Bradford Community Environment Project

Social Accounts
1st April 2009 – 31st March 2010

Acknowledgements

Thanks to our clients, staff and trustees, partners, Chris Hancox, and special thanks to Bernie Speight and audit panel.
Social Audit Statement

Bradford Community Environment Project (BCEP)

Social Accounting Period: 1 April 2009 – 31 March 2010

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with, Carlton Smith, CEO of Bradford Community Environment Project (BCEP), Naweed Hussain, Vice Chair (BCEP), Jane Robinson, Project Worker (BCEP) and Farida Jan (BCEP Client/Local Resident), all of whom were in attendance at the Social Audit Panel meeting held on 15 July 2010. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes of the Social Audit Panel Meeting*. We also examined on the day a comprehensive sample of the data and the sources of information on which the first year’s Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion.

We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of Bradford Community Environment Project (BCEP), as measured against its stated values, social, environmental and economic objectives and the views of the stakeholders who were consulted.

From the outset of the social accounting and audit process, BCEP chose to limit the scope of their first set of Social Accounts and focus on a key area of business activity which is their three main ‘Grow Organic’ programmes. The panel found the first draft to be clear, concise, ‘thoughtful’ and logically presented and provide evidence that the organisation lives up to its Values. The panel recognised that the accounts followed the SAN framework and felt that the accounts set a good foundation and structure on which to build and report future activity.

In the notes of the Social Audit Panel meeting we found no significant area of weakness, but identified a number of important softer outcomes that required emphasis throughout the accounts. These key outcomes demonstrate ‘improving the quality of life’ and other health gains for users/beneficiaries, achieved through access to projects with spin-off benefits such as therapeutic activity, exercise, social interaction, stress relief, described by one beneficiary on the panel as a ‘free prescription’ and ‘free tranquiliser’. Information Management issues to be taken into consideration during the next social audit cycle include the following:

i) That BCEP refines its consultation process by ensuring that future data collection includes methods for capturing softer outcomes/impact.
The members of the Social Audit Panel were:

a) Chris Peltier, Freelance Social Accounting Adviser (Chair)
b) Rachel Maher, Commissioning Service NHS Bradford & Airedale
c) Jen White, Local Strategic Partnership, Bradford Metropolitan District Council

Signed: ____________________________  Dated: 9/Aug/2010
Chair of the Social Audit Panel

* The notes of the Social Audit Panel meeting form part of the Social Accounting and Auditing process and may, by arrangement, be inspected at the offices of BCEP Unit 13 Carlisle Business Centre, 60 Carlisle Road, BRADFORD BD8 8BD, West Yorkshire England Tel +44 (0)1274 223236.
Members of the Social Audit Panel have acted in an individual capacity.
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1. Introduction

Bradford Community Environment Project (BCEP) has been operational for 14 years and has during that time delivered many significant local food production related programmes for the benefit of the people of Bradford District, including “Growing 4 All”, “Sho Nirbhor”, “Sustainable Futures”, “Plant Cultures” and “Health through Food”. The Board and staff felt that these achievements should be celebrated and communicated back to our stakeholders, both in the spirit of transparency to demonstrate what has been achieved with the public money that BCEP has been awarded and to celebrate the changes our work has contributed towards. By capturing the impacts of BCEP’s different programmes, areas of good practice and areas for improvement will be identified and shared.

Work began at BCEP’s annual Away Day in 2008 to explore the information that needed to be captured to demonstrate each programme’s impact. This led to BCEP producing the first Social Accounts for the Grow Organic programmes covering the period April 2009 through to March 2010. The whole Grow Organic team, most of their clients and BCEP’s staff and Board have worked collectively to produce you this report; we hope you enjoy it.

2. History and Background

2.1 The Organisation

BCEP has an ethos which aims to leave a lasting legacy by building skills, partnerships and local controlled resources that contribute towards the sustainable regeneration of Bradford. BCEP, a charitable company limited by guarantee, incorporated on 21st November 2000 and registered as a charity on 12th September 2002. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and it’s governance under its Articles of Association.

The charity’s work focuses on environmental improvements of people, practices and places within the communities of Bradford District. The Board of Trustees seeks to ensure that the needs of these communities are appropriately reflected through the diversity of the Board of Trustees.

The principal activity of the organisation is to contribute to sustainable regeneration of the Bradford Metropolitan District by promotion of community based initiatives that enhance the quality of the environment for those living or working in areas of multiple deprivation within the District, without distinction of age, race, religion, politics and other opinions.

BCEP’s mission is to contribute to the sustainable regeneration of Bradford District, through effective environmental programmes, inspired by community needs.

2.2 Current Programmes:

The following section describes the principal areas of BCEP’s work, the programme titles, programme commissioners, programme headline targets and a brief description of programme activities.

<table>
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<tr>
<th>Community and Education</th>
<th>Commissioners</th>
<th>Headline Annual targets</th>
</tr>
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<tr>
<td>Grow Organic: Youth</td>
<td>NHS Bradford and Airedale</td>
<td>40 young people per week assisted to grow food</td>
</tr>
<tr>
<td>-inspiring children from Bradford’s many communities to garden organically and grow food</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grow Organic: Adult</td>
<td>NHS Bradford and Airedale</td>
<td>5 groups per week assisted to grow food</td>
</tr>
<tr>
<td>-inspiring adults from primarily South Asian communities to garden, grow organic local food and learn conservation activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commissioners</td>
<td>Headline Annual targets</td>
<td></td>
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<td>---------------</td>
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<tr>
<td><strong>Grow Organic:</strong> Manningham and Girlington (as part of the Manningham Healthy Living Initiative)</td>
<td>5 groups per week assisted to grow food</td>
<td></td>
</tr>
<tr>
<td>-inspiring the communities of Manningham and Girlington to garden, grow organic local food and contribute to healthy lifestyles</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Food Links Network (FLINT)</strong> NHS Bradford and Airedale</td>
<td>Food Co-op support and 40 cook and eats per quarter, 10 Food Co-ops supported</td>
<td></td>
</tr>
<tr>
<td>-supporting local Food co-ops community green grocers with advice, training, equipment and logistics. Also educates local community groups in healthy eating and 5 A Day</td>
<td></td>
<td></td>
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<tr>
<td><strong>Green Infrastructure</strong></td>
<td>6 schools and 9 green space designs and builds</td>
<td></td>
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<tr>
<td><strong>Urban Design Team</strong> Fees based work</td>
<td></td>
<td></td>
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<tr>
<td>-enabling local groups to transform areas of derelict or under-loved land into pocket parks, community gardens or playgrounds</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Habitat Heroes</strong> Santander, Bradford Council</td>
<td>13 school grounds improved with habitats</td>
<td></td>
</tr>
<tr>
<td>(working in partnership with BEES and Be Involved) Schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-creating resources to enable outdoor delivery of the national curriculum by working with schools to develop a variety of natural habitats</td>
<td></td>
<td></td>
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<tr>
<td><strong>Cycle Champions</strong> Big Lottery Fund</td>
<td>10 community groups and 75 people assisted to become regular cyclists</td>
<td></td>
</tr>
<tr>
<td>(working in partnership with NHS Bradford and Airedale CTC) Bradford Council</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-establishing community based “cycle champions” and help them and their communities overcome perceived barriers to cycling</td>
<td></td>
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<td><strong>Environmental Play</strong></td>
<td></td>
<td></td>
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<tr>
<td><strong>Adventurous Play Experience</strong> Bradford Council</td>
<td>Delivery of 40 “loose parts” sessions &amp; accessing 2500 children per year,</td>
<td></td>
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<tr>
<td>(APE) &amp;</td>
<td></td>
<td></td>
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<tr>
<td>-using recycled and reclaimed items for free play and giant model building;</td>
<td></td>
<td></td>
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<tr>
<td><strong>Scrap Magic!</strong> Bradford Council</td>
<td>District wide access for 450 members</td>
<td></td>
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<tr>
<td>-arts, craft and scrap shop supplying materials for creative play activities at rock bottom prices;</td>
<td></td>
<td></td>
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<tr>
<td><strong>Wild and Safe Play Spaces</strong> Big Lottery Fund</td>
<td>1,000 children supported in environmental play.</td>
<td></td>
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<tr>
<td>(WASPS)</td>
<td></td>
<td></td>
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<tr>
<td>-encouraging children to enjoy outdoor play in natural settings.</td>
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</table>

More details of each of our current and past programme activities are available on [http://www.bcep.org.uk](http://www.bcep.org.uk)
2.3 Summary of Achievements
The charity has brought over £6.7 million pounds into the district during the past 14 years and our 22 paid environmental workers and 6 regular volunteers are engaged on 9 environmental programmes. Our Board of 10 trustees are drawn from local residents many of whom BCEP has worked with or alongside over the preceding years. The charity has achieved level 2 PQASSO (Practical Quality Assurance System for Small Organisations) and has been recognised as an Investor In People.

For the past five years running 100% of clients who expressed an opinion would recommend BCEP. BCEP has been held as a model of good practice in publications and conferences by BTCV, the Women’s Environmental Network (WEN), the Black Environment Network (BEN) and the Federation of City Farms and Community Growers (FCFCG).

2.4 Partnerships and collaborations
BCEP has a strong commitment to partnerships, resource sharing, social ownership and lasting impacts. BCEP displays these commitments through robust working relationships with other organisations in the district including: NHS Bradford and Airedale, Bradford Environmental Education Service (BEES), The Play Network (Bradford), Be Involved, local councillors, Bradford Council, Bradford Partnership, Bradford Alliance for Community Care (BACC), Bradford Action for Refugees (BAIR), HALE, Artworks, Kala Sangam, schools and children’s centres, BEAP Community Centre, Lynfield Mount Patient Liaison Service, Manningham Master Plan, Together Women, CBMDC Library Service, the Allotments Office, Area Co-ordinators and a selection of local businesses. BCEP continues to work with related regional and national organisations including the Women’s Environmental Network, The Federation of City Farms and Community Gardens and the Black Environment Network.

2.5 Financial Summary:
Financial summary for the period April 2009 to March 2010.

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<tr>
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<th>BCEP (all programmes)</th>
<th>Grow Organic programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income</td>
<td>£772,000</td>
<td>£165,000</td>
</tr>
<tr>
<td>Carry Over from 08/09</td>
<td>£56,000</td>
<td>£34,000</td>
</tr>
<tr>
<td>Expenditure</td>
<td>£607,000</td>
<td>£179,000</td>
</tr>
<tr>
<td>Surplus (inc’ carry over 10/11)</td>
<td>£221,000</td>
<td>£20,000</td>
</tr>
</tbody>
</table>

2.6 The Social Audit
These social accounts match the period of our financial accounts, from April 2009 to March 2010.

For BCEP’s first set of Social Accounts we have focused on the results from BCEP’s three Grow Organic programmes (Grow Organic – Youth, Grow Organic – Adults, and Grow Organic – Manningham & Girlington). See 2.2 for programme descriptions and section 6 for relating objectives and activities. The decision to concentrate on Grow Organic activities was made to make the process of generating our first cycle of Social Accounts more manageable as new systems are established and to enable staff the opportunity to learn key lessons ready for a more comprehensive set of accounts next year.

On completion of a block of work with a client group programme staff provided the group with the “BCEP customer satisfaction survey form”, for completion and return to BCEP head office. These are issued to clients of all BCEP’s programmes. Completed returned forms are compiled into a spreadsheet to form the annual customer satisfaction survey, which is now in its 6th year. Previous results are available at the bottom of the BCEP website home page: http://www.bcep.org.uk/home.
The customer satisfaction survey findings from the Grow Organic programmes have been combined with qualitative and quantitative data collected for the programmes as part of their quarterly monitoring and reporting requirements for the NHS Bradford and Airedale, the commissioners of the Grow Organic programmes. This has been enhanced with more targeted questionnaires to key partner organisations. The partner consultations have focused on BCEP’s mission and values and external objectives only.

The programme specific data has been supplemented with general data relating to the whole organisation. This has been gathered through questionnaires to staff and Board members. These consultations have focused on BCEP external and internal objectives, mission and values.

All data collected refers to the accounting period.

The audit panel highlighted the omission of consulting with the commissioning body (a key stakeholder) in this case NHS Bradford and Airedale. This oversight will be rectified in future Social Accounts (see 13.1 Final Recommendations)
3. Mission, values, objectives and activities

BCEP’s charitable objectives were first developed by the Board and staff in 2000 when the organisation registered as a company, they were reviewed and updated by the same group in 2007 following the 2006 Charities Act.

From BCEP’s Memorandum and Articles of Association “The charitable objects for which the Association is established are to contribute to the sustainable regeneration of the Bradford Metropolitan District by:

1. The protection, improvement or conservation of the physical and natural environment.
2. The promotion of urban and rural regeneration.
3. The provision of facilities for recreation and other leisure-time occupation in the interests of social welfare with the object of improving the conditions of life for the persons for whom they are intended.
4. The provision of public works and services and the provision of public amenities.
5. To develop the capacity, competence, skills and understanding of members of the community in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.
6. To advance the education of the public and in particular young people concerning the benefits of local food production, sound nutrition, cooking, and the environment.
7. The preservation, protection and promotion of good health.

The following mission, values and objectives have been developed over the past three years by the Board and staff at BCEP’s annual away days and monthly Board meetings.

3.1 Mission:

To contribute to the sustainable regeneration of Bradford District, through effective environmental programmes, inspired by community needs.

3.2 Values:

- Work towards **sustainable practices**
- **Responsive** to community needs
- **Professional** in its work, delivered in an approachable manner
- **Effective** – BCEP gets things done, an agent for change
- A **good employer**, valuing staff and providing a safe and pleasant working environment
- Committed to **partnership working** – maintain good working relationships with other organisations, share knowledge through networks and explore new delivery methods.
3.3 External Objectives:

1. To provide green space improvements by the following activities:
   1.1 Designing and developing high quality public realm spaces
   1.2 Designing and developing play grounds
   1.3 Designing and developing pocket parks
   1.4 Designing and developing new habitats in schools grounds
   1.5 Promoting and organising Manningham and Girlington in Bloom competition
   1.6 Consulting and empowering community groups and activists.

2. To promote and develop local food production and healthy eating by the following activities:
   2.1 Supporting groups to grow food and useful plants through organic gardening techniques
   2.2 Development of facilities where community food growing can flourish
   2.3 Training in community based horticulture
   2.4 Support for and development of local food co-ops
   2.5 Healthy eating demonstrations and classes

3. To provide opportunities for and understanding of environmental play by the following activities:
   3.1 Provision of scrap and craft stores
   3.2 Outdoor environmental engagement, play and exploration
   3.3 Training in and delivery of environmental play
   3.4 Training in and delivery of forest schools

4. To promote, support and develop sustainable regeneration by the following activities:
   4.1 Cycle development and training
   4.2 School support in sustainable curriculum
   4.3 School support in Eco-status recognition
   4.4 Volunteer opportunities, support and training
   4.5 Collection of bulky business re-useables for loose parts
   4.6 Collection of bulky business re-useables for Scrap Magic
   4.7 Support for business environmental activity volunteer events
   4.8 Energy, water and waste audits
   4.9 Collection of business/office recyclables
   4.10 Ecologically friendly grounds maintenance

3.4 Internal Objectives

5. To develop a well trained and supported work force by the following activities:
   5.1 consulting with staff on programme development and delivery
   5.2 providing time and resources for professional development and training

6. To perform our activities whilst minimising our adverse effect on the environment by the following activities:
   6.1 monitoring and working to reduce BCEP’s carbon footprint
   6.2 monitoring and working towards zero waste
4. Stakeholders

Table 1. Stakeholder Map

<table>
<thead>
<tr>
<th>Key Stakeholders</th>
<th>Other Stakeholders</th>
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<tr>
<td><strong>Beneficiaries</strong></td>
<td>Programme partners</td>
</tr>
<tr>
<td>Clients, Customers</td>
<td>Children’s centres</td>
</tr>
<tr>
<td>School pupils.</td>
<td>Council departments</td>
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<tr>
<td><strong>Trustees</strong></td>
<td>Advisors</td>
</tr>
<tr>
<td><strong>Board of Trustees</strong> (10)</td>
<td></td>
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<tr>
<td><strong>Staff</strong></td>
<td></td>
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<tr>
<td>Paid staff (22)</td>
<td></td>
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<tr>
<td>Freelancers pool (5)</td>
<td></td>
</tr>
<tr>
<td>Volunteers (variable - 6)</td>
<td></td>
</tr>
<tr>
<td><strong>Partner organisations:</strong></td>
<td><strong>Other partner organisations:</strong></td>
</tr>
<tr>
<td>BACC – PATH – Down to Earth</td>
<td>BEES</td>
</tr>
<tr>
<td>Nessfield Primary School</td>
<td>Be Involved</td>
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<tr>
<td>Glenaire Primary School</td>
<td>The Play Network (Bradford)</td>
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<tr>
<td>Other schools</td>
<td></td>
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<tr>
<td>Manningham Library</td>
<td></td>
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<tr>
<td>Bradford and Airedale Community Health Services – Options Team</td>
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<tr>
<td><strong>Financial</strong></td>
<td></td>
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<tr>
<td>NHS Bradford and Airedale</td>
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<td>Bradford Council</td>
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<tr>
<td>Manningham Healthy Living Initiative</td>
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<td>Santander</td>
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<td>BIG Lottery Fund</td>
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<tr>
<td><strong>Suppliers</strong></td>
<td></td>
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<tr>
<td>Action for Business Ltd (rent)</td>
<td>Bluefin (Insurance)</td>
</tr>
<tr>
<td>Beardsworth (trees and plants), Estate sawmills (building materials), ACW (plants, tools), Com B (IT).</td>
<td>Good Energy (electricity, gas)</td>
</tr>
<tr>
<td><strong>Local community/membership</strong></td>
<td>Shearbridge Depot (transport maintenance &amp; fuel)</td>
</tr>
<tr>
<td>Young Lives, <strong>Bradford Environment Forum</strong></td>
<td></td>
</tr>
<tr>
<td>Bradford Community and Voluntary Services</td>
<td>Community Network</td>
</tr>
<tr>
<td><strong>Wider community</strong></td>
<td><strong>Regulatory bodies</strong></td>
</tr>
<tr>
<td>Residents of Bradford district</td>
<td>Telegraph and Argus</td>
</tr>
<tr>
<td>Bradford Community Broadcasting</td>
<td><strong>Charity Commission</strong></td>
</tr>
<tr>
<td><strong>Companies House</strong></td>
<td>Enttrust.</td>
</tr>
</tbody>
</table>

Grow Organic Stakeholders are emboldened.
4.1 Stakeholder Relationships

BCEP has stakeholders within the organisation and external:

- funding bodies (trusts, lottery fund: who provide investment into activities that provide social benefit)
- client groups (particular to each programme, see table 2: ultimate beneficiaries of BCEP’s activities)
- delivery partners (other voluntary organisations, social companies, companies: involved in accessing clients and supporting activities) (BEES, Forest of Bradford, Be Involved, council departments (Parks and Leisure, Landscape Design, Early Years Childcare and Play), Artworks, Kala Sangam, Salvation Army, Bradford Alliance on Community Care (BACC), Bradford Action for Refugees, Bradford Community Broadcasting, Health workers, teachers), Bradford and Airedale Community Health Services – Options Team.
- commissioners (NHS Bradford and Airedale, Bradford Council, Bradford Partnership (Local Strategic Partnership) who provide investment into activities that provide social benefit).
- suppliers (local traders, social firms: who provide goods and services which facilitate activities)
- support organisations (Bradford Community and Voluntary Services (BCVS), Keighley and Ilkley Voluntary and Community Action (KIVCA), National Council of Voluntary Organisations (NCVO), Association of Chief Executives of Voluntary Organisations (ACEVO), National Networks i.e. Federation of City Farms and Community Gardens, Community Compost Network: who provide infrastructural support and share best practices)
- Regulatory Bodies (Charity Commissions, Companies House, Entrust: provide legal and constitutional assurance)
- Government (local and national: provide legal and strategic framework)
- Society at large (support and benefit from activities)
Table 2. Programmes, Commissioners and Client groups

<table>
<thead>
<tr>
<th>Programme</th>
<th>Commissioners</th>
<th>Client groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow Organic (M&amp;G)</td>
<td>Manningham Health Living Initiative</td>
<td>Local residents&lt;br&gt;Primary schools&lt;br&gt;Children’s centres/nurseries&lt;br&gt;Manningham Library</td>
</tr>
<tr>
<td>Grow Organic (Adult)</td>
<td>NHS Bradford &amp; Airedale</td>
<td>Local residents&lt;br&gt;Bangladeshi women&lt;br&gt;Asian women&lt;br&gt;Bradford Alliance for Community Care (BACC) clients&lt;br&gt;Bradford Action for Refugees (BAR) groups</td>
</tr>
<tr>
<td>Grow Organic (Youth)</td>
<td>NHS Bradford &amp; Airedale</td>
<td>Primary schools/children’s centres/nurseries&lt;br&gt;Youth groups&lt;br&gt;Secondary Schools&lt;br&gt;After school clubs</td>
</tr>
<tr>
<td>Food Links Network (FLiNt)</td>
<td>NHS Bradford &amp; Airedale (Food Co-ops – clients)</td>
<td>Local food co-ops&lt;br&gt;Community centres&lt;br&gt;Local residents&lt;br&gt;Youth organisations</td>
</tr>
<tr>
<td>Urban Design Team</td>
<td>Bradford Council Clients</td>
<td>Resident groups&lt;br&gt;Community centres&lt;br&gt;Schools&lt;br&gt;Children’s centres&lt;br&gt;Housing trusts&lt;br&gt;Council departments</td>
</tr>
<tr>
<td>Habitat Heroes (North and Shipley)</td>
<td>Abbey (aka Santander) Community Funding Unit&lt;br&gt;Bradford North Area Co-ord&lt;br&gt;Shipley Area Co-ord</td>
<td>Primary schools (Businesses)</td>
</tr>
<tr>
<td>WASPS</td>
<td>Big Lottery Fund</td>
<td>Youth groups&lt;br&gt;Primary schools&lt;br&gt;Youth organisations&lt;br&gt;After school clubs&lt;br&gt;Volunteers</td>
</tr>
<tr>
<td>Programme</td>
<td>Commissioners</td>
<td>Client groups</td>
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<tr>
<td>Adventurous Play Experience (APE) &amp; Scrap Magic!</td>
<td>Bradford Council - Early Years Childcare and Play (Scrap Magic! customers)</td>
<td>Youth groups Primary schools Youth organisations Nurseries Out of school hours clubs Children’s centres Child carers (Businesses)</td>
</tr>
<tr>
<td>Cycle Champions</td>
<td>BIG (via CTC) NHS Bradford &amp; Airedale Be Active (Bradford Council) Private Donors and Trust Funds</td>
<td>Local residents Bangladeshi women Asian women Youth groups Primary schools Businesses</td>
</tr>
<tr>
<td>Recyclables and Grounds</td>
<td>Action for Business Limited Yorkshire Housing</td>
<td>Action for Business Limited,_CBC residents Yorkshire Housing</td>
</tr>
<tr>
<td>Forest Schools</td>
<td>Bradford Council - Early Years Childcare and Play</td>
<td>Youth groups Primary schools Youth organisations After school clubs Volunteers</td>
</tr>
</tbody>
</table>

### 4.2 Key stakeholders

As the focus of these social accounts is primarily the Grow Organic programmes only the client and partner groups relating to these programmes have been included in the key stakeholder group, see table 2. These are stakeholders with whom BCEP has conducted substantive pieces of work during the reporting period.

Trustees (10), Staff (22), partner organisations (6) have been surveyed in detail and client group evidence has been collected throughout the year including from: local residents, primary schools and children’s centres, Bangladesh women’s groups, Asian women’s groups, Bradford Alliance for Community Care: PATH project clients, Bradford Action for Refugees clients, Manningham Library and youth groups. The key stakeholder group have been identified by the senior management team and Grow Organic programme staff.
5. Scope and methodology of the social audit

5.1 Omissions
The focus of this report is BCEP’s three Grow Organic programmes, as expressed by the following objectives:

External Objective 2: To promote and develop local food production and healthy eating.

Internal Objective 5: To develop a well trained and supported work force.

Internal Objective 6: To perform our activities whilst minimising our adverse effect on the environment.

Over the coming few years BCEP’s other programmes will be included in the Social Accounts once lessons and processes have be learnt from this first social accounting cycle. We believe all key stakeholders relating to the identified area of work have been consulted.

5.2 Methodology
Source information has been gathered from the following consultation methods:
1. programme monitoring data to show progress against key performance indicators,
2. annual customer satisfaction survey,
3. partner questionnaire,
4. trustees questionnaire,
5. staff questionnaire.

Each source provides both quantitative and qualitative data.

Source 1. Output figures and outcome case studies, audio interviews, photographs and video.

Source 2. Satisfaction ratings and comments.

Sources 3 to 5. Value ratings and comments.

5.3 Data Capture Methods

Programme monitoring data: when the Grow Organic programmes were first commissioned staff established what evidence would be required to demonstrate each programmes objectives and milestones. This evidence has been systematically recorded ever since and is summarised each quarter in a report to NHS Bradford and Airedale. The four quarterly reports from the period have been used as the source data for these Social Accounts. The raw data is collected by programme staff, staff and the programme leader prepare the reports, the programme leader and CEO have analysed the reports to draw out the conclusions presented in these accounts.

Annual customer satisfaction survey: on completion of a block of work with each client group programme staff provided clients with the “BCEP customer satisfaction survey form”, or the web-based link to the form for completion and return to BCEP head office. Completed returned forms are compiled into an Excel spreadsheet to form the annual customer satisfaction survey. Data relating to the three Grow Organic programmes has been combined for this report. The programme leader and CEO have analysed the summary to draw out the conclusions presented in these accounts. 61 Grow Organic
forms were issued, 54 returned, response rate 89%, which is a very high response rate from clients groups and indicates how much they value BCEP’s activities.

Partner, Trustees and Staff questionnaires: at the year end questionnaires were issued to each of these stakeholder groups, findings have been compiled on Excel spreadsheets. The programme leader and CEO have analyses the summaries to draw out the conclusions presented in these accounts.

<table>
<thead>
<tr>
<th></th>
<th>Questionnaires sent</th>
<th>Questionnaires returned</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow Organic Partners</td>
<td>6</td>
<td>4</td>
<td>67%</td>
</tr>
<tr>
<td>BCEP Trustees</td>
<td>10</td>
<td>7</td>
<td>70%</td>
</tr>
<tr>
<td>BCEP Staff</td>
<td>15</td>
<td>10</td>
<td>67%</td>
</tr>
</tbody>
</table>

6.1 Values – How far BCEP lives up to it’s values?

The following findings are from consultations with partners, staff and board perceptions of BCEP values which are:

- Work towards **sustainable practices**
- **Responsive** to community needs
- **Professional** in its work, delivered in an approachable manner
- **Effective** – BCEP gets things done, an agent for change
- A **good employer**, valuing staff and providing a safe and pleasant working environment
- Committed to **partnership working** – maintain good working relationships with other organisations, share knowledge through networks and explore new delivery methods.

![Table 3. Partners perceptions of how BCEP lives up to its’ values](image)

The following findings are from data gathered from four questionnaires of partners perceptions of how BCEP lives up to its values.

BCEP partners struggled to comment on how BCEP’s lived up to it’s values of “being a good employer” with 50% responding “Don’t Know”. However of the other 5 values: 16 (67%) of the 24 opinions expressed rated BCEP as “Very Successful” in delivering on its core values, with particularly strong agreement regarding “Professionalism”, “Sustainable practices”, “Responsive to community needs” and “Commitment to partnership working”.

One partner commented: BCEP “have been a fantastic support over a number of years, at school, on BCEP open days and in planning and supporting us at every turn. PLEASE CONTINUE THIS. IT’S FANTASTIC.”
The following findings are from data gathered from a questionnaire of BCEP Board members’ perceptions of how BCEP lives up to its values.

The BCEP Board are in broad agreement that all of BCEP’s values are very important or important, this is particularly so for “commitment to partnership working” with 6 of 7 trustees scoring it “very important” (86%). “Working towards sustainable practices” and “responsive to community need” both scored by 5 out of 7 as “very important” (71%) and 2 out of 7 “important” (29%). There is a high level of agreement within the Board that BCEP was living up to all its values.

One Board member commented:
“Throughout all my involvement with BCEP I feel confident and proud to be associated with such a professional and ethical organisation”.

Through an omission the Board were not consulted upon their perceptions of BCEP’s operational effectiveness, as the question was not included in their questionnaire.
Table 5. BCEP’s staff perceptions of how BCEP lives up to its values

<table>
<thead>
<tr>
<th>Values</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>To work towards Sustainable Practices</td>
<td>5.00</td>
</tr>
<tr>
<td>To Responsive to Community needs</td>
<td>4.75</td>
</tr>
<tr>
<td>To be Professional in its work, delivered in an approachable manner</td>
<td>4.50</td>
</tr>
<tr>
<td>To be Effective – BCEP gets things done, and is an agent for change</td>
<td>4.50</td>
</tr>
<tr>
<td>To be a good employer, valuing staff and providing a safe and pleasant working environment</td>
<td>4.00</td>
</tr>
<tr>
<td>To be committed to partnership working – maintain good working relationships with other organisations, share knowledge through networks and explore new delivery methods</td>
<td>3.75</td>
</tr>
</tbody>
</table>

The following findings are from data gathered from a questionnaire of BCEP staff’s perceptions of how BCEP lives up to its values.

BCEP staff have a wider spread of opinion with most (50-75%) scoring BCEP as being “Successful” in living up to its various values. Partnership working (red bar in table 5) is scored lowest by staff and with the widest spread of opinion and only 50% scoring it “Successful”. In contrast most staff 60% believe services to be “very successful” in being professional (yellow bar). Staff agreement was strongest on BCEP being a “Good employer” (dark blue bar) (75% successful, 15% very successful).

One staff member commented:

“People seem to have high workloads and can be under a lot of stress, however morale generally seems high as most members of BCEP staff are passionate about the sector and are willing to work more intensely than those in sectors with less altruistic backgrounds”

6.2 General Conclusion

Overall there is a very high degree of agreement between partners, Board and to a slightly lesser degree staff, that all of BCEP’s six core values are being lived up to, to a very high degree. This is further supported by the results from BCEP’s annual customer satisfaction survey with 80% of the 54 Grow Organic respondents rating BCEP’s Grow Organic programmes as “fantastic” for Effectiveness, Professionalism and Impact, (see charts in sections 6.6 and 7.1).

6.2.1 Recommendations

In future Social Accounts the Board will be questioned on programme effectiveness and Partners will not be questioned on their perceptions of BCEP as an employer.
6.3 Objectives and activities

The following findings are from consultations with partners, staff and board perceptions of BCEP Objective 2 which is:

Objective 2. To promote and develop local food production and healthy eating

- Supporting groups to grow food and useful plants through organic gardening techniques
- Development of facilities where community food growing can flourish
- Training in community based horticulture
- Support for and development of Local Food Co-ops
- Healthy eating demonstrations and classes

The objective and its associated activities all impact upon the client groups’ general health and well being, which is clearly of primary interest to the programme commissioner, NHS Bradford and Airedale. By achieving Objective 2 programmes are improving clients’ health and well-being.

6.1 Description of activities

Supporting groups in how to grow food is the main activity of the Grow Organic programmes. Working at allotments and gardens within community settings staff work with clients and volunteers through the seasons explaining, demonstrating and supporting soil preparation, seed sowing, germination, transplanting, thinning out, weeding, watering, mulching, organic pest and disease control, harvesting, food storage, healthy food preparation and composting. A wide variety of fruit and vegetables are grown in the various settings and clients are assisted to prepare, cook and taste the produce and take home the harvest to share with their family and friends.

Development of facilities where community food growing can flourish is an important element as what initially starts as a simple idea of growing food rapidly becomes daunting when faced with a weed-ridden abandoned allotment. Our support team assist groups to install raised beds, compost heaps, water butts, cold frames, hot beds, greenhouses and occasionally polytunnels. Staff have also lobbied hard over many years to maintain investment into inner city allotment sites including secure fences and gates, functional water supply, clear paths, managed hedges and actions to combat anti-social behaviour.

Training in community based horticulture is achieved by staff with many years experience sharing their secrets of success with other practitioners including teachers, community workers, children’s centre workers and others.

Support for and development of local food co-ops is one of the main aims of BCEP’s FLINT programme. To fill the void left by the closure of local greengrocers and combat the struggle some residents have to access fresh, affordable fruit and vegetables, the FLINT programme has supported the development of “community green grocers” or food co-ops across the district. Support includes assistance in developing the co-op, volunteer recruitment, training in food hygiene/money handling/sales/manual handling/food storage, free long-term loan of equipment (tills, scales, fridges, food displays) and support from the wholesale delivery services and monthly account management. **This activity falls outside the scope of these social accounts.**

Healthy eating demonstrations and classes falls mainly within FLINT’s remit but also encompasses Grow Organic’s garden cookery. Staff provide healthy recipes and easy to follow instructions with handy top tips in healthy food preparation. It helps reinforce the fresh food message, the five a day message, varied diet and salt and sugar reduction. It encourages people to cook from basic ingredients and to access a healthy diet on a limited budget. Cook and eat sessions also support weight reduction programmes and lifestyle change.
6.2 Grow Organic (Adult) programme

The overall aim of the Grow Organic (Adult) programme is the reduction of inequalities in health and wellbeing, by targeting hard to reach groups of Asian women and other community members from Bradford and district’s most deprived communities and engaging them in food growing, other enhancing physical activities and healthy family lifestyle education.

6.2.1 Case Study: Grow Organic (Adult)

**WOMAN Y**

Woman Y initially joined BCEP for two programmes of winter walks. When funding for these ceased, she joined one of our regular women's allotment groups, and is now a key member. More recently, she has also joined the cycling group, based at BCEP with the CTC's Cycling Champion.

She has previously admitted that she knew very little about gardening at the beginning - yet last year her garden won a shield in the local best garden competition! The group's produce has also won prizes in the annual W Yorks Organic Group fruit and vegetable show.

She has taken a leading role in promoting the group, participating in an interview on local radio, and speaking at an International Women's Day event in front of 50 people. At the allotments association meeting, she interpreted between Urdu and English to enable some of the older plot holders with limited English to participate fully in the meeting. She has also put her name down on the waiting list for an allotment of her own, which her family will help with.

This is how she told her own story.

’As a mother of four teenage boys, I'm the busiest woman in the neighbourhood.

My time was constantly spent in cleaning and cooking, plus a part time job on the till.

My health was being affected by headaches, pain all over the body. To start my day I used to take a painkiller.

Three years ago, my friend [X] introduced me to BCEP. I experienced that the outside environment is a self-prescribed tranquiliser. My headaches have certainly lessened. I definitely can start my day without a painkiller.

Touching the soil is the most soothing thing I've experienced. The joy of planting one potato and harvesting up to 25 is immense. Looking at the plants and flowers growing from seeds is a wonder in itself.

I can't put the benefits into words. Come and join us and experience it for yourself!'
Table 6. Grow Organic (Adult) programme’s achievement against commissioned objectives and milestones

<table>
<thead>
<tr>
<th>Grow Organic (Adults) Output Achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring and review programme</td>
</tr>
<tr>
<td>Building capacity to exercise</td>
</tr>
<tr>
<td>Raised awareness of health benefits</td>
</tr>
<tr>
<td>Fruit and Vegetables access</td>
</tr>
<tr>
<td>Cook and eats</td>
</tr>
<tr>
<td>Raised awareness of facilities available</td>
</tr>
<tr>
<td>Community Events</td>
</tr>
</tbody>
</table>

Results expressed as percentage achievement of key performance targets.

6.2.2 Description of achievement
A robust monitoring and review system was established very early on in the programme and has been reviewed and refined over the past two years. The target to work with 5 groups regularly through each quarter has been exceeded with an average of 6.75. The target to provide 15 taster sessions through the year has been exceeded with 25 being delivered.
Fruit and vegetables grown by the clients have been regularly distributed amongst all participating in its production.
The target to provide 6 cook and eat sessions through the year has been exceeded with 13 being delivered.
The target to provide 6 visits to associated facilities through the year has been exceeded with 12 being delivered.
The target for clients to contribute to 4 community events through the year has been exceeded with 13 being supported.
The programme has averaged 61.5 regular attending clients and has benefited 842 through the year.
The Adult programme has maintained a robust level of key activities and excelled on raising awareness and community engagement.

6.2.3 A selection of clients comments:

“Since I’ve been coming to gardening class, all my friends and neighbours are asking for my advice, about plants. I try to help them as much as I can”.
“This gardening session clashes with an indoor activity class, but I prefer to come here because here you get the exercise, you get the fresh air, and you learn about gardening”
“I have lost lots of weight in the last few months. Coming gardening has helped, and I have also started other exercise, swimming, and better diet”.
“The staff are good to us and we all learn new skills from them. We have good fun and don’t we feel better for it!”.
'I was feeling a bit under the weather this morning but I feel good now having done that!' (participant after an hour of weeding)
On the second week, three of the women said they could feel their muscles the next day (they’d been tackling the couch grass), but then how well they’d slept after the activity & the fresh air.
“I couldn’t grow anything at all before – I hadn’t a clue. Now I grow plants from seed and I’m using my skills at home – last year my garden was a disaster, now it’s lovely” (User)
'I enjoyed the healthy eating workshop especially the talk that [V - guest speaker] gave. It was very informative and useful'.

'They are cooking themselves some healthy meals with the crops they are taking home. – after asking advice on how to cook unfamiliar crops'. (BCEP worker's observation)
'This whole eating outside and cooking reminded me of Bangladesh and how we cooked outside, it brought back good memories.' (User)
’[Y] went into the water at Malham Cove and said a prayer – she’s so very happy to come on this visit” (User about other user)
'One of the women hasn’t missed a session. She is an alcoholic who went through a detox programme about a year ago, but couldn’t keep it up when she got home. … There is always a smell of alcohol on her breath as she has to have a drink to get her going in the morning. However, on the second to last session of this year she was telling me how when the group first started she always had to have a small top up at lunch time as well, before continuing with the [next activity] in the afternoon. After the first few weeks she found she hasn’t needed that lunch time drink.’

“It is such a lovely sunny day, even though it is cold. It is good to be outside. It is much better for me to be here, outside, doing something. If I was at home I might just stay in bed, I find it difficult to get up sometimes”. ([Z] suffers from depression, and from ME).

6.2.4 Grow Organic (Adult) performance summary

The Grow Organic (Adult) programmes has successfully managed to reach a broad spectrum of the community from some of Bradford’s most deprived areas including clients with long term illnesses, clients who were recently homeless, refugees and clients from high risk groups such as those fleeing violence, sex workers and people with moderate-severe learning difficulties. The programme has significantly exceeded the number of clients it was tasked with reaching.

Clients have reported significant improvements in health, well being and quality of life. All groups have been engaged in food growing activities and so have participated in regular outdoor physical activities. Clients have also participated in healthy lifestyle education through fresh fruit and vegetable tasting and preparation activities. The range of fruit and vegetables being consumed by clients has expanded. Many clients report positive changes to their home lifestyles as they have begun food cultivation at home.

6.2.5 Additional impacts include:

- an increase in the area of land under food production including allotments, community gardens, planters, community centres, hostels and private gardens
- enhancement of neighbourhood gardens with more cultivation being under taken
- enhanced partnership working amongst community voluntary organisations, the NHS and BCEP
- clients promoting BCEP’s work in local and national media and public events, including a royal visit
- clients undertaking new activities including camping trips to the Dales and learning to ride bicycles
6.3 Grow Organic (Youth) programme

The overall aim of the Grow Organic (Youth) programme is to directly support local food growing/gardening/healthy eating by schools and youth groups, focussing on areas of highest deprivation in Bradford district, with the aim of helping to reduce the health inequality gap.

The definition of youth used in the Grow Organic (Youth) programme is any young person under the age of 18 years of age i.e. any non-adult.

6.3.1 Case Study: Grow Organic (Youth)

**CHILD B**

Child B is a quiet, slightly overweight male in year 4 of a primary school.

During first gardening sessions where a range of fruit and vegetables were prepared and tasted by the whole class Child B was reluctant to taste anything, what little tastes he did make were very quickly spat out. Through gardening club sessions B tasted small amounts of different produce grown in the garden, salad leaves, nasturtium leaves with similar reactions. As work progressed and items were harvested over the late winter months B’s interest in gardening and the produce increased. He began to ask lots of questions about the garden and how thing grew and what different things could be used for in cooking.

When the group took part in a cook and eat session to make bread rolls and pumpkin soup child B loved both the soup and rolls asking for more of both commenting “The soup and bread was lovely, it was tasty, a lot of people really liked it.”

When rhubarb fool was made by the group he was again happy to try and although he was not so keen was pleased that he had given it a go.

Child B has commented during sessions that he is trying to grow a few things with his parents in his back garden.
Table 7. Grow Organic (Youth) programme’s achievement against commissioned objectives and milestones

Results expressed as percentage achievement of key performance targets.

6.3.2 Description of achievement
Again a robust monitoring and review system was established very early on in the programme and has been reviewed and refined over the past two annual cycles.
The target to work with 40 young people regularly through each quarter has been hugely exceeded with an average of 135.
The target to provide 8 taster sessions through the year has been exceeded with 10 being delivered.
Fruit and vegetables grown by the clients have been regularly distributed amongst all participating in its production.
The target to provide 10 cook and eat sessions through the year has been exceeded with 12 being delivered.
The target to contribute to 4 community events through the year has been exceeded with 13 being delivered.
The target to provide 6 cold-frames through the year was almost met with 5 being delivered in the period and 1 the following month.
The programme has averaged 138 young people regular attending and has benefited 702 through the year.
The Youth programme has maintained a good level of key activities and excelled on building capacity to exercise and community engagement.
6.3.3 A selection of young people and partner staff comments and BCEP staff observations:

“Children enjoy being in the garden, growing and tasting, many try at home and healthy eating has grown.”

‘Wow! – they’re good!’ (Children after tasting some of the spicy salad leaves)

‘Sessions carried on as normal despite SATs – school really recognising the importance of enabling these children to get out and do something different.’

‘My daughter has become very keen to help with the gardening at home and has bought her own seeds to grow.’ (Mother of girl in Gardening Club)

“The project has given them exercise, taught them about healthy eating and living, given opportunities for positive social interaction and has been great fun! The way the children have been allowed to see the change in the garden over several moths and seasons has been great!”

“It really has enhanced our outdoor environment and the children's knowledge and understanding of planting and growth. … The children are also much more aware of how to use the gardening tools appropriately and I am greatly surprised and impressed by how caring they have all become of the vegetable patch. ” (Nursery teacher)

“From sowing to growing to harvesting to cooking and eating! A fabulous impact!”

“IT's fantastic for the children to see the whole thing [wheat growing / grinding and baking] through right from the start to the bread they eat – what a wonderful opportunity.”

“Is there any more salad? We don't eat salad at home”.

“Before today I didn’t like some of the vegetables, but now I’ve tasted them and I like them.” When asked which ones, it was a long list – in fact most of the things we’d been tasting “French and runner beans, blue potatoes, broccoli, courgette, rocket, rhubarb, flower petals”

“I feel at peace and relaxed when I go home after gardening.”

“Always brilliant. It's been super for the children who attend and I'd like to look at making it available throughout the school. X (GO Community Environment Worker) is very supportive and excellent with the children. We couldn’t do without X.”

“Gardening is good for you because we are moving using our muscles and get to eat healthy food.”

“(GO worker) provides an excellent service. The children really enjoy themselves in the gardening sessions and I think they try more tastes than they do at home… The school policy has been working towards healthy eating for all the children and gardening fits really well into that”

From an experienced 5 a day / cook and eat working helping at Allotment celebration event “I can’t believe how much the children ate” – this could be linked to the fact that all of them are regular food growers, either on their own sites or on our own allotment site.
A child picked lots of flower petals – some she arranged beautifully on her plate to have with the food we were eating, but she also had a bagful to take home so her family could taste them sprinkled over dinner.

'They all try the different vegetables – cooked and uncooked – and although some don’t like it, this is always compensated by others coming back for second and third helpings – even of huckleberry juice!'

6.3.4 Grow Organic (Youth) performance summary

Grow Organic (Youth) has directly supported all year round local food growing and gardening. It has strengthened healthy eating messages in schools and youth groups and has effectively targeted the majority of its work on areas of highest deprivation. Due to the long term benefits of a healthier lifestyle it is very difficult to prove the programme has reduced the health inequality gap but it has provided hundreds of children with knowledge and inspiration to live healthier lives.

The number of regular young growers is over 3 times greater than projected with children from up to 10 different settings accessing regular growing groups representing 13 ethnic groupings, and a wide range of deprived districts in all 5 constituencies. The service is flexible, accommodating the needs of each setting enabling all young people to garden and grow food, thereby increasing skills, knowledge and understanding, improving mental health, well being, physical strength, stamina, and tolerance to being outdoors and of poor weather. The message has been consistently fun and healthy. A very wide range of food crops has been grown.

Children at three regular settings grew, winnowed and milled (in a Bronze Age beehive quern at Brackenhall Countryside Centre) their own-grown wheat, which was used to make bread to eat with pumpkin soup.

Excellent partnership working with schools, children's centres and other agencies

6.3.5 Additional impacts include:

- Opportunities for several committed long-term volunteers and occasional volunteers
  Schools have reported improvements in a range of skills including team a work and social skills, as well as improved understanding. One school where Grow Organic had been working with their year 6 children reported a significant (9%) increase in their KS2 Science SATs results (from 87% level 4 in 2008 to 96% level 4 in 2009).
- Many settings are now independently growing food.
- Liaised with Bradford Council on their Ministry of Food and for a Community Cohesion Best Practice report.
6.4 Grow Organic (Manningham and Girlington) programme

The Grow Organic (Manningham and Girlington) programme’s overall aim is to support directly local food growing/gardening/healthy eating by schools and youth groups, focussing on areas of highest deprivation in Bradford district, with the aim of helping to reduce the health inequality gap.

6.4.1 Grow Organic (Manningham and Girlington) Case Studies

Interview 1

9 year old girl who has attended the gardening club after school since September 2009. From week one, she has been one of the most enthusiastic children in the group.

What made you want to come to gardening club in the first place?

I’ve always wanted to do something with the garden at home. My brother did it last year and it just made me want to do it more. He used to bring vegetables home that he had grown.

Have you found that you are gardening more at home?

Yes. We bought some seeds last year and I said to my dad that when I go to gardening club, we’ll be able to sort something out with the garden and maybe do a vegetable patch because I could use some tips from it.

What’s the best thing about gardening club and what’s the worst thing?

For me the best thing is that it’s not just about working in the garden. It’s about more than that, like cooking food with what we grow, and we work in different places. There isn’t really a worst thing. It’s all good.

Even when it rains?

If it rains we go into school and learn things about fruit and vegetables. And when it rains, it helps the plants to grow.

Have you tried any fruit or vegetables in gardening club that you hadn’t tried before?

Yeah, we tried damsons. We had a kind of damson pudding and it was really nice and I’d never had damsons before.

If one of your friends was thinking of trying gardening club and they weren’t really sure, what would you tell them?

I’d tell them that it’s all good and they would enjoy it. Not one thing is bad.
Table 8. Grow Organic (Manningham and Girlington) programme’s achievement against commissioned objectives and milestones

![Bar chart showing achievement of key performance targets.]

**Grow Organic (Manningham & Girlington) Output Achievement**

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Monitoring and review programme</th>
<th>Building capacity to exercise</th>
<th>Raised awareness of health benefits associated with food growing</th>
<th>Fruit and Vegetable access</th>
<th>Cook and eats</th>
<th>Community Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>50%</td>
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<td></td>
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<tr>
<td>100%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>150%</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>200%</td>
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<td></td>
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<tr>
<td>250%</td>
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<td></td>
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<tr>
<td>300%</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>350%</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>400%</td>
<td></td>
<td></td>
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</tbody>
</table>

Results expressed as percentage achievement of key performance targets.

### 6.4.2 Description of achievement

Once again a robust monitoring and review system was established very early on in the programme and has been reviewed and refined over the past two annual cycles. The target to work with 5 groups regularly through each quarter has been exceeded with an average of 5.25.

The target to provide 5 taster sessions through the year has been exceeded with 18 being delivered.

Fruit and vegetables grown by the clients have been regularly distributed amongst all participating in its production.

The target to provide 10 cook and eat sessions through the year has been exceeded with 13 being delivered.

The target to contribute to 3 community events through the year has been exceeded with 7 being delivered.
The programme has averaged 100 regular attending clients and has benefited 833 through the year. The Manningham and Girlington programme has maintained a good level of key activities and excelled on raising awareness through taster sessions and community engagement.

6.4.3 A selection of client and partner staff comments and BCEP staff observations:

"We have had an increase of children eating fruit and vegetables at our tuck shop at break time."

'We had a kind of damson pudding and it was really nice and I’d never had damsons before.'

"Gardening is good for your health – it helps your muscles when you are digging and you can eat the fruit which will keep you healthy"

A week and a half later, we met a parent on her way to collect a child from the school. [BCEP worker] had met her several weeks previously when doing a container planting workshop for a project working with women and children escaping violence. She was keen to tell us about her son: 'I heard all about the allotment visit, [X] wouldn't stop talking about it! I know all about the potatoes, the garlic, the digging - he loved it'.

Comments from taster workshops: Three weeks later, [BCEP worker] met one of the participants by chance. She was still enthusiastic, and proud that her container was still thriving. She also volunteered that her container full of edible plants had inspired her Mum and Dad to try growing herbs in their own garden in Girlington.

'Children have gained a lot of knowledge about planting.'

"Our garden looks wonderful and we are really pleased with it . . . The children and adults obviously thoroughly enjoyed themselves planting the garden, and this is particularly important in an area where many houses have little outdoor space."

"It was hard work but it was fun."

'Clearly explained and very enjoyable; everyone had a great time… Approach - very friendly and appropriate for the children involved… Extremely professional and well delivered… Made children aware about how veg and fruit are grown and hopefully improve their health… looking forward to the next session'.

'They have all enjoyed everything they have tasted and asked for more.' (BCEP worker's observation)

'The children have gained confidence and self-esteem with the sessions, many are now keen gardeners. … Some of the children have talked about gardening with parents and family members at home. … We have been able to incorporate the project in the planning, and exploring growing and gardening has covered areas in the wider curriculum. ' 

'We had a kind of damson pudding and it was really nice and I’d never had damsons before.'
"We feel that the children benefited greatly from the gardening. The activity involved the children in their own community and enabled them to develop a clearer picture of their own surroundings."

"The activities contributed to the children's health and wellbeing as they were out in the fresh air, making a difference to their community, learning valuable life skills and keeping physically active."

'Very effective. … We are a group made up parents and toddlers. 'Worker Y' and the team designed the session to suit the age range. … Parents said they felt comfortable walking around the allotment and 'Worker Y' was very informative on what the plants and vegetables. Parents want to learn more about the growing their own fruits and vegetables. We are looking to get our own plot of allotment for the centre.

"I learnt that you can eat some flowers, like marigolds." (Child)

'One of the parents said they'd recently got an allotment, and another was soon to be moving into a house with a large garden, and both were keen to get some hints on growing vegetables so they could do some gardening with their children at home.'

"[The] competition (Manningham and Girlington in Bloom) has very positive visual impact on streets and schools, and on participants’ knowledge of plants.

'I sometimes … help my dad in his garden out the back, and I planted a few things. I've really got to know a lot more about how to plant them and my dad's sort of given me a job to do the gardening now and when we've finished it, he's going to just try and get me to do it all the time. I'll be very happy with that because it's helping the environment and I'm a big fan of it."

"The sessions have helped to develop their knowledge and understanding of the world, their physical development and their language and communication skills."

"It's good to do this (gardening) work. It will make us all lose weight, get us more fit. Good for the heart, lungs, body – good for everything!"

6.4.4 Grow Organic (Manningham and Girlington) performance summary

Having worked regularly with children from 7 settings and also adult/family groups the programme has demonstrated that it has increased participants’ willingness to grow and eat a wide variety of fresh fruit and vegetables.

The year round informative and stimulating gardening activities have provided participants with the opportunity to exercise whatever the weather, whilst learning about healthier lifestyles and diet. Clients have taken home both a wide range of produce to share with their families and an interest and enthusiasm to grow their own fruit and vegetables.

The programme has been successful in reaching its target audience and has in the process forged some highly effective partnerships with other agencies.
The Manningham and Girlington in Bloom (MaGiB) competition has acted as a catalysis and showcase for neighbourhood improvements and also as a celebration of community cohesion through its award giving event.

6.4.5 Additional impacts include:

- Work with the Allotments Officer and Bradford West Assistant Co-ordinator to address difficulties on Scotchman Road allotments
- Following a visit from the leader of the Council, to Scotchman Road allotments, allotment regeneration has risen up the local political agenda
- establishment of Scotchman Rd Allotment Association and Scotchman allotments regeneration work
- BCEP's film of Grow Organic programmes given to all Bradford councillors, MPs and MEPs and has been shown on the Community Channel introduced by Sir Trevor McDonald
- Supported Bradford & Airedale Food Network, Public Health Network Forum
- Significant contributions to the Council's Regeneration and Economic Improvement Committee's Allotments Working Group.
- Contributions to the district food strategy in development.
6.5 Grow Organic (Combined) programme

Table 9. Grow Organic- Combined programmes' achievement against commissioned objectives and milestones

Results expressed as percentage achievement of key performance targets.

6.5.1 Description of achievement
Apart from being one cold frame short (it was installed the month after the reporting period) the combined Grow Organic team has met or exceeded its output targets, some instances by 300% (“building capacity to exercise” and “contributing to community events”), Awareness raising of “health benefits” and “available facilities” have almost exceed the target by 200%.

The Grow Organic programmes have averaged working with over 300 clients per week and have “touched” (engaged with to some degree) 2,773 during the year.

As targets were similarly exceeded last year the performance targets for all three programmes have been raised for their third year (2010-11) to better reflect the high level of activity and to capture a true reflection of the programmes value for money.
6.5.2 General Conclusion of Performance
The programmes have been delivered in a fun and engaging manner to a wide variety of targeted beneficiaries. The aims of the programmes have been achieved with consistent reinforcement of healthy living messages to those at risk. The variety of activities offered under theme of local food production has been impressive and all have supported the key healthy living messages. The engagement with the clients has been of the first order with good attendance rates at sessions. Clients have reported changes to their lifestyles with programme practices being incorporated into family/home life. Many clients have reported that they have enjoyed the sessions, gain a sense of achievement, enhanced social networks and improved personal well being.

Effective partnership working has been a constant through the programmes.

The programmes have provided practical knowledge and inspiration directly to 300 clients each week, to a lesser degree to the nearly three thousand people the programmes have worked with and to an unknown number of family and friends that have been engaged by our clients in conversations about healthy lifestyles and improvements to their general wellbeing.

6.6 Summary of the Combined Grow Organic Customer Satisfaction Survey results

Clients’ views about the Grow Organic programmes are very consistent and extremely complimentary. Clients had the opportunity to score the programmes on a number of parameters from 1= Very poor, 2=Poor, 3=OK, 4=Good and 5=Fantastic. All 61 client groups worked with were given the opportunity to score the programme and 54 replied a response rate of 89%. Here is a summary of the results and a representative sample of their comments against each parameter.

Table 10. Clients’ perceptions of the Combined Grow Organic programmes’ effectiveness
Clients were asked to “Consider our expertise, problem solving skills, programme delivery and suitability to undertake the work.”

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fantastic</td>
<td>80%</td>
</tr>
<tr>
<td>Good</td>
<td>20%</td>
</tr>
</tbody>
</table>

“I could not have developed this new multi-agency initiative with such a challenging group without experience and expert input from BCEP.”
“Children have much improved awareness of healthy eating.”
“Very impressed with delivery of the sessions, always tailored to the women’s abilities/needs.”
Table 11. Clients' perceptions of the Combined Grow Organic programmes' approach

Clients were asked to “Consider our response to your needs, flexibility in our delivery and provision of appropriate support.”

Approach

- Fantastic 78%
- Good 22%

“I couldn't have wished for a more flexible and sensitive approach to clients with often multiple personal and social issues.”
“A precise and well aimed approach ensured a pleasurable and efficient experience.”
“Entirely suitable approach; engaging and informative.”
“Brilliant”
“Excellent”

Table 12. Clients' perceptions of the Combined Grow Organic programmes' professionalism

Clients were asked to “Consider our reliability, timeliness of appropriate communication and quality of work?”

Professionalism

- Fantastic 80%
- Good 20%
“Excellent communication and quality of work.”
“Great communication and quality of work.”
“Always on time; always lets us know if things need to change; always organised.”

6.6.1 Conclusion

89% of clients filled in and returned the satisfaction survey, demonstrating the high regard and value they place upon the activities of the programmes. The programmes are clearly highly effective showing that BCEP is an appropriate vehicle to provide the services. Clients value the approach taken by BCEP, whose staff tailored seasons to meet each client group’s varied requirements and abilities. The programmes have also clearly been delivered in a highly professional manner by BCEP’s passionate, competent and committed staff.

6.7 Summary of survey results of performance of Objective 2 activities

Table 13. What BCEP staff think the performance has been of Objective 2 activities

<table>
<thead>
<tr>
<th>Objective 2. To promote and develop local food production and healthy eating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching groups how to grow food and useful plants through organic food growing techniques</td>
</tr>
<tr>
<td>Development of facilities where community food growing can flourish</td>
</tr>
<tr>
<td>Training in community based horticulture</td>
</tr>
<tr>
<td>Support for and development of Local Food Co-ops</td>
</tr>
<tr>
<td>Healthy eating demonstrations and classes</td>
</tr>
</tbody>
</table>

Staff are of the clear opinion that all aspects of promotion and development of local food production and healthy eating are “Very Successful”, particularly ‘teaching groups how to grow food…’ with a score of 80%. Results for ‘training in community based horticulture’ are more variable, but still overall “Very Successful” this may reflect the informal teaching approach delivered by staff and the non-accredited status of our training at present.

‘Development of facilities where community food growing can flourish’, ‘Support for and development of Local Food Co-ops’ and ‘Healthy eating demonstrations and classes’ all perform well within staff perception with 50% of staff classing them as “Very Successful” and none classing them as less than OK.

“I do my job because I believe in it and find working with the children and the community rewarding.”
“I feel like we are a strong team and very supportive of each other. Everyone gets on which is great.”
Table 14. What BCEP partners think BCEP’s performance has been of Objective 2 activities

<table>
<thead>
<tr>
<th>Objective 2. To promote and develop local food production and healthy eating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching groups how to grow food and useful plants through organic food growing techniques</td>
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<tr>
<td>Support for and development of Local Food Co-ops</td>
</tr>
<tr>
<td>Healthy eating demonstrations and classes</td>
</tr>
</tbody>
</table>

Partners perceptions of BCEP’s delivery of “promote and develop local food production and healthy eating” are overwhelmingly “Very Successful” 3 out of 4 responses, the forth being “successful”. This is a slight improvement on staff perceptions. The one exception being support for “Food Co-ops” which encompasses a different client group so is not surprising that most of these partners don’t know about BCEP’s FLINT programme.

6.7.1 Key Findings of Objective 2 Performance

High programme output combined with very strong client and partner (and staff) perceptions of success in the stated objective suggest high impact levels, as supported by client’s comments and case studies. Comments from the impact section of the satisfaction survey reflect that clients find the sessions consistently fun and enjoyable, providing positive health benefits with improvements to mental and spiritual well being. Clients also report learning a huge amount about growing and preparing fruit and vegetables.

“It has helped me lower my blood pressure (diabetes). We are able to take fresh produce home.”

“All women who have attended have commented on how it helps them relax, forget their problems, and how they feel healthier after the session due to fresh air and exercise.”

“Children enjoy gardening and respect what we grow. They also love to eat what they have produced.”

“From sowing - to growing - to harvesting - to cooking - to eating! A fabulous impact!”

All three programmes have performed to very high standards with outcome targets often being exceeded. Client feedback is extremely complimentary with consistent messages of the positive impact of the programme, the highly professional staff and the efforts made by staff to adapt to clients groups needs and requirements. Our clients are clearly delighted with the service offered and are keen for more.
Staff perceptions of the programme are also good but slightly less glowing and highlight some areas where further improvements could be made. This reflects the behind the scene problem solving and work staff are engaged in to ensure a consistent client experience and to adapt to each client groups needs and abilities, reflecting the challenges of working with such a diverse range of client groups.

Partners perceptions are also very highly complimentary and reflect the high quality of effective partnership working being undertaken in these programmes.

6.7.2 Recommendation

Continue to respond to community need, develop and deliver effective environmental programmes, continuously improve programme delivery, adapt to clients needs, work to strengthen relationships with partners, deliver programmes to a high standard and that make a positive change.

6.8 Summary of survey results of performance of Internal Objective 5 activities

**Internal Objective 5. To develop a well trained and supported work force**

- Consulting with staff on programme development and delivery
- Providing time and resources for professional development and training

Consulting with staff on programme development and delivery includes regular, open and honest discourse on programmes developments, implementation practices and organisational policy, these cover: periodic performance review, analysis of monitoring, client feedback, recommended changes and also new programme development.

Providing time and resources for professional development and training includes supporting staff to identify and acquire skills and knowledge to enhance their capabilities to deliver activities which support BCEP’s objectives. These may include under taking external or internal training, mentoring, conferences and study trips.

Table 15. What BCEP staff think of BCEP’s performance has been of Objective 5 activities

<table>
<thead>
<tr>
<th>Objective</th>
<th>Very unsuccessful</th>
<th>Unsuccessful</th>
<th>OK</th>
<th>Successful</th>
<th>Very Successful</th>
<th>Don’t Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td></td>
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Staff’s perceptions are that BCEP is “successful” to “very successful” in providing resources and time for professional development (purple bar). They are less confident that there is adequate consultation with staff on programme development and delivery (blue bar) although it is scored “OK” to “Successful”.

40
BCEP has a highly skilled and motivated staff who are clearly keen to continue their professional development and further enhance the quality of their work and its contributions towards BCEP’s objectives. Across the board there is unanimous agreement that BCEP’s mission is the correct one and that it’s stated objectives and values reflect that mission.

90% of responding staff feel supported in undertaking training connected to their work. 100% of responding staff feel their work allows opportunity to overcome challenges and for personal learning.

Where responding staff believe there is room for improvement is in the degree of “consultation on programme development and delivery”. Given the very high results for individual and team problem solving (see appendix 7) it is most probable that the main consultation deficit is in future programme development. Obviously there are operational limitations on the amount of time and effort that can be set aside for programme development consultation, as most staff are engaged at the coalface delivering existing programmes and gathering associated output and outcome evidence and results.

Staff’s opinion is not that BCEP is bad at consulting with them, in fact it’s better than OK, but there is room for improvement.

6.8.1 Key findings of Objective 5 performance

Develop appropriate process to include relevant staff in new programme development. Also enhance programme staff involvement in programme review and improvement.
6.9 Summary of survey results of performance of Internal Objective 6 activities

Internal Objective 6. To perform our activities whilst minimising our adverse effect on the environment

- Monitoring and working to reduce BCEP’s carbon footprint
- Monitoring and working towards zero waste

Monitoring and working to reduce BCEP’s carbon footprint is vital in playing our part in limiting the effects of climate change. By monitoring the organisations use of electricity, gas and fuel measurers can be identified which will result in carbon savings. These tend to be behavioural changes and require sustained advice and reinforcement of organisational priorities and best practices, such as turning equipment off when not in use and smarter/greener transport practices.

Monitoring and working towards zero waste both enhances our environmental performance and increases our efficiency. By monitoring the organisations use of materials and waste raisings measurers can be identified which will result in savings. Reduce, repair, reuse and recycling behaviours are central to this ethos.

Table 16. What BCEP staff think of BCEP’s performance has been of Objective 6 activities

<table>
<thead>
<tr>
<th>Staff Opinion</th>
<th>Monitoring and working to reduce BCEP’s carbon footprint</th>
<th>Monitoring and working towards zero waste</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Successful</td>
<td>Very Successful</td>
</tr>
<tr>
<td>2</td>
<td>OK</td>
<td>Successful</td>
</tr>
<tr>
<td>3</td>
<td>Unsuccessful</td>
<td>OK</td>
</tr>
<tr>
<td>4</td>
<td>Very Successful</td>
<td>Unsuccessful</td>
</tr>
<tr>
<td>5</td>
<td>Successful</td>
<td>Very Successful</td>
</tr>
<tr>
<td>6</td>
<td>Unsuccessful</td>
<td>Successful</td>
</tr>
<tr>
<td>7</td>
<td>Successful</td>
<td>Unsuccessful</td>
</tr>
</tbody>
</table>

Staff generally feel environmental performance is OK (50-60%) or better. However, there is clearly room for improvement in monitoring and working to reduce BCEP’s carbon footprint(blue bar) and waste raisings(purple bar). This question has produced the widest spread of staff opinion which may reflect that monitoring of our environmental performance is relatively new (core staff have been developing systems over the past 6 months) and there has been little communication of results back to staff to date. BCEP does have some very informed and “dark green” staff and the standard of environmental performance expected from within the organisation is likely to be very high and rightly so.

6.9.1 Recommendation

1. Introduce and communicate improved waste reduction systems and reinforce with regular consistent waste reduction messages.
2. Support staff in more sustainable transport practices.
7. Other views of stakeholders

The following section reflects other views and issues expressed by stakeholders through the questionnaires.

7.1 Clients' views

Clients' views are very consistent. Impact 80% fantastic, value for time/money 85% fantastic, overall satisfaction 79% fantastic, based on 54 responses to our survey a 89% response rate, which in itself is a very encouraging recommendation.

Table 17. Clients' perceptions of the Combined Grow Organic programmes' impact

Clients' comments included:
“All women who have attended have commented on how it helps them relax, forget their problems, and how they feel healthier after the session due to fresh air and exercise.”
“Children have much improved awareness of healthy eating.”
“Children's enjoyment of gardening both in school and at home increased. Also, 'parents time' being introduced to skill up parents. Excellent feedback so far. Can you tell that we think you're fab!!”
Table 18. Clients' perceptions of the Combined Grow Organic programmes' value for their time and/or money

<table>
<thead>
<tr>
<th>Value for time and/or money</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Fantastic</td>
<td>85%</td>
</tr>
<tr>
<td>Good</td>
<td>15%</td>
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</tbody>
</table>

Table 19. Clients' overall satisfaction of the work of the Combined Grow Organic programmes

<table>
<thead>
<tr>
<th>Overall satisfaction with the work</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Fantastic</td>
<td>79%</td>
</tr>
<tr>
<td>Good</td>
<td>29%</td>
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</table>

Clients' comments included:

“Projects like these are fantastic. I love gardening and I don't have a garden at home so I really enjoy coming here. My families love the apples which we take home. All the fresh produce tastes so much better than shops.

“THANK YOU SO MUCH for all you've done to make Down To Earth such a positive project for people who really benefit from it.”

“Whilst my involvement with BCEP is limited, it has enabled me to see some of the work they undertake, and I confess to being highly impressed by the enthusiasm and dedication and pleasure that the projects encourage.”

“Just more of the same! The way the children have been allowed to see the change in the garden over several months and seasons has been great.”
7.1.1 Summary
For the sixth year running clients feedback via the customer satisfaction survey show a very high level of agreement amongst client groups that the services offered deliver impact (change clients perceptions and/or behaviour), offer excellent value for their time and/or money invested and are delivered in such a way as to generate an outstanding level of satisfaction for the client. This reflects the adaptable and responsive approach of BCEP highly competent and committed staff and their engaging and fun delivery style.

7.1.2 Recommendation
1. Improve strategic partner engagement in programme initiation, development and improvement.

7.2 Board of Trustees' views
The Board has a strong consensus on its purpose, remit and method of operation (although the issuing of papers prior to meetings and minutes following meeting appears to need improvement). The Board has a clear opinion that BCEP lives by its values. There is a breadth of opinion on the Board’s membership, which can be summarised by the following comments:

"I think we can look at the age balance and also the gender balance. I think we have a good size management board to discuss issues and concerns"

"A few more people under 30 years old would give the Board a wider viewpoint and additionally some consultation with children and young people about BCEP’s key work areas would ensure that their views were considered when decisions and future planning are made”.

7.2.1 Recommendation
1. Broaden the age ranges represented on the Board of Trustees.

7.3 Staff views
Staff are generally content with their level of pay and value the terms and conditions and mission of the organisation.

"Could be better but I like working for the company which counts for a lot".

Job security is an issue with many staff as summed up by this comment:

"As with most jobs in the sector working on a relatively short term contract is something you have to accept. Funding is rarely given for anything other than these short term positions. I feel that BCEP do not wish to let any valuable member of staff go and as such feel more secure in my employment than I would with a less supportive employer. However, I am aware that everything is reliant on funding”.

Most staff feel resources available to them have a positive effect on their work, however some of the locations where they have to work present concerns.

"Some of the sites where I work e.g. allotments may have problems with vandals, drunks and drug-users. The lone working policy helps. Also I am using tools which can be hazardous, but I do risk assessments”.

Staff value the opportunities for personal development and feel adequately in control of and responsible for their day to day work. Staff generally feel valued and have interesting work. Staff report to be part of a supportive team, receive honest feedback and understand the work of others in the organisation.
“I feel like we are a strong team and very supportive of each other. Everyone gets on which is great.”

Most staff report to have partial influence on the organisations development. Morale is good but external partners and the cyclical funding regime cause stress from time to time. “The morale is high because people have become friends and have in their own time made more of an effort to learn more about other peoples jobs and the problems they face, so a supportive network has been created. With regards to outside issues morale is low”.

Staff motivation and reasons to be happy is highly varied in issues and priorities. The top three motivators appear to be:
Ability to grow and be challenged through work (21%),
Involvement in decision making and control over own work (15%),
Contributing to the sustainable regeneration of Bradford (14%)

All staff agreed that BCEP has the right mission statement.

7.3.1 Summary
The staff team appreciate their terms and conditions, they are mutually supportive, reasonably informed about organisational and external developments. Staff are highly committed to the mission and values of BCEP. There are some concerns about the working environment which due to the nature of our work can sometimes be challenging, a lone worker policy is in place and support available for staff in remote locations. Staff are motivated, supported, happy and challenged.

7.3.2 Recommendation
1. Within 6 months, the CEO is to develop and implement appropriate process to include relevant staff in new programme development. Also over the same timeframe the CEO is to strengthen programme staff involvement in programme review and improvement.

2. Within 3 months core staff to establish monitoring system of lone working support requests and senior management team to audit working conditions at Scrap Magic, hubs and Pitcliffe and make recommendations for improvements by October 2010.
8. Environmental impact

8.1 Energy use
- Within the constraints of the buildings they are working from, BCEP staff take steps to avoid energy waste, in particular by turning appliances and lights off when they are not being used and minimising use of kettle (filling only as full as needed), setting thermostat at 19°C, improve access to radiator controls.
- BCEP continue to lobby ABL (the landlord) to enhance insulation and adopt good energy usage policies.
- When replacing equipment BCEP will invest in improved energy efficiency products.
- All electricity is sourced from 100% renewable sources; BCEP has made a commitment to renewable gas.
- As soon as practicable (not invalidating the manufacturers guarantee and when appropriate fuel is locally accessible) BCEP vehicles will be adapted to run on bio-diesel or similar low carbon fuel.

Electricity usage 17,046 kWh (6884kWh Unit 13, 10,162 kWh Pitcliffe)
Gas usage 26,720 kWh (Pitcliffe only)
BCEP van usage 8,386 miles.

8.2 Resource consumption and recycling
BCEP supports and encourages the purchase of fair-trade, tea, coffee and sugar.
BCEP purchases environmentally cleaning materials and uses an eco-friendly office cleaning contractor.
Default printer options (where available), are set to draft black and white, double sided printing.
In making purchases, a product's full life cycle is considered.
Goods made from recycled materials are used where available.
BCEP source environmental friendly ink and other stationery products from local stationery outlets, where available.
BCEP minimise the environmental impact of its paper use by reusing paper and envelopes, then recycling them, using double-sided photocopies when possible and purchasing recycled paper for photocopying and printing.
In line with sustainable waste management practices BCEP recognises its responsibilities to recycle materials wherever possible. BCEP facilitate others to adopt similar practices.
Systems to recycle paper, card, stamps, batteries, organics, plastic bottles, metal (cans) and cartridges are maintained in the office and other BCEP locations.
BCEP minimises waste, especially hazardous waste, and whenever possible recycles materials. We dispose of all waste through safe and responsible methods.

8.3 Growing and planting projects
Programmes avoid chemical herbicides, fungicides, pesticides and fertilisers and instead utilise "organic" methods of pest control, soil fertility and site preparation. On occasion when absolutely necessary our grounds maintenance team does use a weed killer.
Programmes always look to increase local biodiversity.
Use of renewable, reclaimed and local materials is adopted where available.

8.4 Transport
Where practicable, employees, volunteers and clients are encouraged to maximise the use of low impact transport (walking, cycling and public transport) in the course of BCEP’s work.
BCEP is an active member of the Workplace Cycle Scheme.
For business travel “a smarter driving style” is encouraged through promotion and training.
For business travel, particularly long-distance, public transport is encouraged and should be used. Staff should attempt to avoid “unnecessary” car journeys through lift sharing and route planning.
BCEP assist staff to adopt “smarter” driving styles. Mileage rates for private car use will be adjusted over time to reflect BCEP’s sustainable transport preferences, including a bicycle mileage allowance.

8.5 Contractors and Suppliers
In choosing contractors and suppliers, BCEP will consider their environmental standards and record. Where practicable, preference is given to locally-based and community enterprises, who implement sound environmental policies.

9. Economic impacts
BCEP is committed to supporting local trading and commerce. Where practical it supports local supply chains and so circulates financial resources in the local economy.

Prepared from pre-audit figures from the BCEP’s accounting software for BCEP as a whole for the period April 2009 to the end of March 2010.

Salaries account for 69% (£413,000) of BCEP expenditure. 78% of Full Time Equivalent staff live in Bradford District, 17% in Leeds, 5% Calderdale.

Overheads account for 9% (£55,000) of expenditure with 88% going to Bradford companies, 1% Yorkshire companies and 11% national companies.

Project costs account for 22% (£130,000) of expenditure with 81% going to Bradford companies, 11% Yorkshire companies and 8% national companies.

An estimated 80% (£476,000) of BCEP expenditure is spent within Bradford District, an additional 17% in Yorkshire and 3% beyond Yorkshire.

10. Compliance
BCEP regularly reviews, updates and communicates to Board, staff and volunteers policies including equal opportunities, health and safety, child and vulnerable adult safeguarding. Policies are explained to staff during induction and are communicated following review. Line managers ensure policies are adhered to.

BCEP has an exemplary Health and Safety record with no serious incidents occurring in the period and robust risk assessment and mitigation being carried out for all activities.

BCEP has achieved Investors in People status, and level 2 PQASSO (Practical Quality Assurance System for Small Organisations).

Annual returns and associated submissions to the Charity Commission, Companies House and Entrust are annually issued within deadlines.

BCEP strives to comply with all commissioners’ reporting requirements and deadlines.
11. Financial information

The financial figures present in this report are preliminary and may alter following the preparation of BCEP’s formal annual accounts. However the figures presented do accurately reflect both management accounts and financial returns to the programme commissioners.

Table 20. Financial summary of the Grow Organic programmes

<table>
<thead>
<tr>
<th>2009/10</th>
<th>GO (Adult)</th>
<th>GO (Youth)</th>
<th>GO (Man’ &amp;Girl’)</th>
<th>GO (Combined)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carryover 08/09</td>
<td>£13,099</td>
<td>£10,168</td>
<td>£10,377</td>
<td>£33,644</td>
</tr>
<tr>
<td>Income</td>
<td>£48,500</td>
<td>£61,750</td>
<td>£54,750</td>
<td>£165,000</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staffing</td>
<td>£33,542</td>
<td>£53,892</td>
<td>£45,136</td>
<td>£132,570</td>
</tr>
<tr>
<td>Overheads</td>
<td>£5,946</td>
<td>£7,840</td>
<td>£7,574</td>
<td>£21,360</td>
</tr>
<tr>
<td>Project Costs</td>
<td>£11,383</td>
<td>£7,549</td>
<td>£6,323</td>
<td>£25,255</td>
</tr>
<tr>
<td>Total</td>
<td>£50,871</td>
<td>£69,281</td>
<td>£59,033</td>
<td>£179,185</td>
</tr>
<tr>
<td>Surplus for Year</td>
<td>(£2,371)</td>
<td>(£7,531)</td>
<td>(£4,283)</td>
<td>(£14,185)</td>
</tr>
<tr>
<td>Grand Surplus (Debit)</td>
<td>£10,728</td>
<td>£2,637</td>
<td>£6,094</td>
<td>£19,459</td>
</tr>
</tbody>
</table>

The original commission proposal to the NHS Bradford and Airedale was based on and accepted as “flat line” funding, with surpluses early on in the programme matching deficits later on in the programme. All financial resources are used to support the charitable activities of BCEP.

12. Main issues and achievements, conclusions and recommendations

12.1 Main Issues

The Grow Organic programmes are highly successful in their individual performance and are greatly appreciated by their client groups. Benefits gained including increased knowledge of organic food production methods and practices; increased awareness of fruit and vegetable varieties, seasons, uses, storage and preparation; increased social interaction; increased well-being; increased activity levels and motivation to get involved in community life and events.

BCEP’s successful approach to partnership working has ensured that the programmes have reached deep into communities and has reached and supported some of the hardest to reach communities.

BCEP’s mission is universally believed to be the right one and the organisation lives by its values to a high to very high degree.

Staff feel valued and engaged in the development of their work. Some working environments need improving. BCEP staff generally feel engaged in the development of the organisation, however the process of developing new work programmes could be more inclusive.

Staff generally feel well supported in personal professional development.

BCEP environmental performance is good but monitoring systems, communication and waste reduction measurers all need improving.

BCEP purchasing and employment practices result in a high degree of financial support for the local economy.
12.2 Achievements

The programmes have inspired and enthused a wide range of clients to positively change, to some degree, their lifestyles and to share their new found knowledge and enthusiasm for healthy local food production with family, friends and neighbours.

The programmes have generated a high level of client engagement (89% response rate to customer satisfaction survey) which demonstrates how BCEP is valued by its clients.

Clients have expressed very high level of appreciation of services offered (100% good or fantastic overall satisfaction score; 100% good or fantastic value for time and/or money score; 100% good or fantastic approach score; 100% good or fantastic effectiveness score; 100% good or fantastic professionalism score; 98% good or fantastic impact score). BCEP staff are highly motivated and perceived to be performing to an exceptional standard. They tailor the service offered to meet clients varying needs and work within sites limitations.

Grow Organic programmes have exceeded many of its key performance indicators for a second year and raised targets for third year in response.

The Grow Organic programmes have averaged working with over 300 clients per week and have “touched” (engaged with to some degree) 2,773 during the year.

Children are growing, tasting and eating a greater variety of fruit and vegetables.

Adults relate value beyond just gaining horticultural skills but also gaining well being, companionship, self esteem, confidence and environmental awareness.

Clients have started or expanded food growing at their homes/allotments.

Substantive additional impacts have been generated including an increase in quantity and types of land under food cultivation, allotment regeneration, local neighbourhood enhancement, increased school attainment.

Environmental performance: BCEP operates to a high environmental standard and is working towards minimising its detrimental effect upon the environment. The organisation recognises that it does have some detrimental effect and is developing practices to negate these.

BCEP’s fiscal practices support the local economy through use of local staff, suppliers and services and the consequent local multiplier effect.

12.3 Conclusions

The programmes have delivered their aims of reducing health inequalities and encouraging and enabling clients to adopt healthier lifestyles, health and well being have improved in the target communities.

BCEP’s horticultural team has been developing in skills and capacity over the past 14 years. The team is highly professional, well motivated, adequately resourced, highly respected locally and nationally and work delivered to an exceptionally high standard.

BCEP mission and values are reflected in its day to day working practices and working ethos.
12.4 Recommendations

1. Continue to respond to community need, develop and deliver effective environmental programmes, continuously improve programme delivery, adapt to clients needs, work to strengthen relationships with partners, deliver programmes to a high standard and that make a positive change.

2. Celebrate and communicate Social Account findings to Bradford residents and potential new client groups and service commissioners.

3. Broaden the scope of BCEP’s next social audit.

4. Increase staff and Board response rates to Social Audit questionnaires.

5. Within 6 months, the CEO is to develop and implement appropriate process to include relevant staff in new programme development. Also over the same timeframe the CEO is to strengthen programme staff involvement in programme review and improvement.

6. Within 3 months core staff to establish monitoring system of lone working support requests and senior management team to audit working conditions at Scrap Magic, hubs and Pitcliffe and make recommendations for improvements by October 2010.

7. Improve strategic partner engagement in programme initiation, development and improvement.

8. Broaden the age ranges represented on the Board of Trustees.

9. Introduce and communicate improved waste reduction systems and reinforce with regular consistent waste reduction messages.

10. Support staff in more sustainable transport practices.

13. Strengths and weaknesses of the Social Accounting Process

The process has been very rewarding in that it has affirmed the high regard clients hold the programmes and organisation in.

It has provided an opportunity for staff to reflect upon the last year’s achievements.

The process has highlighted a number of areas that the senior management team need to address to further support colleagues and programme delivery.

The customer satisfaction survey (now in its 6th year) underwent a major review last year. However it seems that the “Would you recommend BCEP” question was edited out, it should be re-instated.

Board survey does not ask its questions in a similar manner to the staff and partner surveys. There needs to be more thought and preparation paid to these surveys to maximise interpretation of results from differing stakeholders. Through an omission the Board were not consulted upon their perceptions of BCEP’s operational effectiveness, as the question was not included in their questionnaire. Also the options and instructions on the Boards questionnaire could be improved to aid clarity.

The staff survey received a good response rate and produced some very insightful results. It requires fine-tuning, the options on the Staff questionnaire could be improved to aid clarity. Generally the questionnaire is fit for purpose and should form the basis that the other surveys build around.

Similar to the Board survey the partner survey was not clear in its instructions and asked questions that were beyond the respondent’s area of knowledge. This cannot be avoided to some degree, especially if a broader social audit is to be undertaken next cycle. BCEPs work is very varied and covers several distinct areas of activity. So it is highly unlikely that most partners will be knowledgeable about all BCEP areas of work. This doesn’t mean that we should not ask.

Better use could be made of the ongoing monitoring collected by programme staff. If this was edited quarterly the task would become more manageable as at present there is too much information to easily distil and summarise.
13.1 Social Audit Recommendations

1. Celebrate and communicate Social Account findings to Bradford residents and potential new client groups and service commissioners.

2. Broaden the scope of BCEP’s next social audit.

3. Increase staff and Board response rates to Social Audit questionnaires.

4. Standardise response options across consultation questionnaires to aid analysis.

5. Include clear instructions to questionnaires such as “If you don’t know please state DK”.

6. Ensure responses in comments sections do not name staff by name, replace with worker X, Y or Z.

7. Ensure Board are questioned about their perceptions of programme Impact.

8. Remove the question to the Board about day to day management.

9. Include question to Board about their own effectiveness as a Board.

10. Review question to partners on “ability to influence BCEP”.

11. Correct numbering on partners questionnaire.

12. Ensure there are no dual questions in the partner questionnaire.

13. Introduce a form of basic benchmarking i.e. self-assessment, whereby during their first few sessions with BCEP clients will be asked to provide a snap shot of their self-esteem and confidence. This can be recorded again at the end of an period on intervention in order to see how far they have moved on in their personal journey, i.e. “How would you rate your overall confidence on a scale of 1 to 5?”

14. Future plans for the next Social Accounting Cycle

BCEP intends to produce annual social accounts, it is intended that this should include most of BCEP’s programmes next year and all of BCEP’s programmes the year after. Due to financial restrictions it is intended to have the accounts independently audited every three years.

Issue questionnaires, to all staff and trustees, only every 3 years to prevent consultation fatigue.

Issue questionnaires to commissioner stakeholders to capture their perceptions of BCEP operations.

15. Dialogue and disclosure

The full audit report will be posted on the BCEP website (www.bcep.org.uk) and the Social Audit Network website (www.socialauditnetwork.org.uk).

A press release will be issued to local media outlets regarding the key findings of the audit and to signpost interested parties to the BCEP website audit report.

Copies of the full report will be sent to all participating stakeholders.

A summary A4 version of the accounts will be prepared and distributed more widely as a marketing tool.

The BCEP senior management team will review the accounts and detailed survey findings and identify organisational action points to aid continuous improvement.

Findings and copies of the audit report will be celebrated with BCEP staff.