

Appendix 2: Key Personnel

The roles and responsibilities of the key staff personnel are outlined below.

1) Head Grower

Purpose: To manage the vegetable and fruit fields and the growing team. Meet with the steering committee on a regular basis to assess work progress as required by them. The job is described below:

Objectives: To oversee and carry out all tasks related to commercial scale vegetable production, sharing produce, involving the community in production, and selling surplus.

Responsibilities:

- To ensure collection space is ready on time Tuesdays, Wednesdays and Saturdays.
- To plan and run work mornings Wednesdays and Saturdays.
- To sell surplus produce if appropriate.
- To oversee efficient, commercial scale plant-raising from seed to harvest, and to document successes/failures.
- To keep site tidy and safe, as much as is possible on a working farm.

Tasks:

- **To manage a budget** to purchase all necessary inputs, including:
 - Main seed order during winter and ad-hoc seed ordering as and when required.
 - Propagation medium
 - Green waste
 - Plant pots
 - Gas
 - Petrol
 - Bags for salad, mushrooms etc
 - Irrigation equipment
 - Tools
- **To raise plants from seed to harvest** by:
 - Following (flexibly) the 52-week planting chart (and amending if necessary).
 - Following (and amending if necessary) the 10-year field rotation.
 - Following (and amending if necessary) the 7-year tunnel rotation.
- **To ensure collection space is ready** for shares at pick-up times by:
 - Planning share and timing of harvest
 - Updating chalkboards
 - Ensuring scales are in place and charged
 - Lights are on if needed (especially on Tuesdays during autumn and winter!)
- **To manage volunteers** at work mornings and at other times by:
 - Planning appropriate tasks and providing necessary equipment
 - Offering a break (and a cuppa) to people that are working for three hours
 - Planning alternative options for a larger/smaller than expected turnout or extreme weather
- **To keep site as tidy and safe as possible** by:
 - Sweeping collection space regularly
 - Composting waste veg regularly

- Storing tools and resources sensibly
- Considering what clutter is useful and what needs to go!
- Encouraging others to be tidy and leading by example.
- Employing seasonal labour to be responsible for certain areas (eg, Graham strimming around tunnels).
- **To document timings, successes and failures** each season by:
 - Recording propagation, drilling and transplanting dates for all crops in an alphabetized diary.
 - Noting any useful information (eg, poor germination of a particular variety, early/late cropping of a variety, good/bad end product by variety, date of first harvest)
 - Amending planting plan and rotation
 - Ensuring that Organic Regulations are followed and manage the annual inspection
- **To communicate effectively** in a variety of situations, for example:
 - Producing accessible information for members to help people understand what we do and why we do it
 - Reviewing the growing season at the AGM
 - Explaining tasks to volunteers at work mornings
 - Regular correspondence with administrator for weekly email to members
 - Quarterly 'News from the Field' article for newsletter
 - Attending monthly staff meetings
 - Attending monthly steering group meetings
 - Applying for derogations for non-organic seed with Soil Association

2) Assistant Grower:

Purpose: To work on the vegetable and fruit field as part of the growing team under the supervision of the Head Grower and learn how the business functions. They will meet with the Head Grower on a regular basis to assess work progress as required by them.

As *per* the job description they will:

- Work with the head grower to attend to all aspects of care for the land and the production of crops, including soil preparation, sowing, planting, weeding, harvesting and other activities that support crop production such as pest and disease management, compost production and mechanisation;
- Work regular days which may include Saturdays, and also be flexible in occasionally helping cover routine duties for example on Sundays. These will be prearranged with the grower / manager according to need and availability;
- Work flexible hours throughout the year due to the seasonal nature of the work.
- Help to oversee casual workers who may be drafted in at busy times of the year;
- Help arrange and prepare for the activities for the twice-weekly work mornings with the grower/manager, and manage volunteers appropriately;
- Assist in giving guided farm tours where necessary;
- Attend the monthly staff meeting;
- Uphold the principles and aims of Canalside Community Farm.

3) General Administrator:

Purpose: To oversee and carry out all tasks related to administration for Canalside Community Food.

Responsibilities

- To communicate data to growers to ensure harvest can take place
- To manage all communications with members of Canalside Community Food
- To manage all general communications with external contacts, e.g. press, other CSAs and CSA network, Action 21
- To publicise the CSA, fundraising events and other events for the general public
- To coordinate arrangements for monthly steering group meetings and the AGM
- To ensure payment of social membership fees and share subscription fees
- To maintain and update the website
- To establish/maintain record and other office systems
- To oversee the use and development of facilities in the social area, including the field kitchen and compost toilet

Tasks

- **To communicate data to growers** to ensure harvest can take place by:
 - maintaining and updating a spreadsheet of share members (including trial share members) and any changes to collection
 - collating bi-weekly harvesting numbers for produce
 - communicate harvesting numbers to the field team in a timely fashion
- **To manage all communications with members** of Canalside Community Food, including:
 - acting as first point of contact for new/prospective members
 - reading and responding to emails and phone calls/text messages from members
 - collating and sending out a weekly update detailing news snippets from the field team, information about work mornings, shares and upcoming events
 - sending out additional emails as needed, e.g. for social events, publicity stalls, recipe compilations for glutting fruit/veg
 - collating and sending out a quarterly newsletter with detailed news from the field team, and about social events, infrastructure developments, and with updates from partner projects and photos
 - sending welcome pack to all new subscribing members
 - responding to all people who have purchased trial shares
 - facilitating a brief orientation for new trial members, by liaising with growers
 - producing signage as needed for social area and collection space
- **To manage all general communications with external contacts**, e.g. press, other CSAs and CSA network, Action 21 by:
 - reading and responding to emails and phone calls/text messages from external contacts
 - consulting with colleagues as required in order to respond appropriately
 - liaising between relevant people to enable visits to Canalside, work experience placements, talks etc..
- **To publicise** the CSA, fundraising events and other events for the general public by:
 - ensuring revision and printing of bi-fold leaflet about Canalside and A5 flier for trial shares, as needed (generally every 2 years when share prices increase)
 - booking stalls at Peace Festival and Food & Drink Festival in Leamington
 - arranging a rota of steering group members/Canalside members to cover publicity stalls

- liaising with finance administrator to ensure there is a cash float for each stall
- preparing/updating publicity and display materials and other relevant paperwork for the publicity stalls
- setting up the paperwork on the publicity stall at the start of the weekend and packing away the paperwork at the end of the weekend
- writing press releases about relevant events/news
- liaising with others to enable radio interviews
- coordinating printing and distribution of posters publicising events for general public
- coordinating printing and sales of tickets for summer party
- liaising with Action 21 and other relevant parties/individuals to arrange and publicise Skillshare workshops at Canalside
- **To coordinate arrangements** for monthly staff meetings, steering group meetings and the AGM by:
 - coordinating setting the date and communicating this to relevant parties
 - booking the venue
 - collating the agenda and distributing it as appropriate
 - raising issues relating to the administration of the scheme
 - ensuring signage for the AGM
 - ensuring relevant paperwork is available
 - taking the minutes during the meetings unless otherwise agreed and distributing them as appropriate
- **To ensure payment** of social membership fees and share subscription fees by:
 - checking for the first payment of new subscribing members
 - sending the collection numbers spreadsheet to the finance administrator to enable the monthly bank reconciliation
 - communicating with members whose payments have lapsed or who are paying the incorrect amount
 - contacting social members/workshare volunteers when their membership fee is due
- **To maintain and update the website** by:
 - updating information when needed, including editing the 'In the share this month' list
 - revising pages to make the information clearer/more accessible
 - adding new information if it is thought to be useful to website visitors
- **To establish/maintain record systems and general office/other systems** by:
 - organising and storing paperwork (including member subscription forms and trial share forms), documents and computer-based information
 - undertaking a regular backup of all computer-based data
 - recording purchasing for large events, ie. summer party, pre-Christmas social
 - managing the paypal account, withdrawing funds and forwarding information to the finance administrator on a regular basis
 - ordering and maintaining:- general office stationery used at the farm and in the office
 - other general social area supplies, e.g. washing up liquid, toilet paper, tea making items for summer party and, if needed, pre-Christmas social
 - being responsible for finding cover for necessary work while away
 - ensuring renewal/purchase of annual insurance policy
- **To oversee the use and development of facilities in the social area**, including the field kitchen and compost toilet by:
 - ensuring the site is ready for social events
 - liaising with members who wish to use the social area for a members' event or a private event

- ensuring provision of general supplies, including toilet paper, soap, washing up liquid
- ensuring the site is tidied up after events

4) Finance Administrator:

Purpose: To oversee company bookkeeping and administration.

Responsibilities:

Weekly

- Check red box in collection space for mail, invoices, receipts, cheques etc..
- Check invoice book for any invoices (in).
- Check emails for invoices, print out/save (and action).
- Check emails for any membership finance issues and deal with.
- Pay any invoices (out) and enter on Moneymanager.
- Note any invoices from book (in) on Moneymanager and credit control sheet.
- Note any card payments, check invoices ok, enter on Moneymanager (Co-Op account).
- Gather together cheques and money, complete paying in form (our records), do paying in slip, enter on Moneymanager and take to bank

Monthly

- Reconcile Triodos bank statement for previous month for invoices, money paid in etc, standing orders for shares.
- Reconcile standing orders with collection list for previous month, liase with general administrator to chase up any anomalies, note members leaving etc....
- Reconcile credit control sheet and invoices to pay us, chase up any that aren't paid.
- Ensure that wages are paid, notify Harris cic of any overtime or extra payments.
- Ensure that NICS/PAYE are paid Ensure any pensions contributions are paid.
- Ensure any loan arrangements/rent are paid.
- Ensure any other pay is made against invoices received
- Attend monthly staff and board meetings

Bi-monthly

- Reconcile Co-Op bank statement spending on Moneymanager (it comes every two months or so), chase up missing invoices etc and make sure Moneymanager accurate

Quarterly

- Do VAT return, file on line (Dec-Feb, Mar-May, Jun-Aug, Sept-Nov).
- Check social members have paid (with general administrator).
- Check invoices for any outstanding payments to us and chase up, either members or people we have supplied.
- Compare spend with budget for steering committee

Annually

- Prepare budget for AGM/growers.
- Prepare finance report for AGM.
- Send account to accountants (Harris cic) and ensure they do Annual company accounts.

- Corporation tax return (online July).
- Company return to companies house (online Sept).
- Ensure that Harris cic does PAYE returns for employees for HMRC (April?)
- Ensure insurances are paid

Occasional tasks

- Any company business (companies house, tax, vat).
- Any PAYE business (e.g. notifying Harris cic that staff leaving, getting p45's, getting details of anyone going onto payroll and collecting p45 etc.).
- Prepare contracts for new employees or self employed contractors
- You will meet with the steering committee and staff team on a regular basis to assess work progress as required by them.
- If you identify a requirement to work more than the agreed amount, then any additional time would be at your expense, unless agreed by the staff team in advance.