



## Our vision and strategy

Grow Wakefield started off in 2010 as a small community group but has since grown into a highly successful, district wide, social enterprise.

### Our Mission and Purpose

A social enterprise's objects define their mission and purpose and are the motivation behind everything it does and ours are:

***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 wellbeing 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 mission statement is a simpler way to easily communicate our primary purpose which is:

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

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

### Vision

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

### Strategy

Our strategy is to 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.

This is achieved via a network of paid associates 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 growing spaces.

Once established each group of plot holders is supported in running their own edible gardening clubs whilst contributing to the sustainability of Grow Wakefield through their plot fees.

As our network has grown so have the opportunities to help more individuals and organisations establish a variety of local initiatives such as community orchards, schools networks, Community Workshops etc which have also come under the Grow Wakefield banner.

## Key Aims

Our core key aims, with supporting measures are to:

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

- 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

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

- 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

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

- 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 year we have identified SMART objectives (Specific, Measurable, Achievable, Realistic, and Timely) so that all our stakeholders understand what would constitute success over this period.

Our objectives for each of our key aims from **January to December 2024** are to:

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

- Increase the number of contacts with Grow Wakefield's online initiatives by 10% from **2023** levels
- Increase the total number of beneficiaries of Grow Wakefield's services by 10% from **2023** levels
- Support the development of at least two new initiatives at new locations

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

- Help increase the average amount of time Grow Wakefield's participants spend growing their own food by at least **20%** since registration

- Help improve the Short Warwick Edinburgh Mental Wellbeing score of participants in Grow Wakefield's initiatives
- Increase the number of mini plots created by **10% from 2023** numbers

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

- Hold reserves equivalent to at least three months of unrestricted spending
- Maintain at least two trustees with experience at senior level in each desirable category and two in each essential category of trustee's skills audit
- Operate within parameters defined in the Board's agreed income diversification tool

## Values

Our mission statement and strategy are about striving to do the right thing; our values are to ensure we do things in the right way.

Our core 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 its values.

## Governance

Grow Wakefield is a membership based Social Enterprise and 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 trustees.

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

## Contact Details

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