



Colwall Orchard Group*

Five Year Business Plan

1st April 2019 – 31st March 2024

***Registered as Colwall Orchard Trust**

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SECTION 1

Executive Summary

Colwall Orchard Group has achieved a lot in the first decade of its existence. It is a well established charity and company with 9 acres of freehold land providing two community orchards and an allotment site for the village of Colwall. None of this would have been possible without vision and leadership, willing volunteers, partnership work and funding from a range of bodies and individuals.

As a Board of Trustees we believe we can deliver this plan. In the process of preparing it we have considered what we **must do**, what we **should do** and what we **could do** if opportunities arise and resources allow (see section 5). We know that we will need to be flexible and re-prioritise from time to time but this plan provides us with a framework to help us to do this.

The process of preparing this business plan has also been very worthwhile and has demonstrated to us the breadth of our work and the many hours that are given freely to the charity. Our plans for the next 5 years remain ambitious. Having created special places and a community of loyal volunteers we want to extend our reach to others by making our sites more accessible to all, by providing more opportunities to learn about the natural environment and by helping others to restore and create traditional orchards with rich biodiversity and better connectivity. The Lawton principle¹ for a natural environment which is “more, bigger, better and joined up” underpins our work along with a strong emphasis on growing a strong community of interest because without this we will fail to sustain our achievements of the last 10 years and we will struggle to deliver this plan for the next 5 years.

We are optimistic that we can do this if we can continue to attract volunteers who want to play a part in this community project. It is a challenging time for nature but a good time to rally the support of people who want to make a difference to our planet and help to alleviate the climate emergency, by doing something positive for the environment local to where they live.

Whether you are a COG member, a funding body or a partner we work with, we hope that this Business Plan will provide you with information to understand the work that we do as a community orchard group and how you are supporting this, or perhaps how you might support us in the future.

Colwall Orchard Trust Board of Trustees
March 2020

¹ Making Space for Nature: A review of England's Wildlife Sites and Ecological Network, Chaired by Professor Sir John Lawton CBE FRS, September 2010

SECTION 2

About Colwall Orchard Group

2.1 Background to Colwall Orchard Group

2.1.1 Colwall Orchard Group (COG) which is a community orchard organisation, was founded in 2007 as a small informal membership group. In 2011, COG became a company limited by guarantee (registration no. 07495461) and a registered charity (registration no. 1142573) in order to purchase and create Colwall Village Garden. The formal company name is Colwall Orchard Trust, as it is not possible to register in the name of a Group unless you are a group of companies. However Colwall Orchard Group is the name used by the charity and will be used through-out this document.

2.1.2 COG has two governing documents: our Articles of Association as a company, as amended in 2018; and our Memorandum of Association as a Charity, which list our charitable objects.

2.2 Our purpose

2.2.1 The COG Objects are set out in the Articles of Association, as amended by agreement at the Annual General Meeting in March 2018.

The Objects are:

To restore, promote and celebrate traditional orchards in the parish of Colwall in order to benefit the natural environment and the local community, and to advocate the importance of traditional orchards and fruit varieties both locally and nationally by:

- ***Conserving, restoring and enhancing traditional orchards and fruit varieties, as part of a better- connected natural environment;***
- ***Educating and engaging the general public in looking after traditional orchards and by encouraging enjoyment of orchards and sustainable orchard produce;***
- ***Celebrating orchards and sharing information about the natural and historic heritage associated with them.***

2.3 Our achievements to date

Since the establishment of COG in 2007 an extraordinary amount has been achieved. It all started with a small group of individuals concerned about the decline of orchards and loss of habitat in Colwall. Led by Helen Stace, they formed COG to survey the orchards across Colwall. This small beginning has spiralled into a medium-scale community enterprise with an annual turnover which has exceeded £60,000 and the input of volunteer time equivalent to at least 5 full time equivalent jobs.

In 2011 the purchase of a 6.5 acre site, Colwall Village Garden, with the purpose of creating a community orchard and allotment site was a significant achievement marking a milestone and creating a long lasting legacy. To support the purchase of the land and the responsibilities that went with that, COG registered as a charity and a company limited by guarantee. During the following years the planting of 250 traditional fruit trees, the creation of 58 allotment plots for rental and the refurbishment of the Apple Packing Shed continued to expand the opportunities to develop an orchard community initiative. In 2016 the purchase of land to create a second orchard at Lugg's Mill continued the expansion of land ownership and the opportunities and responsibilities that accompany this.

A programme of activities to promote traditional orchards was also established during the last 10 years which includes:

- seasonal events to celebrate traditional orchards;
- orchard related educational and training activities;
- an enterprise to make and sell juice and preserves from the fruit we harvest;
- a service to advise on orchard management and the sale of traditional fruit trees;
- research into orchard heritage and the development of a trail around Colwall.

COG has also continued to survey some of the traditional orchards in Colwall and, with landowner permission, has helped to manage these with pruning, tree planting, mistletoe management and other tasks.

2.4 Our people and how we are organised

COG is run entirely by volunteers who are arguably its most important asset. It has a Board who are both company Directors and charity Trustees as well as a team of active volunteers and over 120 paid up members. Specialist skills (eg accountancy/audit, tree felling, design and printing) are contracted in when required.

The Board

The Articles include provision for the election of the Board of Trustees at each Annual General Meeting (AGM). There should be at least 4 Directors (there is no upper limit). Directors should be nominated by the Board or proposed by a member at least 14 days before the AGM. Directors can appoint additional Directors within year, but they must retire at the next AGM and stand for formal appointment.

The members of the Board, individually and collectively, have a responsibility to:

- Further COG overall purposes, as set out in the Articles, set COG strategic direction and support and monitor implementation;
- Ensure the work of COG is effective, responsible and legal;
- Safeguard finances, resources and property and ensure they are used to further COG purposes;
- Ensure the Board operates effectively;
- Prepare an Annual report and submit this, and financial accounts to the AGM, to Companies house and to the Charity Commission.

Committees

The Board has the power to delegate to committee. At present there are 2 relevant committees:

- Estates Committee
- Events committee

In general terms the roles of these committees, within their particular sphere of responsibilities, are to:

- Set strategic direction and agree relevant policies, procedures and plans;
- Maintain an awareness/understanding of the external environment in which COG operates and make recommendations to the Board regarding policy and best practice;

- Understand our obligations under, and ensure compliance with, relevant legislation, regulation, policies and best practice (to reduce actual and reputational risks to COG);
- Ensure and review the adequacy and effectiveness of internal policies and procedures;
- Seek external professional advice where appropriate, particularly if there may be material risk to COG, or where the Board Members may be in breach of their duties; and
- Maintain a positive public profile for COG.

The Board and all committees may establish working parties and advisory panels to consider particular issues in detail and scope options for their consideration.

Volunteers and Members

We have a team of active volunteers to help with site management, events and making produce to sell. This size of this team is variable as is the nature of volunteering. However, we have estimates of the number of working days provided which is in the region of 1,000 working days per year (see Annex 3). The volunteers are supervised by lead volunteers who are also currently Trustees/Directors.

We have over 120 members including the COG Trustees/Directors and volunteers who subscribe by paying an annual membership fee of £6 or £100 for Life Membership. Some members are not active volunteers and support COG simply by paying their annual subscription.

2.5 Land, buildings and other capital assets

The capital assets held by COG are described in section 4.5 of the Business Plan. Our most significant capital asset is the freehold land held by COG with a combined book value of £105,000 for both Colwall Village Garden and Lugg's Mill at 31st January 2019.

The traditional Apple Packing Shed on the site at Colwall Village Garden was restored with the help of BIG Lottery Funding and the William A Cadbury Trust in 2016 and provides COG with storage as well as including the Orchard Room - a meeting room and kitchen used by COG volunteers and a classroom used for COG education and training activities. The Orchard Room is also available for private bookings. The Apple Packing Shed is one of our most valuable assets with a book value of £45,877 as at 31 January 2019. A bespoke composting toilet, built by volunteers, is located next to the Apple Packing Shed.

COG has an extensive range of equipment to include two gazebos and an activity tent, powered tools such as mowers and trimmers, electrical tools such as kitchen and juicing equipment and pasteurisers and a wide range of other hand tools and equipment. Furniture and fixtures include miscellaneous items of furniture such as tables and chairs, storage cupboards, the 'Blue Box' - a small shipping container providing secure storage located in the storage area of the Apple Packing Shed, and a woodburning stove located in the Orchard Room. The book value of these items as at 31 January 2019 was £2,427.

COG Group does not own any motor vehicles and the requirement for motor vehicle transport is met either by occasional use of COG members' private vehicles or by regular leasing of a Pick-Up truck from the Malvern Hills Car Club of which COG is a member.

2.6 Local context – partnership and community

Colwall is located within the Malvern Hills Area of Outstanding Natural Beauty and COG retains a good relationship with that body. It also works with and alongside the Malvern Hills Trust, Colwall Parish Council, the Colwall Village Society, the Herefordshire Wildlife Trust, the local Rotary Club and Civic Societies as well as local landowners, the village primary school and public schools in Colwall.

Working in partnership with the immediate and surrounding community is of high-level importance to COG and we would not be able to achieve much of our work without this.

2.7 Broader context

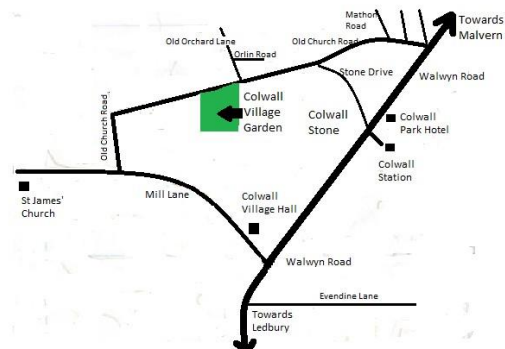
There are a number of external factors which will impact on our plans. These include:

- Climate change which will impact on the ways we adapt our land management practices and the way we can contribute to mitigate impacts through planting trees and caring for the natural environment;
- Political policies within the context of the economy, and Brexit which will have a direct impact on the European agri-environmental payments we currently receive (until 2022) from the Environmental Stewardship scheme;
- Environmental policies including the new Environmental Land Management Scheme which is being designed to replace Environmental Stewardship. At this stage we do not know whether we will be eligible for payments;
- The changing priorities of grant providing bodies which we need to keep abreast of;
- The availability of active volunteers within the context of employment, retirement age, and the health and well-being of an aging population.

We will keep our Business Plan under review and adapt plans to maximise our ability to deliver our charitable objectives.

2.8 Location of Colwall Orchard Group land

Colwall Orchard Group's base is located at Colwall Village Garden in Old Church Road, Colwall, WR13 6HB. The Village garden is the home of the Community Orchard and Allotment site. It is the location of the Apple Packing Shed which is our meeting room, educational and training facility, a base for our volunteers and provides storage space.



The second piece of land owned by COG is Lugg's Mill Orchard located a short distance away also on Old Church Road.

Section 3

Planning for action

3.1 Our Business Planning Process

The previous COG Business Plan covered the period 2010 to 2015 and was prepared to support an application to purchase the land we now call Colwall Village Garden, and the creation of a community orchard and allotment plots on the site. While the application for a Big Lottery Grant was not successful at this stage, the Business Plan was an important document to steer the creation of Colwall Village Garden, setting out the aspirations and vision for the project. Over the following five years, through a range of fund-raising activities, loans from supporters (crowd funding) and a successful bid to Big Lottery to restore the Apple Packing Shed, COG achieved its goal and now has a well-established community orchard initiative.

In 2017 COG set about writing a Strategy for the next 5-year phase of activity which updated the suite of activities and services which had evolved since 2010 and included the purchase of land at Lugg's Mill. The Strategy was approved by the Board in January 2018 and this has steered the work of COG since then.

In September 2018 the COG Board confirmed that a Business Plan was needed to address the need for better information on the resources required to manage the range of activities set out in the Strategy.

Using the Strategy as a framework, data capture sheets were created and distributed for completion by Board members identified as work-stream leads. These were completed between November 2018 and March 2019 and were collated onto a spreadsheet. Workshops for Board members were held in April and July 2019 to consider the structure and content of the Plan and to verify information provided on the resources required. With all this information brought together the Board considered how to prioritise our ambitions to reach a plan which we believe we can deliver (see section 5 Summary of resources and financial forecast).

The final Plan includes financial data verified against the last 3 years of COG Income and Expenditure records.

3.2 Structure of Business Plan 2019-24

This Business Plan sets out how COG will continue to take forward its work over the next five years, 2019-2024. It builds on the earlier COG Business Plan 2010-2015 and it will inform the next detailed five-year Business Plan.

The following pages organise our activities in five groups:

- Restoring Traditional Orchards

- Promoting Traditional Orchards
- Celebrating Traditional Orchards
- Governance activities
- Asset management

Within each group our activities are described and summarised under the workstream headings:

- Introduction (describing the current situation)
- Objectives
- Activities to deliver objectives
- Resource estimates
- Sources and potential sources of income
- Success Criteria
- Risks and Risk Management
- Other sources of information

3.3 Review of our Strategy and Business Plan

The COG Strategy and Business Plan will be kept under review by the Board of Trustees at least annually with the aid of an annual report on progress, challenges and new opportunities. At the end of the five-year plan period we will evaluate our success and a revised Plan will be presented to the Board of Trustees for approval no later than March 2024.

3.4 Our current resource

Our current assets are described in section 4.5 on this Business Plan and our current resource and financial history are covered in section 5.

SECTION 4

Business Plan activities 2019 – 2024

4.1 Restoring Traditional Orchards



Our aim:

To conserve, restore and enhance traditional orchards and fruit varieties, as part of a better connected natural environment

Mechanisms we use to deliver this aim - in summary

- Planting and managing new traditional orchards on land we own
- Planting, gapping up and helping to manage traditional orchards owned by others in Colwall and beyond.
- Improving our sites to enrich nature

Work areas:

- 4.1.1 Colwall Village Garden: Managing the land
- 4.1.2 Colwall Village Garden: Improvements for people and access
- 4.1.3 Lugg's Mill: Managing the land
- 4.1.4 Lugg's Mill: Improvements for people and access
- 4.1.5 Traditional Orchards in Colwall and beyond
- 4.1.6 Traditional fruit varieties

4.1.1 Colwall Village Garden: Managing the land



INTRODUCTION

Colwall Village Garden (CVG) is a 6.5 acre site owned and managed by COG. There is an orchard covering approximately 4.5 acres with a diverse collection of 250 traditional orchard trees planted from 2012 onwards. This is currently managed under an existing Environmental Stewardship Agreement with Natural England. The site also has grassed communal areas together with 2 acres dedicated to providing 58 allotment plots for private rent. The site includes a pond, a mown path through the orchard, a composting toilet, beehive area, a cob pizza oven and a fire pit all developed over the last 10 years.

The land includes perimeter and internal stock-proof fencing together with recently planted boundary hedgerows.

OBJECTIVES

- To create a traditional orchard for both people and nature and to further COG objectives of restoring, promoting and celebrating traditional orchards.
- To continue to provide allotments for private rental.

ACTIVITIES TO DELIVER OBJECTIVES

1. Establish a traditional orchard and maintain the young orchard trees to include formative pruning, maintenance of tree protection, harvesting of fruit;

2. A pilot study project to establish an orchard meadow within a one-acre area of the community orchard;
3. Maintenance to include works covered by the conditions of the Environmental Stewardship agreement with Natural England/Rural Payments Agency, safety inspections; and regular mowing of communal areas; and routine fence and hedge maintenance in accordance with management and maintenance plans;
4. Manage the beehives to harvest and sell honey and to offer bee training for volunteers;
5. Survey work to examine the flora and fauna of the site;
6. Manage the allotments to provide community benefit and a source of income for COG.

RESOURCE ESTIMATES

(Income from Environmental Stewardship for the management of Colwall Village Garden is around £475 per year and this is included as External Funding (see Section 4.4.3). Income below is from allotment rent (£1,900) and honey (£200).

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	650	2,100	468	57	565	75	
2020/21	800	2,100	389	52	565	75	
2021/22	8,400	2,100	413	55	565	75	Fencing and gates
2022/23	1,250	2,100	389	52	565	75	
2023/24	500	2,100	389	52	565	75	
Total	11,600	10,500	2,009	268	2,825	375	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Allotment rentals, Environmental Stewardship payments, Produce sales, Events, Orchard services.

SUCCESS CRITERIA

Colwall Village Garden managed safely and effectively for people's enjoyment and to improve the natural environment, meeting the requirements and conditions of our contract with the EU funded and Government administered Environmental Stewardship Scheme

RISKS AND RISK MANAGEMENT

See Management Plan for Colwall Village Garden

OTHER SOURCES OF INFORMATION

Colwall Village Garden Management Plan
Colwall Village Garden Maintenance Plan

4.1.2 Colwall Village Garden: Improvements for people and access

INTRODUCTION

Colwall Village Garden is attractive open space which can be enjoyed by COG members, allotmenters, Colwall residents and visitors to the area. We want more people to know about the site and we want them to feel welcome when they arrive and to be able to fully access the site. This provides an opportunity for COG to promote traditional orchards, and to attract more support for our work.



Awareness of the site continues to grow and it is increasingly proving to be a popular location for locals and visitors alike. Inclusion of the site as a destination in the recently produced Colwall Orchard Heritage Trail has helped to bring new people to the site. A recently provided site interpretation panel located by the main site entrance gives casual visitors excellent information about the site. A grass mown path gives easy access to the community orchard area of the site. A long-term ambition is to convert this to an all-weather track for disabled access.

The site has a small area of grass-surfaced parking near to the main entrance. The area is not of sufficient size for our big events (eg Wassail) and is not accessible at all during long spells of wet weather due to the muddy ground conditions. For events during dry spells additional temporary parking is provided between trees within the main orchard part of the site. Five metal bike racks by the site entrance provide useful means of parking and securing bicycles.

OBJECTIVES

To facilitate enjoyment of Colwall Village Garden by all and to raise awareness of traditional orchards and fruit varieties.

ACTIVITIES TO DELIVER OBJECTIVES

1. Investigate the provision of a small area of all-weather parking close to the entrance to the site;
2. Investigate the provision of disabled access around the site and provision of disabled toilet facilities;
3. Provide visitor facilities and information including welcome signage, seating, pathways, guide to fruit varieties in the orchard;
4. Seek to create public footpath access to CVG from Colwall Village and Colwall Primary School;
5. Consider whether to monitor visitor use and if so, investigate methods and costs.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	1,550	0	39	5	0	0	
2020/21	7,000	0	50	7	0	0	All weather parking
2021/22	20,250	0	49	7	0	0	All-weather track (C£15K) and disabled toilet (c£5.25K)
2022/23	250	0	7	1	0	0	
2023/24	250	0	7	1	0	0	
Total	29,300	0	152	20	0	0	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

The large items of expenditure will only be possible if COG is successful with grant applications. Site improvements to improve access may appeal to a funding body.

SUCCESS CRITERIA

Delivery of those improvements which are assessed to be value for money.
External funding bids successful for disabled access and toilet facilities.

RISKS AND RISK MANAGEMENT

See Colwall Village Garden Management Plan

OTHER SOURCES OF INFORMATION

Colwall Village Garden Maintenance Plan
Colwall Village Garden Management Plan

4.1.3 Lugg's Mill: Managing the land

INTRODUCTION

Lugg's Mill orchard is located in Old Church Road. It is the second piece of freehold land purchased by Colwall Orchard Group and whilst the site was acquired in 2016 certain aspects of the land ownership still need to be fully secured.

The 2.51 acre site included an operational water-powered corn mill between circa 1780 to 1890 and is approximately divided in half by a deeply incised stream. The land has recently been



planted as a cherry orchard on the north side of the stream, and as a mix of apple trees to provide fruit for juicing, and cherry trees for their landscape value and for nature on the south side. The trees are provided with tree protection against sheep.

The site is currently managed under an existing Environmental Stewardship Agreement with Natural England. The existing grass sward is of poor diversity which could be improved.

There are numerous veteran trees on the site boundary and on the banks of the stream which have not been actively maintained for some years. Hedges to some boundaries have also previously been poorly maintained. The main East boundary is now mainly fenced but may have been a hedgerow in the past and this provides an opportunity to re-instate the hedge. Whilst most of the boundary fencing is in good condition the fencing to the stream is in poorer condition and requires realignment to move it higher up the stream banks. Water supply for grazing is currently provided on a temporary ad-hoc basis so is not fit for purpose.

OBJECTIVES

To manage a newly planted traditional orchard, improve site for biodiversity, grow and harvest fruit, explore the scope for restoring historic features, and generally use the site in furtherance of Colwall Orchard Group's objectives.

ACTIVITIES TO DELIVER OBJECTIVES

1. Establish a traditional orchard and maintain the newly planted orchard trees to include formative pruning, maintenance of tree protection, harvesting of fruit;
2. Maintain existing veteran trees to include tree safety work, pollarding and coppicing;
3. Plant a new hedgerow on the eastern boundary to 'Brookmead' and other hedge improvement works such as gapping up of existing boundary hedging;
4. A pilot study project to establish an orchard meadow within the apple tree orchard;
5. Routine fencing maintenance work to include renewing/ re-positioning of the fencing to the stream;

6. General maintenance to include routine safety inspections; stream maintenance work; protection of the remaining historic built elements;
7. Survey work to examine the flora and fauna of the site;
8. Research into the history of the site;
9. Provide a permanent water supply for grazing sheep and maintain the pipework and drinking troughs;
10. Complete legal conveyancing on the land to fully secure site ownership;
11. Undertake any other required maintenance works to meet the conditions of the Environmental Stewardship agreement with Natural England.

RESOURCE ESTIMATES

(Income from Environmental Stewardship for the management of Lugg's Mill is around £304 per year and this is included as External Funding - see Section 4.4.3)

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	8,200	0	168	22	387	52	Fencing, tree maintenance, legal conveyancing work
2020/21	2,150	0	105	14	245	33	
2021/22	3,450	0	115	15	275	37	Archaeological survey
2022/23	1,950	0	95	13	245	33	
2023/24	2,030	0	105	14	275	37	
Total	17,780	0	588	78	1,427	190	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Environmental Stewardship payments until May 2022. Grant for archaeological survey.

SUCCESS CRITERIA

Delivery of items listed under activities above.

RISKS AND RISK MANAGEMENT

Please refer to

- Lugg's Mill Site Risk Assessment Plan
- Individual Activity Based Risk Assessments

OTHER SOURCES OF INFORMATION

- Lugg's Mill Orchard Management Plan Framework
- Lugg's Mill Maintenance Plan

4.1.4 Lugg's Mill: Improvements for people and access

INTRODUCTION

The Lugg's Mill orchard site located in Old Church Road currently provides a 2.51 acre site to which the public has access on a Public Right of Way (CW24A).

OBJECTIVES

To maintain and improve accessibility to and within the site so that it becomes a destination for people to visit and explore.

ACTIVITIES TO DELIVER OBJECTIVES

1. Improve access within the site by providing a footbridge over the stream so that a circular walking route can be followed across both halves of the site;
2. Provide pedestrian gated access to the East boundary to land at 'Brookmead';
3. Provide pedestrian gated access to the South boundary to land at 'Brookmead';
4. Develop better public footpath links and access across 'Brookmead' to the wider village beyond;
5. Provide a site interpretation panel at the main entrance on Old Church Road;
6. Provide a built structure to allow 'pond dipping' activities to take place on the stream banks;
7. Routinely trim or mow the public footpath to ensure clear access and to delineate the provision of the footpath;
8. Dedicate entire site as open access land.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	1375	0	78	10	94	13	Site interpretation panel
2020/21	3625	0	82	11	150	20	Bridge and 'pond dipping' platform
2021/22	125	0	52	7	90	12	
2022/23	125	0	52	7	90	12	
2023/24	125	0	52	7	90	12	
Total	5,375	0	316	42	514	69	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Grant for public access infrastructure.

SUCCESS CRITERIA

Delivery of all items listed under activities above.

RISKS AND RISK MANAGEMENT

Please refer to Lugg's Mill Site Risk Assessment Plan and Individual Activity Based Risk Assessments

OTHER SOURCES OF INFORMATION

- Lugg's Mill Orchard Management Plan Framework
- Lugg's Mill Maintenance Plan

4.1.5 Traditional orchards in Colwall and beyond



INTRODUCTION

Colwall has a large number of former commercial traditional orchards, dating from the late 19th and early 20th century, in varying stages of decline. These form an important habitat for both flora and fauna. They are known to be home to various rare insect species and several nationally scarce varieties of fruit trees. The orchards are also frequently important amenity spaces, much valued by locals and visitors alike, and are green bulwarks against commercial and residential development. We work with orchard owners to provide practical maintenance and training and beyond Colwall we help new orchard groups to establish. We have also started to explore the possibilities for commercial benefit from traditional orchards.

OBJECTIVES

- To incentivise others to manage traditional orchards in Colwall and beyond;
- To help to maintain existing orchards in private ownership and to develop new orchards within the Parish;
- To protect traditional orchards in Colwall from residential or commercial development;
- To work collaboratively with orchard owners to help to restore and conserve existing traditional orchards;
- To find opportunities for funding the long-term management of orchards.

ACTIVITIES TO DELIVER OBJECTIVES

1. Provide a service to orchard owners, people with individual trees and those wanting to establish new orchards including advice and practical work on pruning, general maintenance and planting new orchards.
2. Support new orchard groups beyond Colwall.
3. Keep abreast with the development of the Colwall Local Neighbourhood Development Plan and monitor the local Planning environment.
4. Raise funds to purchase land for traditional orchards including use of the Community Investment Fund, and applications to external funding bodies.
5. Explore possible joint management arrangements with landowners for the restoration and conservation of traditional orchards.
6. Research, gather and share evidence with others on making money from traditional orchards.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Income/ Expenditure Items
			Hours	Days	Hours	Days	
2019/20	5,000	2,500	322	43	390	52	Cost: Trees/tree protection Income: Advice and services
2020/21	2,000	2,500	320	43	390	52	
2021/22	2,000	2,500	320	43	390	52	
2022/23	2,000	2,500	320	43	390	52	
2023/24	2,000	2,500	320	43	390	52	
Total	13,000	12,500	1,602	213	1,950	260	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Income from consultancy and practical services to new orchard groups and private landowners.

SUCCESS CRITERIA

Number of orchard owners continuing to manage their orchards independently.

Continued maintenance of existing orchards.

A programme of replanting new trees in a phased manner.

Existing orchards remain protected from new residential or commercial development.

Existing commercial orchards able to provide some income or ideally not run at a loss.

RISKS AND RISK MANAGEMENT

Risk that money will be wasted if privately owned sites are subsequently sold or cleared of recently planted trees.

4.1.6 Traditional fruit varieties

INTRODUCTION / CURRENT SITUATION

Colwall has a rich diversity of heritage fruit varieties and COG wants to ensure that these are not lost forever. Our activities include identifying the traditional fruit varieties within Colwall, raising awareness about them and creating demand to grow them. We provide advice on traditional fruit trees and sell them, and we provide a service to help others to plant and look after orchards and individual fruit trees. We also take grafts of rare fruit trees to grow more of them and we run courses so that others can do the same.



Over the coming years we want to collate more information about the varieties of fruit to be found in Colwall in order to share this as a book, web resource and as a guide to our own orchards.

OBJECTIVES

To conserve traditional fruit varieties so that they are not lost forever

ACTIVITIES TO DELIVER OBJECTIVES

1. Identify the traditional fruit varieties within Colwall.
2. DNA test unknown fruit trees.
3. Graft fruit trees and teach others the skill.
4. Promote and sell traditional fruit trees.
5. Write a book or provide a web resource to share information about the fruit varieties in Colwall.
6. Label all fruit trees in COG orchards and provide a guide for visitors to the sites.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	9,000	9,050	299	40	205	27	DNA tests; Tree labels
2020/21	4,200	5,050	294	39	135	18	Guide to COG orchards
2021/22	4,000	5,050	374	50	75	10	
2022/23	4,000	5,050	374	50	75	10	Book publication
2023/24	4,000	5,050	374	50	75	10	Book publication
Total	25,200	29,250	1715	229	565	75	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Grants will be sought to fund big items of expenditure (eg DNA testing and book publication). Other items such as tree labels and a guide to COG orchards will be resourced from local fund raising and volunteer time. Selling fruit trees runs at a profit of about £1,000 per year which is used to support other COG activities.

SUCCESS CRITERIA

Knowledge about traditional fruit varieties in Colwall is expanded and shared.
Fruit tree selling continues to run at a profit.

RISKS AND RISK MANAGEMENT: None specific. See general risks.

4.2 Promoting traditional orchards



Our aim:

To engage people in looking after traditional orchards, and to encourage enjoyment of orchards and sustainable orchard produce

Mechanisms we use to deliver this aim - in summary

- Improving our orchard sites for people visiting them with better infrastructure and information (covered in section 4.1 under managing our land at Colwall Village Garden and Lugg's Mill)
- Harvesting fruit to juice and to make preserves
- Educational activities
- Training activities
- Volunteer activities

Work areas:

- 4.2.1 Harvest fruit to juice and to make preserves
- 4.2.2 Educational activities
- 4.2.3 Training activities
- 4.2.4 Volunteer activities
- 4.2.5 Promotion and Communications

4.2.1 Harvest fruit to juice and to make preserves

INTRODUCTION

COG has an established range of branded produce to sell including apple juice, jams, chutneys, honey and sundry items such as hand and lip balms (from bee wax) and bunched mistletoe. Selling produce not only raises funds to use to achieve our objectives, but also raises awareness about traditional orchards and sustainable orchard produce.



OBJECTIVES

To celebrate local produce and to administer an efficient and Health and Safety (H&S) compliant system for preparing produce for sale.

To use fruit from the COG orchards in ways which meet COG charitable objectives, including leaving some for wildlife.

ACTIVITIES TO DELIVER OBJECTIVES

1. Harvest sufficient volumes of apples to supply annual requirements for apple juice.
2. Prepare apple juice (via contractor) and supply to shops and other outlets
3. Make preserves (jams etc) from locally harvested fruit and vegetables to sell direct to public.
4. Manage a H&S compliant and efficient system for storage, stock control, batch control and labelling to comply with Hazard and Critical Control Point Plan (HACCP) for all fruit juice and preserves.
5. Provide a harvesting and juicing service for members (including Apple Day).
6. Investigate and extend in-house pasteurising of juice to supply COG event requirements.
7. Explore ways to use the fruit harvested from COG orchards.
8. Maintain and extend the range of products offered (eg balms).
9. Sell produce at COG events and at events hosted by others.
10. Bunch mistletoe and make wreaths for sale at the Colwall Mistletoe Fair.
11. Prepare annual produce profit and loss account and report to Board of Trustees.



RESOURCE ESTIMATES

Income is from the sale of juice and preserves and expenses relate mainly to jars, bottles, labels and ingredients.

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	1,400	2,660	323	43	610	81	Van hire; Pasteuriser
2020/21	1,275	2,660	372	50	610	81	Van hire
2021/22	1,275	2,660	323	43	610	81	Van hire
2022/23	1,275	2,660	323	43	610	81	Van hire
2023/24	1,275	2,660	323	43	610	81	Van hire
Total	6,500	13,300	1,664	222	3,050	407	

Small discrepancies with totals due to rounding

POTENTIAL SOURCES OF INCOME

Our juicing and produce making work run at a profit of about £1,400 per year.

SUCCESS CRITERIA

COG produce is prepared, processed and marketed efficiently and in a compliant way. The produce is good quality and sales raise awareness of traditional orchards and raise funds.

RISKS AND RISK MANAGEMENT: Produce must be processed to specified standards. System and records are maintained. See general risks.

4.2.2 Educational activities

INTRODUCTION

Environmental education is important to COG. We want to play a role in inspiring young people to want to care for the natural environment and to equip them with knowledge and skills relevant, but not exclusively, to traditional orchards. We currently run regular sessions for home educated. Key Stage 1 and 2 aged children (under 11s) and would like to extend these activities to local schools as well as providing activities to engage with older children (aged 12-18). To do this we will need more volunteers with the skills to build on the success which other volunteers have achieved. Educational activities for over 18s is covered in the next section on training.



OBJECTIVES

To inspire young people to appreciate orchards and to equip them with skills and knowledge to look after the natural environment.

ACTIVITIES TO DELIVER OBJECTIVES

1. Provide regular education sessions for children at Key Stage 1 and 2
2. Promote and run juicing sessions and wildlife activities for local schools.
3. Provide activities for children at Key Stage 3 and 4 if volunteer capacity allows.
4. Produce teacher support packs if volunteer capacity allows.
5. Seek and train volunteers to run educational activities.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Income/ Expenditure Items
			Hours	Days	Hours	Days	
2019/20	120	3000	264	33	30	4	Income is from Environmental Stewardship Capital Payment for Educational Access at up to £3,000 per year until 2021/22
2020/21	120	3000	244	33	30	4	
2021/22	120	3000	244	33	30	4	
2022/23	120		244	33	30	4	
2023/24	120		244	533	30	4	
Total	600	9000	1240	165	150	20	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Educational sessions are funded through Countryside Stewardship until May 2022. Beyond that it will not be possible to run at the current level of activity unless new volunteers are found to run educational sessions or new funding is located.

SUCCESS CRITERIA

COG continues to run educational sessions to engage with children under 18.

RISKS AND RISK MANAGEMENT

Lack of volunteer capacity with the ability to run educational activities is a risk to be tackled by seeking new volunteers with skills or willingness to be trained.

4.2.3 Training activities

INTRODUCTION

We run training events to teach people about traditional orchards and how to manage them. We would like to run more courses on traditional crafts and increase environmental education activities for adults by integrating briefings into volunteer sessions and by holding seminars and workshops when resources allow. An important part of this work area until the end of 2018 was providing training to support the Lottery funded Three Counties Traditional Orchard Project.

OBJECTIVES

To advocate the importance of traditional orchards and to share experience, skills and knowledge.

ACTIVITIES TO DELIVER OBJECTIVES

1. Training events on orchard management, pruning, apple identification and grafting.
2. Training events on orchard related crafts such as willow weaving, basket making, jam and chutney making, Christmas wreaths and decorations, spinning and felting.
3. Environmental education activities including briefings for volunteers, seminars and workshops.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure/ Income Items
			Hours	Days	Hours	Days	
2019/20	0	0	120	16	0	0	
2020/21	0	unknown	120	16	0	0	
2021/22	0	unknown	120	16	0	0	
2022/23	0	unknown	120	16	0	0	
2023/24	0	unknown	120	16	0	0	
Total	0	0	600	80	0	0	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

We aim for all training and educational activities to be cost neutral or make a profit to support other COG activities.

SUCCESS CRITERIA

COG continues to run relevant training events to encourage members and others to recognise the importance of traditional orchards and to know how to look after them.

RISKS AND RISK MANAGEMENT

There is a risk that we lack of volunteer capacity to run training and educational activities. Activities will only take place when time allows and when they can be self-funding or meet a need to support volunteers.

4.2.4 Volunteer activities

INTRODUCTION

Volunteers are vital to COG. They bring a range of skills, knowledge, time and personalities which create a very important community of interest and location. COG has no paid staff and so would not achieve anything without volunteers. Their contributions are wide ranging and include: looking after the finances and governance; organising events, meetings and activities; providing orchard services and sales; education



and training; website and data storage and of course practical tasks to manage orchards as well as land and buildings. We estimate that over 7,500 hours (1,000 full working days) of volunteer time are donated to COG each year. This is roughly split between Trustee/Lead Volunteers (4,000 hours or 533 days) and other volunteers (3,500 hours or 466 days).

OBJECTIVES

To retain a team of active volunteers, to attract new volunteers and to widen the diversity of volunteers to support practical work and events.

To ensure volunteers work in a healthy and safe manner and feel competent in the tasks they undertake. To provide volunteers with a range of activities that support COG and also meet their personal needs, experience and ability.



ACTIVITIES TO DELIVER OBJECTIVES

1. COG Board, committees and lead volunteers to develop a varied and fulfilling volunteer programme.
2. Introduce a volunteer registration process to comply with H&S.

3. Provide mechanism to assess volunteer competency and training requirements.
4. Review existing H&S procedures and amend as necessary to ensure systems are in place to look after volunteer health and safety.
5. Seek opportunities for volunteers who wish to take on more responsibilities.
6. Record volunteer activity to measure hours contributed.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	400	0	33	4	0	0	
2020/21	400	0	23	3	0	0	
2021/22	400	0	23	3	0	0	
2022/23	400	0	23	3	0	0	
2023/24	400	0	23	3	0	0	
Total	2000	0	125	16	0	0	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

None considered

SUCCESS CRITERIA

A regular team of volunteers who are working safely, and who are motivated and happy.

RISKS AND RISK MANAGEMENT

See Individual Activity and Site Based Risk Assessments

4.2.5 Promotion and Communications

INTRODUCTION

We need to keep good communications with our members and active volunteers so that they are informed about the charity they are supporting. We also need to communicate more widely to attract new supporters as well as members of the public to attend our events. We use email, Facebook, Twitter, Instagram and our website as well as writing pieces for the local press and newsletters. We have a leaflet to hand to people visiting our sites or produce stalls, an orchard heritage trail guide which brings more visitors to the site and an information panel on site to tell visitors about Colwall Orchard Group. We will keep all of these under review and make improvements when we can.

OBJECTIVES

- More people know of COG and the community orchards in Colwall leading to better appreciation of the benefits of traditional orchards.
- To communicate with the local community in Colwall and surrounding area to promote the importance of traditional orchards, our events and our activities, and to share information.

ACTIVITIES TO DELIVER OBJECTIVES

1. Communication with members and volunteers
2. Maintain and improve our website.
3. Use of social media to connect to the local community and wider community of interest.
4. On-site signage and information panels at Colwall Village Garden and Lugg's Mill.
5. Leaflet about COG – review and reprint in 2022.
6. Orchard Heritage Trail guide (see Orchard Heritage).
7. Articles for local press and newsletters.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	200	0	335	45	0	0	Expenditure covers website, leaflet publication, onsite signage and information.
2020/21	620	0	300	40	0	0	
2021/22	320	0	300	40	0	0	
2022/23	320	0	300	40	0	0	
2023/24	320	0	300	40	0	0	
Total	1,780	0	1,536	205	0	0	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

External funding will be sought for leaflets, signage and information panels.

SUCCESS CRITERIA

Effective promotion and communication so that our members are informed and more people know of COG and the community orchards in Colwall.

RISKS AND RISK MANAGEMENT

Low risks – see general risks.

4.3 Celebrating traditional orchards



Aim:

Celebrate orchards and share information about the natural and historic heritage associated with them

Mechanisms we use to deliver this aim - in summary

- Events
- Researching and sharing orchard heritage

Work areas:

4.3.1 Events

4.3.2 Orchard Heritage

4.3.1 Events

INTRODUCTION

COG has developed a programme of seasonal events which are attended by our members, local people and visitors from beyond the Colwall area. We have an Events Committee to oversee the programme of events and to report to the Board.

The regular events include:

Wassail in January; Blossom Picnic in April;

Dawn Chorus in May; Summer event some years; Moth evening/breakfast; Apple Day in October; Mistletoe Fair in December. We also hold ad hoc social events such as fund raising concerts and BBQs and pizza events.



OBJECTIVES

To celebrate traditional orchards leading to more public support, understanding and appreciation of their importance.

ACTIVITIES TO DELIVER OBJECTIVES

1. Run an annual programme of events.
2. Monitor success of each event against event success criteria.
3. Seek to innovate and refresh content of events eg expand family programme.
4. Review arrangements and lessons learned from all events.
5. Ensure appropriate licenses and permissions are acquired for all events.
6. Keep risk under review and Event Risk Assessments up to date.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Income/ Expenditure Items
			Hours	Days	Hours	Days	
2019/20	2,330	7,980	300	40	400	53	All income and expenditure relates to running events
2020/21	2,870	8,800	300	40	400	53	
2021/22	2,170	7,300	300	40	400	53	
2022/23	2,870	8,800	300	40	400	53	
2023/24	2,170	7,300	300	40	400	53	
Total	12,410	40,180	1500	200	2000	267	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

We aim for all of our events to cover the costs by charging for entry, through fund raising activities, donations and by selling refreshments.

SUCCESS CRITERIA

Our success is measured against: Profit; Numbers attending; Enjoyment by attendees; Attracting new volunteers; Attracting new audiences; Return for volunteer effort; Getting our message across; and PR coverage.

RISKS AND RISK MANAGEMENT

See individual Activity Risk Assessments.

4.3.2 Orchard Heritage

INTRODUCTION

COG is interested in the history of the orchards in Colwall and the history of the land we own. We have gathered some information and hold a considerable resource of documents, artefacts and oral histories. We have shared some of this in Colwall Orchard Heritage Trail (launched in spring 2019) and on our website. However we would like to do more to research the history of our new orchard site at Lugg's Mill; to gather, restore and record artefacts; and to gather more stories from those who remember the orchards in the past.



OBJECTIVES

- To share information about Colwall orchard heritage and to reach new audiences.
- To create a legacy of orchard heritage artefacts and oral histories for future generations.
- To research and share information on Lugg's Mill.

ACTIVITIES TO DELIVER OBJECTIVES

1. Investigate the history of Lugg's Mill site, decide how to conserve information and materials and how to share information through on-site and web-based interpretation.
2. Gather people's stories about the orchards in Colwall in an on-line resource and consider how to share, promote and celebrate these.
3. Create a register of artefacts, documents, records and maps relating to Colwall orchard heritage and use outreach activities to gather more.
4. Liaise with Hereford Archives, Colwall Village Society and other experts on how to restore, store and curate our artefacts, documents, records and maps.
5. Develop interpretation activities including our website to share information.
6. Promote the Colwall Orchard Heritage Trail and sell through various outlets in the Colwall, Malvern and Ledbury area.



RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	0	300	113	15	150	20	
2020/21	500	300	63	8	140	19	
2021/22	7000	300	63	8	140	19	Outreach, interpretation and communication
2022/23	11,800	300	63	8	140	19	
2023/24	10,000	300	63	8	140	19	
Total	29,300	1500	365	49	710	95	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Income included is from annual sales on Colwall Orchard Heritage Trail. The activities which could take place in 2021 onwards relate to Lugg's Mill and these would be entirely dependent on acquiring external funding.

SUCCESS CRITERIA

Delivery of activities identified above.

Orchard heritage information and materials accessible and promoted.

RISKS AND RISK MANAGEMENT

- Loss or damage to the existing artefacts, documents, maps and memories. This is why we want to create the register of all historic material and to consider the best storage options for artefacts.
- Loss of electronic materials. Therefore we will back-up electronic data.
- Costs are high – seek external funding.

4.4 Governance and Finance



Aim:

To ensure COG is accountable; manages its resources responsibly; acts with reasonable care and skill; and complies with its governing document and its objectives as declared to the Charity Commission and Companies House.

Mechanisms we use to deliver this aim - in summary

We have a Board of Trustees including a Chair, Vice Chair, Treasurer and Secretary. Governance responsibilities are shared between Trustees.

Work areas:

- 4.4.1 Governance policies and procedures (including knowledge and information sharing)
- 4.4.2 Financial controls and audited accounts
- 4.4.3 External Funding
- 4.4.4 Membership
- 4.4.5 Health and Safety
- 4.4.6 Resource planning

4.4.1 Governance policies and procedures

INTRODUCTION

COG has developed a suite of Governance documents which are kept under review to ensure adherence to Charity Commission rules and guidance. COG recognises the importance of all Trustees being familiar with the documents and will ensure that new Trustees are introduced to these.

COG also holds a large quantity of information (eg documents, data, photographs, financial records, minutes) which are important both for the day to day running of the charity as well as an archive record of decisions made and actions taken in the past. The data is stored on an external hard drive as well as the internal hard drives of the secretary and several other Trustee's personal computers. There is a challenge in keeping track of the information and a need to move towards a shared data platform for all Trustees. As well as data, members of COG have knowledge that is essential to the running of the charity, and we need to make sure that this is shared effectively through written guidance and training.

OBJECTIVES

- To have a well-run Charity/Limited Company and an effective Board of Trustees with clear roles and responsibilities.
- To share information held by COG amongst Trustees and Lead Volunteers to assist with the smooth running of the charity and to support the handing on of responsibilities when members change roles or move away from working for the charity.
- To archive historic information in a way that can be retrieved when needed.
- To encourage a culture of sharing and hand-over of experience and knowledge both informally and through structured training.

ACTIVITIES TO DELIVER OBJECTIVES

1. Keep Objectives and Articles of Association under review and amend as necessary.
2. Hold regular Board meetings and record decisions and actions.
3. Review COG governance arrangements and documents including the COG Organisational Risk Assessment at least annually and prepare Terms of Reference for relevant Board roles.
4. Undertake a skills audit to identify key skills held by current and new Trustees plus a workshop to identify skills gaps and succession requirements.
5. Create a Board Members Induction Pack and a secure electronic workspace for Trustees, to include all relevant Governance, policy and risk assessment documents.
6. Arrange information sharing workshops for Trustees and Lead Volunteers including Governance workshops for Trustees.
7. Undertake an annual Board Performance review and/or Resilience audit.
8. Prepare and implement information storage and management protocols to ensure data is stored in a way that is available to share; and establish an information sharing platform for storage of documents and photos.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	250	0	550	73	170	23	Annual budget for information sharing platform.
2020/21	250	0	445	59	110	15	
2021/22	250	0	460	61	170	23	
2022/23	250	0	445	59	110	15	
2023/24	250	0	460	61	170	23	
Total	1250	0	2,360	313	730	99	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Income from general COG funds for an information sharing platform.

SUCCESS CRITERIA

An effective Board with sufficient knowledge and awareness of governance issues and responsibilities to enable them to undertake their roles.

Governance documents are up to date and readily available to all Trustees.

RISKS AND RISK MANAGEMENT

Lack of succession planning to ensure knowledge and responsibility is shared amongst Trustees. See Organisational Risk Assessment.

4.4.2 Financial controls and audited accounts

INTRODUCTION

COG has capital assets and a financial turnover that requires careful management by it's volunteer Treasurer supported by a paid accountant to finalise the audited accounts.

OBJECTIVES

- To ensure that COG has in place financial procedures which comply with Charity Commission and Companies House requirements, including the preparation of annual audited accounts.
- To provide Trustees with sufficient financial information to guide decision making.

ACTIVITIES TO DELIVER OBJECTIVES

1. Produce annual audited accounts.
2. Check financial policies and procedures annually and amend or supplement as necessary.
3. Trustee briefings to ensure they are familiar with and follow financial procedures.
4. Banking of income received and payment of expenses.
5. Reports to Board members on income and expenditure.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	800	0	150	20	30	4	Accountancy costs
2020/21	800	0	150	20	30	4	
2021/22	800	0	150	20	30	4	
2022/23	900	0	150	20	30	4	
2023/24	900	0	150	20	30	4	
Total	4,200	0	750	100	150	20	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

No income required.

SUCCESS CRITERIA

Annual accounts approved by Board of Trustees and Charity Commission.
Financial systems working efficiently

RISKS AND RISK MANAGEMENT

See Operational Risk Assessment

4.4.3 External funding

INTRODUCTION

COG relies on external funding and has been successful in attracting grants and donations from a wide range of external funding bodies including:

- funding to restore the Apple Packing Shed in Colwall Village Garden from BIG Lottery of £9,883, and William A Cadbury Charitable Trust of £8,000;
- grants to cover the purchase of Luggs Mill from Banister Charitable Trust, Severn Waste (ENTRUST), Pippin Trust, Linley Wightman Shaw Foundation. Rowlands Trust as well as from individual donors;
- a grant from Finnis Scott Foundation of £4,680 to test the DNA and identify varieties of apples in Colwall;
- support from the Malvern Hills AONB for various projects including the purchase of fruit trees and equipment, an interpretation panel and an orchard heritage trail leaflet;
- various small grants and donations to create site facilities such a fire pit and a cob pizza oven, and to run educational events.



The classroom inside the restored Apple Packing Shed

COG is also in receipt of annual Environmental Stewardship payments to fund the management of traditional orchards as well as educational activities, and it receives annual income from the renting of allotments managed by Colwall Allotment Association.

OBJECTIVES

To raise funds to support the delivery of COG objectives.

ACTIVITIES TO DELIVER OBJECTIVES

1. Set priorities for potential new funding bids from the 2019 - 2024 Business Plan.
2. Compile a list of potential funders and carry out a co-ordinated approach to fundraising.
3. Identify a suite of projects for annual £10k Awards for All grant application.
4. Prepare individual bids (evidence of need, costing, delivery plan) according to funder requirements.
5. Maintain awareness of funding opportunities and be prepared to take advantage of these.
6. Provide Trustee training including an update of the COG funding document.
7. Deliver projects and provide information to meet conditions for claim (inc statutory annual return to Entrust).
8. Encourage use of Community Investment Fund in Colwall (CIF).
9. Maintain good relationships with funding partners.
10. Contribute to consultations which impact on our potential funding.
11. Ensure compliance with the legal requirement of Environmental Stewardship Grant. Make annual submission to Countryside Stewardship annual payments and regular claims for environmental education activity.
12. Keep abreast of developments in Environmental Stewardship to take advantage of a new scheme when current contract expires in 2022.

13. Encourage donations, tree dedications and explore the potential for a member legacy scheme.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Notes
			Hours	Days	Hours	Days	
2019/20	100	4280	100	13	0	0	Cost: Tree plaques Income: donations, gift-aid and Environmental Stewardship which ends in spring 2022.
2020/21	100	4280	100	13	0	0	
2021/22	100	4280	100	13	0	0	
2022/23	100	3500	100	13	0	0	
2023/24	100	3500	100	13	0	0	
Total	500	19,840	500	67	0	0	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

There is potential to apply for grants to support projects identified in this Business Plan, for example, for educational activities, infrastructure to improve access, archaeological investigations at Lugg's Mill.

SUCCESS CRITERIA

- Success rate in obtaining grants (aim for 50% return)
- Feedback from funders on 'End of Project' reports
- High levels of repeat funding from trusted funders
- More Trustees able to take forward funding bids

RISKS AND RISK MANAGEMENT

Increasing competition for funds and the overall success rate on grants is likely to decline. More effort required to raise the funds needed and to maintain good relations with funders.

4.4.4 Membership

INTRODUCTION

COG relies on support from its members in many ways. Our members are our active volunteers, our Board members, and our regular attendees at events. They provide a wealth of skills, knowledge and experience which enables COG to undertake the work described in this Business Plan.

OBJECTIVES

To increase support for COG and its objectives.

ACTIVITIES TO DELIVER OBJECTIVES

1. Keep membership data up-to-date and compliant with the General Data Protection Regulation (GDPR);
2. Maintain a mailing list;
3. Consider auto renewal and direct debit payment for membership;
4. Run a membership campaign;
5. Draw attention to our work and how people can support us when opportunities arise;
6. Consider member benefits including providing a quarterly newsletter.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	0	900	65	9	0	0	
2020/21	0	900	65	9	0	0	
2021/22	0	900	65	9	0	0	
2022/23	0	900	65	9	0	0	
2023/24	0	900	65	9	0	0	
Total	0	4500	325	43	0	0	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

No income required.

SUCCESS CRITERIA

Membership records are up to date and compliant with GDPR

Membership numbers remain steady or increase with a target of 25% increase over a 5-year period.

RISKS AND RISK MANAGEMENT

See Operational Risk Assessment

4.4.5 Health and Safety

INTRODUCTION

Health and Safety is extremely important to COG. We have developed a robust Health and Safety policy and we have procedures in place for Board members, volunteers and visitors to both Colwall Village Garden and Lugg's Mill. We also have procedures in place for all our events and activities.

OBJECTIVES

- Health and safety processes comply with legal and good practice requirements.
- All Trustees and lead volunteers are familiar with policies and procedures.
- Health and safety policy and procedures are implemented rigorously, and records are kept.

ACTIVITIES TO DELIVER OBJECTIVES

1. Keep under review and update Health and Safety (H&S) policy and procedures.
2. COG Trustees and key volunteers to complete H&S skills audit to identify training needs.
3. Training days arranged to address skills gaps.
4. Check that all H&S supporting tools are deployed and that reporting requirements are met.
5. Report on H&S to each COG Board meeting.
6. Review and renew insurance annually.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	750	0	25	3	32	4	Costs relate to public liability insurance and training.
2020/21	1,100	0	37	5	32	4	
2021/22	1,630	0	25	3	32	4	
2022/23	1,150	0	25	3	32	4	
2023/24	1,670	0	25	3	32	4	
Total	6,300	0	137	18	160	20	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

No income raising opportunities.

SUCCESS CRITERIA

All Board members and lead volunteers confident in the use of H&S tools. H&S policy adhered to and records kept. H&S incidents low.

RISKS AND RISK MANAGEMENT

See Operational Risk Assessment

4.4.6. Resource planning

INTRODUCTION

COG has developed a suite of Governance documents (including the Articles of Association) which are kept under review to ensure adherence to Charity Commission rules and guidance. COG recognises the importance of all Trustees being familiar with the documents and will ensure that new Trustees are introduced to these.

OBJECTIVES

To manage COG resources responsibly for both people and the natural environment.

ACTIVITIES TO DELIVER OBJECTIVES

1. Prepare and keep under review a 5-year Strategy and Business Plan.
2. Prepare and keep under review site management and maintenance plans for Colwall Village Garden, to include the Apple Packing Shed and Lugg's Mill Orchard.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	0	0	210	28	370	50	
2020/21	0	0	74	1	300	40	
2021/22	0	0	74	1	300	40	
2022/23	0	0	74	1	300	40	
2023/24	0	0	74	1	300	40	
Total	0	0	506	32	1,570	210	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Income required for an information sharing platform.

SUCCESS CRITERIA

An effective Board with sufficient knowledge and awareness of governance issues and responsibilities to enable them to undertake their roles.

Governance documents are up to date and readily available to all Trustees.

RISKS AND RISK MANAGEMENT

Lack of succession planning to ensure knowledge and responsibility is shared amongst Trustees. See Organisational Risk Assessment.

OTHER SOURCES OF INFORMATION

See Management documents

4.5 Capital Assets



Our capital assets are the things which we own and have an economic value or which can be used to generate economic benefits. Our non-capital assets include people (see section 2.4), partnership and community (see section 2.6), and knowledge and information (see section 4.4 Governance, policies and procedures).

Our aim:

To have access to sufficient and suitable land, buildings, equipment, tools, furniture, fixtures and vehicles for us to meet our strategic and operational requirements.

Mechanisms we use – in summary

- Access to assets through various different arrangements to include ownership, agreements, lease or rental
- A process of regular review of our assets to ensure that we have the right assets available at the right time
- Monitoring of the local property market to react to opportunities to acquire land and buildings as they arise
- A proactive approach to the acquisition of assets by actively making approaches to other land and buildings owners

Work areas:

- 4.5.1 Land
- 4.5.2 Buildings (Apple Packing Shed and Compost Toilet)
- 4.5.3 Equipment and Tools, Furniture and Fixtures
- 4.5.4 Vehicles

Land

INTRODUCTION

The freehold land held by COG is our most significant asset by value with book value of Colwall Village Garden of £65k and Lugg's Mill of £40k as at 31st January 2019.

COG has a strategic aim to acquire additional land either through purchase or lease in order to further its' aims. In furtherance of this, COG has developed a land acquisition strategy and a means of assessing the relative merits of different sites, together with a database of COG supporters who could be willing to provide short-term loans to assist with land acquisition costs.



OBJECTIVES

To hold and acquire land (and buildings) in order to meet COG's strategic objectives.

ACTIVITIES TO DELIVER OBJECTIVES

1. Undertake a regular assessment of COG's strategic land and buildings requirements.
2. Be proactive about making approaches to landowners to acquire land and buildings by making formal approaches in writing.
3. Be proactive by monitoring the local land and buildings market.
4. Be reactive to opportunities to acquire land as opportunities arise.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	0	0	58		0		Should opportunities to purchase land and buildings occur then costs would be high and funded from savings, loans and grants.
2020/21	0	0	20		0		
2021/22	0	0	20		0		
2022/23	0	0	20		0		
2023/24	0	0	20		0		
Total	0	0	138		0		

SOURCES/POTENTIAL SOURCES OF INCOME

Short-term loans and grants.

SUCCESS CRITERIA

Sufficient land and building holdings to meet COG's strategic objectives.

RISKS AND RISK MANAGEMENT

See Organisational Risk Assessment

OTHER SOURCES OF INFORMATION

Database of COG funding partners
COG Land Acquisition Strategy document

4.5.2 Buildings: Apple Packing Shed and Composting Toilet

INTRODUCTION

A traditional Apple Packing Shed on the site at Colwall Village Garden was restored with the help of BIG Lottery Funding in 2016 and provides COG with storage as well as creating the Orchard Room - a meeting room and kitchen used by volunteers and for COG education and training events, together with use for private bookings. The Apple Packing Shed is one of our most valuable assets with a book value of £45,877 as at 31 January 2019.

Situated close to the Apple Packing Shed COG volunteers have built a bespoke, timber structure providing a single composting toilet for use by users of and visitors to the site. The Apple Packing Shed is served by mains electricity and mains water.

OBJECTIVES

To keep the Apple Packing Shed and composting toilet in good condition, functional and safe and to spread the maintenance tasks across the year.

ACTIVITIES TO DELIVER OBJECTIVES

1. Produce and update a costed rolling maintenance plan and review annually.
2. Deliver maintenance as per plan.
3. Promote availability of Orchard Room for private bookings, manage booking system and ensure facilities are fit for use.

RESOURCE ESTIMATES (including depreciation of Apple Packing Shed)

Year	Expenditure/ Depreciation (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	3,599	50	80	11	90	12	Depreciation of Apple Packing Shed
2020/21	3,599	50	80	11	90	12	
2021/22	3,599	50	80	11	90	12	
2022/23	3,599	50	80	11	90	12	
2023/24	3,599	50	80	11	90	12	
Total	17,995	250	400	53	450	60	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

Grant and small amount of rental to other groups and individuals.

SUCCESS CRITERIA

Apple Packing Shed and compost toilet maintained in a way that they remain functional and safe to use.

RISKS AND RISK MANAGEMENT

See Risk Assessment for Apple Packing Shed

OTHER SOURCES OF INFORMATION

Construction design and management file

Legal documents

Colwall Village Garden Maintenance Plan

Colwall Village Garden Management Plan



4.5.3 Equipment and Tools, Furniture and Fixtures

INTRODUCTION

COG has an extensive range of equipment to include powered tools such as mowers and trimmers, electrical tools such as kitchen and juicing equipment, gazebos, banners and signs, educational equipment, pasteurisers and a wide range of other hand tools and equipment. Furniture and fixtures include miscellaneous items of furniture such as tables and chairs, storage cupboards, the 'Blue Box' - a small shipping container providing secure storage located in the storage area of the Apple Packing Shed, and a woodburning stove located in the Orchard Room. The book value of these items as at 31 January 2019 was £2,427.

OBJECTIVES

- To have a range of the correct tools, furniture and fixtures to support our activities and to keep these in good condition, functional and safe;
- To meet our legal obligations for the maintenance and use of equipment.

ACTIVITIES TO DELIVER OBJECTIVES

1. Produce and update a costed rolling plan for tool replacements and review the plan annually and update as required.
2. Undertake maintenance works required, routine servicing of equipment and regular inspection of equipment as legally required – eg: Portable Appliance Testing (PAT).
3. Set aside sufficient sinking fund monies to replace tools and equipment, furniture and fixings in the future.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	1142	0	24	3	15	2	Servicing/replacement of equipment
2020/21	1142	0	24	3	15	2	
2021/22	1142	0	24	3	15	2	
2022/23	1142	0	24	3	15	2	
2023/24	1142	0	24	3	15	2	
Total	5710	0	120	15	75	10	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

None

SUCCESS CRITERIA

Tools safe to use and retained in good working order.

RISKS AND RISK MANAGEMENT

Accident caused by deterioration or faulty equipment. See Risk Assessment for Tools & Equipment.

4.5.4 Vehicles

INTRODUCTION

Colwall Orchard Group does not own any motor vehicles and has no plans to do so. The requirement for motor vehicle transport is met either by occasional use of COG members' private vehicles or by regular leasing of a Pick-Up Truck and occasionally other cars from the Malvern Hills Car Club of which COG is a member. Membership of the Malvern Hills Car Club provides COG with flexible and convenient access to a range of different vehicle types without the requirement to own, insure, maintain or repair them.

OBJECTIVES

To have access to motor vehicles of sufficient type and quantity to meet COG's operational needs.

ACTIVITIES TO DELIVER OBJECTIVES

1. Continue to utilise COG members' private vehicles.
2. Continue to be a member of Malvern Hills Car Club in order to gain access to a range of different vehicles.

RESOURCE ESTIMATES

Year	Expenditure (£)	Income (£)	Lead Volunteer		Volunteer		Big Expenditure Items
			Hours	Days	Hours	Days	
2019/20	750	0	7.5	1	0	0	Vehicle hire costs
2020/21	750	0	7.5	1	0	0	
2021/22	750	0	7.5	1	0	0	
2022/23	750	0	7.5	1	0	0	
2023/24	750	0	7.5	1	0	0	
Total	3750	0	37.5	5	0	0	

Small discrepancies with totals due to rounding

SOURCES/POTENTIAL SOURCES OF INCOME

None

SUCCESS CRITERIA

Suitable vehicles available at the required times.

RISKS AND RISK MANAGEMENT

There is a low risk that Malvern Hills Car Club might cease to operate in which case alternative vehicle provision might need to be found.

SECTION 5

Summary of resources and financial forecast

INTRODUCTION

Colwall Orchard Group operates entirely with effort provided by volunteers and our activities are funded from grants, land management payments (Environmental Stewardship) and from the sale of orchard related produce, events, orchard services and donations.

The estimates in this Business Plan are based on the experience of the previous 10 years of operation, however, as with the forecasts of any business, there are external factors which will impact on our plans. These include:

- political and particularly environmental policies within the context of the economy, climate change and Brexit;
- the priorities of grant providing bodies;
- the availability of active volunteers within the context of employment, retirement age, and the health and well-being of an aging population.

Our Business Plan for 2019 to 2024 includes allowance for such changes - flexibility in how we deliver our plan is essential.

INCOME AND EXPENDITURE

We have been ambitious with our expenditure plans which we will only fully deliver with the contribution of successful bids for external funding. We remain optimistic that we will achieve this, however, we also recognise that we need to be flexible about the timing of delivering some of our plans (see Section 6 Risks and Risk Management).

Environmental Stewardship land management payments will end in 2022 and we have no certainty about whether there will be a replacement scheme that we will be eligible for. Previously we have relied upon a high level of income from Environmental Stewardship (including payments for capital items such as fencing, hedges and tree guards as Colwall Village Garden was established, and which will need replacing at some stage). More recently we have received payments from the lottery funded Three Counties Traditional Orchard Project (TCTOP) for orchard management services and training and this project has now ended reducing our income considerably.

Competing for grant funds is also getting tougher but we will continue to apply for external funding where this will enable us to deliver our objectives and where activities will enhance the biodiversity of our sites and our reach to new audiences and a wider and more diverse community. Our local fundraising from sales of produce, events and services will continue and allow us to keep essential activities running.

VOLUNTEER TIME

We have also been ambitious with the amount of volunteer time that we predict will be available to us. We have a good team of loyal volunteers, but this is vulnerable to change with little notice. To mitigate for this, we will seek to attract and retain volunteers by offering experiences that meet their needs. This might, for example, be to gain skills and knowledge, to provide friendship and social interaction, to make a useful contribution to the environment or to participate in a healthy outdoor activity. Often it will be a combination of some of these plus many more factors. Every volunteer is unique, and we therefore aim to provide a broad programme of activities which motivate in many ways.

Our work is dependent on the experience of 'lead volunteers' who account for roughly half of the total volunteer time. Lead volunteers are mostly Board members/Trustees and they deliver a wide range of activities including:

- organising practical work with teams of volunteers;
- organising events with input from other volunteers;
- overseeing risk management and health and safety;
- preparing accounts and annual reports;
- governance and member communication;
- fund raising;
- organising the production of juice and preserves and providing a fruit tree ordering service.

Through-out the Business Plan time is split between Lead Volunteers and other Volunteer hours.

PRIORITISING OUR WORK

Everything we plan to do must contribute to meeting our charitable objective to restore, promote and celebrate traditional orchards. Once this criterion is met our work can be divided into things we Must Do, Should do, and Could do.

Things we Must Do

These are the things we must do as responsible managers of land and buildings and as employers of volunteers. Examples include essential maintenance and health and safety related activities, financial reporting including an annual report to the Charity Commission, and membership records that comply with GDPR.

Things we Should Do

These include activities which generate income to support our work and activities which are cost and time neutral or low. Examples include events, the sale of juice, preserves and fruit trees, and education and training programmes.

Things we Could Do

These include things that are relevant to our purpose but do not cover costs and/or are time consuming. An example is managing orchards owned by others. We should continue to undertake these activities where landowners pay or we can find external funding, as they provide good experience and skill development for volunteers and raise awareness and the profile of what COG does with the local community.

Other examples of what we could do are the things that improve our sites for people and nature. These activities are still important to us and they will both enhance the biodiversity of

our land and the quality of the experience of volunteers and visitors to our sites. They also enable us to promote and share the value of traditional orchards to others. Examples include better access and signage, bird/bat boxes, improving the biodiversity of our land. We will undertake these when external funding and time are available.

We will use this prioritisation filter to make decisions where necessary while recognising that at times an activity may be important and sensible to deliver because of an external opportunity or circumstance. An example of this is the creation of wildflower meadows in Colwall Village Garden and Lugg's Mill. This has been a long-term aspiration for Colwall Orchard Group and so when funding and support became available in 2019 a commitment to deliver the wildflower meadow was made. It is also a project which enables COG to reach new partners and audiences providing more support for our work.

CAN WE AFFORD TO DELIVER OUR BUSINESS PLAN?

We have set out what we believe we can achieve. Our income and expenditure over the previous 3 years alongside our planned income expenditure are summarised in the following table. See annex 3 for more detailed analysis of income and expenditure.

We believe that we can cover the day to day running of Colwall Village Garden and Lugg's Mill from income raised through events, sales, orchard services and rent from allotments. The more ambitious projects to improve sites and purchase more land will only be possible with the assistance of grants and donations.

Year	Total funds £	Total expended £	Notes
2016/17 (actual)	62,835	14,199	Expenditure on Apple Packing Shed renovation is excluded from total expended because it is adding to the value of COG by the same amount as the expenditure.
2017/18 (actual)	67,760	16,634	Expenditure on purchase of Lugg's Mill is excluded from total expended because it is adding to the value of COG by the same amount as the expenditure.
2018/19 (actual)	60,552	22,666	Total funds include income from Government grants (£17,617)
2019/20 (projected)	36,820	35,116	Income and expenditure approximately balanced.
2020/21 (projected)	30,640	33,801 Non-essential = £6k	Expenditure includes all weather parking (£6k) to happen if external funding is obtained and essential work at Lugg's Mill on trees, stream and fencing (5.3k).
2021/22 (projected)	29,140	58,281 Non-essential = £28.5k	Expenditure includes essential stream, hedge, fence and tree work at CVG (£7k), at Lugg's Mill (1.8k). Non-essential work to only take place if external funding is obtained includes a disabled access toilet (£5k) and CVG site access for all (15k), Lugg's Mill heritage (£8.5k).
2022/23 (projected)	26,860	34,731 Non-essential = £11.5k	Expenditure includes essential stream, hedge, fence and tree work at Lugg's Mill (1.8k). Non-essential work to only take place if external funding is obtained includes orchard heritage work at Lugg's Mill (£11.5k).
2023/24 (projected)	25,360	32,081 Non-essential = £10k	Expenditure includes essential stream, hedge, fence and tree work at Lugg's Mill (1.8k). Non-essential work to only take place if external funding is obtained includes orchard heritage work at Lugg's Mill (£10k).

Our volunteer time estimates are calculated based on the current and anticipated level of volunteer input and is summarised in the following table. See annex 3 for more detailed analysis of volunteer time.

Volunteer Time

Year	Hours		Days (7.5 hours)		Sessions (3 hours)	
	Lead	Other	Lead	Other	Lead	Other
2019/20	4,643	3,708	619	494	1,548	1,236
2020/21	4,110	3,352	548	447	1,370	1,117
2021/22	4,162	3,382	555	451	1,387	1,127
2022/23	4,046	3,232	539	431	1,349	1,077
2023/24	4,086	3,382	545	451	1,362	1,127

SUMMARY AND FINANCIAL FORECAST

Our Business Plan provides financial and time estimates and will serve as a guide to what we should be capable of delivering over the next five years. We believe that the estimates are realistic but importantly they will enable us to monitor whether we are bringing in the income and the volunteer time we anticipate we require. The Business Plan will be kept under review by the Board of Trustees and will be updated as and when required and rolled forward into future years.

SECTION 6

Risks and risk management

The most obvious Business Plan risk is the inability to deliver it which could be due to a range of factors including:

- Being over ambitious with our plans
- Significant reduction to the amount of income raised
- Significant increase in costs
- Significant loss of volunteer input
- Loss of key individuals with important knowledge required to deliver COG Business Plan
- Lack of competence of volunteers to deliver COG Business Plan

These risks are factored into our planning and are briefly mentioned in Section 5 (Resource Planning) where we state we have also been realistic in recognising that some of our plans may not happen or may happen over a longer timescale.

These risks are also listed, along with ways to mitigate against the risk in the COG Operational Risk Assessment which is reviewed at least annually by the Board. The Operational Risk Assessment also lists other risks ranging from legal breaches, loss of data and records, loss of reputation, theft and damage to land and property, and death or injury of volunteer or member of public associated with a COG event or visiting COG land.

COG also has a suite of Risk Assessment documents which relate to individual activities, events, sites and buildings. These are reviewed and updated regularly and at least annually.

Risk documents can be located on the COG website at www.colwallorchardgroup.org

Annex 1

Board member role and Terms of Reference

Role

COG is a company and a charity. Board Members have, and must accept, the responsibilities and regulatory requirements of this dual status. They have ultimate responsibility for directing the affairs of COG and complying with all relevant legislation and regulation applicable to the organisation and the activities it undertakes. All Board members are equally responsible in law for the Board's decisions. They must act individually and collectively to:

- Further COG overall purposes, as set out in the Memorandum and Articles, set COG strategic direction and support and monitor implementation
- Ensure the work of COG is effective, responsible and legal
- Be accountable to those who regulate COG and appropriately accountable to the public and other stakeholders
- Safeguard finances, resources and property and ensure they are used to further COG purposes
- Be clear about the Board's responsibilities and about who carries out work on behalf of the charity
- Ensure the Board operates effectively

Terms of Reference

Individual Board Members should show:

- A commitment to COG and the conservation of traditional orchards
- An understanding and acceptance of the legal duties responsibilities and liabilities of being a Board member, Director and Charity Trustee
- A willingness to devote the necessary time and effort to the duties of a Board Member
- An understanding of the importance and purpose of meetings and a commitment to preparing for them adequately and attending them regularly
- Respect for the views of fellow Board members, COG member and volunteers and the public
- Adherence to the established principles of public service: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.
- A willingness to deploy specific skills, knowledge or experience they have to help the Board reach sound decisions – particularly providing guidance on matters within their field of expertise

Understanding the role of COG

- Board members must read the Memorandum and Articles and understand the extent of and limits to their duties and powers
- Board members must understand and accept the responsibilities and liabilities conferred by charitable status and other legislation relevant to COG
- Board members should undertake Induction Training, attend ongoing training events and familiarise themselves with relevant governance and guidance material

Acting collectively as a Board

- Board members must act in the best interests of COG and not for personal gain.
- Individual Board members have no powers to act alone, unless powers are specifically delegated to them
- Board members must work jointly and collaboratively and abide by and act in accordance with decisions made by the Board (providing these actions are legally within its remit).
- Board members should give sufficient time, thought and energy to their duties

Annex 2

Management documents

Overarching documents

Articles of Association
Code of Conduct for Colwall Orchard Group Trust
Governance arrangements for Colwall Orchard Group
Charity Commission accounts and Trustee's annual report
Companies House annual audited accounts
COG annual report
COG 5 year business plan
Organisational Risk Assessment
Insurance policy
Minutes of Board meetings and AGMs

Legal documents

Land legal deeds
Construction Design Management (CDM) documents

Policies

Conflicts of Interest Policy
Financial Controls Policy
Policy and procedure on expenses for Trustees, co-optees and other volunteers
Privacy Statement
Health and Safety Policy
Child Protection Policy
Environmental Policy

Site management

Colwall Village Garden Management Plan
Colwall Village Garden Maintenance Plan
Colwall Village Garden Risk Assessment
Lugg's Mill Orchard Management Plan Framework
Lugg's Mill Maintenance Plan
Lugg's Mill Site Risk Assessment Plan
Environmental Stewardship management agreement

Health and safety – including Risk Assessment and Safe Ways of Working (SWOW)

Event Based Risk Assessments for individual events (eg Wassail)
Activity Based Risk Assessments for individual activities (eg pruning, mowing)
Site based Risk Assessments (eg Sunfold)
SWOW for activities and equipment eg catering, cob oven, tools
Emergency Action Plan and Battle Box role cards
Hazards and Critical Control Point Plan (HCCPP) for making preserves and juice
Control of Substances Hazardous to Health (COSHH)

Tools and equipment

Inventories, Service records, Manuals

Annex 3

Resource tables

Actual Income and Expenditure: 2016 to 2019

Work Area	Income 16/17 (£)	Expenditure 16/17 (£)	Income 17/18 (£)	Expenditure 17/18 (£)	Income 18/19 (£)	Expenditure 18/19 (£)
Colwall Village Garden	1,751	1,638	1,871	1,740	1,866	3,651
Lugg's Mill	-	-	-	-	-	-
Private Orchards	9,883	-	13,836	-	7,189	-
Traditional Fruit	5,520	4,147	2,801	1,440	5,128	3,862
Harvesting Fruit	604	303	1,792	1,224	2,192	951
Education and Training	87	-	24	-	627	-
Volunteers	-	350	-	350	-	-
Promotion and Events	4,493	1,335	4,975	1,692	8,670	3,690
Orchard Heritage	-	-	-	-	-	350
Governance and Finance	-	505	-	912	-	737
External Funding	40,105	-	41,707	68	33,856	-
Membership	378	-	662	-	1,024	-
Health and Safety	-	582	-	660	-	680
Resource Planning	-	-	-	-	-	-
Asset Management	14	5,339	93	8,548	-	8,745
Total	62,835	14,199	67,760	16,634	60,552	22,666

Source: COG accounts Ordinary Income/Expense for 3 years 2016/17, 2017/18 and 2018/18

Income and expenditure items allocated to Business Plan work streams and verified to £1.00 rounding

Excludes expenditure on capital items which add to the value of COG

Projected Income and Expenditure Plans: 2019 to 2024

Work Area	Income 19/20	Expenses 19/20	Income 20/21	Expenses 20/21	Income 21/22	Expenses 21/22	Income 22/23	Expenses 22/23	Income 23/24	Expenses 23/24
Colwall Village Garden	2,100	2,200	2,100	7,800	2,100	28,650	2,100	1,500	2,100	750
Lugg's Mill	-	9,575	-	5,775	-	3,575	-	2,075	-	2,155
Private Orchards	5,000	2,500	2,000	2,500	2,000	2,500	2,000	2,500	2,000	2,500
Traditional Fruit	9,050	9,000	5,050	4,200	5,050	4,000	5,050	4,000	5,050	4,000
Harvesting Fruit	2,660	1,400	2,660	1,275	2,660	1,275	2,660	1,275	2,660	1,275
Education and Training	3,000	120	3,000	120	3,000	120	-	100	-	100
Volunteers	-	400	-	400	-	400	-	400	-	400
Promotion and Events	7,980	2,530	8,800	3,490	7,300	2,490	8,800	3,190	7,300	2,490
Orchard Heritage	300	-	300	500	300	7,000	300	11,800	300	10,000
Governance and Finance	-	1,050	-	1,050	-	1,050	-	1,150	-	1,150
External Funding	5,780	100	5,780	100	5,780	100	5,000	100	5,000	100
Membership	900	-	900	-	900	-	900	-	900	-
Health and Safety	-	750	-	1,100	-	1,630	-	1,150	-	1,670
Resource Planning	-	-	-	-	-	-	-	-	-	-
Asset Management	50	5,491	50	5,491	50	5,491	50	5,491	50	5,491
Total	36,820	35,116	30,640	33,801	29,140	58,281	26,860	34,731	25,360	32,081

Source: Business Planning Spreadsheet 'Business Plan in brief V1.1

Projected Volunteer Time Planned: 2019 to 2024

Work Area	Lead Hours 19/20	Lead Hours 20/21	Lead Hours 21/22	Lead Hours 22/23	Lead Hours 23/24	Total Lead Hours	Vol Hours 19/20	Vol Hours 20/21	Vol Hours 21/22	Vol Hours 22/23	Vol Hours 23/24	Total Vol Hours
Colwall Village Garden	468	439	462	396	396	2,161	565	565	565	565	565	2,825
Lugg's Mill	246	187	167	147	157	904	481	395	365	335	365	1,941
Private Orchards	322	320	320	320	320	1,602	390	390	390	390	390	1,950
Traditional Fruit	299	294	374	374	374	1,715	205	135	75	75	75	565
Harvesting Fruit	323	372	323	323	323	1,664	610	610	610	610	610	3,050
Education and Training	384	364	364	364	364	1,840	30	30	30	30	30	150
Volunteers	33	23	23	23	23	125	-	-	-	-	-	-
Promotion and Events	635	600	600	600	600	3,035	400	400	400	400	400	2,000
Orchard Heritage	113	63	63	63	63	365	150	140	140	140	140	710
Governance and Finance	1,250	1,040	1,070	1,040	1,070	5,470	370	250	370	250	370	1,610
External Funding	100	100	100	100	100	500	-	-	-	-	-	-
Membership	65	65	65	65	65	325	-	-	-	-	-	-
Health and Safety	25	37	25	25	25	137	32	32	32	32	32	160
Resource Planning	210	74	74	74	74	506	370	300	300	300	300	1,570
Asset Management	170	132	132	132	132	696	105	105	105	105	105	525
Total	4,643	4,110	4,162	4,046	4,086	21,045	3,708	3,352	3,382	3,232	3,382	17,056
Total days (7.5 hours)	619	548	555	539	545	2,806	494	447	451	431	451	2,274
Total Sessions (3 hours)	1,548	1,370	1,387	1,349	1,362	7,015	1,236	1,117	1,127	1,077	1,127	5,685

Source: Business Planning Spreadsheet 'Business Plan in brief V1.1