



# Strategy 2025 – 2027



## Context

Set up by the local community, for the local community, Bath City Farm is a high impact charity and social enterprise based in the Twerton and Whiteway suburbs of Bath. Over 30 years, Bath City Farm charity has transformed 37 acres of disused land into a green urban oasis to deliver targeted social projects and a free to access visitor destination for all to enjoy.

Community provision centred around farm animals, wildlife habitats, a community café, nature trails, spaces for craft, cooking and growing have established the Farm as a social and mental wellbeing hub, reaching over 800 people a year and welcoming 70,000 local visitors each year. The Farm's land is mentioned in the Domesday Book, and it's likely there's been farming on the site for thousands of years. Today Bath City Farm continues this legacy whilst working to support and nurture the communities it serves.

As the Farm prepares to enter its 30<sup>th</sup> year, the Farm's services are more in demand than ever. The post-Covid landscape has meant competition for funds is at an all-time high. As a result, the Farm is innovating to increase trading revenues and financial resilience. It is enhancing facilities and growing community services and activities to reach more diverse audiences and implementing new regenerative farming and nature restoration initiatives across the site to create the conditions for people and wildlife to thrive.



## Values

The Farm has recently refreshed its values which have been defined as:

### Diversity is strength

We work to remove barriers to encourage participation and promote fairness and equitable opportunities for all. We foster a culture of respect and dignity.

### We are nature

We are a part of nature and nature is us. We therefore aim to create conditions for biodiversity and natural ecosystems to thrive in all our activities and choices.

### Power in community

Each person has a unique perspective and gifts to share. Nurturing and valuing these strengths collectively gives us power to make positive changes in our communities.

### Free or fairly priced

The Farm site will always be free at the point of access for people to explore and enjoy. We endeavour to provide all our activities free or fairly priced.

### Open and participatory

We aim to communicate openly and create meaningful opportunities for communities to contribute to the direction of the Farm.

### Working with care

We approach our work with care, to create quality solutions and minimise harm to people and the environment.

## Vision & Mission

**The Farms vision** is to create a healthy community rooted in nature, food, farming and each other.

**The Farms mission** is that we are a welcoming urban farm using our unique setting and targeted projects to educate, improve wellbeing and transform lives.

## Approach

Bath City Farm is seeking to expand upon its previous 3-year strategy with new tools and refreshed aims and objectives, to create a positive future for the Farm and its diverse range of social impact projects.

A considerable wealth of information and experience was available to inform this endeavour. Octopus Impact, the Farm Director, and Farm staff collaborated to collate and produce content at staff away days and within individual teams. This collaborative effort leveraged collective knowledge and experience to create a valuable set of resources for both the immediate and medium-term future.



## Frameworks adopted & how to use them

To enable the Farm to plan and execute its strategy for social, environmental and economic impact in the present and future, we adopted a series of methods and frameworks. Each offers different opportunities to explore, illustrate and communicate the actual and proposed outcomes and impact for the Farm for the next three years, as an increasingly crucial part of the regional ecology, community and economy.

The frameworks selected to support our growing aspirations were as follows:

### A Theory of Change

Theory of Change [ToC] was adopted in order to offer a visual journey or map demonstrating how the Farm inspires change and co-creates impact for and with natural systems, wildlife and people within the communities the Farm serves.

The ToC forms the basis for understanding the value and impact of the Farm. This can help provide clarity for staff, volunteers, project participants as well as external groups and funders. Importantly it provides a visual connection between the everyday actions of the Farm team, and the broader vision. It will also be a useful tool for the team to reflect on the Farms purpose, strategic aims and evaluation to ensure we can be successful in our efforts.



## An Evaluation Framework

The Centre for Cultural Value's 5-step Evaluation Framework was selected as a pragmatic and accessible tool to support planning, discussion, and decision-making. The adoption of a robust framework will assist the Farm in navigating the complex operational environment and maintaining focus on intended outcomes and impacts, particularly in conjunction with the Theory of Change.

The framework was modified from its original structure to align with the Farm's specific needs; headers were adjusted to correspond with the Farm's established terminology, and the "Research Questions" section was removed due to its current irrelevance to the Farm's operations.

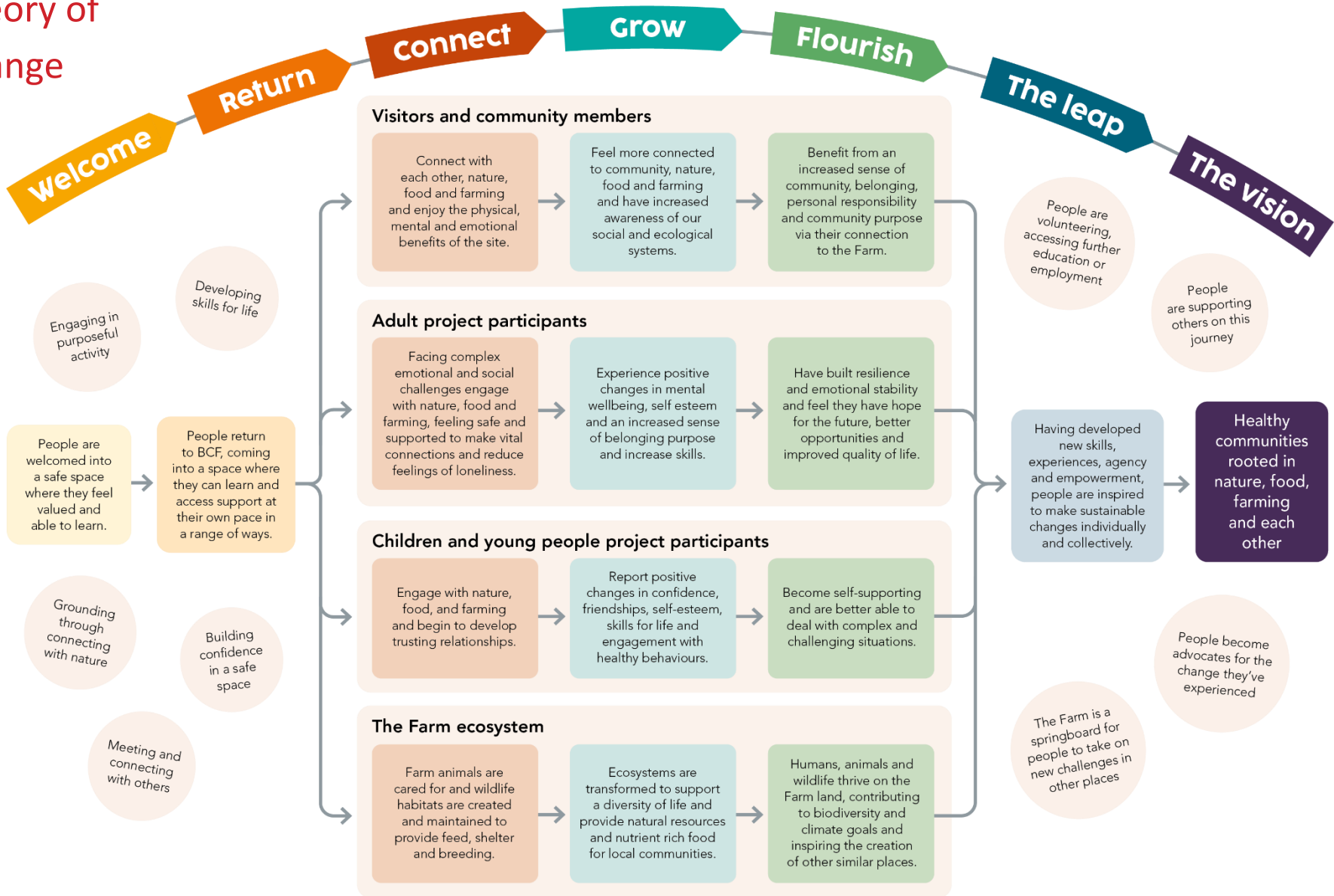
This model will serve to elucidate the relationships between inputs and impacts and the ecosystem of people and organisations within which the Farm operates. Furthermore, it will guide the team in situating the 'inputs to impact logic model' within the broader context of the challenges the Farm is addressing, while maintaining alignment with the Farm's overarching vision.

## An Evaluation Matrix

The evaluation matrix is designed as an operational Excel document that illustrates how strategic aims relate to identified outcomes, indicators and sources of evidence. Additionally, it offers a structured approach to assigning individual responsibilities, establishing measurement frequency, and defining metrics, methodologies, and targets for the forthcoming three years.



# Theory of Change



# 5 Step Evaluation Framework

## Ecosystem

<b>Internal</b> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Trustees</li> <li>• Key volunteers</li> <li>• Project participants</li> <li>• Members</li> </ul>	<b>Support network</b> <ul style="list-style-type: none"> <li>• Visitors</li> <li>• Funders</li> <li>• Donors</li> <li>• Local businesses</li> <li>• Suppliers</li> <li>• Pro-bono help</li> <li>• Organisations in Twerton and Whiteway who are members of T&amp;WCN</li> </ul>	<b>Strategic</b> <ul style="list-style-type: none"> <li>• BANES Council</li> <li>• Schools</li> <li>• Child services</li> <li>• SSE / Social Prescribing group</li> <li>• Universities (UoB, BSU &amp; both Bristol Universities)</li> <li>• AWP / Virgin Care</li> <li>• GP &amp; Primary healthcare providers</li> <li>• Green health / social prescribing partners??</li> <li>• Vocational Area Network</li> </ul>
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## Vision Mission & Values

<b>Values</b> <ul style="list-style-type: none"> <li>• Diversity is strength</li> <li>• We are nature</li> <li>• Power in community</li> <li>• Free or fairly priced</li> <li>• Open and transparent</li> <li>• Working with care</li> </ul>	<b>Mission</b> <p>We are a welcoming urban farm using our unique setting and targeted projects to educate, improve wellbeing and transform lives.</p>	<b>Evaluation Audience</b> <ul style="list-style-type: none"> <li>• Trustees</li> <li>• Schools / education providers</li> <li>• Funders &amp; referral partners</li> <li>• Donors</li> <li>• Members</li> <li>• Key volunteers</li> <li>• Supported volunteers</li> <li>• Wider community</li> </ul>
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## Strategic Aims

1. Bath City Farm is a centre for green care, addressing health inequalities and promoting emotional wellbeing
2. BCF delivers a rich inclusive programme of educational and lifelong learning opportunities.
3. BCF is a thriving community hub facilitating connection, belonging and place-based community development.
4. BCF is a beacon of excellence tackling the climate and nature emergencies.
5. BCF food and farming social enterprise produces high quality, affordable and nutritious food with local communities.
6. BCF is a sustainable organisation, resilient and improving all the time.

## The problem

Personal, social and ecological crises driven by structural inequalities are impacting on the health and wellbeing of our communities and the natural world.

## Assets

- Staff time
- Trustee time
- Key volunteer time
- Supported volunteer time
- Local communities
- Wider communities of interest
- Farm animals
- Wildlife living on site
- School / education referral partners
- Primary and secondary health partners (GPs & AWP)
- Materials
- Facilities comprising of cafe, play area, training room, training kitchen, roundhouse and office
- Wild spaces comprising of grassland, hedgerows, ponds and woodland.
- Growing and farming spaces comprising of barn, polytunnels, wildflower nursery, raised beds
- Nutrient recycling comprising composting and manure management
- Communications such as website, social media, newsletter, on site interpretation.
- IT equipment & infrastructure

## Impact areas

- Children and young people**
  - Alternative Education provision
  - After school and weekend clubs
  - Parent/Carer and Toddler group
  - School visits
  - Outreach
- Adults**
  - Roots to Health - Wellbeing provision
  - Roots to Work - education & employment
  - Projects for people with learning disabilities
  - Bath Shed
- Community**
  - Seasonal events
  - Space hire
  - Corporate team building
  - Public workshops
  - Allotments
  - Twerton and Whiteway Community Network
- Food and farming**
  - Regenerative farming education
  - Roots to Work community cafe and shop
  - Farm produce & enterprise
  - Volunteer lunches
- Climate and biodiversity impact**
  - Biodiversity enhancement
  - Creation and restoration of key habitats
  - Ecosystem services
  - Renewable energy generation

## Activities

- Children and young people**
  - Weekly activities targeted at age groups 0-5yrs, 5-11yrs, 11-16yrs, 16-25yrs.
  - Gardening
  - Animal care
  - Wildlife conservation
  - Craft
  - Cooking
- Adults**
  - Weekly sessions in therapeutic gardening, animal care, craft and cooking
  - Work placements in hospitality, retail, catering, conservation and horticulture, 4 days per week
  - AQA awards and City and Guilds
  - Weekly Shed sessions for over 50s
- Community**
  - Spring, Summer, Autumn, Winter Fairs
  - Apple day, bonfire night, halloween, harvest
  - Neighbourhood events, community organising, advocacy
- Food and farming**
  - Market garden and polytunnels providing fresh vegetables, herbs and salad all year round.
  - Orchards, nuttree and perennial edibles managed to supply a range of annual produce.
  - Jams and preserves made using Farm produce
  - Community apple juicing
- Climate and biodiversity impact**
  - Tree, hedgerow, pond and scrub creation and management
  - Low intensity grazing
  - Pollinator friendly planting
  - Annual hay cut
  - Renewable energy creation

## Outcomes

- 1. Volunteers and visitors experience increased wellbeing, confidence and belonging.
- 2. Project participants succeed in accessing and benefiting from formal and informal education.
- 3. Conservation measures have a positive impact on nature, Farm and wider community.
- 4. Food is grown or sourced locally to reduce energy and support the local economy.
- 5. Visitors and local community access a range of public events and workshops building skills, confidence, connection and belonging.
- 6. Staff feel valued and supported.
- Staff and volunteers can develop and
- Diversified income enables long-term sustainability.
- Diversified and strengthened partnerships.
- BCF has a rich understanding of the ecosystem within which it operates.
- Site improvements to meet staff, volunteer and community needs

## Long-term Outcomes

- 1. Improved mental and physical health and wellbeing for volunteers and visitors.
- 2. Project participants successfully reach their education and lifelong learning goals with BCF.
- 3. Positive impact on the climate and ecology on the site and across Bath and surrounding areas.
- 4. Affordable and nutritious food is more accessible to local communities.
- 5. BCF is a community catalyst, bringing diverse communities together in one place.
- 6. BCF team is diverse and dynamic with abundant skills and capabilities, with sufficient resources including spaces to deliver organisational objectives now and in the future.

## Vision

Our vision is to create a healthy community rooted in nature, food, farming and each other



## Evidence

### Qualitative

- Annual staff wellbeing survey demonstrates positive team development.
- Supported volunteer journey mapping using outcome stars, baseline assessments and progression reporting.
- Case studies of project participants.
- Baseline and follow up interviews and surveys with project participants.
- Observations of engagements.
- Annual visitor experience survey foregrounding visitors voices to support positive visitor improvements at the Farm.
- Value of partnerships measured via informal interviews and continued relationships.
- Feedback at member events and AGM.
- Nature Connection Index

### Quantitative

- Management accounts and financial monitoring.
- No. of young people engaged in learning and volunteering.
- No. of young people attending as part of school visits.
- No. of sessions delivered.
- No. of supported volunteers worked with.
- Records of AQA Awards and City & Guild certificates issued.
- Staff training logs.
- No. of community events and workshops.
- Log of space hires and activities.
- Log of community events and workshops including participation data.
- No. of Staff development plans created and reviewed.
- No. of animal health checks reviewed.
- Log of health and safety incidences and near misses and action taken.
- No. of visitor feedback forms logged and mapped.
- Change in mode in travel to Farm shown via surveys.
- Nos. of Social media interactions.
- Biodiversity and conservation activities logged over consecutive years to show changes.
- Waste reduction activities recorded.
- Cafe customer purchasing data
- Food production logs, to monitor effective practices.
- Partnerships monitored by sponsorship and grant making.
- Number of website visits
- Number of pieces of press coverage
- Number of newsletter subscribers
- Number of Farm members

Click here to see the [Canva document.](#)



## Summary of existing provision of targeted social projects delivered by the Farm to achieve its social impact

### The Children, Young People and Families Programme

Little Farmers - A nurturing group for children under 5 and their guardians, free to attend and focused on improving confidence and connection with others in the community.

Roots and Shoots - A toddler group for children under 5 allowing them to play and discover nature.

Farm Club - A free weekly club for children aged 5-11 in the local area who require support. Together we enjoy the outdoors, increase their emotional resilience, improve their physical health and build their social skills.

Saturday Club - A group for 5-11 year olds, to participate in farm and woodland activities and make lasting friendships.

Farm Hands - A weekly group for ages 11-16 who are facing challenges. With long term support, focuses include building key practical skills and contributing to their community through caring for the site, the gardens, the animals and helping with events.

Alternative Provision – Weekly sessions for 4-18 delivered in partnership with schools, for children who need an alternative to school-based learning.

Youth Outreach - Work in the local community to reach young people 16-25 at risk of anti-social behaviour, bringing them into our programme that provides key support for their mental wellbeing.

16-25 Skills Course – Working 1:2 with young people (who aren't currently in Education, Employment or Training) for 6-week courses in animal care, supporting them to move into other projects.

School visits – 2500 children a year benefit from school visits, learning about nature, food and farming practices and connecting with the Farm as a local free to access green space.

## The Adult Programme

Roots to Health - Supporting adults with complex health and social needs through therapeutic gardening, animal care and cooking.

Roots to Work - Supporting adults who are disadvantaged by the jobs market to gain structured work experience and training in retail and hospitality, horticulture, groundskeeping, conservation and cooking.

CRAFTworks - A women only crafting group with a focus to improve people's mental wellbeing.

Natural Pathways - A wildlife conservation group with a focus to improve people's mental wellbeing.

EARTHworks - A therapeutic gardening group tailored to meet the needs of adults living with learning difficulties.

Each project targets a group who experience a specific set of additional needs and uses farming and land-based activities to engage, support recovery, inspire creativity, build skills, confidence and overcome personal challenges. Every project is led by a skilled team able to provide structured activities to suit a variety of needs and offer physical, mental and emotional support. We also offer supported training and progression opportunities when people are ready to take that next step.

## Strategic aims, outcomes and objectives

### Impact area: Health and Wellbeing

**Strategic Aim 1:** Bath City Farm is a centre for green care, addressing health inequalities and promoting emotional wellbeing

Outcome	2025	2026	2027
<p>C&amp;YP project participants / volunteers feel an increased sense of wellbeing, belonging, and community.</p> <p>CYP work contributes towards systemic change, increasing aspirations amongst and opportunities for local children and young people.</p> <p>CYP work contributes to a reduction in local issues, e.g. anti-social behaviour and poor health in local children and young people.</p>	<ul style="list-style-type: none"> <li>– Secure multi-year funding for 0-25yrs projects to be able to continue our offer of services to local children and young people for free.</li> <li>– Create a nurturing, engaging Yurt space with garden used exclusively by children and young people.</li> <li>– Ensure a robust induction/welcome process is in place for all participants, including materials prior to attendance.</li> <li>– Deepen our relationship with the Hospital Education and Reintegration Service.</li> <li>– Work closely with Southside Family Hub to ensure programmes are welcoming to their families.</li> <li>– Train Wild Acres staff in Counselling.</li> <li>– Increase presence of youth volunteers at Farm events.</li> <li>– Recruit a mentor from the local community to support local youth to engage in the Farm outreach.</li> <li>– Begin establishing relationships with local partners with a view to develop an</li> </ul>	<ul style="list-style-type: none"> <li>– All C&amp;YP services have an effective and joined up monitoring and evaluation system that links into the Farm and programme specific Theory of Change.</li> <li>– Wild Acres to contribute to key wellbeing outcomes for young people in our programme.</li> <li>– Create a small animal area to be cared for by the C&amp;YP participants, increasing responsibility and wellbeing.</li> <li>– Grow our work around disordered eating as well as food growing and cooking as a life skill.</li> <li>– Develop relationships with CAMHS and more local organisations to increase referrals.</li> <li>– Structure ‘supportive mentor’ roles within the 11-17 age range for young people who have moved through the programme</li> </ul>	<ul style="list-style-type: none"> <li>– Develop intergenerational working with C&amp;YP and Adult groups.</li> <li>– Wild Acres programme to be familiar and recognisable as a reliable and effective intervention for wellbeing for pupils across B&amp;NES.</li> <li>– Establish our relationships with the schools of our funded session participants, with frequent dialogue to contribute to the pupil’s support in and out of school.</li> <li>– To evolve ‘supportive mentors’ into ‘key volunteers’.</li> </ul>

	<p>early evening programme of activity at the Farm, specifically aimed at local youth including holiday periods.</p> <ul style="list-style-type: none"> <li>– Increase presence of youth volunteers at Farm events – running stalls or sessions with the public.</li> </ul>	<p>and are ready to support younger participants.</p> <ul style="list-style-type: none"> <li>– Become a “Thrive-informed” programme through staff training and practice.</li> <li>– Work with the Adult Mental Health Programme to develop support for parents/carers of our participants, beginning with Little Farmers.</li> </ul>	<ul style="list-style-type: none"> <li>– Youth event created and run by young people to take place in the summer.</li> </ul>
<p>Adult programmes support prevention, early intervention and individual mental health recovery through participants engaging in meaningful nature - based activities and therapies.</p> <p>Farm programmes support local and regional Mental Health priorities, developing strong networks and embedding the Farm as a major provider of high quality green</p>	<ul style="list-style-type: none"> <li>– Secure multi-year funding for adult mental health projects supporting those facing significant mental health challenges.</li> <li>– Launch weekly Bath Shed group sessions for over-50s in their new workshop at the Farm. Support the group to integrate and safeguard those referred through social prescribing.</li> <li>– Develop the Farm’s activities and spaces through a trauma informed lens, encouraging a sense of safety and empowerment to those that use our services.</li> <li>– Work with local Primary Care Networks and the Community Wellbeing Hub to increase referrals of local residents that are High Intensity Users of NHS services.</li> </ul>	<ul style="list-style-type: none"> <li>– All adult services have an effective and joined up monitoring and evaluation system that links into the Farm and programme specific Theory of Change.</li> <li>– Develop spaces, grounds and resources to increase accessibility to those with limited mobility.</li> <li>– Work with the ICB to offer smaller group sessions for people with Learning Disabilities and/or Neurodiverse.</li> <li>– Develop a ‘Creative Collective’ with other organisations using the arts to improve mental wellbeing.</li> <li>– Develop our ‘Warm Spaces’ across the Farm during the colder months for project participants to</li> </ul>	<ul style="list-style-type: none"> <li>– Develop intergenerational working with C&amp;YP and Adult groups.</li> <li>– Seek funding to develop work with older people in care e.g. dementia patients.</li> <li>– Become a Trauma Integrated organisation, with a whole Farm approach to embedding our understanding of trauma into all aspects of our operations including our culture, language, policy and procedure.</li> </ul>

<p>social prescribing in B&amp;NES.</p> <p>Health disparities between different social groups are reduced due to engagement with BCF providing increased active lifestyles, healthy social relationships and access to good food.</p>	<ul style="list-style-type: none"> <li>– Deepen partnership work with AWP mental health trust, creating a 1:1 meeting and therapy space with wellbeing garden for both services to use.</li> <li>– Enhance partnership working with women's services for trauma survivors through our Craftworks project including outreach sessions to support engagement.</li> <li>– Lead on Nature and Healthcare Networks across B&amp;NES showcasing and promoting green social prescribing, hosting information and networking events across the year.</li> <li>– Create engaging promotional content via the website and social media for Adult Services to share impact with referral partners, health practitioners and the wider community.</li> </ul>	<p>continue to enjoy the activities we offer throughout the year.</p> <ul style="list-style-type: none"> <li>– Work closely with the Community Wellbeing Hub to increase referrals to our services from Twerton and Whiteway residents.</li> <li>– Work with University West of England Occupational Therapy dept to offer placements.</li> <li>– Train the whole staff team in Trauma Sensitive approach.</li> </ul>	
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## Impact area: Education and Skills

**Strategic Aim 2:** BCF delivers a rich inclusive programme of educational and lifelong learning opportunities.

Outcomes	2025	2026	2027
<p>C&amp;YP project participants are more equipped to succeed in accessing and benefiting from formal and informal education.</p> <p>Across all ages of the CYP programme, our work builds on the physical, mental and social development required to thrive in mainstream educational settings.</p>	<ul style="list-style-type: none"> <li>– Involve children and young people across the programme in the design of an inspiring new learning hub consisting of a building that can hold a minimum of 60ppl and associated outside learning spaces. Secure planning permission.</li> <li>– Expand the Wild Acres Alternative Provision Programme, facilitating participants for full days and offering City and Guilds accreditation in animal care, horticulture and conservation.</li> <li>– Run two open afternoons a year to promote our work directly to schools and providers.</li> <li>– Develop relationships with services supporting ‘EOTAS’ children and young people.</li> <li>– Secure multiyear funding to deepen our work with children in the Early Years Foundation Stage by working closely with local nurseries to increase the development of</li> </ul>	<ul style="list-style-type: none"> <li>– Secure funding for the new Learning Hub.</li> <li>– Regularly host local experts to support participant learning in different areas of conservation, farming, building, craft and horticulture, inspiring ambition to work towards these fields.</li> <li>– Demonstrate impact of the Wild Acres programme through analysing outcomes from our Resilience Model and evaluate where growth may be needed.</li> <li>– Register with Ofsted to increase the capacity of holiday clubs.</li> <li>– Monitor our City and Guilds and AQA outputs.</li> <li>– Secure funding for branded PPE/outerwear for project participants to enjoy the programme year-round.</li> </ul>	<ul style="list-style-type: none"> <li>– Start work building the new Learning Hub building and associated outside learning spaces. The building will enable more people to access land-based learning opportunities and explore their curiosity in a person-centred way.</li> <li>– Work with different Farm teams to create a structured work experience programme to run once a year for approx. 5 participants across different areas of the organisation.</li> <li>– Expand our City and Guilds and AQA outputs.</li> <li>– Widen young people’s experiences through our relationships with other B&amp;NES organisations to find work placements for 16-25s to attend as part of/following their time with us.</li> </ul>

	<p>participant language, motor skills and social communication.</p> <ul style="list-style-type: none"> <li>– Develop a KS3/4/5 offering of school visits, to include field surveys, transects etc. in line with the national curriculum, becoming a regular part of secondary school's curriculum planning.</li> <li>– Revolutionise our current storage to create a safe and organised 'library of things', easily accessible across all projects.</li> <li>– Establishing relationship with the Job Centre, to support young people to find meaningful work opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>– Deliver sessions in schools with animals to connect with children and young people and better understand their school learning environment.</li> <li>– Create new farming internship opportunities for 16-25s in the new Food Growing Hub.</li> <li>– Create a programme with First Steps Nursery to provide weekly sessions for local children to benefit from the Farm and develop in key areas.</li> </ul>	
<p>Adult programmes deliver meaningful training and learning opportunities to increase employability for people facing disadvantage.</p> <p>Adult programme participants increase soft and hard skills; raise their self-confidence and feel ready to progress into their next step in life</p>	<ul style="list-style-type: none"> <li>– Become a City and Guilds Centre offering accreditation within the Roots to Work Programme in hospitality and catering, conservation and horticulture.</li> <li>– Expand the number of trainees gaining employment on the Farm through our food and farming social enterprise activities.</li> <li>– Nurture links with businesses across B&amp;NES to provide progression pathways for trainees.</li> <li>– Launch a new annual Green Skills Fair to showcase career pathways and training opportunities in the</li> </ul>	<ul style="list-style-type: none"> <li>– Expand the number of City &amp; Guilds qualifications we offer in Sustainability and Green Construction Skills (retrofitting).</li> <li>– Create a small funding stream by offering third sector organisations in B&amp;NES the opportunity to join us as a satellite City &amp; Guilds centre to teach those who may be furthest from the jobs market.</li> <li>– Secure long-term continuation funding for Roots to Work programme.</li> </ul>	<ul style="list-style-type: none"> <li>– Offer a range of adult community learning courses in partnership with Bath College and the Wellbeing College in the new Learning Hub.</li> <li>– Aim to offer apprenticeships and supported internships with Bath College and other local partners to support food and farming social enterprise activities.</li> <li>– Become a Level 3: Disability Confident Leader - championing disability inclusion and recruiting and retaining disabled employees</li> </ul>

<p>Bath City Farm becomes a leading provider in B&amp;NES for green skills training and nature recovery employment pathways.</p>	<p>Nature Recovery Sector within B&amp;NES.</p> <ul style="list-style-type: none"> <li>– Develop the Vocational Advice Network by inviting more third and public sector representatives to share their vocational and wellbeing opportunities for people they support.</li> <li>– Organise a programme of talks at each VAN meeting on issues faced by unemployed people across B&amp;NES.</li> <li>– Offer a structured package of Key Volunteering opportunities across the range of Farm projects to provide support and build skills.</li> <li>– Co-deliver Roots to Change with Bath College every 6 months, each year.</li> <li>– Offer a range of affordable educational workshops for adults within the community around food, farming and nature. Some accredited by City &amp; Guilds.</li> <li>– Apply for funding to develop a seasonal programme of heritage crafting workshops using natural materials and resources produced on the Farm, with the aim of becoming a local centre of excellence for natural crafts.</li> </ul>	<ul style="list-style-type: none"> <li>– Expand AQA Awards across other adult programmes and continue to develop new Awards in line with what we offer</li> <li>– Develop a series of articles for the Farm blog, newsletter and website around health and wellbeing, food, farming and sustainable environmental practices.</li> <li>– Run a trial year programme of heritage craft workshops led by staff and experts.</li> </ul>	<p>and volunteers. Share inclusive recruitment practices within employability networks.</p> <ul style="list-style-type: none"> <li>– Become a local centre of excellence for natural and heritage crafts offering regular community workshops and training in growing, managing and harvesting natural craft resources.</li> </ul>
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## Impact area: Community

**Strategic Aim 3:** Bath City Farm is a thriving community hub facilitating connection, belonging and place-based community development.

Outcome	2025	2026	2027
<p>Farm visitors and local communities build connection to the land, community and place.</p> <p>Farm visitors and local communities increase participation in their community, building cohesion, resilience and belonging.</p> <p>The Farm establishes itself as a leading venue for cultural and educational events and workshops, growing its reputation as a community venue for Bath and surrounding areas.</p>	<ul style="list-style-type: none"> <li>– Promote a programme of seasonal events and workshops to connect people to the land, celebrate the seasons and teach green skills.</li> <li>– Create a sub-group at the Farm to plan, host and execute a celebratory festival style event to mark the Farm’s 30th anniversary.</li> <li>– Launch the nature trail, map and walks to encourage more visitors to engage with the health and wellbeing benefits of the site.</li> <li>– Launch seasonal Wellbeing Feasts every season, for the whole community on a pay what you feel basis.</li> <li>– Collect rich data from participants of Farm events and workshops including demographics, experiences and outcomes for marketing and impact measurement purposes.</li> <li>– The Farm cafe’s pay it forward scheme is re-launched to make it clearer and more accessible for people to access.</li> </ul>	<ul style="list-style-type: none"> <li>– Create more opportunities for the local community to participate in events at the Farm e.g. as stallholders or performers.</li> <li>– Improve the nature trail with further interpretation and features of interest, to ensure it is engaging visitors of all ages.</li> <li>– Weave the wider context, history and ambitions of the local area into the Farm experience through info boards/products for sale/signposting so that visitors feel they are visiting Twerton &amp; Whiteway and not just the Farm.</li> <li>– Develop the Farm’s on-site communications around health and wellbeing, food, farming, and sustainable environmental practices.</li> <li>– Plan and promote events and workshops six months in advance.</li> <li>– Support the Twerton and Whiteway Network to create a community vision and plan for the area, taking</li> </ul>	<ul style="list-style-type: none"> <li>– New buildings and spaces support a diverse programme of local events and functions that meet the needs of local communities.</li> <li>– The number of people accessing the wider site via the nature trail doubles based on visitor survey data.</li> <li>– The Twerton and Whiteway Network has grown to become its own legal entity.</li> <li>– The Farm has a membership of 300 people.</li> <li>– Segmented mailing lists have been established for people who volunteer in cooking, food growing and production, nature</li> </ul>

<p>The Farm works with Twerton and Whiteway communities, supporting the area to develop in a way that benefits residents.</p> <p>Improved systems for local participation in the Farms decision making and development.</p>	<ul style="list-style-type: none"> <li>– The farm office is made more accessible and welcoming to the public.</li> <li>– Launch regular on-site public volunteer days in food growing, juicing and wildflower nursery to increase skills and connection to the local food system.</li> <li>– Recruit a team of key volunteers to support with the new wildflower nursery, food growing, community juicing and bee keeping.</li> <li>– Increase participation by global majority groups within Farm events, who are currently underrepresented on the Farm.</li> <li>– Work with partners to grow and maintain an active membership of the Twerton &amp; Whiteway Community Network.</li> <li>– Engage with our local neighbours around issues related to parking and perceived positives and drawbacks of living close to the Farm and aim to create solutions.</li> <li>– Deliver 3 member events to build an active membership of people contributing to the direction of the Farm.</li> </ul>	<p>a community development approach to address neighbourhood challenges.</p> <ul style="list-style-type: none"> <li>– Develop a partnership with Bath Spa University art department to enhance creative and interactive learning and engagement across the site.</li> <li>– Further establish regular on-site growing volunteer days, offering well-supported, meaningful and reciprocal volunteer opportunities, running consistently throughout the year.</li> <li>– Incorporate regular ‘how to’ workshops into seasonal fayres, collaborating with local organisations, associations and groups including sessions on composting, propagation, and food growing.</li> </ul>	<p>conservation and events.</p> <ul style="list-style-type: none"> <li>– The Farm amplifies and nurtures the skills and wisdom of the local community by creating opportunities to swap and share skills (Bath Shed/Learning Hub).</li> <li>– The Farm generates resources and wealth with and for its local communities e.g. energy generation, food and other produce such as wool, wood and hay, to contribute to the sustainability of the area and raising the profile of Twerton and Whiteway as an area where wonderful things happen and are made.</li> </ul>
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## Impact area: Nature

**Strategic Aim 4:** BCF is a beacon of excellence tackling the nature and climate emergencies.

Outcomes	2025	2026	2027
<p>Creation and care of habitats, food sources and shelter for wildlife, increases populations and encourages new species to the Farm</p> <p>Working with local communities and partners, the Farm inspires and provides practical support to increase biodiversity in gardens and other local green spaces.</p>	<ul style="list-style-type: none"> <li>– Draw up a site-wide ecological land management plan, including scrub, hedgerows, woodland, grassland and ponds.</li> <li>– Build new wildflower nursery polytunnel and continue growing wildflowers from high quality (and locally collected where possible) seed.</li> <li>– Increase plants available for sale at 3 plant sale events and in the Garden Shop.</li> <li>– Establish a new wildflower meadow in Maiden Furlong.</li> <li>– Install 30 bat and bird boxes on the Farm, use a range of designs and site them appropriately.</li> <li>– Plan woodland ground flora planting scheme to showcase as many woodland plants found locally as possible. Identify suitable sites for seed collection, cuttings etc. and contact landowners.</li> <li>– Remove all invasive non-native species where appropriate to improve habitats.</li> </ul>	<ul style="list-style-type: none"> <li>– Scale-up the wildflower nursery to create a sustainable business model supplying plants to contractors around B&amp;NES.</li> <li>– Creation of wildflower demonstration areas, to support the wildflower nursery model.</li> <li>– Identify collection sites for local wildflower seed/cuttings and contact landowners.</li> <li>– Obtain our own hay-cutting equipment so we have more control over timing of the hay cut (September, to allow key species to set seed).</li> <li>– Seeding and planting in woodland, meadows, hedgerows and wildlife ponds.</li> <li>– Source materials and funding for habitat micro-niches across the Farm.</li> </ul>	<ul style="list-style-type: none"> <li>– A diverse range of habitat niches created across the Farm (butterfly banks, rubble piles/dry stone walling, banks, sandpits, dead wood habitats, scrapes etc.).</li> <li>– Engaging interpretation boards and interactive features about wildlife and habitats available across the site.</li> <li>– Biodiversity monitoring schemes fully up and running.</li> <li>– Apply for designation as a local nature reserve.</li> </ul>

<p>Bath City Farm is a sustainable site, using renewable energies and circular systems, contributing to a climate positive future.</p> <p>Visitors, volunteers and staff increase use of active travel and public transport to and from the Farm site.</p> <p>The Farm inspires people to make sustainable choices by showcasing and increasing awareness of climate friendly technologies and solutions.</p>	<ul style="list-style-type: none"> <li>– Secure funding for a new solar array and battery system on the Farm barn.</li> <li>– Secure funding for solar water heating in areas that are off grid for handwashing.</li> <li>– Liaise with local councillors and bus provider about a new bus stop, specifically named ‘Bath City Farm’.</li> <li>– Build secure, sheltered bicycle parking for up to 25 bikes with communal bicycle tools.</li> <li>– Plant a new 3.5-acre orchard and wood pasture area in Broadside Land North.</li> <li>– Secure funding and Implement water harvesting improvements on the barn, to ensure plants in the polytunnels are watered with rainwater and not drinking water.</li> <li>– Initiate a soil monitoring programme at the Farm – looking at biology, water capture, organic matter %, carbon capture. Explore the Farm Carbon Toolkit and identify funding for this.</li> </ul>	<ul style="list-style-type: none"> <li>– Install solar array and battery system on the barn.</li> <li>– Increase journeys to the Farm by bicycle to 10% of all journeys.</li> <li>– Consider offering grants to staff for a bike/electric bike, and/or covering at least some of the cost of public transport for staff.</li> <li>– Explore funding for renewable-powered EV charging points in car park.</li> <li>– Carry out feasibility for a community owned energy project on the site such as a ground source heat pump.</li> <li>– Explore community compost waste collection.</li> </ul>	<ul style="list-style-type: none"> <li>– Renewable generation equal or more than usage.</li> <li>– Increase journeys to the Farm by walking, cycling and public transport to 60%.</li> <li>– 200 more trees planted across the site.</li> </ul>
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## Impact area: Food and Farming

**Strategic Aim 5:** BCF food and farming social enterprise produces high quality, affordable and nutritious food with local communities.

Outcomes	2025	2026	2027
Establish the Farm’s food and farming social enterprise, generating new revenue and sustaining a range of paid and volunteer roles.	<ul style="list-style-type: none"> <li>– Establish Food Growing Hub infrastructure.</li> <li>– Launch new Growing Hub and business plan, focussing on providing supply of fresh fruit and vegetables to the Farm Cafe aiming for 30%.</li> <li>– Launch salad and stir fry bag subscription scheme.</li> <li>– Supply the Farm shop with fresh veg from summer 2025, initially aiming for weekend stocking.</li> <li>– Ensure food products not able to be used on the Farm are used by the local community – individual collection/Oasis Pantry/local community meal providers.</li> <li>– The Farm establishes a steady supply of seasonal meat from Farm animals to provide the cafe and a small community of customers.</li> <li>– Focussed delivery of Roots to Work to support gaining of new market garden skills and techniques.</li> <li>– Incorporation of C&amp;YP in market garden activities and fruit and veg growing - where possible.</li> </ul>	<ul style="list-style-type: none"> <li>– Provide 60% of produce supplied to the cafe and 30% volunteer lunch fresh produce.</li> <li>– Having piloted new food growing activities, launch marketing strategies to scale delivery.</li> <li>– Commence a weekly Bath City Farm food stall at Bath Farmers Market.</li> <li>– Consistent availability of Farm propagated perennial/resilient (and annual) food plants for sale in Garden Shop.</li> <li>– Make (on-Farm) 50% of compost required for market garden and polytunnel beds, reducing reliance on external resourcing.</li> <li>– Provide affordable options for purchasing fresh veg/fruit either at the Farm or locally (i.e. pay it forward</li> </ul>	<ul style="list-style-type: none"> <li>– Provide 75% cafe and volunteer lunch fresh fruit and veg.</li> <li>– Supply 1-3 local retailers with Bath City Farm produce.</li> <li>– Provide produce into local veg box scheme.</li> <li>– Consistent supply to Oasis Pantry/local community meal</li> <li>– Sell a wide variety of heritage craft products and select resources made/grown on the Farm via the Roots to Work Shop and website.</li> </ul>

		<p>vouchers/sliding scale/pay as you can).</p>	
<p>Grow the reputation of the Farm Cafe and Shop as a destination offering delicious seasonal and locally produced food and drink.</p>	<ul style="list-style-type: none"> <li>- Develop the menu to both reflect the availability of farm produce and tell the story of food at the Farm.</li> <li>- Purchase chilled display fridges for shop veg and for the sale of freshly prepared cold dishes from the counter.</li> <li>- Identify high quality and sustainable products for the shop, where possible working to support local suppliers.</li> <li>- Obtain a premises license for the cafe to facilitate hosting events and an alternative income stream.</li> <li>- Increase indoor seating by 25%.</li> <li>- Work with the Livestock coordinator to move towards a seasonal menu that only uses Farm meat.</li> <li>- Review all cafe suppliers to ensure they meet standards in terms of value for money and sustainability.</li> <li>- Introduce reusable cups for sale/hire and incentivise customers to use them.</li> <li>- Produce a waste strategy for the cafe.</li> </ul>	<ul style="list-style-type: none"> <li>- Remove the provision of single use disposable cups.</li> <li>- Serve only meat produced on the Farm in the café.</li> <li>- Less than 50% of cold drinks use single use packaging.</li> <li>- Cover outside seating area to create more sheltered seating.</li> </ul>	<ul style="list-style-type: none"> <li>- The cafe is a place where we model our values to visitors in all our activities.</li> <li>- The Cafe becomes zero-waste.</li> <li>- Feature on the Farm Cafe in Crumbs magazine.</li> </ul>

## Impact area: Sustainable organisation

**Strategic Aim 6:** BCF is a sustainable organisation, resilient and improving all the time.

Outcome	2025	2026	2027
The Farm has increased organisational financial resilience.	<ul style="list-style-type: none"> <li>– Introduce new financial reporting and key metrics to drive strategic decision making from teams to board.</li> <li>– Grow food and farming and paid group revenue streams.</li> <li>– Establish and improve spaces to grow Space Hire as an income stream.</li> <li>– Improve the booking system to enable more efficient booking and charging of spaces and events.</li> <li>– Generate 50% of income through trading revenue streams.</li> <li>– Increase business breakfast meet-ups to 3 times a year, with an external speaker plus a team speaker with the aim of developing business relationships and involvement with Farm opportunities.</li> <li>– Create a web page for businesses showcasing opportunities to connect and support our work.</li> </ul>	<ul style="list-style-type: none"> <li>– Generate 55% of income through trading.</li> <li>– The Farm establishes a sinking fund for the cafe and facilities.</li> </ul>	<ul style="list-style-type: none"> <li>– Generate 60% of income through trading.</li> <li>– The Farm has restored 6 months of operational reserves.</li> </ul>
Improved team management processes (more efficient and greater)	<ul style="list-style-type: none"> <li>– Consult to change the holiday year to calendar year.</li> <li>– Review of fixed term contracts and how and when we use them.</li> </ul>	<ul style="list-style-type: none"> <li>– Develop a programme of line manager training.</li> <li>– Roll out new suite of family friendly policies.</li> </ul>	<ul style="list-style-type: none"> <li>– Double the amount spent on staff benefits since the start of this strategy.</li> </ul>

<p>impact on team wellbeing).</p>	<ul style="list-style-type: none"> <li>- Invest in improved IT systems and an appropriate CRM for data storage and programme management to improve project administration.</li> <li>- Setup an online portal to track and authorise additional hours.</li> <li>- Introduce line managers training.</li> <li>- Host Line Management working group meetings every two months.</li> <li>- Introduce training logs onto HR software.</li> <li>- Introduce digital signing for new contracts or contract extension letters.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the number of funded paid internships from 1 to 2 per year to support the work of the Farm to help free up staff capacity.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase the number of funded paid internships capacity from 2 to 4 per year to support the work of the Farm and to help free up staff capacity.</li> </ul>
<p>Ongoing improvement attracting, retaining and developing staff.</p>	<ul style="list-style-type: none"> <li>- Introduce staff development plans.</li> <li>- Introduce a new training policy which incorporates time for all staff to undertake training to support their professional development (beyond the current mandatory training provision)</li> <li>- Introduce cycle to work scheme</li> <li>- Introduce 360 reviews for managers.</li> <li>- Upgrade Breathe HR to bring onboard all staff including casual contract staff.</li> <li>- Introduce a bi-annual pulse survey.</li> <li>- Introduce new job ranking policy and pay scales.</li> </ul>	<ul style="list-style-type: none"> <li>- Introduce quarterly pulse surveys.</li> <li>- Start to develop enhanced package of employee benefits.</li> <li>- Develop an online job application form which can be completed in different formats to improve accessibility.</li> <li>- Produce a “Working at Bath City Farm” film for the recruitment section of the website to help attract a range of applicants.</li> </ul>	<ul style="list-style-type: none"> <li>- Launch enhanced package of staff benefits with elements of choice for staff members to suit their individual circumstances.</li> <li>- Introduce salary exchange benefits to allow a great level of flexibility for staff (for example increased pension contributions)</li> <li>- Instigate a workforce planning model with the aim of mapping out future staffing requirements in line with all of the strategic aims.</li> </ul>



	<ul style="list-style-type: none"> <li>– Review staff benefits and gain staff feedback to inform priorities and cost options.</li> <li>– Establish EDI working group that meets bi-monthly to progress strategies for widening participation.</li> </ul>	<ul style="list-style-type: none"> <li>– Develop streamlined systems and processes to improve efficiencies of payroll processing especially around the use of casual and additional hours.</li> </ul>	<ul style="list-style-type: none"> <li>– Roll out financial enhancements to the suite of family friendly policies (including for example 1 week per 12-month period of paid carer’s/dependent leave, two months of maternity leave at full pay before reduction to SMP, 4 weeks of full pay paternity pay etc)</li> </ul>
Improved team mental health and experience of working at the Farm.	<ul style="list-style-type: none"> <li>– Planning secured for a new Farm office.</li> <li>– Develop improved working spaces at the Farm to give opportunities for breakout spaces.</li> <li>– Cross programme review of space use, calendar and programme delivery.</li> <li>– Introduce mental health support days as a staff benefit.</li> </ul>	<ul style="list-style-type: none"> <li>– Funding secured for the new office</li> <li>– Invest in training and development of mental health first aiders.</li> <li>– Make further enhancements to annual leave scheme.</li> <li>– Review EAP provision with a view to investing in an enhanced scheme.</li> <li>– Establish a mid-year away day / staff development day.</li> </ul>	<ul style="list-style-type: none"> <li>– New Farm office building completed.</li> <li>– Deliver significantly enhanced staff benefits package with focus on staff wellbeing and mental health support.</li> <li>– Develop and fund sufficient additional staff roles to provide mental health support to project participants and staff.</li> </ul>
Strengthened governance.	<ul style="list-style-type: none"> <li>– Revised and updated scheme of delegation for Farm Director.</li> <li>– Revised schemes of delegation for sub-committee groups.</li> <li>– Introduce annual feedback and objective setting meetings with trustees.</li> </ul>	<ul style="list-style-type: none"> <li>– Secure a new 50-year lease for the Farm.</li> <li>– The Farm produces an annual impact infographic document and film.</li> <li>– A new on-boarding brochure for new and prospective trustees.</li> </ul>	<ul style="list-style-type: none"> <li>– Increase the number of external experts supporting our working and sub-committee groups.</li> </ul>

	<ul style="list-style-type: none"><li>– Develop a report to demonstrate the impact of the Farm and benefits for the local authority, in preparation for negotiating a new lease.</li><li>– Enrol all new trustees on Essential governance in practice training.</li></ul>	<ul style="list-style-type: none"><li>– Grow the membership by another 100 members. Deliver a minimum of 3 member events through the year to promote active engagement amongst the membership.</li></ul>	
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## Revision Plans

This documentation is to be reviewed annually and revised every three years.

## Conclusion

The approach to social impact measurement that Bath City Farm has adopted is one that is collaborative and data-driven. It has allowed the Farm to create a roadmap for future growth and impact that is tailored to the specific needs of the Farm and the community it serves.

By adopting a Theory of Change, an Evaluation Framework, and an Evaluation Matrix, Bath City Farm has ensured that it can effectively measure its progress towards its goals, identify areas for improvement and communicate that impact to communities of interest.

The Farm has identified numerous strategic outputs across the impact areas of Health and Wellbeing, Education and Skills, Community, Nature and Sustainability. By tracking progress against these outcomes, the Farm can ensure that its work has a positive impact on the lives of people, animals and wildlife who benefit from the Farm.

