

Contents

1. Executive Summary
2. Introduction
3. Governance
4. Context
5. Proposed Sources of Income
6. Finance
7. People
8. Social Benefit
9. Marketing Plan
10. Consultation and Engagement
11. Partners and Relationships
12. Risk Assessment

Appendix 1 - Strengths, weaknesses, opportunities and threats

Appendix 2 - Application for registration as a charity

1. Executive Summary

Introduction

Serpentine Community Garden is a community growing project and charitable incorporated organisation (CIO) first established in 2015, based in a heritage plant nursery within the wall of Grade II* listed Serpentine Walks in Buxton, High Peak. It is a fertile space for growing plants and growing people.

The plant nursery operated for a century, producing plants for display in parks and streets across Buxton and the High Peak. Its closure in 1990 caused great civic regret. Its reinvention as a space for growing once more has been supported and welcomed across the community.

Our Future in Buxton

Serpentine Community Garden is perfectly positioned as a community asset for social benefit and sustainable development. For five years the project survived and thrived with modest income and low expenditure, benefiting from a peppercorn licence but limited by that insecure tenancy. A new long-term lease agreed with HPBC affords security of tenure and freedom to plan for greater development.

The project has demonstrated great resilience over a sometimes testing five years. The base line of planning for the next five years is to maintain gradual development with low income and low expenditure sustaining increased volunteer engagement and satisfaction. Opportunities for more ambitious, or speedier, development are afforded by the new lease. We need to plan for a spectrum of outcomes, preparing to respond flexibly to changing circumstances.

Serpentine Community Garden is a productive and vibrant green space. The site will be a resource for residents and visitors to Buxton and the High Peak for years to come, open and accessible to all with a varied programme of engagement.

Enterprise

Serpentine Community Garden has clear potential to generate income to sustain our charitable activities over time, and this plan sets out those intentions. All income to the charity must by law be spent on achieving our charitable aims, and will therefore be directly invested in the welfare of the local area.

Security

Serpentine Community Garden has existed up until now without long-term security of tenure, which has significantly reduced its ability to develop infrastructure, seek grant funding or plan for the future. The new lease will enable the project to expand and realise

the potential that has been created by years of hard work, bringing investment, character and soul to the area.

Finance

Ambitious but attainable income targets have been set for the next five years that will allow the charity to build a robust business. It is our intention to seek initial grant funding to cover costs of a site manager role and build capacity, reducing reliance on grant income over the period so that by 2025 any paid roles can be funded through earned income.

Consultation

Between June 2017 and July 2018 the project was engaged in continuous community consultation as horticultural development continued against a background of a campaign against the threat of eviction. Following a reprieve, a stay of execution, three sessions to gather views on future options were held on site. Outcomes inform our planning process.

2. Introduction

What is Serpentine Community Garden?

Serpentine Community Garden is a productive and vibrant green space, a pocket market garden on little more than half an acre of hard-standing with raised beds, polytunnels, a greenhouse and workshop buildings. We garden for pleasure and production seeking to learn from each other and demonstrate good practice.

What do we do?

We grow together, grow food and cook, provide wildlife habitat, engage people of all ages in gardening and growing.

We aim to create opportunities with volunteering pathways and work experience opportunities leading to employment for local people.

We provide a venue for creativity. The project's remit has grown rapidly to encompass art, culture, education and health. Volunteers work to provide a space that is therapeutic, stimulating and inspiring, and that delivers engaging community events, workshops and innovative projects.

Why do we do it?

We believe that building a closer relationship between people and the environment around us is essential to inspiring and creating the positive change we need in society.

How do we work?

We connect people and communities by contributing to learning about a more sustainable local food system. We aim to challenge ourselves and others.

Where are our roots and shoots?

We are a grassroots organisation, developed over five years of volunteer work by local people on an old plant nursery abandoned to dereliction in the 1980s that has a long history of community use. We are now a Charitable Incorporated Organisation, governed by a board of trustees and supported by local people across the town and district.

Our Long-Term Vision

We believe that the Serpentine Community Garden can become a centre for sustainability and community development in Buxton, with regional reach and national recognition. The site will provide multiple benefits to the town through the services it provides, helping to raise the profile of the town and its heritage.

Assumptions for Delivery

Security of Tenure

Serpentine Community Garden operated for five years without security of long-term tenure. The 25 year lease allows for use and development of the land. An agreement incorporated in the initial lease provides for access to derelict buildings in preparation for renovation and refurbishment. When building plans have been finalised, planning approval secured and funds raised to cover all costs, an extended lease, with a refreshed 25 year term, is triggered providing for use of the whole site including its buildings. If the conditions for extension of the lease are not met within 6 years the opportunity to use the buildings is forfeited. The original 25 year lease on the land remains.

In 2018 an application for recognition as an asset of community value was rejected by HPBC on grounds that the buildings, unlike the land area, had not been in use by the community group. Once this reason for rejection no longer holds, SCG will apply again for recognition as an asset of community value. Registration does not confer absolute protection but may be helpful in future should proposals for selling the property for residential development resurface.

Planning Permission

Whilst the primary function of Serpentine Community Garden is as a green space, this plan contains elements which require capital development of the site: infrastructure improvements and the refurbishment and/or replacement of buildings. Any development would be made following all relevant planning guidelines and building regulations.

Supporting High Peak's Strategic Priorities and Heritage Profile

- Site development will showcase renewable energy and sustainable building techniques.
- We practice and teach organic growing and sustainable growing practices.
- Our site provides a safe space for vulnerable adults and young people.
- We offer a unique space for cultural events. We welcome partnership work with local organisations.
- We contribute to keeping all our communities safe, cohesive and healthy.
- Our shared community space helps people from a diverse range of backgrounds meet and work together - Involvement in community growing is clearly shown to improve community cohesion.
- A successful grassroots organisation helps build local pride.
- Gardening and accessing green space has been widely shown to have multiple health benefits.
- Pop-up café will specialise in healthy, locally sourced food.
- Supply the Green Pavilion with salads.
- Therapeutic space close to the heart of the town.
- Selling products through Pump Room, Tourist Information.

Legal Structure

Serpentine Community Garden Society is a Charitable Incorporated Organisation (CIO) registered in January 2020. Its working base is Serpentine Community Garden. Prior to this it operated as a Community Interest Company established in 2015,

The organisation elected to become a CIO in order to trade and generate income to fund our charitable objectives. This legal form involves a single registration with a regulatory body - the Charities Commission - and provides limited liability for trustees, whilst still ensuring that the organisation is legally bound to its stated charitable aims.

3. Governance

The objects of the CIO are to:

- teach and learn about sustainable growing practices in the High Peak climate;
- share knowledge with our volunteers and visitors;
- introduce initiatives and practices that support the aim of long term food security; and
- build and maintain an environment where all people are welcome, enjoying what they are doing and having social interaction with others.

4. Context

Local

Buxton is a spa town. It has the highest elevation – about 300 m above sea level – of any market town in England. It is the gateway to the Peak District and within the borough of High Peak. Economically Buxton is within the sphere of influence of Greater Manchester. The population of the town is approximately 24,000. The town attracts and retains older

people with its health benefits and cultural richness. New housing developments are also bringing increasing numbers of young families to the area.

Buxton has a strong allotment tradition and the work that the organisation does complements and enhances this tradition.

Whilst the town is a good place to live, there are still significant areas of deprivation. The local Food Bank is an essential service for many individuals and families. A relatively high proportion of flats and bed-sitting rooms in the local housing stock means that many people have no direct access to growing space. With public services increasingly stretched due to budget cuts and population growth there is, more than ever, a role for the third sector to help communities look after each other.

High Peak Borough Council declared a climate emergency in October 2019 and is resolved to introduce practical measures to combat the impact of climate change. SCG will contribute to discussions and action, particularly in contributing to tree planting initiatives.

Serpentine Community Garden is located in the Corbar Ward, a largely residential area with a mixed population. Whilst it is tucked away at with parkland at the edge of town, it is easily accessible from the centre. It is within the Park Conservation area.

National

Still in recovery from the financial crisis of 2008 and the impact of austerity measures, there is deepening inequality in many areas with the nationwide proliferation of food banks highlighting the fact that many in this country still live in worsening poverty. A politically shifting landscape, the unknown impact of withdrawal from the EU, increasing migration due to global conflicts and constricted public services means that for many, especially the vulnerable in society, the future is uncertain. Community organisations such as Serpentine Community Garden help build and strengthen community bonds.

A key role for Serpentine Community Garden is to help increase the production and consumption of local food consumed in the area. The site is too small to feed Buxton but spreading its seed and good practice extends its reach, raising awareness of the viability of local food. Having a working green space that champions and supports sustainable living in all its forms, provided by the people in the community, will help meet some of the challenges the future holds.

5. Proposed Sources of Income

Introduction

Serpentine Community Garden has clear and strong potential to generate income to support and deliver its charitable objectives. A diverse range of income streams provide resilience and flexibility to adapt to changing market conditions and funding environments. Financial expenditure has to date been modest. Future expenditure will be managed to come comfortably within available budgets, maintaining prudent cash reserves.

Everything earned in income at Serpentine Community Garden will be reinvested in the project, and therefore invested in the town and district.

As a charity we intend to seek grant funding, particularly whilst we build organisational capacity and at the start of new projects. However we do not expect to rely on it for survival. Our main sources of income (phased in as site development progresses) are expected to be:

		2020	2025
Donations	Annual income is £2,000 and rising each year.	£2,000	£5,000
Sponsorship	Tarmac, Community Payback (in kind)		

		2020	2025
Sales	Pump Room, market stall	£200	£1,000
Events	Our annual programme of events brings hundreds of people every year to the site to enjoy local food and drink, art and culture and community fun. Regular events include the Seedy Saturday, Spring Bank Holiday Fair, Garden Trail weekend, Art Trail weekend, Festival Fringe event, Apple Day, Winter Gathering. Typically each event will raise £100 in donations.	£700	£1,000
Workshops	The monthly programme is offered at no cost to participants. Longer courses are in development.		£500
Talks and Tours	For groups, we deliver talks on and off site and on site tours. While there is no sign that the audience for these talks is being exhausted, we are developing other talks on, for example, the Principles of Organic Gardening, and The Heritage Seed Library.	£500	£1,000
Venue hire	Given grant funding and planning approval, a new building on the footprint of the derelict garaging will be an attractive venue for meetings, events and training sessions.		£2,000
Small grants	Continue to raise funds through grants: Bingham Trust, Waitrose, Rotary Club, Tarmac, Postcode Lottery, Foundation Derbyshire.	£2,000	£4,000
Capital grants	Heritage Lottery Fund, Esmee Fairchild Trust		£300 - £500k
Revenue grants	Lottery Community Fund, Bingham Trust	£20,000	
Membership	Annual membership fees agreed by members each year (£5 for 2020) yield a small income stream, a larger pool of volunteers and a wide network of customers with a vested interest in the success of the charity.	£150	£500
Solar power	Refurbished and new building will include installation of photovoltaic cells. Opportunities for attracting income through the Feed in Tariff scheme or successors will be explored.		£500
Pop-up cafe	Refurbished stone building will include commercial quality kitchen for food preservation. Occasional use for cafe focused on social engagement more than income generation.		£500

Grants and Donations

In 2020 Serpentine Community Garden's fundraising effort will be focused on securing large capital and revenue grants to enable the charity to refurbish old buildings and replace a derelict garage whilst building its volunteer and visitor capacity over the next five years. Awarding bodies and trusts to approach include the Heritage lottery Find, Community Lottery, Esmee Fairbairn Foundation and The Lloyds Foundation. We will also continue to seek smaller grants to fund project work.

On becoming a charity the SCG will receive regular monthly donations from some supporters. New literature and an improved web presence will encourage more to do this, as well as one off donations for appeals and crowd-funding campaigns.

Education – Contracts and Courses

Serpentine Community Garden will seek to foster links for the provision of education, health and wellbeing services. Generally, these are not directly income generating. Children's nurseries, schools, colleges and health services have limited funds for supplementary/ complementary activity. Where resources allow, we aim to respond positively to all requests. In some cases, grant funding may be secured in partnership with other organisations.

Long Term

Post 2025 Serpentine Community Garden will continue to grow and diversify, embedded in the local community and developing strong partnerships with regional and national organisations to deliver projects that help create a greener, healthier High Peak. Should targets for securing funding and planning approvals for site buildings and infrastructure not be met, the project will continue the balance of its 25 year lease. Whilst this will not exploit the full potential of the site, it guarantees continued use and development of the land and the people who work it.

When under imminent threat of eviction, the launch of a 'virtual' growing community was discussed and drawn up in some detail as a means of keeping the spirit of the Serpentine alive. The idea could be further developed to extend the reach of the project.

In addition, collaborative work with Transition Buxton's diapered community orchard - with fruit trees ready for substantial harvest by 2025 - would make good use of crops by turning them into locally made cider and apple juice. The produce will be collected by trained volunteers who prune the trees to keep them in good condition in exchange for a share in the crop. Processing of the apples is a fun and simple activity that can be enjoyed by many, and produces a high quality, saleable product.

6. Finance Year Forecast

The 2015 Business Plan includes a link to a dynamic spreadsheet representing the cash-flow, profit and loss (or in this case the surplus / deficit for a charity) and the balance sheet for each year of the project's development. The linked spreadsheet pages show how each of these three financial statements relate to one another and ensure that figures balance. The configuration also helps to compare budgets with actual figures when the project is in progress.

Assumptions made in 2015 about the rate of progress with use of the full site have however proved over-optimistic. Expectation of refurbishing and using the buildings within a known timescale is only now in sight after more than two years of uncertainty over site security. Progress with growing and sustaining the project on modest income and expenditure is a tribute to the resilience of the project given the challenge of potential eviction and closure.

Projections of the volume of produce and available finance for mounting educational provision were high. In the light of five years experience of balanced budgets, plans for the next five years have firm foundations. Revenue and expenditure detail now needs re-entry to reflect a change of circumstances. For example, rent and rates were projected as £1 or a peppercorn. The new lease includes more than a token rental and specifies conditions for increased insurance cover.

The static extract included on the following page details the anticipated elements of revenue and expenditure. Figures will be updated to reflect the new position.

Cash Flow	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Revenue										
Salads & Leaves	667	1,333	2,200	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Vegetables	333	667	1,100	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Soft fruit	333	667	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Tree fruit				71.43	143	214	286	357	429	500
Herbs	667	1,333	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Juices and cordials	125	250	250	1,372	1,763	2,153	2,543	2,934	3,324	3,714
Mushrooms	333	667	1,000	1,000	1,500	1,500	2,000	2,000	2,000	2,000
Preserves				571	643	714	786	857	929	1,000
Cut flowers	166.67	333.33	500	500	500	500	500	500	500	500
Pot plants	167	333	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Internal courses	2,400	4,800	4,800	4,800	7,200	9,600	9,600	9,600	9,600	9,600
External courses				1,000	2,000	3,000	3,000	3,000	3,000	3,000
Events	698	698	698	698	1,395	2,790	2,790	2,790	2,790	2,790
Café				250	500	750	750	750	750	750
Bank interest	85	10	1	153	9	4	6	9	13	18
Total	5,974	11,091	14,048	19,016	24,252	29,826	30,860	31,397	31,934	32,472
Expenditure										
Rent & rates	1	1	1	1	1	1	1	1	1	1
Wages - grower	10,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Wages - apprentice	0	0	0	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Nat. Ins. & pension	1,500	1,500	2,250	2,610	2,610	2,610	2,610	2,610	2,610	2,610
Cost of courses	1,200	2,400	2,400	2,400	3,600	4,800	4,800	4,800	4,800	4,800
Seeds	130	130	130	130	130	130	130	130	130	130
Ingredients	233	233	233	397	694	1,223	1,237	1,251	1,266	1,280
Water	100	100	100	100	100	100	100	100	100	100
Services	100	100	300	300	300	300	300	300	300	300
Insurance	600	400	400	400	400	400	400	400	400	400
Legal & company	911	911	911	911	911	911	911	911	911	911
Admin & promotion	118	118	1,736	1,736	1,736	1,736	1,736	1,736	1,736	1,736
Inputs & other	84	84	167	167	167	167	167	167	167	167
Total	14,976	15,976	23,628	27,152	28,649	30,378	30,393	30,407	30,421	30,435

Broader brush financial projections for the 2020 -2025 are based on the targets for each element of the income generation plan outlined in Section 5. Whilst realistic, these targets are deliberately ambitious in order to allow the charity to begin to build up reserves in line with Charity Commission Guidance. Part of our strategic development is to use grant funding to cover core staff costs for a period of five years, and it is vital that we build up a buffer to cushion ourselves at the point when that grant funding ends. The growth model is founded on our not for profit ethos aiming to provide quality community support at an affordable price rather than seek profits.

As outlined in the introductory section, our financial projections need to be flexible. We are prepared to adapt as necessary to three possible futures:

- A. sustained work and development on the site's land continuing the trajectory of the previous five years, maintaining a healthy financial balance of relatively modest

budgets and significant volunteer engagement secure in possession of a twenty-five year lease;

- B. development strengthened by access to refurbished stone stores providing improved social , storage and kitchen facilities. Increased income stream to cover additional insurance and utilities' costs;
- C. development extended by further access to a sustainable new build demonstrating good practice and housing classroom, exhibition and interpretation space.

Future A

Cash Flow	2020	2021	2022	2023	2024	2025
Revenue						
Donations	£2,000	2,400	2,400	2,400	2,400	£5,000
Sales	£200	1,000	1,000	1,000	1,000	£1,000
Events	£700	700	800	850	900	£1,000
Workshops		100	200	300	400	£500
Talks and Tours	£500	600	700	800	900	£1,000
Small grants	£2,000	2,000	2,000	3,000	3,000	£4,000
Revenue grants	£20,000	1,000	1,000	1,000	1,000	1000
Membership	£150	200	250	300	400	£500
Total	25,550	8,000	8,350	9,650	10,000	14,000
Expenditure						
Rent & rates	120	120	120	120	120	120
Seeds	130	130	130	130	130	130
Water	100	100	100	100	100	100
Services	100	100	100	100	100	100
Insurance	300	300	300	300	300	300
Admin & promotion	1,736	1,736	1,736	1,736	1,736	1,736
Total	2,486	2,486	2,486	2,486	2,486	2,486

Future B

Cash Flow	2020	2021	2022	2023	2024	2025
Revenue						
Total from A	25,550	8,000	8,350	9,650	10,000	14,000
Sponsorship		1,200	1,200	1,200	1,200	1,200
Capital grant £250,000						
Revenue grants	£20,000	10,000	10,000	10,000	10,000	10,000
Solar power		500	500	500	500	£500
Total	45,550	19,700	20,050	21,350	21,700	24,501
Expenditure						
Total from A	2,486	2,486	2,486	2,486	2,486	2,486
Rent & rates addition	120	120	120	120	120	120
Wages - grower	15,000	15,000	15,000	15,000	15,000	15,000
Nat. Ins. & pension	3,000	3,000	3,000	3,000	3,000	3,000
Cost of courses			500	600	700	800
Ingredients for products			100	200	300	400
Insurance add premium	300	300	300	300	300	300
Legal & company	911	911	911	911	911	911
Inputs & other	167	167	167	167	167	167
Total	21,984	21,984	22,584	22,784	22,984	23,184

Future C

Cash Flow	2020	2021	2022	2023	2024	2025
Revenue						
Total from B	45,550	19,700	20,050	21,350	21,700	24,591
Sponsorship		1000	1000	1000	1000	1000
Educational grants		2,000	2,000	2,000	2,000	2,000
Pop-up-cafe				500	500	500
Capital grant +£200,000						
Total	45,550	22,700	23,050	24,850	25,200	28,091
Expenditure						
Total from B	21,984	21,984	22,584	22,784	22,984	23,184
Rent & rates addition	120	120	120	120	120	120
Cost of courses (+)			1,000	1,100	1,200	1,200
Total	22,104	22,104	23,704	24,004	24,304	24,504

7. People

Board of Trustees

The board comprises a minimum of three trustees up to a maximum of eleven who jointly hold legal responsibility for the charity, and are elected by the membership. Trustees meet every six weeks and make all major procedural and strategic decisions. We are undertaking a board skills audit to identify strengths and potential gaps.

Founders

Serpentine Community Garden began as food sustainability project initiated by Transition Buxton. The Food Group established an independent CIC in 2015.

Staff

There are currently no paid staff positions at Serpentine Community Garden. Future staff roles, subject to development and funding, include part-time or job share positions as site manager and horticultural growers. In addition contracts may be offered for specific roles, not necessarily undertaken on site, for example a website developer.

Volunteers

Volunteers will always be integral to Serpentine Community Garden. They build skills and capacity within the community, allow a wide variety of people to access and feel part of the project and contribute valuable skills and work to the project. Our Grower team and volunteer cadre include individuals with extensive experience and knowledge, both acquired and formally learnt. We also draw on the skills and knowledge of external supporters with specialist knowledge, such as in fruit growing. This knowledge is transferred through:

- informal learning through doing by all volunteers;
- monthly workshops with each month focusing on a specific set of skills and knowledge appropriate to the forthcoming month's activity;
- work shadowing for 'apprentice' growers normally focused on matching a volunteer with a specific interest, such as herbs, with an expert grower in that area;
- contribute to Garden Organic Heritage Seed Library records and collection. We also participate in Garden Organic experiments/trials to learn about how a specific trial works in the High Peak context and share that experience with Garden Organic; and
- work experience placements for Duke of Edinburgh Award candidates.

Volunteers referred by outside agencies

These volunteers will largely be referred by health professionals, and some may attend with a support worker. The sessions will be structured with additional support from staff and volunteers. Their activities will mainly be outcomes-focused, with therapeutic tasks and gradual learning.

Members

Membership of the CIO is open to anyone interested in furthering its purposes and who, by applying for membership, has indicated acceptance of the duty of members set out in the constitution. Members pay an annual subscription agreed at each AGM. Members have voting rights at each AGM.

8. Social Benefit

Access to green space, outdoor activities and involvement in community spaces bring benefits to the local area and its people. These improvements do not just benefit the lives of the individuals concerned, they can have far reaching benefits for wider society, socially, economically and environmentally. In 2011 the Federation of City Farms and Community Gardens commissioned a report on the value of community growing spaces. It concluded:

Findings from this study into the true value of community farms and gardens demonstrate the significant contribution that these projects are making towards social, health, environmental, education and economic government agendas relating to social inclusion, tackling obesity, biodiversity, unemployment and youth disaffection and regeneration. Increased environmental awareness, local food production and wiser travel choices also have a big impact on the ability of local people to help combat climate change. This study supports others before it in advocating the involvement of communities by local authorities in strategic planning to ensure that new developments meet the needs of local people, particularly by providing areas of green space.

The findings from this study also suggest that moves to incorporate community-growing spaces into planning have a positive impact on the physical and mental health of local people. Such a strategy could potentially help address conditions such as stress, unhappiness and obesity before further medical assistance is required, which could have a dramatic impact on stretched NHS resources.

Children and Young People

Formalising the relationship with our partners who work directly with young people (children’s nurseries, child minder groups, schools and colleges) through the provision of a range of services and experiences will enable the charity to introduce more young people to the site, allowing them to experience not only food growing, cooking and crafts, and all the associated benefits, but being part of a community space that they can feel a part of.

Culture

Art and culture is a developing strand of SCG volunteer interest. We work with locally based voluntary organisations and individual artists. The site is valued by artists as inspiration and a welcoming host for direct interaction with communities. The site has the potential to play a significant role in delivery of a thriving cultural life in the city, both as a space where the public and creatives can interact and collaborate on joint projects, often bringing more investment in arts and culture to the city in the process. We are already recognised as an excellent informal performance space and a great setting for external artworks. New building will extend opportunities for performance and display of art..

9. Marketing Plan

Maintain	Develop
Annual calendar	Rolling 12 month calendar
Weekly updates to volunteers and supporters	Monthly newsletter
Weekly press release to Buxton Advertiser	Regular links with local radio
Quarterly press release to Pure Magazine	Contacts with local TV
Facebook postings - maintain two a week. Be there consistently.	Drive to capture sign-up and likes. Facebook page a place for donations and offer newsletter sign-up.

Website - functional basic model	More dynamic model. Maximise search engine optimisation and integrate across all digital platforms. Site geared to support membership and fundraising as well as information dissemination. Site is built on share ware to maintain access to new features, to future proof. Requires enthusiastic volunteer and around £1,000 per annum in website hosting and development.
Refresh twitter postings - aim for two a week. Tweets need to be relevant and share something of value to build following.	Retweeting links to relevant online news - becoming a one stop shop for your own area. Pictures usually go down well. Follow the people you want to influence and hope they will reciprocate, build lists of the key influencers for the sector
Flyers to promote events and activities posted around town.	
Publications	
High profile fundraising events for donations and sponsorships. Auction of wishes.	Develop a downloadable pack of fundraising event ideas, including how to pay in money.
Develop compelling case studies to illustrate impact and aid giving	Give examples of what can be achieved with £2.50 per month or a one-off £10 donation.
	Use the media to reach a wider public audience and data capture with photography/writing competitions.
	LinkedIn for professional networking. use SCG profile to post weekly updates on our activity.
	Blogs - engage wider demographic
	Wikipedia - set up and maintain a Serpentine Community Garden page.
	Youtube - post video clips. (Apply rigorous quality standards.)

In addition to the evidence collected through community consultations, there have been clear displays of public support for the project. A number of letters supporting the site have been published in the Buxton Advertiser. A campaigning leaflet - Stop the Sell-off - was composed and distributed by influential community and civic bodies. Regular articles are published in Pure Magazine.

11. Partners and Relationships

Each stakeholder has an interest in developing community action, either to enhance the town, preserve and enhance the environment or inform the curriculum.

Stakeholder interests and Working Relationships

Body	Category	Relationship
Transition Buxton	SH	Community engagement focused on developing resilience to climate change and resource depletion. Promotion of all aspects of sustainable, local food production.
Buxton & Leek College/ University of Derby:	SH	Create suitable curricular activities Provide opportunities for work experience
High Peak Borough Council:	SH	Ensure public assets are managed responsibly and productively. Provide cost effective community services.
Buxton Civic Association	SH	Protecting and managing woodlands & heritage in Buxton
Buxton Town Team	SH	Promote links between small businesses in the town Support sustainable economic and cultural development for the benefit of the majority population
Derbyshire Probation Service	COLL	
Derbyshire Wildlife Trust	COLL	Annual course programme for nursery age children Nature Tots
Friends of Pavilion Garden	COLL	Shared interest in surrounding parkland and Pavilion Gardens Conservatory.
Friends of Buxton Station	COLL	Work together on planters on station platform.
Buxton Spa Company	COLL	Production and promotion of chutneys.
Bingham Trust	COOP	Local funding body with trustee commitment to sustainability.
Derbyshire Mental Health Services	COOP	Referrals and support for placements.
Buxton Food Bank/ Zink Employability	COOP	Potential bidding partner for work placements,

Our working relationships are categorised as:

Stake Holders (SH)

Collaborating (COLL)

Sharing information, ideas and agreeing to work together with some shared goals. This may include working together on joint project, or sharing volunteer (and staff) training. Shared efforts may be jointly resourced or one partner can fund another.

Cooperating (COOP)

Sharing information about current work and agreement to cooperate with each other. This may include cross-promotion of similar events.

Informal (Info)

Sharing of common areas of interest with ongoing updates via email, networking website or face to face events.

12. Risk Assessment

Risk		Likelihood- Mitigation
Security of tenure	We have developed a strong business plan and case to stay on the existing site.	Medium – High
Running out of cash	We have adopted a prudent reserves policy to mitigate cash flow issues, current unrestricted reserves are at the high end of our optimum levels	Low – High
Café income down	We have set out a diverse range of income streams for the future and have achieved grant funding for the café costs for the first two years	Medium – Low
Shop income down	Shop is established and growing income we have a variety of prospect income streams so slower growth should not be an issue and year one enables shop to grow baseline income before we are committed to higher expenditure	Low – Low
Venue income down	We will be developing this income stream during the first year so we will have a higher baseline once we move into committed expenditure	Medium – Low
High staff turnover	We have some trustees experienced in recruiting and managing staff and have a keen desire for appointees to have the opportunity to grow and develop within their roles with strong mentoring support	Medium – Medium
High trustee turnover	We have been developing a succession plan for the Trustees with a view to bringing in new skill sets as required whilst retaining a latent knowledge bank	Low – High
Education income down	This area is likely to be heavily grant supported and will be supplemented by the more health focused activities that are to be scoped and developed during year one	Low – Low
Lack of grant success	We have a very experienced fundraising sub-committee who collectively raise millions of pounds every year, they have identified a wide range of potential grant income sources and we are confident of reaching minimum required income from grants and trusts. In addition we will be building other fundraising areas such as donations, corporate support and membership. Prudent initial build-up of our reserves also provides considerable protection for the organisational growth over the years of this business plan	Low – High
Catastrophic on site event	The site has not been flooded in the past and all risks in this area are seen as low. We will be insuring against loss of business.	Low – High

Appendix 1

SWOT Analysis

<p>Strengths</p> <p>Excellent location. Central site in town with good access. Existing buildings custom-made for horticulture support and as base for skills development. Heritage value of the site. Historical links with the Serpentine Walks and the Pavilion Gardens Support from public bodies within the town. High level of public support. Committed and engaged group of volunteers. impact in encouraging people to make better use of their own land, allotments and other public spaces to make a difference to local food security.</p>	<p>Weaknesses</p> <p>Lack of visibility - hidden behind Serpentine House. Limited parking. (Turn to advantage - limit car use.) Poor soil. (Turn to advantage - fill raised beds with good growing medium.) Small scale of the site constrains direct production for local food supply. Poor condition of the buildings requires capital investment. Capital investment dependency on dependent on grant funding. Lack of mains drainage. (Turn to advantage - composting toilet and grey-water recycling. Opportunity to demonstrate the technology as part of the educational function of the project.)</p>
<p>Opportunities</p> <p>Greenhouse and polytunnels extend the growing season in Buxton's difficult climate. Size and layout of the buildings suited to use as storage, teaching room, office, food preparation and processing which the farm would require on any site, but would otherwise have to build and require permission. Relationship with Buxton & Leek College - practical experience and curriculum enhancement. Opportunity to invite local people and businesses to contribute. Demonstrate community benefit to grant funding bodies. Develop Buxton's resilience to rapid and unpredictable changes in our food supply.</p>	<p>Threats</p> <p>Crop failure. Mitigate by planting a wide range of crops. Drying or preserving the produce will mitigate irregular demand and supply. Failure to meet projected levels of income. (Develop diverse income streams.) Failure to control increased expenditure as project develops. Staff management issues related to employees if/when appointed. Small scale reducing project to 'quaint' tourist attraction, an opportunity for therapeutic involvement for the more vulnerable members of the community, and a social centre for those for whom sustainable food production is a lifestyle choice rather than a necessity.</p>