

# Care Farming Starter Pack

March 2010

## Welcome

Dear Prospective Care Farmer,

Thank you for your interest in developing a care farm and purchase of the CFWM starter pack. CFWM's goal is to help develop safe and quality accredited social enterprise care farms within the West Midlands. Quality accreditation is essential to promote your care farm to potential purchasers of your service. Central to this will be your own personal ethos as a care farm needs to have care of people as the primary motive to be successful.

The Development Officer for your County will talk you through the starter pack and in particular the checklist of essential items that need to be met to become an accredited care farm by CEVAS (the Countryside Education Visits Accreditation Scheme) and CFWM. Once a care farm has moved through the essential checklist and has received its first farm helper, the farm will be offered accredited membership of CFWM, currently set at £75 per annum. A membership notice board will then be provided and relevant local referrals from CFWM's contacts will be directed to the local care farms.

It is a condition of CFWM's own insurance that care farms have to meet certain essentials in order for us to be able to direct people towards using your service. In particular, I would like to draw attention to satisfying enhanced CRB checks, CEVAS, insurance, first-aid and policies including Protection of Vulnerable Adults.

The development of a care farm takes great commitment from the farmer. CFWM's staff will help guide you through a development process to the best of our resources and ability. We do not set up the care farm for you! The advice and process we suggest has been developed from farmers who have set up successful accredited care farms.

As the only regional organisation set up to do this work in the UK so far, we are learning all the time and gathering helpful information and contacts. We pass on this information to the farms we are moving towards accredited membership and those who are already members.

Where CFWM does not have specialist knowledge or experience, we try to find people

or organisations that do. In this way we can signpost where required rather than reinventing services.

When working towards developing an accredited care farm, we ask that the good name and reputation of care farming is always considered in line with the responsibility of this being the first area of the UK where care farming is being organised. CFWM seeks to work in partnership with its members and those moving towards membership.

Please see the 'What we do and what we don't do' summary included in the appendix for a helicopter view of our service.

I look forward to meeting you and hearing of the positive strides people have made in their lives through interaction with your care farm.

Kind Regards,

Roger Murray

Chairman.

## Forward

In the summer of 2008 a group of current and potential care farmers from across the West Midlands came together at Top Barn Farm in Worcestershire to discuss what was required to expand the number of working care farms in the region. What came out of that meeting was a strong request for localised networking, support and guidance.

Care Farming West Midlands (CFWM) was formed in response to that request and this starter pack has been written as a straightforward and practical guide to start a care farm. Good planning and preparation are essential to create a care farm that commissioners of care want to use and most importantly, that people who use the service (farm helpers) engage with and feel supported by.

Care farming is still embryonic in the UK and as such, this guide provides foundations that will need to be added to as the practice develops. It is a work in progress and as expert advice is offered and given, so CFWM will continually update.

CFWM will use this guide alongside giving farmers support through a guided and logical start-up process. Assistance will be given to successfully move care farms through formative stages towards accreditation for quality assurance. It is essential to benchmark the entry standards of care farming for all involved.

Our Regional Development Agency, Advantage West Midlands has backed us financially and Business Link West Midlands will help with business planning and review of care farms.

- CFWM is a capacity building organisation, seeking to create new quality assured care farms that are sustainably funded.
- CFWM is a brokerage organisation to address the needs of commissioners and farmers at a County level.
- CFWM is an advocacy organisation, helping to promote and research care farming in order to develop supportive policy.

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# 1. PLANNING AND PREPARATION

CFWM has been set up to create sustainable social enterprise care farms in the West Midlands. It is intended that by using this starter pack as a guide and with help from our County Development Officers, new farm enterprises based on an ethos of care, social benefit and financial sustainability will be established in the region.

We firmly believe that farmers need to be properly reimbursed for their time and expertise and that the care farms need strong economic foundations. However, we also firmly believe that the main driver of care farming **cannot be financial gain**. Visiting care farms around the UK, you will find the quality that connects the currently small numbers of care farmers together is a passion to help others. CFWM believes that this is the central element in the creation of a care farm and we suggest it is the **first consideration** before continuing the development process. CFWM will only support the development of care farms where care is at the heart of the project.

Good and sustainable businesses begin with thorough research, planning and preparation. CFWM has been set up to provide a controlled and structured start-up process to those that request it, to create successful and sustainable care farms that are benchmarked for quality. Understanding is needed from all people wishing to develop a care farm that quality assurance is essential to commissioners and the long term development of care farming and most importantly, to ensure the good experience for farm helpers. New care farms that give serious attention to the provision of suitable facilities and quality assurance are the enterprises that are likely to be most successful. In this way professionalism and confidence is also built in the growing community of care farmers in the West Midlands.

Discussions between CFWM and commissioning bodies indicate that certain basic requirements need to be in place to successfully negotiate the agreement of a contract between the commissioner and the care farm. These requirements are summarised in the care farm essentials checklist in appendix 3 which provides the basis for working with your Development Officer. They include:

- Adequate toilets
- Hand washing facilities with hot and cold water
- Adequate break room
- An outline of proposed daily activities
- Consideration of health and safety and relevant policies and procedures
- Full disclosure CRB checks for all staff
- Confirmation of relevant insurance or insurance quote (if prior to start-up)

Many commissioners will ask to see your business plan (or a draft if you are in preparation). Involving commissioners for input to develop your business plan further can be useful, and it may be very helpful for them to appreciate your costs to deliver a quality service.

\* A business development schedule is included in appendix 4.

Once a new care farm has passed quality accreditation and has received its first farm helpers, we intend the care farm to become a fully accredited member of CFWM (currently £75 per year). Accredited membership allows:

- CFWM to refer relevant future interest of potential local farm helpers into the care farm
- The CFWM members logo to be used on promotional material
- The CFWM logo to be used on produce and products made by the care farm
- Invitation to care farmers forum meetings
- CFWM to move towards becoming a financially sustainable organisation constantly working on behalf of all care farms in the region

**Important to planning and preparation are:**

### 1.1 Research and visits

The National Care Farming Initiative's website ( [www.ncfi.org.uk](http://www.ncfi.org.uk) ) has a number of case studies that provide an initial insight into different care farms and their work with different groups of farm helpers. These are important to read and to follow up by visiting as many working care farms as possible. All care farms are different and will give different ideas and sources of inspiration. It is particularly important to visit care farms that are working with your intended client group of farm helpers. Asking to volunteer or receive work experience on your local care farm will be an excellent way to ensure you are comfortable and confident working with farm helpers.

Be aware that care farmers are usually very busy people and that their time is a cost to their business! Many care farms offer places on open days specifically tailored to those looking to set up a new care farm.

The intended group of farm helpers you want to work with will usually be subject to a county strategy and/or specified within your Local Area Agreement. This is usually available from the internet (e.g. joint commissioning strategy for adult

mental health in Worcestershire 2008 - 2013). These strategies provide the information about how your care farm can address local needs and also give an appreciation of the language used by commissioners. CFWM's County Development Officers will help with this.

## 1.2 Writing a business plan

A business plan is a living document that grows, develops and refines over time. The process of writing a business plan will greatly help to focus ideas and see the cost implications of different care farming options. A good template for a business plan is available from the Business link website ( [www.businesslink.gov.uk](http://www.businesslink.gov.uk) ). The care farm budget MUST include 'full cost recovery' so that all can see the expenses incurred to deliver your service.

Provide yourself with a starting point by writing an outline of your vision for your care farm and a realistic cost budget to sustain the vision.

\* An example of a start-up care farm budget is included at the back of this pack.

Business Link West Midlands may provide you with free start-up advice and new social enterprises may be able to access further help.

## 1.3 Getting customer buy-in

Summarise the essence of what your care farm will offer and communicate this in a couple of sides of A4 or a short promotional leaflet. For commissioner buy-in it will be important to be aware of local strategies (some are available on the CFWM website) and targets that relate to your intended group of farm helpers, so that you can describe how your care farm will meet these targets.

Commissioners will often want to know your plans for the farm helpers to move along a care pathway towards an exit strategy. Examples of an exit strategy may be entering or re-entering further training, voluntary work or employment.

Your care farm summary will focus your ideas and provides the basis for initial contact with commissioners and/or directly to potential farm helpers, especially if you are intending to work with farm helpers with personal budgets. As you listen to responses, try to integrate any unaddressed needs within your promotional literature. This process and awareness will help develop and refine your business plan. When you are confident provide the business plan summary to your commissioner. The goal is to move to a service level agreement and starting date.

Be aware of timescales and cost implications of employing staff ahead of confirmed commissioning and receiving your first farm helpers.

#### 1.4 [Quality control](#)

Quality control in care farming will be benchmarked through accreditation by the 'Countryside Educational Visits Accreditation Scheme' (CEVAS). See [www.face-online.org.uk/cevas](http://www.face-online.org.uk/cevas). CEVAS is a straightforward training scheme for care farmers to make sure all the necessary policies, procedures, insurance and health and safety requirements have been well considered and are in place. It has been designed to be very practical and help to support both the confidence of the care farmer and the commissioner. As care farming spreads in the UK, commissioners will want to know that your care farm is CEVAS accredited.

In some Counties, social services may also have their own accreditation programme. In these cases it is important to communicate to commissioners that CEVAS is specific to the farming environment.

#### 1.5 [Choosing a legal structure for the new care farm enterprise](#)

Evaluating the suitable legal structure for a new care farm enterprise needs to be very carefully considered, not least as no single care farm is the same as another.

It is important to identify the nature of the proposed care farm and to decide how the new enterprise is going to function alongside or within the existing farm business.

Whilst there will undoubtedly be various matters for you to consider, essentially an early and important decision to be made is choosing between:

##### Either:

**(a) Setting up the new care farm as a social enterprise alongside but separate from the existing farm business.**

The advantages being:

- Many commissioning bodies have targets to work with social enterprises (please see their strategies for further detail).
- The ability to access grant funding available to social enterprises.
- The fundamental philosophy of the venture is clearly stated and understood by

the care farm itself and communicated to the outside world.

- Setting up a social enterprise company with limited liability, such as a Community Interest Company (CIC), provides overall risk protection to the existing farm business and its assets. Irrespective of how well run and insured it is, the care farm might be affected in the future by unexpected or unforeseen circumstances.
- The authority for the social enterprise to pay reasonable salaries to those running the care farm for their time and expertise as well as the reimbursement of all reasonable costs.

The disadvantages being:

- the extra effort that may be required to form and maintain the enterprise.
- more complexity but this should not be overstated.
- there may be some loss of control but this depends on the structure chosen.

Or

**(b) Including the new care farm activity within the existing farm business as a diversification.**

The advantages being:

- Effectively a farm diversification that may be straightforward
- Farm does not have to set up and run a separate enterprise
- Maximum control for owners of an existing farm business

The disadvantages being:

- Perception of commissioning bodies that the business is for profit rather than social good may be restrictive in obtaining service level agreements. This can reduce potential income and possibly limit the development of the care farm.
- Ability to obtain grants may be much more limited.
- Ethos not so clear to the outside world.
- Absence of a separate legal entity does not provide overall risk protection to the existing farm business and its assets.

Making the decision between (a) and (b) is a fundamental one, which may have a significant bearing on how the care farm is able to develop and prosper.

CFWM believes that the ethos and benefits derived from using a social enterprise

structure far outweigh any disadvantages. We support social enterprise as we believe it gives the care farms the necessary balance of access to funds to develop capital projects and a suitable retention of control. We do not advocate full charity status as it is a fairly onerous process to set up and will give control to a board of trustees.

Social enterprises are businesses set up to meet a social or environmental need. Many commercial businesses would consider themselves to have social objectives but social enterprises are distinctive because their social and/or environmental purposes are central to what they do - their profits are re-invested to sustain and further their mission for positive change rather than returning profits to shareholders.

As outlined earlier, we believe that the primary motivation for a potential care farmer should be care and community benefit whilst at the same time seeking to establish a business that is financially viable and this is what social enterprise is about.

In summary, care farms encompass an ethos of care, social benefit and enterprise. With this in mind and taking into account the respective issues outlined for the options (a) and (b) above, deciding to **set up a new care farm as a social enterprise alongside but separate from the existing farm business** seems likely to be a popular choice.

So, if you have made the decision to establish a social enterprise care farm alongside but separate from the existing farm business what do you need to do next?

Then you will need to consider which legal structure is suitable for your new care farm. There are a number of different legal structures under which social enterprises may operate, with one of the best forms being a Community Interest Companies (CICs). This form of company has been available since 2005 specifically for social enterprises and we believe this form to be highly suited to new care farm set-ups.

In order to provide you with an overview of the options, we now set out some basic information about the characteristics of each of the legal structures under which a care farm social enterprise could be operated as follows:

## • Community Interest Company (CIC)

A Community Interest Company is a legal form created specifically for social enterprises. CICs have a community objective and are independently regulated by the CIC Regulator who monitors that the organisation is maintaining its social mission and that its assets are used in accordance with its community purpose. Whilst CICs are limited companies operated for community benefit they are not charities.

Most CICs are formed as companies limited by guarantee, in other words they do not have a share capital and the liability of the members is limited typically to £1 (i.e. the members guarantee to pay that sum in the event of the failure of the company).

CICs are controlled by their members, who may be very small in number. Alternatively, there may be a large number of members if the CIC is a membership organisation. The company is actually run by the directors on behalf of the members and it is the members who appoint the directors - a minimum of one director is required. There is therefore flexibility as regards how the CIC is managed and controlled.

Companies limited by guarantee have long been the form of company used by organisations where the objective is something different from commercial companies seeking to maximise profits for distribution to shareholders.

CICs have special features in addition to those of "basic" companies limited by guarantee and their characteristics may be summarised as follows:

- ideal model for social enterprises
- specific aim of providing benefit to a community
- limited liability
- community interest statement needed to form the company
- asset lock to protect assets for the community purpose on dissolution
- annual community interest statement
- directors can be paid reasonable salaries for their time and expertise

## • Company Limited by Guarantee (CLG)

As mentioned above, CLGs have long been the legal structure chosen by "not for profit" organisations. Whilst being straightforward and flexible, such companies do not have the special features now offered by CICs. For this reason, CICs are likely

to be favoured over CLGs by social enterprises for their legal structure. Furthermore, it is significant that grant funders are increasingly recognising the value of CICs. Whilst CLGs can provide for a social or community purpose within their constitution, (i.e. the memorandum and articles of association), they don't have to and this is not regulated.

- [Charity](#)

Some social enterprises have charitable status - the activities of such enterprises must be exclusively charitable and for the public benefit. The directors or trustees are responsible for running the charity and generally do not get paid for this work. In some situations, directors or trustees can be paid but this is not straightforward as there are restrictions imposed by charity law which must be complied with. Tax benefits for charities are important for some organisations but the regulatory burdens, such as the reporting and accounting requirements to the Charity Commission, may outweigh the benefits of charitable status.

- [Charitable Incorporated Organisation \(CIO\)](#)

Under the Charities Act 2006, the government's plan to introduce the new form of charity with limited liability to be known as a Charitable Incorporated Organisation is proceeding. Charitable companies are set to benefit if they form CIOs by reduced bureaucracy and reporting requirements as they will no longer have to report to both Companies House and the Charity Commission. Furthermore, the trustees of unincorporated charities will have the opportunity to obtain the protection and security of limited liability without the additional bureaucracy required by Companies House. The legislative framework, the details and expected costs of the conversion process are yet to be finalised and not expected to be available until April 2010 at the earliest.

- [Industrial and Provident Society \(IPS\)](#)

This is the traditional structure for co-operatives and community benefit societies, which are democratically controlled by their members. IPSs are registered with the Financial Services Authority (FSA) as opposed to Companies House but unless they provide financial services they are not regulated by the FSA. Community land trusts (CLTs) are usually incorporated under the IPS legislation. It seems unlikely that most care farms would seek to structure themselves in this way, unless the landowner wished to form a CLT to own the land for community benefit with shares in the IPS being offered for sale to the general public.

## 1.6 Occupation of land, use of facilities, insurance, consents and planning issues

Irrespective as to how the care farm is set up, it is essential that in relation to the new enterprise a full and careful review is made of all relevant matters such as:

- occupation of the land
- use of facilities
- insurance
- required consents
- planning permission

As regards the occupation of land and the use of facilities, a care farm which operates within the existing farming structure should not require any separate security or tenancy as it will operate and be managed by the proprietors of the farming business. However, it is of course important that all those involved are in agreement concerning what land and facilities are to be used or shared. For example, if the existing farm business is a partnership it is essential that all partners are consulted. Also, any capital expenditure or costs incurred by the partnership together with income received from the care farm activity need to be brought into the farm partnership accounts.

If the existing farm business occupies the land and facilities as a tenant, consent of the landlord may be needed in connection with the new enterprise and the terms of the tenancy agreement should be carefully reviewed and any necessary consent obtained.

If the new care farm is to be set up as a social enterprise alongside but separate from the existing farm business that enterprise will operate as an independent business. There will need to be agreement concerning, for example, what land and facilities are to be used by the care farm or shared with the existing farm business. Some of the main issues for consideration depend upon whether the existing farm is a freehold owner of the land and buildings or a tenant.

If you are the owner and occupier of the farm, you may consider granting a tenancy to the social enterprise to occupy a designated area of the farm and, as with any legal interest being granted in relation to the farm, the following points need to be considered:-

- What type of tenancy to be granted?

Whilst on the face of it the social enterprise may be carrying out farming operations on the land, consideration needs to be given to the purposes and objects

of the social enterprise. If the principal object is to provide care and therapeutic work as opposed to running an agricultural business, this may necessitate a tenancy in the form of a business tenancy under the Landlord and Tenant Act 1954, as opposed to a farm business tenancy under the Agricultural Tenancies Act. This may have consequences for security of tenure being afforded to the tenant but we understand that there may be ways in which this can be avoided and in this connection professional advice should be sought.

- If you have a mortgage over the land you will need to obtain the consent of your bank before entering into such an arrangement.
- You will need to consider the terms of the tenancy agreement carefully including the duration, the rent, repairing obligations, access provisions, sharing of services and other points which are specifically needed in connection with the running and management of the care farm within your existing farming operations. A critically important part of this is choosing the care farm site.
- Planning considerations will need to be looked into and any consents obtained. E.g. It is possible that the development of a building on the farm as a rest room, restaurant or training centre for the care farm will require planning permission.
- As referred to above, if the existing farm business occupies the land and facilities as a tenant, consent of the landlord may be needed in connection with the new enterprise and the terms of the tenancy agreement should be carefully reviewed and any necessary consent obtained.
- Insurance issues generally need to be reviewed and professional advice should be sought. For further information on insurance, please also refer to section 5 Health and Safety of this Starter Pack.

## 1.7 Taxation issues

The purpose of this section is to merely draw attention to taxation generally (eg income tax, capital gains tax, corporation tax, inheritance tax, VAT etc) and indicate some of the issues which may be relevant. We strongly advise that you take professional advice from your accountant or tax adviser prior to setting up a care farm enterprise or granting an interest, such as a tenancy agreement, to a care farm on land and buildings used by your existing farming business.

- [Income Tax/Corporation Tax](#)

Depending upon the way in which the new enterprise is structured, income from care farming is likely to be taxed as income forming part of the business turnover. Direct costs and expenses may be allowable to reduce the sum on which tax may be charged. Capital allowances may be claimable on certain items of fixed asset expenditure. Again, professional advice should be sought.

- [Inheritance Tax](#)

This is a complex technical area upon which detailed professional advice will be required. Essentially, any diversification project on a farm could have an impact on the Inheritance Tax relief known as Agricultural Property Relief (APR). This is a valuable relief which can in many cases mean, subject to strict criteria being satisfied, Inheritance Tax may not be payable on the agricultural assets. Guidance is currently being sought from the Treasury as to whether care farming within the farming operation of an existing farm will have an impact on that. It is felt that at the moment, depending upon the extent of that care farming and provided the majority of the income of the farm and the structure of the farm remains the same this will have a limited effect. The concern however, is that if a social enterprise is set up on the farm and a separate tenancy entered into then the Agricultural Property Relief may no longer be available on the land which is occupied by the social enterprise.

It should however be mentioned that Business Property Relief (BPR) may be available on assets that may no longer qualify for APR where the farming business is still the predominant activity on the farm. This is a technical taxation issue on which specialist advice should be sought.

**IMPORTANT:**

**The purpose of this Planning and Preparation section of the Starter Pack is to broadly identify a wide range of issues that may need attention. We also refer to some of the legal, taxation and other matters that may need to be considered in assessing how to structure and manage a new care farm enterprise. We would stress that these notes are general in nature on what may in particular situations be complex matters. CFWM strongly recommends that independent legal, financial, taxation and other professional advice is sought on all relevant matters.**

## 2. YOU AND YOUR STAFF

Care farming demands high levels of interaction with farm helpers who may have limited understanding or practical ability, are deaf, have poor eyesight, are depressed, experiencing addiction, or have mental health issues.

Some groups may have individuals with challenging behaviour. This is particularly true of children excluded or at risk of exclusion from school.

When considering moving into care farming a farmer should first attend open days on care farms. This will allow a farmer to see the nature of the work first hand and decide whether it is something they would like to take further. It is beneficial to see different care farms working with different client groups to appreciate the difference in needs and opportunities.

A care farm will require the motivation of caring for others to be the heart of the business. When entering Care Farming, farmers should ask the following questions of themselves and the staff who may be involved.

### 2.1 Personal Qualities

Are staff patient, friendly and empathic? Many farm helpers are vulnerable or damaged and need sensitive treatment. The engagement of young disadvantaged people can be lost in one inappropriate sentence and it may take months to rebuild their confidence, or it could be lost forever. Staff should be aware that most young people are very unlikely to walk onto the farm and begin work on farm tasks immediately. It may take a number of sessions for them to acquire the confidence to try even simple jobs.

### 2.2 Staff Skills

Are staff skilled and confident in the vocational area they are going to deliver? Are staff trained and experienced in the disabilities of the groups they are working with? Some care farms will be able to provide 'work experience days' to enable aspiring care farmers to work alongside experienced staff and different client groups. The care farm will charge a fee for this to cover their staff time. CFWM will be able to guide interested people towards open days and sites for work experience.

### 2.3 Support for Staff and Farm Helpers

Are there sufficient staff including volunteers and carers or teachers' assistants for the group to be managed adequately and safely? Many farm helpers need additional professional support in order to access provision fully. Care farmers need to feel supported when working with people with particular needs and should not put themselves or others at risk by lone working.

A good method is to ask for additional help to ease new farm helpers into the care farm and then to build in a review after an agreed time to re-assess needs.

### 2.4 Realistic Expectations

Many people are astonished at how disability affects people's understanding, skills and work speed, and find they have to radically rethink what can be achieved by some groups. Establish a baseline assessment by setting a range of very simple tasks for new farm helpers when they start the programme. Build in progression to more demanding tasks as time goes on. This will enable staff to measure improvements.

### 2.5 Legal Aspects

Are you and your staff CRB (Criminal Records Bureau) checked? See Health and Safety section.

### 3. RECRUITMENT PROCEDURES FOR PARTICIPANTS

In order to contact new farm helpers, Care Farmers need to approach commissioning organisations such as:

- Social Services
- Primary Health Care Trusts, Mental Health Services (including locality teams)
- GP surgeries
- Local Authority Children's Services
- Local Agricultural or Further Education Colleges
- Schools and Pupil Referral Units
- Probation Services
- Youth Offending Teams and Youth Support Services

CFWM will have made contact with the above organisations and will be able to help broker these relationships. Care farmers need to be aware that evidence of quality control, good planning and accreditation will be essential. Prior to any contact, care farmers should research the outcomes that commissioners are seeking to achieve and plan how these will be met and evidenced through farming activity.

In discussions with commissioning organisations, potential care farmers should note that care farming is NOT about simply moving current provision onto the farming environment. Care farming IS about using the working farm activity to provide the central holding structure for farm helpers to achieve their outcomes. Therefore, the experts in delivering this experience (the care farmers) need to be sustainably paid! Care farming does not require 'extra' budgets for commissioners, it requires 'diversion' of budgets to the farming experts.

Care farms in the West Midlands can also promote their services on the West Midlands section of the National Care Farming Initiative's website - [www.ncfi.org.uk](http://www.ncfi.org.uk) and social services' own website of [www.shop4support.com](http://www.shop4support.com).

Innovation in commissioning healthcare services is taking place in the UK, with movement towards Practice Based Commissioning (PBC). This is where GP surgeries have the opportunity to be able to write their own prescriptions for integrated healthcare services such as care farming. The GP surgery helps build the plan and refers their request to the Primary Care Trust. If successful then budget is directed by the PCT, through the Practice to the care farm. This allows for localised healthcare

delivery and will be significant for the development and funding of care farms in the UK. Please see the Department of Health website for information on PBC - [www.dh.gov.uk](http://www.dh.gov.uk) .

Steps to successful recruitment:

### 3.1 Establish contact with potential commissioners

A simple leaflet describing your project, followed up by phone calls will help elicit interest.

### 3.2 Invite potential commissioners to visit your Care Farm

Seeing a project, particularly if you can show a session with existing farm helpers, will produce a long lasting impression.

### 3.3 Discuss contracting arrangements with the commissioners

It is important to establish realistic funding for your care farm so that the activity becomes part of the general farm income stream, sustainability is ensured and your skills as a care farmer are recognised.

In your funding, build in sufficient income to pay yourself, or another employee fully, and add in costs for equipment and contribution to running costs.

Different farm helper groups with different needs require different group sizes; adults with learning disabilities could be taught in a group size up to around eight, particularly if accompanied by carers, whereas young people with challenging behaviour are often better in much smaller groups. The financial relationship between group size, staffing requirements and daily rate per person need to be balanced.

An example of costings from one established care farmer follows:

#### • Young people with challenging behaviour:

£110.00 per day for one young person

£30.00 extra per additional person

Therefore group size of four = £200.00.

- Adults with severe learning disabilities:

£50.00 per person per six hour day.

- Mainstream school pupils on accredited course and in a group:

£180.00 per six hour day.

Add in VAT if you are registered. Groups are very varied in their requirements and these figures are for guidance only.

### 3.4 Draw up a simple contract in conjunction with your commissioners

Try to agree on a reasonable duration, for example a school year. Make sure that you will be paid even if farm helpers do not turn up. If it rains and people don't get out of bed, you still need paying as you will have arranged staff beforehand! The contract for people with individualised budgets (enclosed) provides some guidance.

**Have a clear route that a farm helper follows, if referrals are made. E.g:**

a. Informal interview

\* An example of an interview sheet is included in appendix 1.

b. Taster day(s)

c. Offer of place, in writing, and issue of contract. Ask carers or parents to complete a personal details form.

\* A simple example is included in appendix 1.

This may need to be adapted to the particular group of farm helpers you are working with, but should ALWAYS include emergency contact details and phone number of a general practitioner.

### 3.5 A level playing field

CFWM has had discussions with people working on projects that sit as part of NHS services. These projects may be perceived to be comparable to care farming (e.g. an in-house therapeutic horticulture project). In these cases comparable quality and cost will be at the forefront of conversations.

Particularly in relation to cost, care farmers need to be well prepared to request that there is a level playing field. CFWM has on occasions been informed that an in house NHS project has a relatively low per person per day rate. However, when these costs have been questioned, major elements have been found that need to be factored in that are often missed by in-house employees. Revision of these costings to create a level playing field can shift pricing considerably in favour of care farms.

Costs included in the day rate on a care farm:

- Staff costs

Holiday pay

Sick pay

Pension

- ALL back office costs

- Start-up costs for care farm

Equipment costs - e.g. tools, polytunnels, animals, feed

- Building and equipment upkeep and repair
- Building rates and rent
- Land rental
- Reinvestment to maintain and expand the provision of the business

## 4. DELIVERY OF THE CARE FARM EXPERIENCE

### 4.1 The Environment

- A comfortable environment

The best planned session can be a struggle if the environment is not right. If people are comfortable they will enjoy the work more and want to come back for more. Make sure people have access to a warm mess room where they can eat and make hot or cold drinks.

- Bad weather alternatives

A covered area is desirable such as a barn or polytunnel, where woodwork or other craft work, horticulture or animal tasks can be undertaken.

- Wheelchair access

Ramps, wide gangways between raised beds and easy toilet access are all essential.

- Toilets

Toilets, including a disabled toilet (if required by your farm helpers), should be within quick and easy distance of your work area. It is a legal requirement that they have hot water for hand washing, and they should be cleaned after each day's work.

### 4.2 Organisation Of Sessions

- Work Schedules

Plan an outline of activities for a few weeks ahead. This enables the farmer to make sure that tools and materials will be available and that there is something stimulating for everyone to do.

\*A simple Work Schedule is included in appendix 1..

Capitalise on the variety of tasks available through the seasons on a farm. Match the tasks to the ability and interests of the group. Frustration for all can occur if the farmer is very task orientated and has an attitude of 'get the job done despite everything,' even if the task is not appropriate to the abilities of the group.

Farm helpers need plenty of opportunity to observe and practice skills. Many will need constant reinforcement and reminders of what they have learnt from week to week and be prepared that sometimes progress can seem very slow.

- [Session Plans](#)

Plan individual sessions in more detail to include where tasks will take place, materials, tools and equipment required, health and safety details and approximate timings. Include options for bad weather work.

\*A simple Session Planner is included in appendix 1.

Set targets. Once the farm helpers have been on the Care Farm for a few months and the staff feel that they know them, set a small number of realistic targets for them to work towards. These could be very simple such as 'be able to sow 20 broad bean seeds in modules unassisted' for farm helpers with learning disabilities, or more behavioural types of targets such as 'arrive punctually for the working day' for those with mental health or addiction problems.

Review regularly, perhaps 2/3 times per year and set new targets.

\*A simple target form is included in appendix 1.

- [Risk Assessments](#)

Make sure all activities are risk assessed. This should be site specific and reviewed annually. See health and safety section for more detail.

- [Reward Achievement](#)

If appropriate, the opportunity for achievements to be recognised should be explored. Colleges and schools may have particular qualifications that students are expected to work towards. Make sure these are realistic for the group and your site and try to avoid situations where students are merely jumping through qualification hoops. Many have failed in school or college. Care farms are not schools or colleges and should aim to provide alternative experiences to these establishments. This said, it is good to reward progress and care farms can devise their own record of achievements.

\*An example achievement form is included in appendix 1.

- [Liaison and Publicity](#)

Continue to liaise with parents, carers and referral agencies.

Examples :

a. Do an annual review with students and farm helpers to celebrate achievements and set new targets.

\* Simple example of achievement and target sheet is included in this pack.

b. Run an Open Day to show off the site and students'/clients' work.

c. Do Press Release for significant events.

d. Set up a website with information about the care farm

## 5. HEALTH AND SAFETY

Care Farms should ensure that their health and safety policies are in place before working with their farm helpers. An excellent starter pack in health and safety may be obtained from the Health and Safety Executive. This can be obtained from booksellers:

See [www.dandybooksellers.com](http://www.dandybooksellers.com).

### 5.1 Insurance

- Public Liability

A care farm should have this type of cover to prevent being held responsible for injury, disability or death of farm helpers undertaking tasks or visitors to your project. A minimum of £2m cover should be obtained, **£5m now being usual and our very strong recommendation**. You must display your public liability certificate in your main building.

- Employers' Liability

A care farm should have this type of cover to prevent being held responsible for injury, disability or death of employees or volunteers. You must display your employers' liability certificate in your main building.

- All Risks Policy

A care farm should have this type of cover for stock, equipment, buildings and contents.

- Other insurances

You will also require cover for vehicles and off-site working if you intend to do this.

Make sure all your insurances are in place **BEFORE** farm helpers arrive at your care farm. It is important to update as required, as it is easy to be under insured if you expand quickly or buy stock or sets of equipment.

CFWM will be able to direct you to a number of insurance brokers who will be familiar with the concept of care farming.

## 5.2 CRB checks

All staff, volunteers and other personnel who may come into close contact with children or vulnerable adults **MUST** be CRB checked. There are two levels of disclosure; standard and enhanced. The enhanced check is for people undertaking lone working with children or vulnerable adults, therefore the standard check is generally relevant for care farms. If you are working with schools, they will often undertake to do the check, social services may also do this.

If you are working with schools or colleges they will generally undertake to do the check, although again, social services may carry out the check. Otherwise if you have to instigate the check yourself, see website [www.disclosures.co.uk](http://www.disclosures.co.uk) or [www.crbchecks.co.uk](http://www.crbchecks.co.uk). As an employer, a care farm can register for a fee of £50. Each check conducted then costs £49.50 (Jan 2009 costs).

## 5.3 Child Protection Policy

If you intend to work with school-age farm helpers your organisation needs to have a Child Protection Policy in place. The schools that you intend to work with may share their policy with you. This generally comprises guidelines in three parts:

- Prevention of abuse
- Protection of children and vulnerable adults from abuse
- Support for children or vulnerable adults who have been abused.

You will need to appoint a member of staff as Child Protection Officer and he or she needs to be trained. This can normally be organised with your local Children's Services.

All staff should be conversant with child protection procedures and should read and sign a copy of the child protection policy.

\*A simple example of a Child Protection Policy is included in appendix 2.  
See [www.worcestershiresafeguarding.org.uk](http://www.worcestershiresafeguarding.org.uk).

## 5.4 Protection of Vulnerable Adults Policy

If you intend to work with people over 18 years of age who have significant learning or physical disabilities, you will need this policy. Your local social services may make a blueprint available to you and may also offer training in this area. All staff should be aware of, and alert to, signs of possible abuse. Staff should discuss their

suspicious with the care farm manager, make a report and report immediately to your local social services.

\*An example of a Protection of Vulnerable Adults (POVA) Policy is enclosed in appendix 2.

## 5.5 First Aid

In a small organisation it is a legal requirement to have one person with a 'First Aid at Work' qualification. This is a four day course, and is recognised by the Health and Safety Executive. In addition, due to the nature of work on a care farm and the fact that staff may be working some distance apart, it is advisable for all staff to have some first aid training. A one day 'Appointed Persons Course' is suitable. Both courses are run in many locations, often by the British Red Cross Association.

Ensure that you have a legal type of Accident Book, to report all accidents, fill in forms correctly and store as outlined in the Accident Report book. These are available from the Health and Safety Executive and are also included in the Health and Safety Executive starter pack.

Ensure you have a sufficient type, size and number of first aid boxes, available from companies such as Eureka ([www.eurekadirect.co.uk](http://www.eurekadirect.co.uk)). Have a 'roving' first aid pack in a carrying case or bum bag that you can take out on site with you. Carry a first aid pack in all vehicles.

## 5.6 Risk Assessments

Guidelines for risk assessments are available at [www.hse.gov.uk/pubns](http://www.hse.gov.uk/pubns).

Completion of risk assessments is a legal responsibility in all places of work. A risk assessment consists of identifying

- What risks are present in the environment
- Who they might affect
- What should be done about the risk
- Who should undertake to do this

On a care farm you should risk assess:

- The site

Risk assess for such things as trip hazards, unsafe trees, fences or gates, poor animal handling systems, livestock and areas with poor visibility of personnel from vehicles.

- Tools and Equipment

Risk assess for broken and wobbly tools, blunt edge-tools, flat tyres on wheelbarrows etc.

- Tasks

Each task undertaken must be risk assessed, bearing in mind the risk may alter depending on the type of farm helper being worked with. Assign a code number to each risk assessment and include this in your session plan.

\* an example of a risk assessment form and a risk assessment for visits form and scoring sheet is included in appendix 1.

## 5.7 COSHH (Control of Substances Hazardous to Health) Regulations

There are regulations concerning the use of chemicals and other substances which may cause injury or sickness in personnel. See [www.hse.gov.uk/pubs](http://www.hse.gov.uk/pubs) for a brief guide to the regulations and how to risk assess. These also include details of legally compliant methods of storing chemicals.

\* An example of a COSHH assessment form is included in appendix 1.

## 5.8 Fire

Find a reputable fire protection services company who will advise on equipment needed and conduct yearly checks. They will be able to advise on fire extinguishers and fire alarms. Label your fire assembly points and conduct fire drills so that both farm helpers and staff know the routine. Record when you have done fire drills.

[Fire Safety Policy.](#)

New fire regulations came into place in 2006. Organisations now have to construct their own Fire Safety Policy.

\*A simple example is enclosed in appendix 2. Also see [www.simply-docs](http://www.simply-docs) for more advice.

### 5.9 Portable Electrical Equipment (PAT) Testing

All 240 volt portable electrical equipment, e.g. corded drills, kettles, fridges and heaters must be tested every 12 months by a qualified PAT tester. Each appliance will have a dated sticker applied to it. Refer to your electrician for details.

### 5.10 Personal Protective Equipment (PPE)

Ensure that farm helpers supply their own safety boots and overalls. Other PPE should be supplied by the care farm as required. This could include gloves, safety helmets, ear protectors, safety goggles or other equipment as identified in risk assessments.

### 5.11 Communication

Ensure that there is sufficient communication between staff in case of emergencies. Mobile phones are invaluable particularly if working away from the centre of your operation. It is good practice to know where all your personnel and students are at any time.

### 5.12 Smoking Policy

Ensure that designated smoking areas are in safe places away from hay or straw, in a position where smokers may be observed by staff. It is good policy for staff who smoke to avoid doing this in front of school pupils.

\* A simple smoking policy is enclosed in this pack.

## 6. KEEPING ANIMALS

The benefits of including working with livestock on your care farm cannot be overemphasised. They bring the benefits of stimulating interest among farm helpers, increased variety of tasks (particularly in the winter), a variety of products to sell and the fact that nurturing an animal may have a profound effect on the lives of some farm helpers, particularly young people with challenging behaviour. This said there are a number of issues to be considered when choosing to keep livestock, not least the increasing administrative burden imposed by Defra.

Aspiring care farmers who already keep livestock will be aware of these issues, but the following are intended as guidelines to people who do not as yet have animals.

### 6.1 Staff Training

If you have not kept livestock before, you should consider going to your local agricultural college for training. This will give you an awareness of principles of feeding and breeding, and legislation surrounding livestock keeping including codes of welfare.

### 6.2 Health and Safety

Ensure that your stock are appropriate for your farm helpers. Try to have docile, well humanised stock that do not get stressed when there are a lot of people around. Risk assess work centred around rams, bulls and boars and if you have the slightest doubts, do not work with these animals. Ensure your handling and feeding systems are safe, do the job and allow operators to work with a barrier between them and the stock.

Some diseases are transmissible between animals and humans (zoonoses) e.g. E coli, contagious abortion, ringworm and listeriosis. It is important to be able to recognise diseases, know how to treat them and when to contact the vet. Animals with any zoonosis should be isolated away from farm helpers and promptly treated.

Minimise the risk of infection by use of the following:

- Adequate hand wash facilities and insistence that farm helpers use the facilities correctly.
- Ensuring that farm helpers eat and drink in the designated mess room and not near animals.

- Placing signage to remind people of hygiene.
- Ensuring that animals are kept in clean environment with adequate cleaning out and disinfection between batches.
- No pregnant women near lambing ewes.

### 6.3 [Legislation](#)

The outbreaks of animal diseases such as foot and mouth, blue tongue, TB etc have all contributed to increased legislation for livestock farmers, all linked to increasing bio security. Livestock farmers are required to liaise with their local Defra office to obtain the following documentation. Phone your local office and they will be able to help and advise you.

#### 6.3.1 [CPH \(County Parish Holding\) number](#)

If you keep cattle, sheep, goats or pigs, you must obtain a CPH number from your local Rural Payments Agency Office, part of Defra.

#### 6.3.2 [Legislation surrounding Cattle](#)

##### • [Herd Number](#)

Livestock farmers keeping cattle must become registered cattle keepers and obtain a herd number, available from Defra.

##### • [Tagging](#)

Cattle must be identified by Defra approved ear tags, in each ear (double tagging). Each tag must contain the same unique herd number. Cattle must be tagged within 20 days of birth, in the case of dairy cattle, at least one tag must be fitted within 36 hours of birth. If an animal is moved off the holding before it is 20 days old, it must be double tagged before this happens. Ear tags can only be ordered from Defra approved stockists.

##### • [Livestock Register](#)

Livestock farmers must complete a Farm Register, which can be downloaded or obtained from Defra, that includes the following details for each animal

- a. ear tag number
- b. date of birth
- c. sex

- d. Breed
- e. Dam identity
- f. Date of movement on/off your holding
- g. Details of where animal was moved from and to.

- [Passports](#)

All cattle must have a valid passport that accompanies the animal on all movements. This must be applied for within 27 days of birth. Apply to the British Cattle Movement Service ([www.btcs.gov.uk](http://www.btcs.gov.uk)) for passports.

- [Movements](#)

When cattle are moved on or off a holding this movement must be reported, on approved forms, to your local Trading Standards Office. Contact their local office to obtain your forms and the rules governing their use.

- [Cattle Identification Inspection](#)

As a cattle keeper you may be visited, unannounced, by an inspector who will check all the above paperwork.

- [Tuberculosis testing](#)

Cattle need to be tested for TB. Routine tests are paid for by the government, but you will need to pay for pre-movement tests which you require before moving cattle off your holding. Contact your local Defra for further details.

### 6.3.3 [Legislation surrounding Pigs](#)

- [Herd number](#)

Livestock farmers keeping pigs must become registered pig keepers and obtain a herd number, available from Defra.

- [Identification](#)

Under 12 months of age, pigs moving from holding to holding may be identified by temporary stock marker. If going to slaughter, they may be identified by slap mark on each shoulder, an ear tattoo or an ear tag approved for going to slaughter (capable of surviving carcass processing).

Over 12 months of age, for all movements the herd number must be included, whether using slap mark, tattoo or ear tag.

- [Livestock register](#)

Details as for cattle.

- [Movements](#)

Pig movements must be accompanied by a completed AML2 movement document. The relevant portion must be forwarded to your local Animal Health Department within 3 working days.

### 6.3.4 [Legislation surrounding Sheep and Goats](#)

- [Herd Number](#)

Livestock farmers keeping sheep must become registered sheep or goat keepers and obtain a herd number available from Defra.

- [Identification](#)

Sheep and goats are marked with a tattoo or approved tag, that has the herd number. Double identification is required for any animal over 12 months of age. In this case the identification may be a tag in one ear and a tattoo in the other or two tags.

- [Livestock Register](#)

Details as for cattle and pigs.

- [Movements](#)

Details as for pigs.

Legislation around livestock changes frequently and you should liaise with your local Defra for up to date and fuller details.

## 6.4 Animal Welfare Policy

The Animal Welfare Act 2006 contains the general laws relating to animal welfare. It describes the duty of care that animal keepers have. All must take reasonable steps to make sure an animal's needs are met.

The Five Freedoms describe what these needs are:

1. Freedom from Hunger and Thirst - by ready access to fresh water and a diet to maintain health and vigour.
2. Freedom from Discomfort - by providing an appropriate environment including shelter and a comfortable resting area.
3. Freedom from Pain, Injury and Disease - by prevention or rapid diagnosis and treatment.
4. Freedom to Express Normal Behaviour - by providing sufficient space, proper facilities and company of an animal's own kind.
5. Freedom from Fear and Distress - by ensuring conditions and treatment which avoid mental suffering.

Use these guidelines in conjunction with the relevant Welfare Codes for each class of stock (available from Defra).

\* A simple example of an Animal Welfare Policy is included in appendix 2.

## APPENDIX 1 - Examples Of Useful Forms

The following forms should help to generate documentation required for legal purposes and to use in recruitment and delivery of the care farm experience.

Work Schedule.

Farm Helper Target Form.

Farm Helper Achievement Form.

Farm Helper Interview Form.

Farm Helper Personal Details Form.

Individualised Budget - contract between farm helper and care farm.

Incident Form.

Risk Assessment for Visits Form.

Risk Assessment Form.

Session Planner.

COSHH Form.

## WORK SCHEDULE

CARE FARM \_\_\_\_\_

GROUP \_\_\_\_\_ DATE \_\_\_\_\_

Date	Topics	Completed/Comments

## FARM HELPER TARGET FORM

CARE FARM \_\_\_\_\_

Farm Helper		Date	
Task/Competence Targets			
Behaviour/Soft Targets			

## FARM HELPER ACHIEVEMENT FORM

CARE FARM \_\_\_\_\_

Farm Helper		Date	
Task/Competence Achievements			
Behaviour/Soft Target Achievements			
Signature Of Farm Helper			
Signature Of Tutor			

## FARM HELPER INTERVIEW FORM

CARE FARM \_\_\_\_\_

Name		Interview Date	
D.O.B		Referral Agency	
Personal Details	<ul style="list-style-type: none"> <li>• Interests.</li>   <li>• Previous Experience</li>   <li>• Issues That Could Affect Management Of Farm Helper</li> </ul>		
Funding Source		Cost Per Session	
Place Offered?		Start Date	

## FARM HELPER PERSONAL DETAILS FORM

CARE FARM \_\_\_\_\_

Farm helper name			
Address			
Date of birth		Telephone	
Emergency contact details. (Essential)	1.Doctor - name and phone number  2. Taxi/transport agent- name and phone number  3.Carer/parent -name and phone number		
Personal details including information which could influence learning opportunities or management of farm helper.			
Medical details we may need to know in case of emergency e.g. daily medication, allergies, physical restrictions			

INDIVIDUALISED BUDGET -  
CONTRACT BETWEEN FARM HELPER AND CARE FARM

Contract between Care Farm and \_\_\_\_\_

Number of sessions offered \_\_\_\_\_

Hours per day \_\_\_\_\_

Cost per day \_\_\_\_\_

Method of payment, for example:

- Three equal payments per year, payable on 1<sup>st</sup> April, 1<sup>st</sup> July and 1<sup>st</sup> September.
- Termly, in arrears.
- Monthly, in arrears.
- Monthly, by direct debit due on 1<sup>st</sup> of each month.

Dates of sessions \_\_\_\_\_

Nature of opportunities offered (for example, horticultural skills, animal husbandry)

Signature of farm helper/parent/carer \_\_\_\_\_

Signature of representative of care farm \_\_\_\_\_

INCIDENT FORM

CARE FARM \_\_\_\_\_

Date of incident \_\_\_\_\_ Time \_\_\_\_\_

Nature of incident \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Persons involved and contact details \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Action Taken \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Further action required \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

By whom \_\_\_\_\_ By when \_\_\_\_\_

Name and signature of person reporting incident \_\_\_\_\_

Names and signature of witness(es) \_\_\_\_\_

Date discussed with manager and signature \_\_\_\_\_

## RISK ASSESSMENT FOR VISITS FORM

CARE FARM \_\_\_\_\_

Farm/Site Name:	Os Grid Reference:
Farmer:	Tel. No.
Date Risk Assessment Prepared:	Date Risk Assessment Last Updated:
Nearest Hospital:	
Site Access For Emergency Vehicles:	

ACTIVITY	HAZARDS	RISK LEVEL (High, Medium, Low)	ACTION - RISK REDUCTION MEASURES	POST-ACTION RISK LEVEL
Using Coach	Straying into road, injury from other vehicles	High	Alight in car park. Teachers supervise road crossing- children immediately directed away from main road	Low
Trailer Rides	Overhanging branches & brambles on ride routes	Medium	Removal of dangerous overhanging vegetation on routes to be used. Frequently used routes to be maintained regularly	Low
Open-sided Trailer	Injury from falling off; behaviour which endangers others	Medium	Safety talk before every ride- staying seated at all times, keeping hands, feet & heads inside the trailer, holding on. Teachers/ helpers to sit between children. Driver instructed to drive slowly and made aware of age of children.	Low
Walking on the Farm	Injury from slipping and falling; wet ground	Low	Children & teachers to wear suitable clothing and footwear. Teachers to maintain group discipline. Walking routes selected as fit for purpose, e.g. maintained public footpaths, by-ways	Low
	Badger or rabbit holes	Medium	Brief children about holes. Point out areas where they occur during the walk	Low
	Injury from barbed wire	Medium	Brief visiting parties; all fences crossed using styles; styles maintained on a regular basis.	Low
	Animal contact/proximity			Low
	Falling into canals, ditches, streams, ponds			Low
	Infection- bacteria contact			Low

<b>ACTIVITY</b>	<b>HAZARDS</b>	<b>RISK LEVEL</b> (High, Medium, Low)	<b>ACTION - RISK REDUCTION MEASURES</b>	<b>POST-ACTION RISK LEVEL</b>
	Stings from insects			Low
	Chemical contact			Low
	Crossing public roads/tracks			Low
	Getting lost			Low
<b>Farm Operations</b>	Injury from working farm machinery			Low
	Injury from stationary farm machinery			Low
	Injury from unstable buildings/unsecured large doors/gates/ladders			Low
	Injury from tools			Low
<b>Specific Locations</b>	Disused quarry pit (in lower field)			Low
	Nearby cables and wires			Low
	Steep slopes			Low
	Busy delivery area			Low
	Public access (to farm shop)			Low
<b>Weather Conditions</b>	(Depending on time of year)			Low

RISK ASSESSMENT

CARE FARM \_\_\_\_\_

DATE \_\_\_\_\_ ASSESSED BY \_\_\_\_\_

REVIEW DATE \_\_\_\_\_ ASSESSED BY \_\_\_\_\_

Activity/ Plant/ Materials Etc	Specific Hazard Presented	Characteristics That Would Put A Person At Risk	Control Measures/ Comments	Severity 1-5	Likelihood L M H	Rate	Discussed With Staff	Code

## SESSION PLANNER

CARE FARM \_\_\_\_\_

GROUP \_\_\_\_\_ DATE \_\_\_\_\_

TIME \_\_\_\_\_ VENUE \_\_\_\_\_

Time	Topic	Trainer/Supervisor Activity	Student Activity	Resources	Risk Assessme nt

COSHH FORM

CARE FARM \_\_\_\_\_

Substance Name	Hazard Category	Hazard(S) Prevented	People Affected / Severity Of Hazard	Control Action Plan

## APPENDIX 2 - Policies Required By Care Farms

Many commissioners will require care farms to write and implement various policies. Some of these may be required by law (such as health and safety policy) or may be specific to commissioners for certain client groups.

Health and Safety Policy.

Fire Safety Policy.

Child Protection Policy.

Protection of Vulnerable Adults (POVA) Policy.

POVA Incident Report Form.

Environmental Policy.

Smoking Policy.

Disciplinary Procedure - staff and volunteers.

Disciplinary Procedure - farm helpers.

Disciplinary Procedure for farm helpers - code of practice.

Grievance Procedure - staff and farm helpers.

Equal Opportunities in Employment - statement of intent.

Example Care Farm Employment Contract.

Volunteer Policy.

Animal Welfare Policy.

## HEALTH AND SAFETY POLICY

### CARE FARM

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It is a priority of the care farm to provide a safe working environment for all trainees, students, farm helpers, staff, volunteers and others who access the farm and training areas. There is a commitment to compliance with relevant health and safety legislation including preparation of Risk Assessments, COSHH documentation and the removal of hazards wherever possible. Procedures for dealing with unavoidable hazards are included within Risk Assessments. These include uneven surfaces, farm animals, tools and chemicals.

- All classrooms, offices, workshops and other work areas will be kept clean and tidy by appropriate cleaning, maintenance and repair.
- Safe work practices will be adhered to in offices. Filing cabinet drawers will be kept closed, there will not be trailing flexes and appropriate seating will be provided.
- Tasks will be matched to the abilities of farm helpers taking into account how disabilities may affect safe performance of certain activities.
- All hazardous materials including veterinary medicines will be maintained in a locked container in accordance with Health and Safety legislation.
- All accidents will be recorded in the Accident Book in accordance with RIDDOR (Reporting of Injuries, Accidents, and Occurrences Regulations). In the event of an accident occurring on the farm estate the record of the event will be completed as soon as possible on return to the office.
- A first aid kit is kept in a prominent position in the Mess Room and in addition portable packs are available to take out on site. The appointed, trained First Aider is currently ..... Tutors working away from the base carry mobile phones in case of emergency.
- Fire extinguishers are located in each building of the care farm. These are checked and maintained regularly and trainees given training in their use. Fire drills will be

learnt by all personnel and demonstrated to all farm helpers. Fire exits are clearly marked and kept free of obstructions.

- All personnel should practise good personal hygiene and ensure that trainees do likewise, including removal of protective clothing and washing hands before meals.
- All packed lunches, milk etc are stored in a refrigerator that is regularly cleaned. The temperature is taken and recorded daily and adjusted if necessary.
- Specific procedures and practices to be followed are included in a staff handbook where necessary, individual risk assessments will be conducted to ascertain safety of certain operations.
- All participants will wear the appropriate protective clothing for a task. This may include safety footwear, overalls, goggles, ear protectors, gloves, hard hats, etc.
- All participants will be given instruction in safe lifting techniques and will be supervised when handling materials.
- All participants will be given adequate training in safe techniques when working with animals, plants, tools and materials.
- All electrical equipment will be regularly checked and tested by a qualified electrician (PAT testing). Electrical plugs will be correctly earthed, damaged plugs replaced promptly and RCB equipment used wherever portable electrical equipment is used outdoors e.g. sheep-shears.

**Care Farm employees and volunteers have a legal duty to use safe working practice, to instruct farm helpers in these practices and to ensure that trainees employ these practices.**

## Legislation

The care farm is aware of the following legislation:

- Health and Safety at Work (1974)
- Management of Health and Safety Regulations (Risk Assessments)(1992)
- Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR) (1995)
- Provision and Use of Work Equipment Regulations (1992)
- Manual Handling Operations Regulations (1992)
- Control of Substances Hazardous to Health (1994)
- Personal Protective Equipment at Work Regulations (1992)
- The Workplace (Health, Safety and Welfare Regulations Act (1992)
- Electricity at Work Regulations (1998)

A guide to this legislation is contained within the staff information pack.

## Management

Risk assessments are produced for each task undertaken.

Accidents are recorded in the accident book.

Guidance has been sought on implementation of Risk Assessments and COSHH requirements from the Health and Safety Executive.

.....Fire Brigade has been consulted concerning implementation of Fire Regulations.

## FIRE SAFETY POLICY

### CARE FARM

---

This care farm is a centre for the following types of farm helpers:

- 
- 
- 
- 

As such, it is particularly important that buildings and other areas can be evacuated quickly and easily in case of fire.

This care farm has the following features:

- Adequate, signed fire exits in all buildings.
- Disabled ramps where required on all exits.
- Adequate fire alarm systems that are tested at the required intervals.
- Adequate, in date fire extinguishers of the correct type, in all buildings and fire blankets where required, as advised by \_\_\_\_\_shire Fire Services.
- Regular fire drills so that all students and staff are familiar with drill routine and assemble points.
- Risk assessments have been prepared for all tasks that have fire risk attached.

# CHILD PROTECTION POLICY

## CARE FARM

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### Introduction

The care farm fully recognises the contribution it makes to child protection. There are three elements to our policy:

### Prevention

Through the positive ethos of the care farm, through the teaching and the pastoral support offered to children.

### Protection

By following agreed procedures, ensuring staff are familiarised with child protection guidelines and are supported to respond appropriately and sensitively to child protection issues.

### Support

To children and staff who may have been abused or have been in contact with people who have been abused.

Our policy applies to all staff and volunteers working on the care farm.

### 1. Prevention

We recognise that high self esteem, confidence, supportive friends and good lines of communication with a trusted adult can aid prevention.

The care farm will therefore:

- Establish and maintain an ethos where children feel secure and are encouraged to talk and be listened to.

- Ensure that children know there are adults at the care farm whom they can approach if they are worried or in difficulty.
- Equip children with the skills they need to stay safe from abuse and to know to whom they can turn for help if needed.
- Where relevant, include within sessions materials and activities that will help children to develop realistic attitudes to the responsibilities of adult life.

## 2. Protection

The care farm will:-

- Ensure it has a designated member of staff who has undertaken training in child protection and who acknowledges the level of support required by the post holder. At (name of care farm) the member of staff is (name of post holder)

Ensure that all staff and volunteers:

- Know the name of staff and his/her role.
- Know that all staff and volunteers have an individual responsibility for referring child protection concerns to the relevant person.
- Know the procedures identified within the care farm documentation
- Ensure that members of staff are aware of the need to be alert to signs of abuse and know how to respond to a child who may tell of abuse.
- Provide child protection awareness guidelines to new staff.
- Continue to build effective links with relevant institutions who have overall responsibility for these children and to share information as appropriate.
- Keep written records of concerns about children (noting date, event and action taken), even when there is no need to inform the parent institution immediately.
- Ensure all records are kept secure and in locked location.

- Adhere to procedures laid down by the Local Education Authority if an allegation is made against a member of staff or volunteer.
- Ensure that all staff and volunteers are CRB checked before undertaking duties at the care farm.
- Ensure that the duty of care to staff and children is promoted by raising awareness of illegal, unsafe or unwise behaviour and to assist staff to monitor their own standards and practice.

### 3. Support

The care farm recognises that:

- Children who are abused or who witness violence may find it difficult to develop a sense of self worth and also difficulty in believing the world as benevolent and meaningful. They may feel a sense of helplessness and self blame.
- The care farm may be the only stable, secure and predictable element in the lives of some at-risk children.
- The behaviour of some at-risk children may be challenging or defiant, or they may be withdrawn. The care farm recognises that it will act in the best interest when working with them.

The care farm will endeavour to support the young farm helper through:

- The care farm's ethos which emphasises the importance of supporting vulnerable children and adults, by providing a positive, supportive and secure environment.
- Consistency of approach from members of staff, thus allowing children to build a frame of reference concerning appropriate behaviour.
- Liaison with other agencies that support children, such as their school or college.
- Keeping records and notifying support agencies as soon as there is a recurrence of concern.

## PROTECTION OF VULNERABLE ADULTS (POVA) POLICY

### CARE FARM ---

#### Introduction

The characteristics of adult abuse can take a number of forms and cause victims to suffer pain, fear and distress reaching well beyond the time of the actual incident(s). Victims may be too afraid or embarrassed to raise any complaint. They may be reluctant to discuss their concerns with other people or unsure who to trust or approach with their worries.

There may be some situations where victims are unaware that they are being abused or have difficulty in communicating this information to others.

#### Aim of Policy

The aim of this policy is to ensure the safety of vulnerable adults by outlining clear procedures and ensuring that all staff members are clear about their responsibilities.

#### Definition

A vulnerable adult is a person aged 18 years or over who may be unable to take care of themselves or protect themselves from harm or from being exploited.

This **may** include a person who:

- Is elderly and frail
- Has a mental illness including dementia
- Has a physical or sensory disability
- Has a learning disability
- Has a severe physical illness
- Is a substance misuser
- Is homeless

## What is abuse?

Abuse is a violation of an individual's human and civil rights by any other person or persons. It can take a number of forms:

- Physical abuse e.g. hitting, pushing, shaking, inappropriate restraint, force-feeding, forcible administration of medication, neglect or abandonment.
- Sexual abuse e.g. involvement in any sexual activity against his/her will, exposure to pornography, voyeurism and exhibitionism.
- Emotional/psychological abuse e.g. intimidation or humiliation.
- Financial abuse e.g. theft or exerting improper pressure to sign over money from pensions or savings etc.
- Neglect or acts of omission e.g. being left in wet or soiled clothing, or malnutrition.
- Discriminatory abuse e.g. racial, sexual or religious harassment.
- Personal exploitation - involves denying an individual their rights or forcing them to perform tasks that are against their will.
- Violation of rights e.g. preventing an individual speaking their thoughts and opinions.
- Institutional abuse e.g. failure to provide a choice of meals or failure to ensure privacy or dignity

## Reporting Procedures

If the allegation or suspicion of abuse is discovered by a member of staff, they should report the matter to the care farm manager.

The member of staff should make a written record of the allegation or suspicion of abuse and discuss with the manager. The manager should carry out a risk assessment and contact the local Social Services Team.

In emergency situations (e.g. where there is the risk or occurrence or severe physical injury), where immediate action is needed to safeguard the health or safety of the individual or anyone else who may be at risk, the emergency services must be contacted.

Where a crime is taking place, has just occurred or is suspected, the police must be contacted immediately.

### Responsibilities

All members of staff have a responsibility to be aware of this policy and to report any suspicions that they might have concerning adult abuse.

### CRB Checks

All newly recruited staff who have contact with students are CRB checked.

### Contacts

Social Services \_\_\_\_\_

### Legislation

This policy is informed by, and adheres to, Adult Protection Policy and Procedures, and to the following legislation:

- NHS and Community Care Act 1990
- Mental Health Act 1983
- Public Interest Disclosure Act 1998
- Care Standards Act 2000

POVA INCIDENT REPORT FORM

Name:

Address:

Telephone:

Briefly describe what happened (include times and dates):

---

---

---

---

---

Names and contacts of witnesses:

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---

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Name of person completing form:

Date:

Name of Manager responsible for investigation:

Date:

Action taken:

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## ENVIRONMENTAL POLICY

### CARE FARM

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This Care Farm aims to be a centre of excellence providing:

- Training
- Education
- Therapeutic Opportunities
- Rehabilitation.

through integration with rural subjects such as farming, growing, rural crafts, farmhouse cookery and environmental topics. We aim to respect the environment and ensure that our students are in touch with the land.

Our programmes make sure that students are aware of good environmental practice and to fulfill our objectives we demonstrate good practice by:

- Minimising waste.
- Re-using materials such as timber and plant pots and catching and storing rain-water.
- Using water and other materials efficiently.
- Operating in compliance with environmental legislation.
- Looking for opportunities to enhance the aesthetic appeal of reclaimed land, putting it to good use and increasing soil fertility by the addition of farm-produced organic matter.
- Looking for partners who can promote environmental understanding in the community e.g. Social services, college students, school parties and other visitors.

By ongoing review we will ensure that we improve our environmental education and the opportunities to further enhance our environmental policy.

Signed: \_\_\_\_\_  
(On behalf of all staff)

Date: \_\_\_\_\_

## SMOKING POLICY

### CARE FARM ---

This care farm has a no-smoking policy which applies to staff and students.

#### Where will smoking be allowed?

Smoking will only be allowed in certain areas as described by staff.

#### Where will smoking not be allowed?

Smoking will not be allowed in classrooms, workshops, kitchen or agricultural buildings.

#### When will smoking be allowed?

Smoking will only be allowed at specified break times, or appropriate times as agreed by staff.

## DISCIPLINARY PROCEDURE - STAFF AND VOLUNTEERS

### **CARE FARM** \_\_\_\_\_

This procedure applies to members of staff employed by the care farm and exists to ensure fair and consistent treatment for all in relation to disciplinary action taken in response to allegations of unacceptable conduct or performance.

#### General principles

No disciplinary action will be taken against an employee until the care farm has fully investigated the matter complained of. If appropriate, the care farm may suspend an employee whilst the investigation takes place (See Code of Practice).

#### Disciplinary hearings

If the care farm decides to hold a disciplinary hearing relating to the matter complained of, the employee will be advised of the nature of the complaint at least seven working days before such hearing.

At any disciplinary hearing, the employee will be given an opportunity to state their case and may be accompanied by a person of their choice.

#### Penalty

No formal disciplinary penalty will be imposed without a disciplinary hearing other than in cases of gross misconduct, gross negligence or gross incompetence, when an employee may be dismissed without notice or payment in lieu. An employee will have the right to appeal against any disciplinary penalty imposed.

#### Authority to suspend or dismiss

Minor lapses from acceptable standards of work performance will be dealt with on a counselling basis by the manager of the care farm giving informal reprimands which will not be recorded on the employee's personal file. Such counselling will be conducted in an area away from students or other staff. At such a stage, the manager will make

clear the standards required which will be confirmed in writing in the form of a letter of advice. The objective at this stage is to return the employee to an acceptable level of performance. The employee has the right to see any documentation and will be made aware of this right, at this stage.

### Stage one - oral warning

If conduct and/or work performance does not meet acceptable standards, the employee will be given a formal **oral warning** by the manager. The employee will be advised of the reason for the warning, that it is the first stage of a formal disciplinary procedure and that he has the right to appeal against the warning. A copy of this warning will be placed on the employee's file.

### Stage two - written warning

A **written warning** will be given to a member of staff if:

1. The employee commits a serious offence of misconduct or the standard of their work is seriously inadequate, or
2. the employee fails to comply with a formal warning given under stage 1, or
3. despite having been given, under stage 1, a formal warning as a result of either misconduct or unsatisfactory work, the standards are still not adequate.

The written warning will give details of the complaint and the time limit within which a stated improvement must be made. In the case of misconduct, the warning will state that if the employee commits a further offence during the period specified in the warning, action under stage 3 will be considered. The warning will also advise of the right of appeal. Copies of written warnings will be placed on the employee's file.

### Stage three - final written warning

A **final written warning** will be given to an employee by the manager if:

1. The employee fails to comply with a written warning, or

2. despite having been given, under stage two, a written warning, the employee commits a further offence of misconduct or unsatisfactory work, or

3. the employee's misconduct or unsatisfactory work is considered sufficiently serious to warrant only one written warning.

The written warning will give details of the complaint, and the time limit within which a stated improvement must be made. The warning will also advise of the right of appeal. Copies of final written warnings will be placed on an employee's file.

#### Stage four - notice of dismissal

The care farm will give **notice of dismissal** if:

1. The employee fails to comply with a final written warning, or

2. despite having been given, under stage three, a final written warning, a further offence of misconduct or unsatisfactory work occurs.

The notice of dismissal will be in writing and will specify reasons for dismissal, the date on which employment will end and details of the right of appeal.

#### Gross misconduct, gross negligence, gross incompetence

An employee who is accused of gross misconduct, gross negligence or gross incompetence may be suspended from duties whilst an investigation occurs. The manager may dismiss the employee if, on completion of the investigation, the employee is found guilty of any of the above offences. Such dismissal will be without notice or payment in lieu and will be confirmed to the employee in writing, specifying the reasons for dismissal and details of the right of appeal.

Gross misconduct is misconduct of such a nature that the care farm could be justified in no longer tolerating the continuing presence of an employee who commits this offence, taking into account the special needs and vulnerability of our client group of farm helpers.

Criminal offences outside employment should not be treated as automatic reasons for dismissal. The main consideration should be whether the offence is one which makes the individual unsuitable for duties at the care farm.

### Suspension pending disciplinary hearings

If it is considered that an employee is guilty of an offence which means the continued attendance of the employee cannot be permitted, the care farm may suspend an employee from duties pending a disciplinary hearing.

This shall be confirmed in writing within two working days, with the reasons for the suspension and details of the appeal procedure. An employee is entitled to receive full pay during the suspension period.

## DISCIPLINARY PROCEDURE - FARM HELPERS

### **CARE FARM**

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This procedure applies to farm helpers at the care farm and exists to ensure fair and consistent treatment for all in relation to disciplinary action taken by response to allegations of unacceptable conduct or performance, in order that the care farm is a safe and happy environment for all users.

#### General principles

No action shall be taken against a farm helper until the care farm has fully investigated the matter complained of. If appropriate, the care farm may suspend a farm helper whilst the investigation takes place.

In general, the care farm will adhere to the procedure laid down by the referral agency, such as Social Services, or the Local education Authority or individual school.

The following guidelines may prove useful, and are those used by a care farm working with adults with learning disabilities referred by Social Services.

#### Stage one - oral warning

If conduct does not meet acceptable standards, the service user may be given a formal oral warning by the care farm manager. The service user will be advised of the reason for the warning, that it is the first stage of a formal disciplinary procedure and that he has the right to appeal against the warning. A copy of this warning will be placed on the service user's file.

#### Stage two - written warning

If a serious disciplinary problem arises, a service user will be asked to attend a meeting with the care farm manager and a representative of the service user, such as a parent, carer advocate of the service user, and any other person deemed necessary such as a social worker or police officer.

The warning will state that if the service user commits a further offence during the period specified in the warning, action under stage 3 will be considered. The warning will also advise of the right of appeal. Copies of written warnings will be placed on the student's file and copies sent to the Learning disability team at Worcestershire Social Services.

### Stage three - final written warning

The written warning will give details of the complaint and the time limit within which a stated improvement must be made. The warnings will also advise of the right of appeal. Copies of final written warnings will also be placed on the service user's file.

### Stage four - notice of dismissal

The manager of the care farm will give notice of dismissal if the service user fails to comply with a final written warning or a further offence occurs.

The notice of dismissal will be in writing and will specify reasons for dismissal, the date on which service will end and details of the right of appeal.

### Gross misconduct

A service user who is accused of gross misconduct may be suspended from service provision whilst an investigation occurs. The manager of the care farm may dismiss the service user if, on completion of the investigation, the service user is found guilty of any of the offences contained in the Code of Conduct (attached).

Such dismissal may be without notice and will be confirmed in writing specifying the reasons for dismissal and of the right of appeal.

Gross misconduct is misconduct of such a nature that the care farm could be justified in no longer tolerating the continuing presence of a service user committing the offence, bearing in mind the particular needs or vulnerability of the client group at the care farm.

## DISCIPLINARY PROCEDURE FOR FARM HELPERS

### CODE OF PRACTICE

#### CARE FARM

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A farm helper may be dismissed for any of the following examples of gross misconduct:

- Racial or other discrimination and/or harassment whilst at the care farm.
- Continuing unpunctuality/absence from sessions.
- Deliberately damaging care farm property.
- Harming or endangering other persons or self e.g. by contravening safety rules.
- Assaulting other persons.
- Theft or misappropriation.
- Use or possession of any illegal substances.
- Being under the influence of drugs or alcohol whilst at the care farm.
- Any action for which it would be appropriate for the care farm to take legal action.

**This list is not exhaustive and is drawn up to illustrate the type of behaviour that is not acceptable when at the care farm. Enquiries into the behaviour of farm helpers will always take into account the needs and problems experienced by those students.**

## GRIEVANCE PROCEDURE - STAFF AND FARM HELPERS

### CARE FARM

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Staff, volunteers and students may at some time feel they have a grievance about the way in which they have been treated by another individual or number of individuals or by the care farm as an establishment. Grievances can range from dissatisfaction with working or learning arrangements to issues such as harassment, discrimination or bullying.

#### First (informal) Stage

Where an individual has a grievance, he or she should firstly try to resolve the matter informally. This should be done by meeting with the manager of the care farm, taking some notes of the matter into the meeting, that may be given to the manager. If after giving the manager time to deal with the matter and report back, the individual is not satisfied with the response, the grievance may be made formal.

#### Second Stage

- The grievance should be put in writing and a copy given to the care farm manager.
- The manager will then invite the individual to a meeting. The individual may take another person to the meeting to assist, if he or she thinks this necessary. At the meeting the individual may present their case in a calm way and if appropriate, make suggestions as to how the matter might be resolved.
- After the meeting, the manager must inform the individual of his/her decision within five days.
- If the individual feels the grievance has not been satisfactorily resolved he/she has the right to appeal.

#### Third Stage

- If the individual does not wish to appeal he/she should inform the manager.
- If the individual does wish to appeal he/she must be invited to another meeting. A

member of the board of directors, a trustee or other senior person within the management structure of the care farm should hold this meeting.

- This should take place within five days of the decision to appeal.
- After the meeting the individual should be informed of the decision.

If the individual is still not satisfied, members of staff could consider making a complaint to an Employment Tribunal and students may complain to their referral agency for instance Social Services, their school or college.

## EQUAL OPPORTUNITIES IN EMPLOYMENT -

### STATEMENT OF INTENT

#### **CARE FARM** \_\_\_\_\_

This care farm seeks to ensure equality of opportunity in all aspects of its activities as an employer, ensuring that no present or potential employee receives less favourable treatment than any other.

The care farm will take all reasonable steps to ensure that:

- When decisions are made concerning offers of employment, the personal characteristics taken into account shall be those which are necessary for the proper performance of the duties involved and those consistent with current legislation.
- Those characteristics such as sex, marital status, age, religion, race, disability, trade-union or political beliefs or other circumstances or characteristics which are not directly relevant. (Subject to Section 9 of the Local Government and Housing Act, 1989.)
- Employment policies, practices and procedures which are fair, equitable and consistent with the skills and abilities of the care farm's present employees are applied so that no individual is disadvantaged by conditions or requirements which cannot be shown to be justifiable.

## EXAMPLE CARE FARM EMPLOYMENT CONTRACT

**Name of employer:**

A.N. Other care farm.

**Name of employee:**

John Smith

**Reporting to:**

Care farm manager.

**Place of work:**

A.N. Other care farm.

**Job Title:**

Care farm assistant.

Responsibilities cover all activities on and related to the operation of A.N.Other care farm. You may be required to undertake other duties from time to time.

**Date of commencement of continuous employment:**

..... This is a fixed term contract for ..... days a week until ..... Every employee has a three month probationary period. A review will take place at the end of this period.

**Salary:**

Your salary will be £..... per annum (£..... p.a. pro rata) i.e. £..... before deductions payable monthly on the .....th of each month.

**Annual Holiday:**

In addition to the 8 Bank & Statutory holidays, your annual entitlement is .... days. Part time staff holiday entitlement will be pro rata.

The holiday year runs from 1st January to 31st December. Your entitlement during your first year of employment will be pro rata. All holidays will be arranged by mutual agreement with your manager. In the event of you leaving A.N.Other care farm, any holiday pay accrued but not taken as holidays will be paid. Similarly, if holidays are taken in excess of entitlement, you will be required to reimburse the care farm accordingly.

### Absence:

If you are absent from work due to sickness or injury which continues for more than seven days (including weekends) you must provide the care farm with a medical certificate by the eighth day of sickness or injury. Thereafter medical certificates must be provided to the care farm to cover any continued absence.

### Travel, Accommodation and Other Expenses:

Reasonable expenses incurred by you on behalf of the care farm will be reimbursed subject to appropriate documentation and approval of your line manager.

### Hours of Work:

You will be required to work .... hours per week. The basic working week is 9.00am to 5.00pm, Monday to Friday. You will be expected to undertake activities outside of these hours where required. The allocation of working days in any given week will be by mutual agreement before the end of the previous week with the key determinant being the needs of the job. Should this practice cease to be acceptable however, the care farm reserves the right to stipulate the nominated days over which the contract will normally be worked.

### Notice of Termination:

By you:	1 month
By the company:	1 month

### Redundancy:

In the event of the Foundation ceasing to exist, or your role becoming redundant for any reason other than the end of your fixed term contract, payment over statutory entitlement will be at the discretion of the Board of Directors.

### Medical Examination:

It is a condition of employment that the care farm may require you to attend a medical examination at any time by a medical practitioner or consultant employed or nominated by the care farm. You will be expected to authorise your own general practitioner to be consulted by the care farm's medical adviser.

### Other interests:

You may not, without prior written consent of the care farm, which will not be unreasonably withheld, engage, whether directly or indirectly, in any business or employment which is similar or in any way connected to or competing with the business



## VOLUNTEER POLICY

### CARE FARM

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This care farm believes that becoming a volunteer can offer the chance for people to gain fulfilling experience whilst working in a pleasant, rural environment, helping people with learning and physical disabilities or mental health problems to reach their full potential.

The Volunteers' Charter provides the basis for the company's policy for volunteers.

- Volunteers should have a clear idea of the tasks they are asked to perform and of the responsibility that goes with these tasks, in particular their responsibilities with regard to health and safety.
- Volunteers should know who is designated as having responsibility for their support and supervision. Volunteers should have regular access to this person and this person should ensure that each volunteer is adequately supported.
- To ensure fair representation of their needs and interests, volunteers should have access to and play a part in the decision-making process of the care farm.
- Volunteers will be protected against exploitation of their interests. They will not be put under pressure to do work which goes against their principles.
- Volunteers will be protected against risks which occur as part of their duties. They are covered by Public Liability Insurance
- Volunteers will not suffer financial loss whilst at the care farm. They will be provided with adequate tools, equipment and materials to enable them to carry out their tasks.
- Volunteers will not be used to perform tasks currently or previously undertaken by paid staff.
- The relationship between paid workers and volunteers at the care farm will be complementary and mutually beneficial.
- Volunteers may join a Trade Union and will be made aware that some Unions offer free membership to volunteers.

ANIMAL WELFARE POLICY

CARE FARM \_\_\_\_\_

CLASS OF LIVESTOCK \_\_\_\_\_

Five Freedoms	Steps To Implement This.
Freedom From Hunger And Thirst	
Freedom From Discomfort	
Freedom From Pain, Injury And Distress	
Freedom To Express Normal Behaviour	
Freedom From Fear And Distress	



## APPENDIX 4 - Business Development Schedule & Example Budget

The following forms are designed to help guide you through the CFWM start-up process.

- CFWM Development schedule for new care farmers.
- Example Gantt chart for development schedule.
- Example care farm budget.

ALL of the following business development forms are for an example social enterprise care farm and are not definitive or prescriptive. They are meant to give a helpful and simple starting point for a new social enterprise care farm to begin financial planning. ALL care farms are different and will require their own specific financial budgets. Care farms running as diversifications should view their running costs in addition to current farming costs and consider adding a portion of their overheads. Also, if they do not employ a designated care farm manager, then the actual salary draw down of the farm owner should be included for whatever portion of their time is involved with the care farming enterprise. Be aware that income due in any month is not necessarily the same as that received as invoicing can be retrospective and delays in payment need to be balanced.

Note the major factors that will affect the financial sustainability of your care farm:

- Day rate per client
- Number of day places offered per week

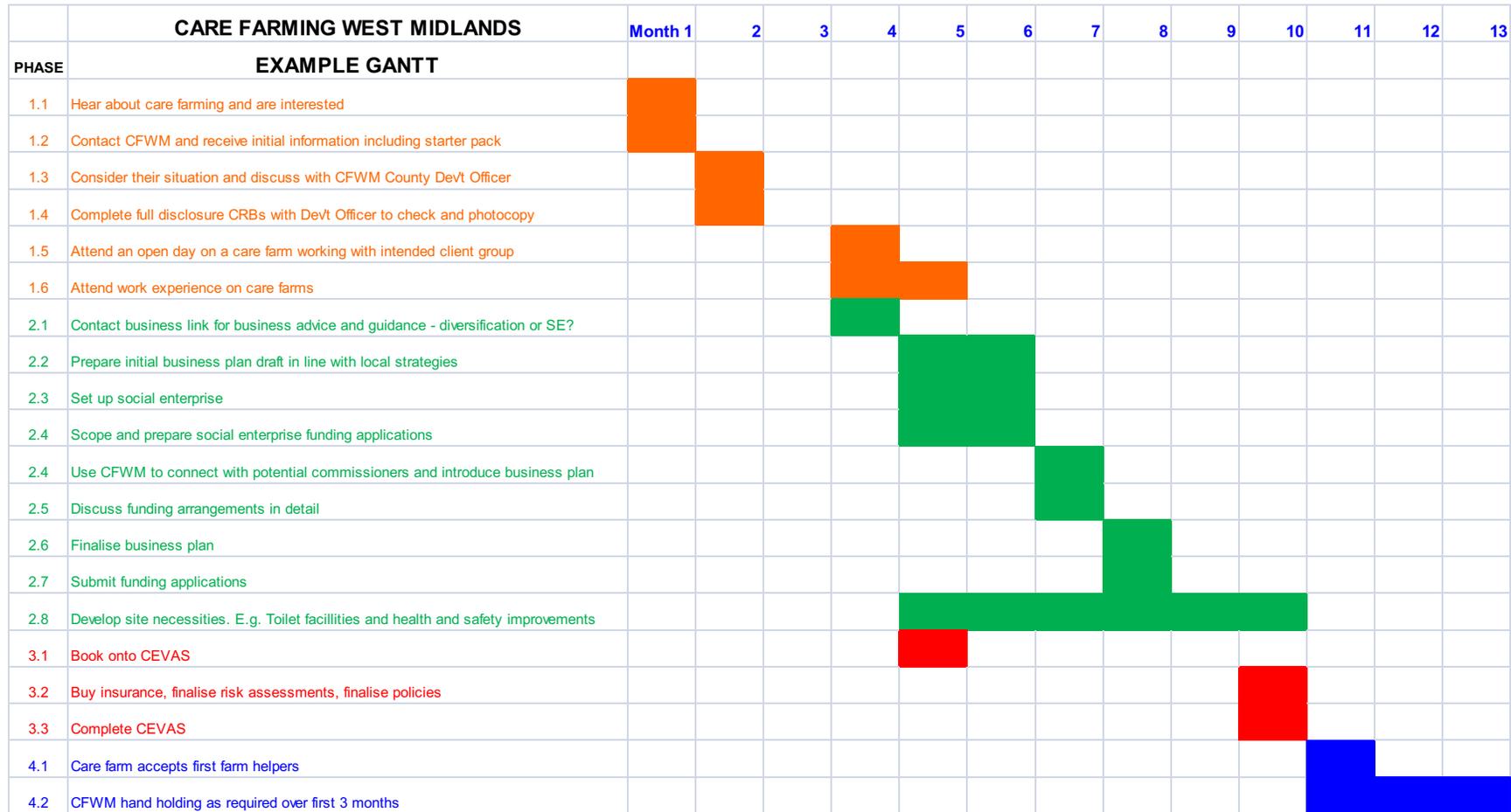
## CFWM DEVELOPMENT SCHEDULE FOR NEW CARE FARMERS

Name:		
Address:		
Telephone:		
E-mail:		
	Date	Initial
1. Hear about care farming and are interested.  E.g. through a presentation in the County.		
2. Contact CFWM and receive initial information.  E.g. relevant case studies and starter pack.		
3. Consider their situation and discuss with CFWM County Development Officer:  <i>Are they a farmer? Questions to consider may include:</i>  What type of farm are they and how would that suit care farming?  How would their farm and location work with different client groups?  Which client group they would like to start with?		

<p>Would they need to develop any facilities?</p> <p><i>Are they from a care or education background and are looking for a farm to start care farming for a specific client group? Questions to consider may include:</i></p> <p>What type of activities suit that client group best?</p> <p>Are these activities related to specific farm types or facilities?</p> <p>How far can the farm be from the source of most of your clients?</p> <p>How would they get in touch with suitable farmers?</p>		
<p>4. Complete full disclosure CRB checks for all people who may be working with clients and show to CFWM Development Officer (Development Officer to take photocopies).</p>		
<p>5. Attend an open day on a care farm related to intended group of farm helpers.</p>		
<p>6. Attend 'work experience' and paperwork days arranged with experienced care farmers who are working with their intended group of farm helpers.</p>		
<p>7. Initial contact with Business Link to discuss how this may fit with the core business as a diversification activity or whether it is more appropriate to receive social enterprise business start-up advice.</p>		
<p>8. Meet with Business Link advisor and prepare initial business plan outline (business plan template available from Business Link website). See local strategies for your intended client group to understand client needs and local priorities.</p>		
<p>9. If social enterprise then scope and prepare funding applications for capital works.</p>		

10. Consider developing site necessities. E.g. toilet facilities and health and safety improvements		
11. Use CFWM to help connect with potential local commissioners and introduce outline plans.		
12. Address commissioner's needs, discuss detail and agree sustainable funding arrangements.		
13. Finalise business plan.		
14. If social enterprise then submit funding applications.		
15. Book onto CEVAS care farming accreditation scheme.		
16. Purchase insurance, finalise risk assessment, conduct legal checks e.g. CRB. Where diversification activity have Business Review conducted (Business Link to advise).		
17. Completion of CEVAS training and accreditation.		
18. Care farm accepts first farm helpers.		
19. CFWM hand holding as required over first 3 months.		
20. Where a start-up, hand holding business review support from Business Link at 3 monthly periods in first year and every 12 months following as appropriate.		

## EXAMPLE GANTT CHART FOR DEVELOPMENT SCHEDULE



Care Farming West Midlands														
A.N.Other SE Care Farm Budget Guide														
Generic Care Farm Working Sheet - Please adjust to suit														
<b>Year 1 - Income</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>Total</b>	
Available working days per month (- bank hols)	20	21	22	23	22	22	23	22	14	22	20	23	254	
People per day 10am - 3pm	2	3	4	5	5	5	6	6	6	6	6	6		
Days care farming per week	2	3	4	5	5	5	5	5	5	5	5	5		
Average Client days offered per week 10am - 3 pm	4	9	16	25	25	25	30	30	30	30	30	30		
Average Day places offered per month	17	40	72	115	110	110	138	132	84	132	120	138	1,208	
Day rate per client	45													
Income at £45 per client	£765	£1,800	£3,240	£5,175	£4,950	£4,950	£6,210	£5,940	£3,780	£5,940	£5,400	£6,210	£54,360	
Social Enterprise grant	£7,500												£7,500	
Private investment loan for business start-up	£8,000												£8,000	
Income from food / crafts produced				£25	£25	£25	£25	£25	£50			£30	£205	
CEVAS Training grant from CFWM	£225												£225	
<b>Total Income FY 1</b>	<b>£16,490</b>	<b>£1,800</b>	<b>£3,240</b>	<b>£5,200</b>	<b>£4,975</b>	<b>£4,975</b>	<b>£6,235</b>	<b>£5,965</b>	<b>£3,830</b>	<b>£5,940</b>	<b>£5,400</b>	<b>£6,240</b>	<b>£70,290</b>	
<b>Year 1 - Costs</b>														
<b>Revenue Costs</b>														
Care farm manager - FT @ 22k + 4% pension and NI	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£2,083	£24,996	
Care farmer assistant - FT @ 18k + 4% pension and NI	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£20,328	
Promotional leaflet - design and print	£1,000												£1,000	
Website	£1,500												£1,500	
Heat, light and consumables	£140	£130	£120	£120	£120	£130	£140	£150	£150	£150	£150	£140	£1,640	
Phones	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£540	
CEVAS Training fee	£225	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£225	
CEVAS annual CF accreditation fee	£100												£100	
Repairs and maintenance	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600	
Professional fees	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,000	£1,000	
Insurance	£233	£233	£233	£233	£233	£233	£233	£233	£233	£233	£233	£233	£2,796	
CFWM membership fee	£75	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£75	
Travel	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	
<b>Total Revenue Costs</b>	<b>£7,245</b>	<b>£4,335</b>	<b>£4,325</b>	<b>£4,325</b>	<b>£4,325</b>	<b>£4,335</b>	<b>£4,345</b>	<b>£4,355</b>	<b>£4,355</b>	<b>£4,355</b>	<b>£4,355</b>	<b>£5,345</b>	<b>£56,000</b>	
<b>Capital Costs</b>														
Polytunnel / other wet weather area	£3,000												£3,000	
Computer / IT	£500												£500	
Other costs. E.g. Tools and Personal protective clothing	£1,500												£1,500	
<b>Total Capital Costs</b>	<b>£5,000</b>												<b>£5,000</b>	
<b>TOTAL PROJECT COSTS</b>	<b>£12,245</b>	<b>£4,335</b>	<b>£4,325</b>	<b>£4,325</b>	<b>£4,325</b>	<b>£4,335</b>	<b>£4,345</b>	<b>£4,355</b>	<b>£4,355</b>	<b>£4,355</b>	<b>£4,355</b>	<b>£5,345</b>	<b>£61,000</b>	
<b>CONTINGENCY %</b>														
<b>CASHFLOW</b>	<b>£4,245</b>	<b>£1,710</b>	<b>£625</b>	<b>£1,500</b>	<b>£2,150</b>	<b>£2,790</b>	<b>£4,680</b>	<b>£6,290</b>	<b>£5,765</b>	<b>£7,350</b>	<b>£8,395</b>	<b>£9,290</b>		

<b>Year 2 - Income</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>Total</b>
Available working days per month (- bank hols)	20	21	22	23	22	22	23	22	14	22	20	23	254
People per day 10am - 3pm	7	7	7	7	7	7	8	8	8	8	8	8	
Days care farming per week	5	5	5	5	5	5	5	5	5	5	5	5	
Average Client days offered per week 10am - 3 pm	35	35	35	35	35	35	40	40	40	40	40	40	
Average Day places offered per month	140	147	154	161	154	154	184	176	112	176	160	184	1,902
Day rate per client	45												
Income at £45 per client	£6,300	£6,615	£6,930	£7,245	£6,930	£6,930	£8,280	£7,920	£5,040	£7,920	£7,200	£8,280	£85,590
Social Enterprise grant													£0
Income from food / crafts produced	£40	£50	£60	£75	£100	£100	£100	£100	£100	£50	£50	£100	£925
<b>Total Income Year 2</b>	<b>£6,340</b>	<b>£6,665</b>	<b>£6,990</b>	<b>£7,320</b>	<b>£7,030</b>	<b>£7,030</b>	<b>£8,380</b>	<b>£8,020</b>	<b>£5,140</b>	<b>£7,970</b>	<b>£7,250</b>	<b>£8,380</b>	<b>£86,515</b>
<b>Year 2 - Costs</b>													
<b>Revenue Costs</b>													
Care farm manager - FT @ 23k + 4% pension and NI	£2,181	£2,181	£2,181	£2,181	£2,181	£2,181	£2,181	£2,181	£2,181	£2,181	£2,181	£2,181	£26,172
Care farmer assistant - FT @ 19k + 4% pension and NI	£1,791	£1,791	£1,791	£1,791	£1,791	£1,791	£1,791	£1,791	£1,791	£1,791	£1,791	£1,791	£21,492
Promotional material - design and print	£1,000												
Heat, light and consumables	£140	£130	£120	£120	£120	£130	£140	£150	£150	£150	£150	£140	£1,640
Phones	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£540
CEVAS annual CF accreditation fee	£100												£100
Training and Devt - e.g. first aid	£300	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£300
Repairs and maintenance	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£50	£600
Professional fees	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,000	£1,000
Insurance	£233	£233	£233	£233	£233	£233	£233	£233	£233	£233	£233	£233	£2,796
CFWM membership fee	£75	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£75
Travel	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Private loan repayment												£8,000	
Project taxation													
<b>Total Revenue Costs</b>	<b>£6,015</b>	<b>£4,530</b>	<b>£4,520</b>	<b>£4,520</b>	<b>£4,520</b>	<b>£4,530</b>	<b>£4,540</b>	<b>£4,550</b>	<b>£4,550</b>	<b>£4,550</b>	<b>£4,550</b>	<b>£13,540</b>	<b>£64,915</b>
<b>Capital Costs</b>													
Polytunnel / other wet weather area	£3,000												£3,000
Computer / IT													£0
Other costs. E.g. Tools and Personal protective clothing	£750												£750
<b>Total Capital Costs</b>	<b>£3,750</b>												<b>£3,750</b>
<b>TOTAL PROJECT COSTS</b>	<b>£9,765</b>	<b>£4,530</b>	<b>£4,520</b>	<b>£4,520</b>	<b>£4,520</b>	<b>£4,530</b>	<b>£4,540</b>	<b>£4,550</b>	<b>£4,550</b>	<b>£4,550</b>	<b>£4,550</b>	<b>£13,540</b>	<b>£68,665</b>
<b>CONTINGENCY %</b>													
<b>CASHFLOW YEAR 2</b>	<b>£5,865</b>	<b>£8,000</b>	<b>£10,470</b>	<b>£13,270</b>	<b>£15,780</b>	<b>£18,280</b>	<b>£22,120</b>	<b>£25,590</b>	<b>£26,180</b>	<b>£29,600</b>	<b>£32,300</b>	<b>£27,140</b>	
Profit to reinvest from previous year													
£9,290													

<b>Year 3 - Income</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>Total</b>
Available working days per month (- bank hols)	20	21	22	23	22	22	23	22	14	22	20	23	254
People per day 10am - 3pm	8	8	8	8	8	8	8	8	8	8	8	8	
Days care farming per week	5	5	5	5	5	5	5	5	5	5	5	5	
Average Client days offered per week 10am - 3 pm	40	40	40	40	40	40	40	40	40	40	40	40	
Average Day places offered per month	160	168	176	184	176	176	184	176	112	176	160	184	2,032
Day rate per client	45												
Income at £45 per client	£7,200	£7,560	£7,920	£8,280	£7,920	£7,920	£8,280	£7,920	£5,040	£7,920	£7,200	£8,280	£91,440
Social Enterprise grant													£0
Income from food / crafts produced	£100	£100	£125	£125	£150	£150	£150	£150	£150	£50	£50	£100	£1,400
<b>Total Income Year 2</b>	<b>£7,300</b>	<b>£7,660</b>	<b>£8,045</b>	<b>£8,405</b>	<b>£8,070</b>	<b>£8,070</b>	<b>£8,430</b>	<b>£8,070</b>	<b>£5,190</b>	<b>£7,970</b>	<b>£7,250</b>	<b>£8,380</b>	<b>£91,440</b>
<b>Year 3 - Costs</b>													
<b>Revenue Costs</b>													
Care farm manager - FT @ 24k + 4% pension and NI	£2,278	£2,278	£2,278	£2,278	£2,278	£2,278	£2,278	£2,278	£2,278	£2,278	£2,278	£2,278	£27,336
Care farmer assistant - FT @ 19.5k + 4% pension and NI	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£1,840	£22,080
Promotional material - design and print	£1,000												
Heat, light and consumables	£140	£130	£120	£120	£120	£130	£140	£150	£150	£150	£150	£140	£1,640
Phones	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£540
CEVAS annual CF accreditation fee	£100												£100
Training and Devt - e.g. first aid	£300	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£300
Repairs and maintenance	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£840
Professional fees	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£1,000	£1,000
Insurance	£233	£233	£233	£233	£233	£233	£233	£233	£233	£233	£233	£233	£2,796
CFWM membership fee	£75	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£75
Travel	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Project taxation										£12,000			
<b>Total Revenue Costs</b>	<b>£6,181</b>	<b>£4,696</b>	<b>£4,686</b>	<b>£4,686</b>	<b>£4,686</b>	<b>£4,696</b>	<b>£4,706</b>	<b>£4,716</b>	<b>£4,716</b>	<b>£16,716</b>	<b>£4,716</b>	<b>£5,706</b>	<b>£70,907</b>
<b>Capital Costs</b>													
Polytunnel / other wet weather area	£3,000												£3,000
Computer / IT													£0
Other costs. E.g. Tools and Personal protective clothing	£750												£750
<b>Total Capital Costs</b>	<b>£3,750</b>												<b>£3,750</b>
<b>TOTAL PROJECT COSTS</b>	<b>£9,931</b>	<b>£4,696</b>	<b>£4,686</b>	<b>£4,686</b>	<b>£4,686</b>	<b>£4,696</b>	<b>£4,706</b>	<b>£4,716</b>	<b>£4,716</b>	<b>£16,716</b>	<b>£4,716</b>	<b>£5,706</b>	<b>£74,657</b>
<b>CONTINGENCY %</b>													
<b>CASHFLOW YEAR 3</b>	<b>£24,509</b>	<b>£27,473</b>	<b>£30,832</b>	<b>£34,551</b>	<b>£37,935</b>	<b>£41,309</b>	<b>£45,033</b>	<b>£48,387</b>	<b>£48,861</b>	<b>£40,115</b>	<b>£42,649</b>	<b>£45,323</b>	
Profit to reinvest from previous year	£27,140												

<b>Year 4 - Income</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>March</b>	<b>Total</b>
Available working days per month (- bank hols)	20	21	22	23	22	22	23	22	14	22	20	23	254
People per day 10am - 3pm	8	8	8	8	8	8	8	10	10	10	10	10	
Days care farming per week	5	5	5	5	5	5	5	5	5	5	5	5	
Average Client days offered per week 10am - 3 pm	40	40	40	40	40	40	40	50	50	50	50	50	
Average Day places offered per month	160	168	176	184	176	176	184	220	140	220	200	230	2,234
Day rate per client	45												
Income at £45 per client	£7,200	£7,560	£7,920	£8,280	£7,920	£7,920	£8,280	£9,900	£6,300	£9,900	£9,000	£10,350	£100,530
Social Enterprise grant	£55,000												£55,000
Income from food / crafts produced	£100	£100	£125	£125	£150	£150	£150	£150	£150	£50	£50	£100	£1,400
<b>Total Income FY 4</b>	<b>£62,300</b>	<b>£7,660</b>	<b>£8,045</b>	<b>£8,405</b>	<b>£8,070</b>	<b>£8,070</b>	<b>£8,430</b>	<b>£10,050</b>	<b>£6,450</b>	<b>£9,950</b>	<b>£9,050</b>	<b>£10,450</b>	<b>£155,530</b>
<b>Year 4 - Costs</b>													
<b>Revenue Costs</b>													
Care farm manager - FT @ 25k + 4% pension and NI	£2,375	£2,375	£2,375	£2,375	£2,375	£2,375	£2,375	£2,375	£2,375	£2,375	£2,375	£2,375	£28,500
Care farmer assistant - FT @ 18k + 4% pension and NI	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£1,694	£20,328
Care farmer assistant 2 - FT @ 20k + 4% pension and NI								£1,889	£1,889	£1,889	£1,889	£1,889	£11,334
Promotional material - design and print	£1,000												
Heat, light and consumables	£150	£140	£130	£130	£130	£160	£170	£180	£180	£180	£180	£170	£1,900
Phones	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£45	£540
CEVAS annual CF accreditation fee	£100												£100
Training and Devt - e.g. first aid	£300	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£300
Repairs and maintenance	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£70	£840
Professional fees	£2,500	£0	£0	£0	£2,500	£0	£0	£0	£0	£0	£0	£1,000	£6,000
Insurance	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£300	£3,600
CFWM membership fee	£75	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£75
Travel	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Project taxation				£4,000						£8,500			
<b>Total Revenue Costs</b>	<b>£8,709</b>	<b>£4,724</b>	<b>£4,714</b>	<b>£8,714</b>	<b>£7,214</b>	<b>£4,744</b>	<b>£6,643</b>	<b>£6,653</b>	<b>£6,653</b>	<b>£15,153</b>	<b>£6,653</b>	<b>£7,643</b>	<b>£88,217</b>
<b>Capital Costs</b>													
Building - e.g. Teaching kitchen	£96,000												£96,000
Computer / IT	£400												£400
Other costs. E.g. Tools and Personal protective clothing	£500												£500
<b>Total Capital Costs</b>	<b>£96,900</b>												<b>£96,900</b>
<b>TOTAL PROJECT COSTS</b>	<b>£105,609</b>	<b>£4,724</b>	<b>£4,714</b>	<b>£8,714</b>	<b>£7,214</b>	<b>£4,744</b>	<b>£6,643</b>	<b>£6,653</b>	<b>£6,653</b>	<b>£15,153</b>	<b>£6,653</b>	<b>£7,643</b>	<b>£185,117</b>
<b>CONTINGENCY %</b>													
<b>CASHFLOW YEAR 4</b>	<b>£2,014</b>	<b>£4,950</b>	<b>£8,281</b>	<b>£7,972</b>	<b>£8,828</b>	<b>£12,154</b>	<b>£13,941</b>	<b>£17,338</b>	<b>£17,135</b>	<b>£11,932</b>	<b>£14,329</b>	<b>£17,136</b>	
Profit to reinvest from previous year													
<b>£45,323</b>													

## APPENDIX 5 - What We Do and What We Don't Do

SERVICE	ACTIONS
Promote care farming to farmers and commissioners	<ul style="list-style-type: none"><li>• Networking, presentations, proactive contact with bodies in the relevant sectors</li><li>• CFWM presence at relevant events</li><li>• Distribution of web and paper-based promotional materials</li></ul>
Guide farmers through development process to set up a sustainable care farm	<ul style="list-style-type: none"><li>• Follow the development process set out in the Starter Pack</li><li>• Meet essential requirements for start up</li><li>• Work in partnership with CEVAS for accreditation</li></ul>
Help support funding applications	<ul style="list-style-type: none"><li>• Signpost to relevant funds as we become aware of them</li><li>• Write letters of support for care farm funding applications</li><li>• Signpost to supportive data and evidence</li></ul>

<p>Broker relationship between commissioners and care farmers</p>	<ul style="list-style-type: none"> <li>• Promote care farming to commissioners of care services at all levels</li> <li>• Promote care farming to carers and families</li> <li>• Develop and share knowledge of the personalisation of healthcare</li> <li>• CFWM to develop and share knowledge to be able to bid for contracts on behalf of care farmers</li> </ul>
<p>Develop and support care farmers forum</p>	<ul style="list-style-type: none"> <li>• Establish the remit of the Forum</li> <li>• Promote the Forum to the CFWM membership</li> <li>• Create a calendar of events and activities</li> <li>• Create a regular (quarterly) CFWM newsletter</li> <li>• Organise quarterly meetings at different care farms</li> <li>• Provide support in addressing issues raised by the forum</li> <li>• Provide input to the CFWM Newsletter</li> </ul>
<p>Make policy contacts regionally and nationally to support policy shift in favor of care farming</p>	<ul style="list-style-type: none"> <li>• Provide briefings to local, regional and national elected and prospective members</li> <li>• Provide CFWM presentation to local authority managers and team leaders</li> <li>• Provide CFWM presentation and briefings to national professional organisations in sectors relevant to care farming</li> <li>• Provide data interpretation and analysis to the evidence base for care farming, particularly through PHD</li> <li>• Support policy development within CFWM</li> </ul>

<p>Support PhD project data gathering</p>	<ul style="list-style-type: none"> <li>• Agree data types and collection frequency with care farmers, commissioners and PhD project personnel</li> <li>• Agree data capture procedure with care farmers and commissioners</li> <li>• Agree format and frequency of data reporting with PhD personnel</li> </ul>
<p>Monitor care farming performance</p>	<ul style="list-style-type: none"> <li>• Collect and present data on key performance indicators for CFWM (progress against contracted tasking outputs) and on individual care farms (information on participant numbers, revenue earned, jobs created, etc)</li> </ul>
<p>Continue providing data to the evidence base for care farming</p>	<ul style="list-style-type: none"> <li>• Seek opportunities to provide evidence to external surveys and reports on care farming</li> <li>• Disseminate outcomes of PhD research to CFWM partner organisations</li> </ul>

<p>Provide strategic advice and support for innovation in care farming</p>	<ul style="list-style-type: none"> <li>• Encourage spread of best practise in care farming through the CFWM Members Forum</li> <li>• Actively seek out gaps in the care farming market and across the care farming spectrum</li> <li>• With care farmers, explore potential new markets for the social, educational, food and non-food products of care farming</li> </ul>
<p>Provide access to continuing professional development training for care farming</p>	<ul style="list-style-type: none"> <li>• Provide a brokerage service to care farmers for access to the range of professional and skills training needed to ensure currency and compliance</li> </ul>

### What We Don't Do.

- Write funding bids for individual care farms
- Business plan writing
- Fund individual care farm promotional material
- Fund individual care farm promotional events or attendance of meetings
- Specific business, tax or financial advice