

The City Bridge Trust

Investing In Londoners: Application for a grant



About your organisation

Name of your organisation: Stepney City Farm Ltd	
If your organisation is part of a larger organisation, what is its name? Federation City Farms Community Gardens	
In which London Borough is your organisation based? Tower Hamlets	
Contact person: Ms Clare Hawkins	Position: Chief Executive
Website: http://www.stepneycityfarm.org	
Legal status of organisation: Charitable company	Charity, Charitable Incorporated Company or company number: 1136448
When was your organisation established? 18/06/2010	

Grant Request

Under which of City Bridge Trust's programmes are you applying? Improving London's Environment
Which of the programme outcome(s) does your application aim to achieve? More Londoners with a greater knowledge and understanding of the 'green' environment and biodiversity More young people understanding the benefit of growing local food and its nutritional value
Please describe the purpose of your funding request in one sentence. A three-year managerial post ensuring the continued development of Stepney City Farm, a unique provider of environmental education and outdoor learning in Tower Hamlets.
When will the funding be required? 02/07/2018
How much funding are you requesting? Year 1: £45,593 Year 2: £46,528 Year 3: £47,480 Total: £139,601

Aims of your organisation:

The provision of facilities for recreation or other leisure time occupation, for the benefit of the inhabitants of Stepney and the surrounding area, for individuals who have need of such facilities by reason of their youth, age, infirmity or disability, financial hardship or social and economic circumstance or for the public in the interests of social welfare and with the object of improving the conditions of lives of the said inhabitants. To provide or assist in the provision of facilities in the interests of social welfare for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity, disability, financial hardship or social circumstances with the object of improving the conditions of the lives of the said inhabitants. To advance the education of the public, in agriculture, horticulture, crafts, country life, protection and improvement of the natural environment through best environmental practices, especially by encouraging reduction, re-use and recycling.

Main activities of your organisation:

Stepney City Farm is a three acre working farm; a unique educational resource, and a rural oasis at the heart of the local community. Our charity has been running the site since 2010 and has improved facilities to provide housing and grazing for animals; craft studios; a Farmer's Market; and a Café utilising produce raised and grown on the Farm.

Urban children and adults in one of England's most deprived boroughs can meet animals; try out crafts; and connect with food production, through the provision of 78 allotment spaces; formal learning programmes; volunteering; and access to affordable local organic standard produce.

In 2016-17 over 4,000 local school children took part in curriculum-linked activities on the site. Young people, including special educational needs and young offender groups, were involved in over 2,000 hours of supported volunteering. Over 500 people attended Open Volunteering green care and animal care sessions; and the Furry Tales programme provided therapeutic animal intervention for dementia sufferers.

Number of staff

Full-time:	Part-time:	Management committee members:	Active volunteers:
3	10	9	21

Property occupied by your organisation

Is the main property owned, leased or rented by your organisation?	If leased/rented, how long is the outstanding agreement?
Leased	10 years

Summary of grant request

The need:

Stepney City Farm expanded quickly, from just one to thirteen members of staff, and its complex offer now comprises a Farmer's Market; a farm-to-fork Café; a food growing programme; animal farming; an onsite and offsite curriculum-linked education programme; the provision of studios; 78 community allotments; animal and green care volunteering programmes; youth programmes; and dementia intervention onsite and outreach work.

The Farm's ambitious programme of activity would not be possible without a managerial position to oversee strategic planning and financial management; staff development; and to ensure compliance with the raft of regulatory requirements relating to charity and company management; running a public site; animal welfare; food production; and working with children and vulnerable adults.

In 2018, an acre of land occupied by Crossrail since 2012 will be returned to the Farm and our lease extended. The need for strong leadership and management will be more critical than ever in establishing the Farm's expanded site.

Aim and delivery:

If funded, the current managerial post holder will continue to improve the position of the Farm with the support of the Trustees, delivering long term sustainability; a balanced staffing structure; rebuilding financial reserves; and delivering ongoing site improvements. The current post holder is qualified with a background in charity administration, HR and governance, employability and apprenticeships, experience with a £13m capital project, and an Master's degree in Charity Financial Management. Within 6 months in post, a demonstrable impact has been made on the Farm; the budget for the current year has been returned to break-even, after a significant decrease in reserves during the preceding year.

Funding is required to secure this core managerial role, ensuring the future of Stepney City Farm.

CBT's programme outcomes:

A diversity of young people experience the benefit of growing local food and its nutritional value through opportunities on the Farm. Staff deliver off-site food growing and egg incubation projects to schools and community groups, improving access to home-grown food and promoting healthy eating.

The Farm is a catalyst for visitors of all ages to gain an understanding of the green environment and biodiversity, through both formal and informal learning, utilising our wildlife pond and permaculture forest garden.

Principles of Good Practice:

Activity committees are open for local people to join: Animal Management; Gardening; Allotments; and Volunteering. Constitutional Membership is open. Trustees are drawn from the local community and maintain high engagement with specific areas of activity. Local service provider partners relay formal and informal feedback.

Continues overleaf

Continued from previous

The Farm remains free and accessible to all. Visitors are culturally and socio-economically diverse. Translated signage is provided for our high proportion of Bangladeshi beneficiaries, and Bangladeshi vegetables are grown onsite. Activities accommodate families, the elderly, schools, and groups with higher support needs. Funding has been secured for accessibility improvements including resin pathways; hearing loops; and digital BSL interpretation.

Different volunteering programmes accommodate a range of needs. Volunteers are supported in the development of skills, knowledge and experience through reviews; individual development plans; and mentoring. Achievements are formally recognised. Volunteers have moved on to paid employment at the Farm, and several have become Trustees. Most recently, an ex-offender gained new employment as a direct result of his experience at the Farm.

If you need any planning or other statutory consents for the project to proceed, what stage have the applications reached?

Do you have a Vulnerable Adults policy? **Yes**

What Quality Marks does your organisation currently hold?

Outputs and outcomes

What are the main activities or outputs you want to deliver? Please include no more than 5. By activities or outputs we mean the services, products or facilities you plan to deliver. If you plan to deliver work over more than one year you should include activities over the full grant period requested. Try to be specific.

The post-holder will manage the strategic utilisation of a large area of land scheduled to be reinstated to the Farm in 2018, after 6 years of Crossrail occupation. This will include expanding the food growing programme; instating new animals; and fundraising for a new Visitor Reception and Education Centre.

The post-holder will devise and implement a 3-year business plan for the expanded Stepney City Farm; including a fundraising strategy; diversifying income and developing earned income from core activities; rebuilding the organisation's unrestricted reserves; and overseeing strategic design of the education programming across food production; animal care; and environment.

The post-holder will work to future-proof all aspects of the organisation and ensure robust systems and governance procedures are in place; including succession planning; clear documented policies and processes; and adherence to best practice in all areas of activity.

Over the funding period the post-holder will work towards instating essential core staffing for the organisation; raising funds and recruiting for functions including marketing; visitor services; maintenance and facilities management, all of which are currently shared by staff in addition to their specialist remits of gardening; animal care; and education.

The post-holder will prioritise and drive forward the continuous improvement of visitor experience and accessibility on the Farm; including the planning, funding and delivery of strategic site improvements.

What main differences or outcomes do you hope the activities you have described above will achieve? Please include no more than 5. By differences or outcomes we mean the changes, benefits, learning or other effects that result from the work your project would deliver. These might be for individuals, families, communities or the environment.

Local residents will appreciate and enjoy the expanded Farm, and benefit from the overall improvement it will bring to their environment in terms of greenspace, air quality, educational and recreational opportunities, and community cohesion.

General visitor footfall will increase, as well as the number and range of groups benefiting from educational programming. Visitors will benefit from extended opportunities to meet and learn about a wider range of farm animals, learn about food production, and the environment.

The Farm will be financially sustainable with appropriate levels of unrestricted reserves.

Robust future-planning, processes, procedures and adherence to best practice will be in place across all aspects of the organisation.

The staffing structure will be balanced and proportionate to the Farm's activity, with appropriate capacity across core functions.

Do you plan to continue the activity beyond the period for which you are requesting funding? If so, how do you intend to sustain it? If not, what is your exit strategy?

The Farm's upcoming expansion will create new opportunities to develop income and ensure the financial sustainability of a managerial post. Three years will allow time to develop robust organisational processes and work towards funding for core posts in marketing, visitor experience, and operations, creating a balanced staffing structure, and in time making the position possible on a part time basis.

Who will benefit?

About your beneficiaries

How many people will benefit directly from the grant per year?

123,550

In which Greater London borough(s) or areas of London will your beneficiaries live?

London-wide (100%)

What age group(s) will benefit?

All ages

What gender will beneficiaries be?

All

What will the ethnic grouping(s) of the beneficiaries be?

A range of ethnic groups

If Other ethnic group, please give details:

What proportion of the beneficiaries will be disabled people?

1-10%

Funding required for the project

What is the total cost of the proposed activity/project?

Expenditure heading	Year 1	Year 2	Year 3	Total
Managerial post salary	40,000	40,800	41,616	122,416
Managerial post Employer's National Insurance contribution	4,393	4,504	4,616	13,513
Managerial post Employer's pension contribution	1,200	1,224	1,248	3,672
TOTAL:	45,593	46,528	47,480	139,601

What income has already been raised?

Source	Year 1	Year 2	Year 3	Total
	0	0	0	0
TOTAL:	0	0	0	0

What other funders are currently considering the proposal?

Source	Year 1	Year 2	Year 3	Total
	0	0	0	0
TOTAL:	0	0	0	0

How much is requested from the Trust?

Expenditure heading	Year 1	Year 2	Year 3	Total
Managerial post salary	40,000	40,800	41,616	122,416
Managerial post Employer's National Insurance contribution	4,393	4,504	4,616	13,513
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	0	0	0	0
TOTAL:	45,593	46,528	47,480	139,601

Finance details

Please complete using your most recent audited or Independently examined accounts.

Financial year ended:	Month: March	Year: 2017
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Income received from:	£
Voluntary income	155,761
Activities for generating funds	0
Investment Income	310
Income from charitable activities	187,174
Other sources	0
Total Income:	343,245

Expenditure:	£
Charitable activities	401,602
Governance costs	600
Cost of generating funds	0
Other	0
Total Expenditure:	402,202
Net (deficit)/surplus:	-58,957
Other Recognised Gains/(Losses):	0
Net Movement In Funds:	-58,957

Asset position at year end	£
Fixed assets	78,434
Investments	0
Net current assets	33,689
Long-term liabilities	
*Total Assets (A):	112,123

Reserves at year end	£
Restricted funds	110,152
Endowment Funds	0
Unrestricted funds	1,971
*Total Reserves (B):	112,123

*** Please note that total Assets (A) and Total Reserves (B) should be the same.**

Statutory funding

For your most recent financial year, what % of your Income was from statutory sources?
1-10%

Organisational changes

Describe any significant changes to your structure, financial position or core activities since the date of your most recent accounts:

N/A

Previous funding received

Please list the funding received by your organisation from the following statutory sources during the last THREE years.

	Year 3 £	Year 2 £	Most recent £
City of London (except City Bridge Trust)	0	0	0
London Local Authorities	32,553	125,194	14,766
London Councils	0	0	0
Health Authorities	0	0	0
Central Government departments	0	0	0
Other statutory bodies	0	0	0

Previous grants received

Please list the grants received by your organisation from charitable trusts and foundations (other than City Bridge Trust) during the last THREE years. List source, years and annual amounts. Please include the 5 largest only.

Name of Funder	Year 3 £	Year 2 £	Most recent £
Big Lottery Fund - Reaching Communities	61,670	64,533	50,783
Community Business Foundation	0	0	39,286
The Worshipful Company of Mercers	0	0	29,766
The Veolia Environmental Trust	0	0	19,948
Jack Petchey Foundation	0	14,991	750

Declaration

I confirm that, to the best of my knowledge, all the information I have provided in this application form is correct. I fully understand that City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.

Please confirm: Yes Full Name: **Clare Hawkins**

Role within **Chief Executive Officer**
Organisation: