



**MARKET  
FIELD  
FARM**

CULTIVATING A  
BRIGHT FUTURE

# **OUR VISION FOR A BRIGHT FUTURE**

**Changing Lives.**

## **MARKET FIELD FARM VISION DOCUMENT**

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**“Market Field Farm is the next step on our journey to provide a life time of care, development and happiness for people with learning disabilities”**

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## EXECUTIVE SUMMARY

Market Field Farm is to be registered as a Community Interest Company and set up in response to an urgent requirement identified by Gary Smith; Head Teacher at Market Field School, Duncan Thomas; College Head at Market Field College and Nick Cheshire and Sarah Day; the founders of The Ark Centre.

Naomi Andrews was appointed as project manager on 23 April 2018 to research, implement and ultimately deliver Market Field Farm.

We will provide real work opportunities and training for those young adults with a mild or moderate learning disability and ensuring productive therapeutic activities, with measured outcomes, are available for people with profound learning difficulties.

We will offer transition, respite, emergency and long term living options on site. Our homes will be bright and welcoming where people have access to a wide range of activities at Market Field Farm. We will support young adults with a range of sensory, learning, physical and communication difficulties and disabilities.

The Market Field Farm approach to education and training of young people with learning disabilities will address many long term problems encountered in society and also help those who, without our help, may be effected by unemployment, homelessness, crime, mental health issues and social exclusion. These issues cost our local councils millions of pounds each year; with a new approach lives can be changed and essential funds saved.

2% of the UK population have a learning disability. Only 6% have a real job. For many of these people the prospect of a real job is currently unattainable, however, a placement at Market Field Farm involving rigorous training, real work experience and life skill sessions will see these young people secure a real job in the real world. We will continue to build and nurture relationships with local employers, working with local businesses to establish the gaps in skill sets within their business. We will then provide the training and support to ensure our young adults can fulfil these roles and support them and the business through the initial stages of employment.

For some young people with a learning disability, a real job in the real world is not a viable prospect due to the level of support and additional provisions required within a business. Market Field Farm will have the support in place to provide these young adults with a real job. We will ensure our farm is a viable, thriving business, capable of supporting many employees in different areas of the site.

Paid employment, either with a local company or at Market Field Farm, will not be an option for some young people, however, there will be plenty of opportunities to take part in productive and therapeutic activities across the whole site. We will provide 1:1 support for the young person or they will be able to attend with a family member, personal assistant or carer.

One young person may wish to attend Market Field Farm over five days a week for three months in order to gain specific skills to secure a job, others may join us one or two days a week on an ongoing basis. Every person is an individual, with their own dreams, aspirations, skills, talents and abilities. We will form a personal development plan for each and every young person coming to Market Field Farm; from the start they will have a clear vision of goals, which can be reviewed and outcomes measured throughout their journey. There will be flexibility to continue education and we can provide residential accommodation to develop life skills and to get ready for their next step to independence if this is the route they wish to take.

Our vision for the site, what will be accommodated on the care farm and our financial forecasts are based on fact and market research. However, there may be variations for certain aspects and at the rate these are delivered within our development programme. These variants are heavily dependent upon site infrastructure, existing accommodation and buildings. We intend to keep the financial operations and set up of the care farm and residential provision separate, one is not reliant upon the other financially and will be managed independently. However, both the farm and our residential houses will support each other and work under the same ethos of ecologically sound operations and productive outdoor activity.

### **Wasted Lives.**

#### **FACT**

**I have researched two cases to discover that in the last six years we have spent £2.5m on their care alone.**

#### **FACT**

**I guarantee that we could have built our farm and care for them and others for half this cost.**

#### **FACT**

**This is the tip of the iceberg. Why are we sitting on the Titanic?**

**Gary Smith, Head Teacher  
Market Field School**

We have considered the best route for us to obtain land; an outright purchase or long lease. Due to the variants involved with the lease of land, such as rent free periods, staggered rental increase and maximum rental values, we have based our model upon the outright purchase and initial capital set up costs with financing provided by a lender at a round sum of £1m for the care farm.

Our financial model, both income and expenditure, has been well considered and we know our strategy makes a compelling and engaging case for our proposal. We have based our figures for a lower income and high expenditure; ambitious yet realistic.

We wholeheartedly believe that time spent at Market Field Farm will provide a young person with a learning disability the confidence, skills and education they need to move towards an independent life; free from burden to themselves, their family or society as a whole.

All areas of our business will support Essex County Council's Vision for Essex and the Children and Families Act 2014 SEN Code of Practice.

- Increase educational achievement and enhance skills
- Develop and maintain the infrastructure that enables our residents to travel and our businesses to grow
- Support employment and entrepreneurship across our economy
- Improve public health and well-being across Essex
- Safeguard vulnerable people of all ages
- Keep our communities safe and build community resilience
- Respect Essex's environment

Whilst supporting current policy and governance, we will deliver a site which provides education and life skills training for young people with learning disabilities in a creative, innovative and unique environment.

Our plan & vision document will demonstrate:

- Why this business is needed
- Who we will help
- How we will help them
- How we will be a viable, sustainable business
- Our outcomes and results

## OUR AIMS

1

Create a person centred enterprise where young adults with special educational needs can grow and flourish when they finish school or college.

2

Provide occupational therapy and productive activities for children and adults, their families and carers throughout their life.

3

To make sure young people with special educational needs gain real work skills and receive job specific training.

4

Seek out and secure job opportunities for young people with special education needs outside of Market Field Farm.

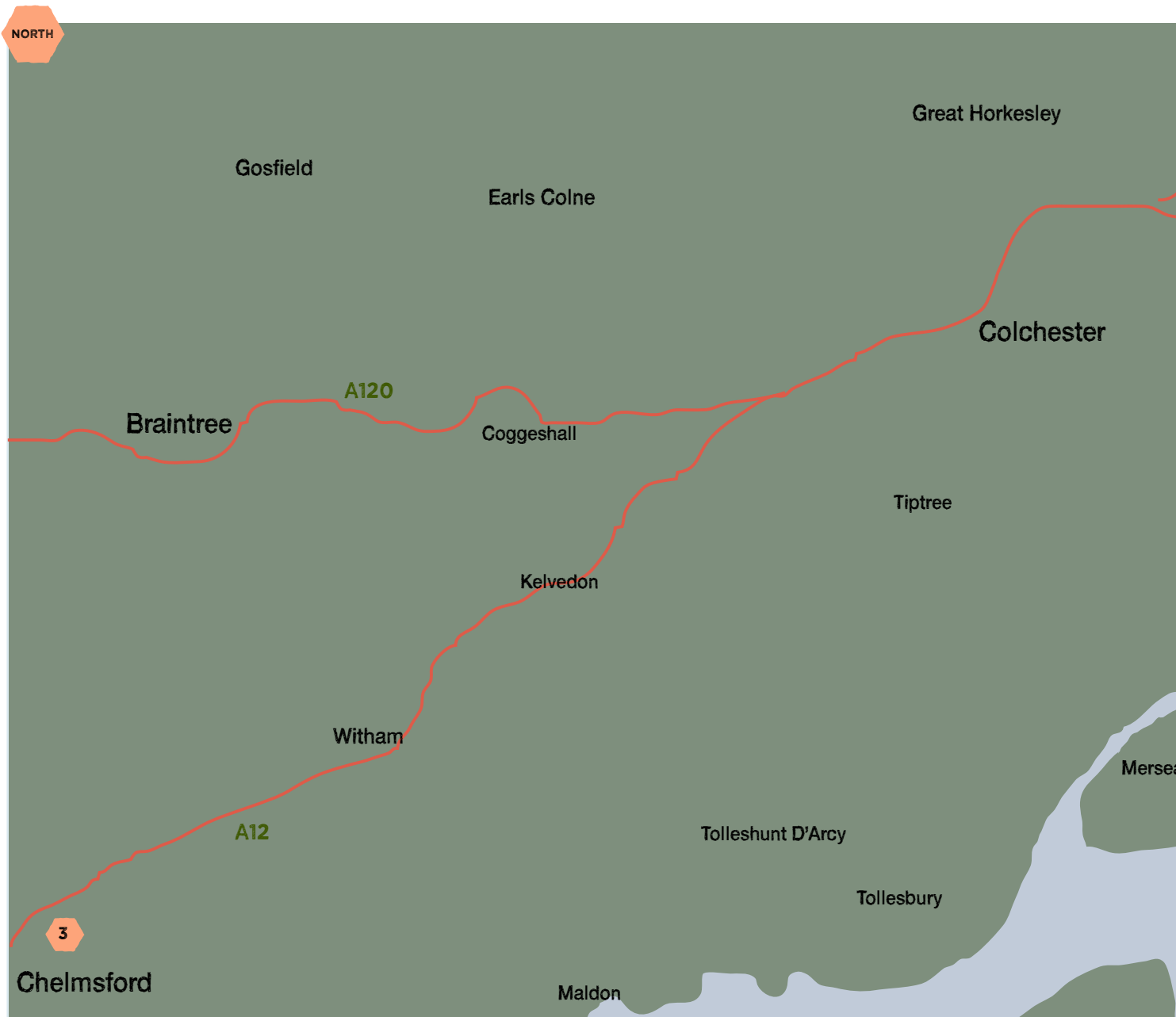
5

Promote a happy, healthy and independent life through practical and rigorous skills training.

6

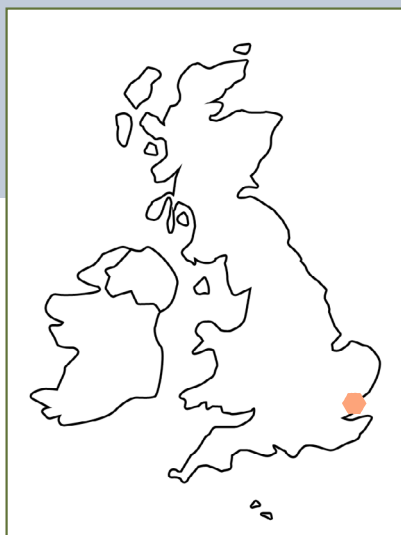
To provide a mix of residential accommodation on site; respite, short stay, transitional and long term homes for young adults with SEN.

## OUR LAND SEARCH AREA



Graphic 1: area of our site search

- 1 Market Field School
- 2 Market Field College
- 3 The Ark Centre



## OUR STORY

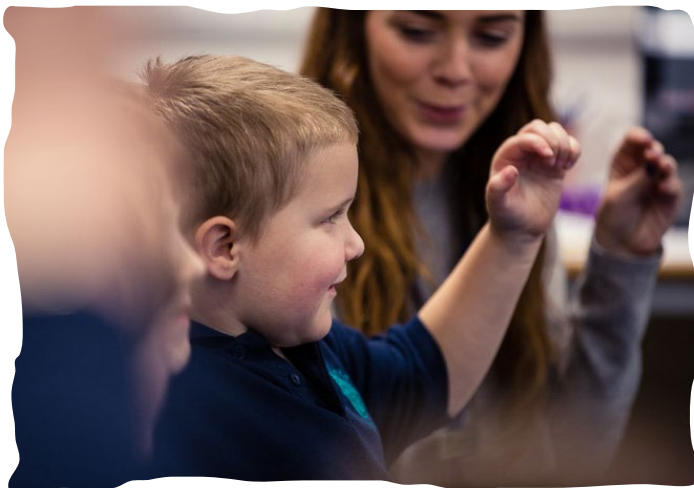
### THE ARK - THERAPY CENTRE FOR CHILDREN WITH AUTISM

The Ark Centre offers early intervention for children between 2-5 years old with autism and/or social communication difficulties. Each child follows an individual programme devised by our experienced team of Behaviour, Speech and Language and Occupational Therapists. Programmes are delivered in our centre on a 1:1 basis using the principles of ABA.

The Ark runs morning or afternoon sessions each day and each child is required to attend a minimum 4 sessions a week for 41 weeks of the year.

The Ark Centre is currently the only multidisciplinary early intervention centre for children with autism in Essex and the surrounding area. The Ark Centre was founded by Sarah Day a parent of two children with autism to provide a proven and effective intervention that delivers social opportunities in a regulated setting. The centre was opened by a team of senior behaviour therapists, a speech and language therapist and an occupational therapist. Our team quickly grew as word spread of our children's success and we now operate with a team of 17 highly trained therapists and an administrator.

The Ark recognise the critical importance of early years intervention for children with autism. During these years it is imperative we provide the children with the readiness to learn skills which enable them to access learning opportunities. Parents have the option of three packages all of which are run by a behaviour therapist within a programme using the principles of VB / ABA.



### MARKET FIELD SCHOOL

For 29 years, Gary, the Headteacher of Market Field School, has devoted himself to providing an outstanding level of education for children with learning disabilities and ensuring their families receive the support they need.

Our school now has 270 pupils and 163 teaching, support and administration team members. In 2015 we were lucky enough to relocate to a wonderful new building in Elmstead Market.

In addition to the education we provide, we work tirelessly to ensure the families of our children are supported and well informed.

Our students have learning disabilities and are aged between 5 and 16 years old. We are committed to providing a broad, balanced and relevant curriculum. There is specialist provision for pupils with autism at each key stage. High quality subject specialist provision exists for ICT, Drama, Art, Science and P.E.

Market Field School is a centre of excellence, with strong guiding principles based upon sharing, respect and kindness, each and every day we strive to:

- Build mutual tolerance, understanding and acceptance within school and the wider community;
- Deliver a broad, balanced and challenging curriculum to enrich the child's world;
- Develop an understanding of the world in which we live, to encourage consideration for others, a respect for moral values and for other cultures and religions;
- Develop a strong sense of personal responsibility;
- Enable children to make informed choices leading to a happy and productive adult life;
- Ensure the social and intellectual development of every individual;
- Create an environment conducive to happy and active learning;
- Work with the families of the children;
- Work closely with other professionals;
- Develop an aesthetic and cultural awareness;
- Encourage participation in a wide range of activities through a stimulating environment, developing the whole person;
- Value the contribution of each member of the school community;
- Express a commitment to lifetime learning.



## MARKET FIELD COLLEGE

Previously, in year 11, students and their families had been able to choose from going into employment with training and apprenticeships, further education courses at mainstream colleges such as Colchester Institute or Otley College.

For those students who require more extensive support the further education unit at Lexden Springs or Shorefields Schools have been available.

We know the benefits of a Market Field education and wished to continue this for students between the ages of 16 and 19. Following a campaign spanning 18 years, we opened Market Field College's doors to 24 students in September 2017. The college runs out of the Tendring Education Centre on Jaywick Lane, Clacton.

Great care is taken in planning the best and most appropriate path for our pupils; they, and the parents, are actively involved in this process. All of our school leavers have the opportunity to continue in full time education and now there are more opportunities available to our school leavers than ever before.

Market Field College provides Sixth Form education and our students will be able to gain a vocational qualification, learn further important life skills and prepare for adulthood. We place focus on 'what you can do, not what you can't, which helps build confidence in preparation for an independent life.

In April 2018, our 24 students embarked on two week's work experience placements with local businesses. The feedback from all the companies reported a great success; we are very proud of our young people and know that our goal to provide an education and to build confidence and life skills is a success.

"Market Field School was the one. We knew from the day we walked in that it would be the best place for her to grow up and be nurtured, you could feel the passion and commitment from the whole team. They want to make a difference to these children's lives.

Since our daughter has been there she's achieved so much and the most important thing is she is happy, she loves to go to school and all the 'giant kids', as she says, are kind and she has made so many friends. As we know she's happy, settled, learning and progressing, it's changed our family. The whole reason for this is that she is accepted for who she is and all the children are always so happy and polite."



## WHY & HOW

### WHY WE NEED MARKET FIELD FARM

Our results speak for themselves, we have experienced success and can see results in the time Market Field College has opened its doors to sixth form students, but we know that there is still a lack of provision for young adults with learning disabilities and autism in Essex.

#### What options do young adults with a learning disability have?

There are a number of day centres in the Essex area, which provide support and activities for young adults and adults with a learning disability.

The day centres offer a variety of leisure, educational, social, as well as health and well-being activities and opportunities, day centres are also known as 'resource centres' or 'day opportunities'.

There are a number of day centres in Essex run by a variety of providers, including Care UK, the local authority and private companies.

**"We believe these services are not enabling our young adults to reach their full potential. People have real aspirations, dreams and ambitions which must be worked towards and achieved in order to lead a fulfilling and rewarding life, reducing their reliance upon personal care packages"**

### The benefits of a care farm

The option to take part in productive, outdoor activities and join the team on a care farm is now becoming a viable option and there are now 250 care farms in the UK.

No other day service or intervention can replicate the diversity and opportunities a care farm can offer someone. Ultimately, we want our young adults to progress and develop greater independence.

It is not acceptable for a considerable percentage of young adults with a learning disability to be unable to have a rewarding job; given the correct structure and support our young adults will be able to develop the skills needed to get a real job.

Our care farm will be a registered education provider and form part of the Market Field Learning Community. We will strive to achieve Ofsted Educational Excellence.

By working with local businesses we will be able to move our young adults forward towards real work opportunities, whilst still maintaining links for support. By growing existing relationships with local businesses, we will continually develop pathways for young adults to progress from the farm, if this is the path they wish and can take.

Having visited care farms in the UK, it was apparent that some enterprises are ignoring the production element of the farm. With a few raised beds and a couple of chickens they are ultimately becoming another day service, tapping into 'care' as the sole or prominent income stream. Although this is an important element, the farming of produce such as fruit, goats milk, vegetables, flowers and eggs is essential. This not only provides 'real' job opportunities, but ensures individuals feel important as they have real projects and responsibilities.



This is a scenario that is all too common, the setting up of a care farm as a fresh enterprise without an existing farming business can often move in this direction. We are mindful of this and will take measures to negate this happening at Market Field Farm.

The replication of tasks for a tasks sake does not and will not work as effectively as contributing towards a viable, lively, productive farm.

We will also upscale produce from the farm, which will provide young adults with additional options for work within catering and food production. Likewise, produce will be used within the farm kitchen for lunch; further promoting a healthy life style and the emphasis on the 'field to fork' ethos.

A cafe will provide additional and welcome income, will also highlight our work and contribute towards the marketing of the farm. Our young adults will have the opportunity to work within the cafe alongside experienced staff and so learn real catering skills and gain a qualification. Additionally, this essential experience will take them a long way in their own lives; being able to plan, prepare and cook fresh, wholesome food.

The Foxes Academy in Minehead run their own hotel. The Foxes hotel is a well regarded, popular venue and 86% of their students gain a qualification and secure a real job elsewhere at the end of their course. Having visited, stayed and spoken with the staff and young adults with learning disabilities, we have been inspired to follow this model within the catering area in our cafe.

We believe in community inclusion; our farm shop will not only sell our own produce but welcome in other local producers to use our retail area as a platform for their products and goods. This will increase footfall to our site and also provide our young adults with retail experience opportunities. Our vision is for a seven day a week farmer's market.

Over the following pages, we will go into detail about how our care farm will work and deliver a sustainable, viable, rewarding and fun alternative to day care services.



## MARKET FIELD FARM DEVELOPMENT

We could start our farm within two months of securing site. Involving our students and co-workers in the development of the site, promoting a sense of camaraderie, belonging and purposefulness. With the employment of the Agriculture Manager and an apprentice, productive and instructive activities such as creating animal pens, fencing, landscaping, gardening, planting and preparing meals will be undertaken.

We would establish a site that will accommodate every aspect of a thriving business to meet our aspirations and deliver our promise. At every point we have assessed how a student or co-worker will benefit in the long term and what skills or qualification they can gain in order to increase their chances of an independent life. We have devised a plan for our care farm to provide many levels of education and productive activities in many different areas.

Our services will not only be inclusive for young adults and students seeking experience to gain skills or qualifications to secure future employment elsewhere, but also young people who may require a more focused, dedicated approach. We will actively assist with the attendance of young adults, with their families or personal assistants, who may require ongoing Positive Behaviour Support and other person centred therapies to ensure the person's quality of life is a primary focus.

A staggered development programme allows us to generate income immediately for the minimum capital outlay, allowing time to generate income and savings before investing in high cost development and alterations. Activities with a secure income stream have been given priority in stages 1 and 2, these will finance high cost initiatives in stage 3.

We will welcome and encourage the public to our farm; visiting our cafe, shop, garden centre, attending events, undertaking wildlife walks and feeding the animals.

“the programme demonstrates our development stages over a four year period”

	Months on site	Centre Hub	Shop	Café	Garden Centre	Animals	Barn	Furniture Barn	Equestrian	Residential
Stage 1	1									
	2									
	3									
	4									
	5									
	6									
	7									
	8									
	9									
	10									
	11									
	12									
Stage 2	13									
	14									
	15									
	16									
	17									
	18									
	19									
	20									
	21									
	22									
	23									
	24									
Stage 3	25									
	26									
	27									
	28									
	29									
	30									
	31									
	32									
	33									
	34									
	35									
	36									
	37									
	38									
	39									
	40									
	41									
	42									
	43									
	44									
	45									
	46									
	47									
	48									



“initial calculations to establish the size of site we will require”

PUBLIC SPACE		METER		FEET			ACRES
Item	Dimensions		Sq	Dimensions		Sq	
Café (inc Kitchen, storage & Loos)	20	6	120	66	20	1,292	0.30
Outside Cafe Terrace	12	4	48	39	13	517	0.12
Camping and Events	20	20	400	66	66	4,306	0.99
Gardens and access	15	15	225	49	49	2,422	0.56
Farm Shop (inc indoor plants)	8	8	64	26	26	689	0.16
Visitor Car Parking	20	20	400	66	66	4,306	0.99
<b>AREA FOR PUBLIC SPACE</b>			<b>1,257</b>			<b>13,530</b>	<b>3.11</b>

CARE FARM		METER		FEET			ACRES
Item	Dimensions		Sq	Dimensions		Sq	
Residential studio / unit	5	7	35	16	23	377	0.09
Paths and Access	15	15	225	49	49	2,422	0.56
Barn & Storage	12	6	72	39	20	775	0.18
Site Hub	4	7	28	13	23	301	0.07
Vegetable, flowers and Fruit Farm	24	24	576	79	79	6,200	1.42
Polytunnel 1	4	8	32	13	26	344	0.08
Polytunnel 2	4	8	32	13	26	344	0.08
Dutch 'Barn'	4	8	32	13	26	344	0.08
Potting Shed, Boot Room, Toilets and Showers	6	8	48	20	26	517	0.12
Garden Centre Outdoor Area	20	6	120	66	20	1,292	0.30
Chickens	12	16	192	39	52	2,067	0.47
Pigs	15	20	300	49	66	3,229	0.74
Sheep & Alpaca	20	20	400	66	66	4,306	0.99
Goats	15	15	225	49	49	2,422	0.56
Guinea pigs and rabbits	15	15	225	49	49	2,422	0.56
Animal Barn	4	8	32	13	26	344	0.08
Residential (4 ensuite rooms)	12	16	192	39	52	2067	0.47
Residential (4 ensuite rooms)	12	16	192	39	52	2067	0.47
Residential Garden	10	10	100	33	33	1076	0.25
The Ark Centre & Garden	10	25	250	33	82	2691	0.62
Equine and Stables	26	28	728	85	92	7836	1.80
<b>AREA FOR CARE FARM</b>			<b>2,574</b>			<b>27,706</b>	<b>9.97</b>
<b>TOTAL SITE AREA</b>			<b>3,831</b>			<b>41,237</b>	<b>13.08</b>

## THE MARKET FIELD FARM OFFER

With the cumulative experience of The Ark, Market Field School and Market Field College, we know that Market Field Farm will only fulfil its promise if we provide roles and placements for young people from all backgrounds, circumstances and abilities.

We will ensure that provision is made for anyone with a learning disability, over the age of 16, who wishes to be a part of Market Field Farm. We will provide young adults with the skills they need to move into adulthood, for some this will be alongside gaining useful work experience and in some cases a qualification.

The courses we will offer our students and co-workers will help some of them achieve a nationally recognised qualification, this could lead to employment but most importantly promote independent living skills that will help them to lead a rich and fulfilling life.

We will develop a personalised holistic programme for each individual with goals and outcomes. The length of placement will vary from person to person based upon the outcomes they wish to achieve. There will be person-centred work programmes for students with a range of complex challenges resulting in communication difficulties and barriers to learning in mainstream and some other specialist settings. They may have a diagnosis of autism, acquired brain injury, anxiety disorders, social emotional or mental health conditions.

All students will be provided with enhanced support throughout the day and provision will be made for those requiring higher levels of support, either full time or periodically, to enable access to the work programmes and participation in activities.

Clinical and therapeutic input will be integral to our approach and will be integrated throughout the day to enable students to fully access the work and education programmes.

Before a student starts their placement at Market Field Farm, a taster day will be taken, with a family member, teacher or personal assistant, to ensure that they will benefit from a longer placement at the farm. The student will have the opportunity to visit the cafe, the shop, the farm and garden centre. At the end of this day, the farm manager and head of education will meet and chat with the student, their family member, teacher or personal assistant and discuss which element they most enjoy. If no conclusion is drawn, a further day can be undertaken.

Once the activities, tasks and jobs have been identified, an individual role description will be written by the education

manager, with input from the group leader, and agreed by the student, their family, teacher or personal assistant. This role description will clearly outline what tasks will be undertaken, what benefit will be achieved, how we will measure progress and clearly identify the outcome from their time at Market Field Farm. If applicable, this role description will be written in conjunction with a curriculum for a vocational qualification and issued to the college.

This role and education description will outline time frames, how many days a week the student will attend and over which period. The group leader responsible for the development of the student and the appropriate student / personal assistant will be issued with a copy of this role description upon commencement of the placement.

Before the student starts their placement, the care farm manager will speak with the Education, Health and Care Co-ordinator (EHCCo) to confirm if there are any particular safeguarding measures that need to be taken into account at Market Field Farm.

At the weekly meeting between the group leader and care farm manager, the role description will be reviewed and progress measured and documented. At any time, we can make changes to the role and amendments will be made to the role description, which may alter the outcomes and the amount of time required at Market Field Farm.



## MOVE TOWARDS EMPLOYMENT

### Vocational and skills training For students with mild learning disabilities

For many of our students and co-workers, Market Field Farm will provide a safe, measured, yet challenging, environment to gain skills, experience and potentially a vocational qualification to get a real job following their placement.

### Potential qualifications

For those seeking a vocational qualification we will support the following courses in association with Market Field College and Otley Easton College.

- NVQ (Hospitality & Catering) Level 1
- RHS Level 1 in Horticulture
- Entry Level 3 Award in Introduction to Hospitality and Catering
- Food Safety (Level 1/2)
- City & Guilds Level 1 Diploma in Professional Cookery
- City & Guilds Level 1 Diploma in Carpentry & Joinery
- City & Guilds Level 1 Diploma in Retail Skills
- NVQ Level 1 Diploma in Graphic Design
- City & Guilds Level 1 Diploma in Environmental Conservation

### Independent living and life skills

Students with a mild learning disability will have the opportunity to gain further life and independence skills and live in their own transition unit.

During a students or co-workers placement at Market Field Farm we will also focus on moving towards independent living. This focus will be included within their role and education description so people learn as they work in a practical environment relating jobs and tasks to real life. Sessions will be structured into their working day on:

- Managing bills and budgeting
- Decision making
- Managing your time
- Being safe in your home
- Cleaning and household tasks
- Travel
- Shopping and meal planning
- My home
- Health, safety and well being
- Using the internet safely
- Personal hygiene

Each student or co-worker will benefit from their own bespoke package that is continuously monitored and adjusted to their needs.

### Independent living sessions

To ensure all Market Field Farm students and co-workers receive structured, practical, curriculum based sessions our intention is to incorporate some additional subjects as part of their individual learning and role description if this is identified as an area for development. Sessions can be timetabled into the individuals programme.

- The Pathway to Life Vocational Course
- The Pathway to Life Independent Living Skills Course
- Skills for Life (Maths, English and ICT) Entry Level to Level 2
- English Speaking Board (Entry Level to Level2)
- Moving On Course
- Employability Skills

### Growing employment networks

Local businesses already provide opportunities for work experience for our students at Market Field School and College. We will extend this network, building links with local businesses to find real jobs and apprenticeships for our young people thereby assisting with the transition into the workplace.

We will ensure that any potential employers are aware of additional support they could receive via the Government's Access to Work scheme and via Mencap.

We will also ensure that our students and co-workers receive the support they need to find real jobs following their placement at Market Field Farm.

- Planning for progression
- Preparing to apply for a job – looking for a job, preparing an application/CV
- Career planning and making applications
- Working as part of a team
- Environmental awareness
- Introduction to ICT
- Understanding and getting involved in a charity event (Community)
- Personal skills
- Rights and responsibilities in the work place



## JOBS AT MARKET FIELD FARM

### Jobs for life at Market Field Farm For people with moderate learning disabilities

We know, that for some, a job with a local business may not be possible; an individual may require significant support within a working environment which employers cannot reasonably provide or sustain.

Market Field Farm will have the support in place to provide these young adults with a real job. We will ensure our farm is a viable, thriving business, capable of supporting many employees in different areas of the site, providing jobs within our cafe, garden centre, repair shop, farm, woodland management, land management, retail and graphic design.

Each young person will receive specific and rigorous training to fulfil a niche role within the business.

Our young adults who continue at Market Field Farm as a paid employee will not only fulfil their role but will act as mentors to new students and co-workers.



## THERAPEUTIC ACTIVITIES

### Productive activities at Market Field Farm For people with profound learning disabilities

For some of our young adults, paid employment either with a local company or at Market Field Farm will not be an option, however, there will be plenty of opportunities to take part in productive and therapeutic activities across the whole site.

We can provide 1:1 support or the young person can attend with a family member, personal assistant or carer.

We will develop a personalised holistic programme for each individual with goals and outcomes. The length of placement will vary from person to person based upon the outcomes they wish to achieve. Person-centred programmes for students with a range of complex challenges resulting in communication difficulties and barriers to learning in mainstream and some other specialist settings. They may have a diagnosis of autism, acquired brain injury, anxiety disorders, social emotional or mental health conditions.

All students will be provided with enhanced support throughout the day and provision will be made for those requiring higher levels of support, either full time or periodically, to enable access to the work programmes and participation in activities.

Clinical and therapeutic input will be integral to our approach and will be integrated throughout the day to enable students to fully access the work and education programmes.





## RESIDENTIAL ACCOMMODATION

Many people with a learning disability want to live a more independent life – something that requires housing arrangements that promote this. However, there are a growing number of barriers, identified with Mencap's annual report, standing in the way of independence. These include:

- **Resources:** With growing demands on housing and support services, alongside reductions in local budgets, local authorities are finding it increasingly difficult to house people with a learning disability and support them to live independently.
- **Planning:** Systematic failures in planning for the future of people with a learning disability are resulting in many areas not being adequately prepared. A lack of support for planning for the future by individuals and families may also lead to people with a learning disability reaching crisis point leading therefore to high-cost emergency housing solutions.
- **Complex needs:** Some groups of people with a learning disability face greater barriers to independent living than others. This is largely due to a lack of planning, available appropriate services and resources. The groups affected include: people with profound and multiple learning disabilities, people with a learning disability and behaviour that challenges; and people who live with elderly parents.
- **Lack of housing:** The lack of appropriate housing means we are failing people with a learning disability. 61% of local authorities believe that local housing arrangements do not meet the needs of people with a learning disability. This has led to long waiting lists, large numbers of people living far away from family and friends and a high number of people living in arrangements that do not promote independent living.

Our hope is to work with a local housing association to deliver much needed supported accommodation, to include:

- Student and co-worker accommodation
- Transitional and supported units
- Respite and emergency rooms
- Long term specialist residential homes

This area of the business will be focused upon in year four of our development plan, allowing us time to secure additional funding and develop a relationship or collaboration with a local housing association or specialist provider.

### Transition and supported living accommodation

A key element in our education plan and therefore prioritised earlier than other residential elements will be our transitional and supported living units.

Towards the end of their placement a co-worker or student can live independently in a safe environment; increasing confidence and putting what they've learnt into practice before moving into their own home.

Students and co-workers can put in place all the skills they've learnt during their placement, such as:

- Time management; going to bed, setting your alarm and getting to work at Market Field Farm on time
- Housekeeping, laundry and housework
- Personal hygiene; taking pride in your appearance, looking smart and professional
- Managing a personal budget
- Preparing shopping lists and going shopping
- Making meals
- Independent travel
- Planning leisure activities and meeting friends

## THE HOMES & COMMUNITY AGENCY'S DEFINITION OF SUPPORTED HOUSING IS:

### Purpose designed supported housing

Buildings that are purpose designed or remodelled to enable residents to adjust to independent living or to enable them to live independently, and which require specific design features.

### Designated supported housing

Buildings with some or no special design facilities and features but that are designated for a specific client group with support services in place to enable them to adjust to independent living or to enable them to live independently.

## THE MARKET FIELD FARM BUSINESS

Initially we will start with the animal, horticulture and catering aspects of the business and training. However, as the farm grows and gains further financial stability we intend to diversify our site to offer as many learning experiences and job types as possible.



### Animals

Looking after animals is an important aspect of care farming. Numerous studies have shown that human-animal contact can enhance the physical, social and mental health of people with different types of disabilities. It has been suggested that contact with animals can reduce stress and anxiety, distract people from negative emotions, facilitate interpersonal relations and provide social support.

Caring for animals can meet social needs for caring for another living being, an activity and responsibility that few people with learning disabilities have the chance to enjoy. Taking care of animals can boost people's confidence and self-esteem, and help create a more positive self-image. Interacting with animals can provide feelings of safety and comfort, allowing people to display affection and therefore be helpful in developing relationships with other people.

The animal care and welfare would be Animal Group Leader with the assistance of placement students from Otley College undertaking a Level 3 Advanced Technical Extended Diploma in Animal Management who require 300 hours work experience to complete their course.

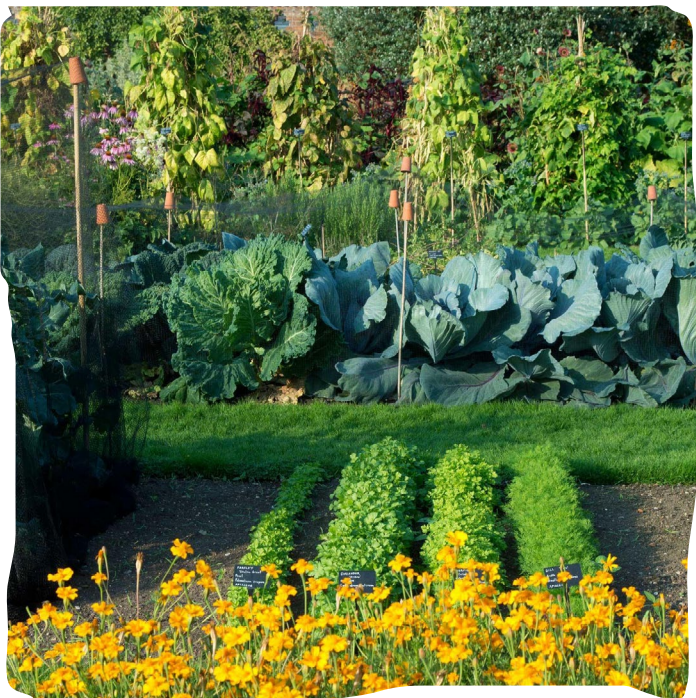
In addition to the benefits for our students and co-workers we would also set up educational visits for children from Market Field and other local schools.

### Growing

Horticulture gives us the opportunity to provide our students and co-workers with even more chance to identify an activity and job they love and extends our skill and qualification offering.

Although the rewards and opportunities can be high this area of the care farm is the hardest to predict in terms of financial return and success. The risks are more prevalent, such as weather, pests and, well, the unpredictable nature of growing a significant quantity of produce.

We will grow vegetables, herbs and fruit on our farm, ensuring we have a year round crop and utilising polytunnels to extend the growing season and offer products that people are unable to buy locally.



## The Farm Shop

In the short term the farm shop can be set up and created in an existing building or barn with minimum alterations. Construction and up-cycling can be undertaken by our students and co-workers, under the supervision of a qualified team member or experienced volunteer. If students or co-workers are attending as part of a City and Guilds Level 1 Diploma in Carpentry and Joinery, this experience will go towards their qualification. This course is supported by Market Field College.

We would look to finance the initial set up costs with a capital development funding grant or loan. Ongoing development and improvements costs would be allocated from the overall farm budget and profit.

The shop will be stocked with items produced, grown and prepared on the care farm. Additionally, we will actively seek out local producers who wish to use our farm shop as a platform to sell their produce. The farm shop will be staffed by students and co-workers. The work within the shop could be used as part of a City and Guilds Level 1 Diploma in Retail Skills, which can lead to work as a Sales Assistant or Visual Merchandiser. This course is supported by the Colchester Institute.

The shop will also act as the point of sale for all items produced on site; if potential customers are visiting the site to purchase flowers, garden or house plants from the garden centre, we can increase footfall into the farm shop and potentially generate additional purchases by directing customers into the shop to pay for their items.

All items will be packaged in ecologically sustainable materials, reducing the requirement for plastics where possible. By offering a deposit return scheme (DRS), we will also encourage the recycling of glass jars from our jams and chutneys. This will reduce our spend on jars, will promote recycling but will also encourage future visits to our shop and social farm.

To ensure we have year round potential, products will be up-scaled and converted into items with a longer shelf life; such as jams and chutneys, pickles and sauces. The processing of these items can be overseen by our catering team member and can go towards our students or co-workers achieving a City and Guilds Diploma Level 1 in Professional Cookery or Catering.

As the site becomes more established we will be able to generate greater quantities of produce to sell and start increasing the Market Field Farm presence within the shop. We can build upon our network or suppliers to increase the offering and variety of items. We can also look into offering a local delivery scheme and wholesale offering to local restaurants. Our forecast allows for a steady, incremental growth throughout the first three years.

## The Cafe

The Market Field Cafe has been given the same priority on our development programme as our farm shop. For a relatively minimal outlay we can set up and operate a cafe, which, along with the shop, will give potential customers added reason to visit and will help us produce an income.

We would look to finance the initial set up costs with a capital development funding grant or loan. Ongoing development and improvements costs would be allocated from the overall farm budget and profit.

Head of Catering will provide the overall guidance both for the cafe, events catering and for up-scaling our produce after cafe hours. Initially, we would seek to create an intermediate apprenticeship in catering and hospitality supported by the Colchester Institute. The overall running of the catering will be overseen by our Care Farm Manager.

With a non-commercial domestic kitchen and the completion of an online Food Safety & Hygiene Level 2 Course For Catering we can provide breakfasts, lunches and afternoon tea. The volume of service we have estimated within our first year could be managed by a catering assistant, maybe a third year degree student on a year placement from the University of Essex, or a paid member of staff and would support two co-workers or students.

Students and co-workers working in our Cafe can undertake this as part of a City and Guilds Level 1 Diploma in Cookery and Catering; a course which is supported by Market Field College and Colchester Institute.

Through the experience gained in the cafe, our hope is for our students and co-workers to gain the confidence, skills, qualifications and knowledge to secure a permanent role in the area. We will establish relationships with local businesses to secure these opportunities and ensure a smooth transition from Market Field Farm.



## The Garden Centre

An important aspect of our site will be the garden centre. Growing and selling house plants, bedding plants, vegetable plant seedlings and herbs will not only provide valuable income but supports a multitude of productive activities for all levels and abilities.

The Horticulture Group Leader will provide the overall guidance both for the garden centre and growing produce for our use and for our farm shop. Initially we would seek to create an intermediate apprenticeship in horticulture supported by Otley College. The overall running of the garden centre will be overseen by our Care Farm Manager.

Alongside the training towards a RHS Level 1 qualification provided by Beth Chatto Education Trust we will also offer students and co-workers the opportunity to undertake a City and Guilds Level 1 in Horticulture and some of the short courses provided by Otley College, such as Productive Gardening and Grow your Own. We would be keen to deliver these courses at Market Field Farm so our students and co-workers can learn skills in the environment in which they'll be put into practice.

Through the experience gained at our garden centre our students and co-workers will gain the confidence, skills and knowledge to secure a permanent role in the area. We will establish relationships with local businesses to secure these opportunities and ensure a smooth transition from Market Field Farm.

For those students and co-workers who feel that a permanent role within horticulture away from Market Field Farm is not for them, we will ensure that there are plenty of productive, enjoyable and challenging activities and tasks to be undertaken alongside their personal assistant or family member, with consideration given to any ongoing and continued therapeutic programmes.

## Floristry

To support our horticulture and garden centre businesses we will also create cut flower fields which will be maintained by our horticulture students and co-workers. These cut flowers will then form the basis of our floristry school.

Supported by Easton Otley College, our flower shop will not only provide therapeutic activities and additional income, but will be the platform for some of our students and co-workers to get a qualification in the subject with the view to securing a florist position with a local employer.

The course will offer much more than just flower arranging, although that is certainly one aspect. We'll encourage our young people to develop their creative and work skills, including choosing and caring for stock.

We will also encourage community involvement with the form of workshops and creative sessions supported by Beth Chatto Gardens and Education Trust.

## Graphics & social media

The Graphic design department will allow our students or co-workers to experience desk-top publishing practice through image manipulation alongside real work for real companies and the Citizen's Advice Bureau.

As well as digital photography and scanning, our students or co-workers will learn how to design, produce posters, business cards, flyers, and postcards from concept design to finishing (laminating and cutting). They will also learn practical skills such as recognising the materials required and pricing up quotes.

To complement these skills we work with the trainees to develop their life skills, numeracy skills and literacy skills. Alongside all of this we will offer handwriting, drawing and photography lessons.

We have been approached by The Citizens Advice Bureau in Tendring who have asked if we can provide social media support to local businesses in the area whose owners may not be up to speed with the use of Facebook, Twitter and Instagram. We will provide this service from Market Field Farm.



## Countryside Management

We will provide training within countryside management to help our young people find jobs with employers like the Wildlife Trusts, National Parks and local councils. Topics from conservation and habitat management to wildlife surveying and environmental protection will be covered.

## Estate management & construction

CWOATA are an organisation based in East London, who have confirmed they are keen to work with Market Field Farm to provide on site training to help our young people learn a trade and develop a career within the construction sector.

CWOATA help people of any age to build a career in construction by helping them get a paid job and the ability to potentially gain a qualification in their chosen trade.

Their assessment course offers a great opportunity to find out what it's like to work on-site and to experience some key trades first hand.

During the initial five days our students or co-workers will be assessed on things such as your attitude to work, reliability, punctuality and their ability to work in a team. They will also be looking to see how well people listen and carry out instructions.

CWOATA can be on board from day one to oversee any construction, landscaping or building works required on site; ensuring student and co-worker involvement from day one. We hope to develop a vocational course on site.

## Carpentry

The carpentry department will be perfect for anyone who takes pride in their work and has a love of crafting amazing things.

With a commitment to producing quality goods and instilling an ethic of respect, self-discipline and professional pride, our carpentry department will offer our students and co-workers the opportunity to learn a wide range of skills relating to the construction and restoration of products.

For our students or co-workers, seeing their products on sale to the public on site will be a vital part of reinforcing the need for taking care and having a sense of pride during every stage of production: planning, designing, measuring, construction and finishing.

With products ranging from bird feeders to pergolas to custom orders we will create a happy and busy atmosphere in the workshop where we provide a safe working environment and create high quality products.

## The furniture barn

The furniture barn will give our young adults the opportunity to become involved with the refurbishment and re-purposing of second hand furniture, donated and collected from the local community. As well as introducing a further skill set, the furniture barn will provide additional year round income and will also provide the furniture for our cafe, shop and events space.

**ONLY 16% OF  
AUTISTIC ADULTS IN  
THE UK ARE IN  
FULL-TIME PAID  
EMPLOYMENT, AND  
ONLY 32% ARE IN  
SOME KIND OF PAID  
WORK**

**ONLY 10% OF  
AUTISTIC ADULTS  
RECEIVE  
EMPLOYMENT  
SUPPORT BUT 53%  
SAY THEY WANT IT**

**The UK is facing  
an employment &  
labour crisis**

**Between  
44% - 52% of  
autistic people  
may have a  
learning  
disability.**

## SUSTAINABILITY & CONSERVATION

We are committed to developing a site with high sustainable credentials. We will work with development and conservation agencies to coexist with the natural environment, minimise our impact and encourage wildlife onto the site.

Seeking out support from conservation and energy groups, investment in photovoltaic technologies will be made to power the site, along with measures to conserve water within our farming activities and cafe.

To eliminate the need for pesticides and chemical fertilizers a biodynamic growing method will be used to grow our fruit, vegetables, garden plants and flowers. We are in discussion with the Lecturers for the Biological Sciences department at the University of Essex regarding third year placements at Market Field Farm to support this approach.

Our young adults and co-workers will have an active role to play within our overall vision for sustainability and conservation. We will support the option to undertake training and gain a nationally recognised qualification in Environmental Conservation at City & Guilds level 1.

### Countryside stewardship

For areas of the site not immediately utilised for development, or for areas that we can continue to support post development (such as hedgerows, boundaries and woodland), we will follow the government guidelines regarding Countryside Stewardship and will apply for capital grants to unlock further funding and to support this.

Additional funding and capital grants can be accessed and include:

- Hedgerows and boundaries grant
- Historic buildings restoration grant (if applicable)
- Woodland support
- Planning, including feasibility studies and management and implementation plans



The award winning NIAB farm visitor centre

### The built environment

As part of our vision for an environmentally forward thinking site we will commit to constructing buildings and structures that meet the BREEAM Very Good standard, or equivalent.

We will engage local companies to assist Market Field Farm with the construction of buildings and structures to implement what will be radical, forward thinking, environmentally sustainable designs.

As the development of buildings is likely to occur at the start of the venture capital funding for the construction of these innovative designs is likely to be provided by funders, grant giving trusts and agencies. By committing to work with young architects and actively promote a sustainable approach to the built environment Market Field Farm will be able to unlock great funding potential from a greater variety of grant givers.

Our site will be a model not only for education, care and business innovation, but as a benchmark for exemplar rural and sustainable design.

## PARTNERSHIPS AND ENGAGEMENT

We understand the importance of engaging communities, volunteers, organisations, schools, colleges and universities in the set up and running of Market Field Farm.

The experience that can be shared by individuals will offer valuable support to our students and co-workers. Additionally, other organisations and individuals will benefit from working in a busy, productive, happy environment.

Through our work at Market Field School and College we have developed a wide network of support from local companies who currently take students for work placement experience. We will continue to develop these relationships and others to secure job opportunities for students and co-workers as they complete their placement at Market Field Farm and look to secure a real job.

We are also keen to develop student sponsorship opportunities and seek assistance, both financially and practically, during the evolution of the site.

We will also speak with local employers to establish what skills set they feel is missing within their business and whether we can go some-way to fill these vacancies through focused and dedicated training.

Although it's still early days, we have been speaking with lots of people about how we can work together at Market Field Farm.

### Help for Heroes

Help for Heroes run many different courses aimed at providing skills and activities for former service men and women. Some of these courses, and others that the founders are considering, could be undertaken at Market Field Farm; not only benefiting the attendees but also helping the farm with infrastructure, building and general horticultural tasks around the farm.

### The Beth Chatto Education Trust

We have an existing relationship with Beth Chatto Gardens. We are working with their Education Trust Manager to deliver horticultural training to our co-workers and students, both on the farm and at their gardens. Beth Chatto Gardens will also provide invaluable advice regarding plantmanship and our garden centre.

### The University of Essex

The University of Essex support degree and foundation level courses in many subjects relating to the work we will do at Market Field

Farm. We are working with Lecturers and Co-ordinators from the School of Health and Social Care and from the School of Biological Sciences to organise placements for second and third year degree students.

### Otley Easton College

Otley Easton College are the main providers of land based education in the area. We will be working with the college to create apprenticeships on our farm as well as providing the opportunity for some of our students and co-workers to take a City and Guilds Level One Diploma in Horticulture.

### The Country Landowners Association

The CLA represents land and farm owners all over the Country. The Eastern Region has some 30,000 members. Their marketing and promotions team are championing our work and writing regular updates on our progress in both their newsletter and online.

### LDA Design

The consultancy has received over 100 awards for contemporary and historic parkland design, rural and urban renewal. Pioneering the concept of green Infrastructure planning and design in the UK, and their work is informed by our Futures research programme. The practice are keen to help us address important access issues that maybe encountered during the evolution and development of our site and are happy to act as consultants as part of their CSR programme.

### Purcell Architects

The practice has studios in Colchester and London and both studios work with organisations and charities every year as part of their CSR programme. The team at the Colchester studio are happy to provide architectural conservation advice, architectural advice and space planning ideas throughout our development.

### Care Farming UK

Care Farming UK are the organisation which regulates and governs the care farming industry in the UK and have a wealth of knowledge. We are now registered members, have met regularly and will continue to do so to seek advice and guidance.

### KAT Marketing

Katie Skingle, Director at Kat Marketing, has been fully supportive of our plans at Market Field Farm. Helping develop our logo and brand. Katie is on hand to help with further marketing activities as part of the company's CSR programme.

### Volunteers

Volunteers will have a valuable role to play in the development and ongoing support of Market Field Farm and our work. We intend to set up volunteer groups which will not only see important work carried out on site, but will provide our volunteers with learning, physical activity, friends, fun, an enormous sense of well being and good food!



## MARKETING & FUNDRAISING

### Marketing

A realistic and effective marketing strategy is essential for the development of each area of the business. We will produce a strategy that includes events and activities that will appeal and engage as many people as possible, even the smallest change in working can encourage repeat business and promote our care farm to a wider demographic as possible.

By continually updating our offer, making it seasonal and relevant, we will ensure that:

- We encourage repeat visits;
- People visit our web site and social media feeds, which will lead them to our events page;
- We have a high footfall which will encourage collaboration and increase our offering;
- Will spread the word of the work we are undertaking at Market Field;
- Increase revenue through visits;
- Make supporting us an attractive offering for fund and grant givers.

Working with local businesses, we can host workshop sessions such as yoga mornings, bread making, pasta making, floristry, terrarium making, painting and macramé. These sessions will generate an income but will also draw people to the site who might not have previously visited.

### Fundraising

Our approach to fund and grant givers, philanthropic individuals and corporate social responsibility funds will be to apply for tangible items. We can also take a match funding approach with high cost requests.

We have developed a strategy for the business which will enable us to tap into as many different fund and grant giving institutions and organisations as possible; education, learning disability support, farming, wildlife management, green initiatives, biodynamics and community are just some.

### Student sponsorship

We will also build our networks and support from local businesses. For instance, if a student or co-worker is undertaking a particular course we could ask one or two local businesses to sponsor the cost of the education in part or in whole for the individual; we would speak with builders and shop fitters if our student were to undertake a City & Guilds Level 1 in Woodworking.

### Events

We will schedule a calendar of events, continually working 12 months ahead to ensure that we have interesting, fun and exciting activities for visitors. We can host and organise events ourselves; such as horticulture and biodynamic farming workshops and talks, gardening sessions, making terrariums, barbecues, Easter egg hunts and summer picnics.

### Partnerships

We can also partner and collaborate with other businesses to offer sunrise and sunset yoga sessions, wildlife walks, bat walks, small concerts, drumming workshops, foraging sessions, cooking demonstrations, painting and photography workshops, pottery and sculpture to name but a few.

Market Field Farm would charge a fee to attend and also offer food and drinks during the visit and event. We will research the cost of other similar activities in the area to ensure we are competitive in both offering and cost.

**“seventy per cent of autistic adults say that they are not getting the help they need from social services. Seventy per cent of autistic adults also told us that with more support they would feel less isolated”**

National Autistic Society & Bancroft et al study 2012



## STUDENT GROWTH

### Fulfilling an urgent need

Although we have seen improvement and innovation within education, in our sector, over the past two decades, there is an urgent requirement to ensure our young adults have the best possible chance to have fulfilling and rewarding lives. We believe that there is a significant need for the services Market Field Farm will provide school and college leavers.

### A growing population

Over 700,000 people in the UK are autistic (more than 1 in 100 people).

Around a third of people who have learning disabilities are also autistic, according to research published by Emerson and Baines in 2010. The adult prevalence study, The NHS Information Centre and Community and Mental Health Team found between 31% and 35.4% of people with a learning disability are autistic.

North Essex supports a growing population. Over the next 15 years the development of North Essex Garden Communities are proposed. These additional communities would see our immediate population increase by some 29,000 homes within the Colchester and Tendring boroughs, a potential increase of 100,000 people. This means we could potentially see an additional 1,000 people with learning disabilities in our area, all of whom will need additional education, jobs and real work.

The Market Field Community are keen to work alongside the planners, commissioners, local councils and developers to incorporate our vision into their plans, ensuring our vision becomes an integral part of these new communities; supporting jobs and employment opportunities.

### Market Field Learning Community Students

The School currently has 270 pupils aged between 5-16 years of age. Our College has 40 students. Our continued learning pathway would help young people leaving school or college continue their education and secure vital life skills in a practical, working environment. For most individuals leaving Market Field School or College, a placement at Market Field Farm would be the next step on their journey to an independent life.

### Local offer

Each and every County Council has a Local Offer to support young people with SEND. A young person with SEND and / or their families can request a placement at Market Field Farm. We will ensure that our care farm falls within the Local Offer and is an affordable option for as many young people as possible.

## THE MARKET FIELD TEAM

We are focused upon delivering training and education at an exemplar level, providing tailor made programmes to allow our co-workers to become independent and provide young adults with considered personal development plans, we believe this should be regulated and standardised across the whole care farm.

To ensure our values, ethos and philosophies are carried throughout every aspect of the site, all team members will be employed directly by Market Field Farm.

### Care Farm Manager

The care farm manager has overall responsibility for the site, reporting regularly to the farm stake holders. The role will include site development and working alongside the specialist team to develop a site wide education and occupational therapy programme, ensure safeguarding and day to day operations.

### Head of Education

Each and every student and co-worker who takes a placement will have a work description and programme developed, which is perfectly suited to their needs and ability, which will achieve the results they want.

### Catering Group Leader

The Catering Group Leader will have responsibility for the cafe, catering and produce up-scaling. Working alongside our occupational therapy and education advisor to ensure people reach their potential and have fulfilling, productive and rewarding tasks and that any criteria for a qualification is being met.

### Horticulture Group Leader

The Head of Horticulture will assume overall responsibility for the growing of all produce on site; for the garden centre and for the farm.

### Animal Group Leader

The Animal Group Leader will have overall responsibility for any animals or livestock on the site. Activities will be supported by a dedicated Learning Assistant. The Group Leader will ensure that all activities are appropriately allocated to our co-workers and students and that any criteria defined within a training or education programme is met.

### Safeguarding and Occupational Therapy Advisors

Guidance on education and occupational therapy will be essential in delivering an effective care farm for our students and co-workers. In our initial stages, programmes can be developed on an advisory basis. We will work with our teachers and specialists at Market Field School, as well as members of Essex County Council.

## OPERATIONS

We will ensure that our facilities and placements throughout the site are taken at as high a capacity as possible throughout the year. By forward planning, we can ensure that we have the resources available to make sure all co-workers and students receive the attention and training they need to develop skills, leading to a rewarding time at the farm and to gain further independence.

If a vocational qualification is to be undertaken as part of the co-worker's or student's placement, we will liaise with the appropriate school or college to ensure we have the tools we need to fulfil our role, alongside the structure lesson based education and we have our approaches and curriculum aligned.

Our approach and operational procedure will be clearly defined within our Market Field Farm Code of Practice.

Once we have a site identified and secured the Market Field Farm Project Manager will set down our Code of Practice, which will be given to each team member, students, co-workers, partners, schools, colleges, universities, agencies and Essex County Council. This will also be available to families and the general public via our web site and online community.

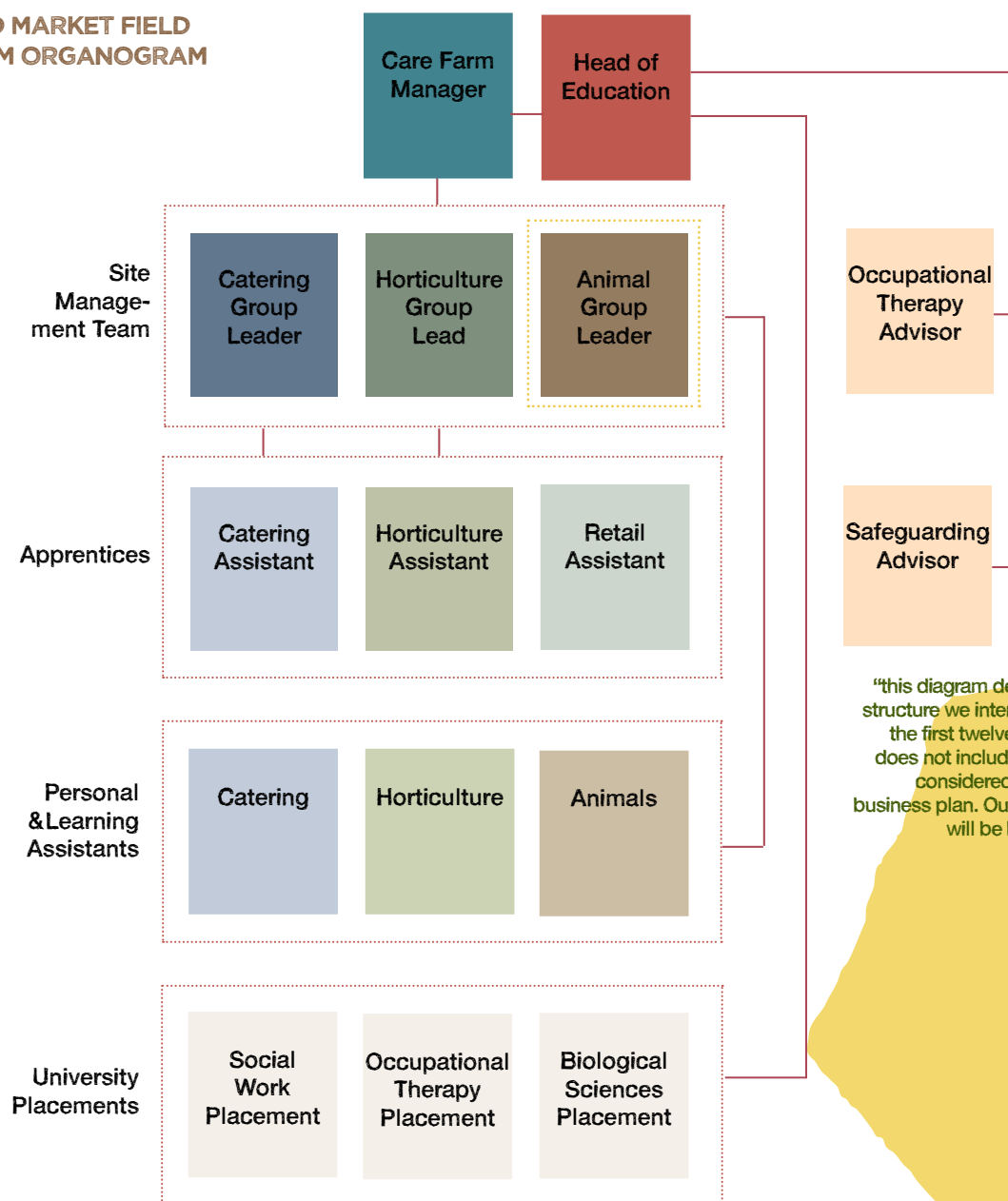
This document will:

- Define our goals, aims and vision;
- Reinforce our ethos and philosophy;
- Describe on site health and safety procedures;
- Set out our approach to education and training;
- Confirm time scales for the programme of student placements;
- Define our safeguarding process;
- Show our approach to internal and self audits;
- Confirm recognised partners and our relationship;
- Outline our financial reports for the last quarter;

Before the student starts their placement, the care farm manager will speak with the Education, Health and Care Co-ordinator (EHCCo) to confirm if there are any particular safeguarding measures that need to be taken into account at Market Field Farm.

If a student is accompanied by a personal assistant or family member, during any visit, evidence of a current and clear DBS check will need to be provided, a copy of which will be kept as part of our safeguarding and auditing procedures. A safeguarding policy will be written and form part of our Market Field Farm Code of Practice document.

## PROPOSED MARKET FIELD FARM TEAM ORGANOGRAM



## FINANCIAL

Key to the success of Market Field Farm will be a combination of education expertise, entrepreneurial spirit, robust and exacting financial management. These, combined with ambition, a clear marketing plan and overall strategy will unlock as many avenues for income and funding as possible.

A strategy and plan has been devised that not only maximises the potential for education, skills and growth, but for income from on-site business streams, funding, trust giving support and through donations and philanthropic endeavours.

We have taken a cautious approach to our financial forecast; ambitious, yet realistic.

We have focused upon areas which will provide our students and co-workers with the opportunity to grow, develop and gain life skills with the minimum capital funding. Once we are established and are generating an income from avenues which are 'tried and tested', we will look to invest in other activities equally as important to our students and co-workers and generate a diverse and robust income year round.

Our forecast is based upon fact based research, conversations with Essex County Council, site visits to care farms, farms, garden centres, residential accommodation providers, colleges and educational sites have determined that income streams would be available via the following sources.

### Included in our forecast

- Payment for placements at Market Field Farm;
- The Market Field Farm Shop;
- The Garden Centre;
- The Café;
- School visits and education;
- Fundraising events;

Although not guaranteed, we are confident that we can secure a certain amount of income each month through fundraising events, all year round. These may include barbecues, small concerts, fêtes, fayres, star gazing evenings, bat spotting, wildlife walks and Easter egg hunts.

### Potential income

There are a number of avenues for additional funding that we have not included in our financial forecast. These are either on-site enterprises, which we explore later in the development of our site or via independent fund givers. We will ensure that we have a robust business before channelling income into further on site enterprises and expansion; to consistently and steadily grow and improve, rather than over stretch and lose valuable funds.

The farm and the residential accommodation will be run separately and therefore we have not included income from any residential options.

Future enterprise may include; glamping, furniture re-purposing and a furniture barn, cycle restoration and sales, flower workshops and floristry, wildlife walks, talks and using part of the site for outside events such as car shows,

Funders, agencies and grant givers are more inclined to provide income and funds for particular projects, particularly capital growth and infrastructure. We would apply for grants as individual requirements are identified throughout the development. It is on a case by case basis and therefore not a tenable income stream at this stage, which will not be relied upon for the success of the business. We have, however, researched possible fund making trusts to ensure we maximise the possibility and options for our site and have incorporated these activities within the site plan and strategy; both long and short term.

The provision on site ensures that we would be able to access funding in the following areas: Heritage and the built environment, Land Stewardship, Woodland Management, Conservation, Green initiatives and biodynamic farming, Supporting young adults with learning difficulties, Species relocation

### Financing A Placement

As part of an Education, Health and Care Plan, set out within the Essex County Council Policy for Children and Young People with Special Educational Needs and Disability 2014 - 2018, funding can be obtained.

- Through an individual's personal social care budget;
- Through an individual's personal health budget;
- Through an individual's personal education budget
- Via a company sponsorship, which Market Field Farm will secure on an individual basis;
- Privately funded by the individual or their family

INCOME			
	YEAR 1	YEAR 2	YEAR 3
<b>ECC FUNDED PLACEMENT</b>	18 students	22 students	25 students
<b>TURNOVER</b>	£234,000	£286,000	£325,000
<b>SHOP</b>			
<b>TURNOVER</b>	£14,994	£30,080	£46,410
<b>GARDEN CENTRE</b>			
<b>TURNOVER</b>	£35,700	£53,550	£71,400
<b>ANIMALS</b>			
<b>TURNOVER</b>	£1,500	£1,500	£1,500
<b>EVENTS</b>			
<b>TURNOVER</b>	£16,320	£32,640	£32,640
<b>FUNDRAISING EVENTS</b>			
<b>TURNOVER</b>	£6,000	£6,000	£6,000
<b>CAFÉ</b>			
<b>TURNOVER</b>	£42,840	£57,120	£85,860
<b>TOTAL TURNOVER</b>	<b>£351,354</b>	<b>£466,890</b>	<b>£568,630</b>
EXPENDITURE			
<b>STAFF</b>	£187,000	£194,500	£214,000
<b>OVERHEADS</b>	£162,060	£172,820	£207,020
<b>TOTAL EXPENDITURE</b>	£349,060	£367,320	£421,020
<b>PROFIT</b>	<b>£2,294</b>	<b>£99,570</b>	<b>£147,610</b>

A full breakdown of our financial plan can be provided.

Although realistic, these are indicative and will be reviewed when a site has been secured.

# outcomes, results and impact

## Outcomes

Productive outdoor activities

Working and training within a team

Learning essential life skills

Looking after animals

Productive, real work and jobs

Vocational training and apprenticeships

Being part of the local community

Personalised occupational therapy and activities

On site residential care

## Results

Improved physical health

Improved social skills

Increased opportunity for independent living

Gaining empathy and understanding

A sense of purpose and confidence

The opportunity to get a real job

Working with local people and local producers

Continual development and growth for everyone, no matter what their ability

Bespoke living accommodation suited to the needs of the individual

## **Impact**

Reduction in the use of local NHS surgeries and hospitals

Increased social awareness to help cope with situations outside of the family, school or college

Reducing reliance upon the family and council care packages

Enhanced understanding of the people around them

Enhanced self esteem and a reduction in depression and anxiety related conditions

Independence, contribution to family and society and reduced reliance on social care

Contributing to a local economy and community

The reduction of NHS care provision and personal care packages

Quality care and development subsidised by the farm income

**But most  
of all a  
chance at  
life that we  
all take for  
granted...**



# MARKET FIELD FARM

CULTIVATING A  
BRIGHT FUTURE

