
Heeley City Farm Social Audit

Draft Statement of Social Accounts

1st January 2003 to 31st December 2003

Heeley City Farm
Richards Road, Sheffield S2 3DT
Tel: (0114) 250 0923 Fax: 255 1400
Email: farm@heeleyfarm.org.uk Internet: www.heeleyfarm.org.uk
Contact David Gray david.gray@heeleyfarm.org.uk

SOUTH SHEFFIELD PARTNERSHIP
Working Together



green pennant  award

Winners 2002 & 2003



BURA

Community Regeneration
Award 2003

Heeley City Farm is a company limited by guarantee without share capital. Reg. No. 2141420. VAT Reg. No. 646 3843 17. Reg. Charity No. 512655.
Member of the Federation of City Farms & Community Gardens. Honorary Patrons: Mrs Eve Adsetts, Sir Norman Adsetts OBE, Meg Munn MP

Contents

Contents	1
Introduction.....	3
The Organisation, History & Background.....	3
Aims & Mission Statement.....	4
Stakeholders	7
Who are our stakeholders?	7
Key Stakeholders	7
Scope of the Social Audit.....	9
Methodology.....	9
The Social Accounts Data.....	10
Baseline Data.....	10
Social Book-keeping System.....	12
<i>Asset Development</i>	12
<i>Education</i>	15
<i>Energy Efficiency & Renewables</i>	16
<i>Food & Health</i>	18
<i>Fund-raising & Enterprise</i>	19
<i>Landscapes & Horticulture</i>	20
<i>Management & Governance</i>	20
<i>Site Development</i>	21
<i>Training & Jobs</i>	23
<i>Volunteering & Work Experience</i>	25
<i>Waste Management</i>	25
<i>Youth & Community Work</i>	26
<i>Research & Consultancy</i>	27
<i>Flagship Projects</i>	28
Stakeholder Data.....	29
Additional Data.....	29
Analysis of the Social Accounts	30
Values	30
Objectives and Activities.....	30
Other Views of Stakeholders	30
Environmental Impact	31
Compliance	32
Main Issues, Conclusions and Recommendations	33
Weaknesses with the Social Audit Process	34
Future Plans.....	35

HEELEY CITY FARM – CONTENTS

Measuring our Performance36

How our Stakeholders view our Performance37

Appendices..... 39

Existing targets, outputs and other monitoring data..... 39

The Social Accounting Plan 40

Examples of social book-keeping systems 40

Copies of questionnaires used 40

Copies of interview structures/focus groups used 40

Summary reports of surveys, focus groups etc...... 40

Copy of previous year’s Social Audit Panel notes 40

What do we already do? – Towards a Social Audit 40

Values:..... 43

Objectives and Activities 43

Timetable for the Social Audit 43

Means of Capturing the Audit Information 45

Stakeholders..... 46

Acknowledgements.....52

Introduction

The Organisation, History & Background

Heeley City Farm is a single community organisation dedicated to creating economic opportunities for disadvantaged people in South Sheffield and beyond. It is based on an inner city community farm and has a strong environmental ethos and identity.

The activities of Heeley City Farm are diverse, covering animal husbandry to solar energy, youth work to training adults with learning disabilities.

Well known as a family attraction, a green oasis in a built up inner city area, Heeley City Farm attracts thousands of visitors each year. People come to enjoy Heeley City Farm and this is probably its most valuable physical asset. It is the starting point for what Heeley City Farm is here to do.

The Board of Directors and Management Committee are recruited from local people and people interested in the operations and development of Heeley City Farm and its associated activities. Directors receive no remuneration for their contribution to Heeley City Farm but appoint staff as appropriate to manage and run the farm.

Twenty one years after local people campaigned to improve a neglected and disadvantaged area of Sheffield, Heeley City Farm has emerged as one of the larger and more successful Community Economic Development¹ (CED) projects in city. It's work and reputation is recognised in the Social Economy at a local, city-wide, regional, national and international level.

In 1981, there was an empty, brick rubble covered site. Now two inner city hectares have been transformed into community buildings, green fields and gardens. It's a place alive with activity, never standing still and never closed.

Success has come after much hard work, frequent disappointments, and some mistakes along the way. The result has been a strong and independent organisation capable of tackling the many challenges it faces in the future.

As an **educational charity**: Heeley City Farm teaches children about food, farming and the environment; runs adult education courses on beekeeping, solar energy and cookery; provides energy advice and gardening tips to householders.

As an **environmental project**: Heeley City Farm operates a community recycling site; one of Sheffield's largest composting projects; a city-wide energy and water saving scheme for council tenants; runs local produce markets and conserves rare farm breeds.

As a **tourist destination**: Heeley City Farm provides quality assured and award winning facilities for its visitors; disabled and special needs services and attractions for everyone from local families to far-away tourists, 365 days a year.

Notes

¹ CED is defined as a range of activities and interventions creating local wealth and employment for the benefit of local people. It is a process by which communities can initiate and generate their own solutions to their common economic problems, build long-term community capacity and foster the integration of economic, social and environmental objectives.

As a **voluntary sector agency**: Heeley City Farm provides day care for adults with learning difficulties; educational support to schools; locally based youth work; recreational facilities for Heeley and advice services to the general public and specific groups. Heeley City Farm also provides opportunities for up to 100 regular volunteers carrying out tasks as diverse as web page design to milking goats.

As a **training organisation**²: Heeley City Farm runs an NPTC³ programme for adults with learning difficulties; qualifications in horticulture targeted at long term unemployed adults; Basic Skills training, ESOL⁴ for a range of people including refugees and asylum seekers and provides job search, numeracy, literacy and IT support.

As a **regeneration project**: Heeley City Farm has reclaimed 2 hectares of derelict inner city land as a farm and are working with partners to regenerate a further 6 hectares as Heeley Millennium Park together with a new riverside foot and cycle path along the River Sheaf, Sheffield's 'forgotten river'.

As an **employer**: Heeley City Farm has created more than one and a half jobs for each year of its life. As part of a cluster of environmental services organisations in Heeley (including Sheffield Environmental Training and Heeley Development Trust) nearly 100 people now have permanent employment⁵.

As an **enterprise project**: Heeley City Farm has developed a number of community enterprises generating income that is invested back into the community. Heeley City Farm Café employs four people and provides low-cost healthy food to local people and farm visitors and a specialist catering service to the city. The Garden Centre has the region's only peat-free nursery and employs two members of staff. Other enterprises have been built round recycling, consultancy and teaching.

As a **research organisation**: Heeley City Farm is involved in a variety of environmental and social research projects with partners which include government agencies (DETR, Defra, etc.), universities (Leeds Metropolitan, Liverpool, Sheffield Hallam and the University of Sheffield) and independent research organisations (the Community Development Foundation, Joseph Rowntree Foundation and the New Economics Foundation, etc.). Heeley City Farm is now one of 21 founding members of the European Ecosite⁶ movement.

Aims & Mission Statement

Heeley City Farm came into existence in the middle of 1981. Records show that it adopted a constitution in June 1981, registered as a charity in May 1982 and became incorporated as a company limited by guarantee in June 1987.

The original mission statement of Heeley City Farm, devised in the early years of the farm, was created because mission statements were considered normal and necessary to define the work of a community organisation: funders expected them, though few people read them. Heeley City Farm was an organisation that was developing and changing. A constitution was adopted in

Notes

² The farm is a Learning and Skills Council (LSC) funded Training Centre – in effect a specialist Further Education College.

³ National Proficiency Test Council, an awarding body for nationally recognised vocational training.

⁴ English as a Second or Other Language.

⁵ The farm itself currently employs 37 staff (approximately 35 full time equivalents).

⁶ The European Federation of Ecosites is a network of sites dedicated to innovation and knowledge transfer which develops on site, sustainable development related innovation (such as research, experimentation and testing). There are currently

June 1981 and in 1987 became incorporated as a company limited by guarantee. Today the range and scale of Heeley City Farm’s work is immense by comparison.

The Charity Objects⁷, as set out in the registration documents, are as follows:

“To promote the benefit of the inhabitants of Heeley and the neighbourhood without distinction of sex or political, religious or other opinions, by associating the local authorities and/or voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for recreation and other leisure time occupation with the object of improving the conditions of life for the said inhabitants.”

The Constitution, and later the Memorandum of Association, had five paragraphs covering the following (the full text is available as part of the Memorandum and Articles of Association of Heeley City Farm Ltd.).

- (a) *“To promote the benefit of the inhabitants of Heeley and neighbourhood ... particularly those who have need ... by reason of youth, age, infirmity, or disablement, poverty or social and economic circumstances”*
- (b) To establish and maintain Heeley City Farm.
- (c) *“To advance education ... in agriculture, horticulture ... and related subjects and in ... citizenship”*
- (d) To promote animal welfare.
- (e) *“To provide education and training for young persons [to] enable them to earn their own livelihood”*

The original mission statement of Heeley City Farm (circa 198?) was:

“Heeley City Farm identifies, confronts and addresses the problems of poverty, inequality, prejudice and lack of opportunity in our inner city community by supporting and promoting community regeneration and self help within environmentally friendly and self-sustaining systems, using the background of a mini farm, community gardens and related resources.”

A detailed business planning exercise in 2000/01, coinciding with working towards gaining the Investors In People standard (gained in March 2001) refined the purpose of the farm and the current Farm Plan (covering 2003 to 2008) describes the Primary Aims of the farm as follows:

1. Jobs
2. Training
3. Enterprise
4. Community Engagement
5. Environment

Under these headings, the key areas of activities were listed and described. The list of activity areas is as follows:

- Asset Development
- Education
- Energy Efficiency & Renewables
- Food & Health
- Fund-raising & Enterprise
- Landscapes & Horticulture
- Management & Governance

Notes

⁷ These describe what the charity has been legally set up to achieve and do not necessarily describe all of the activities the charity might carry out in order to achieve the objects.

- Site Development
- Training & Jobs
- Volunteering & Work Experience
- Waste Management
- Youth & Community Work
- Research & Consultancy

Most recently, a full staff meeting was held to discuss the process of Social Auditing and to clarify the mission, values, aims and objectives of the organisation. This concluded the following:

1. That the mission statement still fits – it still covers the organisation’s range of activities and aspirations though it seemed a long and wordy sentence;
2. that the word ‘enterprise’ should be incorporated into the mission statement to reflect this important strand to the way in which activities are carried out;
3. that reference to the geographical coverage should reflect our local commitment and our increasingly wide area of activity;
4. that the mission statement, constitution or some other documentation should reflect the level of activity in relation to health promotion, social inclusion, community enterprise, support for the local economy, animal welfare and vulnerable people.

Values, according to staff, comprised a long list of positive expressions that closely related to the aims and objectives such as ‘socially inclusive’, ‘environmental’, ‘enterprising’ and ‘health promoting’. Other values included positive statements such as ‘honesty’, ‘committed’, ‘risk-taking’, ‘approachable’, ‘learning’, ‘adaptable’ and ‘innovative’.

The emerging headline values appear to be based around the following:

- environmental
- enterprising
- health promoting
- committed
- welcoming and friendly

Further work will be carried out to look at a slightly updated mission statement and a set of commonly held values, which can then be tested with other stakeholders.

The aims and objectives of Heeley City Farm will remain as stated above but will continue to evolve and reflect the current activities of the various enterprises, projects and other activities of the organisation.

Stakeholders

Who are our stakeholders?

“The people and groups who are either affected by or who can affect the activities of Heeley City Farm”

Stakeholders are listed in appendix nn with notes on the categories we have used to organise them. It seemed appropriate that feedback and information from all stakeholder groups should be sought though the level and detail of consultation would vary. It was also decided that dealing with all stakeholders would not be possible or appropriate every year. A three year rolling programme has been initially agreed.

Give the full list of stakeholders identified for the project and then the list of those who were considered to be the key stakeholders and to be consulted as part of the social audit. If you made use of the template from the CDrom (1.3) then you simply need to copy that straight into the social accounts. However you may prefer to present your stakeholder map pictorially.

Key Stakeholders

Explain who decided the key stakeholders and when and how that was done. Explain if any key stakeholders have been omitted from the map.

The key stakeholders are listed below together with notes on the collection of data from them.

Key Stakeholders	Type of data to be collected	Means of capturing QUANTITATIVE data	Means of capturing QUALITATIVE data	Notes
------------------	------------------------------	--------------------------------------	-------------------------------------	-------

Key Stakeholders	Type of data to be collected	Means of capturing QUANTITATIVE data	Means of capturing QUALITATIVE data	Notes

Scope of the Social Audit

Methodology

The size and scope of the work of Heeley City Farm makes Social Auditing from a standing start an enormous challenge and potentially an unacceptable cost to the organisation, particularly in view of the large number of stakeholders (in the region of 100). A pragmatic approach has been chosen that will ensure that thorough and comprehensive accounts are produced in a manageable way. In simple terms, this will be achieved by phasing the process. Over a three-year cycle, broad stakeholder engagement will be achieved. For each year of the cycle, the selection of stakeholders will be made to:

- a) group together stakeholders that share common interests and
- b) deal with issues that relate well to one another in that year.

In order to familiarise ourselves with the audit process, including the costs and benefits to individuals and the organisation in carrying out an audit, a cautious approach will be adopted for the first year. A retrospective analysis of activity based on readily available data and readily contactable stakeholders will be carried out and presented. This will also include an analysis of the limitations of this approach and the plan for future, more comprehensive accounting systems.

A list of existing targets, outputs or other monitoring data produced routinely by the farm is included in appendix nn. This is the starting point for collecting data relevant to the social audit. The next stage is identifying gaps and how they might be filled with meaningful data.

Describe the social book-keeping methods you have used and identify any new systems of record-keeping forms you developed for the social accounts – put copies in the appendices. If you have used the social book-keeping system frame work from the CDrom (1.6 or 1.6a) then you may wish to include that as an appendix to the social accounts.

Stakeholder consultations

Describe how you decided to consult stakeholders; explain the response rates to the various questionnaires, explain how the surveys were analysed and by whom. If focus groups or other forms of consultation have been used explain how they were carried out and by whom. Also explain any of the “glitches” which occurred and if there were any parts of your social accounting plan which were never completed.

Identify which key stakeholders were not consulted and explain why not or if it is intended to consult them in a future social audit cycle.

The Social Accounts Data

Baseline Data

It is important for Heeley City Farm that the Social Accounting data are gathered from the appropriate ‘Social Management Accounts’. In this case the Heeley City Farm Plan⁸ – a comprehensive document that describes and brings together all the activities of the farm – is an important source document. The Heeley City Farm Plan sets out the aims and objectives of the organisation for future years and includes an action plan with specific actions to be achieved. The first version of this document was produced over five years ago and is updated on an ongoing basis to reflect new work areas and enhanced targets. By looking at achievements set against the appropriate period’s action plan, it is possible to measure achievement against stated social objectives.

The principal weakness of this method of gathering social performance data is that some of it may not be externally verified (though the majority is externally evaluated in relation to funding claims, performance reporting and contract obligations). For this reason, direct stakeholder data is also sought where possible.

The subsequent tables are based on Action Plan tables in the Heeley City Farm Plan 2003-2008, which take the following format:

Objective	Actions & Timescale	Measures of Success	Person Responsible (supported by)	Resources	Risks & Assumptions
A statement (in a single sentence with a minimum of jargon) which describes an outcome relating to the section heading above.	Specific tasks that are carried out by the same people under the same plan or with the same funding and which will achieve the stated objective. Using SMART terminology, targets, measures and time scales must be given to all actions. Verb, Noun, Measure and Time Scale.	Verifiable outcomes of the work (and sources of verification/ data).	The Manager responsible for the overall delivery of the work is identified (these are people who have a management responsibility for that work. Further information on their roles and responsibilities will be provided in documents referred to under the following two columns). Other staff who have a role in the work are listed (again, their role may be further described).	Brief outline only of the resources needed to achieve the actions and the income generated by them. List Reference documents including feasibility studies, business plans, contracts, funding offers, policies, procedures, minutes of meetings, etc. These are listed in the Reference Section of this document with a location and named manager.	Based on risk management analysis (SWOT, PEST or other system) used in the development of the actions. Again brief and with reference to other documentation which provides background on the project or task.

The tables have been adapted by taking the first two columns as they are but editing, where appropriate, to restrict them to identifying social objectives. These are then followed by three further columns as follows:

Notes

⁸ The Heeley City Farm Plan 2003-2008.

Achieved 2003:- this states what has been achieved in respect of the social objectives identified in the first two columns. **Positive outcomes are in blue, negative outcomes are in red.**

Means of verification:- stating the source of evidence obtained

Notes:- sometimes identifying further work required or additional outcomes not originally anticipated. In this section, **text in green denotes stakeholder engagement.**

N.B. the actions and timescales have been adjusted to reflect the targets for 2003 only, though comment is usually made on progress towards longer term aims.

Social Book-keeping System

Asset Development

Developing capital assets capable of contributing to Heeley City Farm's long-term survival and as a resources to deliver the work of Heeley City Farm in the present day is the essence of asset development. From our funder's point of view, this is an opportunity to invest for the long term.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Acquire and develop capital assets capable of forming an investment base for Heeley City Farm as a means of service/project delivery and income generation within three years.	<p>Purchase of one terraced house adjacent to the farm site during 2003 to provide accommodation for expanding staff team and as accommodation for the Community Composting Network.</p> <p>Purchase one local property as an Energy House, to be a project base and education/demonstration project for domestic and small commercial energy efficiency and renewable energy measures during 2003-04 (see Energy Efficiency and Renewables).</p> <p>Carry out a feasibility study to look at further site development including new build and refurbishment.</p> <p>Transfer of Goodwin Road premises (approx value £30,000) to Heeley City Farm and letting to SET or their successors.</p>	<p>Houses to approximate value of £200,000 owned for community benefit in Heeley.</p> <p>Further asset development opportunities not identified.</p> <p>Heeley City Farm Asset Development Strategy produced.</p>	<p>75 Richards Road purchased May 2003.</p> <p>Former Pikelet factory purchased subject to contract December 2003.</p> <p>Feasibility study failed to get Key Fund support and is on hold.</p>	<p>Loan/grant arrangements on Richards Road to be finalised</p> <p>Energy House purchase to be financed.</p> <p>Further work required to develop a property strategy in relation to assets held for investment use rather than operation purposes.</p> <p>A display about why the Pikelet factory has been purchased and what will be done with it is required to get feedback from local people who may wonder why HCF is purchasing local property.</p>

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
<p>Invest in existing assets requiring overhaul or refurbishment.</p>	<p>Carry out work to create facilities with a 10-15 year functional life in a capital improvement programme delivered over the next 18 months.</p> <p>Actions include:</p> <p>Reconstruction of existing mess room, Special Needs Cabin facilities and overspill storage/office (Blue Cabins).</p> <p>Refurbishment of farm Café (conservatory, dining areas and kitchen preparation area including additional cold storage facilities).</p> <p>Reconstruction of older farm livestock buildings (for poultry, rabbits & other small animals) to include full facilities for training and visitor access.</p> <p>Refurbishment of public toilet facilities.</p> <p>Reconstruction of sub-standard paths to full public accessibility standards.</p> <p>Alterations to existing Training & Resource Centre, including additional ICT network capacity and improved visitor access.</p>	<p>Little progress on additional site investment due to lack of resources.</p> <p>Priority has been given to any matters relating to public, trainee or staff safety and welfare, including disabled access.</p> <p>A Site Team has been established (led by Farm Manager) to meet regularly and deal with all site related issues.</p>	<p>SSP funding agreement.</p> <p>Expenditure on site issues and records of staff meetings, health and safety incidents, etc.</p> <p>Site Team meeting records and actions (including spending records).</p>	<p>Capital funding originally expected from the South Sheffield Partnership (Yorkshire Forward Single Pot) was not forthcoming and remains on hold. Other sources must now be pursued.</p> <p>The Heeley City Farm Asset Development Strategy must now be followed up with a review of the site and facilities to develop new plans for improving the community asset.</p> <p>The Site Team could increase engagement of local people and regular users in prioritising ongoing maintenance and improvement.</p>

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
<p>Acquire new land assets for the development of the farm's food growing and agricultural training programmes.</p>	<p>Purchase of land in parcels of 5 hectares upwards over the next five years to assemble a cultivable area of 25 to 50 hectares.</p>	<p>No new land acquisitions due to lack of land for sale.</p> <p>Agreement reached on 25Ha of land at Doncaster with the Glass Park Company, on 2 Ha of land with the Wildwood Project and with Wortley Hall in their walled garden (expected benefits will be nn additional jobs, nn additional horticulture trainees and nn tonnes of organic food produced).</p>	<p>Green for Growth (FRENSY) business plan and SEED fund agreement with Wildwood.</p> <p>Records of meetings with Wortley Hall.</p>	
<p>Work with Heeley Development Trust to develop a Heeley Asset base and to identify, where appropriate, specific additional assets held by Heeley City Farm.</p>	<p>Assets identified and acquired over the next 5 years</p>	<p>Assets acquired as above.</p> <p>No additional assets acquired due to lack of Single Pot capital (see above).</p>	<p>See above re houses purchased.</p>	<p>The argument for holding assets as an investment capable of bringing additional financial stability to the organisation and the benefits of collaborating with Heeley Development Trust have not been fully developed but will be as part of the actions described above, particularly through feasibility work around the farm site and assets.</p> <p>Again, some involvement of local people will be important to establish the importance and support for additional assets being held for community benefit.</p>

Education

Heeley City Farm presents a fantastic educational resource for the city with its unique range of facilities and projects based around the environment. Already a popular resource for nurseries, schools, community groups, colleges and universities, the next five years will see an expansion which will establish Heeley City Farm as the premier environmental education venue in the city.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
To provide a high quality education service based at Heeley City Farm specialising in environment, farming and health.	Deliver environmental education on and off site to 2,500 school children and 1,500 other educational visitors each academic year through the appointment of an Education Worker.		Education Work Plan Group Visits Booking File Monthly/Quarterly Reports Community Team meetings & reports Education worker (p/t) appointed	
	Provide training in environmental education to 3 volunteers/students each year.		Numbers of farm trainees and volunteers receiving training in education work.	
	Run adult education courses in a range of environmental and general interest topics based at Heeley City Farm. Three courses with places for 25 local adults.		Education Work Plan	
	Fund raising for employing Senior Citizens Environmental Education project worker Employ Senior Citizens Environmental Education project worker Develop and implement Senior Citizens Environmental Education activities		Successful funding bid New staff member employed Senior Citizens engaged in Environmental activity	

Energy Efficiency & Renewables

From small but enthusiastic beginnings, Heeley City Farm has now established itself as a regional energy efficiency and renewables centre based around its own range of buildings, displays and technological know-how. Heeley City Farm's interests range from activities which directly tackle fuel poverty in low income households through to the high tech development of renewable energy generation.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Expand the energy & water conservation home-visiting schemes that support low income households.	Negotiate with SCC housing to extend the project for a minimum of 2 years to March 2005. Negotiations begin Dec 2002; completed by Feb 2003. Develop smoke alarm-fitting & fire safety project for vulnerable householders in association with S Yorks Fire Service.		New contract confirmed by 28 Feb 2003 Success of pilot project (late 2002). Funding secured for larger scheme at around £8 per installation for labour.	
Develop the farm's fuel poverty and affordable warmth work with partners throughout the region.	Develop the Mobile Energy Centre concept as an outreach tool. Feasibility study completed in mid 2003, funded project in place by end of 2003. Continue to provide the Comfort Network service to front line workers in the region. Provision of professional support services to local authorities, housing associations, community groups and others.		Mobile Energy Centre proposal finalised and centre in operation. Comfort Network continuing. Contractual or other arrangements to provide services to specific client groups in place.	

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Develop a renewable energy programme for Sheffield & S Yorkshire.	<p>Carry out a feasibility study into subsidised solar water heating bulk-purchase scheme by June 2003.</p> <p>Negotiate with Energy companies to access Energy Efficiency Commitment (eec) funding, and with solar panel manufacturers to establish bulk purchase rates by October 2003.</p> <p>Examine other discount or club/membership schemes (such as the existing South Yorkshire Solar Club).</p>		<p>Study complete.</p> <p>Agreement reached.</p> <p>Schemes evaluated.</p>	
	Develop a social firm Business Plan and feasibility study for the manufacture of solar water heating equipment and solar educational models using various funding sources during 2003.		<p>Plan developed.</p> <p>Satisfactory response from panel manufacturer.</p> <p>Bids successful.</p>	Reliant on successful negotiations with solar panel manufacturer and with SYSEN and Key Fund re feasibility funding.
	<p>Further develop the Self Help Solar series of educational workshops in association with the Schools & Homes Energy Education Project. Running 3 courses each year, rising to 5 per year by mid 2004 using WEA and related funding.</p> <p>Publication of Self Help Solar fabrication manual by mid 2004.</p>		<p>Course run.</p> <p>No. of participants.</p> <p>Manual published.</p>	
Develop new assets which promote best practice in energy efficiency and renewable energy.	<p>Acquire a local house to develop as an energy and environment demonstration house for educational and promotional purposes and to act as a base for further energy efficiency project work.</p> <p>Property acquired Mid 2003.</p> <p>Refurbished and operational by late 2003 and employing an additional Energy Team worker.</p>		<p>Property identified.</p> <p>Property acquired.</p> <p>Property refurbished and commissioned.</p> <p>Energy Worker Appointed.</p>	

Food & Health

People have been known to feel better just from a visit to Heeley City Farm. This is no coincidence since Heeley City Farm promotes a healthy lifestyle (outdoor, active and social) and personal health (through health and safety, healthy food and diet activities, healthy homes, and more). Working with an increasing range of partners, health will permeate all Heeley City Farm's work but will also be the focus of a range of projects and enterprises which will make a positive contribution to all who come into contact with Heeley City Farm and its projects.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Enlarge the community food & health sector in the city and region.	Continue development of the FRENZY ⁹ programme. Completion of FRENZY Business Plan by January 2003.		Secure YF and matching funding. Production of, and agreement of, Business Plan by FRENZY partners, SCEDU and YF.	
	Establish active partnership with Sheffield Wildlife Trust to establish South Sheffield Local Food Group		Actively managing joint project with SWT.	
	Identification of new site(s) for food growing: See Site development and Asset Development..			
To develop a financially viable outside catering enterprise.	Develop a new business plan to develop the enterprise as a training and employment project with a minimum of 80% of costs being generated by sales within three years. Complete café and outside catering Business and Marketing Plan by January 2003. Catering enterprise operating from dedicated premises and employing three fte staff by 2008.		Start up and development grant funding in place. Business Plan agreed and implemented. Turnover meeting break even point. Jobs in place.	
Engage Health Authorities, PCT etc. in HCF agenda – ongoing.	Small project supported by HA/PCT by April 2003.		Project running.	

Notes

⁹ Food Resources Network South Yorkshire, the result of an Objective 1/SCEDU supported project to develop the food and health cluster in South Yorkshire.

Fund-raising & Enterprise

Raising the cash to do the work is a never ceasing activity. It is Heeley City Farm's blend of funding, contracts and enterprise income that makes the whole thing work. As an enterprise primarily concerned with people (and particularly people suffering some form of disadvantage) we will always seek to apply charitable and public sector funds to our work whilst developing the means to generate cash to meet shortfalls and the development needs of Heeley City Farm and its work.

As a significant local employer, Heeley City Farm has a continuing role in being part of the economic revival of this part of the city.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Develop and implement a long term funding strategy.	Revised fund raising strategy completed by October 2002. Fund raising strategy implemented - ongoing		Fund raising strategy produced. Targets achieved.	
Development of expanding food enterprises supporting Heeley City Farm's work.	Café: see Food and Health.			
Expansion of horticulture retailing at Heeley City Farm site.	Garden Centre Business and Marketing Plan completed by August 2003. Garden Centre Business and Marketing Plan implemented – ongoing.		Business and Marketing Plan agreed by Directors, staff and volunteers. Targets (e.g. customers numbers and spend, turnover, gross income etc.) achieved.	
Development of composting enterprises to support Heeley City Farm's work.	Composting: see Waste Management			
Development of energy efficiency and renewables enterprises to support Heeley City Farm's work.	Energy: see Energy Efficiency and Renewable			
New and other enterprise development to increase earning potential of farm activities.	Farm Community Enterprise Development Worker appointed to co-ordinate new and existing enterprise in post during 2003. Enterprises identified during 2003. Target of 6 new jobs over 5 years.		Enterprises identified. Jobs created.	

Landscapes & Horticulture

Plants and their maintenance is a highly visible part of Heeley City Farm's work especially having created an oasis of green in the urban landscape of South Sheffield. We produce excellent plants and train excellent trainees against the background of a fast expanding part of the economy.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Establish a new landscape management service enterprise in conjunction with Heeley Development Trust to provide locally based service for all public spaces creating local pride and contributing to the local environment and community safety.	Establish a new project or organisation employing local people in local streetscene and open space management by mid 2004 and employing two local people.		Project established. People appointed. Local feedback regarding environment, community safety and local pride.	
	Garden Centre development to become a supplier to Heeley and other landscape and streetscene projects in South Sheffield contributing up to £20,000 p.a. each year to Garden Centre earnings by 2008.		Garden Centre supply contracts established. Increase in earnings.	

Management & Governance

Running an enterprise of the size and complexity of Heeley City Farm is not an easy task but by involving people, keeping focused on our aims and ensuring proper administration of our activities this is one community organisation that will look beyond the short term vagaries of funding to ensure it remains both relevant and entrepreneurial.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
------------------	--------------------------------	----------------------	------------------------------	--------------

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Develop, implement and manage quality management systems appropriate to the work of Heeley City Farm.	LSC Self Assessment, Development Plan and Strategic Plan produced on an annual programme. Investors In People re-assessment on three year programme (next review 2003/04). Review financial monitoring and reporting systems for Directors, funders and staff (ongoing).		Appropriate systems implemented and operational at any given time.	
	Convene Regular Meetings Of Appropriate Farm Teams. Minimum meeting interval approx. 1 month. Involve Directors in more thorough review of organisation's objectives at least once each year.		Records of meetings. Records of Directors meetings.	

Site Development

Two hectares of inner city Sheffield buzzing with activity and never standing still was Heeley City Farm's intention from the very beginning. Now with the management of three further sites around the city, Heeley City Farm believes that it can deliver a model of urban landscape management that goes beyond good looks and meets the needs of regeneration and disadvantaged individuals. Maintaining a showcase for urban environmental enterprise means both a commitment to maintain what we have and to develop it to new and exciting levels.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
-----------	---------------------	---------------	-----------------------	-------

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Maintaining a high quality green recreational and educational space for local people and visitors at Heeley City Farm.	<p>Developing and delivering a rolling site interpretation plan aimed at all farm visitors (educational and touristic) on an annual basis by the end of 2003.</p> <p>Approx. 10% pa increase in visits each year over the coming five years.</p>		<p>Systematic improvements in site interpretation, educational and visitor facilities each year.</p> <p>No of visitors per year.</p> <p>No. of groups visiting each year.</p> <p>Visitor feedback on facilities provided.</p>	
	Maintaining Heeley City Farm animal collection as an important educational and genetic resource.			
Continue Heeley City Farm Building and Renewal Programme to provide and maintain high quality facilities for visitors and workers with particular regard to sustainability (resource conservation and running costs).	<p>Implement Phase 2 of Heeley City Farm Building Programme to replace and upgrade substandard facilities and buildings on site with small animal housing and public/trainee toilet facilities completed by end of 2003.</p> <p>Develop and implement Phase 3 of the Building Programme including further energy efficiency and generation, enhanced water conservation, improved out of hours security and disabled access. Work to be started in 2003 and cover a two year delivery programme.</p>		<p>New building work completed.</p> <p>New facilities in place.</p> <p>Heeley City Farm Building and Renewal Programme developed as a rolling programme with a three year work and funding programme.</p>	
Development and maintenance of all farm managed sites to meet the long term needs of the whole organisation.	Draw up site management plans for Heeley site by January 2003.		Distribution and agreement of site management plan by Directors, staff and volunteers	
	Draw up site management plans for Meersbrook site by January 2003.		Distribution and agreement of site management plan by Directors, staff and volunteers and Meersbrook Park Users Trust	
	Draw up site management plans for Fairthorne site by April 2003.		Distribution and agreement of site management plan by Directors, staff and volunteers and Home Farm Trust management	

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
	Draw up site management plans for the Elms site by April 2003.		Distribution and agreement of site management plan by Directors, staff and volunteers and Home Farm Trust management	
Establish new enterprise and training activity on new sites to expand the scale and geographical reach of Heeley City Farm.	Identification of new site(s) for composting by April 2003.		Contract to use new site(s) agreed	
	Identification of new site(s) for food growing by June 2003.		Contract to use new site(s) agreed	

Training & Jobs

The only way that Heeley City Farm was ever going to have a genuine and lasting impact on its community was if it could get vital training and jobs for people most in need of them. This area of work cannot be underestimated and is almost a mantra for new project development. Our achievements to date are impressive, particularly in employing local and disadvantaged people but this is just the starting point for future growth and development in this area.

Heeley City Farm is for all intents and purposes, an FE college and must compete with the best training providers in the sector for students, funding and to achieve the outcomes appropriate for the students. Heeley City Farm's reputation: its range and quality of training, will be expanded significantly over the coming years.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Heeley City Farm as a regionally important community training provider across a range of land based and environmental subjects.	Complete LSC Development Plan and LSC Strategic Plan by March 2003. LSC Development Plan implemented – ongoing.		LSC Strategic Plan agreed by LSC. Targets stated in plans achieved.	
	New Deal 18-25 contract agreed by December 2002		New Deal contract agreed with Sheffield City Council Targets in contract achieved.	

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
	Other New Deal contracts sought - ongoing		Ongoing.	
	JobNet contract agreed by November 2002.		Contract agreed with CFE. Targets in contract achieved.	
	Training for new target groups (e.g. ex-offenders, young people at risk, refugees and asylum seekers etc.) sought – ongoing.		Ongoing.	
Heeley City Farm as an increasingly significant local employer of targeted groups.	Staff employments statistics maintain a minimum of 60% of employees from local area and 70% from targeted groups (including long term unemployed, adults with learning difficulties, older people, Black and Ethnic Minority groups and refugees and asylum seekers.		Percentages achieved.	
Consolidation of the Heeley City Farm Environmental Industries Training and Capacity Building programme.	<p>The following will be implemented as an integrated extension of the above work over the next 6 to 12 months.</p> <ul style="list-style-type: none"> ▪ Individual personalised Capacity Building. ▪ Accredited training for adults with learning difficulties. ▪ Accredited training in Horticulture. ▪ Developing the Brokers 'ILM-type' opportunities for unemployed adults. ▪ Job search, job matching and job retention. ▪ Community Enterprise and Social Firm development. ▪ Establishing Basic Skills training programmes. ▪ Establishing English as a Second Language training and work experience programmes. ▪ Training opportunities for young people. 		Numbers of participants and other monitoring data (including some of the above) relating to recruitment, training and outcomes of training.	
Identify, acquire and equip additional training space for quiet work, a prayer room and additional ICT capacity.	Space acquired and in use by mid to late 2003		Space in use.	

Volunteering & Work Experience

Heeley City Farm started as a volunteer project and has never lost sight of this despite its emphasis on getting people into jobs. To us, volunteering is not simply a leisure activity for people with the time and financial resources to do. Volunteering at Heeley City Farm is a means by which people get to where they want to be: to gain skills, confidence, friends and a sense of well-being so that they can make choices, access more training, get a job. The wide range of tasks that people can take part in at Heeley City Farm are also a fantastic resource for agencies wanting to find meaningful work or work experience for people.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Develop and expand an inclusive, varied and stimulating volunteering and work experience programme.	Volunteering programme ongoing.		No. of participants on volunteering programme.	
	School work experience programme ongoing.		No. of participants on work experience programmes.	
Provide specialist support for particular groups of volunteers or work placements.	Community Service Orders, Reparation Orders and young people at risk programmes ongoing.		No. of participants on programmes.	
Develop opportunities for new target groups (e.g. ex-offenders, young people at risk, refugees and asylum seekers, senior citizens etc.)	Ongoing development of contacts, partnerships and programmes.		Establishment of new contacts, partnerships and programmes.	

Waste Management

One of the most successful community run 'bring sites' and the home of community composting in the UK (if not the world), Heeley City Farm is an inveterate recycler. But waste management is about more than bottle banks and compost worms, its part of the environmental social economy capable of creating jobs, enterprises, community resources and a host of other environmental benefits if it is pursued holistically. Welcome to the world of waste management according to Heeley City Farm!

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
------------------	--------------------------------	----------------------	------------------------------	--------------

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Develop community composting enterprise activity at a city wide scale.	Three new community composting sites operational and taking green waste at a rate of 1,000 tonnes each year by Autumn 2003 and employing one additional worker. Sites developed in accordance with the Dispersed Composting Network Business Plan developed for this project with Sheffield Wildlife Trust, Onyx and Sheffield City Council.		Sites operational. New products developed. Income from waste receipts and product sales.	
Continue to provide a Recycling Centre for the widest possible range of materials at Heeley City Farm and use it to promote recycling and sustainable waste management to all users and visitors.	Maintain and upgrade Heeley City Farm bring site and produce new educational materials to promote good practice to all farm visitors and users.		Quality of site appearance. Usage of site and user feedback. Tonnes collected from site.	

Youth & Community Work

Young people and our community (in Heeley and South Sheffield) are the reason we are here. We invented animals as a powerful attraction to get people involved and we continue to find ways to hook people in, particularly where they would otherwise miss out or fall out of the system altogether. Our commitment to young people has been unstinting, despite the lack of funding in the past. Young people who may be seen as part of some of the city's problems are the most vibrant source of energy for its future.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Provide a stimulating, challenging and inclusive programme for young people at Heeley City Farm.	Young volunteers programme ongoing.		No. of young participants on volunteering programme.	
	Young volunteers receiving accredited training.		No. of young participants on training programmes.	

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
	Young people receiving environmental education.		See: Education	
Involve new target groups of young people in the work of Heeley City Farm.	Identify and support young people from ethnic minority families, refugees and asylum seekers.		Ongoing.	
Develop new activities and opportunities for local and other interest groups and individuals to participate in the work of Heeley City Farm.	Older people's volunteering project developed with SEED fund and started in mid 2003 Establish the Sheffield Black Environment Network (Shebeen) Project with SPAT-C and appoint Development Worker by April 2003. New activities developed – ongoing. New groups and needs identified – ongoing.		Funding in place. Worker appointed. SEED Outputs achieved. Worker appointed. Project success measured by reports. Ongoing.	

Research & Consultancy

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
To build on and expand our work with other organisations to develop capacity and spread good practice in community based economic regeneration and environmental enterprise	Continue commitments to RegenSchool. Carry out three other consultancy engagements during 2003 and develop a marketing plan to expand the service in future years by the end of 2003.		Consultancy undertaken.	Capacity is the main issue to consider as time of the key staff able to provide consultancy is limited by heavy work commitments and funding restrictions. Some investment in the core of Heeley City Farm by SSP would enable this area to expand.

Flagship Projects

The future of regeneration in Sheffield will require more innovation, more leadership, more ways to exceed the expectations of funders. Standing still and doing more of the same is simply not enough. Heeley City Farm has a reputation and a responsibility to continue to find ways to increase the impact and the targeting of regeneration activities and to help others achieve more with sometimes dwindling resources. Here are the principal projects that will help define the Heeley City Farm for the future.

Objective	Actions & Timescale	Achieved 2003	Means of Verification	Notes
Heeley City Farm as a regionally acclaimed centre.	Achievement of regional recognition in community training, energy efficiency and renewable energy, environmental education, community composting, green tourism and community food projects, all within five years. Production of a high quality farm video, promotional leaflets and upgrading of Heeley City Farm's reception facilities within one year to promote Heeley City Farm across the range of its work to funders, supporters and potential partners.		Recognition in publications, the media, events at a local, regional and national level. Completion of a suite of marketing materials and their use (measured by exposure, numbers distributed, etc.	
Heeley City Farm's economic and management model to have a 25 year track record of successful growth, development and delivery in the Social Economy.	Established within 4 years.		Success of the organisation at 25 years of age.	

Stakeholder Data

Additional Data

Analysis of the Social Accounts

Values

Report the results of consulting stakeholders about how far your organisation lives up to its values. If possible, show comparisons between the views of different stakeholder groups.

Objectives and Activities

In this section you will report on all of the Activities of each of the stated Objectives. Start first with some descriptive sentences which explain what is done and gives the relevant facts and figures about the scale of the activity. (Descriptive and Quantitative). Sometimes you may have to simply state that a particular activity has not been done, or that you have no facts and figures to back up the description.

Then report what the different stakeholders thought about the work done (Qualitative – What the Stakeholders think).

Finally, add any comments of your own, highlighting the important points and/or interpreting/explaining the findings (Commentary).

Remember that you should write something for each Activity of each Objective.

Other Views of Stakeholders

In this section you will report any views of stakeholders which have not found their way into the previous section. This is likely to cover: their views on the priority and relevance of the Objectives and suggestions for new Objectives or Activities; the responses from different stakeholder groups on questions put specifically to them (for example to partners about what it is like working in partnership with your organisation; or to funders about value for money etc); any other suggestions or overall comments from stakeholders.

Environmental Impact

Some discussion here about our environmental impact in addition to that described elsewhere. Environmental performance is embedded in all our work with the majority of activities (enterprises and projects) being of an environmental nature. However, general environmental performance of the organisation (e.g. in the office, working on the site, transport arrangements, etc.) is not always monitored and may provide scope for further improvement.

In this section you will report on any environmental policies and practices which your organisation has adopted and your impact on the environment. It may be that these matters have already been covered in your detailed report on Objectives and Activities.

Compliance

Here you should explain which statutory standards you keep to (for example: explaining that you have and implement an equal opportunities policy, health and safety requirements etc.) and if you also meet any additional voluntary standards (for example: Investors in People).

Main Issues, Conclusions and Recommendations

These are your summary of the main issues which arise from the social accounts. If you have identified them in the Commentary sections of the Analysis of the Social Accounts then you can simply repeat them here and draw the conclusions and recommendations you think appropriate. There may be conflicting views from different stakeholder groups which can be highlighted here.

Weaknesses with the Social Audit Process

In this section you reflect on the experience of preparing the social accounts and note the problems – and also the good bits!

Future Plans

Dissemination and Dialogue

Explain how you intend to report back the findings to the various stakeholders and how you intend to enter into discussion with them about any important issues which have arisen.

Follow-up action

Explain how the organisation intends to follow-up the issues and recommendations raised by the social accounts.

The Next Social Audit cycle

Include your proposals for continuing with social accounting and audit or, if you have decided not to continue, explain why this is.

Measuring our Performance

How our Stakeholders view our Performance

Appendices

Existing targets, outputs and other monitoring data

The Social Accounting Plan and Book-keeping System (CDrom 1.5, 1.6 or 1.6a).

Record-keeping forms which have been devised for the social audit.

Copies of any questionnaires used.

Copies of interview structures/focus groups used.

Summary reports of surveys, focus groups etc.

Copy of previous year's Social Audit Panel notes.

The Social Accounting Plan

Examples of social book-keeping systems

Copies of questionnaires used

Copies of interview structures/focus groups used

Summary reports of surveys, focus groups etc.

Copy of previous year’s Social Audit Panel notes

What do we already do? – Towards a Social Audit

	Tick	Comments
1. Documentation and Record-keeping		
<i>a. accurate records of work done/services provided</i>		
<i>b. feedback/evaluation forms from trainees, clients etc</i>		
<i>c. one off project or service evaluations</i>		
<i>d. detailed employee/volunteer records</i>		
<i>e. record of training for employees/volunteers</i>		
<i>f. regular employee reviews/appraisals</i>		
<i>g. employee time-sheets</i>		
<i>h. anecdotal evidence recorded in writing</i>		
Other.....?		

HEELEY CITY FARM – APPENDICES

2. Stakeholder Consultation		
<i>a. annual questionnaire to:</i>		
i. employees		
ii. volunteers		
iii. customers/clients/trainees/beneficiaries		
iv. community groups/community members		
v. board/management committee members		
vi. funders		
vii. partner organisations		
viii. wider community/general public		
<i>b. face to face consultation with:</i>		
i. employees		
ii. volunteers		
iii. customers/clients/trainees/beneficiaries		
iv. funders		
v. partner organisations		
vi. community groups/community members		
vii. wider community/general public		
Other.....?		
3. Compliance with External Standards		
<i>a. quality assurance systems</i>		
<i>b. health and safety policy and procedures</i>		
<i>c. equal opportunities policy and procedures</i>		
<i>d. investors in people</i>		
<i>e. employment of disabled people</i>		
<i>f. PQASSO</i>		
Other.....?		
	Tick	Comments

4. Reporting on Social and Environmental Performance		
<i>a. publish report on social and/or environmental performance</i>		
<i>b. include a section in the annual report</i>		
<i>c. give a verbal report at the AGM</i>		
<i>d. circulate a newsletter with details to the community or to stakeholders</i>		
<i>e. write and publish relevant case-studies</i>		
<i>f. write internal reports on social and/or environmental performance</i>		
<i>g. set annual targets for social and/or environmental performance</i>		
Other.....?		
5. Discussion about Social and Environmental performance		
<i>a. regular agenda item at Board/Management Committee</i>		
<i>b. regular discussion by Management team</i>		
<i>c. regular discussion by/with employees/volunteers</i>		
<i>d. regular discussion/focus groups with:</i>		
i. customer/clients/trainees/other beneficiaries		
ii. funders		
iii. partner organisations		
iv. community groups		
v. wider community/general public		
Other.....?		

HEELEY CITY FARM – APPENDICES

Values:

Values	Method of Checking
to be inserted	

Objectives and Activities

Timetable for the Social Audit

Means of Capturing the Audit Information

Objective	Achieved by (Actions)	Type (Social or Env.)	Measured by (What? – quantitative)	Measured by (What? – qualitative)	Measured by (Who?)	Measured (When?)	Indicators	Case Studies & Anecdotes
Educational charity								
Environmental project								
Tourist destination								
Community Sector Organisation								
Training organisation								
Regeneration project								
Employer								
Enterprise project								
Health & Social Inclusion Project								
Research organisation								

Jobs								
Training								
Enterprise								
Community Engagement								
Environment								

Stakeholders

Stakeholder	Type (H/B/P/S /F/R/O)¹⁰	Group (I/F/B¹¹)	Year¹²	Notes
Accountants/Auditors	R	F	3	
Adult Learning Inspectorate (ALI)	R	B	3	
Animals	B	F	2	This may be difficult!
Anns Grove School	B	B	2	Visiting children
Anns Grove School	P	I	2	Curriculum development
Bank	R	B	3	Co-operative Bank and CAF Cash
BME individuals and groups	B	B	2	An under-represented group at the farm
Café customers	B	B	2	

Notes

¹⁰ **Type codes:** H = Heeley City Farm; B = Beneficiaries; P = Partners; S = Suppliers; F = Funders & Purchasers of Services; R = Regulators; O = Other.

¹¹ **Group codes:** I = Inputers; F = Farm /internal; B = Beneficiaries.

¹² **Year:** Three year rolling programme of contacting stakeholders.

Stakeholder	Type (H/B/P/S /F/R/O)¹⁰	Group (I/F/B¹¹)	Year¹²	Notes
Charitable trusts	F	I		
Children	B	B		Range of age ranges
Community Composting Network	F	I	2	As tenants
Community Composting Network	P	I	2	In composting development
Community organisation and agency visits	B	B	2	
Community Service Order participants	B	I	2	Links to Probation Service
Connexions	P	I	2	
Creditors	F	I	2	Anyone we owe money to
Deaf community	B	B	2	Staff, service users and potential beneficiaries
Debtors	S	F	2	People who owe money, funds outstanding
Defra	F	I	2	
Defra	R	B	3	
Directors	H	I	1	
Disabled groups and individuals	B	B	2	An under-represented group at the farm
Disabled groups and individuals	B	B	2	A sub-group of farm users (accessibility issues)
Donors	F	I	2	Small or large individual contributions
Enventure	F	I	2	
Environment Agency	R	B	3	
Environmental Health Department (SCC)	R	B	3	
Farm animals	H	I	2	
Federation of City Farms and Community Gardens	P	I	1	

Stakeholder	Type (H/B/P/S /F/R/O)¹⁰	Group (I/F/B¹¹)	Year¹²	Notes
Funders (All)	R	B	3	
Garden Centre customers	B	B	2	
Green for Growth	F	I	2	
Green for Growth	P	I	1	
Health & Safety Executive (HSE)	R	B	3	
Heeley Development Trust	P	I	1	
Home Farm Trust	O	B	3	Landlord
Learning and Skills Council	F	I	2	Contract for services held
Local families & children	O	B	2	
Local residents	O	B	2	
Local, regional, national and international networks	P	B	1	Organisations we connect with
Long term volunteers	H	I	2	People who are a regular part of the organisation
Meersbrook Park Users Trust	P	I	1	
Neighbourhood Support Fund	F	I	2	
Occasional volunteers	B	I	2	
Older people	B	B	2	
Onyx	P	I	2	
Other Contractors	F	I	1	Contractors not specifically listed
Other Funders	F	I	1	Funders not specifically listed
Other Partners	P	I	1	Organisations we work collaboratively with
Parents/grandparents with young children	B	B	2	

Stakeholder	Type (H/B/P/S /F/R/O)¹⁰	Group (I/F/B¹¹)	Year¹²	Notes
Powergen	P	I	2	A partner in the Water Hog enterprise
Primary Care Trusts	P	B	2	
Probation Service	P	I	2	Links to CSO participants
Refugees and asylum seekers	B	B	2	
RegenSchool	F	I	2	Contract for services held
RegenSchool	P	I	2	
SCEDU/SYSEN	P	I	1	
School visits	B	B	2	
Schools and Homes Education Project (SHEEP)	P	I	2	
Sheffield City Council – Housing	P	I	2	Also contracto
Sheffield City Council – LEA	P	I	2	
Sheffield City Council – Parks, Woodlands & Countryside	F	I	2	Contract for services held
Sheffield City Council – Parks, Woodlands & Countryside	P	I	2	Also funders
Sheffield City Council – Property Services	S	B	3	Landlord
Sheffield City Council – Social Services	F	I	2	Contract for services held
Sheffield City Council – Waste Management	P	I	2	Also funders
Sheffield City Council –Employment Unit	P	I	2	
Sheffield First	O	B	2	
Sheffield Futures	P	I	2	
Sheffield Wildlife Trust	P	I	2	A significant partner on one enterprise
Social Services (SCC)	R	B	3	

Stakeholder	Type (H/B/P/S /F/R/O)¹⁰	Group (I/F/B¹¹)	Year¹²	Notes
South Sheffield Partnership	F	I	1	
South Sheffield Partnership	P	I	1	
South Yorkshire Energy Efficiency Advice Centre (SYEEAC)	P	I	2	
Staff	H	I	1	
Suppliers & contractors	S	B	3	Local/national/international
SYEN	P	I	1	
The SEED Fund	F	I	2	
Trainees – accredited training learners	B	B	1	
Trainees – adults with learning disabilities	B	B	1	The Special Needs Group
Trainees – Basic Skills learners	B	B	1	
Trainees – ESOL learners	B	B	1	
Utility Companies	S	F	2	Gas, electricity and water
Visitors & tourists	B	B	2	i.e. the ‘public’
Voluntary Action Sheffield	O	B	2	
Voluntary Action Sheffield	S	I	3	Training, legal expertise.
Work placements	H	I	2	
Workers’ Educational Association (WEA)	P	I	3	
Yorkshire Water	P	I	2	A partner in the Water Hogs enterprise
Yorkshire Water	R	B	3	In relation to water use by the farm
Young people	B	B	2	As all users of the farm (including out of hours)
Young volunteers	H	I	2	A regular, identifiable group of volunteers

Key

Type codes:

- H = Heeley City Farm
- B = Beneficiaries
- P = Partners
- S = Suppliers
- F = Funders & Purchasers of Services
- R = Regulators
- O = Other

Group codes:

- I = Inputers
- F = Farm /internal
- B = Beneficiaries

Year:- year of the three-year rolling programme of contacting stakeholders

Type of data to be collected	Means of capturing QUANTITATIVE data	Means of capturing QUALITATIVE data	Notes

Acknowledgements



File Name: HCF Social Audit 2003.doc
Last edited: 29/01/2004 10:23:00
Date printed: 23/08/2012 11:45:00
Author: David Gray/John Le Corney