Kindling Farm

BUSINESS PLAN

2021/22 TO 2027/28

VERSION 2



SCOPE OF THIS BUSINESS PLAN

This business plan covers, in detail, the first five years of establishing the Kindling Farm, including the purchase of the farm and the initial refurbishment of the buildings as well as financial projections for the next 25 years. We make reference to future plans for a Social Enterprise Hub and a Centre for Social Change as they form part of the long term vision, but they do not form part of this business plan. Should the opportunity arise and finance permit, we may bring these elements forwards. Information relating to these two projects can be found in the appendices.

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Our vision for the farm

"Kindling Farm" shouts the driver and as you get off the bus I am there, from the farming team, to meet you. We start the tour at the converted stables where a couple of the growers are fork-lifting pallets of fruit and veg onto a lorry. This fresh organic produce will be on school plates locally, and across Greater Manchester, tomorrow lunch time. Many of these schools visit the farm throughout the year to learn about where and how their food is produced.

In the polytunnel we meet recent graduates from our FarmStart programme. They choose to be based here because they can access affordable land, work alongside experienced growers, keep their costs lower by using Manchester Veg People's shared marketing and distribution service and benefit from Kindling's volunteers.

We walk through the coppiced woodland, spotting birds in the native trees. But the trees don't stop there, our vegetables and cereals are grown between rows of fruit trees - 6000 trees in total! This is known as agroforestry and is an amazing farming system that improves yields, soil health and biodiversity. Inspired by pioneering farmers in the Southeast, we now receive many visits, enquiries and much enthusiasm about this hugely ecological and productive way to farm.

I explain that the field of flowers in front of us is managed by a new local enterprise - supplying weddings, funerals and romantics across the Northwest! The field to the left supplies flax to companies producing textiles, oil and construction materials.

We talk about the highly efficient buildings and the district heating system, the production of our own energy and our zero-waste plan. I explain how, working with the Manchester-based Fairfield Group, lorries taking food into the city return with waste veg for us to compost. As well as keeping our soil healthy, the composting process itself generates heat for our polytunnels, extending our veg growing season.

The aroma of fresh baking wafting from the Social Enterprise Hub makes us hungry, and as we enter the café it is bustling with people. You hear a group in animated discussion about engaging communities in climate change solutions. "It sounds interesting in theory" you comment, and one of them responds that it is far from theoretical. "I can't wait to talk to people at home in Stoke about these ideas. It won't be easy, but I'm building a great network of support here."

I explain that this event at the Centre for Social Change has been organised by some of our Community Shareholders, without whom, we wouldn't have the Farm. What's even better is how many get involved in so many different ways.

After lunch you help carry beer (brewed using our own barley) from the micro-brewery over to our camping barn. We are celebrating the conclusion of the ecological self-build training programme, run in partnership with a housing association. Building on a local brownfield site, it has enabled young people to stay living in their local community and taught them green building skills.

I excuse myself as I need to attend a planning meeting for our AGM, we're expecting several hundred members to come this year. You look surprised and I smile. "That's nothing" I say. "They're hosting Question Time here next month, and that's loads more work!"



Sustainable Living:

- Low Impact Buildings
- Agri-tourism
- Volunteering
- Social
- Prescribing

Perhaps more than anything else, the world needs new models of agriculture: farms that are of course productive, but also sustainable for many centuries to come; that are resilient - able to adjust to climate change; that are people friendly, offering plenty of good jobs and supporting local communities; and that treat livestock humanely; and are wildlife-friendly - there is no need for the present extinctions. Kindling Farm is providing one such model – and is showing that it can work.

Ruth West, Oxford Real Farming Conference Co-founder & The Real Farming Trust.

Sustainable Production:

Agro-ecological Farming
Social Enterprise Hub
Veg Box People
FarmStart Incubator

Social Change:

Centre for Social Change
Support for Change Makers
Training, Conferences & Events

The diagram below presents our aspiration for the Farm, with facilities, activities and partnerships that will sow ideas, grow livelihoods and fuel action for a just and fairer food system.





1

OVERVIEW

1.1 Executive Summary
1.3 Kindling Farm's Mission Statement

1.1 Executive Summary

Kindling Farm; sowing ideas, growing livelihoods and fuelling action for a just, ecological food system.

In Spring 2020 we were just weeks away from launching the Kindling Farm pioneer community shares campaign when Covid hit. With heavy hearts, we pressed pause on the campaign, and decided to focus on supporting Kindling's family of enterprises in increasing the quantity and improving the accessibility of local organic food.

A challenging but remarkably productive year on, we find ourselves with a stronger case and increased support for Kindling Farm:

- Local food systems have played a hugely important role in society's response to the crisis, not just in terms of food access, but in supporting individuals' well-being in a time of great need.
- Our team has learnt a huge amount: from crisis management skills to the practicalities of safely sustaining food production and distribution in a pandemic.
- The interest in local, sustainable food has significantly increased both locally and nationally. The organic market has seen its highest growth rate since 2006, and its 10th consecutive year of growth.
- Interest in our work has exploded. Able to offer safe outdoor volunteering opportunities during the pandemic, we have connected with a large number of new community members who are now deeply engaged with our work, very excited to see the farm happen and keen to offer us their time and skills.
- Despite (or perhaps because of?) the pandemic, other recent community shares campaigns have succeeded.

Whilst the world is still a very uncertain place, we have been encouraged by our supporters and advisors that the time is right for Kindling Farm and that, perhaps more now than ever, people want something hopeful to invest in.

Since 2007, the Kindling Trust has established and supported farming projects and food enterprises aimed at creating a more sustainable food system for Greater Manchester and the Northwest. To have a more meaningful impact and to respond to increasing demand, this work needs to significantly scale up.

We are establishing a large-scale, pioneering agroforestry farm just outside Greater Manchester; significantly increasing availability of local, organic fruit and vegetables, improving health and well-being through increased access to fresh food, and offering a rich programme of training and community-building activities. It will eventually be home to a Centre for Social Change; promoting and supporting the transition to a low-carbon, more socially and ecologically just world, and to a Social Enterprise Hub with shared facilities and collaborative working opportunities.

Never has concern around the climate and ecological crisis been so strong. By establishing a farm owned by its members and by giving communities a voice, together we will demonstrate that there are achievable solutions.

In late 2019 we were approached by the owner of a farm, keen to sell to us. After a series of very positive discussions, evaluations of the site and due diligence checks, we found the farm to be suitable and so on the 3rd of April we launched our community shares campaign. Based on a purchase cost of £1.3 million (guided by the valuation done for us and on what is viable for our business model) we set ourselves a 3 month target of raising £650,000.

By the end of the first month we had overreached that target, with 350 investors, and so we decided to increase our target to try and raise as much of the £1.3m in community shares as possible. This was both to decrease our dependence on a long term loan and to engage more people in Kindling Farm.

Sadly, in mid-May the owner of the farm contacted us to say that their situation had changed and they could no longer sell the farm at this time. This was, of course, a blow, but it definitely isn't going to stop us establishing Kindling Farm! This gives us even more reason to raise as much of the new target as possible, so that we are in even better stead when we come to find and purchase a new farm - having cash more readily will enable us to make decisions efficiently according to the changing market.

We intend to fund the purchase of the farm and the investment in immediate infrastructure through:

- A community share offer with the aim of attracting as much of the £1.3million estimated purchase price as possible by Saturday 3rd July 2021.
- Grants from funders with whom Kindling Farm's founders have built a good working relationship, with £220,000 of capital grants and donations secured and further funding in discussion.
- Loan finance - we are in discussion with leading ethical banks, who offer favourable rates to socially responsible initiatives.

The opportunity for supporters to invest via community shares is particularly important to us, enabling ownership and engagement by all our stakeholders. It allows anyone who supports our vision to apply to purchase shares and become a member. Minimum investment is £200, maximum £100,000 (this represents 10% of the total investment target up to a maximum of £100,000). The return is between 0-3% p.a. (chosen by the shareholder) which we intend to pay from 31st March 2025.

Loans will be repaid over 25 years, with repayments financed through trading activity. Financial forecasts, based on recent work with our sister organisations (Manchester Veg People and Veg Box People) and other customers, project a net profit in 2025/26 of between £48,000 and £62,000 (depending on the level of investment raised through community shares) that we could use to grow our team, activities and invest in future developments. Our business goals are for Kindling Farm as a whole to be financially viable (and independent of grants) by 2025/26.

Today, we are in a strong position to establish the Farm with:

Solid Foundations

Kindling Farm is building on the experience, reputation and infrastructure supplied by the Kindling family of enterprises (see section 2.1: Our Context), all of which will act as cornerstones of the farm.

- Kindling Trust's Woodbank Community Food Hub acts as a 'horticultural and community gateway' to the farm; already training new growers, and engaging the community in sustainable food growing. It has also facilitated significant expansion of one of Kindling Farm's key future customers, Veg Box People.
- Manchester Veg People will provide distribution to a growing market, alongside Veg Box People, presently supplying veg bags to 470 individuals and families across the region.
- In 2020, Fairfield Environment Trust secured just under £250,000 from the Green Recovery Challenge Fund to engage communities in grafting and planting 12,000 heritage fruit trees, half of which are destined for Kindling Farm's agroforestry system.
- Bridge 5 Mill is gearing up to be the 'urban gateway' to the farm with complementary events and courses.
- Our volunteering and events programme, involving hundreds of people, provides a pool of capable helpers and we are supported by our ever growing community: over 3,000 people receive our monthly e-bulletins.
- Our FarmStart programme is growing the next generation of farmers.



Strong Partnerships

We have the support and confidence of many in the sector: from local growers and buyers such as Glebelands City Growers and Unicorn Grocery; to London exemplars Growing Communities and Organic Lea; to national organisations like the Ecological Land Co-operative, Sustain and the Real Farming Trust. We have a solid relationship with The University of Manchester, supplying weekly veg to staff and students, including over 6,000 'welcome' bags for new first years. The Kindling Farm is keenly awaited by our partners as the next chapter of our story.

Expertise & Experience

We are building on the progressive yet practical approach of the Kindling family of enterprises. People trust the way we operate, and view our model as a viable alternative to the food system, offering huge potential for replication and scalability. Our members have a wealth of experience in food and farming, enterprise establishment and project management, including: over 14 years in organic veg buying and farming; fundraising £4.5 million and managing the purchase, refurbishment and establishment of Bridge 5 Mill; supporting and establishing social enterprises and co-operatives, including Fairfield Recycling.

All of this experience has shaped our plans to make the Kindling Farm a success from day one. This business plan sets out our plans for an initiative that could change the way we feed our cities and help create the fairer and more sustainable society that we want to live in, right here in the Northwest of England.

Kindling Farm Directors

Helen Woodcock | Abi Baguley | Stuart Jones | Chris Walsh

1.3 Kindling Farm's Mission Statement

To establish a community-owned Farm to work towards a just and ecologically sustainable society, through:



Sowing ideas

We will show that it is possible for everyone to live well, whilst minimising the ecological and social impact of our actions.

We will demonstrate zero-waste and low-carbon practices, with low impact, affordable homes and buildings, proving that farming can be a viable livelihood with the right infrastructure and support. We will improve access to healthy, seasonal food and other ecological goods, through our urban partners, café and farm shop. Agritourism will provide time and space away from everyday life, combined with skills and support to develop practical solutions to the many challenges we face in our own lives, in our communities and as part of the wider society.



Growing livelihoods

We will create land-based livelihoods and train the next generation of farmers, whilst building healthy soils and increasing biodiversity. Our agroecological Farm will incorporate organic horticulture and arable production, in a stock-free agroforestry system.

The Social Enterprise Hub will provide affordable land and premises, shared resources, and facilitate supply chain co-operation. By incubating innovative enterprises and providing mutually beneficial trading opportunities between rural and urban communities, the Hub will add value to the crops we grow, encouraging local economic resilience and addressing economic inequality.



Fuelling action

A Centre for Social Change will support people to implement the changes they want to make. We will provide an affordable residential venue for training, meetings and conferences, as well as support for groups needing further help with their project. A programme of courses exploring the issues of sustainability will promote ways of working and living that are genuinely inclusive and participatory, dealing with problems at their root cause and encouraging community ownership, co-operation, and collaborative working.

This mission statement is for our long term vision, but this business plan is focused on the establishment of Kindling Farm only. This includes the purchase of the farm itself, the initial refurbishment of the buildings and the management of the farm business during this period.

The Social Enterprise Hub and Centre for Social Change form part of the long term vision for Kindling Farm, but they do not form part of this business plan. Any additional information relating to these two projects can be found in the appendices.



2

WHO WE ARE

2.1 Our context
2.2 Our foundations
2.3 Our people
2.4 Our governance

2.1 Our context

Twenty years ago a group of friends decided that a number of very practical solutions were needed to help build a fairer and more ecologically sustainable society. Those solutions included:

Bridge 5 Mill
an urban centre for sustainable living in Manchester City Centre, providing a resource for communities, organisations and campaigners to increase awareness and create change.

Fairfield Recycling
a social enterprise focused on managing food waste from Greater Manchester and composting and processing it into sustainable products, like compost for local growers.

Kindling Farm
an ecological farm close to Manchester working to create a more sustainable food system.

The group agreed that they would work systematically, alongside many other amazing people, to set up each in turn.

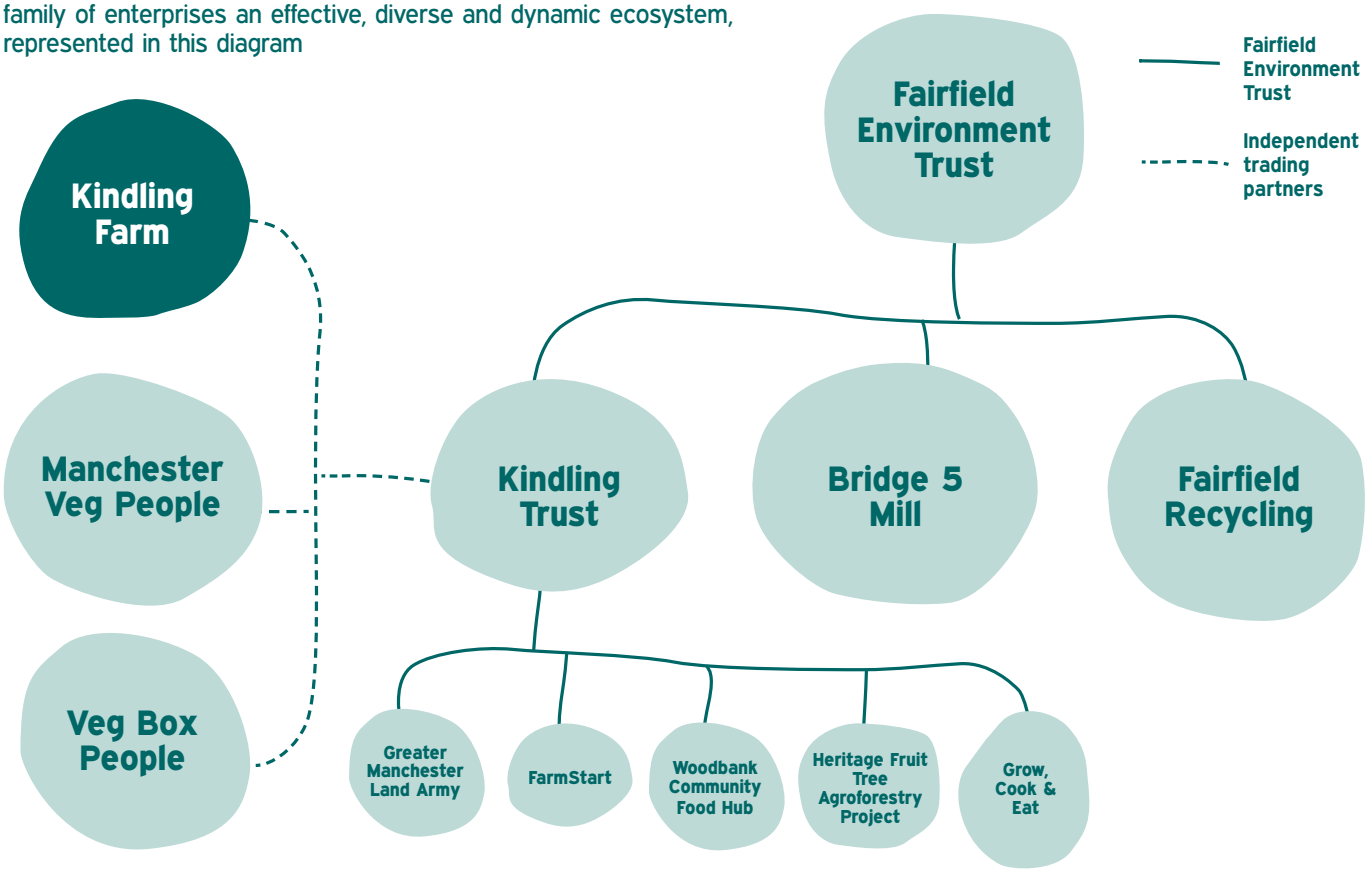
With the first two established, the group (grown in number over the years), realised that for Kindling Farm to be a success a number of other solutions had to be in place. It would need the local market for organic produce to grow; more people to be supported into sustainable farming; and more people to be aware of the need for a more sustainable food system. And so other parts of the jigsaw were added:

Kindling Trust
a social enterprise focused on sustainable food and farming.

Manchester Veg People & Veg Box People
two co-operatives selling local organic produce.

Fairfield Environment Trust
a charity overseeing and coordinating our shared strategy.

Shared vision, values and strong collective experience, makes the Kindling family of enterprises an effective, diverse and dynamic ecosystem, represented in this diagram



Kindling Farm is a part of this ecosystem of organisations but, as a Community Benefit Society, it is also its own individual legal entity, owned by its members. This means that Kindling Farm has the best of both worlds. The benefit of 20 years' worth of knowledge and experience, but a level of independence that enables it to be owned by its members and community, bringing new skills, experience and energy. This is crucial not only to the success of Kindling Farm, but to our long term vision of engaging as many people as possible in creating a fairer and more sustainable food system and society.

2.2 Our foundations

Our vision for a community owned agroecological Farm builds on over a decade of experience of the Kindling family of enterprises. An autonomous project, Kindling Farm is actively supported by the Kindling Trust which, since being established in 2007, has developed, run and supported a number of food and farming projects.
Through these projects we have acquired a wealth of experience and an intimate understanding of our food and farming system – both the challenges we face and the practical solutions that Kindling Farm can help provide. Projects include:









Greater Manchester Land Army

A volunteer programme, administered by the Kindling Trust, supports growers at busy times, while providing volunteers with skills and other physical and mental health benefits, and encouraging new people into farming. Over 200 volunteers help out at the Kindling Trust's FarmStart site annually and Kindling Farm will be able to expand the number of opportunities to help meet the increasing demand.

FarmStart

The UK's first organic incubator farm run by the Kindling Trust, with 36 participants to date, FarmStart provides access to land, equipment, training and markets to grow a new generation of organic growers. Working alongside the Coordinator, trainees crop plan, plant raise, cultivate, and harvest for Veg Box People, supplying communities with healthy local veg. Additionally, over 100 people have attended the Kindling Trust's organic commercial grower's course. The Kindling Trust is a founding member of the National Farm Incubator Network, along with Organic Lea, Tamar Grow Local, and Land Workers Alliance, supporting others to replicate the FarmStart model across the UK.

Kindling Farm will run its own FarmStart programme at the farm. This will focus on topics not covered at the Kindling Trust site (e.g. agroforestry, fruit production, field scale veg production, cereals etc.), as well as providing land for their graduates to move on to.

Veg Box People

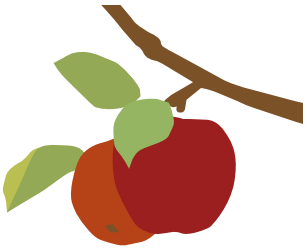
A not-for-profit worker co-operative providing local organic food to a range of communities. Based on the successful Growing Communities model in London, Veg Box People is a way for people to connect with and through food, building community around the veg bag collection points as well as meeting growers on the Kindling Trust's volunteering days. As well as meeting the increasing demand for local organic fruit and veg, Kindling Farm will open a Veg Box People collection point at the farm.

Manchester Veg People

A pioneering not-for-profit multi stakeholder co-operative of growers and buyers (restaurants, caterers and the public sector), established to increase access to good food and provide a fairer market for both existing growers and new FarmStart trainees. Together the Kindling Trust and Manchester Veg People have worked with schools to incorporate local organic veg into school dinners, as well as developing strong partnerships with other public bodies such as the University of Manchester who are a supportive member and customer of Manchester Veg People. With a larger site and increased capacity, Kindling Farm will take up the mantle of this partnership working to engage the public sector.

Woodbank Community Food Hub

GROW, COOK & EAT



Woodbank Community Food Hub

The Kindling Trust has converted this three acre, old council plant nursery situated in a park in urban Stockport, into a hub for community-building through food. Activities include FarmStart, a social prescribing project, and a calendar of training, community events and a community garden. Woodbank Community Food Hub is also a Veg bag collection point.

Grow, Cook & Eat

Our health and well-being programme is the Kindling Trust's ten week social prescribing programme. Run at Woodbank since 2017, participants are referred by General Practitioners (GPs) and local services for a range of health and well-being issues. It involves one day a week of gardening and healthy seasonal cooking followed by a shared meal. Participants receive an organic veg bag with recipes to take home. Results include healthier eating, improved health and well-being, and the creation of new friendships across a range of ages and backgrounds. In future years Kindling Farm also hopes to run a health and well-being programme to engage a wider range of people, but this is not part of this business plan.

Heritage Fruit Tree Agroforestry Project

Fairfield Environment Trust recently secured funding for the Kindling Trust to deliver this exciting project. It involves engaging communities and training volunteers through grafting and planting twelve thousand new fruit and nut trees, with half of the trees destined for the Kindling Farm agroforestry system and the rest donated to volunteers and community orchards across the Northwest.

Fairfield Environment Trust

In the late 1990s, two of Kindling Farm's founding members established Bridge 5 Mill – Manchester's unique Centre for Sustainable Living, raising over £4.5 million to buy and refurbish the property. They also supported the development of various green enterprises. One of these was Fairfield Recycling – a waste management enterprise, processing all the waste from Manchester's wholesale market another was the Kindling Trust. In 2016, Bridge 5 Mill, Fairfield Recycling and the Kindling Trust came together under the umbrella of the charity Fairfield Environment Trust.

Today, this family of social enterprises, the Kindling Trust, Bridge 5 Mill and Fairfield Recycling, alongside Manchester Veg People and Veg Box People, employ over 30 people, have a combined turnover of c. £1.7 million, and capital assets worth £700,000. While each continues to operate as separate entities, focused on specific areas of delivery and expertise, a shared vision and strategy has strengthened our foundations for Kindling Farm.

2.3 Our people

People are our most important asset, from the Manchester-based teams of the Kindling Trust family of enterprises, working to build the markets, train new growers, and engage hundreds of volunteers, to Kindling Farm's amazing advisory group and founding members. It is their passion and hard work that has fuelled the Kindling Trust's achievements and it is this that will make Kindling Farm a success.

The work to establish Kindling Farm is led by Helen Woodcock and Chris Walsh, who are currently employed by The Kindling Trust. They have been tasked by the Kindling Trust Directors and the Trustees of Fairfield Environment Trust to develop Kindling Farm as an independent community benefit society (just as they established Veg Box People and Manchester Veg People as independent co-operatives). Additionally the development of Kindling Farm is supported by the Kindling Trust Bookkeeper and Communications Coordinator. Kindling Farm will continue to receive this support until we purchase a farm, when it will start to generate income and secure its own grants to cover these core costs.

The team is accountable to the Kindling Farm membership of whom there are 30 founder members. They come together to inform strategy and elect directors. Directors meet on a monthly basis to review progress and make key decisions, as well as provide support. The current Kindling Farm Directors are:



Abi Baguley

Abi works for the John Lewis Partnership as a Democracy Coach and has 9 years' experience of working in member engagement and democratic governance. She has extensive HR experience particularly in management training and employee rights, as well as within employee engagement and well-being. Abi has been on a full-time secondment with the Kindling Trust for 6 months in 2019 focusing on the development of the Kindling Farm's community shares campaign.



Stuart Jones

Stuart has been a veg buyer for Unicorn Grocery for over 10 years and set up and farmed Moss Brook Growers for 7 years. He has 14 years' experience working in organic food and farming including 12 years as a grocer, 8 years in organic horticulture and 2 years on an organic mixed farm, as part of Unicorn Grocery, Moss Brook Growers and Marton Villa Farm respectively. He has an HNC in Organic Horticulture from the Welsh College of Horticulture.



Chris Walsh

Co-founder of Bridge 5 Mill and Fairfield Recycling, Chris is an accomplished social entrepreneur, instrumental in establishing many voluntary sector projects and social enterprises across the region, including Manchester Veg People and Veg Box People. Chris has been a trustee of the Real Farming Trust, which oversees the work of the Fund for Enlightened Agriculture and the Oxford Real Farming Conference, a member of the Better Food Traders' membership panel and the Land Workers Alliance North of England group. Chris was key in establishing the Kindling Trust's FarmStart project and as part of that was a trainee grower for 5 years.



Helen Woodcock

Helen has co-founded a number of projects over the last 20 years, including: Bridge 5 Mill, fundraising for, and project managing the £4.5 million refurbishment of this 5 story mill; the Kindling Trust; and Manchester Veg People. Helen has an MSc in Organic Farming and is an active member of the agroecological farming community, inputting into various national networks such as the National Farm Incubator Network, The Fruit and Vegetable Alliance, and is an elected member of the Land Workers Alliance Co-ordinating Group. Helen was also part of establishing the Kindling Trust's FarmStart project and was a trainee grower herself for 5 years.

We are also lucky and honoured to have an Advisory Group, made up of individuals from the UK's leading sustainable food and farming organisations and pioneers within the social enterprise sector (see appendix 7.4: Farm Establishment Advisory Group). They have a wealth of expertise and have been an amazing source of support and advice over the years.

2.4 Our governance

Kindling Farm objectives are to own and manage land in a not-for-profit manner for the benefit of the community and in particular to:

a. Promote sustainable land use by becoming a model stock-free agroecological farm, embedded within its community.

b. Increase consumption of local, seasonal and directly traded goods through alternative local distribution systems.

c. Strengthen local economies and establish land-based livelihoods through the support and creation of sustainable enterprises by providing facilities, resources, advice, training, services and trading opportunities.

d. Support change makers by providing training, inspiration and resources to support people to create the change they want to see.

e. Foster symbiotic relationships between urban and rural partners to nurture the exchange of services, resources, goods and ideas.

f. Support local communities by providing training and volunteering opportunities to improve skills, health, well-being and self-worth.

g. Provide low impact housing and other services for the benefit of the local community.

h. Promote and practice co-operative and consensual ways of working and living to become an example of community ownership and control.

Our organisational structure provides a balance of transparency, participation and efficiency. We have a consensus decision-making management structure and manage each other through a system of team meetings, delivery plans, and an annual evaluation process.

The membership meets at an Annual General Meeting where we plan, make strategic decisions, and review the development progress.

Day to day decisions are made by the elected directors and establishment team and, in the future, by representatives of the different teams at the Kindling Farm.

Legal structure

The Kindling Trust (Funded by the Esmée Fairbairn Foundation) commissioned Co-operative Mutual Solutions to explore a number of legal and financial structures for Kindling Farm. After considering the best options for holding the Farm in trust for perpetuity - having a community asset lock to stop individual enrichment, ensuring community ownership and a not-for-profit status to attract both grants and investment - we established a Community Benefit Society (CBS) a form of co-operative registered with the Financial Conduct Authority and established under the Co-operative and Community Benefit Societies Act 2014. This is the Kindling Farm Limited, society number: 7283.

We are also hugely grateful for the advice and support we receive from Co-op Culture on governance best practice.

Membership

Kindling Farm is owned by its members. At the end of 2020 we had a founding membership of 34 people, who each hold a membership share valued at £1 and who have been key in getting Kindling Farm to the point we are at now.

Membership is open to anyone who agrees with our objects, values and mission statement. We envisage that after our first Community Shares Campaign we will have several hundred members, as Community Shareholders automatically become members.

We have three classes of membership: supporter members (the Community Shareholders), tenant members and worker members. The board of Directors are made up of all three categories of members, with rules ensuring that no one group will hold more than 50% of the positions on the board.

The day to day running of the farm will be managed by the worker members (the Kindling Farm team) and tenant members (based at the Social Enterprise Hub once established). They will be accountable to the Board of Directors and to the rest of the membership at the Annual General Meetings (see section 5.4: Running Kindling Farm). For the first two years of operation this work will be co-ordinated by an experienced Farm Manager (see appendix 7.6: Farm Manager Job Description for more on this role).

The supporter members together with the other classes of members will elect a Board responsible for monitoring the strategic progress of Kindling Farm. They will also hold that Board accountable and assist in developing future strategic direction through regular consultations.

For us, membership is a really important way of engaging people in Kindling Farm and in our wider work to transform the food system, so we will communicate with and encourage our members to get involved in a number of ways:

- Attend Annual General Meetings (AGM).
- Involvement in working groups e.g. on issues raised or proposals made at the AGM.
- Eligibility to stand as a director.
- Regular member newsletter.
- Members-only events and a warm welcome to visit the farm at other times.

Community Shareholders

Individuals, groups and institutions investing in our community shares also become members.

All members have one vote, irrespective of the number of shares they have. So no matter how large or small a shareholding is, that shareholder has an equal voice to other Community Shareholders. This vote is used to elect members of the Board of Directors and make strategic decisions at the Annual General Meeting. All members over the age of 16 are eligible to stand as Directors.

Any groups or incorporated bodies who have bought shares jointly must nominate a representative to attend events and vote on their behalf at general meetings. Benefits of being a Community Shareholder are wide ranging, from discounts on events, to knowing your investment is having an important ecological and social impact, to involvement in shaping the future of this pioneering initiative.



3

KINDLING FARM

3.1 The kind of farm we'd like to buy
3.2 Description of Kindling Farm
3.3 Need for Kindling Farm
3.4 Social impact of Kindling Farm

3.1 The kind of farm we'd like to buy

We began this community shares campaign in April with a farm we had set our hearts on – indeed the opportunity to buy this farm was a major motivator for us to launch this share offer. The farm is sadly unavailable at this time, but provides a useful description of the kind of farm we are looking to buy.

We are seeking a traditional family farm, with a modest farmhouse, barns and stables set around a courtyard that lends itself well to becoming the hub of the Kindling Farm. We are seeking around 50 hectares (120 acres) of productive land, with a flat aspect that is ideal for vegetable and arable production as well as the opportunity to plant significant numbers of fruit trees.

Location

It is a hugely important element of Kindling Farm that it is at the heart of the community, both in terms of the community local to it and it's accessibility for our urban communities in Greater Manchester and beyond. So we are looking for a farm that is within easy reach of residential areas and also within easy access of Greater Manchester with good rail and motorway links to the rest of the UK.

Soil

When we originally started looking for a farm we were told we would need to look for agricultural grade 1 soil. However while we have looked at a couple of farms with this type of soil, most farms in the UK do not have this luxury. What we really want is to show that it is possible to grow good quality veg by creating good healthy soil conditions on a range of different soils. Advice from our soil and agroforestry experts reassured us that, with a patchwork of soils ranging from grade 2 to 4 there is good potential for vegetable, cereals and fruit production.

Infrastructure & Machinery

We expect the barns and other farm buildings will need refurbishment work, providing the potential for traditionally sensitive development using ecological building techniques. Farms are often sold with a range of old and new farm machinery and additionally we were fortunate to inherit farming equipment from Moss Brook Growers.





3.2 Description of Kindling Farm

Kindling Farm will focus on organic, stock-free food production for the markets established by the Kindling Trust family of enterprises and potential new markets in the Northwest of England. It will use the infrastructure of, and simultaneously help to grow, our sister co-operative enterprises: Manchester Veg People and Veg Box People.

Approximately 80% of the farm will be dedicated to field-scale production of vegetables, fruits, cereals and pulses utilising agroforestry methods. This will include approximately 6,000 top fruit, nut and bio-fuel trees, as a permanent feature within a 6 year crop rotation.

Approximately 2 hectares of land will be dedicated to soft fruit production and to protected cropping of higher value crops (this area may increase depending on the market).

We will employ an experienced Farm Manager to help us get the farm well established and immediately get production underway (see appendix 7.6: Farm Manager Job Description). Assisted by a couple of Seasonal Growers in the first year of production, there will be an initial focus on the higher value horticultural and soft fruit areas, potentially using farm contractors for some of the field scale production. Over a three year period the farming team will expand to 5 (more as income allows) plus Farmstart trainees, and all production will come in house.

We are exploring the possibility of taking fruit and vegetable waste from our sister enterprise Fairfield Recycling to compost on the farm. This would be a great opportunity to build soil health and provide another source of income.

The farm buildings and farmyard will be sensitively and ecologically transformed into a hub with facilities fit for a modern and publicly accessible destination. This will lend itself to diverse income opportunities including agritourism, a venue for training, conferences and events, and potentially a farm shop, café and farmers' market.

An early development will include an indoor space, to house our volunteers and courses. At a later stage we will expand this into our Centre for Social Change, containing small and medium size meeting rooms, a large conference space, a range of accommodation options (camping, camping barn, hostel-style and individual rooms) and a large dining area for a range of group uses. The Centre will be the focal point for our courses, activities and work supporting positive social change.

As part of a later phase of development Kindling Farm will also host a Social Enterprise Hub. This will be a flexible facility to house enterprises that we help to establish, to add value to the crops we grow and to rent out to independent entrepreneurs. The Hub will include a shared processing kitchen, cold storage, hot desking, etc. for ten enterprises. We would like to see a bakery, micro-brewery and other food enterprises join us, to meet the expected demand.

All these different elements of Kindling Farm – the farm business itself, the courses and activities, the future Centre for Social Change, Social Enterprise Hub and its tenants – will benefit from the shared branding, marketing and distribution; from our customers and the public being easily able to visit the farm; and from regular coordinated deliveries locally and into Greater Manchester.

Eventually a team of 12 staff will run the Farm, Centre and Hub, with a potential for more to join in the future to run the different enterprises. While we hope many of the team will live locally, we will also provide some on site, low impact, affordable housing, to help alleviate potential housing pressures for staff members who are recruited from outside the local area.

The low impact buildings and renewable energy will demonstrate the practical possibilities for lower carbon and more ecologically and economically sustainable developments. The Farm will take advantage of natural resources to be a low-carbon initiative, for example installing small scale wind turbines, solar panels, and a woodchip burner and heat network run on the biomass we grow on the Farm. However, we are aware that we need to be sensitive to local concerns and will consult and engage our neighbours and work closely with local government bodies to comply with planning guidance.

Kindling Farm will be a place where we can support the next generation of farmers, increase access to organic veg for all, pioneer ecological farming methods and support others to create social change in their own communities.



3.3 Need for Kindling Farm

Our increasingly industrialised food system is broken. It contributes to diverse and interrelated issues, from climate change and biodiversity decline, to poor health and rural poverty. This is a huge and complex set of problems, but we believe they can and must be tackled together and at their root cause, by building a fairer food system that is:

Ecologically just
by producing food in a way that is low-carbon, builds soil health, and supports rather than destroys biodiversity.

Economically viable and fair
by paying growers a fair price for their food and at the same time making sustainable food accessible and affordable to everyone.

Socially inclusive
by engaging people in building a more sustainable and responsible food system together, connecting farmers to communities and people to the land, their food, and each other.

This need has been demonstrated to us on a daily basis over the last decade, through relationships with existing and new farmers and growers, restaurants and caterers (including schools and universities), health professionals and their patients, and our volunteers and local communities. Below we have outlined the key areas of need that Kindling Farm will address.

3.3.1 Need for sustainable food

The need and desire to eat more fresh fruit and veg
Nationally the The Fruit and Vegetable Alliance says we need to grow an additional 2 million tonnes of fruit and veg annually[6] just to meet the government nutritional guidelines. Locally, demand for organic veg is growing year on year. In 2017/18 Manchester Veg People and Veg Box People sales totalled £178,785 and rose to £259,000 in 2019/20. Veg Box People customer numbers have increased significantly over the last year and are on target for 1,000 customers over the next four years. Unicorn Grocery spends approximately £1.2 million on fresh fruit and veg annually and are looking to increase their locally produced items where possible.

The need to produce more fresh fruit and vegetables locally
Existing growers aren't meeting this demand. The UK is 40% self-sufficient in indigenous fruit supply and less than 60% self-sufficient in vegetable and salads supply, and the latter is declining.[3] Manchester Veg People and Veg Box People prioritise local produce, but still need to go further afield more often than they would like. While we need (and want) to trade with farmers in other countries, if we invest more in innovative farming techniques here, we can extend our growing season and the range of crops we grow.

The need to make food production more sustainable
There is a wealth of evidence linking industrialised, chemical and fossil fuel dependent farming methods to the ecological crisis we are facing: declining biodiversity, climate change, soil erosion, and water pollution. The dependence on natural gas for fertiliser makes conventional agriculture both unsustainable and precarious. We need more examples of how to farm sensitively both for the present and the future. There are very few examples of large-scale agroforestry operating in the UK, and none in the Northwest of England.

The need for more sustainable food producers
We currently have an ageing farming population, unsurprising when farming is such a high risk, low paid career. Those who are interested in farming face huge obstacles, with high land costs close to cities and high distribution costs if you farm any distance from your markets.

Even facing these obstacles over recent years, there has been a notable increase in interest in sustainable farming. The Oxford Real Farming Conference grew to 1,000 participants in 2020 (twice the size of the conventional farming conference).[7] Locally, 36 people have participated in Kindling's FarmStart programme and over 100 attended the Commercial Growers course. This would be higher if we were able to accommodate applicants from outside Greater Manchester. We need to encourage people into farming, both by making entry easier (training, access to land etc.) and by showing that organic farming can be a viable and valued way to make a living.

3.3.2 Need for more sustainable ways of living

The need for more education and awareness raising

The need to live more sustainably covers wide-ranging topics at local, regional, national and global levels. Increasing concern is evident through, for example, food waste campaigns, the public reaction to the Blue Planet TV series[2](a wildlife documentary series, presented and narrated by David Attenborough, exploring the planet's oceans) (BBC One, 2017) and single-use plastic, and a surge in plant-based restaurants. However, many people feel overwhelmed by the scale of the challenges and disempowered when tangible and impactful local solutions are absent.

The need for people to be empowered to take action

People feel overwhelmed by the challenges they face in their own lives, never mind by the national and global situation. We are told by the health professionals we work with that there is an increasing problem of loneliness and isolation, which they know will lead to future illness, costs to the NHS and wider societal problems. The overwhelming majority of the feedback we receive is that engagement in our projects increases well-being, health, confidence, a sense of community and hope, and a resulting ability and desire to take action. We need to provide more opportunities and support groups to replicate and learn from our experience.

The need for truly sustainable regeneration in our rural communities

As far back as 2012 the Commission for Rural Communities (CRC) provided evidence of the range of poverty and disadvantage experienced by rural communities. As housing in rural areas is increasingly purchased by second homeowners, the full-time resident population falls, leading to a decrease in local services and resulting in fewer job opportunities.[4] As has long been demonstrated, long-term community-led regeneration strategies are far more beneficial to the community and successful in creating social capital, than short-term high-capital regeneration schemes.[5] This has also been our experience during 20 years of grass roots community and social enterprise support work. We will apply this same rationale and practice with the communities local to the farm.

The need for local farmers to be able to make a living

New farmers are often priced out of rural areas and, faced with restrictive planning legislation, are not able to live on their growing sites. The Ecological Land Co-operative, amongst others, have highlighted just how important it is for producers to live on the land in order to make growing food a viable career. Locally, growers who invested years and money in trying to make a career work had to stop farming because it wasn't viable without living on their land. Highly energy efficient, low cost homes will make farming more viable.

3.3.3 Need for support for change makers and civil society

The need for more support for those working for social change

We are in an era of unprecedented challenges: climate change, biodiversity loss, soil erosion, global deforestation and global conflict are no longer things we worry about for our children's children, but are affecting our everyday lives. With the rise of populist topics across the globe, promoting individualism and materialism and denying climate change, working to tackle these critical problems can feel like swimming against an extremely strong tide.

A decade of public sector cuts, austerity, housing crisis and the uncertainties of Brexit add to the hard work. Those who suffer the consequences most are least able to access support, have competing priorities for their time, and have more financial constraints. Bringing about change at a local, national or global level requires persistence, is hard work, and can be exhausting and lonely.

While we are constantly inspired by the passionate people around us, we know that there is an urgent need to support communities, organisations and individuals who are working hard to create change. Our market research with both national and local groups found a real shortage of affordable venues reflecting the ecological and ethical values of a growing social movement, with accommodation and sufficient space, including:

- Facilities for residential meetings and events, for organisations whose budgetary needs are not met by other facilities in the area;
- Affordable practical courses about ecological and social change, in a venue that practises these values, and opportunities for exchange with other people who have similar interests and concerns.

Kindling Farm will provide an affordable venue, course fees on a sliding scale, practical expertise, fresh ideas and inspiration, contacts and cross pollination of ideas with other change makers, and solidarity.

3.4 Social impact of Kindling Farm

The Kindling Farm and Kindling family of enterprises has a shared Theory of Change. This sets out our shared vision, approach, objectives, activities and impacts. A key part of our Theory of Change is that we are a Food Sovereignty organisation. Food sovereignty is about allowing communities control over the way food is produced, traded and consumed and creating a food system that is designed to help people and the environment rather than make profits for multinational corporations. The food sovereignty movement is a global alliance of farmers, growers, consumers and activists.

A wide range of social, ecological and economic benefits will result from the establishment of Kindling Farm. Producing veg and cereals in an agroforestry system will have huge ecological benefits, from increasing habitats for biodiversity, to sequestering carbon. These benefits in and of themselves are important enough to establish Kindling Farm, but there are also a significant number of ways that people will benefit from the Kindling Farm.

3.4.1. Who is our 'Community of Benefit'?

The latest Veg Box People survey told us that a variety of people make up their customer base and will be eating our veg. This includes university staff and students, people initially referred to Kindling's social prescribing programme through their GPs, people who are low income earners and others in higher income brackets.

Additionally the activities and programmes run by the wider Kindling Family include a mix of people. From young single parents, to retirees; from youth groups to carers support groups; from national growers networks and charities, to a local Asian women's group and from students to long-term unemployed, to people wanting a career change into farming. Because the Kindling Farm seed has been growing over the years, these and other networks of support are eagerly waiting to visit the farm, to use the facilities and hopefully to become members of Kindling Farm themselves. We see our members primarily coming from a number of communities:

Founding members of Kindling Farm.

- Volunteers, beneficiaries and supporters of the work of the Kindling Trust – Land Army volunteers, Woodbank Community Food Hub course participants, trainees etc.
- People who have followed the journey of Kindling Farm after meeting us at events or hearing our talks.
- Veg Box People customers.
- The community local to the farm.
- Via our urban partners – e.g. Unicorn Grocery (both the co-operative itself and their customers), Ethical Consumer Magazine, Greater Manchester Tree Station etc.
- Via national networks we are involved in – Sustain, Real Farming Trust, Sustainable Food Places, Land Workers Alliance etc.

We also see Kindling Farm as an opportunity to widen our community and engage a much more diverse range of people in changing the food system. Our plan, based on a much larger scale, with residential facilities and more diverse activities on offer at Kindling Farm will increase and widen our 'community of benefit' significantly.

We will be able to work with groups in other areas to host events for national groups such as Campaign Bootcamp who run residential programmes to support people from marginalised communities (ensuring that people most impacted by injustice are leading campaigns that affect their lives).

Crucially we will also have a new community local to the farm. While we can't yet give details of that community, we do have a strong history of community consultation and engagement through our family of projects. As at the start of both Bridge 5 Mill and Woodbank Community Food Hub, we will begin by introducing ourselves to all the local groups. From residents meetings, to coffee mornings, to schools (there are three in the village) and other local groups and businesses. We will attend community events and run our own consultation events both at the farm and in village venues (from community centres, to pubs, to village halls). We will find out what people want to see at Kindling Farm and how we can work with them to make that happen, both to support them and to engage them through their ideas, skills and experience. Depending on the results of that consultation, we will develop a Community Programme to encourage local people to become more engaged in, and part of Kindling Farm.

3.4.2. How will people benefit?

Due to the varied products and services Kindling Farm will offer, a range of people will benefit in different ways, and numbers will increase from the hundreds to thousands every year. For example, just by eating more fresh, local, organic veg, a Veg Box People survey showed that people feel healthier, cook more from scratch, are able to support local farmers, and feel they are taking positive action for the environment.

We can also ensure this impact is felt more widely. A number of years ago the Kindling Trust and Manchester Veg People piloted a school menu project, which proved a real success with pupils and staff alike. It resulted in menu adaptations that reduced meat consumption and increased the variety of local organic veg, without raising the price of school meals. The aim is to increase this work at the farm, where we can offer school visits, curriculum-related activity and seasonal menu planning to support more schools in making these changes.

Additionally, feedback from projects established and run by our cornerstone sister organisation, the Kindling Trust, show that the types of activities that we will offer at Kindling Farm lead to significant personal benefits for participants. This often leads to positive knock on effects for family and friends, and for their wider communities, where people go on to get involved in, or even set up projects of their own.

The benefits resulting from Kindling Farm, the produce and the activities we carry out are summarised below in table 1:

TABLE 1: SOCIAL IMPACT OF KINDLING FARM

Key benefits	Examples of how we will achieve these benefits:	Who will benefit:
Additional people accessing local and organic food.	Food production at the Farm; increased local supply for Manchester Veg People & Veg Box People; seasonal menu work with schools; agritourism (growing and cooking courses); volunteering.	Veg Box People & Manchester Veg People customers; school children, staff and parents; local community; new growers.
Increased well-being.	Through: volunteering; engagement through membership of Kindling Farm; participants in agritourism activities; school and other group visits.	Members; customers; general public; referrals from local GPs & other services; people who may be marginalised in society; employees of local businesses; local community.
Increased biodiversity & improved soil health.	Production methods: organic, agroforestry, minimum tillage, stock-free, etc.	All stakeholders.
Lower carbon emissions & a demonstration of low-carbon and zero-waste living.	Production methods: organic, agroforestry, minimum tillage, stock-free, etc. Localising food supply chain and distribution. Ecological refurbishment of buildings and high energy efficiency. Renewable energy generation (in the future).	All stakeholders. All visitors to Kindling Farm; other farmers and growers; Veg Box People & Manchester Veg People customers; residents and neighbours.
Job creation in the sustainable food sector.	Jobs created at the Farm; FarmStart programme; courses; access to land and facilities; access to markets – shared distribution and branding; Social Enterprise Hub (in the future).	New growers & farmers; local community; unemployed & underemployed people; social entrepreneurs & employees and members of new enterprises.
New skills for trainees, course attendees & volunteers.	FarmStart programme; programme of courses in practical sustainable skills; volunteering days & weekends; Intern & placement opportunities; agritourism activities and events.	Local community; New growers; established growers & farmers; trainees; volunteers; course participants; social entrepreneurs & employees of new enterprises; interns.
Creation of new sustainable food social enterprises and co-ops.	FarmStart programme; sustainable food & land based courses; access to land and facilities; access to markets – shared distribution and branding; Social Enterprise Hub (in the future).	Local community; New growers & farmers; unemployed & underemployed people; Social entrepreneurs & employees and members of new enterprises.
Shortened supply chains for urban partners.	Increased produce and sales from new local organic growers and producers into Greater Manchester via Manchester Veg People and Veg Box People distribution	Local community; New Growers; FarmStarters; new entrants into farming; Established Farmers; Manchester Veg People & Veg Box People customers; schools; other urban Partners.
More people feeling part of a movement for progressive social change.	Membership of Kindling Farm and Participation in Agritourism activities.	Members & supporters; general public; communities & community organisations; online communities.
Increased understanding of food sovereignty.	Agritourism activities Direct relationships with Manchester Veg People and Veg Box People.	Communities; Farmers, growers and food producers; Manchester Veg People and Veg Box People customers.

We have adopted the Kindling Trust social impact monitoring systems, used to record and analyse ecological, social and economic impacts of projects and act on the findings. These systems have been developed over time, exploring different methods of recording and assessing impacts in consultation with beneficiaries, providing both quantitative and qualitative information.

The University is always wishing to support local initiatives that supports the community and brings amazing seasonal, local organic veg to serve to our students and staff. We have worked with the lovely people at the Kindling for a number of years supporting the creation of Veg Box People. It has always been a positive experience for the University and our students who have volunteered.

Alison Shedlock, Head of Campus Services
University of Manchester

Kindling Farm is about the way in which food fits a broader vision of a better life – it's not just about food and sustainability, it's about community

Julie Thompson, Kindling Farm member

The more I read about the destructive nature of conventional farming the more I feel there needs to be a change to more sustainable methods. I feel part of a movement that is doing for organic farming what Tesla is doing for energy: making it available, affordable and changing people's attitudes towards it.

Dan Larke, Farmstart Graduate & Owner of Glebelands Organic Produce

There isn't actually much fresh produce being grown in Greater Manchester at the moment, let alone sustainable, organic fruit, veg, and grains that are great for soil and for people. By investing in Kindling Farm and making this a reality, it will genuinely represent a really significant increase in organic, sustainable produce grown locally that can be supplied to local communities and businesses."

Corin Bell, Founding Director – Open Kitchen MCR

I know from working at Unicorn there is growing demand for organic produce, as local as possible, so it's exciting to see the growing side scaled up. The Kindling Farm is taking a really exciting approach to food production, we have some amazing organic growers in the region.

Debbie Clarke, Unicorn Grocery

Kindling Farm wraps up so many different types of positive views of change, especially given the current situation. It's important to align ourselves with projects like this that offer hope for the future.

Brian Doherty, lecturer at Keele University

I wish Kindling Farm the best of luck. Community-own farms are vital for the sustainability of the farming community. They can fill gaps other structures can not, namely safeguarding the land for perpetuity. Their target is steep, but it is more than achievable. We also raised over £800,000 in community shares to buy Fordhall Organic Farm back in 2006 and we now support three businesses and collectively employ over 100 local people during the summer months, as well as supporting thousands of people within our community.

Mike Perry, Former Head of Development and Policy, The Plunkett Foundation.

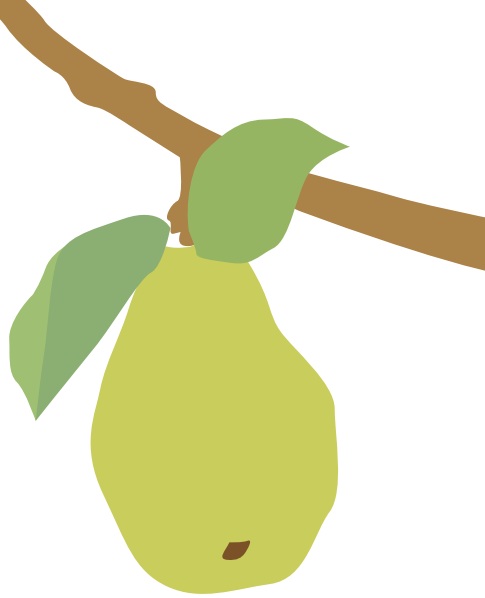


4

MARKETING PLAN

4.1 Kindling Farm produce
4.2 Non produce trading

4.1 Kindling Farm produce



While in the longer term Kindling Farm will offer a wide range of products and services, this marketing plan is focused on our two immediate offers:

- **4.1 Fresh and organic produce that we will grow on the farm.**
- **4.2 Outreach, education and training.**

We have robust evidence demonstrating the strong and diverse market for the range of products and services that will be offered by the Kindling Farm. This is through both experience and feedback via the Kindling Trust family of enterprises, and existing markets and through extensive market research. Our key marketing objectives for Kindling Farm produce are:

TABLE 2: PRODUCE MARKETING OBJECTIVES

Objectives:	Year 2021-23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
Increase sales income per year:	In this year we purchase the farm, plant the agroforestry system, refurbish buildings, & erect polytunnels. Depending on timing of purchase we will start production but will not generate income from sales.	N/A	120%	55%	50%
Number of Business Customers: (see table 5 for details)		6	8	10	12
Increase sales per customer:		• **Field scale veg:** meet ¼ of demand in 2022/23, increasing to full demand in 2023/24 as we bring more land into production. Support customers to increase spend year on year. • **Protected crops:** meet ¼ of demand in 2022/23, increasing to full demand in 2024/25 as we increase the area and varieties. Support customers to maintain this level of demand ongoing. • **Soft fruit:** meet full demand from year 2023/24 as it becomes commercially productive. • **Top fruit:** meet full predicted demand as it becomes commercially productive in 2025/26 and work with customers to increase spend year on year. • **Cereals:** Trial with customers in 2022/23, double 2023/24 and continue to work with customers to increase demand.			
Land under production:		12 hectares	30 hectares	30 hectares	39 hectares
Increase diversity of crops:		Field scale & protected crops.	Soft fruit, cereals & pulses.	Increase protected crop variety.	Top fruit. Increase protected crop variety.
Protected growing area (to lengthen the growing season):		0.2 hectares	0.2 hectares	0.5 hectares	0.5 hectares.

4.1.2 Produce

We will be growing a wide range of fresh organic produce to fill the gaps that have been identified, working with the businesses who want to buy from us. Our headline products include:

- Field scale vegetables (including: beans, beetroot, broccoli, cabbage, kale, potatoes etc.).
- Protected crops (such as tomatoes and peppers) as well as extending the season (e.g. early carrots, beetroot etc), starting with 0.2 hectares and increasing to 0.5 hectare in 2025/26. In the future we will explore using a low-carbon heating system through e.g. woodchip hotbed and composting systems to further extend the season.
- Soft fruit (strawberries, raspberries, blackberries etc. commercially productive from year 2) - using spanish tunnels for strawberries (particularly important with increasingly unpredictable weather).
- Top fruit (apples, pears, plums and gages - commercially productive from 2026/27)
- Cereals and pulses.

THE GRAPH BELOW SHOWS OUR PREDICTED INCREASE IN PRODUCE SALES OVER 5 YEARS AND THE BREAKDOWN OF THE TOTAL SALES INTO THE CROP HEADINGS:

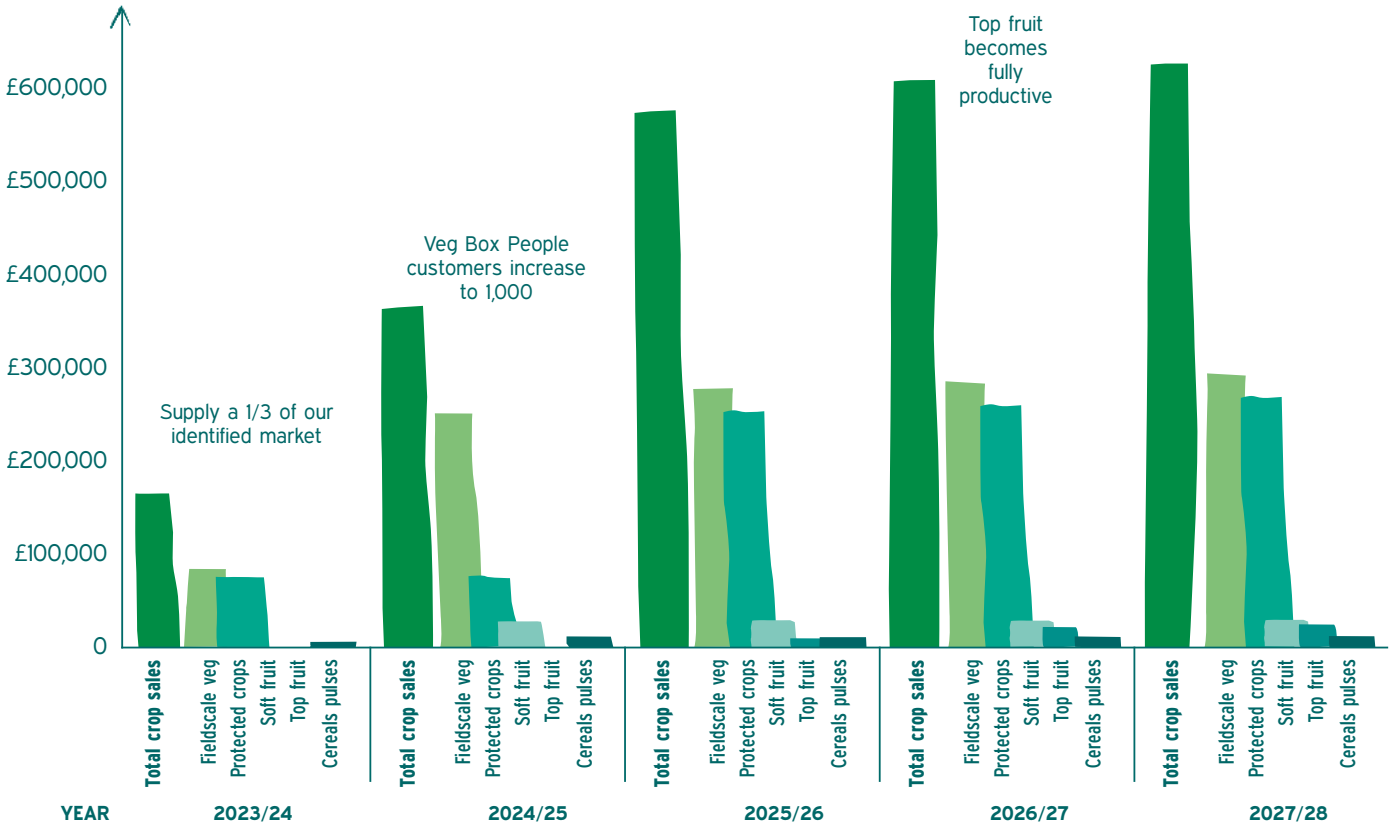


TABLE 3: PREDICTED CROP SALES INCOME

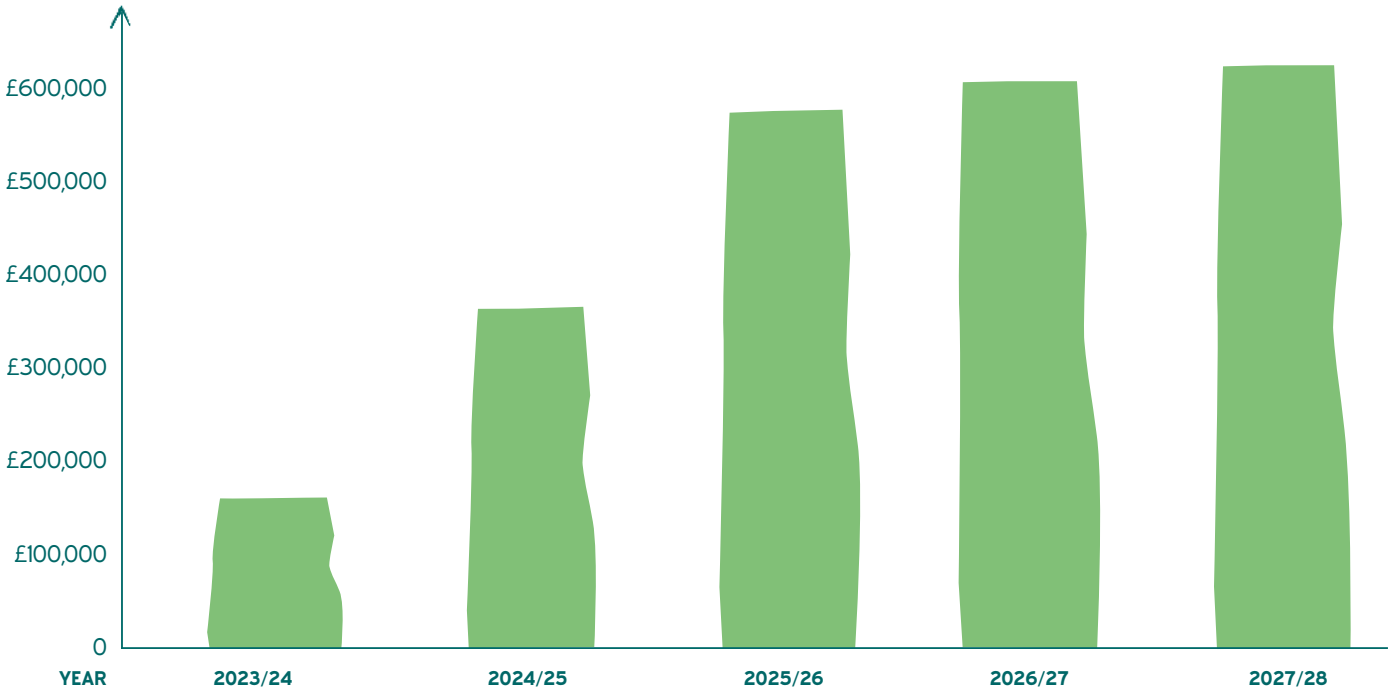
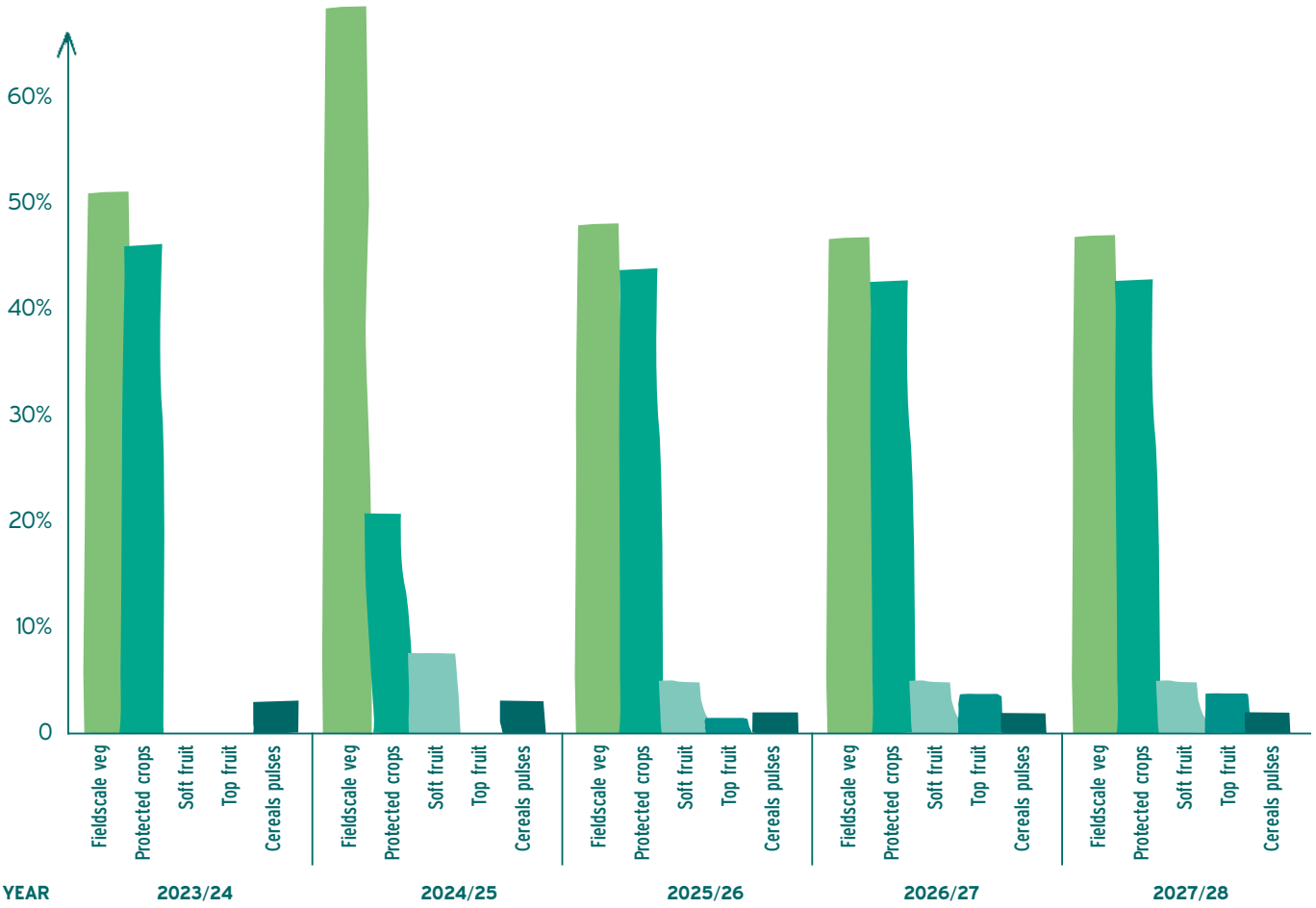


TABLE 4: PROPORTION OF TOTAL SALES PER CROP



Our plan is based on a 6-year rotation within an agroforestry system, in the first year bringing 12 hectares (approx c.30 acres) into vegetable production and increasing to 40 hectares (approx c.100 acres) over a period of 5 years, as we grow both our farming team and our markets.

Additionally our relationship with Fairfield Recycling creates an opportunity to compost the fruit and vegetable waste from New Smithfield Market. Fairfield Recycling diverts approximately 4,000 tonnes of food waste away from landfill to animal feed and anaerobic digestion each year. Kindling Farm could take a proportion of that waste for composting, which would be an additional income stream and an important source of fertility and organic matter for the soil. This would be both an added ecological benefit and a reduction in costs of buying in fertility (compost is currently included in crop variable costs). Based on taking ¼ of this food waste at current prices this could potentially bring in additional income of £25,000 a year (based on £25 per tonne). This is not included in this business plan as we would need to build composting facilities at the farm (estimated at approximately £100,000), but it is something we would be keen to do in the future for reasons of both ecological and financial sustainability.

4.1.2.1 Produce customers

The organic market report of 2021 shows a sustained increase in demand for organic fruit and veg. "The unprecedented crisis of 2020 has brought immense challenges across the entire food supply chain – not least for organic businesses. So, it's significant that in times of crisis, people are turning to organic products for the assurance of transparency, integrity and quality they provide. Organic is now rightfully recognised as the cornerstone of a resilient food and farming system, and a vital part of the solution to the climate, nature and health crises. With the organic market growing faster than ever, and expected to reach £2.9 billion by the end of 2021, there's a huge opportunity for organic businesses to innovate and continue growing the market".

The Kindling family of enterprises have created new markets for local organic food over the last 12 years, with combined Manchester Veg People and Veg Box People sales of £259,000 in 2019/20. In March 2020 as restaurants across the UK closed, Manchester Veg People postponed trading, however, throughout lockdown they have continued to receive supportive messages from their customers as well as new inquiries. Additionally in this same year (2020/21) Veg Box People experienced a significant increase in interest and their sales alone were £254,000. Both are committed to purchase significant quantities from Kindling Farm, especially where the variety and season is extended.

Table 5 below shows a summary of the main customers for Kindling Farm produce, who they are, and what it is about us and our produce that makes them want to trade with us.

TABLE 5: PRODUCE CUSTOMERS

Customer:	Why they want to trade with Kindling Farm:	Estd proportion of trade over 5 years:
A co-operative supplier of organic veg boxes.	• We grow to their requirements (organic but also crops and varieties particularly good for veg bags - e.g. smaller sized squash). • Strong supportive relationship. • Shared co-operative principles. • Our mission is closely aligned with Veg Box People's mission and the reasons that their customers use them. • Kindling Farm is a good story for their marketing - including bringing a large area of non productive land into organic production. • Opportunities for their customers to visit, volunteer and get involved in Kindling Farm. • We will open a Veg Box People collection point at Kindling Farm. • Veg Box People are members of Kindling Farm.	80% reducing to 60% (to reduce dependence on one customer).
Manchester Veg People A multi-stakeholder co-operative of organic growers, buyers (restaurants & the public sector) and workers.	• Kindling Farm is a member of Manchester Veg People. • We grow to their requirements (organic but also crops and varieties requested by restaurants). • Strong supportive relationship. • Shared co-operative principles. • Our mission is closely aligned with Manchester Veg Peoples mission and the reasons that their customers use them. • Kindling Farm is again a good story for their marketing - bringing 125 acres of non organic land into organic production. • Increased local produce and a direct relationship with Kindling Farm, will lessen Manchester Veg People's dependence on wholesalers, making their prices more competitive. • Plans to work with schools at Kindling Farm will provide potential new markets for Manchester Veg People. • Increased capacity for visits to Kindling Farm for chefs and buyers and an exciting project for their customers to get involved with (e.g. sponsor a field, seasonal menus etc.).	10% (conservative estimate due to current situation for restaurants).
Unicorn Grocery A thriving worker owned grocery with an annual spend on fruit and vegetables of £1.5m.	• We grow to their requirements. • Unicorn only sells organic fruit & vegetables and would like to increase local supply where possible. • Strong supportive relationship and history of supporting the Kindling Trust projects. • Shared co-operative principles and shared values and vision for a more sustainable food system.	0% growing to 10%.
New markets	• Our own farmers market. • Local grocers, farm shops, box schemes etc. - local, high quality & mutual relationships built. • Organic North (wholesaler). • Hodmedods - working to increase the consumption of UK grown pulses and are supportive of our vision and principles. • Organic millers & artisan bakers. • Other specialist enterprises such as Lush Cosmetics - shared values, keen to support UK sustainable growers, increase in their ethical range, good for their marketing etc.	10% growing to 20%.

A market built on strong relationships

Veg Box People currently supply approximately 470 customers with veg bags and 120 fruit bags to 19 collection points across Greater Manchester. Based on the increasing rate of customers over the last two years, coupled with the experience of other box schemes, Veg Box People predict that customer numbers will reach a target of 1,000 over the next 4 years. With a commitment to include a number of items from Kindling Farm as regularly as possible in the bags (all year round), this represents a secure market for us from the start.

The unique Manchester Veg People model prioritises produce from its local grower members and supplies a range of buyer members. This includes cafes, restaurants, caterers and larger scale institutions such as the University of Manchester, who commit to buy £40,000 of local organic veg a year. We have kept our estimates conservative for Manchester Veg People due to the difficult situation their customers have been facing over the last year. Continued interest during this time and a strong relationship with the University of Manchester (not just through Manchester Veg People, but with a wider Kindling family of enterprises) gives us confidence in the strength of the business over time.

These relatively new markets for organic produce are crying out for more to be produced locally and see a strong marketing benefit in the story of and close ties with Kindling Farm. Longer term organic markets, such as Unicorn Grocery (with total annual turnover of around £8 million) are also seeking out more local organic fruit and veg.

New markets

We will have new market opportunities with outlets local to the farm, including village stores, farm shops, farmers' markets and other local box schemes. Nearby towns and cities offer new Veg Box People and Manchester Veg People customer opportunities and there is potential to hold our own Farmers' market at Kindling Farm (in collaboration with other local farmers markets). Potential markets identified for our cereals and pulses include: Manchester-based bakeries and microbreweries; the increasing number of organic millers, brewers and pioneering enterprises such as Hodmedods, who are increasing the consumption of UK grown pulses such as black Lancashire peas; the onsite bakery and micro-brewery that we wish to establish as part of our future Social Enterprise Hub; and other ethical enterprises such as Lush Cosmetics, which we will continue to develop.

4.1.2.2 Produce competition

There are few local organic producers in and around Greater Manchester and, in terms of the gaps that we have identified in the market, demand for organic fruit and veg exceeds current local supply. Our intention is not to compete with other organic growers (near or far), but to work collectively, both to grow the demand for organic local food and to supply it.

Veg Box People and Manchester Veg People were established by the Kindling Trust to bring those few local organic growers together, to crop plan co-operatively and thus avoid pushing prices down (beyond viability for the growers). Kindling Farm will be a member of Manchester Veg People. We have planned the produce grown at the farm based on crop planning and gaps identified together with these customers.

TABLE 6: PRODUCE POTENTIAL COMPETITION

Potential Competitors:	How they compare to us and each other:	Their strengths:	Their weaknesses:
Local organic growers e.g. Brook House Farm.	Trades with our 3 committed customers, specialises in protected crops. Crop plan with MVP, VBP & other local growers.	Years of experience. Beautiful tasty produce. All protected cropping so longer season.	Only delivers into Manchester 2 days a week. Not a weakness but at capacity for MVP & VBP.
The Kindling Trust's FarmStart at Woodbank Community Food Hub.	3 acre site training new growers. Trades with our 3 committed customers. Crop plans with MVP/ VBP & local growers. Part of the Kindling family of enterprises. As training scheme pricing is market led.	Beautiful tasty produce. Very local. Shared aims and good for marketing.	Limited space, growing at capacity. Delivery is not always possible. It is a training programme, which can mean slower work rates, less skilled etc.
Organic North.	Organic wholesaler supplying our 3 committed customers when they can't source directly from growers. They are also a potential customer for Kindling Farm.	The organic wholesaler in the North. Some larger growers in the North only sell through them. Large product range. All organic. Supply produce year round and from further afield.	They aren't the farmers themselves so don't compete with us in terms of our 'local & direct' USP for our customers and also have the added mark-up (more costly for our customers than buying direct from us as growers).
Organic Pantry.	Organic grower and wholesaler based near Leeds supplying our 3 committed customers when they can't source direct from growers.	Large product range. All organic. Supply produce year round and from further afield.	70 miles away from Manchester, so don't compete with us in terms of our 'local' USP for our customers and also have the added wholesaler mark-up.
Kenyon Hall Farm Shop.	Local farm with a farm shop, online shop and offering school visits. Overlapping trading areas.	Long established local farm with shop and cafe open 7 days a week.	Not organic, so not competition with our existing customers.
Abbey Leys' Monthly Farmers' Market.	We have worked closely for years and would not want to compete at all. We will hold our monthly market on different weekends and in collaboration.	Long established local farm with shop and great monthly farmers market with a range of stalls including bread, meat and their own eggs and cakes.	Sell meat and eggs so may deter some vegetarian & vegan customers.
Supermarkets.	They cannot compete on the local grown level and community ownership.	Convenience, range and choice.	Not local and less fresh. Imported fruit & veg. Poor relationship with farmers. Excessive packaging & other environmental impacts.
Groobox. Possible competition for us opening a Veg Box People collection point at the farm.	Not organic, so not competition with our existing/committed customers for produce sales but running a local veg box scheme (10 miles from the farm).	Established local farm business growing veg for their veg bags. Offers farm visits.	Not certified organic. Small veg box costs £14.75 (compared to VBP £6-9 for starter & small bags).

The main way that we differ - both as Kindling Farm from other suppliers, but also as the Kindling family of enterprises from other veg box schemes etc. - is through our strong direct relationships, our story and the whole package that our produce is part of.

As well as our shared vision, history and strategy, the relationship between our family of organisations involves more than just trading. Opportunities to visit and volunteer at the Kindling Trust's Woodbank site are important for both Manchester Veg People and Veg Box People customers, however, the site has limited capacity for this. Kindling Farm will have the scale, capacity and interesting features (though agroforestry, educational elements etc.) to attract and host visits from schools and veg bag customers, as well as to work with chefs from the University and restaurants.

This direct connection will help our customers to market their businesses and provide Kindling Farm with increased and more secure sales through more deeply rooted relationships.

4.1.3 Produce pricing strategy

Our pricing strategy is based on the prices currently paid to growers by our main customers listed above. Their prices are based on years of working with local organic growers, the prices those growers set for their produce and their aim to pay growers fairly along with the need to make their own businesses viable. For the purposes of this business plan cereal prices are based on the Organic Farm Management Handbook[8] .

The Kindling family of enterprises have created new markets for local organic food over the last 12 years, with combined Manchester Veg People and Veg Box People sales of £259,000 in 2019/20. In March 2020 as restaurants across the UK closed, Manchester Veg People postponed trading, however, throughout lockdown they have continued to receive supportive messages from their customers as well as new inquiries. Additionally in this same year (2020/21) Veg Box People experienced a significant increase in interest and their sales alone were £254,000. Both are committed to purchase significant quantities from Kindling Farm, especially where the variety and season is extended.

Table 5 below shows a summary of the main customers for Kindling Farm produce, who they are, and what it is about us and our produce that makes them want to trade with us.

	Field scale: e.g. Beetroot	**Protected growing: e.g. Cherry Tomatoes**	**Soft fruit e.g. Strawberries**	**Top fruit e.g. Apples**
Local growers:	e.g. Beetroot	£3.75/kg	£1.66/punnet	£1.70/kg
Organic North:	£12.95 for 12.5kg	£5/kg	£1.93/punnet	£20.7/12kg
Organic Pantry:	£1.61/kg	£3.90/kg		£2.35/kg (or £3 split box)
Kindling Farm*:	£1.45/kg	£3.60/kg	£1.66/punnet (225g)	£1.60/kg

*** Kindling Farm prices shown were set working with our main customers and are what we used for our financial modelling**

Once we are up and running we will negotiate our prices based on our true costs of production. Our prices will be competitive, but will also provide stability both for our customers and for us by offering a set price for the season (rather than going up and down led by the market). This will involve a number of factors that we (along with many others in the wider movement including Manchester Veg People) have been looking into over the years, including costs per crop of:

- Variable costs (seeds, compost etc.)
- Labour - direct and non direct
- Area of land
- Length of time the crop is in the ground
- Additional costs (packaging and distribution)

We will also keep abreast of the fluctuating market prices, however, our aim is to provide more stable pricing. In other models we have researched, this is more favourable for both the grower and the buyer in terms of planning throughout the year and commitment between the two parties.

4.1.4 Produce distribution - how our produce gets to our customers

The distribution of our fresh produce will be largely via our sister co-operatives Manchester Veg People and Veg Box People. Established to support growers to sell their produce, they will provide the physical infrastructure for Kindling Farm to supply fruit and vegetables into Greater Manchester, through ordering and logistics systems, a Manchester-based distribution facility and marketing. We own a van that we will use to deliver produce into our other customers in Manchester and locally to Kindling Farm. All our customers pay promptly on invoice (within two weeks or 28 days).

We will have a collection point at the farm from where Veg Box People customers will pick up their veg bags which will also expose them to other products that they might want to buy direct from us or activities that they can then participate in.

4.1.5 Produce promotion

Our marketing strategy for Kindling Farm's fresh produce will build on the publicity created through our Community Shares Campaign, but adding to our vision for a fairer food system, we will focus specifically on:

- Quality: our lovely seasonal organic fruit and veg is local, super fresh and very tasty.
- Fairness: we believe in fairness all along the supply chain, from our growers to our customers, to all those eating our delicious fresh fruit and veg (and everyone in between!)
- Consistency: our scale of production means we will have plenty of lovely seasonal produce throughout the season and will deliver it to you when we say we will.
- Good Communication: we work with our customers to plan how best to meet their needs and are committed to good clear communication at every stage.
- Partnership: we want to support you to build your markets and will look for ways to help you with this, from sending you lovely photos and updates, to inviting your customers to events at Kindling Farm.

WHO WE WILL COMMUNICATE WITH

Our Target Audience:	How we will find and communicate with them:
Customers already committed to purchasing from us.	• Continue to work with customers to prioritise the crops they have identified as needing including fruit, season extension etc. • Crop plan for at least two items in the weekly bags throughout the year. • Support them to use our story in their marketing to help grow their customer base. • Regular news & photos from Kindling Farm for their newsletters & social media – including lots of great photos of veg box people, chefs and school children at the farm with our lovely local organic veg!
Existing customers of our customers.	**We will build on the ways that the Kindling family of enterprises help to engage and keep the customers of our customers e.g.:** • Regular visits to Manchester Veg People customer/Veg Box People collection point to maintain these relationships. • Crop planning with the chefs (and other growers). • Identify unusual varieties with the chefs and grow specifically for them. • Hold seasonal tasting events with the collection points. • Attend meet the grower events as Unicorn Grocers. • Hold events, volunteering days etc. at Kindling Farm for specific groups – Veg Box People customers, Unicorn staff and/or customers, Chefs etc.
New customers for our customers: • Local community to Kindling Farm. • Our community of interest across Greater Manchester.	**As our main customer, a big part of our strategy is to help Veg Box People to expand their customer base. We will do this through:** • Opening a Veg Box People collection point at the Farm and promoting it through local schools, community & faith groups, businesses, social media, print media etc. • Talks & information stalls at events across Greater Manchester promoting Kindling Farm and Veg Box People as a way to access our delicious veg. • Strong Kindling Farm communication and social media strategy. • All communications to publicise Veg Box People as a way of accessing veg with all the added benefits that Kindling Farm offers to Veg Box People members. • Public events at the farm attended by Veg Box People.
New markets e.g.: • Local outlets. • Individuals who don't want veg bags. • Millers, Brewers and other specialist secondary producers.	**Build relationships with local outlets – village stores, farm shops, farmers' markets etc.** • Hold a farmers' market at Kindling Farm (in collaboration with other farmers markets). • Promotion through distribution via Kindling Farm branded electric vehicle. • Strengthen relationship with regional organic wholesaler. • Build relationships and crop plan with local millers and micro-breweries. • Work with enterprises that specialise in UK, ethical and sustainable products such as Hodmedods to trial initial crop(s). We will also be supplying the food for our courses and events at the farm, which in future years will be a significant volume. This will be part of the attraction and marketing strategy for our courses, events and holidays.

Additionally our marketing strategy is not starting from scratch, we are building on a track record and existing models that people already trust and feel a part of. For example, Manchester Veg People as a co-operative of both farmers and buyers creates a relationship between the buyers and the growers and the knowledge that fresh quality produce is being grown for them. Similarly the Veg Box People model also builds relationships, and with that a sense of loyalty which leads to a significantly lower churn rate than many box schemes. Additionally, based in a range of outlets, including the universities, restaurants and cafés, the Veg Box People collection point model has the added bonus of encouraging new Manchester Veg People buyers.

This marketing strategy is incorporated into the action plan for the Kindling Farm Establishment Team (see section 5: Making it Happen) and will be reviewed and updated regularly against social impact and financial targets (see section 3.4: Social Impacts and section 6.3: Forecast Financial Performance).

4.2 Non produce trading

While initially our main income will come through sales of our produce, Kindling Farm will also offer and host a range of courses, activities, visits and consultancy for which we will charge or fundraise (to be able to provide them free of charge). Our key marketing objectives for our non produce related trading are:

TABLE 9: NON PRODUCE TRADING MARKETING OBJECTIVES

	Year 2023/24	Year 2027/28
Increase income from non produce trading activities:	£10,000	£100,000
FarmStart trainees per year (starting 2024):	0	5 trainees
Increase short courses:	5 courses	24 courses
Increase group days (schools and corporate Team Activity days):	7 days	90 days
Increase number days consultancy:	0	40 days
Increase volunteering days and weekends:	6	24 plus a summer camp

These targets are based on our small team running the activities, bringing in external course leaders for the courses (covered by the course fees). If we secure additional funding for our planned Centre for Social Change (and the expanded and improved facilities this will involve) these targets would increase significantly.

4.2.1 Product

Kindling Farm will be an excellent base to learn about practical solutions to the challenges we face, to share skills, and to engage more people from a wider range of backgrounds in creating a more sustainable food system. Our long term aim is to make Kindling Farm the place to go for a range of courses and training, as well as ethical and sustainable events and activities which we have clustered under the heading Agritourism.

Our non produce trading will include a range of activities:

Kindling Farm FarmStart: An incubator programme for new entrants into organic farming

The need for more and improved training for new entrants to farming is well recognised, by bodies from the Land Workers Alliance to Defra, with a need for more intensive training highlighted by the Ecological Land Co-operative. Working in partnership with The Kindling Trust's programme, Kindling Farm will run its own FarmStart programme at the farm. This will focus on the areas of training that the Kindling Trust programme can't cover due to their small site, including agroforestry, fruit production, field scale veg production, cereals etc. Kindling Farm will also provide job opportunities and land for graduates from both programmes to move on to.

Short courses

Over the years, practical courses – from straw bale building and green refurbishment at Bridge 5 Mill, to woodworking at the Kindling Trust's Woodbank Community Food Hub – have always been popular. Kindling Farm will develop a programme of residential courses filling gaps identified, with a great opportunity to run weekend residential courses from green building, to compost toilets, to agroforestry. As well as teaching people skills, these learning-in-action courses will help us to develop the physical infrastructure of the farm. Most courses will run for 2 to 4 days and will include food and accommodation (camping initially, until we raise finance to increase residential course facilities in the future). There will also be single day courses.

Day trips for groups

Years of the Kindling Trust providing activity days for schools, youth groups and corporate teams has helped us develop a successful and popular package. Mixing practical land-based activity and discussion in a friendly environment, combined with good food and ideas for action at home, results in return visits. Feedback shows that participants would visit (and are eagerly awaiting) the Kindling Farm. Kindling Farm activity days will include a tour of the farm, a group land-based activity (such as tree planting) and for schools an educational element (discussion and activity). Refreshments will be provided, including delicious seasonal lunch for full day sessions.

Volunteering opportunities

We will extend the opportunities available to the Kindling Trust's Land Army volunteering programme, which has brought hundreds of people on to the land. Resulting in all the benefits listed above, the days often end with people wishing they could carry on discussions round a campfire. Similar projects find that residential volunteering opportunities are a great way to engage people, get tasks done, cover costs and in some places generate some income. At Kindling Farm we will offer weekend trips and a summer camp, with a variety of tasks and evening activities. While our volunteering activities will not generate an income they will promote our other produce and non produce trading activities.

Community programme

As with the Kindling Trust's Woodbank Community Food Hub, Kindling Farm will run a series of activities to engage the community including: apple grafting, biodiversity and habitat creation workshops, seasonal tasting sessions, foraging etc. We will then develop a programme defined through local consultation. We will finance the activities through a mix of reasonably priced programme fees and fundraising to enable us to offer activities free of charge and make them accessible to a wide range of people.

Consultancy

Kindling Farm will also generate income by providing advice to others wishing to set up similar projects and farm in similar ways, and will charge for this service on a sliding scale. This will be an important part of our key aim to support others to create a more sustainable food system.

Experiential holidays

As Kindling Farm develops in future years, we will offer a range of 'experiences', from staying in a luxury eco-yurt, with a veg box, fresh rolls every morning, an evening beer at the microbrewery and a farm tour, to holidays spent tree planting, farming, or brewing with the experts. Again, this is not part of this business plan but our separate market research gives us confidence that our agroecological farm will provide the perfect setting for these increasingly popular holidays.

Our aim is for income generated through non produce trading to start at 6% of our total income and increase to 14% over 5 years. This will help diversify our income streams and will represent a significant amount in future years. This will both help reduce the risks of making a living through food production alone and be an important opportunity to engage a wider range of people.

TABLE 10: PREDICTED NON PRODUCE TRADING INCOME

	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27	Year 2027/28
Increase income from non produce trading activities:	£10,000	£24,290	£52,680	£77,300	£100,000

TABLE 11: PROPORTION OF TOTAL NON PRODUCE TRADING INCOME PER ACTIVITY

	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27	Year 2027/28
FarmStart*:		21%	10%	7%	5%
Short Courses:	80%	62%	57%	58%	60%
Day Visits (schools etc.):		4%	4%	4%	4%
Team Activity Days:	20%	13%	13%	13%	13%
Consultancy:			16%	18%	18%

*** Farmstart income remains constant but falls as a percentage of total as other non produce trading activities.**

4.2.2 Non produce trading customers

Activities at Woodbank Community Food Hub, as with the Veg Box scheme, engage a range of participants. FarmStart and Commercial Growing Courses tend to attract people already in work and looking for a change of career. Community courses and activities during the week attract people out of work for varying reasons (health conditions, between jobs or retired), and others who come along on their days off. Weekend volunteering tends to attract people who are busy in the week and already interested in sustainable food and farming or working outside.

The Kindling Trust and Veg Box People customers come from a mix of different professions, walks of life, genders and ethnicities, and feedback from many of them highlights an interest in and intention to also become customers of Kindling Farm activities. It also helps to give us an idea of the type of people who will be Kindling Farm customers, although we will work to further increase the diversity of people engaging with Kindling Farm.

Our customers for our non produce trading activities can be grouped under three main headings with varying reasons for wanting to participate in the work we do, which are summarised in table 12.

TABLE 12: NON PRODUCE TRADING CUSTOMERS

Customer:	Why they want to participate in Kindling Farm activities:	Estimated Proportion of trade:
Existing Kindling Farm supporters e.g.: Kindling Farm Members. The Kindling Trust Land Army volunteers. Veg Box People customers. **Activity interest:** • Short courses. • Group day visits. • Volunteering.	Shared vision and values. Long term supporters are keen to help put into practice the idea they have supported for so long. New members and shareholders looking for a way to get more involved in the project they have invested in. People who have volunteered with the Kindling Trust are excited about the agroforestry element, to see a larger scale version of the Woodbank site and are eager for more practical courses and activities. Veg Box Customers are often keen to see where their veg is grown and support growers, Kindling Farm will be an accessible farm for visits and activities.	30 - 50 %
Local community e.g.: Schools. Community and faith groups. Local businesses. **Activity interest:** • Group day visits. • Community Programme. • Short courses. • Volunteering.	Kindling Farm will be new, interesting and on their doorstep. We will do a lot of community engagement and consultation in the establishment phase and build activities around what people want to see locally. Huge educational opportunities especially around science, food, environment etc. The farmer has worked with the local schools in the past and they were very responsive. People are particularly keen to get outside and participate in activities (safely organised) following this long lockdown period.	10 - 20 %
Community of interest e.g.: Greater Manchester Groups and businesses. Food & farming groups with shared values. Public bodies (e.g. local authorities, public health, educational institutions). **Activity interest:** • Group day visits. • Consultancy service.	Feedback is that businesses and public bodies will be looking for safe, outdoor team building activities particularly following so much change in recent months. Similarly with Manchester based social enterprises and organisations with whom we have shared values and a strong relationship. Public bodies have also shown an interest in engaging with Kindling Farm both through shared projects and seeking advice (e.g. local authorities wishing to develop sustainable farming projects locally).	20 - 30%
New entrants to farming: **Activity interest:** • FarmStart. • Short Courses.	The Kindling Trust receives many enquiries about courses from new entrants and others living further afield. Kindling Farm will be able to respond to this with residential courses (initially camping) and other practical activities.	Up to 20% but plateauing at around 5% of non produce income.
Potential grant funders **Activity of interest:** • Community Programme. • Short Courses & Training.	Our aims and values are in line with many charitable trusts and foundations and our social and ecological impact helps them to deliver their strategy. Our desire to engage a wide range of people will attract funds to finance our activities, making them more accessible. Our community ownership, legal status as a Community Benefit Society with an asset lock and our charitable aims makes us eligible for grant funding from many trusts and foundations.	10% (or more if we increase our funded community programme and subsidised course places, advice etc.).



A growing market

There has been a notable increase in interest in sustainable farming as a career over recent years. The Oxford Real Farming Conference grew to 1,000 participants in 2020 (twice the size of the conventional farming conference)[7] and the Land Workers Alliance membership increased significantly in the last year. Locally, 36 people have participated in the Kindling Trust's FarmStart programme and over 100 attended the commercial growers course, with evidence that participation would be higher if the courses were residential. Kindling Farm will be able to support the Kindling Trust to increase numbers on their commercial growers as well as Kindling Farm delivering a wider range of courses to meet the growing demand.

Having Kindling Farm as a larger site with potential residential facilities will open up a whole new market. For example, the Kindling Trust's Woodbank site is not large enough to welcome school visits due to the limited number of toilets and indoor facilities, as well as space for farm tours and educational activities. For the same reasons they can't currently respond to interest from businesses to bring large groups on team activity days or have various activities and visits happening on the same day. Kindling Farm's 100+ acres and refurbished barns, will provide huge opportunities to respond to the interest from schools, businesses and other local groups and to develop these new markets.

The national demand for agritourism is growing. UK adults make 14 million holiday trips and 1.1 billion leisure day visits to the English countryside each year. Demand for domestic rural tourism and 'greener' tourism is increasing and organic farms' environmental credentials make them well placed to respond to this demand.[10] Additionally we have seen a huge increase around interest in local food and outdoor activities since the start of the pandemic.

There is an expanding UK ethical market place and number of people choosing experiences as presents and holidays. Locally we have found that with the growing interest in veganism and healthy or ethical eating, people are looking to get more hands-on with food, be that through farm visits, volunteering, or food related courses.

A market built on relationships

The Kindling Trust's Woodbank Community Food Hub already welcomes around 200 volunteers, 500 people to events, 200 people on courses and 5 to 10 team activity trips each year, however, they have to limit numbers due to space and resources. Feedback from recent activities shows that participants are interested in the development of Kindling Farm and want to be kept informed about the enhanced range of experiences including residential courses, volunteering and events.

Consultancy: The Kindling Trust are often asked to give advice and talks about different elements of setting up and running the variety of projects they have been involved in over the years. This advice is mainly sought from the co-founders of the Kindling Trust, who are involved in establishing Kindling Farm and are already receiving requests for advice and talks related to Kindling Farm.

Additionally and crucially the Community Shares Campaign will bring in a significant increase in membership and interest in activity at Kindling Farm with people looking for ways to get involved and visit the farm.

4.2.2.2 Non produce trading competition

There are other organisations, centres and farms around the UK offering training, short courses, and outreach and education on sustainable food and farming related subjects. There are not many large scale examples of agroforestry farms that provide these activities and none in the Northwest, so we hope that the activities, courses etc. that we provide will complement rather than compete with what is currently provided by others.

On a local level there are other farms offering visits and activities, but these seem to have quite a different focus to those planned for Kindling Farm. For example other local farms have livestock, food events focused on their produce, and regular activities for young children. Kindling Farm's visits, activities and courses will be in the context of organic fruit, veg and cereals in an agroforestry system, so again this will complement existing local provision.

TABLE 13: NON PRODUCE TRADING POTENTIAL COMPETITION

Potential competitors:	How they compare to us and each other:	Their strengths:	Their weaknesses:
The Kindling Trust's Woodbank Community Food Hub.	Stockport-based hub, offering FarmStart Training Programme, Community activities and volunteering sessions. Part of the Kindling family of enterprises.	Urban setting and very easy to access - good for trainees and volunteers.	Small site and cabin means limited capacity e.g. for courses, large group activities and length of a day visit. Residential activities are not possible.
Reaseheath Agriculture College.	Our closest Agricultural College. Potential overlap in the trading region, but their offer is focused on conventional agriculture.	Long standing traditional agricultural college and a well known route into farming for agricultural students.	Doesn't offer courses in organic farming, or in horticulture so not competition at this stage, though possibly would be in the future if they ran a course.
RHS Bridgewater.	A new large scale and well funded gardening project in Salford. Their website talks about agroforestry but on a closer look it is a kitchen garden where they plan to develop a forest garden feel. No courses or activities currently advertised.	RHS is a large well known organisation with a large membership and high profile to attract both funding and interest that could potentially compete with our less well resourced publicity.	The gardens will be more traditional flower based horticulture and aren't organic. They therefore won't compete on organic or sustainable farming, agroforestry or community ownership.
Local farms offering day visits to schools e.g.	There may be local farms offering school visits and activities for children and families.	One regional farm offers fruit picking, a ride around the farm in a trailer (which looks good fun!) and has a farm shop and cafe. Others are livestock farms so offer activities related to their animals and produce.	They aren't organic or agroforestry and they don't offer courses. Not a weakness for them, but a different focus that means we won't compete on these areas. The livestock & meat focus may be seen as a weakness for some of our customers.
Whistlewood Common.	Community-owned 10 acre farm near Derby. They hold events, workshops and provide educational opportunities that help people understand how to live more sustainably.	Looks like a great community project with lots to learn from them. They have a beautiful round house and yurt for hire and camping available.	They are smaller scale - not a weakness for them, just a different scale and focus of Kindling Farm. Quite hard to book on courses via website, looks like they do everything through facebook.
Centre for Alternative Technology (CAT).	CAT is an educational charity based in Wales, dedicated to researching and communicating positive solutions for environmental change.	Long established and in beautiful surroundings and has a great reputation for courses on renewable energy, eco-build etc.	Not competition as different focus (not food & farming). We could work with them to promote courses in our areas of expertise.

4.2.3 Non produce trading pricing strategy

We have based the pricing of our activities on the Kindling Farm Establishment team's experience of developing and running courses over the years and on market research on the fees charged by other organisations and what participants can afford or are willing to pay. Table 14 below shows the prices that our financial model is based on and some examples of comparable courses and activities run by others (the most up to date we can find currently).

TABLE 14: NON PRODUCE TRADING PRICING INFORMATION

Activity Providers:	Agriculture & Horticulture training:	Short courses:	Corporate team activity days:	Day visits for e.g. schools:
The Kindling Trust's Woodbank Community Food Hub.	£600 p/a.	£200 for 4 day grower course.	£250 for up to 8 attendees.	N/A (too small for school trips).
Reaseheath Agriculture College.	£1,230 - £9,250 (fees only accommodation & food additional).	N/A.	N/A.	N/A.
Ordsall Hall:	£900 for RHS L2 (+ exam fees per model).	Not currently on their website.	N/A.	£3 - £6 per pupil (depending on session).
Local farms	N/A.	N/A.	Unable to find this activity.	£20 per group + £2.75 - £6 per pupil + extras.
Centre for Alternative Technology (CAT).	N/A.	£600 - £730 for 5 days. £240 - £260 2 days. incl accom + food.	N/A.	£90 - £120 up to 2 hrs (20 people max).
Schumacher College:	N/A.	£795 for 4 days incl accom + food.	N/A.	N/A.
Kindling Farm*	£1,000 p/a.	£25 - £50 for day courses. £200- £600 for 2 to 4 day courses .	£250 (depending on numbers and length of session).	£90 (£3 per pupil).

* Kindling Farm course fees will vary depending on the subject and therefore the cost of materials and equipment needed, external trainers etc. There will be subsidised/funded places.

Our consultancy fees are based on £450 per day, which is the lower end of those who have advised us during the process of developing Kindling Farm. There will be a sliding scale for those who can't afford this or aren't able to secure funding.

4.2.4 Delivery of our non produce trading activities

With our courses, educational and agritourism activities, Kindling Farm itself will be a large part of both the 'product' and the delivery of it. People will come to the farm for the majority of the training, courses and activities as this will be a major part of the attraction of them.

In the short term the price of all activities will include refreshments (including lunch for full day sessions) and, where relevant, the use of tools and equipment and provision of materials. For any activities that last longer than a day, for example 2-4 day courses or volunteering weekends, camping will be possible at the site with facilities and meals provided as part of the participant fee. We also have a list of accommodation options locally. Longer term plans include visitor accommodation so that we can provide residential courses for a wider range of people, as well as temporary accommodation for the FarmStart trainees coming from further afield.

For our non produce trading activities, our customers can book and pay through our website or pay Kindling Farm directly. We will also fundraise to enable us to subsidise or provide a number of places or activities free of charge, and ensuring that low income is not a limiting factor to participation.

We will provide some of our non produce trading activities via video call or conferencing facilities, or by visiting other farms and groups in the case of consultancy, talks and potentially some courses, where participants are from further afield. This will be organised on a case by case basis and paid on invoice.

4.2.5 Non produce trading promotion

Our marketing strategy for our courses and activities will build on the publicity created through our Community Shares Campaign. The campaign will have created awareness of our future products and services, as well as significantly increased our base of members and supporters - many of whom will be looking for ways to further engage in Kindling Farm in practice. Table 15 below shows who we think many of our customers will be and how we will find and communicate with them.

TABLE 15: NON PRODUCE TRADING MARKETING STRATEGY

Target Audience:	How we will find and communicate with them:
Existing Kindling Farm supporters e.g.: Kindling Farm Members. The Kindling Trust Land Army volunteers. Veg Box People customers.	Build on the publicity and support through the Community Shares Campaign to launch the programme of courses and activities. New members will want a way to engage in and be part of Kindling Farm, so consulting members about activities and promoting activities to them. Maintain relationships and interest of wider supporters (e.g. Land Army volunteers, participants of previous Kindling courses) – invite them to Kindling Farm launch, promote courses through E-news. Increase numbers of supporters and volunteers through continued presence at local and regional events.
Local community e.g.: Schools. Community and faith groups. Local businesses.	**Local consultation and community engagement** – attend events locally, find out what activities people would like to see at the farm. Build up relationships with local schools and other groups to host visits; build on previous school menu pilot projects in Manchester to offer to more schools; work with the Soil Association's Food for Life team and schools involved in their programme. **Annual events** Summer and Christmas fairs - will engage supporters, increase awareness of us and generate an income in themselves.
Community of interest e.g.: New entrants to farming Greater Manchester Groups and businesses. Other food & farming groups with shared values.	Promote through partnerships with Land Workers Alliance, Organic Growers Alliance, Soil Association, the National Farm Incubator Network etc. Promotion of activities, both through our own channels (social media, our newsletter and E-news etc.) and through our partners and supporters. People regularly contact us asking to interview, film and feature what we do.

I am excited and inspired by the work of the Kindling Farm Team. They are innovators and connectors, establishing practical projects that demonstrate how the food system could be if we cared about supporting decent and resilient jobs in food production, a thriving environment and fair access to good food.

The Kindling Trust family of enterprises has created values-driven models of food production and distribution that are truly replicable and should be picked up and implemented by communities and institutions across the country. I am very excited about the Kindling Farm and have no doubt that it will become another successful model for sustainable food and farming.

Kath Dalmeny, Co-ordinator, Sustain - the Alliance for Better Food & Farming.



5

MAKING IT HAPPEN

5.1 Financing the farm purchase and refurbishment
5.2 Community shares
5.3 Next steps after the purchase of the farm
5.4 Running Kindling Farm

At the time of launching our Community Shares Campaign on the 3rd April, we were at the advanced stages of buying a farm which is now sadly not available to us. We had carried out a range of visits, evaluations and research and had the farm valued. This enabled us to refine our financial assumptions and develop a clearer financial overview of this opportunity. Although clearly a large setback for us, we have strong contingencies in place and have begun a new search for a farm to buy.

Our plans are still to purchase the farm within the next two years and get the Kindling Farm established and financially viable within 4 years of purchase.

5.1 Financing the farm purchase and refurbishment

We need to secure, an estimated, £1.3million for the purchase of the farm, house and outbuildings. In addition we will invest approximately £760,000 in the infrastructure of the Farm, including agricultural buildings, machinery, 0.5 hectares of polytunnels, biodiversity measures, our agroforestry system, and initial facilities for volunteers and visitors.

While all the capital work would ideally take place at the start, we have been reassured that the farm will be functional with the spend and funding that we have already secured and that we will be able to complete the additional refurbishment work in stages, over a number of years (as and when funding is secured). We are extremely lucky to have the support of Bill Butcher (Director of Green Building Store) on the capital work element of the project. Members of the Kindling Farm Establishment team worked with Bill 20 years ago when Green Building Store managed the refurbishment of Bridge 5 Mill.

The initial purchase will be financed through a blend of community shares and a long term loan. We are currently in discussion with Triodos Bank and Charity Bank regarding long term loans. We are currently in discussion with Triodos Bank and Charity Bank regarding long term loans. We have secured grants and donations of £220,000 towards the initial establishment costs and are in discussion with a number of other funders with whom we have a long term relationship. For details about the costs and financial blend, see Financial Summary Section 6.2.

Once the farm is established and the existing infrastructure renewed, we have ambitious plans to build a Centre for Social Change and Social Enterprise Hub. For these we will need to raise a further £2.5 Million. But that's a few years off yet and the success of Kindling Farm is not dependent on these happening in any particular time frame.

5.2 Community shares

An important component of financing the purchase of the farm is through community shares.

Pioneering farms are increasingly raising funds through community shares. The hugely inspiring Fordhall Farm became England's first community owned farm in 2006 with 8,000 Community Shareholders. More recently Stockwood Farm raised £400,000 from a community share offer to purchase its 60 hectare farm and rural business park from nearly 150 members, others include The Community Farm in Bristol and Sutton Community Farm, to name but a few. Since 2009, almost 120,000 people have invested over £100m to support 350 community businesses throughout the UK.[9]

Community shares have grown in popularity in recent years as people want to invest their money in initiatives that make a difference. The number of new community share offers has more than doubled since 2012. Many of these supporters were first time investors, buying community shares as much for the social return as the financial one.

Community shares are not only a way to access finance, but are a great opportunity to engage people in a more meaningful way; people are making an investment, rather than making a donation and becoming both members and part-owners of Kindling Farm.

Our Community Shares Campaign

We are running our time-bound Community Shares Campaign between Saturday 3rd April 2021 and Saturday 3rd July 2021 and aim to raise as much of the estimated purchase price of £1.3million as possible. Any shortfall will be met by a long term loan from the bank.

Our Community Shares Campaign has been developed with support of the Reach Fund and Ethex who will provide the platform for the campaign. Reach funding has enabled us to access expertise to review and finalise our financial model, business plan and community share offer document, and develop a comprehensive marketing strategy and branding. Additionally our sister organisation Fairfield Environment Trust has secured funding from the Postcode Local Trust, for the community consultation and engagement in Kindling Farm during the campaign.

Originally the marketing plan for the campaign involved attending lots of large events with our interactive display, visiting local groups to give talks, holding public events ourselves and so on. In the current situation this has obviously all had to change, however, the Kindling Farm establishment team have had plenty of practice giving zoom talks this last year and we are receiving lots of interest (not just from local groups but across the UK - and world!).

Led by the Kindling Farm establishment team (2 full time), with the support of the Kindling Trust Communications Co-ordinator (4 days a week during the campaign), the

marketing strategy to promote the share offer includes:

- Kindling Farm holding a series of presentations and discussions (currently via zoom) about a wealth of interesting issues such as agroforestry, land access and women in farming and of course Kindling Farm. As well as holding public talks we have been invited to speak to a range of organisations, from local Transition groups and Women's Institutes, to regional and national networks. We will be using these events to directly promote the opportunity to get directly involved by investing in Kindling Farm.
- A programme of practical outdoor activities from apple grafting workshops to Open Farm Sunday, in and around the local community as well as at the Kindling Trust's Woodbank Community Food Hub.
- A strong social media campaign from a series of beautiful graphics with messaging to short videos by our various stakeholders, to facebook adverts - with a great network of supporters sharing all of our posts.
- Articles in a variety of publications and updates going out via our various supporter organisations
- A physical presence at events (when they do start up again) with our stall and beautiful interactive display

Match investment from Booster Fund

We have secured the support of the Community Shares Booster Programme, which is funded by Power to Change and run by the Community Shares Unit. Under this programme up to £100,000 is available to match applications for shares from the public. This means that for every pound invested by individuals, another pound will be invested in matched shares up to maximum Booster investment of £100,000.

The match shares will be held by Co-operatives UK, a partner in the Community Shares Unit, and will be subject to the same terms and conditions as other Kindling Farm Limited members, except for its right to withdraw share capital, which will be restricted to a pro-rata amount.

Our community shares messaging

Our community shares campaign is built on our vision, our strong foundations, experience and track record, our understanding of the problems with the current food system and our practical solutions for how to tackle these challenges, and on the values that underpin everything we do. We find that people's response is one of hope and a desire to be part of it, or to support it in the way that they can – be that investing in Kindling Farm, buying our veg, visiting us, or all three.

For our Community Shares Campaign we simplified our story into 4 key messages. We will communicate these in a range of ways and with different emphasis depending on the channel and target audience, but the main messaging is that Kindling Farm - and therefore our products and services - represents:

- Good Food for Everyone - increasing access to healthy, local, organic food for everyone.
- Sustainable Farming - supporting a new generation of sustainable growers and farmers to confront climate change.
- Community Ownership – Kindling Farm will be owned by its members, for the benefit of the community.
- A Viable and Credible Business Case - We have growing market opportunities and customers ready and waiting for our produce.

For further information and the terms and conditions of the community shares campaign please see the document: Kindling Farm Share Offer Document 2021 (https://kindling.org.uk/InvestFarm/FarmShareOffer).

5.3 Next steps after the purchase of the farm

Purchasing a farm is just the start. Once the farm is secured, the establishment co-ordinators will relocate, to continue getting to know the area, consulting the local community and to oversee initial building and infrastructure work on site.

We will also employ an experienced Farm Manager immediately (see appendix 7.6: Farm Manager Job Description, for more on this role). They will develop an agricultural plan for the site as a whole, manage the growers and oversee contractors brought in to do the initial field-scale growing (following advice from agricultural advisors to generate income as soon as possible). The Farm Manager will be supported by 2 growers to establish the market garden, soft fruit areas and protected growing areas. In the second year this will increase to a team of 3 as our new Kindling Farm FarmStart programme gets underway.

Initially this team will run Kindling Farm and the various activities, supported by large numbers of volunteers and supporters who are very keen to make it happen. We will run volunteer days and weekends to help with large tasks such as planting the trees for the agroforestry system, or building compost toilets. Like many of the farms and centres we have researched, our model will offer seasonal volunteer opportunities, either with the farming team, the programme teams, or a mix of both.

5.3.1 Action plan and milestones

A detailed action plan guides the work of the Kindling Farm Establishment Team. This has been shaped by the team's previous experience of capital projects (see section 2.1: Our Context), as well as extensive and very generous advice from similar organisations, for example: Charlotte Hollins of Fordhall Farm has shared her experiences with us on community share campaigns and engaging members; Ecological Land Co-operative on land purchase and planning processes; Stephen Briggs and Martin Wolfe, two pioneering agroforestry farmers, on establishing agroforestry systems; and Jamie Hartzell on finance and business management. Table 16 below shows the immediate next steps we need to take to secure the farm:

TABLE 16: PRE-PURCHASE MILESTONES AND PROGRESS

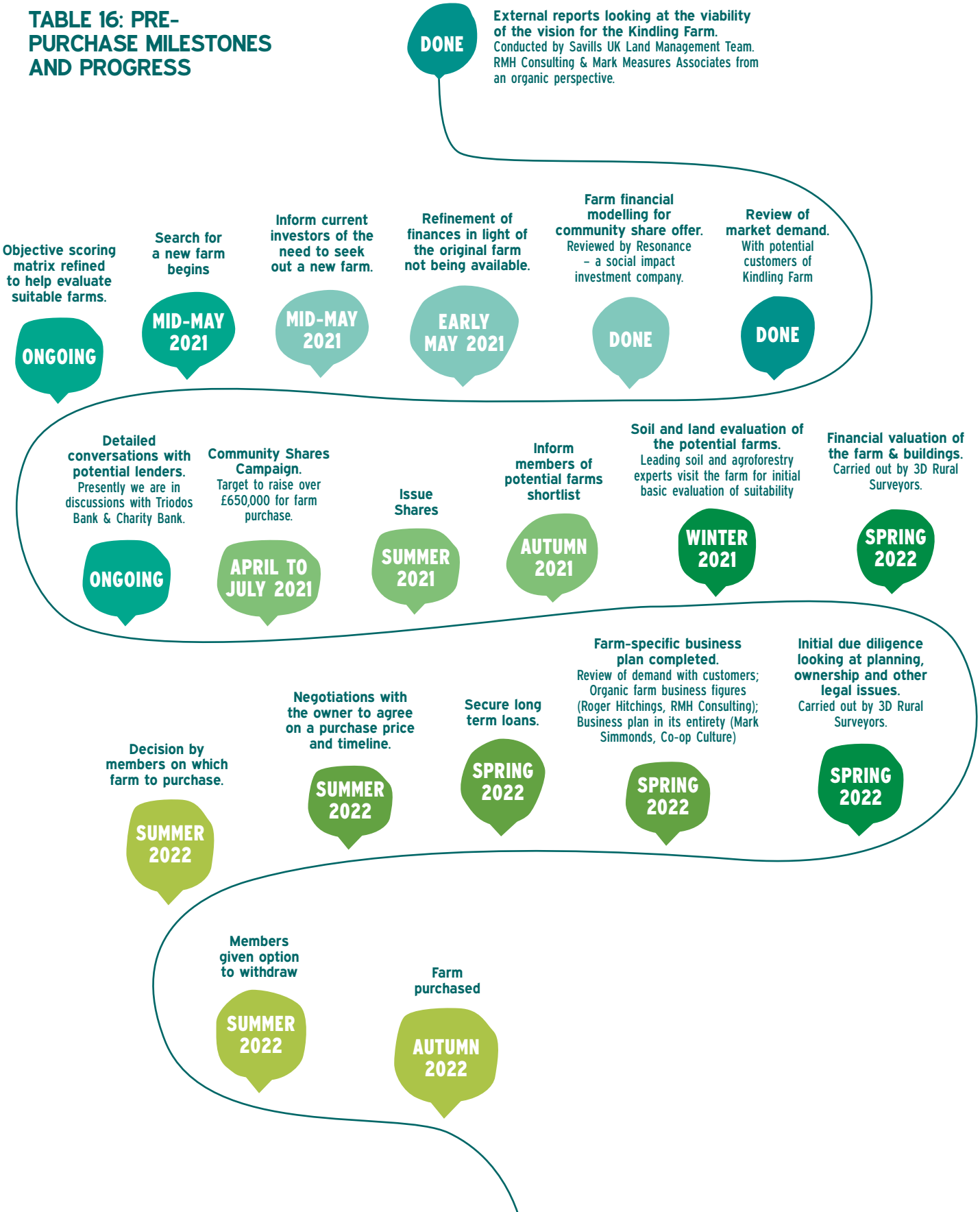


TABLE 17: POST PURCHASE MILESTONES AND TIMESCALE

Table 17 below shows the the next phase of the action plan after the purchase of the farm

Farm Manager recruited.
Dependant on time in the season, but likely to be in the first 6 months from purchase date.

AUTUMN 2022

Consultation and engagement of shareholders.
Ongoing throughout the shares campaign with additional consultation post purchase to shape programme of community activities.

ONGOING

Final architect plans drawn up and costed.
Refurbishment & construction work will happen in stages. Architects' plans will be for our aspirational developments but will reflect our staged approach.

AUTUMN 2022

First members open day.
Members visit the farm and are shown initial architect plans etc.

AUTUMN 2022

Emergency and conservation repairs prioritised.
Secured grants used for work identified in biodiversity survey and to secure buildings & infrastructure to make the farming business operational.

AUTUMN 2022

Extensive biodiversity survey.
Experts (e.g. Lancashire Wildlife Trust) will conduct surveys before we start on site, to guide physical work & provide benchmarks for social & ecological impact monitoring.

AUTUMN 2022

Planning permission applications submitted.
Planning advice has been obtained as part of the purchasing decision but final applications can't be submitted until after purchase is complete

AUTUMN 2022

Crop plan and field rotation agreed.
Led by our Farm Manager and based on consultation with our initial major customers.

WINTER 2022/23

Farm's master action plan agreed.
Based on architects plans, crop planning and member & community consultation. Reviewed by Kindling Farm directors & members.

WINTER 2022

Initial farm infrastructure work.
Initial farm infrastructure work prioritised e.g.

- Field drainage.
- Field irrigation.
- Access.
- Immediate refurbishment/ temporary construction
- Polytunnels erected.

DURING FIRST YEAR AFTER PURCHASE

Agroforestry system planted.
Planting trees grafted as part of the Green Recovery Fund project. Possibly starting Oct 2021 – March 2022 continuing following year.

OCT 2022 TO MARCH 2024

Team of growers recruited.
Seasonal growers work with Farm Manager during early establishment year. In 2nd year start recruiting Kindling Farm growing team, aiming for a team of 5 in 2024/25 (increasing as needed & sales allow).

JAN 2023

Kindling Farm AGM.
Kindling Farm members come together to review progress and discuss plans for the next year ahead.

AUTUMN 2023

First harvest of Kindling Farm crops.
With an initial target to supply 1/2 of our major customers' predicted demand in this 1st year.

SUMMER 2023

Field scale production starts.
Field scale vegetable production begins, potentially engaging contractors for parts of this in 1st year (as recommended by agricultural consultants).

SPRING 2023

Stage one farming begins.
Focusing on: protected horticulture, fields of the higher agricultural grade soil & planting soft fruit.

SPRING 2023

Organic certification process.
We will go into conversion immediately, the process should be complete for the start of 3rd season (after purchase).

AUTUMN 2023 TO AUTUMN 2024

Trialling of cereals & pulses.
Work with customers to trial cereals and/or pulses from the start. Develop further in future years as the market develops.

2024/25

Full production utilising the whole farm.
Increase over the first 4 years, by the 5th season we intend to have the farm in full production.

2027/28

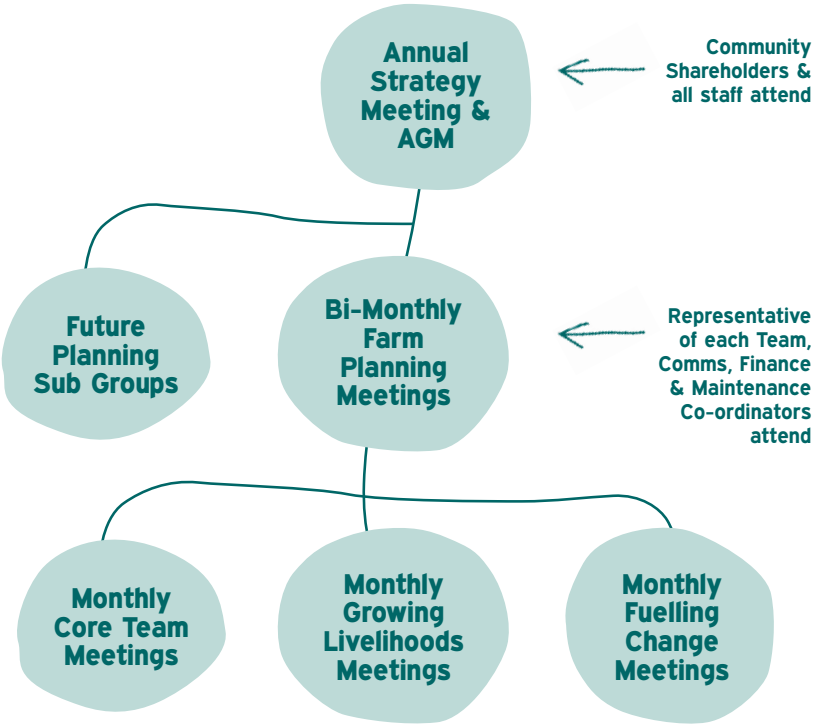
Review future plans for Kindling Farm.
Review progress & strategy with Kindling Farm members, including future plans for Centre for Social Change and Social Enterprise Hub (as finance allows)

THE FUTURE

5.4 Running Kindling Farm

5.4.1 Kindling Farm Management Structure

In the future we envision Kindling Farm being be run by three distinct teams: Core Team – a supporting and co-ordination role for Kindling Farm as a whole (including finance, marketing, maintenance and general oversight); Growing Livelihoods Team – with responsibility for the farming and FarmStart training; Fuelling Action Team - responsible for running the Centre for Social Change and agritourism activities. These teams will be made up of a number of staff varying throughout the different development phases, but eventually, with a full team established on the Farm, the management meetings will take this structure:



5.4.2 Management of staff

Kindling Farm will be run using a co-operative model of management. To ensure efficiency teams will run and be responsible for the areas relevant to them.

In the early establishment phase, the team on site will consist of:

- An experienced **Farm Manager** who will lead on and oversee the farm plan and coordinate the team of growers (in the first year a Seasonal Grower, then in the 2nd year recruiting the farming team)
- **Two Development Workers** - who will oversee the capital work, recruitment and support of volunteers, develop, deliver and oversee the programme of outreach and education activities (the 'non produce trading' activities), communicate with members, investors and funders, fundraise for further capital development

As this initial team will be quite small they will work together as a team to deliver the Kindling Farm master plan and will be accountable to and supported by the Kindling Farm Directors.

As these teams grow, representatives of each team will come together on a regular basis to ensure that there is an overview, both in terms of day to day logistics and working towards the shared overall vision.

The teams will each have an action plan which will define the work and milestones for each team member. Staff will be accountable to and supported by their team and each team will be responsible for inducting, supporting and managing new members of staff and volunteers in their team.

There will be an HR team, made up of members from a cross section of the teams that will provide support, including management issues and conflict resolution, when needed.

The co-operative model is a tried and tested form of business (and people) management, including at different scales and levels of complexity; for example, Suma Wholefoods, a workers co-op based in the North of England, with over 200 employees, varying areas of work and a turnover of £55 million.

5.4.3 Strategic Framework

All elements of Kindling Farm will be coordinated, with day-to-day delivery and strategic planning embedded in the management of the farm and all the activities running from it. Mechanisms for this will include:

- Shared vision set out in this business plan
- Annual General Meeting (AGM) setting out milestones and an annual cycle of events, for example courses.
- Members review and development of Kindling Farm strategy at the AGM and more regular involvement through subgroups.
- Annual crop planning for the following year, with farmers, growers, food entrepreneurs, and urban partners to ensure supply chain co-operation.
- Regularly reviewed business risk register.
- Shared and integrated social impact indicators and key performance indicators.
- Bi-monthly Farm Planning Meeting to manage conflicting needs for space, resources and staff.
- Robust reporting, communications and decision making through training, refreshers and external review.

All commentary in this section is provided by Resonance Limited, who did our financial modelling.



6 FINANCES

6.1 Historical financial performance of Kindling Farm
6.2 Investment in farm and sources of capital
6.3 Forecast financial performance

6.0 Finances

This finance section has been updated to reflect recent changes in our situation. In revising our financial modelling we have taken a cautious approach, to ensure that our business model still works in various potential scenarios. For the purposes of the financial modelling, in summary, we have:

- Delayed income generation by a year, moving the first year of trading from 2022/23 to 2023/24, in case it does take a year to purchase a suitable farm.
- Kept loan interest payments on purchase as starting in 2021/22, to show that we can make those payments should we purchase a farm earlier (as we hope to).
- Changed the share raise scenarios for the financial projections to a minimum of £650,000 and a maximum of £1.3 million. As the level of investment at the time of writing is £699,000, it is likely that the final amount raised will be somewhere in the middle of these two amounts.

The commentary in this section was provided by Resonance Limited, who did our financial modelling. They have checked and approved our revisions.

6.1 Historical financial performance of Kindling Farm

Table 18 below shows Kindling Farm's historic and current financial performance; for the two financial years ending 31st March 2019 and 2020 and the current financial year ending 31st March 2021.

TABLE 18: KINDLING FARM – HISTORICAL FINANCIAL SUMMARY

		2018/19	2019/20	2020/21
Revenue / total income (including revenue grants)	£	0	14,995	12,000
Operating profit (loss) before interest on capital and tax (EBIT)	£	0	14,995	12,000
Net profit (loss) after depreciation, interest on capital and tax	£	0	14,995	(12,117)
Fixed Assets	£	0	0	0
Member share capital	£	30	30	34
Accumulated reserves (or losses)	£	0	14,995	2,878
Long term liabilities (loans)	£	0	0	0
Net Assets	£	30	15,025	2,912

Comments on the historical financial performance:

- Revenue of £14,995 in the year 2019/20 from Reach Fund grant to support business development and community share raise in 2021.
- Revenue of £12,000 in the year 2020/21 consisting of £2,000 donations and a £10,000 revenue grant, with £12,117 spent on Community Shares Campaign (delayed from spring 2020 due to Covid-19) with an expected £2,900 net surplus to be generated in the year.

6.2 Investment in farm and sources of capital

Table 19 below shows the capital Kindling Farm expects to raise and deploy for the farmland and entire farming enterprise and infrastructure, based on the minimum target for the community share raise. The total planned investment of £1.9 million is phased over the period from Autumn 2022 to March 2025 with flexibility (as to when capital expenditure initiated) depending on funding i.e. the amount of capital and grants raised. Additional share capital raised above the current amount of £650,000 will mean we reduce the size of the originally planned long term loan. Overall sources and uses of funds remain constant.

TABLE 19: KINDLING FARM – SOURCES & USES OF FUNDS

Sources of funds:		Uses of funds:	2021/22:	2022/23:	2023/24:	2024/25:	Total:
Community Shares:	650,000	Farm purchase:	1,300,000				1,300,000
Long term loan:	650,000						
Secured funds for 2021/22:		Refurbishment of farm buildings:		50,000	50,000	177,000	277,000
Capital grant:	100,000	Visitors facilities:		33,800			33,800
Machinery donation:	30,000	Contingency on capital works:		8,300	5,000	17,700	31,000
Agroforestry donation:	90,000	Professional fees (architect, quantity surveyors etc.):		11,052	6,600	23,364	41,016
Reach Fund & Booster Grants:	24,995	Other capital items (including planning, external works & drainage):		63,887			63,887
Other grants & donations:	20,572	Polytunnels:		40,000		60,000	100,000
Total sources secured:	265,567	Farm machinery:		130,000			130,000
Future sources of funds:		Agroforestry system:		90,000			90,000
Capital grants:	342,100	Cost of share offer:	37,117				37,117
Trading income (2024/25):	205,903	Arrangement fees on loans:		9,750			9,750
		Total uses of funds per year: (not including land purchase)	37,117	436,789	61,600	278,064	
Total funds:	2,113,570	Total uses of funds: (including land purchase)					2,113,570

Comments on sources of funds:

Over £650,000 in community shares have already been raised (by the end of April 2021, within the first month of our share offer), so these tables are based on our most cautious scenario.

£650,000 of senior debt (at 50 % LTV on farmland) is expected to be raised by October 2021.

A total of £442,000 of capital grants are expected to be raised between the year 2021/22 and 2024/25 from grant funders, including £100,000 already secured for initial capital work in 2022/23. Trading income generated will contribute towards these costs once the farm is operational, with an estimated £205,903 of trading income going towards the capital works in 2024/25.

Donations of farm machinery and equipment (to the value of £30,000) and trees for the agroforestry system (to the value of £90,000) have been secured. Grants to cover the cost of the community share offer and the arrangement fee have been secured.

If capital grant receipts aren't raised in sufficient amounts, the Directors of Kindling Farm may raise further debt finance to fund farm infrastructure and machinery on the basis that this is affordable and generates a return on investment in excess of the cost of raising and repaying the loans.

Comments on uses of funds:

Purchase of farmland in the year 2021/22 using a blend of community shares and long-term debt from an ethical bank (see above).

£277,000 (plus professional fees and 10% contingency) investment in construction and refurbishment of farm buildings phased between the year 2021/22 and 2024/25; initially to secure the establishment of the farm, with further work initiated when funding in place (based on receipt of grants and income from trading).

£100,000 investment in farm machinery (on a nearly-new basis) in the year 2022/23 to complement £30,000 of donated farm machinery and equipment (already in place).

£100,000 on the farm's polytunnels which will initially be a £40,000 investment for a 2,000m2 tunnel in the year 2022/23, with a further £60,000 spent to expand the growing space with an additional 3,000m2 of space added in the year 2024/25.

£33,800 (plus 10% contingency) on the basic visitor and volunteer facilities needed in the first year of operation.

6.3 Forecast financial performance

The farming enterprise activities at Kindling Farm are expected to generate approximately £600,000 of income from crop sales on a steady basis once the farm is operating at a full and sustainable scale. Fresh produce sales are based on crop planning with local buyers including Veg Box People (who anticipate 1,000 weekly customers by the year 2023/24), Manchester Veg People and Unicorn Grocery. Once Kindling Farm is fully operational this will sustain a farming team of 5 (minimum), including the FarmStart Co-ordinator who will be training 5 FarmStart trainees.

'Tables 20 to 25 below show the forecasts for our current level of community share investment and our maximum share offer target. Detailed commentary is included for the minimum share raise scenario.

The farm business is unchanged by the amount of shares raised. The main difference between the scenarios is simply that the more we raise in community shares the less we need to borrow.

Other implications of increasing the amount we raise in community share capital, towards our new target of up to £1.3 million, apart from greater community ownership, are:

- A welcome breathing space at the start of operations and an ongoing positive effect on cash flow throughout the forecast period. Even in our more cautious scenario of a year's delay and not generating any trading income until 2023/24, increasing the ratio of community shares relative to debt would add up to £73,000 to cash by the end of the financial year 2029/30.
- Less debt means lower capital repayment and interest payments: which would reduce from £51,000 a year in loan repayments (if we had raised our minimum target and taken a 70% loan), to £36,000 a year (at our current level of £650,000 investment in community shares), to no annual loan repayments if we achieve the full £1.3m community shares target.
- That even if the farm is delayed by a year, paying less out on loans will mean faster community shares withdrawal is possible from year 2025/26.

6.3.1 Profit and Loss projections

Table 20 below shows the forecast Profit and Loss account for Kindling Farm for the period 2020/21 to 2026/27 for the current share raise £650,000.

TABLE 20: KINDLING FARM PROFIT & LOSS FORECAST – CURRENT RAISE SCENARIO

		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Revenue	£	2,000	0	10,000	195,436	408,045	653,668	692,636
Revenue growth	%					108.8%	60.2%	6.0%
EBITDA	£	2,000	(10,000)	5000	(83,393)	2,857	104,885	146,054
EBITDA margin	%				(43%)	1%	16%	21%
Financial expenses	£	(24,117)	(27,300)	(18,200)	(17,967)	(24,951)	(24,420)	(23,123)
Depreciation	£	0	0	(5,340)	(10,261)	(12,716)	(20,288)	(19,330)
Taxation	£	0	0	0	0	0	(11428)	(19,684)
Revenue grants	£	10,000	40,000	30,000	155,000	225,000	0	0
Net surplus / (deficit)	£	(12,117)	2,700	11,460	43,379	190,190	48,719	83,917
Net margin	%			115%	22%	47%	7%	12%

Commentary on profit and loss for the current share raise scenario:

The total revenue projections incorporate a number of different elements outlined below.

- Farming enterprise generating revenues from the year 2023/24 (the first year of operation) with an estimated £163,000 revenue. The farm is expected to generate approximately £360,000 of income the year 2024/25 which is projected to increase to approximately £605,000 in the year 2025/26 and grow thereafter on a steady basis at 3% each year.
- Core farming revenues are augmented by subsidies (£6,000 – £9,000 a year). These figures are taken from the initial report by Mark Measures Associates and RMH Consulting, so are based on the old subsidy system. The new Environmental Land Management scheme (ELMs) is yet to be set, but looks to include agroforestry.
- Additional revenues come from the Farmstart programme; Consultancy; and Outreach, Education and agritourism activities (estimated at £100,000 by 2027/28).

Gross margin on farming expected to initially be 53% with an enhanced 58% gross margin on farming from the year 2026/27. This is based on figures from the initial report by Mark Measures Associates and RMH Consulting, updated working with our main customers to match demand and then rechecked by Roger Hitchings of RMH Consulting.

In this next phase (until March 2023), while we continue to identify a suitable site, develop initial operations etc., the operating costs will be covered by grants, individual donations and staffing resources provided by the Kindling Trust. Operating costs of £200,000 in the year 2023/24 increase to £280,000 in the year 2025/26 as the farm increases the scale of operations, and increases thereafter at approximately 3% each year. Earnings before Interest, Tax, Depreciation & Amortisation (EBITDA) margin of 21-22% from the year 2026/27.

Financial expenses in the year 2021/22 of £27,300 comprise arrangement fees, interest on senior debt (3 months), as well as the costs of the share offer, with regular interest payments thereafter.

Significant revenue grants expected to be received in the first two years of operation (years 2023/24 and 2024/25) to support Kindling Farm as it achieves a sustainable operational status.

Kindling Farm expected to generate net surplus (without receipt of revenue grants) from the year 2025/26.

Forecast net margin of 12-14% from the year 2026/27, without requirement for any grant support. This is based on a loan of up to 50% of the farm purchase price, at a rate of 2.7% above Base Rate from initial discussions. We have been offered a second loan option of 3.5% above Base Rate

Table 21 below shows the forecast Profit & Loss account for Kindling Farm for the period 2020/21 to 2026/27 for the new maximum share raise scenario of £1.3million raised in community shares investment.

TABLE 21: KINDLING FARM PROFIT & LOSS FORECAST – MAXIMUM RAISE SCENARIO OF £1.3 MILLION

		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Revenue	£	2,000	0	10,000	195,436	408,045	653,668	692,636
Revenue growth	%					108.8%	60.2%	6.0%
EBITDA	£	2,000	(10,000)	5,000	(83,393)	2,857	104,885	146,054
EBITDA margin	%			(50%)	(43%)	1%	16%	21%
Financial expenses	£	(24,117)	(26,000)	0	0	(7,500)	(7,500)	(6,750)
Depreciation	£	0	0	(5,340)	(10,261)	(12,716)	(20,288)	(19,330)
Taxation	£	0	0	0	0	0	(14,643)	(22,795)
Revenue grants	£	10,000	40,000	30,000	155,000	225,000	0	0
							0	
Net surplus / (deficit)	£	(12,117)	4,000	29,660	61,346	207,641	62,424	97,179
Net margin	%			NM	31%	51%	10%	14%

6.3.2 Cash flow projections

Table 22 below shows the forecast Cash flow statement for Kindling Farm for the period 2020/21 to 2026/27 for the minimum share raise scenario.

TABLE 22: KINDLING FARM CASH FLOW FORECAST – CURRENT RAISE SCENARIO

		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Operations								
Operational cash flows	£	12,000	30,000	35,000	56,607	236,002	86,767	119,154
Investments								
Capital grants	£	0		287,100	55,000	100,000	0	0
Investment	£	0	(1,300,000)	(284,570)	(55,000)	(307,133)	0	(10,000)
Debt finance								
Debt raised	£	0	650,000	0	0	0	0	0
Debt repaid	£	0	0	0	(18,215)	(18,731)	(19,263)	(19,809)
Interest paid/ received	£	0	(14,300)	(18,200)	(17,967)	(17,451)	(16,920)	(16,373)
Share capital								
Share capital raised	£	5	650,000	0	0	12,001	12,361	11,496
Share capital repaid	£	(1)		0	0	0	(66,204)	(63,319)
Return to shareholders	£					(7,500)	(7,500)	(6,750)
Costs for Share Offer	£	(24,117)	(13,000)					
Net Cash Flow	£	(12,113)	2,700	19,330	20,425	(2,812)	(10,758)	14,399
Cash at end of year	£	2,912	5,612	24,942	45,367	42,555	31,797	46,196

Commentary on cash flow for the minimum share raise scenario:

Strong operational cash flows from the year 2025/26, without revenue grants, based on growth in farming and other revenues, and the surpluses generated (see above).

Cash Flow movements in the first two full forecast financial years (1st April 2022 to 31st March 2024) comprise approximately £1.6m investment in farmland (£1.3m) and farming infrastructure (£287,000) financed through share capital, debt finance and capital grants.

Continued investment in the year 2023/24 and 2024/25 scheduled as funding raised or income generated, with reinvestment in a "Sinking Fund" of £10,000 a year from the year 2026/27.

Annual capital repayment and interest payments of £36,182 on senior debt (estimated £650,000 debt requirement) covered more than twice by EBITDA from the year 2025/26.

Forecast return to shareholders based on target 3% interest payment from the financial year ending 31st March 2025.

Share capital interest assumed to be largely reinvested by Community Shareholders in Kindling Farm's share capital at approximately £12,000 each year, based on experience of Ecological Land Co-operative.

Share capital withdrawals forecast to be 10% of total shareholder capital each year from the year 2025/26 at around £66,000 a year; providing a mechanism for both return of capital and receipt of interest (i.e. interest reinvested from the year 2024/25 can be "withdrawn" from an investor's increased shareholding on a limited basis from the year 2025/26).

Steady generation of net cash flows starting at around £14,000 from the year 2026/27 (with no revenue grants) increasing to around £46,000 in 2029/30, with cash forecast to increase to £160,000 by the end of the forecast period in the year 2029/30.

In comparison the maximum share raise would be slightly slower to generate net cash flows, starting at just under £4,000 in 2026/27 (with no revenue grants) but increasing to just under £45,000 in 2029/30, with cash forecast to increase to £233,000 by the end of the forecast period in the year 2029/30. This can then be used to expand the team and/or invest in infrastructure improvement or planned future developments of Kindling Farm.

Table 23 below shows the forecast Cash Flow statement for Kindling Farm for the period 2020/21 to 2026/27 for the maximum share raise scenario.

TABLE 23: KINDLING FARM CASH FLOW FORECAST – MAXIMUM RAISE SCENARIO OF £1.3 MILLION

		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Operations								
Operational cash flows	£	12,000	30,000	35,000	56,607	236,002	83,552	116,043
Investments								
Capital grants	£	0		287,100	55,000	100,000	0	0
Investment	£	0	(1,300,000)	(284,570)	(55,000)	(307,133)	0	(10,000)
Debt finance								
Debt raised	£	0	0	0	0	0	0	0
Debt repaid	£	0	0	0	0	0	0	0
Interest paid/ received	£	0	0	0	0	0	0	0
Share capital								
Share capital raised	£	5	(1,300,000)	0	0	31,501	32,446	30,175
Share capital repaid	£	(1)	0	0	0	0	(133,154)	(125,583)
Return to shareholders	£	0	0	0	0	(7,500)	(7,500)	(6,750)
Costs for Share Offer	£	(24,117)	(26,000)	0	0			
Net Cash Flow	£	(12,113)	4,000	37,530	56,607	52,870	(24,655)	3,886
Cash at end of year	£	2,912	6,192	44,442	101,049	153,919	129,264	133,150

6.3.3 Balance sheet projections

Table 24 below shows the forecast Balance Sheet for Kindling Farm for the period from 2020/21 to 2026/27 for the minimum share raise scenario.

TABLE 24: KINDLING FARM BALANCE SHEET FORECAST – CURRENT RAISE: £650,000

		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Fixed Assets	£	120,000	1,420,000	1,699,230	1,743,969	2,038,386	2,018,098	2,008,768
Cash		2,912	5,612	24,942	45,367	42,555	31,797	46,196
Other current assets	£	0	0	0	25,000	29,826	64,532	101,673
Debt	£	0	(650,000)	(650,000)	(631,785)	(613,054)	(593,791)	(573,982)
Other liabilities		0	0	0	(10,000)	(22,971)	(51,017)	(80,942)
Net Assets	£	122,912	775,612	1,074,172	1,172,550	1,474,742	1,469,619	1,501,712
	£							
Members' capital	£	34	650,034	650,034	650,034	662,035	608,193	556,369
P&L account		2,878	5,578	17,038	60,416	250,607	299,326	383,243
Capital grants	£	0	0	287,100	342,100	442,100	442,100	442,100
Donated farm machinery & trees	£	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Shareholder Funds	£	122,912	775,612	1,074,172	1,172,550	1,474,742	1,469,619	1,501,712

Commentary on balance sheet:

Fixed assets comprise mainly land, buildings, infrastructure and machinery, as well as capitalised fees and costs, depreciated over the forecast period.

Proactive working capital management will ensure Current Assets (stocks, trade debtors, etc.) are balanced with liabilities (trade and other creditors) over the forecast period. Therefore limited working capital requirement forecast of around £15,000 in the year 2025/26.

Cash requirements for stocks (including input products and materials for crops) and to manage trade debtors are expected to increase in line with sales, offset by trade creditors which are expected to grow in line with increasing costs of sales (variable costs to produce crops).

Debt of £650,000 raised in the year 2021/22 reduced through repayments to expected £511,000 by 2030.

Members' capital decreases from the year 2025/26 as the programme of share withdrawals begins.

Strong balance sheet with forecast Shareholders' Funds at 31st March 2023 projected to be approximately £1,075,000; composed of members/ shareholder capital of £650,000, capital grants of £287,000 and donated farm machinery, equipment and trees for the agroforestry system (approximately £120,000) .

Table 25 below shows the forecast Balance Sheet for Kindling Farm for the period from the year 2020/21 to 2026/27 for the maximum share raise scenario.

Table 25 below shows the forecast Balance Sheet for Kindling Farm for the period from the year 2020/21 to 2025/26 for the maximum share raise scenario.

TABLE 25: KINDLING FARM BALANCE SHEET FORECAST – MAXIMUM RAISE SCENARIO OF £1.3 MILLION

		2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Fixed Assets	£	120,000	1,420,000	1,699,230	1,743,969	2,038,386	2,018,098	2,008,768
Cash		2,912	6,912	44,442	101,049	153,919	129,264	133,150
Other current assets	£	0	0	0	25,000	29,826	64,532	101,673
Debt	£	0	0	0	0	0	0	0
Other liabilities		0	0	0	(10,000)	(22,971)	(51,017)	(80,942)
Net Assets	£	122,912	1,426,912	1,743,672	1,860,018	2,199,160	2,160,877	2,162,648
	£							
Members' capital	£	34	1,300,034	1,300,034	1,300,034	1,331,535	1,230,828	1,135,420
P&L account		2,878	6,878	36,538	97,884	305,525	367,949	465,128
Capital grants	£	0	0	287,100	342,100	442,100	442,100	442,100
Donated farm machinery & trees	£	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Shareholder Funds	£	122,912	1,426,912	1,743,672	1,860,018	2,199,160	2,160,877	2,162,648



6.3.4 Share capital liquidity

Assumptions around share capital

Interest at 3% from the year 2024/25

Withdrawal of shares at 5% of original raise from the year 2026/27

Tables 26 and 27 below show the share capital, interest and withdrawal for the current raise of £650,000 and the new maximum raise scenario of £1.3 million, from the year 2020/21 until the year 2030/2031

TABLE 26: KINDLING FARM SHARE CAPITAL, INTEREST AND WITHDRAWAL – CURRENT RAISE: £650,000

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Community shares at beginning of year	30	34	650,034	650,034	650,034	662,035
Community shares raised in year	4	650,000	0.00	0.00	0.00	0.00
Share interest reinvested	0.00	0.00	0.00	0.00	12,001	12,361
Community shares withdrawn	0.00	0.00	0.00	0.00	0.00	(66,204)
Community shares at end of year	34	650,034	650,034	650,034	662,035	608,193
	2026/27	2027/28	2028/29	2029/30	2030/31	
Community shares at beginning of year	608,193	556,369	506,423	458,224	411,648	
Community shares raised in year	0.00	0.00	0.00	0.00	0.00	
Share interest reinvested	11,496	10,691	9,943	9,247	8,599	
Community shares withdrawn	(63,319)	(60,637)	(58,142)	(55,822)	(53,665)	
Community shares at end of year	556,369	506,423	458,224	411,648	366,582	

TABLE 27: KINDLING FARM SHARE CAPITAL, INTEREST AND WITHDRAWAL – MAXIMUM RAISE SCENARIO OF £1.3 MILLION

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Community shares at beginning of year	30	34	1,300,034	1,300,034	1,300,034	1,331,535
Community shares raised in year	4	1,300,000	0.00	0.00	0.00	0.00
Share interest reinvested	0.000	0.00	0.0000	0.00	31,501	32,446
Community shares withdrawn	0.00	0.00	0.00	0.00	0.00	(133,154)
Community shares at end of year	34	1,300,034	1,300,034	1,300,034	1,331,535	1,230,828
	2026/27	2027/28	2028/29	2029/30	2030/31	
Community shares at beginning of year	1,230,828	1,135,420	1,044,940	959,044	877,411	
Community shares raised in year	0.00	0.00	0.00	0.00	0.00	
Share interest reinvested	30,175	28,063	26,098	24,271	22,572	
Community shares withdrawn	(125,583)	(118,542)	(111,994)	(105,904)	(100,241)	
Community shares at end of year	1,135,420	1,044,940	959,044	877,411	799,742	



7

APPENDICES

7.1 Theory of Change
7.2 Glossary
7.3 Organisations referenced in this business plan
7.4 Farm Establishment Advisory Group
7.5 Business Risk Register
7.6 Draft Farm Manager job description
7.7 Future plans and projects at Kindling Farm
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7.1 Theory of Change

Our Shared Vision

Our vision is of a food system in which:

- We value food, the land and the people who produce it. Sustainable food is seen as a right and not a privilege, and there is food equality throughout the food system.
- There is both increased supply of and demand for local sustainable food. Food is produced in a way that works with ecosystems and protects the soil and biodiversity.
- There is a proliferation of small scale production and trading systems, that are people not market-led. Science and technology are utilised for good not just profit. A food system in which food sovereignty is achieved.

And a wider society in which:

- Everyone feels included and valued. Communities and activists feel empowered to challenge the root causes of problems and create their own solutions.
- Communities work in co-operation and develop more effective ways to self-govern and manage the economy. Diverse communities learn from and work with each other to tackle the huge challenges we face, rather than letting the root cause of the problems lead to conflict and further polarisation.

The Results Social impacts of our actions

We believe that, working with our stakeholders and communities, it is important to constantly measure, evaluate and improve the impact of our work, which includes:

- Establishment of new growers.
- Creation of new social enterprises and co-ops.
- Increased resilience for growers and enterprises.
- Shortened supply chains for urban partners.
- School children eating healthier, more sustainable food.
- Broadened and increased access to sustainable food.
- New skills and employment for trainees and volunteers.
- Increased health and well-being.
- Increased resilience of local communities and groups.
- Lower carbon emissions.
- Increased renewable energy generation.
- Increased understanding of food sovereignty.
- More people feeling part of a wider movement for social change.
- Increased biodiversity and improved soil health.

Activities Projects, partners and the farm's planned activities

Kindling Farm

- **Our Projects**
  FarmStart, Land Army, Health and Well-being programme, Woodbank Community Food Hub, Feeding Greater Manchester
- **Incubated Enterprises**
  Veg Box People, Manchester Veg People
- **Urban Partnerships:**
  Bridge 5 Mill, Fairfield Recycling

Sowing Ideas
- Low-impact Housing
- Appropriate Technology and Renewable Energy
- Low-carbon living

Growing Livelihoods
- Agroecological farming
- Agri-tourism
- Social Enterprise Hub

Fuelling Action
- Centre for Social Change
- Social Change Champions
- Stronger Sustainable Food Movement

Our Objectives Our strategy to address these challenges

The Kindling Trust's objectives:

- Practise and promote sustainable land use.
- Make local organic food production a viable livelihood.
- Acknowledge the true value of food and those producing it.
- Increase availability of sustainable food, ensuring its access becomes a right and not just a privilege.
- Seek to change policy both through advocacy and practical examples.
- Help build a stronger, more unified voice for the sustainable food movement.
- Incubate and support innovative and co-operative models of enterprise.

The Kindling Farm's objectives:

- To own and manage land in a not-for-profit manner for the benefit of the community
- Promote sustainable land use by becoming a model stock-free agro-ecological farm, embedded within its community.
- Increase consumption of local, seasonal and directly traded goods through alternative local distribution systems.
- Strengthen local economies and establish land-based livelihoods through the support and creation of sustainable enterprises by providing facilities, resources, advice, training, services and trading opportunities.
- Support change makers by providing training, inspiration and resources to support people to create the change they want to see.
- Foster symbiotic relationships between urban and rural partners to nurture the exchange of services, resources, goods and ideas.
- Support local communities by providing training and volunteering opportunities to improve skills, health, well-being and self-worth.
- Provide low impact housing and other services for the benefit of the local community.
- Promote and practice co-operative and consensual ways of working and living to become an example of community ownership and control.

The Challenge The problems we are working to address

We have allowed all aspects of society to become driven by profit and power creating a mainstream culture and economy that rewards self-interested behaviour, over care for the commons and each other. This has resulted in profound and far reaching consequences in terms of the following:

Ecological Crisis
- Climate change
- Over-exploitation of natural resources
- Waste and pollution
- Declining biodiversity and species extinction leading to a weakened ecosystem

Economic Inequality
- Poverty and unemployment
- Lack of access to land and rural housing
- Inequality of land ownership and land speculation
- Monopolies and concentration of economic power leading to a lack of resilience.
- Exploitation and undervaluing of workers

Social Injustice
- Disempowerrment and political disengagement
- Unequal life chances and access to Education, employment and other opportunities
- Health and food inequality
- Social isolation and a lack of community cohesion

Our Approach

The guiding principles that define the way we work:

Informed and Strategic
We empower people to make informed and scientifically grounded decisions.

We seek to change policy in the arenas in which can demonstrate viable alternatives and will have the greatest social impact.

Democratic and Co-operative
We practice and promote meaningful democracy through the way we work and live, providing an example of community ownership, co-operation and collaborative working.

Enterprising and Constructive
We work to strengthen urban and rural communities and create sustainable food economies. We generate meaningful livelihoods by providing training and establishing and incubating innovative enterprises.

Ecological
With the urgent need to address climate change we focus on pioneering, practicing and promoting agro-ecological land-use and sustainable food systems.

Radical
We focus on solutions that address problems at their root cause, by supporting others to do the same, we act as a catalystfor social change.

Equitable and Just
We challenge social, economic and ecological inequality both locally and globally.

We support communities to create their own solutions, and stand in solidarity with food sovereignty and social change movements globally.

7.2 Glossary



Agritourism is where agriculture and tourism meet to provide you with an educational experience, whether it be a tour of a farm, a festival or bread-making class. Any definition of agritourism should include the following four factors:

- combines the essential elements of the tourism and agriculture industries;
- attracts members of the public to visit agricultural operations;
- is designed to increase farm income; and
- provides recreation, entertainment, and/or educational experiences to visitors.

Agroecology is an applied science that studies ecological processes – the relationships between plants, animals, people, and their environment – and the balance between them – and applies it to agricultural production systems.

Agroforestry Based on a system pioneered in the UK by Martin Wolfe[1], we will incorporate fruit, nut and coppicing trees into our field scale horticulture and arable farming, for an incredibly efficient use of land. This use of both the horizontal and vertical space diversifies the crops available (e.g. both wheat or field scale vegetables and apples) from a given amount of agricultural land. It spreads the harvests (and therefore costs and income) across the year, and provides biodiversity habitats within the productive area, thereby encouraging natural pest control.

Arable farming refers here to the production of crops such as wheat, oats, barley etc.

Bio-fuel is a fuel that is derived immediately from living matter, as opposed to fossil fuels which are formed in the geological past from the remains of living organisms. Examples of biofuels are ethanol (often made from corn or sugar cane), biodiesel (from vegetable fats), green diesel (derived from algae and other plants), and biogas (methane derived from digested organic material).

EBIT (earnings before interest and tax) is a company's net income before income tax expense and interest expense have been deducted. EBIT is used to analyse the performance of a company's core operations without tax expenses and the costs of the capital structure influencing profit.

EBITDA (earnings before interest, taxes, depreciation, and amortization) is a widely used indicator to measure a company's financial performance and project earnings potential. It strips out debt financing as well as depreciation and amortization expenses when calculating profitability, so helps to drill down to the profitability of a company's operational performance.

Food Sovereignty Developed by La Via Campesina, the concept of Food Sovereignty is the right of Peoples, Countries or State Unions to define their agricultural and food policy. It is about allowing communities control over the way food is produced, traded and consumed and a food system that is designed to help people and the environment rather than make profits for multinational corporations. The food sovereignty movement is a global alliance of farmers, growers, consumers and activists.

Horticulture defined as the farm business survey as Holdings on which fruit (including vineyards), hardy nursery stock, glasshouse flowers and vegetables, market garden scale vegetables, outdoor bulbs and flowers, and mushrooms account for more than two thirds of their total standard outputs.

Low-carbon is causing or resulting in only a relatively small net release of carbon dioxide into the atmosphere, as opposed to most industries and practices in the modern world which produce a high amount of carbon dioxide. It is a term used to demarcate certain practices from others that are harmful to the environment, and that contribute to climate breakdown.

Minimum tillage is the low amount of disturbance to the soil to conserve its health and structure. Tilling, on the other hand, is disturbing the soil mechanically, such as digging and plowing, which results in topsoil erosion and sub soil compaction, not only leaving soil exposed to release of carbon dioxide into the atmosphere, but resulting in drainage problems and crops struggling to grow deep roots.

Organic Organic farming is characterised by the exclusion of herbicides, pesticides, etc., the focus being on building soil health and working with nature to minimise pests and diseases and therefore increase biodiversity. It creates more farming livelihoods (creating 32% more jobs than non-organic farms) and helps to fight climate change, and other important ecological benefits.

Stock-free is a system of cultivation that views farms as part of the wider ecosystem and excludes artificial chemicals ('agrochemicals': 'pesticides', 'herbicides', 'chemical fertilizers'), livestock manures, animal remains from slaughterhouses, genetically modified material and anything of animal origin.

Zero-waste is a set of principles focused on preventing waste from entering landfill, that encourages the redesign of the resource life-cycle so that everything is reused, or recycled, and nothing goes to waste.

7.3 Organisations referenced in this business plan

3D Rural Surveyors Ltd is a company of Chartered Surveyors created to provide strategic policy and operational advice for sustainable estate management, with a special focus on environment and people. (http://www.3drural.org.uk/)

Abbey Leys' Monthly Farmers' Market is a Community Farmers Market in High Legh, Cheshire offering a variety of high quality and speciality local produce and crafts from 20-25 local farmers, growers and producers. (https://www.abbeyleysfarmersmarket.co.uk/)

Better Food Traders is a fruit and vegetable retailer supporting ethical businesses to sell sustainably grown fresh fruit and veg. (https://betterfoodtraders.org/)

Brook House Farm is a farm on the Fylde plain near Garstang, owned by Libby and Paul Flintoff. It is 4.5 acres and boasts 15 polytunnels and they produce a range of delicious organic vegetables.

Campaign Bootcamp is a charity dedicated to ensuring that people impacted by injustice are leading campaigns that affect their lives, from better housing to fairer treatment of migrants and LGBTQ+ rights. (https://campaignbootcamp.org/)

Centre for Alternative Technology (CAT) The Centre for Alternative Technology is an eco-centre in Powys, mid-Wales, dedicated to demonstrating and teaching sustainable development. (https://www.cat.org.uk/)

Commission for Rural Communities was established to promote awareness of rural needs amongst decision makers across and beyond government. It was abolished in 2013.

Community Land Advisory Service is a charity supporting communities to farm, garden and grow together. Their mission is to improve the health and well-being of individuals, communities and the environment through nature-based activities. (https://www.farmgarden.org.uk/clas)

Co-operative Mutual Solutions is a worker co-operative that supports co-operative and social enterprises with business and financial planning, market research and marketing, designing a new organisation, legal and governance structures, becoming investment ready and setting up effective systems. (http://cms.coop/)

Co-op Culture is a co-operative consortium of co-operative and community advisors, entrepreneurs and enterprises that support co-operative, community and social enterprise to start and grow. (https://www.uk.coop/directory/co-op-culture)

Defra is the UK Government Department for Environment, Food & Rural Affairs (https://www.gov.uk/government/organisations/department-for-environment-food-rural-affairs)

Ecological Land Co-operative is a co-operative that supports rural regeneration by developing affordable sites for farming, forestry and other rural enterprises which are viable and ecologically beneficial. (https://ecologicalland.coop/)

Esmée Fairbairn Foundation is one of the larger independent grantmaking foundations based in the UK, funding organisations which aim to improve the quality of life for people and communities in the UK. (https://esmeefairbairn.org.uk/)

Ethical Consumer Magazine is an independent, not-for-profit, multi-stakeholder co-operative with open membership based in Manchester that publishes, researches and campaigns for information on the social, ethical and environmental behaviour of companies and issues around trade justice and ethical consumption. (https://www.ethicalconsumer.org/)

Ethex is a not-for-profit organisation that lists investment opportunities from pioneering grassroots community organisations as well as ethical profit-for-purpose businesses, then connects them with investors and empowers them to build resilient communities, reduce poverty and fight climate change through affordable finance. (https://www.ethex.org.uk/)

Fordhall Farm is a community-owned organic farm in Market Drayton, north Shropshire. This chemical free Farm rear cattle, sheep and pigs on an outdoor grazing system, as well as providing family activities, on site camping and glamping and event venue hire. (https://www.fordhallfarm.com/)

Fresh Start is a community interest company that provides business information and support for entrepreneurs and established businesses in the land based sector. (http://freshstartlandenterprise.org.uk/about/)

Glebelands City Growers is a 2.7 acre market garden in Sale, Greater Manchester, that grows organic fresh vegetables for local shops, restaurants and caterers. (https://www.glebelandscitygrowers.com/)

Greater Manchester Tree Station is a social enterprise in arboriculture, woodland management, wood fuels and timber led by strong ethics and promoting sustainability. (https://www.treestation.co.uk/)

Green Building Store is a small specialist company that offers support and advice on energy efficient building projects. They also managed the ecological refurbishment of Bridge 5 Mill 20 years ago.

Green Recovery Challenge Fund is a short-term competitive fund to kick-start environmental renewal whilst creating and retaining a range of jobs. It is open to environmental charities and their partners to deliver projects in England. (https://www.heritagefund.org.uk/funding/green-recovery-challenge-fund)

Groobox is a fruit and veg supplier, offering home deliveries of farm fresh produce from Groobarbs Wild Farm. (https://groobox.co.uk/)

Growing Communities is a community-led organisation based in Hackney, North London, which provides an alternative to the current food system by offering organic fruit and vegetable bag schemes and the Growing Communities Farmers' Market. (https://www.growingcommunities.org/)

Hodmedods works with British farmers to provide pulses and grains from fair and sustainable UK production, organic where possible. (https://hodmedods.co.uk/)

Kenyon Hall Farm Shop is a farm shop, cafe, plant centre and 'pick your own' (fruit picking) experience near Warrington, England. 9https://www.kenyonhall.co.uk/#/)

Land Workers Alliance is a union of farmers, growers, foresters and land-based workers that work for a food and land-use system where everybody, regardless of income, status or background has access to local, healthy, affordable food. (https://landworkersalliance.org.uk/)

Lush Cosmetics is a British cosmetics retailer offering Vegetarian, Vegan And Cruelty Free beauty products. (https://uk.lush.com/)

Mark Measures Associates is an organic agriculture consultant specialising in farm business management, organic conversion planning and organic systems development. (https://www.organicmeasures.co.uk/)

Moss Brook Growers co-operative farmed from 2009 to 2015 to provide Manchester with fresh, local, organic veg (https://www.sustainweb.org/publications/the_story_of_moss_brook_growers)

National Farm Incubator Network a network of member organisations running 'farm-start' and 'farm-incubation' projects around the UK to develop a network of best practice and encourage the development of new opportunities (https://landworkersalliance.org.uk/farm-start-network)

New Smithfield Market is the largest wholesale market in the North West of England occupying a 35 acre site two and a half miles from Manchester city centre. (https://secure.manchester.gov.uk/info/200066/markets/5570/new_smithfield_wholesale_market)

Open Kitchen MCR is Manchester's leading sustainable catering company https://www.openkitchenmcr.co.uk

Ordsall Hall is a large former manor house and gardens in the historic parish of Ordsall (now Salford), Greater Manchester, that offers tours, venue hire, a cafe and a gift shop. (https://ordsallhall.com/)

Organic Lea is a workers' co-operative in Lea Valley near London that grow and sell fresh fruit, plants and vegetables, as well as providing training and volunteer opportunities. (https://www.organiclea.org.uk/)

Organic Growers Alliance is a network of growers, farmers and horticulturalists; a peer-to-peer support network run by growers for growers. (https://organicgrowersalliance.co.uk/about-organic-growers-alliance/)

Organic North is a member run co-operative wholesalers of certified organic produce in the north and from New Smithfield's Market in Manchester. (https://www.organicnorth.co.uk/)

Organic Pantry is a family run organic farm, fruit and vegetables wholesale business based at Newton Kyme near Tadcaster, North Yorkshire. (https://www.theorganicpantry.co.uk/)

Oxford Real Farming Conference is a conference that brings together farmers, growers, activists, policy-makers, researchers and all those who support agroecology, including organic and regenerative agriculture and indigenous systems, offering a broad programme that delves deep into farming practices and techniques as well addressing the bigger questions relating to food and farming systems. (https://orfc.org.uk/)

Reach Fund is a grant programme that helps charities and social enterprises raise investment. The programme is funded by Access – The Foundation for Social Investment. (https://www.reachfund.org.uk/)

Real Farming Trust provides funding and mentoring to innovative food and farming enterprises that demonstrate viable alternatives to mainstream corporate food production and sales, and are practicing enlightened agriculture. (https://www.feanetwork.org/)

Reaseheath Agriculture College Reaseheath College is a land-based further education and higher education college, mainly located on the outskirts of Nantwich in Cheshire, that offer a range of full-time diplomas, apprenticeships and degrees in the land-based industries. (https://www.reaseheath.ac.uk/)

Resonance is a social impact investment company that works with social enterprises and charities to help them raise capital from like-minded investors. (https://resonance.ltd.uk/)

RHS Bridgewater is a new 156 acre RHS Garden being created in Worsley, Salford, Greater Manchester, as a green place for the local community. (https://www.rhs.org.uk/gardens/bridgewater)

RMH Consulting Roger Hitchings, RMH Consulting, The Dower House, Glyn Abbey, Pontyates, Llanelli. SA15 5TL organic@dower.idps.co.uk

Savills UK Land Management Team is a property and estate management company who work with owners of estates to efficiently manage their business.

Schumacher College is a college near Totnes, Devon, England which offers ecology-centred masters programmes, short courses and horticultural programmes. (https://www.schumachercollege.org.uk/)

Shared Assets is a community interest company that provides advice, support and training to landowners and communities who want to manage land as a sustainable and productive asset as well as doing research, policy and advocacy work. (https://sharedassets.org.uk/)

Soil Association is a charity that campaign on issues including opposition to intensive farming, support for local purchasing and public education on nutrition; as well the certification of organic food. (https://www.soilassociation.org/)

Stockwood Community Benefit Society is a community owned property and land trust that owns a rural business park and 150 acres of farmland half way between Worcester and Stratford-upon-Avon. (https://stockwoodcbs.org/)

Suma Wholefoods is a wholefood collective that delivers over 7000 vegetarian, natural, responsibly sourced products to businesses and communities across the UK and internationally. (https://www.suma.coop/)

Sustain: Food and Farming Alliance is an alliance of organisations and communities that advocates food and agriculture policies and practices that enhance the health and welfare of people and

animals, improve the working and living environment, promote equity and enrich society and culture. (https://www.sustainweb.org/)

Sustainable Food Places is a partnership programme led by the Soil Association, Food Matters and Sustain: the alliance for better food and farming. It is funded by the Esmée Fairbairn Foundation and The National Lottery Community Fund. (https://www.sustainablefoodplaces.org/)

Sutton Community Farm is a community-owned 7.1 acre smallholding farm near London providing farm visits, events, volunteering opportunities, workshops and fresh produce subscriptions that can be picked up or delivered directly to customers' homes. (http://suttoncommunityfarm.org.uk/)

Tamar Grow Local is a not for profit Community Interest Company set up on co-operative principles for the benefit of the community. They work with commercial growers and supply chains, raise awareness of the benefits of local produce and provide opportunities and support for local people to grow their own food. (https://tamargrowlocal.org/)

The Community Farm social enterprise based in Chew Magna, Somerset that grows and sells locally-sourced, seasonal organic produce, as well as offering volunteering opportunities and events. (https://www.thecommunityfarm.co.uk/)

The Plunkett Foundation is a national charity that supports rural communities across the UK to tackle the issues they face through community business. (https://plunkett.co.uk/)

The Fruit and Vegetable Alliance is a group of producer organisations who are dedicated to getting the nation eating more fruit and vegetables with innovative ideas to catalyse and deliver fundamental change in the food system. (https://foodfoundation.org.uk/project/fruit-vegetable-alliance/)

Unicorn Grocery is a thriving worker owned co-operative in Manchester offering organic, locally sourced fruit and veg and fair trade deli products. (https://www.unicorn-grocery.coop/)

Vegan Organic Network is an educational charity working for food to be grown the veganic way by networking with local growers, campaigning, researching and supporting farmers in converting to veganic growing. (https://veganorganic.net/)

Whistlewood Common is a community-owned social enterprise with ten acres of land in Melbourne, Derbyshire, that holds events, runs workshops, offers volunteering opportunities and offers accommodation. (https://www.whistlewoodcommon.org/)

7.4 Farm Establishment Advisory Group

Julie Brown runs Growing Communities in Hackney, London: a social enterprise set up in 1996 working to transform food and farming through community-led trade. GC run a thriving community-led box scheme, an all-organic weekly farmers' market, a Patchwork Farm of urban market gardens in Hackney, Dagenham Farm in east London and a training scheme for urban growers. GC helped set up ten similar schemes – now known collectively as the Better Food Traders and are looking to expand the network over the coming 3 years, alongside setting up the Better Food Shed – a distribution hub consolidating supplies to London-based BFTs.

Jamie Hartzell -A life-long social entrepreneur, Jamie has substantial board experience for companies, charities and not for profits as both non-executive and executive in the food, finance and property sectors such as with Divine Chocolate, Zaytoun, Positive Money and the Real Farming Trust. Jamie founded The Ethical Property Company in 1998. The company has since grown to be one of the UK's leading social businesses. In 2005 Jamie founded the Ethical Property Foundation, a charity giving advice on property matters to other charities; and in 2008 Ethical Property Europe SA, based in Belgium. In 2010 Jamie became Director of International Development, extending the Ethical Property model to France, Netherlands and Belgium. In 2012 Jamie founded Ethex, a not for profit crowdfunding platform that has raised over £65 million for mission-driven businesses.

Pete Ritchie – Pete runs a small organic farm at Whitmuir in the Scottish Borders and is the co-founder and director of Nourish Scotland. Nourish Scotland campaigns for a local, sustainable food system where we produce more of what we eat and eat more of what we produce. As executive director, Pete is responsible with the board and staff team for focusing Nourish Scotland's work where it can be most effective. This includes engaging with policy-makers and stakeholders as well as working for change from the bottom-up with grassroots groups. Pete also has a background in community development and social policy. Before entering the world of food, he was an advocate for equality and inclusion of disabled people for 25 years.

Zoe Wangler – Zoe was the Ecological Land Co-operative's Managing Director from 2009-2015, moving to Executive Chair in August 2015. Before working at the Co-operative Zoe, worked as a freelance environmental researcher. Her clients included the International Institute of Environment and Development, Friends of the Earth and the Food Commission. She also managed projects and ran stakeholder consultations, high-level workshops and project evaluations for clients including the National Consumer Council and Green Globe Network. For 3 years Zoe was part of the management team at the Tenderloin Neighbourhood Development Corporation, a not-for-

profit property development and management company serving the low-income Tenderloin community in San Francisco. Zoe interned at the Centre for Alternative Technology and lived at John Seymour's Centre for Living.

Oli Rodker – In addition to working for the Ecological Land Co-operative as Site Developer, Oli sits on the board of directors. Oli is also part of the core group of the Land Workers Alliance. The Land Workers Alliance is a grassroots union of farmers, growers and land-based workers with a mission to improve the livelihoods of our members and create a better food system for everyone. They work for a future where farmers are able to work with dignity and earn a decent living, and people can access healthy, affordable food from local producers. They are a democratic member-led union, run by producers for producers. All their policies and representation comes from farmers, growers and land-based workers who have direct experiences of the issues they campaign on. Over the last twenty years Oli has also worked – and continues to work – on a variety of environmental projects and campaigns. Previously Oli co-founded Equinox Housing Co-op in Manchester and Landmatters Co-op, a 42 acre permaculture community in Devon. He is a director of Knott Wood Coppicers, a workers' co-op specialising in woodland management and tree planting.

Kath Dalmeny – Kath is a Director of Sustain: the Alliance for better food and farming since 2016. Her work is dedicated to championing solutions for a healthy, humane and sustainable food system. Among many initiatives, Kath has helped design and establish the "Sustainable Fish Cities", "Good Food for Our Money" and "Campaign for Better Hospital Food". Her latest project in 2017 is launching the Right to Food initiative, aiming to provide the legal foundations that would ensure that everyone, no matter what their circumstances, is able to eat well and not experience hunger. Since 2013, Kath has been a senior project manager for the Sustainable Food Places network, working with Food Matters and the Soil Association. In 2009, she became a member of the Food Advisory Group to the Organising Committee of the London 2012 Olympic and Paralympic Games, which wrote and published the first ever Olympic Food Vision standards, championing local and seasonal food, higher animal welfare, sustainable fish, Fairtrade products, reduced waste, and tap water on demand. Kath's background is as a food campaigner and consultant to organisations such as the Food Commission, National Consumer Council, National Federation of Women's Institutes, Food Climate Research Network, Greater London Authority and the London Development Agency.

On a voluntary basis, Kath is a trustee of a community-run box scheme and farmers' market that runs an exciting new start-up mentoring programme (Growing Communities); and a not-for-profit food consultancy that helps individuals and organisations working towards more sustainable, equitable food systems (Food Matters). Kath has a first-class Masters in Food Policy from the Centre for Food Policy at City University London. Her awards include the 2006 Caroline Walker Trust Lifetime Award and, in 2016, an International Giraffe Appreciation Society award for "sticking her neck out in the public interest", helping catalyse third-sector challenges to the "anti-advocacy clause". Her work contributed to both the Food Commission and Sustain winning BBC Radio 4 Food & Farming Awards for food campaigning.

Clare Horrell – Clare is an Executive Director of the Real Farming Trust. Over the last 12 years she has been working directly with food and farming enterprises around the UK developing and managing funding, networking, mentoring and impact programmes to support their development. She has personal experience of running small scale community based enterprises having co-owned and managed a restaurant and co-founded a community café. Prior to working in the NGO sector, Clare worked in commercial catering and events management.

Tim Crabtree – Tim is a co-founder of Wessex Community Assets, which manages one of the UK's largest enabling hubs for community led housing. He focuses on research and innovation, and this links with an action research PhD he is undertaking at Plymouth University. Tim has worked for the New Economics Foundation and is the co-founder of a number of successful social enterprises including Local Food Links Ltd, which provides meals to 50 schools, Dorset Community Energy, which raised £1 million in community shares to put PV on schools and hospitals, and Bridport Area Development Trust, which raised £3 million to restore a listed building in the heart of the town.

Ruth West – Ruth has followed a varied career from community worker in London's east end in the early '70s to co-ordinator of a farmers' market in the last few years. In between she has worked as a researcher and campaigner in the areas of health, the environment and human rights with spells as consultant for the WHO, UNEP and the Commonwealth Secretariat; run a research foundation exploring subjects that don't fit the current scientific paradigm — which at the time included climate change, as well as dowsing and healing; and got involved in setting up a social enterprise with a group of indigenous women in the Peruvian Andes. She is also co-founder of the Campaign for Real Farming, which promotes Enlightened Agriculture – aka "Real Farming": "Farming that is expressly designed to feed people without wrecking the rest of the world". The methods of Real Farming are those of Agroecology, in which individual farms are conceived as ecosystems, and agriculture as a whole is seen as a key component of the biosphere. She is also co-founder of the Foundation for Enlightened Agriculture, which is a project of the Real Farming Trust (RFT) a charity concerned with food sovereignty and sustainable farming (in particular, the practice of agroecology). The mission of RFT is to enable the growth of farming and food production practices that are economically sound and democratic, socially just, humane to animals, and promote the long-term protection of natural resources.

7.5 Business Risk Register

7.5.1 Purchasing and Establishing the Farm Risk Register.

It takes longer than expected to find a farm to buy.

Potential Impact:

Establishing the Kindling Farm will be delayed.

Shareholders withdraw their offer to invest.

Contingencies & Controls:

- Ongoing dialogue with the farming community.
- Work closely with our land agent 3D rural to identify potential farms to buy, as well as the engagement of a second agent with strong relationships with large regional land owners.
- Involvement of bodies like Fresh Start Land Enterprise Centre and Shared Assets who have in depth experience of working with land owners.
- Timely Community Shares Campaign and discussions with lenders.
- On going, external review of our financial model by Resonance.
- Cautious financial modelling includes an early farm purchase date and a later date for trading income.
- Good communication and engagement with members and shareholders to ensure they understand the changing situation.
- Good communication with lenders & discussions about alternatives.
- Consultation with members and shareholders to ensure as many as possible support us to seek out and purchase a new farm.
- Shareholders are given the option to withdraw their investment offer, if we seek an alternative farm.

Medium **Risk**

High **Impact**

Strong **Control Strength**

The farm purchase price is beyond our budget.

Potential Impact:

We have to raise additional funds to secure the farm.

We decide at an AGM not to proceed with the purchase.

Contingencies & Controls:

- External, objective financial advice sort at every stage of the process.
- Engagement of professional and agents, surveyors & valuers at key stages.
- Ongoing dialogue with funders and lenders.
- Shareholders from the Community Shares Campaign are invited to an AGM to approve the go ahead of the farm purchase.

Low **Risk**

Medium **Impact**

Strong **Control Strength**

We are unable to find a suitable farm to buy

Potential Impact:

We are unable to realise the Kindling Farm vision.

Investors do not receive the return on investment they requested.

Contingencies & Controls:

- Work closely with our land agent 3D rural to identify potential farms.
- Investors are given opportunities to withdraw their investment at key stages.
- If we do not find a suitable farm within a year investors can withdraw their investment.

Medium **Risk**

High **Impact**

Strong **Control Strength**

Funder support is not forthcoming.

Potential Impact:

Significant impact on the viability of the Farm.

Contingencies & Controls:

- Ensure a high quality business plan and quality assurance systems to give confidence to interested funders.
- External evaluation of our financial assumptions and support to develop the financial modelling gives confidence to funders.
- High quality Fund-raising Strategy which ensures a diverse range of appropriate funders and builds on the Kindling Trust's historical relationship with funders and track record.
- Submit high quality bids to suitable and supportive funders with whom we are already in discussion.
- Develop a robust business model to minimise dependency on funders.
- Continue to consult & engage funders..
- Consultation with members and shareholders to ensure as many as possible support us to seek out and purchase an alternative farm.
- Shareholders are given the option to withdraw their investment offer, if we seek an alternative farm.

Medium **Risk**

High **Impact**

Strong **Control Strength**

Investor Support not forthcoming.

Potential Impact:

Significant impact on the viability of the project.

Contingencies & Controls:

- A robust business plan and quality assurance systems to give confidence to interested investors.
- External evaluation of our financial assumptions and support to develop the financial modelling gives confidence to funders.
- Secure the Community Shares Standard Mark to give confidence to investors.
- Work in partnership with Ethex and others to secure individual investors.
- Develop a robust business model to minimise dependency on investors.
- Ensure investors are consulted and engaged through the Communications Strategy.

Low **Risk**

Medium **Impact**

Strong **Control Strength**

One element of the finances is not forthcoming.

Potential Impact:

Would require additional work to identify replacement funding.

- A robust business plan and quality assurance systems to give confidence to interested investors.
- High quality Fund-raising Strategy which ensures a diverse range of appropriate funders.
- Identify contingency funders.
- Development is planned in stages. If we raise sufficient finance to purchase the farm and complete initial refurbishment, but not to build the full Centre for Social Change, we will continue operating on that level until further funds are secured for the next stage of development.

Medium **Risk**

Medium **Impact**

Strong **Control Strength**

Significant increase in establishment costs.

Potential Impact:

Finances need to be revised with impact on the overall business plan.

Contingencies & Controls:

- Work closely with advisors like Kindling's Quantity Surveyor to plan for contingencies.
- Carry out professional site investigations.
- Financial forecasts include an overall contingency of 10%.

Medium **Risk**

High **Impact**

Strong **Control Strength**

Delayed time scales cause funder to withdraw support.

Potential Impact:

Insufficient levels of investment for development to meet business plan targets.

Contingencies & Controls:

- Replacement funders identified.
- Regularly review time line & action plan.
- Ensure Funders are consulted and engaged.
- A high quality business plan & Quality Assurance systems to give confidence to potential funders.
- Responsive Funding Strategy.
- Consultation with members and shareholders to ensure as many as possible support us to seek out and purchase an alternative farm.
- Shareholders are given the option to withdraw their investment offer, if we seek an alternative farm.

Medium **Risk**

Medium **Impact**

Strong **Control Strength**

Competing community shares offer competition for investment.

Potential Impact:

Lack of investment.

Contingencies & Controls:

- Continue to engage organisations who may be planning competing community shares campaigns.
- Announce publicly the dates for our community shares campaign in advance.
- Plan contingencies for clashing community share campaigns.
- Advice from Ethex is that having two campaigns at the same time has potential benefits (investors hear about both and invest in both).

Medium **Risk**

Medium **Impact**

Strong **Control Strength**

Economic and operational impacts of Brexit.

Potential Impact:

Land prices fluctuations.

Investors become more cautious.

Contingencies & Controls:

- Farm purchase to happen a year after we leave the EU, avoiding immediate uncertainty.
- Land prices may fall due to post-Brexit changes to Government support to farmers and trade deal negotiations.
- Future of UK farming clearer after the UK Agricultural Bill becomes law.
- We will get the farm re-valued if any significant changes occur that may reduce the value of the farm.

High **Risk**

High **Impact**

Medium **Control Strength**

Operational and economic impacts of Covid-19 and lock-down.

Potential Impact:

Delays and prolonged timescales.

Investors become more cautious.

Contingencies & Controls:

- The Kindling family of enterprises has continued to operate safely throughout lockdown and have significant experience of the challenges and solutions of increased safeguards.
- Business Continuity Planning has played a central role in keeping the majority of Kindling's activities going during lockdown.
- Action plans take into account prolonged timescales.
- Consultation with investment advisors suggests that more people are looking to invest in positive, ethical opportunities.
- Ethical investment and those investing in green enterprises continues to grow.

High **Risk**

High **Impact**

Medium **Control Strength**

7.5.2 On the Farm Risk Register

Increase in operating costs.

Potential Impact:

Liquidity problems.

Contingencies & Controls:

- Financial projections checked by a social finance company and qualified accountants.
- Finance Coordinator plays an active role in minimising operating costs.
- Inflation on cash flow projections set at 3%.
- Resonance (a social impact investment company) has added further sensitivity analysis to the financial modelling.
- Consultation with members and shareholders to ensure as many as possible support us to seek out and purchase an alternative farm.
- Shareholders are given the option to withdraw their investment offer, if we seek an alternative farm.

Medium **Risk**
High **Impact**
Strong **Control Strength**

Brexit uncertainty.

Potential Impact:

CAP subsidy stops, or ELMs is a lower payment or not relevant.

Gate price volatility.

Contingencies & Controls:

- We have included minimal income from Government financial support and its loss would have little impact on our financial resilience.
- Current ELMs proposals focused on public goods look to be more relevant to Kindling Farm.
- Gate prices volatility reduced by direct trading relationships with partners.

Medium **Risk**
High **Impact**
Strong **Control Strength**

Significant number of investors want to withdraw their investments.

Potential Impact:

Reduction in planned income.

Liquidity problems.

Progress slowed and organisation stagnates.

Reduction in our social impacts.

Contingencies & Controls:

- Work to continually attract new members, investors and new shareholders.
- Investors & Community Shareholders are unable to withdraw their share for the first 3 years.
- Members review financial situation annually at AGM.
- Share offer T&Cs state that withdrawals are dependent on financial situation and decided by the members at the AGM.

Medium **Risk**
High **Impact**
Medium **Control Strength**

The farm does not meet production targets due to e.g. increasing extreme and unpredictable weather.

Potential Impact:

Reduction in planned income.

Liquidity problems.

Reduction in our social impacts.

Contingencies & Controls:

- Investment in infrastructure to reduce risk e.g. protected cropping (polytunnels, Spanish tunnels), borehole and irrigation systems.
- We have confidence in our projections as they are based on: work with experienced growers, crop planning with customers with whom we have strong relationships and have been checked by independent experts.
- During a bad season of crop failures, community shares being patient capital would provide a cushion. If we are unable to meet loan payments our supportive lenders are open to interest only holidays.
- In the worst case scenario - ultimate failure – we could sell the farm and return the investments.

Medium **Risk**
High **Impact**
Strong **Control Strength**

Reduced demand for produce or increased competition from other suppliers.

Potential Impact:

Reduction in planned income.

Liquidity problems.

Reduction in our social impacts.

Contingencies & Controls:

- Strong and direct relationships with our customers (Manchester Veg People, Veg Box People, Unicorn Grocery) including annual crop planning, events at the farm etc.
- Focus on gaps identified by customers (varieties, season extension etc.).
- Marketing strategy includes helping customers (Manchester Veg People, Veg Box People, Unicorn Grocery) to strengthen & grow their markets – regular visits to the restaurants and collection points (meet the producers events, seasonal tastings etc.) as well as offer farm visits to e.g. box scheme members.
- Direct relationships & co-ordinated annual crop planning with other local growers through Manchester Veg People.
- Brexit & trade agreement concerns leading to increased demand for local organic food.
- Diverse income streams with agritourism etc., provides a more resilient model and additionally encourages more customer traffic for buying produce.

Medium **Risk**

High **Impact**

Medium **Control Strength**

Planning permission not secured for additional activities planned in this business plan.

Potential Impact:

Reduction in planned income.

Liquidity problems.

Reduction in our social impacts.

Contingencies & Controls:

- Speak to the local planning department before purchase, to get a view to the possibility of getting planning consent.
- Advice from other similar projects such as Holt Wood as to how to successfully engage planners in low impact and locally sensitive developments.

Medium **Risk**

Strong **Impact**

Medium **Control Strength**

Tensions with neighbours result from activities on the site.

Potential Impact:

Some planned activities are stopped.

Reduction in planned income.

Reduction in our social impacts.

Contingencies & Controls:

- Full consultation with the local community from the start. Previous activity with local schools leads us to believe there is a desire for activity in this local community.
- Local residents actively involved in event organisation committees.
- Risk assessments & impact assessments reduce inconvenience and nuisance.
- Free entry to events for neighbours.

Medium **Risk**

Medium **Impact**

Strong **Control Strength**

7.6 Draft Farm Manager job description

Agroforestry Farm Manager

Role:

This exciting role is to plan and lead on the establishment of Kindling Farm's 52 hectare agroforestry system and organic horticulture and arable rotation. This role is a two year post for an experienced farm manager to lead the establishment and initial development of the farm. The aim is to work with a new farm team, to help develop the best crop plan and farming system for this site and (starting on a smaller area of land) to give the team a strong starting point, with the support to enable them to develop the farm to become fully productive over the coming years.

Job Description: Main Duties:

A. Planning the agroforestry alley cropping system for Kindling Farm

- Plan the agroforestry system for Kindling Farm (using the varieties grafted and stored at the heritage tree nursery).
- Develop the most appropriate crop rotation for the farm.
- Develop the crop plans for the initial market garden and protective cropping areas (based on customer demand already identified). This will initially be on approximately 12 hectares of land, but with a view to the farm becoming fully producing over 5 years.

B. Establishing Kindling Farm agroforestry system and crop plans

- Co-ordinate and put in place any immediate infrastructure work needed.
- Make the site usable and welcoming for volunteers to help with the tree planting.
- In coordination with the Kindling Farm establishment team organise the practicalities and logistics for the planting sessions.
- Work with the Kindling Farm Establishment team to plan the transfer of the 6,000 trees from the nursery at the Glazebury site to Kindling Farm and the establishment of the agroforestry system.
- Implement your crop plan, initially just farming approximately ⅓ of the land, but working with and supporting a small team of growers to enable them to expand the production area over time to meet full demand.
- Oversee biodiversity improvement work (planned and guided by experts).

C. Ongoing management of the fruit and vegetable production at Kindling Farm

Overseeing and working with the small team of growers to implement the production plan developed on a day to day basis including:

- All aspects of field scale and tunnel fruit and veg production.
- Overseeing and coordinating a small team of growers.
- Coordinate and oversee work using outside contractors (e.g. for initial field scale production).
- Develop site and project management and maintenance plans.

D. Health and Safety

- Liaise with the Kindling Farm Establishment Team to maintain the security of the site and the safety of all those who use it.
- Ensure all participants and volunteers are provided with Health and Safety information relevant to the site.
- Carry out risk assessments for all activities taking place at the site.

E. Oversee monitoring and evaluation of the project

- Liaise with advisors and consultants about monitoring of environmental impacts.
- Collect and record data needed.
- Responsibility for compiling data and reporting to the board.

F. Administration

Working with Kindling Farm Establishment Team:

- Monitor and update all policies and procedures relevant to the project.
- Report to relevant funders.
- Write up events for Kindling latest news.

G. Finances

- Manage the project's budget with Kindling Farm Establishment Team.
- Process project expenses.

H. General responsibilities of this post

- Work with the Kindling Farm Establishment Team.
- Report to Kindling Farm Directors.
- Reflect Kindling's vision and principles, strategy and policies at all times.
- Be aware of and comply with all relevant policies and procedures.
- Fulfil such other duties and assignments as may be required from time to time.

7.7 Future plans and projects at Kindling Farm



Long term plans include a Centre for Social Change and a Social Enterprise Hub at Kindling Farm. These are not part of this business plan but are an important part of our vision and strategy for creating a fairer and more sustainable food system and society, so we wanted to briefly outline them here.

Growing Livelihoods: Social Enterprise Hub

A future plan is to establish a Social Enterprise Hub as a focal point and incubator for food and land-based enterprises on the Farm. We consulted 55 enterprises who helped to shape the facility's design which envisages the eventual hub to include:

Light industrial units and shared hot desking space for approximately 10 independent businesses.

Shared kitchen facilities with food processing equipment for value-added food enterprises.

Business support and advice (e.g. ICT support, legal and financial advice, branding guidance, etc.) to help establish progressive social enterprises.

This development is planned for several years after the purchase of the farm, so is not part of this initial community shares investment offer. The loan repayments and community share interest are not dependent on the income from the Hub. For a detailed analysis and case for the Social Enterprise Hub please see the separate business plan: Kindling Farm Social Enterprise Hub Business Plan.

Fuelling Action: Centre for Social Change and programme of activities

Our Centre for Social Change will be a resource for individuals and groups working towards ecological sustainability and social justice. Its purpose is to be a catalyst for social change; a place where people are supported, challenged and provided with the tools to create the change they see is needed.

Building on and in collaboration with the experience of Bridge 5 Mill, we will provide both residential venue hire and a programme of courses.

Venue hire

The Centre will include a number of spaces for hire with support tailored to suit the needs of a range of different groups:

- Residential and training facilities only – for groups who want to hire the Centre but require no input (just meeting space, meals and accommodation).
- Additional support in running sessions, for example facilitation of sessions, visioning sessions, etc.
- Further support in planning, running and following up the week for groups who want more hands-on help in developing their project.

A programme of courses

A range of speakers, discussions and activities exploring sustainability themes and how to put ideas into action will be developed. These residential programmes will involve a community building element to the experience, including: shared meals; involvement in wider Kindling Farm activity; and an evening programme (films, discussions, cultural activities etc.).

The Centre for Social Change will be developed in stages. Initially it will consist of basic facilities for volunteers and participants in the courses and activities that will happen during the establishment of the farm. This is part of the initial development phase and the income generated through these activities will contribute towards the loan repayments and community share interest.

The development of the full Centre for Social Change plans will happen at a future stage, once additional funding is secured. The financing of the community shares and loan repayments are not dependent on this future development. There is a separate business plan with a detailed analysis and case for the Centre for Social Change.

The market for the Centre for Social Change

While the Centre for Social Change as a venue will be a little further down the line we thought it would still be useful to briefly outline our identified market.

Research identifying social change organisations in the UK has found a tendency of organisations to cluster around particular geographical locations, where they are more able to share resources such as premises, technical knowledge and training provision. The largest concentration of social change organisations outside of London is around Greater Manchester. Yet resources and support for people who want to participate in shaping the future, and working examples of possible alternatives to the current way of engaging people, are not easy to find in the Northwest.

There is also a real shortage of venues reflecting the ecological and ethical values of a growing social movement, with accommodation and sufficient space. For example we, and Bridge 5 Mill, have received requests from Land Workers Alliance, UK Food Sovereignty Network, Ethical Consumer Magazine (both for their own strategy weekends and for the larger Lush Spring Prize events), Shared Assets, Friends of the Earth, Earth First and a number of other national organisations who would like to hold events in this area.

7.8 Development phases

This table sets out the four phases of Kindling's planned development with key milestones:

Phase 1 **2007/8-2019/20** **Kindling Development** Organisational development and laying the foundations for the Farm	**Phase 2** **2020/21-21/22** **Buying the Farm** **Grow Kindling's membership & base of support and securing the land.**	**Phase 3** **2022/23-23/24** **Establishing the Farm** **Establish the farm, with work beginning on refurbishment and new buildings**	**Phase 4** **2024/25 –** **On the Farm** **Kindling becomes a viable business and flagship sustainable farm, enterprises are created and grow.**
MILESTONES:			
Farm concept developed. Extensive market research into farm concept.	Potential farms identified, short-listed, surveys & due diligence and farm purchased in early 2022.	Team moves onto the Farm.	
Dedicated team to purchase the Farm established in mid- 2019.	Community Shares Campaign team established.	Farm management team established.	
Proof of concept tested by external consultants.	Master business plan focused on identified farm(s) completed.	Business plans refined.	
First website launched.	Dedicated website launched to help raise funds for the farm's purchase.	Website focused on Farm activities and facilities created.	
The Kindling Trust was established in 2007. Kindling Farm constituted in 2015. Kindling Farm membership grows to 30 members.	Kindling Farm members approve farm purchase at a general meeting Kindling Farm membership grows to 100+	First AGM held on the Farm.	
Grants secured for proof-of-concept projects. Discussions with funders and lenders about supporting the farm.	Large-scale funding & investment secured to purchase and establish the farm. Loans secured from ethical lenders and patient investors to help purchase the farm.	Fund-raising to establish additional farm activities	
Review of other organisation's community shares campaigns. Consultation with and visits to community-owned projects.	Community Shares Campaign held in the Spring of 2021.	Community shareholders active in establishing the Farm.	April 2025: earliest community shares can be withdrawn. Interest on shares planned to start end of March 2025
	Local consultation and engagement.	Local community fully involved in development of the Farm.	Farm activity reflects aspirations identified in local consultation.
Sustainable Food projects established, including: Land Army. Manchester Veg People Veg Box People. FarmStart. Woodbank Food Hub	Projects grow and strengthen to support the Farm.	Manchester-based projects continue to develop with added Farm focus, for example: • Weekend Land Army trips to the Farm • Commercial Organic Grower Course held on the Farm.	Farm based & Manchester based enterprises co-ordinate trading: • Supply Gr Manchester via Veg Box People, Unicorn Grocery etc. • New growers set up enterprises on the Farm.
Pilot crops grown commercially at FarmStart.	Expanded crop range for sale via Veg People & Veg Box People.	Agroecological farming begins. Organic certification application made.	Full scale food production begins. Farm achieves organic status.
		Refurbishment of initial buildings and infrastructure development: • Farm buildings • Initial accommodation & Indoor space for volunteers, courses & activities (first phase of Centre for Social Change)	Establish Centre for Social Change. Establish Social Enterprise Hub & enterprise opportunities. Full annual programme of training and workshops at the Centre for Social Change.

7.10 References

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Kindling Farm

Sowing ideas
Growing livelihoods
Fuelling action

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