambulance Service (YAS) as a Dispatcher and, before that was the Office Manager, running 2 HQ buildings, ensuring all 500+ staff within the buildings at any one time could carry out their roles successfully & worked daily with people at all levels - no formal qualifications but loads of transferable skills and bags of enthusiasm.

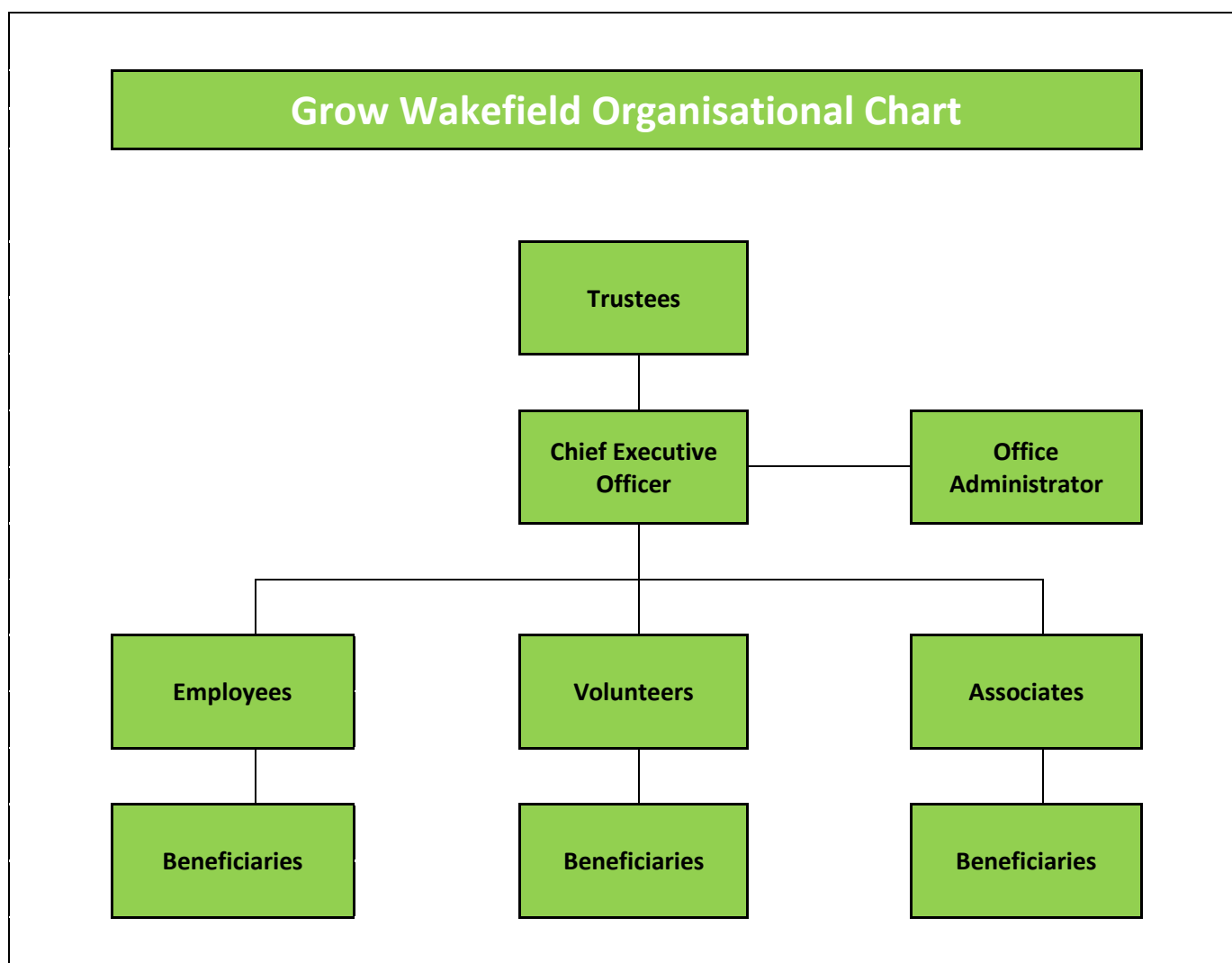
Penny Veale has a Masters degree in Public Information and is also a former member of the Chartered Institute of Public Relations, working as a senior journalist on a regional newspaper before taking up a post as a Public Relations Officer for West Yorkshire Metropolitan Police.

She has also worked in the Civil Service as a press officer for 2 Government departments, managing large multi-skilled teams of people based all over the UK and organising media facilities, managing media at large events including Royal and ministerial visits and is also qualified in emergency planning.

Lynda Overend is an ex trustee and key advisor who acts as the organisations Safeguarding Officer but also has many years' worth of experience working as a qualified management accountant and as a civil servant involved with budget management, forecasting, business case preparation and evaluation, planning and scheduling, chairing contract meetings, project management, delivering presentations and interactive workshops, bidding evaluations and analysing and delivering solutions to problem situations.

### 9.3 Proposed management structure

The following organisation chart shows the reporting structure of the organisation:



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## 10. Our impact

### 10.1 Impact summary

Measuring our social impact is central to Grow Wakefield's strategy as it helps us know whether we are meeting our mission and vision and helps us understand, manage and communicate the social value that our work creates in a clear and consistent way.

At the forefront of this is capturing the impact of our services in improving the lives of our main beneficiaries and we achieve this primarily via a registration survey when they first access our services and a feedback survey every 12 months.

The surveys cover the major areas where we feel our work has an impact including satisfaction with the communities they live in, level of food growing skills, finance, time spent actively growing their own food and their levels of mental and physical health which we measure using the Short Warwick Edinburgh Mental Wellbeing Scale (SWEMB).

In our most recent survey over 80 beneficiaries reported the following impacts from their involvement with Grow Wakefield:

*Has Grow Wakefield helped improve your food growing skills?*

No benefit 3% Some benefit 18% Great benefit 79%

*Has Grow Wakefield helped improve your physical health?*

No benefit 3% Some benefit 50% Great benefit 47%

*Has Grow Wakefield helped improve your local area?*

No benefit 0% Some benefit 48% Great benefit 52%

*Has Grow Wakefield helped you make new friends?*

No benefit 1% Some benefit 54% Great benefit 45%

*Has Grow Wakefield helped you save money?*

No benefit 11% Some benefit 66% Great benefit 23%

*Has Grow Wakefield helped improve your mental health?*

No benefit 1% Some benefit 35% Great benefit 64%

*How has involvement with Grow Wakefield helped improve your access to growing space?*

No benefit 6% Some benefit 14% Great benefit 80%

*How satisfied are you with your involvement with Grow Wakefield?*

Unhappy 0% Happy 7% Very Happy 93%

The survey of course captured other outcomes which are summarised in our impact table in section 10.2 but we feel the above feedback gives a good overview of the impact our services have and the capacity of our initiatives to improve our beneficiaries' lives in ways that matter most to them.

### **Social Return on Investment**

In 2015 we used organisational development funding to commission a social return on investment report with the aim of measuring the social impact and social value provided by our core initiatives at the time, our edible gardening clubs and mini allotment plots.

### **Outcomes**

The outcomes that Grow Wakefield delivered through its activities were broken down into 3 measurable areas which could be given a monetary value, either to demonstrate costs saved by other organisations or to show the added value we provided.

### **Social Outcomes**

There are a number of social outcomes achieved directly or indirectly by Grow Wakefield.

- **Reductions in social isolation** – This has been achieved through the development of the various activities, especially gardening clubs and the mini allotments.
- **Increased levels of activity and exercise** – Each of the activities that Grow Wakefield deliver involves some form of activity and/or exercise including digging, planting, light construction, and fruit/vegetable harvesting.

- **Intergenerational support and exchange of skills** – This has led to improved relationships between generations, befriending and less feelings of social isolation for those involved. The impact of reduced social isolation is provided above.
- **Skills development** – A number of people accessing the activities run by Grow Wakefield have improved their skills and it was assumed that at least 1 person would go on to access part time work as a result of the skills developed through their work or volunteering with Grow Wakefield.
- **Improvements in mental health** – Exercise, especially undertaken outdoors has a positive impact on mental health, as well as involvement in activities that are sociable and increase interaction with others.
- **Reduced use of medication in terms of both mental and physical health** – The cost of prescribing per person per week is £54, with the additional cost of a GP visit at £38 per person, per month.
- **Increased levels of confidence and self-esteem** – If people increase their confidence they are more likely to live healthier lives, often reducing their reliance on statutory services.

In terms of social outcomes, the report determined Grow Wakefield to have a potential social value of **£42,261** per annum.

### **Economic**

There are a number of economic outcomes achieved directly or indirectly by Grow Wakefield.

- **Opportunities for volunteering to develop skills** – The input of volunteering time can be calculated using an hourly wage; approximately £14 per hour, based on the average wage in the UK (as suggested by Volunteering England, Calculating the Economic Value of volunteers). The amount is then calculated by working out the number of volunteers within an organisation, the average number of hours working and the average hourly wage.
- **Increased employment (leading to reduced benefits payments and health impact)** – As above, a person entering part time employment on the average part time working wage **£5,250** (based on 16 hours per week, 52 weeks a year). There are also savings to be made in terms of potential reductions in benefits payments. It is assumed that one person during the year went on to secure employment as a result of the support provided by IEW and the volunteering experience gained.

Based on assumptions outlined in the report the potential economic impact of Grow Wakefield's activities was suggested as **£29,935.20** per annum.

### **Environmental**

There are many positive environmental outcomes achieved directly or indirectly through our initiatives but the main 2 are:

- **Improvements in the local environment** – Improving an area that was formerly underused and is now transformed for food growing and exercise has a positive impact on the local environment.

- **Reduced food miles from local food growing projects** – Reduced carbon emission associated with growing vegetables locally was taken at a cost of £13.08 per 200 m<sup>2</sup>, therefore the smaller plots in some of the gardens in this project (approximately 84 m<sup>2</sup>) would equate to approximately £5.50 per annum.

The figures based on “A Low Carbon Route Map: Food” Climate Challenge Fund (2009) and on 5 community gardens assumed that there was a reduced carbon emission of **£27.47** per annum.

### Impact Summary

Based on the assumptions outlined in the report, and depending on the individuals supported through the activities, the value for the social, economic and environmental outcomes of our edible gardening clubs and mini allotments alone was estimated at **£72,222.68** per annum.

As our annual number of beneficiaries has increased fivefold since the report was completed and the services we deliver are broadly the same in nature it can safely be assumed that our social return on investment is now in the region of **£361,000** per annum for an investment of around **£56,000** per annum.

## 10.2 Impact table

The following impact table summarises the processes we have in place for measuring, learning from and communicating our impact:

<b>The change we want to make</b>	Inspire and engage communities across Wakefield by increasing the number of contacts with Grow Wakefield’s online initiatives by 10% from 2020 levels
<b>What we plan to measure</b>	Number of contacts via our e-bulletins, website hits and social media posts
<b>How we will measure it</b>	Monthly count of digital statistics
<b>How we will use what we learn</b>	To evaluate success against one of our key aims and develop future strategy
<b>How we will communicate what we learn</b>	Trustee reports/Funding Bids/Monitoring reports/Social media

<b>The change we want to make</b>	Inspire and engage communities across Wakefield by increasing the total number of beneficiaries of Grow Wakefield’s services by 20% from 2020 levels
<b>What we plan to measure</b>	Number of people accessing our services
<b>How we will measure it</b>	Session registers and membership forms
<b>How we will use what we learn</b>	To evaluate success against one of our key aims and develop future strategy

<b>How we will communicate what we learn</b>	Trustee reports/Funding Bids/Monitoring reports/Social media
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<b>The change we want to make</b>	Inspire and engage communities across Wakefield by supporting the development of at least 2 new local food initiative at new locations
<b>What we plan to measure</b>	Number of new initiatives each year
<b>How we will measure it</b>	Simple count
<b>How we will use what we learn</b>	To evaluate success against one of our key aims and develop future strategy
<b>How we will communicate what we learn</b>	Trustee reports/Funding Bids/Monitoring reports/Social media

<b>The change we want to make</b>	Develop healthier and more sustainable communities by helping increase the average amount of time Grow Wakefield's participants spend growing their own food by at least 20%since registration
<b>What we plan to measure</b>	Average amount of time beneficiaries spend growing their own food each week
<b>How we will measure it</b>	Beneficiary registration and annual feedback surveys
<b>How we will use what we learn</b>	To evaluate success against one of our key aims and develop future strategy
<b>How we will communicate what we learn</b>	Trustee reports/Funding Bids/Monitoring reports/Social media

<b>The change we want to make</b>	Develop healthier and more sustainable communities by helping improve the Short Warwick Edinburgh Mental Wellbeing score of participants in Grow Wakefield's initiatives
<b>What we plan to measure</b>	Improvements in beneficiaries health and wellbeing
<b>How we will measure it</b>	Beneficiary registration and annual feedback surveys
<b>How we will use what we learn</b>	To evaluate success against one of our key aims and develop future strategy
<b>How we will communicate what we learn</b>	Trustee reports/Funding Bids/Monitoring reports/Social media

<b>The change we want to make</b>	Develop healthier and more sustainable communities by increasing the number of mini plots created by 15% from 2020 numbers
<b>What we plan to measure</b>	Number of mini plots we have created
<b>How we will measure it</b>	Simple count
<b>How we will use what we learn</b>	To evaluate success against one of our key aims and develop future strategy
<b>How we will communicate what we learn</b>	Trustee reports/Funding Bids/Monitoring reports/Social media

<b>The change we want to make</b>	A financially sustainable and operationally sound charitable enterprise by holding reserves equivalent to at least three months of unrestricted spending
<b>What we plan to measure</b>	Financial reserves
<b>How we will measure it</b>	In house accounting systems
<b>How we will use what we learn</b>	To evaluate success against one of our key aims and develop future strategy
<b>How we will communicate what we learn</b>	Trustee reports/Funding Bids/Monitoring reports/Social media

<b>The change we want to make</b>	A financially sustainable and operationally sound charitable enterprise by maintaining at least 2 trustees with experience at senior level in each desirable category and 2 in each essential category of our trustee's skills audit
<b>What we plan to measure</b>	The skills and experience of or trustees
<b>How we will measure it</b>	Regular trustee skills audits
<b>How we will use what we learn</b>	To evaluate success against one of our key aims and ensure we have the right mix of skills and experience and to identify any gaps in the board's overall skills in order to ensure good governance
<b>How we will communicate what we learn</b>	Trustee reports/Funding Bids/Monitoring reports

<b>The change we want to make</b>	A financially sustainable and operationally sound social enterprise by operating within parameters defined in the Board's agreed income diversification
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	tool
<b>What we plan to measure</b>	Percentage of income across different sectors measured against parameters agreed by trustees
<b>How we will measure it</b>	In house accounting systems and the NCVO's income diversification tool and guidance
<b>How we will use what we learn</b>	To evaluate success against one of our key aims and develop future strategy to ensure financial stability
<b>How we will communicate what we learn</b>	Trustee reports/Funding Bids/Monitoring reports

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## 11. Cost and income structure

### 11.1 Costs

The following is a summary of Grow Wakefield's projected expenditure for the current financial year ending 31<sup>st</sup> December 2021 which demonstrates our typical mix of indirect/overheads costs and direct project costs and our specific areas of expenditure.

#### Indirect and Overhead Expenditure

Bank	£0.00
Bank Charges	£0.00
Computer Hardware	£0.00
Computer Software	£960.00
Fixed Assets - Equipment	£0.00
Fixed Assets - Vehicles	£0.00
HMRC	£0.00
Insurance	£720.00
Marketing	£0.00
Motor Vehicle	£0.00
Salaries, NIC and Pension	£9,224.64
Office Furniture & Equipment	£0.00
Postage & Stationery	£240.00
Professional Fees	£600.00
Rent & Rates	£1,608.00
Subscriptions	£0.00
Telephone & Internet	£300.00
Training	£120.00
Travel & Subsistence	£90.00
Website & Social Media	£240.00

#### Indirect and Overhead Expenditure

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**£14,102.64**


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#### Direct Project Costs

Compost	£518.00
Consumables	£2,095.00
Key Cutting	£60.00
Local Group Rebate	£1,440.00
Building Materials	£500.00
Plants & Seeds	£1,252.00



Produce for Resale	£0.00
Rates - Plot Owners	£220.00
Associates	£29,607.84
Skips	£150.00
Speakers Fees	£90.00
Stall/Room Hire	£60.00
Tools & Equipment	£1,500.00
Educational Aids	£100.00
Advertising and Promotion	£100.00
Contractors	£0.00

#### **Project Expenditure**

**£37,692.84**

#### **Total Expenditure**

**£51,795.48**

We pride ourselves on being financially well managed and so, as would be expected, we have in place comprehensive accounting and financial management systems with all expenditure being allocated a project and accounting code so that detailed reports can be generated, broken down into categories/projects in order to ensure we operate within the budgets agreed for both our overheads and direct projects.

We operate a week by week, 12 month cash flow forecast and in our 9 years of operating as a social enterprise we have never needed an overdraft facility, taken out any loans or gone into the red.

Financial management is reported on a quarterly basis when comprehensive reports are presented to the Grow Wakefield board.

## **11.2 Income**

The following is a summary of Grow Wakefield's income over the past 3 financial years which demonstrates the continual growth in our turnover as demand for our services and our capacity to meet that demand have continued to increase:

	<b>2018</b>	<b>2019</b>	<b>2020</b>
Bank Interest	£0.00	£0.00	£0.00
Donation	£478.30	£338.47	£375.00
Funding	£0.00	£9,681.70	£15,583.41
Commissions	£36,542.88	£34,094.88	£28,536.94
Key Deposits	£50.00	£40.00	£150.00
Plot Fees	£1,173.00	£1,455.64	£2,306.00
Sales	£111.50	£992.50	£1,871.54
Schools Revenue	£0.00	£2,369.38	£7,138.48
Session Fees	£0.00	£0.00	£0.00
Event Fees	£678.26	£148.00	£0.00
Members Fees	£54.00	£66.00	£108.00
	<b>£39,087.94</b>	<b>£49,186.57</b>	<b>£56,069.37</b>

Surpluses and reserves created have also increased incrementally over this period though these are not always represented in the accounts lodged with Companies House as our grants and commissions are generally paid in advance resulting in spikes in income when looking at individual financial years.

We have purposely chosen to avoid making applications to larger funders as, though we are confident we have the governance and operational capacity to manage such funds, we have observed too many other organisations make the mistake of growing too quickly and without the capacity to sustain that growth in the longer term.

Our strategy therefore has always been to grow at a pace we are comfortable with and through establishing a diverse range of income streams in a number of sectors to ensure we do not become over reliant on any one sector or partner.

## 12. Financial forecasts

### 12.1 Income and Expenditure forecast

The table below details Grow Wakefield's financial forecast of income and expenditure for our combined services for the next 3 financial years.

Financial Year	2021	2022	2023
Bank Interest	£0.00	£0.00	£0.00
Donation	£240.00	£240.00	£240.00
Funding	£11,385.36	£15,821.28	£17,025.12
Commissions	£20,240.64	£28,126.72	£30,266.88
Key Deposits	£75.00	£100.00	£100.00
Plot Fees	£2,880.00	£3,330.00	£3,840.00
Sales	£1,200.00	£1,440.00	£1,728.00
Schools Revenue	£17,054.00	£33,795.50	£35,377.50
Session Fees	£118.50	£118.50	£118.50
Event Fees	£0.00	£0.00	£0.00
Members Fees	£100.00	£120.00	£144.00
Income	<b>£53,293.50</b>	<b>£83,092.00</b>	<b>£88,840.00</b>
Expenditure	<b>£51,795.48</b>	<b>£80,294.81</b>	<b>£83,818.21</b>
Projected Surplus	<b>£1,498.02</b>	<b>£2,797.19</b>	<b>£5,021.79</b>

In the first 2 months of 2021 we have already secured £41,764.39 of our projected £53,293.50 income for this financial year with another £7,583.68 in the pipeline so we are confident of surpassing the targets we have set ourselves for this year.

A successful application for charitable status in 2021 would enable us to access new income from a range of charitable trusts and foundations and these funds would also enable us to expand our offer to our education partners and increase traded income from this sector.

As a result we forecast a 56% increase in turnover in 2022, which would enable us to deliver a significantly increased public benefit.

Though we recognise this is a marked increase in turnover over a single year we have ensured that it is manageable and delivered over a range of income streams so as to remain within our income diversification strategy. After this initial step up we plan to return to more gradual growth from 2023 onwards.

We have also forecast an 87% increase in surpluses created in 2022 and a further 80% in 2023 which will establish Grow Wakefield as a financially sustainable and operationally sound charitable enterprise which can deliver considerable social impact benefits for the district.

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### 13. Risk map

Our trustees recognise their responsibility to make sure that risks to the organisation are identified and managed and so we have carried out a risk analysis as detailed below and taken the indicated steps to mitigate risks:

Potential risk	Potential impact	Steps taken to mitigate risk
<b>Governance and management</b>		
The organisation lacks direction, strategy and forward planning.	<ul style="list-style-type: none"><li>- The organisation drifts with no clear objectives, priorities or plans.</li><li>- Issues are addressed piecemeal with no strategic reference.</li><li>- Needs of beneficiaries not fully addressed.</li><li>- Financial management difficulties.</li><li>- Loss of reputation.</li></ul>	<ul style="list-style-type: none"><li>- The Organisation has created a strategic plan which sets out the key aims, objectives and policies.</li><li>- Each operating arm of the Organisation has financial plans and budgets set within the context of the overall Organisation Strategy.</li><li>- Each section of the Organisation has targets towards meeting the strategic objectives of Grow Wakefield.</li><li>- Monitoring of financial and operational performance is carried out on a monthly basis and reported to the Board.</li><li>- Feedback is sought from beneficiaries and funders</li></ul>

Board body lacks relevant skills or commitment	<ul style="list-style-type: none"> <li>- Organisation becomes moribund or fails to achieve its purpose.</li> <li>- Decisions are made bypassing the Board.</li> <li>- Resentment or apathy amongst staff toward Board members. Poor value for money on service delivery</li> </ul>	<ul style="list-style-type: none"> <li>- An assessment of the current strengths and weaknesses of the Board has been completed and a recruitment exercise is being carried out to increase skills in the areas of ...</li> <li>- Competence framework and job descriptions.</li> <li>- Board training.</li> </ul>
Board of Directors dominated by one or two individuals, or by connected individuals.	<ul style="list-style-type: none"> <li>- Board cannot operate effectively as strategic body.</li> <li>- Decisions made outside of Board.</li> <li>- Conflicts of interest.</li> <li>- Pursuit of personal agenda.</li> <li>- Culture of secrecy or deference.</li> <li>- Arbitrary over-riding of control mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>- Grow Wakefield has increased the number of Board members.</li> <li>- Mechanisms agreed to deal with potential conflicts of interest.</li> <li>- Recruitment and appointment processes and constitutional validity.</li> <li>- The Procedural framework for meetings and recording decisions.</li> </ul>
Board members are benefiting from organisation (e.g. remuneration)	<ul style="list-style-type: none"> <li>- Reputation, moral and ethos.</li> <li>- Impact on overall control environment.</li> <li>- Conflicts of interest.</li> <li>- Regulatory action.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure legal authority for payment or benefit.</li> <li>- Terms and procedures to authorise/ approve expenses and payments.</li> <li>- Procedures and methods to establish fair remuneration conducted separately from "interested" parties e.g. remuneration committee/ benchmarking exercise.</li> </ul>

Conflicts of interest	<ul style="list-style-type: none"> <li>- Organisation unable to pursue its own interests and agenda.</li> <li>- Decisions may not be based on relevant considerations.</li> <li>- Impact on reputation.</li> </ul>	<ul style="list-style-type: none"> <li>- Protocol for disclosure of potential conflicts of interest.</li> <li>- Procedures for standing down on certain decisions.</li> <li>- Recruitment and selection processes.</li> </ul>
Organisational structure	<ul style="list-style-type: none"> <li>- Lack of information flow and poor decision making procedures.</li> <li>- Uncertainty as to roles and duties.</li> <li>- Decisions made at inappropriate level or excessive bureaucracy.</li> </ul>	<ul style="list-style-type: none"> <li>- Grow Wakefield has an organisation chart there is a clear understanding of roles and duties.</li> <li>- Delegation and monitoring is consistent with good practice and constitutional requirements.</li> <li>- The structure and constitution are regularly reviewed.</li> </ul>
Activities potentially outside objects, powers or terms of gift	<ul style="list-style-type: none"> <li>- Loss of funds available for beneficiary class.</li> <li>- Liabilities to repay funders.</li> <li>- Loss of funder confidence.</li> <li>- Potential breach of trust and regulatory action.</li> <li>- Loss of beneficiary confidence.</li> <li>- Taxation implications (if non-qualifying expenditure).</li> </ul>	<ul style="list-style-type: none"> <li>- A protocol exists to reviewing new projects to ensure consistency with objects, powers and terms of funding.</li> <li>- Financial systems to identify restricted funds and their application.</li> </ul>
Loss of key staff	<ul style="list-style-type: none"> <li>- Experience or skills lost.</li> <li>- Operational impact on key projects and priorities.</li> <li>- Loss of contact base and corporate knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>- Succession planning exists.</li> <li>- Grow Wakefield has documentation of systems, plans and projects.</li> <li>- Training programmes.</li> <li>- Notice periods and hand over.</li> <li>- Recruitment processes.</li> </ul>

Reporting to Board (accuracy, timeliness and relevance)	<ul style="list-style-type: none"> <li>- Inadequate information resulting in poor quality decision making.</li> <li>- Failure of Board to fulfil its control functions.</li> <li>- Board becomes remote and ill informed.</li> </ul>	<ul style="list-style-type: none"> <li>- Proper strategic planning, objective setting and budgeting processes implemented.</li> <li>- Monthly, accurate project reporting to Board</li> <li>- Monthly financial reporting each month</li> <li>- Proper project assessment and authorisation procedures established.</li> <li>- Regular contact between Board and managers.</li> </ul>
<b>- Operational risk</b>		
Contract risk	<ul style="list-style-type: none"> <li>- Onerous terms and conditions.</li> <li>- Liabilities for non-performance.</li> <li>- Non- compliance with organisation's objects.</li> <li>- Indirect subsidy of public provision.</li> </ul>	<ul style="list-style-type: none"> <li>- Cost/project appraisal procedures.</li> <li>- Authorisation procedures.</li> <li>- Professional advice on terms and conditions.</li> <li>- Performance monitoring arrangements.</li> <li>- Insurable risks cover.</li> </ul>
Service provision – Customer satisfaction	<ul style="list-style-type: none"> <li>- Beneficiary complaints.</li> <li>- Loss of fee income or loss of significant contracts</li> <li>- Negligence claims.</li> <li>- Reputational risks.</li> </ul>	<ul style="list-style-type: none"> <li>- Quality control procedures in place.</li> <li>- Complaints procedures in place and monitored.</li> <li>- Benchmarking of service against comparable organisations takes place.</li> </ul>

Project or service development	<ul style="list-style-type: none"> <li>- Compatibility with objects, plans and priorities.</li> <li>- Funding and financial viability.</li> <li>- Project viability.</li> <li>- Skills availability.</li> </ul>	<ul style="list-style-type: none"> <li>- Project appraisal and costing procedures are in place.</li> <li>- Authorisation procedures.</li> <li>- Monitoring and reporting procedures.</li> </ul>
Competition	<ul style="list-style-type: none"> <li>- Loss of contract income.</li> <li>- Reduced fund-raising potential</li> <li>- Reduced profile.</li> <li>- Profitability of trading activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring performance and quality of service.</li> <li>- Review of market and methods of service delivery.</li> <li>- Funding strategy established.</li> <li>- Regular contact with funders takes place.</li> <li>- Public awareness and profile raised through communication strategy implementation.</li> </ul>
Suppliers, dependency, bargaining power.	<ul style="list-style-type: none"> <li>- Dependency on key supplier.</li> <li>- Lack of supplier to meet key operational objectives.</li> <li>- Non-competitive pricing/quotes.</li> <li>- Insufficient buying power.</li> </ul>	<ul style="list-style-type: none"> <li>- Use of competitive tendering for larger contracts.</li> <li>- Procedures for obtaining quotations including use of brokerage services.</li> <li>- Authorised suppliers listing.</li> <li>- Monitoring of quality/timeliness of provision.</li> <li>- Use of service level agreements.</li> <li>- Use of buying consortia where available.</li> </ul>

Capacity and use of resources including tangible fixed assets.	<ul style="list-style-type: none"> <li>- Under-utilised or lack of building/office space.</li> <li>- Plant and equipment obsolescence impacting on operational performance.</li> <li>- Mismatch between staff allocations and key objectives.</li> <li>- Spare capacity not being utilised or turned to account.</li> </ul>	<ul style="list-style-type: none"> <li>- Building and plant inspection programme.</li> <li>- Repair and maintenance programme.</li> <li>- Capital expenditure budgets.</li> <li>- Efficiency review.</li> </ul>
Security of assets	<ul style="list-style-type: none"> <li>- Loss or damage.</li> <li>- Theft of assets.</li> <li>- Infringements of intellectual property rights.</li> </ul>	<ul style="list-style-type: none"> <li>- Review of security.</li> <li>- Asset register and inspection programme.</li> <li>- Facility management arrangements.</li> <li>- Safe custody arrangements for title documents.</li> <li>- Management of patent and intellectual property.</li> <li>- Insurance reviews.</li> </ul>
Employment issues	<ul style="list-style-type: none"> <li>- Employment disputes.</li> <li>- Health and Safety issues.</li> <li>- Claims for injury, stress, harassment, unfair dismissal.</li> <li>- Equal opportunity issues.</li> <li>- Adequacy of staff training.</li> <li>- Child protection issues.</li> <li>- Low morale.</li> </ul>	<ul style="list-style-type: none"> <li>- Recruitment processes in place.</li> <li>- Reference and qualification checking procedures, job descriptions, contracts of employment, appraisals and feedback procedures.</li> <li>- Job training and development.</li> <li>- Health and safety training and monitoring.</li> <li>- HR support contracted out, including legal indemnity insurance.</li> <li>- Staff vetting and legal requirement checks take place.</li> </ul>



High staff turnover	<ul style="list-style-type: none"> <li>- Loss of experience or technical skills.</li> <li>- Recruitment costs and lead time.</li> <li>- Training costs.</li> <li>- Operational impact on staff moral and service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>- Interview and assessment processes.</li> <li>- Fair and open competition appointment for key posts.</li> <li>- Job descriptions, performance appraisal and feedback</li> <li>- Conduct "exit" interviews</li> <li>- Rates of pay, training, working conditions, job satisfaction investigated and benchmarked.</li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>- Competences and training.</li> <li>- Vetting and reference procedures.</li> <li>- Recruitment and dependency.</li> </ul>	<ul style="list-style-type: none"> <li>- Assessment of role, competencies.</li> <li>- Vetting procedures:</li> <li>- Training and supervision procedures.</li> <li>- Development and motivation.</li> </ul>
Health, safety and environment	<ul style="list-style-type: none"> <li>- Staff injury.</li> <li>- Product or service liability.</li> <li>- Ability to operate (see Compliance risks).</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance with law and regulation.</li> <li>- Compliance officer and training.</li> <li>- Monitoring and reporting procedures.</li> </ul>
Disaster recovery and planning	<ul style="list-style-type: none"> <li>- Computer system failures or loss of data.</li> <li>- Destruction of property, equipment, records through fire, flood or similar damage.</li> </ul>	<ul style="list-style-type: none"> <li>- IS recovery plan.</li> <li>- Data backup procedures and precautions.</li> <li>- Insurance cover.</li> <li>- Disaster recovery plan for alternative accommodation.</li> </ul>
Procedural and systems documentation	<ul style="list-style-type: none"> <li>- Lack of awareness of procedures and policies.</li> <li>- Actions taken without proper authority.</li> </ul>	<ul style="list-style-type: none"> <li>- Proper documentation of policies and procedures.</li> <li>- Audit and review of systems.</li> </ul>

Information Technology	<ul style="list-style-type: none"> <li>- Systems fail to meet operational need.</li> <li>- Failure to innovate or update systems.</li> <li>- Loss/corruption of data</li> <li>- Lack of technical support.</li> </ul>	<ul style="list-style-type: none"> <li>- Appraisal of system needs and options.</li> <li>- Security and authorisation procedures.</li> <li>- Implementation and development procedures.</li> <li>- Use of service and support contracts.</li> <li>- Disaster recovery procedures.</li> <li>- Outsourcing.</li> <li>- Insurable loss.</li> </ul>
- <b>Financial risks</b>		
Budgetary control and financial reporting	<ul style="list-style-type: none"> <li>- Budget does not match key objectives and priorities.</li> <li>- Decisions made on inaccurate financial projections or reporting.</li> <li>- Decisions made based on unreliable costing data.</li> <li>- Inability to meet commitments or key objectives.</li> <li>- Poor credit control.</li> <li>- Poor cash flow and treasury management.</li> <li>- Ability to function as going concern.</li> </ul>	<ul style="list-style-type: none"> <li>- Budgets linked to business planning and objectives.</li> <li>- Timely and accurate monitoring and reporting.</li> <li>- Proper costing procedures for product or service delivery.</li> <li>- Adequate skills base to produce and interpret budgetary and financial reporting.</li> <li>- Procedures to review and action budget/cash flow variances.</li> </ul>
Reserves policies	<ul style="list-style-type: none"> <li>- Lack of liquidity to respond to new needs or requirements.</li> <li>- Inability to meet commitments or planned objectives.</li> <li>- Reputational risks if policy cannot be justified.</li> </ul>	<ul style="list-style-type: none"> <li>- Reserves policy linked to business plans, activities and identified financial and operating risk.</li> <li>- Regular review of policy.</li> </ul>

Cash flows sensitivity	<ul style="list-style-type: none"> <li>- Inability to meet commitments.</li> <li>- Lack of liquidity to cover variance.</li> <li>- Impact on operational activities.</li> </ul>	<ul style="list-style-type: none"> <li>- Adequate cash flow projections (prudence of assumptions).</li> <li>- Identification of major sensitivities.</li> <li>- Adequate information flow from operational managers.</li> <li>- Monitoring arrangements and reporting.</li> </ul>
Dependency on income sources	<ul style="list-style-type: none"> <li>- Cash flow and budget impact of loss of income source.</li> </ul>	<ul style="list-style-type: none"> <li>- Identification of major dependencies.</li> <li>- Adequate reserves policy.</li> <li>- Diversification plans.</li> </ul>
Pricing policy	<ul style="list-style-type: none"> <li>- Reliance on subsidy funding.</li> <li>- Cash flow impact on other activities.</li> <li>- Loss of contracts if uncompetitive.</li> <li>- Affordability of services to beneficiary class.</li> </ul>	<ul style="list-style-type: none"> <li>- Costing of services and contract.</li> <li>- Comparison with other service providers.</li> <li>- Procedures to notify and agree price variations with funders.</li> <li>- Monitoring of funder satisfaction.</li> </ul>
Borrowing	<ul style="list-style-type: none"> <li>- Interest rate movements.</li> <li>- Ability to meet repayment schedule.</li> <li>- Security given over assets.</li> <li>- Regulatory requirements.</li> </ul>	<ul style="list-style-type: none"> <li>- Appraisal of future income streams.</li> <li>- Appraisal of terms (rates available, fixed, capped, variable etc.).</li> <li>- Appraisal of return on borrowing.</li> <li>- Proper advice procedures.</li> </ul>
Guarantees to third parties	<ul style="list-style-type: none"> <li>- Call made under guarantee.</li> <li>- Lack of reserves or liquidity to meet call.</li> <li>- Consistency with objects and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>- Approval and authority procedures.</li> <li>- Procedures to ensure consistency with objects, plans and priorities.</li> <li>- Financial reporting of contingency and amendment to reserves policy.</li> </ul>

Pension commitments	<ul style="list-style-type: none"> <li>- Under-funded defined benefit scheme.</li> <li>- Impact on future cash flows.</li> <li>- Failure to meet due dates of payment.</li> <li>- Regulatory action or fines.</li> </ul>	<ul style="list-style-type: none"> <li>- Review of pension scheme arrangements</li> <li>- Procedures for admission to scheme and controls over pension administration through Stakeholder Pension Scheme.</li> </ul>
Inappropriate or loss-making trading activities	<ul style="list-style-type: none"> <li>- Resources withdrawn from key objectives.</li> <li>- Resources and energy diverted from profitable fund-raising or core activities.</li> <li>- Regulatory action and accountability.</li> <li>- Reputational risk if publicised.</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring and review of business performance and return.</li> <li>- Adequacy of budgeting and financial reporting within the subsidiary or activity budget.</li> <li>- Adequate authorisation procedures for any funding provided by organisation (prudence, proper advice, investment criteria)</li> <li>- Reporting funding and performance as part of organisation's own financial reporting system.</li> <li>- Viability appraisal</li> </ul>
Investment policies	<ul style="list-style-type: none"> <li>- Financial loss through inappropriate or speculative investment.</li> <li>- Financial loss through lack of investment advice, lack of diversity.</li> <li>- Cash flow difficulties arising from lack of liquidity.</li> </ul>	<ul style="list-style-type: none"> <li>- Investment policy.</li> <li>- Proper investment advice or management.</li> <li>- Diversity, prudence and liquidity criteria.</li> <li>- Adequate reserves policy.</li> <li>- Regular performance monitoring.</li> </ul>

Fraud or error	<ul style="list-style-type: none"> <li>- Financial loss.</li> <li>- Reputational risk.</li> <li>- Regulatory action.</li> <li>- Impact on funding.</li> </ul>	<ul style="list-style-type: none"> <li>- Financial control procedures.</li> <li>- Segregation of duties.</li> <li>- Authorisation limits.</li> <li>- Security of assets.</li> <li>- Insurable risks</li> </ul>
<b>Environmental/external factors</b>		
Public perception	<ul style="list-style-type: none"> <li>- Impact on voluntary income.</li> <li>- Impact on use of services by beneficiaries.</li> <li>- Ability to access grants or contract funding.</li> </ul>	<ul style="list-style-type: none"> <li>- Communication with supporters and beneficiaries.</li> <li>- Quality financial, annual report and review reporting.</li> <li>- PR training/procedures.</li> </ul>
Adverse publicity	<ul style="list-style-type: none"> <li>- Loss of donor confidence or funding.</li> <li>- Loss of influence.</li> <li>- Impact on moral of staff.</li> <li>- Loss of beneficiary confidence.</li> </ul>	<ul style="list-style-type: none"> <li>- Complaints procedures (both internal and external).</li> <li>- Proper review procedures for complaints.</li> <li>- Crisis management strategy for handling,</li> </ul>
Relationship with funders	<ul style="list-style-type: none"> <li>- Deterioration in relationship may impact on funding and support available.</li> </ul>	<ul style="list-style-type: none"> <li>- Regular contact and briefings to major funders.</li> <li>- Project reporting.</li> <li>- Meeting funders terms, conditions and requirements.</li> </ul>
Government Policy	<ul style="list-style-type: none"> <li>- Availability of contract and grant funding.</li> <li>- Impact of tax regime on voluntary giving.</li> <li>- Impact of general legislation or regulation on activities undertaken.</li> <li>- Role of voluntary sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring of proposed legal and regulatory changes.</li> <li>- Membership of Development Trust Association.</li> </ul>
<ul style="list-style-type: none"> <li>- <b>Compliance risk (law and regulation)</b></li> </ul>		

<p>Compliance with legislation and regulations</p> <ul style="list-style-type: none"> <li>▪ Companies Act</li> <li>▪ Data Protection Act</li> <li>▪ Disability Discrimination Act</li> <li>▪ Laws relating to care of beneficiaries</li> <li>▪ Employment Law</li> <li>▪ Human Rights Act</li> <li>▪ Race relations</li> <li>▪ Health and Safety law</li> </ul>	<ul style="list-style-type: none"> <li>- Fines, penalties or censure from licensing or activity regulators.</li> <li>- Loss of licence to undertake particular activity</li> <li>- Employee or consumer action for negligence.</li> <li>- Reputational risks.</li> </ul>	<ul style="list-style-type: none"> <li>- Identify key legal and regulatory requirements.</li> <li>- Allocate responsibility for key compliance procedures.</li> <li>- Compliance monitoring and reporting.</li> <li>- Preparation for compliance visits.</li> <li>- Compliance reports from Regulators, auditors and staff considered and actioned at appropriate level.</li> </ul>
Regulatory reporting requirements:	<ul style="list-style-type: none"> <li>- Regulatory action.</li> <li>- Reputational risks.</li> <li>- Impact on funding.</li> </ul>	<ul style="list-style-type: none"> <li>- Compliance procedures and allocation of staff responsibilities.</li> </ul>
Taxation	<ul style="list-style-type: none"> <li>- Penalties, interest and "back duty" assessments.</li> <li>- Loss of mandatory or discretionary rate relief.</li> <li>- Failure to utilise tax exemptions and relief.</li> </ul>	<ul style="list-style-type: none"> <li>- PAYE compliance procedures.</li> <li>- VAT review procedures.</li> <li>- Understanding of exemptions and reliefs available (direct tax and VAT).</li> <li>- Advice on employment status and contract terms through RBS Mentor.</li> <li>- Budget and financial reporting identifying trading receipts, and tax recoveries</li> </ul>
Professional advice	<ul style="list-style-type: none"> <li>- Lack of investment strategy or management.</li> <li>- Failure to optimise fiscal position.</li> <li>- Contract risks.</li> <li>- Failure to address compliance risks.</li> </ul>	<ul style="list-style-type: none"> <li>- Identification and access to professional advice.</li> <li>- Identification of issues where advice is required.</li> <li>- Compliance reviews.</li> </ul>