



Fordhall Community
Land Initiative and
Fordhall Organic Farm
2019-2023
STRATEGY





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Foreward

As Chair, I am immensely proud of what has been achieved at Fordhall and FCLI since established 13 years ago and grateful thanks and congratulations are due to everyone involved, for its success so far.

We recognise that we cannot be complacent, no organisation can stand still in the current environment. During 2018 the Board took stock of Fordhall's strengths and its weaknesses, its external environment and the challenges and opportunities it brings in a time of increasing social and economic uncertainty including Brexit and the impact this may have to farming.

In order to survive and continue to flourish, FCLI must continue to attract supporters and visitors and optimise its value to the community. This is what pointed us to developing what is now a clear and longer term vision and strategy, whilst still continuing to fulfil the vision we set out in 2006.

It's been a fascinating journey taking the views of Board members and all stakeholder representatives, employees, volunteers, members, supporters, shareholders, visitors to Fordhall and the wider community (along with much midnight oil) to define our priorities, goals and the impact we want to accomplish. My thanks and gratitude go to you all.

I am really pleased to now present to you our 5 year strategy, one we can all be very proud to have contributed to and thus truly believe in.

Welcome on the journey!

Christine Tate

Chair of the Fordhall Community Land Initiative.



1.0 Executive summary

Our vision is for Fordhall to be a Centre of Excellence in creating a sustainable farming system, and in connecting people with food, the environment and organic farming, furthering the legacy of the late Arthur Hollins.

Arthur welcomed all to Fordhall, and he shared his passion for farming with every visitor. His aim was to have a system of producing food without chemicals. He was passionate about rebuilding our earth's soils by encouraging the microscopic life within it to grow and thrive. Sharing Arthur's philosophies of farming, whilst also maximising Fordhall as a place for well-being for people and wildlife, continues to be at the heart of Fordhall.

Now, 12 years on, we are taking the vision for the Fordhall Community Land Initiative (FCLI) to the next stage, to be far greater reaching and have a far greater societal impact. Education has always played an integral role in the impact we want to have and, going forward, it will be core to all activities and communication.

This vision will work in tandem and in partnership with our tenant farmer's vision to continue developing the outdoor grazing system at Fordhall, improving both the farmed landscape and its associated infrastructure, thereby ensuring the farming enterprise is sustainable by demonstrating best practice.

Our overarching aim – reaching people and changing lives

We want to have a far bigger impact in bringing about behavioural change; creating a shift in awareness and knowledge of organic farming, wildlife and biodiversity, to create a more environmentally conscious society and provide a greater understanding of good food.

How will we achieve this aim?

The FCLI will achieve this aim by providing a wide range of memorable learning fun-on-farm experiences for all stakeholder groups across three themes;

- ◆ organic farming
- ◆ nature and wildlife
- ◆ good food

We will attract a range of key stakeholders, families, students, businesses and volunteers. We will offer unique and engaging experiences to inspire and influence them to change their own behaviours and attitudes and to embrace our values and beliefs. In turn they will go on to influence their family and friends and the wider community.

What will the learning experiences be?

Every visit will be a learning experience; examples include:

- ◆ Families attending events and learning about the seasonal changes and the impacts on wildlife.
- ◆ Students coming to learn about food products and cooking.
- ◆ Youth groups coming for residential courses, fully immersing themselves in farming and wildlife.
- ◆ Young children coming for their first ever farm and nature experience.
- ◆ Adults with learning disabilities coming to learn about horticulture, nature and woodwork.
- ◆ College students and adults coming to learn about 'Foggage Farming', diversification and community business models.

Arthur's Farm Kitchen and the Farm Shop will be at the heart of visits to Fordhall for food and education, where we hope to trial a range of cookery demonstrations, courses and events for younger students and families.

Over time we will offer an increased range of courses, including residential, and offer vocational qualifications where possible.

Planned initiatives to support our education themes will include the development of a new horticultural area, the restoration of the Old Three Ponds and dipping platform, habitat creation, and a greenwood working workshop. Therapeutic sessions including yoga laughter, relaxation, meditation and holistic therapies will be offered.

The next 5 years and beyond

The next 5 years will be a period of researching, gathering insights and trialling courses and education activities. This will enable us to prioritise our long-term programme, in terms of those having the biggest demand and achieving greatest impact.

We will explore the possibility of becoming a Cookery School model post-2023, where there will be the opportunity to provide apprenticeships and work experience. Specific groups such as adults with learning disabilities or long-term unemployed, will be trained to an externally recognised qualifications.

Potentially, we will seek a university as a prime partner post-2023, to further evolve the Centre of Excellence concept, working together to carry out research for our own knowledge and farming practices as well as widening the extent of agricultural training we are able to offer on-site.

To satisfy demand, the farm business will be looking to acquire more land either by purchase or by long-term rental agreements.

Key enablers

The beautiful multi-purpose straw bale bunkhouse will be the beacon building of the Centre of Excellence and will enable us to have more facilities to develop our education programmes and accommodate more visitors and volunteers.

We will seek new partners in the education sector to help develop relevant courses and learning experiences and to help us target the right audiences.

Mapped out customer journeys and effective marketing will be key, not only to promote our learning activities through traditional and digital channels, but also to ensure our educational messages are consistent and aligned both on and off site.

People are at the heart of the FCLI. A strong new organisational structure is evolving and we will invest in our staff and volunteers to ensure we have the right skills and leadership to take the FCLI forward.

A final crucial enabler is access to land and, in particular, access to the 12-acre Cottage Field will be critical to this strategy.



The 12-acre Cottage Field and the risks

The above strategy has been formulated throughout 2018 before we received the highly concerning news that we could lose the 12-acre Cottage Field. This strategy relies heavily on retaining the Cottage Field. Without it there are implications for the numbers of people we can accommodate and the types of activities we can run.

Due to the large degree of uncertainty and ambiguity around the outcome of this situation, we have had to assume a 'business as usual' scenario for this strategy document.

If an option to purchase the 12-acre Cottage Field arises, significant capital may be required, but as yet, this situation is unknown and so has not been accounted for within the financial forecast.

It is important to note that, at the Board meeting held on 10th December 2018, the Board agreed that the 12-acre Cottage Field is integral to Fordhall and the FCLI, and the preferred outcome is to retain use of this field. The task-to-finish group created from the Board has delegated authority to pursue and progress developments, with regular updates to the Board, until such time a more solid set of proposals are available for discussion.

Investment required to achieve our ambitions

This 5-year strategy calls for significant investment to expand our education facilities, create the infrastructure and provide the skills and resources required to deliver the impact we aspire to.

By 2023 we will have:

- ◆ attracted over 110,000 people to Fordhall over the 5 years,
- ◆ increased the number of people who benefit from our current education activities and events by 100%,
- ◆ increased our turnover and margins in all of our commercial activities.

Over the 5-year period, increased activities and planned fundraising is forecast to generate a surplus of approximately £108,000, which, when added to our existing baseline trading, is expected to leave us with unrestricted reserves of nearly £280,000 by the end of 2023, and a very healthy balance sheet. However, capital investment in the first year, together with

investment into the staff required to deliver our new goals, means that we expect a significant cash deficit in 2019. By careful management of the timing of these investments, the deficit is kept to approximately £68,000, which we are able to fund from reserves without compromising our minimum balance rule. From 2020 onwards we anticipate generating sufficient profits each year, not only to fund the remaining capital investment, but also to rebuild our reserves. We will then be in a strong position to invest in other areas as and when opportunities arise. These could include the development of a new Cookery School post-2023, or potentially towards the purchase of new farmland, if required.

It is important to note that in order to achieve the estimated surpluses, we do rely on legacy income throughout the period (see Statement of Income and Expenditure on page 18).

We understand that legacy income is not guaranteed income. The strategy is therefore sufficiently flexible, that if legacy income is not forthcoming, we can amend our activities accordingly, cutting our cloth to suit the finances available.



2.0 Background

2.1 An overview of the FCLI story from 2005 to 2018

FCLI was established in 2005 as a Society for Community Benefit (previously Industrial and Provident Society) by Ben and Charlotte Hollins who saved the pioneering 128-acre farm with the aim of making it accessible to the wider community, for education and enjoyment, within a small-scale working organic farm.

£800,000 was raised in less than six months by the sale of non-profit shares; thus emerged England's first community-owned farm with 8000+ worldwide shareholders.

Fordhall has since changed from a rundown farm into a bustling hive of activity today, the key elements of which include:

- ◆ The continued development of an organic chemical free Foggage system of farming with low inputs and the production of healthy livestock;
- ◆ A new roof on the 18th century farmhouse and a range of internal improvements;
- ◆ The renovation of the Old Dairy to provide Arthur's Farm Kitchen, the Farm Shop, a meeting room, a bakery and offices for the growing Fordhall family of staff, who support the enterprise and its services;
- ◆ A total of more than £680,000 received in grant aid for developments and more than £360,000 raised via appeals;
- ◆ Welcoming more than 180,000 visitors, families and children to the farm;
- ◆ Increasing our trading income by over 230%;
- ◆ Erecting two yurts for modern glamping;
- ◆ Building a roundhouse to support educational visits all year round;
- ◆ Implementing an exemplar Youth Project;
- ◆ Initiating a Care Farm and an associated range of educational projects;
- ◆ Achieving national prominence, including featuring on BBC Countryfile and in the national press. Fordhall's name sits well in tourism and associated endeavours; and

- ◆ A clear focus on the promotion of wildlife, diversity and education within the Fordhall ethos and environment.

The trend to date has been to prioritise income generation through trading. In the 2017 financial year the FCLI's income can be split: 59% trading income, 22% grant income, 19% gifts, donations and Gift Aid income.

A very considerable range of achievements can thus be demonstrated and thanks are due to all our supporters who have made Fordhall such a success.

We must now look forward, assess the factors that may effect Fordhall longer term and determine our aims and ambitions for the future. We must build on the heritage of Fordhall and develop a strategy that continues to attract supporters and visitors, whilst having a wider positive impact on our community.

Please join us on this exciting journey!

2.2 The process to determine the 5-year strategy 2019-2023

This has been from a top-down and a bottom-up approach. The following have been taken into account and considered:

- ◆ The history and success of Fordhall to date, its heritage, ethos and values.
- ◆ The key strategic themes developed across departments at Fordhall.
- ◆ The views of stakeholder groups, Board members, employees, volunteers, members, supporters, shareholders (survey in 2017), visitors to Fordhall and the community.
- ◆ The external environment and the opportunities and threats that it presents.
- ◆ The internal review and the strengths and weaknesses of Fordhall.
- ◆ The ambitions of management.
- ◆ The input and final decisions of the Board of Directors.

A subgroup was set up comprising of a mix of Board members and staff, which carried out analysis and consulted with various stakeholder groups.



2.3 FCLI's values

Our values were developed and communicated during 2017. FCLI is a place that lives by its values where people want to be involved and feel proud to work.

Linked to our values, and underpinning FCLI's vision and strategy, is our commitment always to provide a safe and inclusive environment for all employees, volunteers and visitors, ensuring that all buildings and facilities are in good structural order.

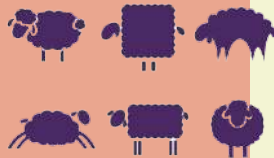


Muck in

It's a team effort, so we all support each other to make it work.

Gather the flock

Encourage and support everyone, from anywhere, to get involved.



Plant the seed

We're always up for trying out new things, growing together and sowing the seeds for others to follow.

Love Mother Nature

We care deeply about respecting and protecting our natural environment and we want to share this passion.



Be a place in the sun

We want to have fun, creating memorable experiences that engage hearts and minds.

2.4 The external context

The External Review of FCLI has been carried out and approved by the Board.

	Political	Economical	Sociological	Technological	Environment & Climate Change
Threats	<ul style="list-style-type: none"> • Uncertainty of Brexit • EU loss of funding • Lose funding for building 	<ul style="list-style-type: none"> • Not in a location where there is huge disposable income • Impacts of Brexit unknown and unpredictable 	<ul style="list-style-type: none"> • Potentially more competition and less niche if all opportunities do not continue • Trends in opinions on meat, healthy eating/vegan option 	<ul style="list-style-type: none"> • Internet crashes • Ben's online shop fails 	<ul style="list-style-type: none"> • Foot and mouth diseases • Agricultural diseases
Opportunities	<ul style="list-style-type: none"> • Brexit funding for education • Wildlife & organic • Government wanting to keep food costs down 	<ul style="list-style-type: none"> • Trade with countries we don't currently trade with • Niche organisation can be more agile • PR benefits of being small • More British tourism in depressed times 	<ul style="list-style-type: none"> • Promotion around social cohesion • Loneliness, health and wellbeing • Continual theme on education • Social prescribing • Small events 	<ul style="list-style-type: none"> • Sales bookings on line • Volunteering on people's agenda • Potential for advertising and promotions • Soil health (measuring) 	<ul style="list-style-type: none"> • Community-owned Farm • Micro organisms • Being organic • Education and heritage high on member's priorities

Current externally influenced issue: 12-acre Cottage Field

Securing the 12-acre Cottage Field will be critical to realising the vision of both the tenant farmer and FCLI. This field is used for additional car parking space for events and weddings, as well as being vital winter grazing for the beef cattle.

The FCLI relies upon the landscape of Fordhall Farm and the close proximity of the animals to explain how the unique Foggage Farming system works. Furthermore, the Youth Project and Care Farm rely more and more on access to these woodlands for their activities.

2.5 A summary of the key opportunities for FCLI

As well as its strong heritage and values, FCLI is unique in its offering, being community-owned and offering accommodation, quality food, fun and engaging events, educational visits and courses, a Youth Project and a Care Farm. It is highly publicised, recognised nationally and has shareholders worldwide.

Arthur's Farm Kitchen (AFK) is an attractive 'destination' known for quality food and service and

ethical sourcing. It is the primary point of contact for most visitors to Fordhall. FCLI has recently been awarded one of the top 35 places to eat in the UK by the renowned Sunday Times critic Giles Coren. However, the FCLI struggles to do more than break even and the strategy must look at ways of making AFK more commercially viable and hence increasing income.

The FCLI has a strong, loyal membership. Many supporters have been involved in FCLI since it was founded 13 years ago. Most are passionate about FCLI and believe that organic farming connected to the local community brings people closer to nature and can enable healthier, happier lives. Many people who are passionate about a cause like to leave a legacy, as it's something that celebrates our values in life. During the past two years we have received significant legacy income and there is potential for legacy donations to become a core income stream to enable future sustainable projects, and for supporters of Fordhall to continue having an enduring impact.

The beautiful straw bale bunkhouse will be the beacon for Fordhall, providing facilities to enable us to substantially increase our current and new education activities and events.

Fordhall runs successful volunteer weekends and volunteering opportunities, but we need more regular volunteers to support the day-to-day running of many activities, particularly office and administrative tasks. The FCLI should leverage the trend of the increase in the proportion of people volunteering in recent years. According to the Office of National Statistics, students are both more likely to volunteer and also spend longer per day volunteering than those in paid work. We know that the population of the UK is ageing and living longer, which means in the next ten years there will be a dramatic shift upwards in the number of those with the time and energy to volunteer.

The education projects have grown in demand and success. They have brought in a substantial amount of income for FCLI and we are confident that there is an opportunity to expand on these. What's more, coming to Fordhall is always a learning experience and there is a need to ensure education is at the heart of everything Fordhall is about.

Staff shortages in the past few years have led to Fordhall running at 'steady state' and has hampered us from expanding our activities and increasing our impact. Leadership has been solely down to the Manager over recent years; however, we now have a Deputy Manager in place. We have an aspirational, organisational structure with a focus on succession planning, to enable the organisation to move forward.



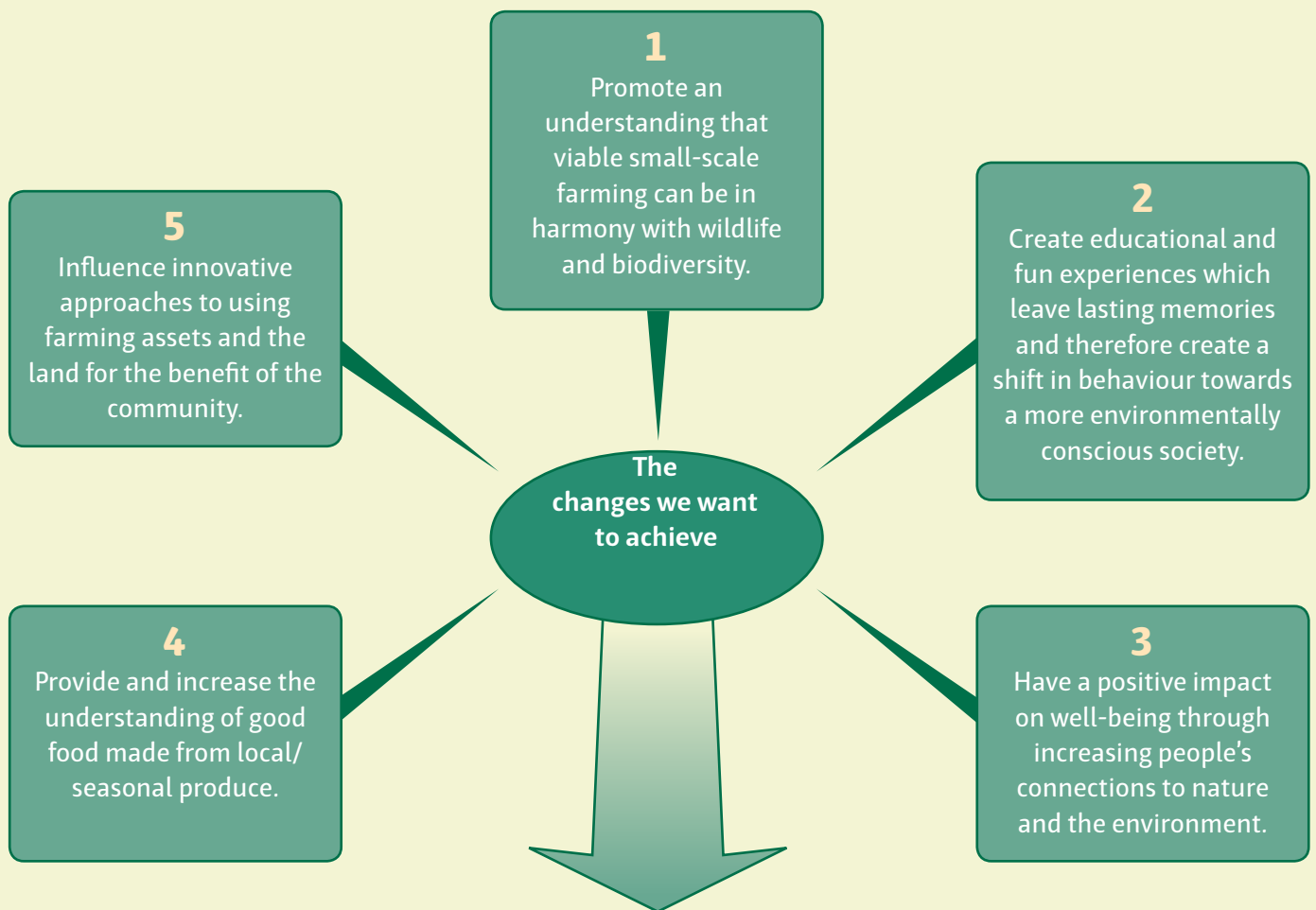
3.0 The Fordhall Vision

3.1 Visionary Statement:

To be a Centre of Excellence in creating a sustainable farming system, and in connecting people with food, the natural environment and organic farming, furthering the legacy of the late Arthur Hollins.



3.2 FCLI's aims – the changes we will strive to bring about



We will strive to increase our reach to a wider community in order to have a greater influence and impact and to attract an increasing number of new and returning customers, supporters and members.

3.3 What FCLI will be in 2023 and beyond

A Centre of Excellence, where people will come from far and wide to have a true learning and fun experience. A place where the organic philosophy of the late Arthur Hollins is lived and promoted throughout everything we do in an engaging, memorable and wholly sustainable manner.

Why have we chosen this direction?

Our ultimate aim is to engage members of the public with the natural environment. We want to build their confidence and knowledge in the natural landscape to encourage them to appreciate and understand the importance of:

- ◆ **organic farming,**
- ◆ **nature and wildlife,**
- ◆ **good food.**

This strategy will see Fordhall put in practices and learning activities which will reach more people and create positive change through the experiences we offer. We will encourage an appreciation for farming and animal welfare, encourage people to feel more responsible for wildlife and biodiversity, and we will build a sense of importance around responsible food sourcing.

By 2023, we will have increased the number of people who benefit from all our current education initiatives and events by 100%, and have increased turnover and margins in all of our commercial activities. The FCLI will have attracted over 110,000 people over the five years and will have generated a surplus of £180,000.

Who will we target?

The FCLI Centre of Excellence will attract:

- ◆ Schools and colleges for agriculture and conservation activities to empower young people to learn life skills.
- ◆ Cubs, scouts, brownies and other youth groups
- ◆ Local health authorities and care organisations to support young adults with learning disabilities
- ◆ Families, tourists and the local community to enjoy eco short breaks, Fordhall catering and seasonal themed events
- ◆ Students, retirees, the unemployed and others looking for volunteer placements
- ◆ New rural community businesses requiring consultancy support
- ◆ International organisations concerned about health and farming policy
- ◆ Weddings and private parties
- ◆ Businesses running team-building events based on nature and outdoor life.

The FCLI has already attracted these audiences in varying capacities, but we plan to expand and develop these vastly through this strategy. Reaching people and changing lives is what we aim to achieve.



Learning Experiences

We will create a Centre of Excellence and learning experience focussing on organic farming, nature and wildlife and good food.

Organic Farming
Appreciating the benefits of organic farming for a more sustainable future.

Nature and Wildlife
Bringing people closer to nature, improving habitats for wildlife and the benefits for farmland.

Good Food
Encouraging people to love food and cooking, using simple, locally produced seasonal ingredients.

Arthur's Farm Kitchen (AFK) will be the flagship food and education attraction at the Centre of Excellence. With the Farm Shop, it will be at the heart of visits to Fordhall for local, seasonal, organic produce, inspiring recipes, and responsible food sourcing. Visitors will embrace an appreciation of food and develop an awareness of how choices can impact upon well-being and the environment. During the next five years we will explore a training and educational element to AFK through piloting on-site cookery demonstrations and courses such as traditional cooking, fermentation and bread making.

There will be a number of initiatives and projects to provide better facilities to support our educational themes. We have planned conservation work and habitat creation and enhancement, the development of greenwood working space, and a larger horticultural space. We will invest in new resources such as pond dipping kits, tools, and the delivery of holistic therapies.

We will work closely with the education sector and form partnerships to develop a range of day and

residential courses and qualifications for youth students, offering a clear pathway of development and employment skills.

At the end of the five years we hope to have recouped our financial investment and be in the fortunate position of generating a surplus which can be invested in the next vision for Fordhall Organic Farm.

2023 – an aspirational view

A prime partnership with an agricultural university has not yet been built into the strategy, or been provisioned for, but it is a concept that FCLI may consider and assess in several years' time.

During the next five years, FCLI will explore the possibility of becoming a Cookery School, whereby students will be trained to an externally recognised apprenticeship or NVQ level. Students will prepare and serve meals to the general public. This will be in tune with the vision of partnership working with local colleges, universities and educational establishments. The benefits to Fordhall and the leisure industry will be considerable. Set up would be a major capital project, including the construction of a training kitchen. Provision for a Cookery School has not been included in this strategy as it is just at concept stage; however a full feasibility study will be carried out and may then be considered for the longer-term 5-10 year strategy if deemed to be financially viable.

A training FCLI Academy could be co-created with local universities and colleges, which could deliver apprenticeships in environmental work skills, cookery skills, understanding farming, food production, community business etc. This could benefit staff at Fordhall as well as external students.

There are going to be other areas we will want to expand over the next 5-10 years, namely how do we further our vision outside of Fordhall?

Do we look to purchase another farm if we have the resources in the future? Do we purchase more land to expand Fordhall as it is? These are all questions to be answered along the way, depending on the resources we have available.

4.0 How will we deliver the 5-year strategy and set the foundations for 2023 and beyond?

There are five strands to the success of this strategy:

- a) The infrastructure needed to accommodate these projects
- b) The projects and activities we will run to attract and reach out to people
- c) The customer journey to engage all customers to become supporters and advocates
- d) The people required in the roles to implement the projects
- e) A balance of finances to allow all of the above to succeed and flourish

4.1 Infrastructure

- ◆ A crucial enabler is access to the land we require. Foremost, securing the 12-acre Cottage Field will be critical to realising the vision of both the tenant farmer and FCLI
- ◆ Pivotal to the Centre of Excellence will be the beautiful multi-purpose new straw bale bunkhouse, built of natural, environmentally friendly and local materials. This new construction is being built by the community (mainly volunteers) for the community. Due to be completed by the end of April 2019, it will be the beacon building of the Centre of Excellence and will enable us to have more facilities to expand our education projects, and provide accommodation for our volunteers, residential courses and workshops. It will also help to attract weddings and themed events to Fordhall, bringing in people, providing experiences, and generating income.
- ◆ Occupancy of the two yurts has continued to increase, with some excellent reviews. Our goal is to achieve 85% occupancy throughout the year, educate visitors on all the eco-credentials of the yurts and integrate visitors to the whole farm experience, providing memories that last a lifetime and a feeling of wanting to return. Repairs and capital investment have already been made; all that remains is to develop a strong marketing focus.
- ◆ Fordhall is an inclusive location and improvements to our infrastructure to assist disabled people is paramount in our strategy, including adequate car parking facilities and access to an all-terrain vehicle for the farm trails.
- ◆ By 2023, we hope that the tenant farmer will have expanded his largely organic farm business and will have access to enough well-maintained and well-presented organic farmland to satisfy his business needs, where both wildlife and livestock flourish. Ideally, this land will be close to Fordhall to benefit the educational activities run by FCLI.
- ◆ The farmhouse is going to be refurbished and the tenant farmer is planning for a new-build farm cottage providing extra accommodation for the Hollins family.
- ◆ New investments will include an improved driveway to the farm, new fences and gates around Fordhall and an extended car park.
- ◆ By 2022 the Old Three Ponds will have been fully restored with better public access; wildlife will be abundant and it will be a space of contemplation and reflection for visitors, a place to see how farming and wildlife fully support each other. This will be our flagship wildlife project, and it will stand amongst a myriad of other wildlife and conservation projects and improvements made across the farm.
- ◆ Service users of our Care Farm will enjoy a polytunnel to expand our horticultural offering, due to be built this year, for growing fruit and vegetables; and a greenwood workshop will support courses and skills development.

4.2 Key projects and initiatives

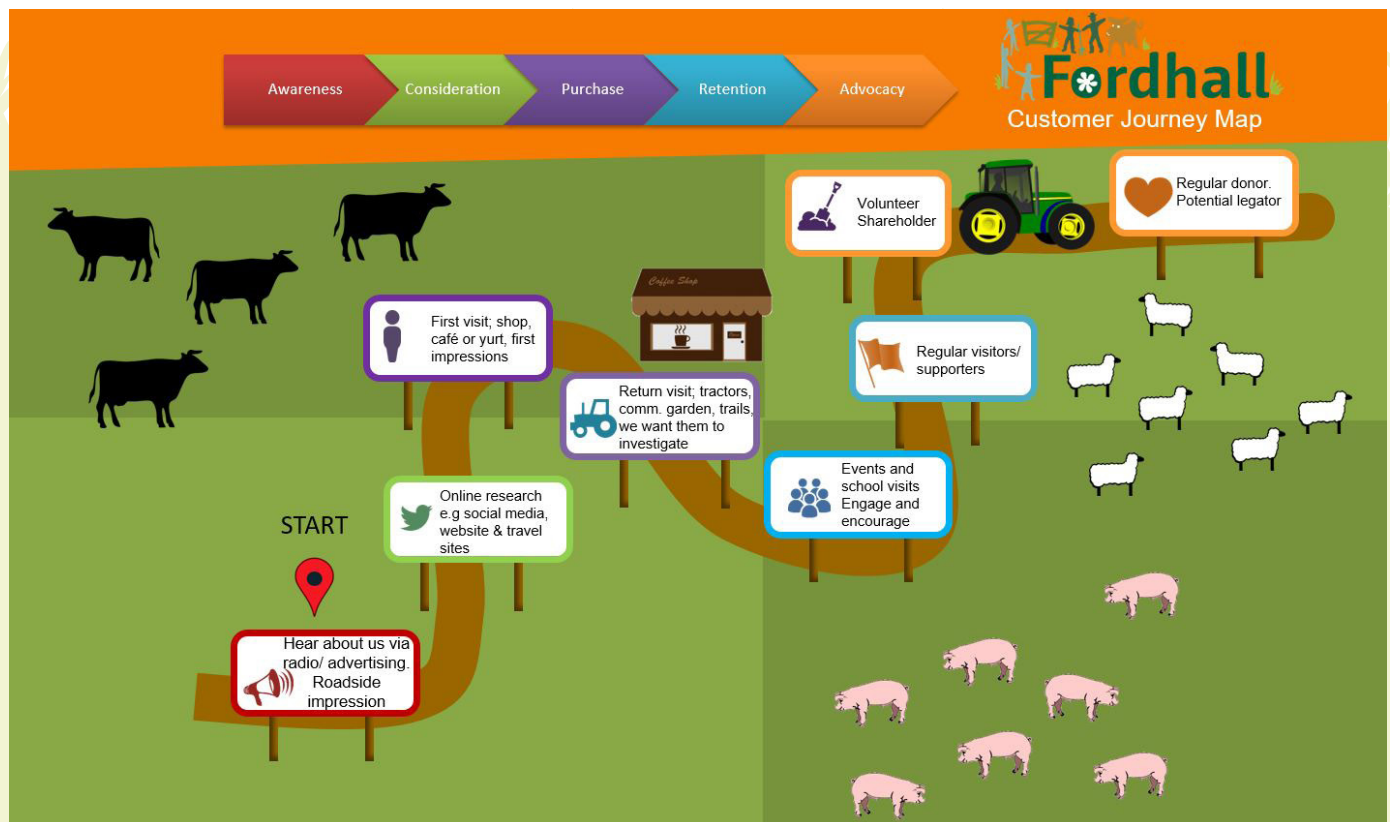
- ◆ Overnight school and youth education visits will be developed with local schools.
- ◆ Residential well-being breaks will be organised in the bunkhouse, eg. yoga/meditation.
- ◆ We plan to run one or two large events per year complemented by a large number of small events, which will be fun and educational, engaging members of the public with the natural environment, building up their confidence in the natural space and encouraging them to appreciate and understand the importance of nature and organic farming.
- ◆ We hope to run more events and activities that attract 'hard to reach', isolated, vulnerable, or disadvantaged sectors of the community.
- ◆ The Care Farm will have doubled in size, offering a day placement to seven different adults, four days a week.
- ◆ The Youth Project will have secured further funding post-2021 to assure its future, and will have expanded its delivery to eight sessions per week, supporting young people who struggle in the classroom environment.
- ◆ Arthur's Farm Kitchen will be generating a regular surplus, through its development of weddings and on-site functions and cookery courses.
- ◆ We will have doubled the number of annual school sessions, encouraging visits throughout the autumn and winter months as well as the already popular spring and summer months.

4.3 The customer journey

- ◆ FCLI Centre of Excellence will be well known for the way it respects, values and appreciates its staff, members, donors and volunteers, as well as the wider community, engendering the 'family feel' to all who visit Fordhall. It will be a place where everyone feels proud to be involved.
 - ◆ We will have a strategic engagement journey for members and supporters, with innovative campaigns, including legacy marketing and crowd funding. The aim is for all visitors to become supporters and for all supporters to be advocates of our vision, spreading the word and our values and encouraging their family and friends to become involved.
 - ◆ We will run a series of specific events for highly valued donors, and supporters throughout the five years, to ensure they know how grateful we are for their support.
 - ◆ There will be a strong focus on legacy fundraising and a specific campaign will be launched in 2019.
 - ◆ We will place a focus on the next generation in terms of members, supporters and donors as well as existing loyal supporters
- (please see customer journey map overleaf).



Customer Journey Map



4.4 Our people

- ◆ Our vision will see the FCLI Manager take up the position of CEO and, over time, the organisational structure will enable her to devote more time to hosting visits to Fordhall and carrying out consultancy.
- ◆ Our people are the heart of our success at FCLI. A strong new organisational structure is evolving to one of even greater strength, with a leadership tier and with succession planning in mind. FCLI will invest in recruiting, developing and rewarding the right people to enable us to move forward.
- ◆ Staff training will be a strong focus to extend skills and there will be an investment in staff welfare and support.
- ◆ We aim to expand our volunteer base too, through a targeted volunteer and support programme .

4.5 Financial Background

The Statement of Income and Expenditure incorporates the financial implications of the changes envisaged by the 5-year strategy, with our baseline trading as it currently exists, to show net cash movements over the period.

- ◆ Cash deficit in Year one is caused by capital expenditure on the bunkhouse, and investment into core staff resources and will be funded using existing cash reserves.
- ◆ Board policy is to hold reserves to a value of between six months and one year's worth of fixed overhead costs. Currently minimum reserves would be £100,000.
- ◆ Unrestricted reserves at 31st December 2018 was £170,520, so FCLI can comfortably cover capital expenditure in Year 1 from reserves, without compromising stability.
- ◆ The strategy as it stands, relies on significant legacy income, which by its nature, can not be accurately forecasted and therefore remains an aspiration for us to rigorously pursue. Without legacy income, the FCLI would be in deficit from 2020 onwards and reserves would drop below the lower limit. However, the

Board will amend the strategy throughout the period to ensure it is matched against income, therefore ensuring reserves do not fall below the minimum threshold.

Legacy and donor income

- ◆ 5-year projection reveals FCLI as dependent on legacy income to drive the strategy forward.
- ◆ Non-receipt of legacy income in 2020 and beyond would require a major rethink of policy.
- ◆ FCLI has received significant legacy income over the last two years (£81k), which is now in reserves.
- ◆ No legacies as yet expected for 2019, but the fundraising group anticipate income of £250,000 from legacies, over the five-year period.
- ◆ Appeals continue to be run and grants applied for specific projects. The five-year strategy includes appeal income for repairs and renewals to the farmhouse (£27,000), planned for 2021.

Core income & expenditure

- ◆ Insufficient office staff resources have held FCLI back for some years. The strategy envisages significant investment in staff over the period.
- ◆ Staff costs to increase by:
 - Inflationary pressures,
 - New posts to deliver new work (some new posts began autumn 2018),
 - Increase in quality of staff (equals higher pay rates).
- ◆ Increased staff costs (a minimum of £18,500 per annum from 2019) to be covered by increased revenue.
- ◆ Core functions and operating costs essentially break even from 2021 onwards.
- ◆ No dramatic change in AFK included in budget, just incremental improvements in margin generated as a result of consultancy advice received in 2018 and the trial of new courses.
- ◆ Potential move to Cookery School status not considered in this strategy. Detailed feasibility study required in the first instance.

The bunkhouse

- ◆ Budget structured so that operating costs are covered by new activities specific to the bunkhouse, e.g. therapeutic short stays, team building days, wedding accommodation etc.
- ◆ Bunkhouse enables expansion of Care Farm, Youth Project and educational visits offer and the income they bring.

Care Farm, Youth Project and educational visits

- ◆ New infrastructure (the bunkhouse) and new staff to enable gross margin to double by 2023. After the provision of security of tenure for the farmer, these educational activities form the core function of FCLI.
- ◆ This five-year financial plan will need to be reviewed annually and in great detail midterm to review any unforeseen costs and surplus spend.

STATEMENT OF PROJECTED INCOME & EXPENDITURE 2019 TO 2023

	2017 Actual	2018 Actual	2019 Budget	2020	2021	2022	2023
Core							
Income	66,752	68,589	£63,450.00	£71,660.00	£79,043.20	£96,987.56	£94,807.94
Expenditure	115,028	108,706	142,596	141,555	145,335	163,714	162,693
	-48,276	-£40,116.89	-£79,145.96	-£69,894.73	-£66,291.85	-£66,726.04	-£67,885.20
Arthur's Farm Kitchen							
Income	143,312	£141,352.05	£151,179.09	£154,202.67	£157,286.73	£160,432.46	£163,641.11
Expenditure	143,366	£139,434.98	£148,155.51	£151,118.62	£154,140.99	£157,223.81	£160,368.29
	-55	£1,917.07	£3,023.58	£3,084.05	£3,145.73	£3,208.65	£3,272.82
Events							
Income	8,234	£6,284.24	£5,000.00	£5,000.00	£5,000.00	£5,000.00	£5,000.00
Expenditure	6,178	£11,598.37	£5,000.00	£5,000.00	£5,000.00	£5,000.00	£5,000.00
	2,056	-£5,314.13	£0.00	£0.00	£0.00	£0.00	£0.00
Courses and Children's Parties							
Income	1,332	£4,250.55	£1,500.00	£1,530.00	£1,560.60	£1,591.81	£1,623.65
Expenditure	721	£796.52	£1,000.00	£1,020.00	£1,040.40	£1,061.21	£1,082.43
	611	£3,454.03	£500.00	£510.00	£520.20	£530.60	£541.22
Yurts							
Income	8,187	£6,592.91	£10,750.00	£10,965.00	£11,184.30	£11,407.99	£11,636.15
Expenditure	4,597	£8,200.76	£3,000.00	£3,060.00	£3,121.20	£3,183.62	£3,247.30
	3,590	-£1,607.85	£7,750.00	£7,905.00	£8,063.10	£8,224.36	£8,388.85
Newsletter							
Income	16,448	£14,653.03	£14,600.00	£14,892.00	£15,189.84	£15,493.64	£15,803.51
Expenditure	6,467	£9,721.33	£9,300.00	£9,486.00	£9,675.72	£9,869.23	£10,066.62
	9,982	£4,931.70	£5,300.00	£5,406.00	£5,514.12	£5,624.40	£5,736.89
Shares							
Income	6,100	£2,500.00	£4,750.00	£4,750.00	£4,750.00	£4,750.00	£4,750.00
Expenditure (shares refunded)	3,400	£1,350.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00
	2,700	£1,150.00	£3,250.00	£3,250.00	£3,250.00	£3,250.00	£3,250.00
Education, Care Farm & Youth Project							
Income	90,103	£86,427.23	£103,805.67	£132,423.39	£140,270.64	£149,288.74	£156,474.95
Expenditure	60,101	£63,183.07	£80,494.59	£96,122.69	£102,222.32	£106,913.00	£110,523.96
	30,002	£23,244.16	£23,311.08	£36,300.69	£38,048.32	£42,375.74	£45,950.98
Profit/Loss for period before legacy income	£15,388	-£12,341.91	-£36,011.30	-£13,438.98	-£7,750.38	-£3,512.29	-£744.44
Legacy							
Income	32,994	£50,400.00	£6,200.00	£68,700.00	£95,700.00	£68,700.00	£68,700.00
Expenditure	0	£0.00	£4,000.00	£1,500.00	£4,000.00	£1,500.00	£4,000.00
	32,994	£50,400.00	£2,200.00	£67,200.00	£91,700.00	£67,200.00	£64,700.00
Profit/Loss for period post legacy income	£48,382	£38,058.09	-£33,811.30	£53,761.02	£83,949.62	£63,687.71	£63,955.56
Capital Projects							
Haven Appeal							
Income	16,023	£2,205.70	£20,860.30	£6,000.00	£3,000.00	£3,000.00	£3,000.00
Expenditure	14,023	£2,205.70	£18,860.30	£6,000.00	£3,000.00	£3,000.00	£3,000.00
	2,000	£0.00	£2,000.00	£0.00	£0.00	£0.00	£0.00
Bunkhouse							
Income	6,250	£386,251.08	£183,717.82	£0.00	£0.00	£0.00	£0.00
Expenditure	6,250	£384,359.12	£208,690.28	£0.00	£0.00	£0.00	£0.00
	0	£1,891.96	-£24,972.46	£0.00	£0.00	£0.00	£0.00
Other							
Income		£0.00	£15,750.00	£20,000.00	£0.00	£0.00	£0.00
Expenditure		£6,411.25	£15,750.00	£35,500.00	£20,000.00	£1,000.00	£1,000.00
	0	-£6,411.25	£0.00	-£15,500.00	-£20,000.00	-£1,000.00	-£1,000.00
Capital investment		-£4,519.29	-£22,972.46	-£15,500.00	-£20,000.00	-£1,000.00	-£1,000.00
Balance Sheet Movements							
Mortgage repayments	5,252	£4,625.91	£4,700.00	£4,817.50	£4,937.94	£5,061.39	£5,187.92
Interest Free Loan repayments	0	£5,000.00	£6,445.00	£9,900.00	£9,700.00	£11,100.00	£750.00
Surplus/Deficit for period	£43,130	£23,912.89	-£67,928.77	£23,543.52	£49,311.68	£46,526.33	£57,017.64
Available unrestricted reserves		£170,520.00	£102,591.23	£126,134.75	£175,446.43	£221,972.76	£278,990.40

5.0 Delivery milestones

5.0 DELIVERY MILESTONES

5.1 Infrastructure and Landscape

- Completion of straw bale bunkhouse and car park
- Greenwood working and polytunnel complete
- Repair and replacement of fencing and gateways
- Drainage of meadows to return to wetland habitat
- Extension of existing car park
- Improvements to farm driveway from the road
- Old Three Ponds restoration complete
- Improve access to the farm for those with limited mobility
- Farmhouse major renovation work completed
- Build new cottage on farm

5.2 Key Projects and Initiatives

- First overnight school and youth visits organised
- Volunteer base expands through a targeted volunteer programme
- Plan for targeting education organisations for partnership working
- Cookery courses developed and launched
- Short well being breaks organised in bunkhouse
- Overnight youth visits expand
- On site weddings and functions grow
- Feasibility study to investigate AFK becoming a training kitchen
- Increased qualifications for youth project and care farm year on year
- Care Farm delivery expands
- Youth project funding secured and expansion
- School visits increase year on year
- Research potential future courses
- Plan for piloting new courses to attract new target audiences

5.3 Customer Journey and Fundraising

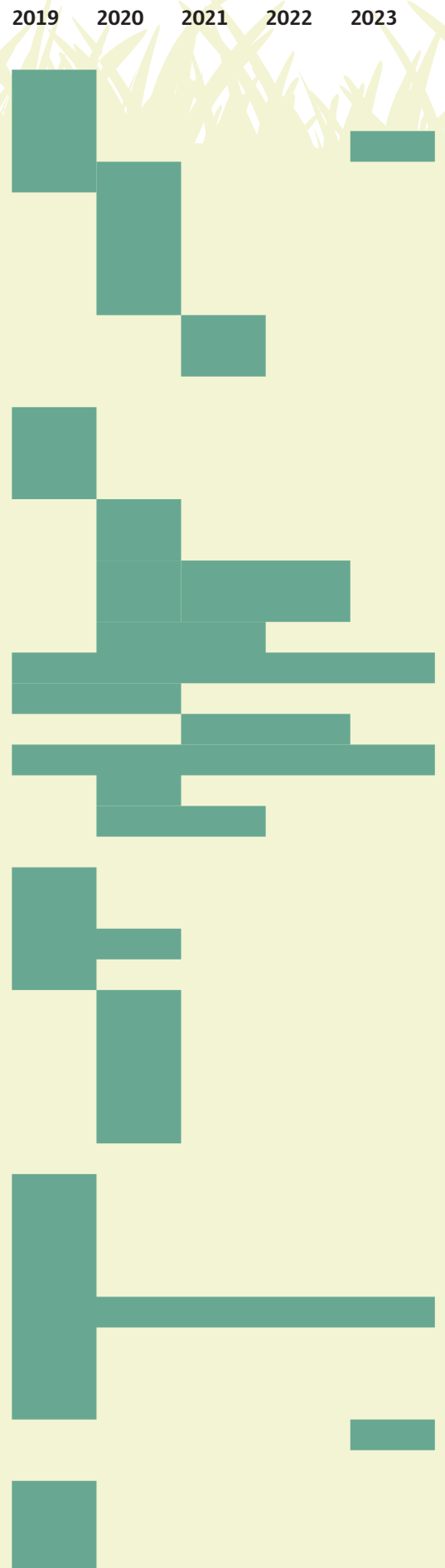
- Marketing strategy in place in line with business strategy
- Launch of legacy campaign
- Strengthen relationships with grant providers
- Fundraising appeals planner in place
- Continual customer feedback and insight programme in place
- Complete research of next generation of supporters / customers
- Customer journey plan in place for each target audience
- Staff trained in their role in managing the customer journey
- FCLI impact measures in place

5.4 People and Organisational Design

- A review of new skills required in the organisation
- Review of objective setting and personal development
- Detailed longer term people plan in place
- Recruit new posts Education Leader, Senior Care Farm Support, Marketing
- Recruitment of new & self employed casual leaders to support growth
- Launch staff appreciation package
- Launch volunteer programme
- Embed annual pay review
- Charlotte takes up more of a CEO role

5.5 Balancing the Finances

- Invest in staff and volunteers. Welfare and training
- Investment in marketing commences
- Capital infrastructure commences



6.0 Headline measures of success to 2023

Impact measurement will be a priority for FCLI throughout the period of this strategy. We are keen to develop robust systems that can demonstrate the change in behaviour and understanding that FCLI aims to achieve.

1. Promote an understanding that viable small-scale farming can work in harmony with wildlife and biodiversity.
2. Create educational and fun experiences at Fordhall which leave lasting memories and therefore create a shift in behaviour towards a more environmentally conscious society.

3. Have a positive impact on well-being through increasing people's connections to nature and the environment.
4. Provide and increase the understanding of good food made from local and seasonal produce.
5. Influence innovative approaches to using farming assets and the land for the benefit of the community.

Project level performance indicators will ensure we are effectively delivering activities (see examples below) to enable the impacts we are striving for. The Board will enlist professional support as well as dedicating internal resources to develop and implement the complete measurement model.

Measure	Department	FCLI Aim achieved
250 AQA qualifications achieved by young people and adults with learning disabilities	Youth Project and Care Farm	1 & 2
15,000 children have visited the farm	Education	1 & 2
200 volunteers supporting Fordhall on an annual basis	All	1, 2 & 3
30 young people have moved into employment	Youth Project	1, 2 & 3
50 young people have demonstrated an improvement in self-esteem and confidence	Youth Project	1, 2 & 3
24 adults with learning disabilities attending the Care Farm over four days each week throughout the year	Care Farm	2 & 3
90,000 people had a positive and engaging experience visiting Arthur's Farm Kitchen	AFK	1 & 4
10 cookery workshops run	AFK	2 & 4
15 community businesses supported through consultancy/mentoring	Office	1 & 5
2,500 visited Fordhall through our events, courses, workshops, guided tours	Office	1, 2 & 3
£250,000 received in legacy income	Office	1, 2, 3, 4, 5 – supports all areas of FCLI
Improved wildlife habitats that support the farming enterprise demonstrated through the results of a new farm and wildlife land management plan	Office	1 & 3

7.0 Risks

Risk	Detail	Likelihood	Impact	Mitigated
No legacy income is received over the five years	Legacy income cannot be planned, but predictions can be made based on past experience and the fact that our shareholders are all getting older.	Low	If no legacy income is forthcoming and the strategy continues to be followed then in 2023 the FCLI would be breaking even but it would be below its reserves threshold. The Board would never allow this scenario to occur and would 'cut their cloth' accordingly in previous years.	Concerted effort and resources placed into legacy marketing to members including direct mail campaign, on-site special invitation events, personal invitations, and constant reminder to our members that legacies are accepted and we are here to help if they have any questions. Possible partnership working with a local solicitor.
No grant aid received for continuation of Youth Project	Grant aid currently guaranteed until April 2021. Thereafter, no funding is in place for the project.	Medium	If no funding was forthcoming, this project would end. The FCLI cannot afford to sustain it. If the project comes to an end there will be a deficit towards core costs of £20k over the five years and two youth workers will be made redundant.	Investment in admin time of staff to plan next stage of project, apply for grant aid and seek opportunities 2019 onwards. Succession plan to be secured by December 2020.
12-acre Cottage Field	The landowners have voiced a wish to sell land for commercial development. Notice served on tenant for 29.09.19.	High	For the tenant farmer: removal of land to rear free range pigs, removal of winter grazing for cattle, both of which will result in a dramatic change in current farming practices. For FCLI: lack of car parking space will severely limit all large-scale events at Fordhall including on-site weddings. Noise, visual impact, reduction in tourism appeal, lack of woodlands for educational activities.	Continue discussions with the landowner. Keep our shareholders informed. Possibly launch a public campaign to fight development or to raise the funds to purchase the field.
Financial model	Strategy based on increasing staff resource to increase our impact.	Low	Core costs are not currently being met and we will rely on the new income model to meet increased core costs and to sustain them.	Close monitoring on the proposed income model, regular evaluation, and ensuring that new recruits are justified by generating increased income.

8.0 Ongoing review and monitoring

The FCLI Board will monitor progress of the strategy throughout the period. The FCLI Manager and staff team will be responsible for its delivery.

The FCLI Board will carry out an annual review and make any necessary adjustments to ensure any new influence and impacts are accounted for and to ensure the best interests of the FCLI are always being met.

A full review will be carried out in 2022 which will inform the development of the subsequent 5-year strategy (2023-2028).

This strategy document was prepared and published by the Fordhall Community Land Initiative in partnership with the tenant farmer, Ben Hollins.



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