

# Annual Report 2011-2012



Dear Members

Welcome to our first Annual Report. This contains information on our first year of operation, from **April 2011 to March 2012**. It includes our un-audited accounts for the year, together with comments from several of the many stakeholders in our enterprise who have contributed to our successes during the initial twelve months.

I would like to begin by restating The Community Farm's objectives. These are:

- o to grow and sell organic produce within Chew Valley and the surrounding area, including Bristol and Bath;
- o to encourage community engagement in growing, consuming and learning about local, seasonal, organic produce;
- o to contribute to a sustainable, resilient local economy by producing food for consumption by the local community;
- o to treat all members, employees and visitors fairly, adopting the principles of the Ethical Trade Initiative base code or equivalent;
- o to share knowledge and expertise to encourage adoption by others of the practices and principles of the society; and
- o to provide an opportunity for public spirited people and organisations to contribute financially to the community with the expectation of a social dividend, rather than personal financial reward.

My assessment is that we have achieved each of these aims in our first year to varying degrees. However, it has been a huge challenge to do so in the context of running a viable commercial operation. This will remain the case as we aim to do even more in furtherance of these objectives in the future.

Our year began on a wave of euphoria, created by the coming into existence of The Community Farm. It was hugely encouraging to know over 400 people not only shared our vision, but that they were prepared to make a financial commitment to help make it possible. It was with a sense of responsibility to these members that our staff and the board have worked to make that possibility a reality.

The scale of the challenge we had set ourselves gradually became apparent. We are a small organisation with bold aspirations and the resource implications of this are considerable. Everyone involved – including staff, board members and volunteers – have gone beyond what might be reasonably expected of them, inspired by the vision for the farm and a collective desire to see it realised. It is this passion that has kept us on track at a time when the economic climate has influenced many to focus only on financial considerations – an approach that inevitably has had knock on implications for us too.

Details of the various elements of the enterprise appear later in this report. You will see that overall we made a small operating loss during the year of £4,000 although depreciation hadn't been factored in to the forecasts so the accounting loss is £38,000. This we attribute primarily to depreciation and also to overspend on wages and shortfall in crop expectations. Although we had forecast a surplus of £10,426, this seems to me a creditable performance given the extent to which we were learning as we went along this year.

We have learnt vast amounts around the intricacies of running a business during the year, whether to do with website design, planning legislation or employment policies. The sheer volume of administration involved in dealing with hundreds of customers weekly, and employees, and suppliers, and members, and regulators and doing so as efficiently as possible and in line with our values took much of the year to get to grips with.

We have chosen to farm in a labour intensive manner that benefits the land. Over the year we have established a cohort of committed and able volunteers who have made an enormous contribution to keeping on top of the demands of the field. Our farm manager, Andy Dibben, has inspired the volunteers to keep coming back for more, stimulated by how much they learn, how enjoyable it is to be out of the field and by Andy's infectious enthusiasm. This is something I can vouch for personally.

A core element of the vision for The Community Farm is our desire to help people engage with the growing process and through this to develop both an understanding of where their food comes from and a passion for local, seasonal produce. We aim to do this through our community engagement activities. This too has proved challenging, primarily due to a lack of facilities to cater for large groups at the farm. Even so, we have begun to host small groups and through successful fundraising activities are now well placed to address these shortcomings and to grow this aspect of our operations in the future.

## **The Board and Staff**

At the start of the year, the Board comprised the Steering Group that had managed the early stages of the project through the incorporation of the

# Annual Report 2011-2012

company and the public share offer. At the AGM in September, two new members stood for, and were elected to the Board (Andrew Woodfield and Sebastien Powell) and Carrie Robinson was elected, having previously been co-opted for her financial expertise. In accordance with the Rules, lots were drawn to see which of the original board should stand down. Geraldine Hill-Male and I did so, but were re-elected to the board by the AGM.

During the year, the Board benefited not only from the injection of new blood following the AGM, but also from a workshop with staff in December, at which we explored everyone's experiences to date and established the actions to priorities for the coming months. We were also fortunate to secure funding for board training on governance and good decision making.

Space does not permit me to acknowledge all the staff that deserve to be mentioned for their efforts this year. Suffice to say that the teams managed by Andy in the field, Laurence Guy in the warehouse and Alison Belshaw dealing with community engagement mirrored the dedication demonstrated by those individuals. In addition to their commitment, I would also like to praise their flexibility. We have had a collective desire to sprint whilst we have been learning to walk and it has demanded great versatility throughout our staff to turn their hands to plug whatever gaps or address whatever priorities have demanded attention.

They have also been key in liaising with volunteers who, too, have played a crucial role at times keeping us on track. Whilst we know we cannot plan on the assumption such goodwill will always be available to us, we cannot help but be heartened by the demonstrations of it we have witnessed this year.

## AGM

In September 2011, we hosted our inaugural annual general meeting for members at the farm, combining it with our harvest festival. Over eighty members attended, listening to a talk from our guest speaker, Elizabeth Henderson, (who set up a CSA project in the States) and contributing to a lively group discussion about the various future options for the farm. It was the first AGM I have attended that has been interrupted – in a positive way – by a tractor rally.

## Fundraising

Our original offer had identified a higher end financial target of £175,000. Having raised £126,000 through our initial share offer, we ran a second offer in the autumn of 2011 and through this attracted a further £57,300 of investment. This took our membership over 500 and enabled us to purchase equipment – not least a new tractor – to increase dramatically our capacity in the field.

At the same time, with the help of volunteers with relevant experience, we submitted the following successful funding bids (and some unsuccessful ones too).

|  |                |
|--|----------------|
| Bath and North East Somerset Council Community Empowerment Fund small grant<br>July 2011 | £4,550         |
| Village SOS grant Big Lottery – Community Engagement<br>March 2012                       | £28,632        |
| Awards for All Big Lottery – Yurt for Learning<br>March 2012                             | £10,000        |
| <b>Total</b>   | <b>£43,182</b> |

I regard all the above as evidence that others value what it is we are trying to achieve at The Community Farm and trust us to make it happen.

## Partnerships

In line with our objectives, we have been working with like minded organisations during the year to enhance a sustainable and resilient economy. These have included:

*Ecotricity* – providers of green energy, Ecotricity have paid us £60 for every new customer who has signed up to have both their electricity and gas supplied by them (£40 for either electricity or gas) and mentioned the farm when they have registered. This scheme started in November 2011 and in January 2011 the first payment totalled £384. We used some of this funding to buy two bike racks for the farm.

*The Valley Promotion Group* – this group was formed in October 2011 following interest shown at the AGM in September from a number of local people. The group supports the farm and promotes it locale. Many of the main projects have happened in 2012-13 so are not reported here, suffice to say that forming this type of group is an excellent way in which members can support the farm.

We are working with *Bristol Community Transport* to provide a minibus to Community Farmer Days and other events. We used minibus to bring 16 people out to our Harvest Celebration and AGM in September 2011. We hire this from them for these events to provide a more sustainable form of transport to the farm.

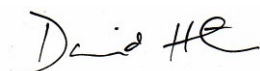
*Avon Wildlife Trust* carried out a BioBlitz for us and we're working with their Learning Team on various activities including getting schools out to the farm in the future.

*Investors* – two of our investors, Anne and Mike Dixon, deserve a special mention for buying us over 100 apple trees to line our avenue. These were planted, with the help of 30 volunteers, in February 2012.

## Looking ahead

It feels like so much has happened already in the life of The Community Farm. And yet we have barely begun. Taking a long term view is fundamental to any enterprise, like ours, that aims to be sustainable and resilient. At the same time, more than most activities, food growers are susceptible to and need to react quickly to changing conditions on a daily basis.

As an organisation, we are fortunate to have so many talented people committed to our vision, enabling us to meet these considerable challenges. Personally, I feel privileged to be part of something that tackles these challenges head on and offers a tangible demonstration of what can be achieved when people pull together for shared values.



**David Hunter, Chair**

The remainder of this report is an amalgamation of information provided by Phil Haughton, Andy Dibben, Laurence Guy, Clare Groom and Alison Belshaw.

### **Financial position.**

Our first full year of operation went mostly according to plan although our overall performance was behind our forecasts. Box sales were down on forecast and this affected our overall margins.

We had forecast for a breakeven first year and before depreciation we were left with a small loss of £4,000. Depreciation had not been factored in to our forecasts and this amounted to £34,000 making an accounting loss of £38,238. Full details of the accounts can be found towards the end of this report.

### **Capital spend and project development works**

#### **We completed**

- **Cold store** - this is now used daily and has a large capacity to enable us to store large volumes of produce
- **Staff facilities** - we now have a staff room at both the field and the warehouse, and although not much used over the summer months, we are sure they will be well used during the cold winter months.
- **Irrigation** - not all in place and working well, although as we all know very little need of it this year.
- **Power** - now all in place with electric to key points at the field.
- **Farm Equipment** - to deliver organic growing on 20 acres or more requires considerable amounts of machinery and equipment. New kit includes: rota hoe, planter, weeders, seed sower both large and small, power harrow, and various other simple pieces of machinery and hand tools. Some of these were funded through a small grant from Bath and North East Somerset Council.



*Seed sower*

## People – TCF staff

As with any business there are always staff changes. New people started when new opportunities arose and others left to pursue different careers.

### During 2011-12 we welcomed:

- Laura Colebrooke as our customer service adviser (November 2011)
- Ian Sumpter – Wholesale and box scheme supervisor (February 2012)

### And we said goodbye to:

- Dave Rodgers – who went to pursue a career in education
- Katy-Marie Mottershead – who is furthering her training in HR
- Sadie Legh - who went off travelling
- Tomasz Magura - who went on paternity leave

## People – volunteers

We are very lucky to have some very dedicated volunteers, many of whom turn up every week, come rain or shine, and help us on the field. At the risk of offending in case we have missed anyone out (not intentionally) we would like to thank Alan, Tracey, Shelley, Janet, Sandra, Ange, Katherine and Nick. Over the course of the year others have come and gone, or volunteering for a short time too and we are very grateful for the support they have given us and hope that they have learnt something from the experience too. We have also greatly improved our systems for volunteering and publicised the opportunities more widely.

## April, May and June 2011

- We welcomed over 100 members to our Investor day on 9<sup>th</sup> April with tours on the farm and a toast to this new venture
- 4 community farmers days held
- From the beginning of April 287 boxes being sold weekly
- June saw our Midsummer Picnic including scarecrow making



## In the field

It was a very exciting and productive first growing season for The Community Farm, with plenty of ups and downs to bring both smiles and grimaces upon the faces of those who work in the fields at Denny Lane. So we would like to give you an insight into how things panned out over the year and what we have achieved with your support.

Well, the growing season started well before the official handover day in April 2011. The very hard winter broke early into spring allowing us to get out on the fields in mid February to start preparing the ground for our first crops, which were to be Broad Beans some of which we sent out with the investment offer asking people to come and join us in a symbolic first seed sowing session. These got off to a good start despite the best efforts of a digger driver who buried them under six foot of soil (which he then skilfully removed). We also started propagating our first salad seedlings for planting out. The tractor was making good use of the unseasonably dry weather preparing areas for new potatoes, carrots and onions.

Into mid March and the weather started to really warm up allowing us to get our new potatoes planted nice and early after an epic effort by many volunteers to keep the dreaded couch grass out of the field, however our onion sets arrived quite late resulting in a mad rush to plant them, again our volunteer force were vital in achieving this. Towards the end of March we got the first of our carrot sowings and cabbage plantings in and by now the propagation tunnel was bursting with salad plants ready to go into our big polytunnels.

**April** showers seemed an abstract concept as we experienced a drought throughout this month, seeing us scramble to install some kind of irrigation set up as we were caught on the hop switching between an old and new system, we were busy planting lots of lettuce, cabbage, broccoli, chard, fennel, parsley and salad leaf, keeping all suitably watered was a constant challenge. However it was great weather for killing all the weeds around the farm as we prepared all the different growing areas for the season ahead. We planted all our cucumbers, squash and courgettes in pots in the propagation tunnel.

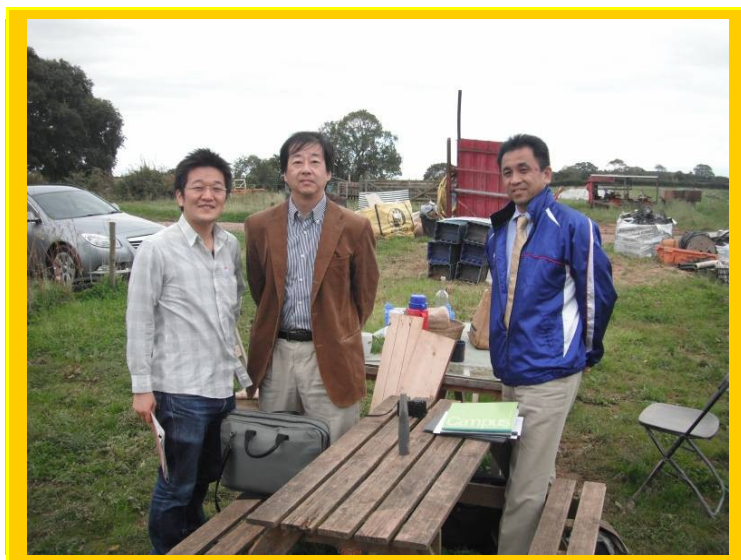
**May** is always a crazy time in any veg operation with constant sowing of seed, planting out of young plants, tending of older plants and preparing of ground. As the rain finally came bringing a great sense of relief to all, the weeds took no time in making up for lost growing time caused by lack of water. May is always a month with a lot of hand weeding needed, especially on young carrot sowings. Carrot weeding is the ultimate lesson in why organic veg can be more expensive to produce than chemically assisted vegetables. One application of a herbicide takes 1 man about 30 mins to apply to half an acre, the equivalent area probably takes one man about 2 days to hand weed. However in return we get to enjoy an environment rich in ecological diversity. Anyway I digress. Beetroot, celery, celeriac, sprouts, spinach, spring onions main crop carrots, main crop parsnips all planted in the fields and various beans and sweetcorn were taking up all available space in propagation tunnel, the large polytunnels were planted up with our cucumber and tomato crops. Volunteers putting great work into keeping weeds at bay.

**June** sees the first serious harvests start to happen with lettuce, spinach, chard, salad leaf, beetroot, broad beans, new potatoes. First harvests all came in looking really good with high yields and high quality especially the new potatoes which had a bumper year. However the tastiness of these crops was not lost on the local wildlife especially the deer and pigeons who caused a lot of damage to lettuces, broad beans and early brassicas. This meant we had to cover a lot of crops in a protective mesh, we would rather not have to do this as it is not the most attractive of things to have all over such a beautiful farm especially when we are trying to persuade people to come and enjoy the

space we have, however without it we would lose entire crops. A lot of time is spent in the polytunnels in June pruning and training the tomatoes and cucumbers as they furiously put on new growth. Sweetcorn and runner beans get planted out but both were slow to get going as we experienced a wet, windy and cool spell.

## July, August, September

- Awarded £4,550 small grant from Bath & North East Somerset Council
- Held our harvest celebration on 17<sup>th</sup> September with Elizabeth Henderson from a CSA in the USA as our main speaker
- Held our first AGM on the same day in a tipi at the field
- 3 community farmer days held
- Bioblitz survey with Avon Wildlife Trust
- We opened our gates for the Chew Valley Lake Odyssey
- Lowest number of boxes delivered week commencing 31<sup>st</sup> July – just 222
- We attended the Harbourside Festival in Bristol
- We took part in the Soil Association's Organic Food Festival in September
- Our first litter of piglets were born in September
- Bath eco-minds visited us
- We spoke as a conference in Bristol for Community Supported Agriculture projects
- Dave Rodgers left to pursue a career in education
- Hosted some visitors from Japan in September
- Hosted a chefs day and cooked up a treat
- Formed a great working relationship with the local newspaper, the Chew Valley Gazette, who have printed regular updates about the farm.



### In the field

This cooler weather continued into **July**, however a fortunate succession of rain and sun kept most of the crops happy enough to keep going, if a little slowly, and the lack of any serious sunshine made killing weeds harder. We harvested some fantastic fennel and kohlrabi during this period as well as spring onions, broccoli, summer cabbage and french beans in the polytunnel. Despite initial fears our onion crop seemed to finally start reaching a decent size. During the July the emphasis starts to switch from planting and tending to tending and harvesting which is always a good feeling as we start to see the fruits of our labour.



However **August** arrived and as always is a frustrating month as we have some of the best range of crops on offer in this month, but sales always plummet in August as the school holidays see people cancel boxes as they go off on holidays, also a lot of staff and volunteers take time off now as well. Slightly fortuitously the crops took a bit of a dip in this month meaning we did not struggle to shift what we had. The biggest disaster of the season struck this month as well when we saw tomato blight, a fungal disease, rip through our polytunnel crop just as we were about to start harvesting it. Within two weeks we had lost all the tomatoes leaving us with a crop of unripe tomatoes to shift, good only for chutney making – and we supplied some to Country Markets to do that. A lot of staff and volunteer hours go into this crop so to lose them before harvesting is very costly, but not that uncommon.

**September** was undoubtedly the most manic month of the year, with the biggest harvests of the year seeing the boxes being filled with almost solely crops from the field, which is great as sales always pick back up at this point with schools going back and a lot of publicity being carried out at all the various Harvest festivals in the area. We had our first A.G.M. which required a lot of preparation from all at the farm and was greatly helped by a last minute call out for volunteer help which saw fifteen people come out to the field at very short notice in order to assist with a big tidy up. We harvested all our onions, and started harvesting large amounts of carrots in this month as well. Had some great French bean harvests, huge beetroot, lettuce, cauliflowers, broccoli, cabbages, cucumbers and mixed leaf all did really well in September as well.

## October, November, December

- 2 community farmer days
- 6 tonnes of squash harvested by 20 volunteers in one day
- Held a development day with staff and board members – a review of the first 9 months, what had worked well and what hadn't and plan for the future – to consolidate and 'feed the roots'
- Our new website went live in December – had been a lot of work but we were all pleased with the result
- We had a stall at the Love Food Festival in Bath
- Potato and Carrot harvest community farmer day and root harvest in November
- We took part in Bristol University's volunteering day
- We provided veg for the Food for Life awards ceremony in Bath and the Co-Exist banquet
- We went to Seedy Sunday at Holy Farm
- The first meeting of the Valley Promotion Group was held in October
- Our Soil Association inspection took place
- Laura Colebrooke joined us
- Runners up in the Observer Food Monthly Awards

### In the field

**October** saw us frantically harvesting all the maincrop potatoes to be brought into store with some gigantic baking potatoes among them some even getting up to 1.75 kilos a piece. The squash was harvested the day before the first frost yielding about 6 tonnes. Unfortunately our winter storage crops of carrot,

parsnip and celeriac were badly effected by carrot root fly leading to significantly reduced yields.

**November** found us furiously harvesting the last of the field crops and quickly getting winter salads ready, as well as preparing the field for what we were expecting to be another hard arctic winter. However this never materialised and we found ourselves struggling to keep up with the growth in some crops, especially purple sprouting broccoli which ended up recording record yields for us and brought in some vital earnings for the field from September right through till the Spring. However the lack of cold weather also brought on some real problems too. Growing requires all the seasons as they each play their own important role. The winter and the cold it usually brings is crucial for various reasons a big one being its ability to kill or significantly reduce the levels of pest and disease. Without the onset of any kind of winter slug populations went through the roof when they would normally have been decreasing. This led to the loss of almost the entire brussel sprout crop. It also meant that weeds carried on growing right through the winter.

**December** sees the field operation slowing a bit however it is always all hands on deck to ensure Christmas sales are good which requires a lot of pre-packing and presentation work. The New Year saw us returning to what was still and unseasonably warm winter, with larger than usual populations of slugs, rabbits and rats. Concerns were also starting to rise about the levels of disease that might survive the winter.

## January, February, March 2012

- Highest weekly box delivery achieved in week commencing 19<sup>th</sup> January – 392!
- 342 boxes being sold weekly by March 2012
- Tom Smyth, Tom Custance and Ian Sumpter joined us
- The co-operatives Enterprise Hub provided free support to us by reviewing what we were doing and guidance on improvements. They also helped to run some management and human resources training for staff and board members
- Free Enterprise Support through the Plunkett Foundation on governance for the board over a couple of weekends
- First aid training provided for 4 key members of staff
- We were able to get hold of some machinery for sale from a veg growing enterprise in Somerset that was closing
- Irrigation system and staffing facilities provided / improved
- Two successful grants – Village SOS and Awards for All bringing over £38,000 to the project to enhance our community engagement work
- Won the Ethical Business category of the Bath Life Awards
- Two investors bought us over 100 apple trees which 30 people helped to plant in February – amazing generosity



### **In the field**

By **January** sights are firmly being set on the next growing season fast approaching, garlic was planted in the autumn, as were over winter broad beans which were decimated by slugs. All growing plans and seed orders are finalised by the end of January. The search for a new tractor had started in earnest.

**February** sees the new growing season take it's first few tentative steps with the first seeds being planted in the propagation tunnel, where we had fitted new heated propagation benches. Mains electricity finally arrived in the field.

**March** saw us step up the growing work as well as hurriedly trying to finish off winter infrastructure work on staff room, irrigation tank and system, and still no new tractor. However the new season was eagerly being awaited with good plans, improved systems and equipment in place, all expected this season to be a good one.

Alas it was not to be, little did we know then that we were about to enter the worst growing season for over thirty years and all our good preparation was quickly about to be drowned in unprecedented amounts of English summer rain! More on that in a future annual report!

### **Approximate Crop Yields from the field 2011-12**

|                                  |             |                          |            |
|----------------------------------|-------------|--------------------------|------------|
| <b>Broccoli</b>                  | 1 tonne     | <b>New Potatoes</b>      | 10 tonnes  |
| <b>Cauliflower</b>               | 1 tonne     | <b>Maincrop potatoes</b> | 10 tonnes  |
| <b>Kohl Rabi</b>                 | 1500 count  | <b>Runner Beans</b>      | 40 kg      |
| <b>Purple Sprouting Broccoli</b> | 250 kg      | <b>French Beans</b>      | 60kg       |
| <b>Red Cabbage</b>               | 700 count   | <b>Broad Beans</b>       | 50kg       |
| <b>White Cabbage</b>             | 1000 count  | <b>Spinach</b>           | 200 kg     |
| <b>Curly Kale</b>                | 100kg       | <b>Chard</b>             | 200kg      |
| <b>Cavelo Nero</b>               | 150kg       | <b>Fennel</b>            | 1500 count |
| <b>Onions</b>                    | 600kg       | <b>Beetroot</b>          | 400kg      |
| <b>Spring Onions</b>             | 400 bunches | <b>Cucumbers</b>         | 1800 count |
| <b>Lettuce</b>                   | 2000 count  | <b>Leeks</b>             | 200 kg     |
| <b>Mixed Leaf</b>                | 120 kg      | <b>Sweetcorn</b>         | 1000 count |
| <b>Carrots</b>                   | 1.5 tonnes  |                          |            |

## ...and selling the produce.....

Here's a summary of the sharp end – selling and delivering our boxes and wholesale produce.



|   |   |
|---|---|
| Total number of boxes sold (excluding extras) | 15,200  |
| Average number of boxes delivered weekly      | 298   |
| Lowest delivery week                          | Week commencing 31 <sup>st</sup> July 2011 with 222 boxes   |
| Highest delivery week                         | Week commencing 19 <sup>th</sup> January 2012 with 392 deliveries   |
| April 2011 box delivery numbers               | 287   |
| March 2012 box delivery numbers               | 342   |
| Our most popular boxes are:                   | <ul style="list-style-type: none"> <li>○ Small veg no potato</li> <li>○ small Gert British,</li> <li>○ £15 Family Provider</li> <li>○ Small fruit.</li> </ul> |
| Gert British boxes                            | <ul style="list-style-type: none"> <li>○ Sales April 2011 – 55 per week</li> <li>○ Sales March 2012 – 68 per week</li> </ul>                                  |

### Other interesting information from the box and wholesale scheme

- There have been no price changes or additions to the box range in this period.
- Towards the end of the year we restructured our rounds to accommodate more growth in Bristol and growth into Bath.
- Due to the departure of a few key members of staff we have undertaken some staff restructuring and recruitment (see section on People for details).
- Wholesale efficiency has been improved in the past year by investment in groundwork outside of our warehouse, the construction of a large storage fridge and the purchase of a fork lift truck.
- The year saw a strong period for wholesale with improvements across the board and some new business. Working with two key continental suppliers, Dynamis of Paris and a food cooperative Bio and Bio of Perpignon as well as a range of UK suppliers our aim has been to improve margin return wherever possible by buying in bulk and concentrating on the quality of product.
- This period also saw the design process for our packing system which has now been realised.

## **The added extras.....**

- We raised £58,000 through our second share offer enabling us to buy a new tractor in April 2012
- We held xx community farmer days (CFD)
- We regularly saw up to 20 volunteers at each CFD
- We had 81 individual adults and 11 individual children take part in CFDs
- We received almost 70 enquiries about regular volunteering although not all of them materialised we had 11 regular weekday volunteers
- We keep our members up-to-date with monthly newsletters
- We have over 2,000 people in total on our mailing lists
- Our Facebook page was 'liked' steadily over the course of the year
- We tried to keep Twitter messages going out regularly

## **What's next?**

2012 has so far been tough for us. The weather has had a huge impact on crop production. This obviously impacts on finances too. However, we remain upbeat and:

- We are looking to take over an existing box scheme in Bath which will add over 100 additional customers to our rounds
- Our community engagement programme will start in 2013 with a range of events and training sessions with a few to happen before that
- Our yurt will be on site by the beginning of November
- We're looking to increase our box scheme numbers over and above taking on the Bath business
- We will pursue appropriate funding opportunities as they arise
- We will continue to develop our strategic plan influenced by members in the survey carried out in mid 2012.

### **Who are we?**

#### **The Board (up to end of September 2012)**

Luke Hasell, Phil Haughton, Geraldine Hill-Male (secretary), David Hunter (Chair), Seb Powell (resigned September 2012) Angela Raffle, Ben Raskin, Carrie Robinson, Mel Taylor, Andrew Woodfield.

#### **The Community Farm Staff (September 2012)**

##### **The Project**

Alison Belshaw (Project Director), Phil Haughton (Operations Director), Clare Groom (Volunteer Co-ordinator), Emily Burstow (Senior Administrator), Claire Rosling (Community Engagement).

##### **The Growing Team**

Andy Dibben (Field Manager), Atanas Sharkov, John English (organic apprentice).

**Wholesale and Box Team**

Laurence Guy (Manager), Ian Sumpter (Supervisor), Steven Walker, James Gillam, Alex Vann, Tom Smyth, Tom Custance, Laura Colebrooke.

**Our Members**

A big thank you to everyone who has believed in The Community Farm, and helped to make this become a reality.

**Our Volunteers**

Very special thanks go to all of our enthusiastic, committed volunteers who have given their time to the Farm over the last year and more.

The Community Farm Limited

(A Company Registered under the Industrial and Provident Societies Act 1965)

UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2012

CONTENTS OF THE FINANCIAL STATEMENTS  
for the year ended 31 March 2012

|   | Page |
|---|------|
| Company Information   | 1    |
| Management Committee Responsibilities /<br>Report of the Chairman | 2    |
| Income and Expenditure Account                                    | 3    |
| Balance Sheet   | 4    |
| Notes to the Financial Statements                                 | 5    |
| Detailed Income and Expenditure Account                           | 8    |



The Community Farm Limited

COMPANY INFORMATION  
for the year ended 31 March 2012

**MANAGEMENT COMMITTEE:**

L Hasell  
P Haughton  
G Hill-Male  
D Hunter  
A Raffle  
B Raskin  
M Taylor  
A Woodfield  
S Powell  
C Robinson

**SECRETARY:**

G Hill-Male

**REGISTERED OFFICE:**

Hérons Green Farm  
Compton Martin  
Bristol  
BS40 6NL

**REGISTERED NUMBER:** 31018R (England and Wales)

**ACCOUNTANTS:**

Hunter Accountants  
3 Kings Court  
Little King Street  
Bristol  
BS1 4HW

The Community Farm Limited

## MANAGEMENT COMMITTEE RESPONSIBILITIES

The committee of management are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

The committee of management are required to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the society and of its excess of income over expenditure for that period. In preparing these financial statements, the committee of management are required to :-

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the association will continue in business.

## REPORT OF THE CHAIRMAN

This can be found for the year ended 31 March 2012 on pages 1-4 of this Annual Report.

The director presents this report with the financial statements of the company for the year ended 31 March 2012.

## PRINCIPAL ACTIVITY

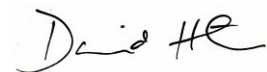
The principal activity of the company in the year under review was that of growing organic vegetables and fruit and selling organic fruit and vegetable boxes and produce wholesale to restaurants, retailers and schools.

## REVIEW OF BUSINESS

This can be found for the year ended 31 March 2012 in the first half of this Annual report.

This report has been prepared in accordance with the Industrial and Provident Societies Act 1965 and the Friendly and Industrial Provident Societies Act 1968.

## ON BEHALF OF THE COMMITTEE:



Director

Date: 22<sup>nd</sup> September 2012

The Community Farm Limited

INCOME AND EXPENDITURE ACCOUNT  
for the year ended 31 March 2012

|   | Notes | Year Ended<br>31.3.12<br>£ | Period<br>13.10.10<br>to<br>31.3.11<br>£ |
|---|-------|----------------------------|--|
| <b>TURNOVER</b>   |       | 716,987                    | 20,175                                   |
| Cost of sales   |       | (475,167)                  | -  |
| <b>GROSS SURPLUS</b>                                      |       | 241,820                    | 20,175                                   |
| Administrative expenses                                   |       | (280,114)                  | (21,673)                                 |
| <b>OPERATING DEFICIT</b>                                  | 2     | (38,294)                   | (1,498)                                  |
| Interest receivable and similar income                    |       | 56                         | -  |
| <b>DEFICIT ON ORDINARY ACTIVITIES<br/>BEFORE TAXATION</b> |       | (38,238)                   | (1,498)                                  |
| Tax on ordinary activities                                | 3     | -                          | -  |
| <b>DEFICIT FOR THE FINANCIAL YEAR</b>                     |       | <u>(38,238)</u>            | <u>(1,498)</u>                           |

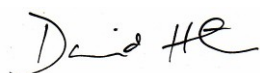
The notes form part of these financial statements

The Community Farm Limited

BALANCE SHEET  
31 March 2012

|  | Notes | 2012<br>£       | 2011<br>£      |
|--|-------|-----------------|----------------|
| <b>FIXED ASSETS</b>                          |       |                 |                |
| Intangible assets                            | 4     | 40,775          | 40,000         |
| Tangible assets                              | 5     | <u>64,477</u>   | <u>48,212</u>  |
|  |       | <u>105,252</u>  | <u>88,212</u>  |
| <b>CURRENT ASSETS</b>                        |       |                 |                |
| Stocks                                       |       | 17,428          | 15,014         |
| Debtors                                      | 6     | 88,577          | 1,642          |
| Cash at bank and in hand                     |       | <u>88,621</u>   | <u>127,231</u> |
|  |       | 194,626         | 143,887        |
| <b>CREDITORS</b>                             |       |                 |                |
| Amounts falling due within one year          | 7     | (156,128)       | (108,711)      |
|  |       | <u>38,498</u>   | <u>35,176</u>  |
| <b>NET CURRENT ASSETS</b>                    |       |                 |                |
|  |       | <u>143,750</u>  | <u>123,388</u> |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       |                 |                |
| <b>CAPITAL AND RESERVES</b>                  |       |                 |                |
| Called up share capital                      | 8     | 183,486         | 124,886        |
| Profit and loss account                      | 9     | <u>(39,736)</u> | <u>(1,498)</u> |
|  |       | <u>143,750</u>  | <u>123,388</u> |

The notes on pages 5 to 7 form an integral part of these financial statements. The financial statements were approved by the Committee on 24<sup>th</sup> September 2012 and were signed by:



David Hunter, Management Committee Member



Luke Hasell, Management Committee Member

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2012

1. **ACCOUNTING POLICIES**

**Accounting convention**

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

**Turnover**

Turnover represents net invoiced sales of goods, excluding value added tax.

**Goodwill**

Goodwill, being the amount paid in connection with the acquisition of a business in 0, is being amortised evenly over its estimated useful life of nil years.

**Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

|                       |   |                                  |
|-----------------------|---|----------------------------------|
| Short leasehold       | - | Straight line over 4 to 5 years  |
| Plant and machinery   | - | Straight line over 3 years       |
| Fixtures and fittings | - | Straight line over 2 to 10 years |
| Motor vehicles        | - | Straight line over 2 to 10 years |

**Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

**Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the profit and loss account on a straight line basis over the period of the lease.

**Pension costs and other post-retirement benefits**

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to the profit and loss account in the period to which they relate.

2. **OPERATING LOSS**

The operating loss is stated after charging/(crediting):

|            |          |
|------------|----------|
|            | Period   |
|            | 13.10.10 |
| Year Ended | to       |
| 31.3.12    | 31.3.11  |
| £          | £        |

|  |               |          |
|--|---------------|----------|
| Depreciation - owned assets                    | 20,712        | -        |
| Loss on disposal of fixed assets               | 400           | -        |
| Goodwill amortisation                          | 3,000         | -        |
| Computer software amortisation                 | 725           | -        |
| Foreign exchange differences                   | (2,602)       | -        |
| Pension costs                                  | <u>1,546</u>  | <u>-</u> |
| Director's remuneration and other benefits etc | <u>27,035</u> | <u>-</u> |

NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2012

3. **TAXATION**

**Analysis of the tax charge**

No liability to UK corporation tax arose on ordinary activities for the year ended 31 March 2012 nor for the period ended 31 March 2011.

4. **INTANGIBLE FIXED ASSETS**

|                       | Goodwill<br>£ | Computer<br>software<br>£ | Totals<br>£   |
|-----------------------|---------------|---------------------------|---------------|
| <b>COST</b>           |               |                           |               |
| At 1 April 2011       | 30,000        | 10,000                    | 40,000        |
| Additions             | <u>-</u>      | <u>4,500</u>              | <u>4,500</u>  |
| At 31 March 2012      | <u>30,000</u> | <u>14,500</u>             | <u>44,500</u> |
| <b>AMORTISATION</b>   |               |                           |               |
| Amortisation for year | <u>3,000</u>  | <u>725</u>                | <u>3,725</u>  |
| At 31 March 2012      | <u>3,000</u>  | <u>725</u>                | <u>3,725</u>  |
| <b>NET BOOK VALUE</b> |               |                           |               |
| At 31 March 2012      | <u>27,000</u> | <u>13,775</u>             | <u>40,775</u> |
| At 31 March 2011      | <u>30,000</u> | <u>10,000</u>             | <u>40,000</u> |

5. **TANGIBLE FIXED ASSETS**

|                        | Short<br>leasehold<br>Totals<br>£ | Plant and<br>machinery<br>£ | Fixtures<br>and<br>£ | Motor<br>fittings<br>£ | vehicles<br>£ |
|------------------------|-----------------------------------|-----------------------------|----------------------|------------------------|---------------|
| <b>COST</b>            |                                   |                             |                      |                        |               |
| At 1 April 2011        | -                                 | 800                         | 40,012               | 7,400                  | 48,212        |
| Additions              | 1,700                             | -                           | 14,427               | 21,250                 | 37,377        |
| Disposals              | <u>-</u>                          | <u>-</u>                    | <u>-</u>             | <u>(800)</u>           | <u>(800)</u>  |
| At 31 March 2012       | <u>1,700</u>                      | <u>800</u>                  | <u>54,439</u>        | <u>27,850</u>          | <u>84,789</u> |
| <b>DEPRECIATION</b>    |                                   |                             |                      |                        |               |
| Charge for year        | 340                               | 267                         | 16,322               | 3,783                  | 20,712        |
| Eliminated on disposal | <u>-</u>                          | <u>-</u>                    | <u>-</u>             | <u>(400)</u>           | <u>(400)</u>  |
| At 31 March 2012       | <u>340</u>                        | <u>267</u>                  | <u>16,322</u>        | <u>3,383</u>           | <u>20,312</u> |
| <b>NET BOOK VALUE</b>  |                                   |                             |                      |                        |               |
| At 31 March 2012       | 1,360                             | 533                         | 38,117               | 24,467                 | 64,477        |

|                  |   |   |  |   |  |
|------------------|---|---|--|---|--|
| At 31 March 2011 | <u>          </u><br>-<br><u>          </u> | <u>          </u><br>800<br><u>          </u> | <u>          </u><br>40,012<br><u>          </u> | <u>          </u><br>7,400<br><u>          </u> | <u>          </u><br>48,212<br><u>          </u> |
|------------------|---|---|--|---|--|



NOTES TO THE FINANCIAL STATEMENTS - continued  
for the year ended 31 March 2012

**6. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|               | 2012          | 2011         |
|---------------|---------------|--------------|
|               | £             | £            |
| Trade debtors | 71,988        | -            |
| Other debtors | 870           | 870          |
| VAT           | 8,037         | 772          |
| Prepayments   | <u>7,682</u>  | <u>-</u>     |
|               | <u>88,577</u> | <u>1,642</u> |

**7. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|                                 | 2012           | 2011           |
|---------------------------------|----------------|----------------|
|                                 | £              | £              |
| BFC Loans                       | 20,434         | 20,434         |
| Trade creditors                 | 116,379        | 205            |
| Social security and other taxes | 2,632          | -              |
| BFC creditor                    | -              | 85,000         |
| Story Group creditor            | -              | 3,072          |
| Net wages                       | 1,712          | -              |
| Accrued expenses                | <u>14,971</u>  | <u>-</u>       |
|                                 | <u>156,128</u> | <u>108,711</u> |

**8. CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid:

| Number: | Class:   | Nominal value: | £              |
|---------|----------|----------------|----------------|
| 183,486 | Ordinary | 1              | <u>183,486</u> |

The shares carry no voting rights and no rights to interest, dividends, capital or bonuses. On cancellation of a share the cash paid for that share is left in Capital and Reserves.

**9. RESERVES**

|                      | Profit and loss account<br>£ |
|----------------------|------------------------------|
| At 1 April 2011      | (1,498)                      |
| Deficit for the year | <u>(38,238)</u>              |
| At 31 March 2012     | <u>(39,736)</u>              |

The Community Farm Limited

INCOME AND EXPENDITURE ACCOUNT  
for the year ended 31 March 2012

|                               | Year Ended<br>31.3.12 |                | Period<br>13.10.10 to 31.3.11 |        |
|-------------------------------|-----------------------|----------------|-------------------------------|--------|
|                               | £                     | £              | £                             | £      |
| <b>Turnover</b>               |                       |                |                               |        |
| Donations                     | 1,861                 |                | 20,175                        |        |
| Sales                         | 532,481               |                | -                             |        |
| Veg box                       | 174,186               |                | -                             |        |
| TCF Membership                | 2,370                 |                | -                             |        |
| Grants                        | 4,550                 |                | -                             |        |
| Other income                  | <u>1,539</u>          |                | -                             |        |
|                               |                       | 716,987        |                               | 20,175 |
| <b>Cost of sales</b>          |                       |                |                               |        |
| Opening stock                 | 15,014                |                | -                             |        |
| Purchases                     | 451,234               |                | 15,014                        |        |
| Carriage                      | 20,376                |                | -                             |        |
| Packaging                     | 3,648                 |                | -                             |        |
| Commission payable            | 470                   |                | -                             |        |
| Pigs                          | <u>1,853</u>          |                | -                             |        |
|                               | 492,595               |                | 15,014                        |        |
| Closing stock                 | <u>(17,428)</u>       |                | <u>(15,014)</u>               |        |
|                               |                       | <u>475,167</u> |                               | -      |
| <b>GROSS SURPLUS</b>          |                       | 241,820        |                               | 20,175 |
| <b>Other income</b>           |                       |                |                               |        |
| Deposit account interest      |                       | <u>56</u>      |                               | -      |
|                               |                       | 241,876        |                               | 20,175 |
| <b>Expenditure</b>            |                       |                |                               |        |
| Rent                          | 12,335                |                | -                             |        |
| Light and heat                | 2,123                 |                | -                             |        |
| Directors' fees               | 27,035                |                | -                             |        |
| Wages                         | 139,311               |                | 8,148                         |        |
| Social security               | 6,988                 |                | 920                           |        |
| Staff training & welfare      | 1,546                 |                | -                             |        |
| Hire of plant and machinery   | 960                   |                | -                             |        |
| Contractor work               | 1,585                 |                | -                             |        |
| Telephone                     | 1,496                 |                | -                             |        |
| Post and stationery           | 3,239                 |                | 378                           |        |
| Marketing and publicity costs | 3,244                 |                | 7,285                         |        |
| Motor expenses                | 21,663                |                | 168                           |        |
| Insurance                     | 3,586                 |                | -                             |        |
| IT and Website costs          | 448                   |                | -                             |        |
|                               |                       |                |                               |        |
| Carried forward               | 252,473               | 241,876        | 21,665                        | 20,175 |

This page does not form part of the statutory financial statements

|                              |        |  |       |
|------------------------------|--------|--|-------|
| Repairs and renewals         | 11,553 |  | 2,040 |
| Membership and volunteer     | 1,632  |  | 382   |
| Subscriptions & certificates | 794    |  | 500   |
| Sundry expenses              | 310    |  | (1)   |
| Volunteer coordinator        | 3,843  |  | -     |
| Accountancy                  | 3,000  |  | -     |
| Bookkeeping                  | 1,557  |  | -     |
| Professional fees            | 4,225  |  | 1,845 |

|                 |         |         |        |        |
|-----------------|---------|---------|--------|--------|
|                 | _____   | _____   | _____  | _____  |
| Carried forward | 252,473 | 241,876 | 21,665 | 20,175 |

This page does not form part of the statutory financial statements

The Community Farm Limited

INCOME AND EXPENDITURE ACCOUNT  
for the year ended 31 March 2012

|  | Year Ended<br>31.3.12 |                 | Period<br>13.10.10 to 31.3.11 |                |
|--|-----------------------|-----------------|-------------------------------|----------------|
|  | £                     | £               | £                             | £              |
| Brought forward                              | 252,473               | 241,876         | 21,665                        | 20,175         |
| Foreign exchange losses                      | (2,602)               |                 | -                             |                |
| Amortisation of intangible fixed assets      |                       |                 |                               |                |
| Goodwill                                     | 3,000                 |                 | -                             |                |
| Computer software                            | 725                   |                 | -                             |                |
| Depreciation of tangible fixed assets        |                       |                 |                               |                |
| Short leasehold                              | 340                   |                 | -                             |                |
| Plant and machinery                          | 267                   |                 | -                             |                |
| Fixtures and fittings                        | 16,322                |                 | -                             |                |
| Motor vehicles                               | 3,783                 |                 | -                             |                |
| Profit/loss on sale of tangible fixed assets | 400                   |                 | -                             |                |
|  | <u>          </u>     | <u>274,708</u>  | <u>          </u>             | <u>21,665</u>  |
|  |                       | (32,832)        |                               | (1,490)        |
| <b>Finance costs</b>                         |                       |                 |                               |                |
| Bank charges                                 |                       | <u>5,406</u>    |                               | <u>8</u>       |
| <b>NET DEFICIT</b>                           |                       | <u>(38,238)</u> |                               | <u>(1,498)</u> |

This page does not form part of the statutory financial statements