

RIVERSIDE COMMUNITY MARKET ASSOCIATION
(RCMA)



ANNUAL REPORT 2009 – 2010



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CHAIR'S MESSAGE



RCMA continued to expand its various local food activities during 2009/10, as we expanded on the basic mission of helping to ensure a plentiful and delicious supply of local food for local people.

Our markets seem busier than ever, and we get many positive comments from people who value the contribution they make to the quality of life, in the broadest sense, of Cardiff as a whole and of the communities where the markets are located.

We have continued to receive nothing but positive feedback from our many customers - more than three thousand of whom now receive a regular newsletter, from the media and from government. Riverside Market was shortlisted for the third time in the BBC Food and Farming Awards (I think this might be a unique achievement for a farmers market) but we were pipped at the post once again. Of course it was a good excuse to go to London and hobnob with the Prince of Wales, who was there to help celebrate the tenth anniversary of the Awards.

We find our markets and our various outreach and educational activities being increasingly referred to as examples of good practice in government documents and as one of the key city attractions in Cardiff's marketing material. All of this gives us a warm glow, but never distracts us from the constant need to raise the profile of our markets and activities. Our bulging press file attests to some success in this.

Yet at the same time, we – along with other farmers' markets in the South Wales area – have experienced a slight fall in sales, while MacDonald's and Tesco's have seen their profits increase. It all goes to confirm the fact that people's food purchasing choices are influenced by a complex array of social, economic and cultural factors, and there is no easy formula for success.

It also has been an interesting year to be involved in the local food business in Wales. The Assembly Government published several strategies which have direct congruence with what we are aiming to do in contributing to a vibrant local food economy in Wales – such as the One Planet Wales sustainability strategy, the Food Tourism Action Plan, and the Local Sourcing Action Plan. Under the European-funded Processing and Marketing Grant programme, they also allocated close to a million pounds to an advertising agency in Aberystwyth to undertake a programme of activities intended to promote and raise awareness of directly sold food.

At a national level there has been a steady stream of policy statements from agencies such as Friends of The Earth, the World Wildlife Fund, Sustain and the Soil Association all making the case in ever clearer terms that a healthy, happy, sustainable world will be underpinned by a drastic restructuring of our absurdly centralized and industrialized food system.

Some powerful films produced during 2009 such as 'Food Inc.', and television programmes such as the excellent BBC series 'The Future of Food' have further driven the case home. The UK Government reached a more timid but fundamentally similar conclusion in its 'Food 2030' report.

I am pleased and proud to commend this report to you as just one example of the many projects in Wales and in the U.K. run by dedicated and committed people who all play their part in ensuring that there will be some kind of choice in where, and how, food is grown and purchased.

You can read more about these and other projects at our websites:
www.riversidemarket.org.uk, www.riversidemarketgarden.co.uk and
<http://tinyurl.com/2wtyt93>

And if you have strong views about where we should be placing our efforts next we'd love to hear from you!

Steve Garrett

November 2010

1. INTRODUCTION

BACKGROUND TO RCMA

Riverside Community Market Association (RCMA) was established in 1998 to set up a local producers' market that would make fresh local food available to the residents of Riverside (a diverse and disadvantaged inner-city community of Cardiff), and to run a range of food and nutrition outreach and education activities in the local community.

RCMA Social Enterprise Ltd., RCMA's 'trading arm', has steered the award-winning Riverside Market through twelve years of growth and development to become the largest farmers' market in Wales, with an average of 30 stalls per week representing all kinds of the best in fresh, local and organic food from Wales - alongside a number of 'world food' stalls run by local people and representing the diversity of the local community. The fundamental rule for the market is that stallholders may only sell what they have raised, grown or prepared themselves – alongside a limited number of guest stalls (for example an olive stall).

Riverside Market now attracts more than 1,500 people per week to the Riverside community, generating a total turnover of at least £1.5million p.a. with many spin-off benefits to local businesses while improving the public perception of a formerly stigmatised area.

In early 2008, RCMA launched a second farmers' market in Roath, East Cardiff, aiming to reflect the same ethos of localness, quality and accessibility as Riverside Market while attracting a new range of customers. More recently RCMA opened a small monthly market on the ground floor of the Cardiff IKEA store. The consumer response to all these markets has been very positive, and we feel we are tapping into a growing public interest in sourcing food which is fresh, local healthy, sustainably and ethically produced – and having an enjoyable social experience at the same time.

RCMA has also remained committed to raising awareness of the importance of fresh, locally produced foods for health, for strengthening the local economy, and for protecting the environment. Alongside the farmers' markets, RCMA has initiated various spin-off activities such as: organising RCMA's schools outreach programme; setting up the RCMA Community Allotment Garden, writing the RCMA Urban Farmers' Market Toolkit, supporting the Riverside Food Coop, setting up the 'Taffside' South Cardiff Food and Health Network (with two paid part-time outreach workers), and overseeing the development of the RCMA Market Garden project.



RCMA's 'flagship' Riverside Real Food Market

RCMA'S AIMS AND OBJECTIVES

As RCMA has expanded as a social enterprise our organisational aims have broadly remained:

- To operate a viable social enterprise;
- To provide training and sustainable employment for local people;
- To provide a source of sustainable, healthy, affordable and tasty food for the residents of Cardiff;
- To increase knowledge and understanding of issues relating to food and nutrition, particularly in Cardiff's multi-cultural inner city areas.
- To support the local economy;
- To contribute to local regeneration and a sense of local community;
- To contribute to the health and sustainability of Welsh agriculture;
- To contribute to the environmental health of Wales;



Welsh Rural Affairs Minister Elin Jones chats to RCMA's Chair at Riverside Market

RCMA works to achieve these aims by providing:

- small scale Welsh farmers using sustainable methods with the opportunity to trade directly with the public;
- local people with access to affordable, fresh, produce sold direct by the producers;
- local food-related community projects;
- a space in which new high quality fresh food-related business ideas can be developed; and
- an attraction which draws new people into the area; and
- reducing the number of food miles travelled and unnecessary packaging.

2. RCMA ACTIVITIES

RCMA'S FARMERS' MARKETS

RCMA's farmer' markets are all run as sustainable social enterprises, independent of external funding, by RCMA Social Enterprise Ltd - the 'trading arm' of RCMA. All products sold at RCMA's markets are raised, grown and/or made by the stallholders. About 30% of the stalls – which total about 70 stalls per week in total at all our markets – are primary Welsh producers of meat, fruit and vegetables. Several of our stallholders are current and past Wales True Taste Award winners.

Items for sale at RCMA's farmers' markets during 2009/10 have included: bread, jam, cakes, cheese, vegetables, fruits, eggs, biscuits, pork, beef, lamb, goat, game, fish, chicken, duck, plants, vegetarian burgers, crepes, scotch eggs, meat pies and pasties, smoked fish, fruit and fruit juice, Asian ready meals, middle eastern ready meals, Welsh ready meals, vegetarian ready meals, jams, chutneys, pate, crepes, olives, cider, beer, charcuterie, wild mushrooms.

All stallholders at RCMA's markets are required to meet statutory standards of food safety. These standards are policed by the local Environmental Health Officers and Trading Standards Officers, who visit the Market from time to time and who have been able to provide advice to some stallholders on how to improve their operation.

The **Riverside Real Food Market** has continued to run weekly on the Fitzhamon Embankment (opposite the Millennium Stadium) - a high-profile location that is close to the city centre. A recent count showed that more than 1600 people attended the market on a typical Sunday, and we calculate that the market generates in the region of £2m total turnover each year for the local economy.

The **Roath Real Food Market** has operated in the car park of a sports club in the heart of the residential area which includes a lot of student accommodation. Footfall at Roath has slowly grown during the past year, and we feel that it is now well established and still has great potential for expansion and development.



Roath Real Food Market in rare Cardiff snow in January 2010

The **IKEA Farmers Market** was set up on the ground floor of the Cardiff IKEA store at the invitation of the store manager, and has continued to operate on a small but successful scale once a month since then, supporting several local producers and generating small but useful income and increased public exposure for RCMA.

Despite an encouraging re-launch in a new location, after several months we decided to suspend operating the **Newport Farmers Market** in its John Frost Square location because of a steady decline in footfall. Stallholders felt that it was not worth their while to attend the market in that location, to the point where RCMA would have lost money in continuing, in spite of subsidy support from Newport Council. We hope to continue to run special seasonal local food markets in Newport.

THE RCMA COMMUNITY ALLOTMENT PROJECT

The Community Allotment Project was an integral part of RCMA’s activities in 2009/10 successfully complementing the markets in extending the reach of our local food messages. We have had a very busy and productive year in terms of the Allotment development.

The second year of our Community Food Co-coordinator/Community Allotment Outreach Worker programme of activities, with funding from a range of sources, was also very successful in achieving its aims and objectives. Two staff members have continued to work together very effectively in identifying their distinctive roles of Community Food Coordinator and Community Allotment Outreach Worker, while identifying many opportunities for collaboration.



Local children eating corn at our Community Allotment

The RCMA Community Allotment project provided a place where local people can learn how to grow food in a sociable and supportive atmosphere. The Allotment has two working poly-tunnels where peppers, tomatoes, grapes and aubergines are grown, as well as raised beds and an accessible pond and wildlife area. There are a wide variety of different vegetables, fruit and flowers grown at the Allotment - many reflecting the diverse cultural backgrounds of members. We have all been surprised at the scope of plants that are happy to grow in the Welsh climate.

Recent additions to the Allotment included a solar cooker and a compost toilet. Some of these have been built with help from young offenders from a nearby probation hostel, and local school children regularly visit the project.

Some of our most exciting work over the past year has included:

- Setting up our new beehive in order to produce honey
- Building a cob oven
- Building a rainwater fed, and solar power heated washing area
- Developing irrigation for the polytunnels
- Creating a forest garden area and planting a native hedge by the pond

Environment Wales and Cardiff Council provided much of the funding for these special projects. We are also grateful to Mark Jenkins from Sustainable Education who helped in the design and implementation of the building projects.

A Facebook page has been set up to promote work done in the Community Garden and different activities and events taking place. We have received an increasing number of calls from a wide variety of community groups who have wanted to visit the project and we have tried to accommodate them where possible.

At the same time we have built up a productive relationship with the Allotment Committee, and have organized a number of social events and celebrations throughout the year to which other allotment holders have been invited. They are now very friendly to us – often coming over with tips and advice which we either take or ignore on a regular basis!



Volunteers at the RCMA Community Allotment

Allotment Outreach Activities

The Allotment project has continued to engage with a very wide range of people. The Project manager has provided support for volunteers at the site for two days per week, and more than 1100 people participated in our projects and activities during the last year!

The numbers of participants varied depending on the weather and time of year, but have averaged 8 – 10 people per session. We had a wide range of volunteers from all sorts of backgrounds and ages. Many of our volunteers are from hard-to-reach groups including asylum seekers, people who are unemployed, have learning difficulties or physical disabilities. Others are motivated by our environmental aims, transition issues or a general desire to learn to grow their own food. In addition, we have attracted other groups of volunteers on an ad hoc basis, including:

- a group of young people in transition from care to adult life,
- a group of teaching assistants from Coleg Glan Hafren on a team-building day
- SOVA, Displaced People In Action,
- local schools,
- the Riverside Play Centre,
- the Riverside Warehouse and
- various Communities First groups including those based at the South Riverside Community Centre.



Local children enjoying the year's first cucumbers at the Allotment

We arranged ad-hoc training sessions at the garden together with gardening tutor Aisling Judge on topics such as hard and softwood cuttings, apple and pear tree pruning and soft fruit pruning. These were open to members of Communities First groups, schools and other community groups around Cardiff, as well as individuals.

We also took regular Allotment volunteers to Bristol to visit other member groups of the Federation of City Farms and Community Gardens to gather new ideas for our project. As part of the development of our Forest Garden area we chose to visit the Horfield Organic Community Allotment (HOCO) and St Werburgh's City Farm.

In addition, we were invited to Hackney City Farm to take part in a discussion between members of the Federation of City Farms and Community Gardens and Prince Charles following the publication of 'Chillies and Roses' – a publication highlighting the good practice of involving ethnic minorities in community growing projects. The RCMA Community Allotment is featured in this book!

A wide variety of outreach events, organised by both the Allotment Outreach Worker and Community Food Co-ordinator, were also held at the RCMA Community Allotment during the last year and have helped promote the breadth of RCMA activities. The events were organised for the local residents of Riverside, Grangetown and Butetown. Alongside garden and wildlife activities, food preparation and enjoyment have been emphasised.

Many events have followed the journey of food from plot to plate illustrating the relationship between food production and consumption. The health benefits of each part of the process have been highlighted, such as the increased physical activity of gardening, the social benefits of working together as a community and the nutritional value of eating the freshest produce available. Volunteers have left with full bellies and broad smiles.

We were also involved in a series of events promoting the use of **Clare Gardens** in South Riverside. Clare Gardens is a small community park with a reputation for hosting heavy drinking, dog fouling and other anti-social behaviours. Our series of events, arranged in conjunction with other community groups in Riverside, succeeded in beginning to change people's perceptions of the space and encourage a move towards community activity in the park.



Elin Jones chats to our Allotment Project manager on site.

RCMA'S COMMUNITY FOOD PROJECTS

The level of engagement with identified groups and individuals in the community has been high, and the positive response and level of involvement indicated that we were meeting people's needs and interests. At the same time our shop-front office space in the heart of the community continued to be a real asset in terms of developing better contacts and profile within the community, and we established strong links with local agencies such as Riverside Communities First, with whom we collaborated on a number of projects

Riverside Food Co-op.

Several cooking and tasting activities were organised in collaboration with the Riverside Food Co-op, which has turned out to be an excellent point of contact with the many (more than one hundred) low income families which attend each week.

RCMA produced regular recipe sheets for the Co-op. These were put in the relevant bags i.e. Minestrone Soup recipe for Vegetable bags, Banana Oat Bread recipe for Fruit bags.

In March and April 2010 we supported a promotional campaign by Co-op volunteers to increase the customer base. Twenty-six new customers were recruited leading to record orders.



Local food coop members with fruit they grew themselves with support from RCMA

Work with schools

Several local primary schools consulted with us about delivering food growing and healthy eating projects. Some already have raised beds or growing spaces and have visited the Community Allotment to get a feel for what they want to do and to introduce children to the idea of growing food – having a lot of fun at the same time! Other schools are in the early stages of growing and have also used the Community Allotment as a resource and a demonstration project.

In addition, we worked on specific food-related outings with schools including:

- **Farm & Countryside Education (FACE) work:** We contacted and visited several farms in the area to assess their suitability for receiving visits from local schoolchildren. We gathered together information for the FACE organization about the farms around Cardiff for future work they may do with local schools.
- **Kitchener Primary School Food Project:** We worked with Organic Centre Wales to deliver a school meal project at Kitchener Primary School in Riverside, and to teach children about where food comes from, and to source a meal locally to be held at the school for all pupils. We worked closely with the Cardiff Council School Catering staff to arrange the day, and the school staff were more than happy to participate in the project.



Young gardeners at the RCMA Allotment

Taffside Food and Health Network

This Network, which was first set up by our Community Food Coordinator in 2008, continued to deliver a range of activities of relevance and interest to the local community.

Examples of activities organised in the past year are;

- A **local walk** was planned in collaboration with 'Walking the Way to Health' with the aim of setting up a regular walk with local residents.
- A **Healthy Cake Baking** Session was held at the local youth centre for residents and workers in Riverside, and a Healthy Lunch Session for Asian Women from the Extend class held at South Riverside Community Development Centre. Cakes were made using fruit and vegetables, with reduced amount of sugar and/ or fat. The session included demonstrations and interactive cooking for the participants.



Local men learn how to make a good cake!

- Two **Healthy Lunch** sessions were held with the Extend Class of the South Riverside Development Centre. The aim was to hold an informal lunch session. A group of women were given a budget to prepare and bring in a dish from their local community, As the group is quite large and has women from two different regions, it was decided that on one week the food would be from the Bengali women and the second week would be from the Gujarati women.
- A **'Be Healthy in Riverside'** event was held at the Riverside Warehouse youth center. Activities included a Juice Bike, Cooking Demonstration, Snack Art and Fat/Salt/Sugar Games. More than fifty people attended and enjoyed the event. The event led to a cooking session with members of the Inroads drugs advice and support project, which is located in the local area.
- **Food Inc. – film showing:** In February 2010, RCMA and Chapter Arts Centre collaborated to screen Food Inc. RCMA hosted the evening which included a pre-film exhibition of local community gardens and food growing projects and a post film debate on the future of the food system The screening was a sell out and the debate attracted still more participants.
- **'My Lovely Lunchbox':** In April 2010 a 'My Lovely Lunchbox' session was held in collaboration with the Riverside Play Centre. Children made healthy additions for packed lunches including Hummus, Pitta Crisps and Fruit Kebabs. The children also filled in activity sheets that were taken home after the event. The sheets included recipes for the dishes prepared.

RCMA MARKET GARDEN

RCMA's latest enterprise activity is the RCMA Market Garden project - a small-scale intensive horticultural operation that will supply both institutional customers and farmers' markets in South East Wales. At the same time the project will deliver training and employment in small scale sustainable food production, and a range of outreach and educational opportunities in healthy living and sustainability for school children and young people. The project is located on five acres of land located about eight miles outside of Cardiff. A feasibility study was previously completed with funding from the Welsh Assembly which concluded that the Market Garden will be sustainable as a social enterprise, provided produce is sold directly to customers via, for example, local farmers markets, box schemes or a Mobile Farm Shop. Some produce may also supply the local food co-op to make fresh food available to low-income families living in Riverside.



First ploughing on the RCMA Market Garden field at Coed Hills

3. RCMA ACHIEVEMENTS TO DATE

OUTREACH AND EDUCATION ACTIVITIES

RCMA is a small organisation, but an innovative one, which has continued to contribute to the development of a sustainable local food chain and at the same time make a significant contribution to Wales' stated aim, to become a 'one planet Nation' which can serve as an example of food sustainability to other parts of the UK and Europe.

An important part of RCMA's ethos and aim has been to improve knowledge about, and access to, a fresh healthy diet and reduce the level of 'food poverty' in the South Riverside and adjacent areas of Cardiff. The level of attendance at RCMA's events and activities has been consistently high and expanding during 2009/10 so that more people learned about the benefits of buying local and had the confidence to do this.

We feel that by increasing our profile in the community and by making personal contact with potential customers and supporters we will maintain our viability in the face of intense marketing and price competition from large food retailers. We remain confident that Farmers markets offer one important thing that supermarkets can never deliver: personal contact and trust, combined with excellent quality and environmental and social credentials, in a world where such considerations are becoming ever more important.

CONTRIBUTION TO WELSH FOOD POLICY DEVELOPMENT

RCMA has been involved with local food policy development in Wales at various levels during 2009/10. We were represented on the Welsh Assembly's S.E. Wales Agrifood Partnership Forum; the Welsh Assembly Quality of Food Task and Finish Group; the Cardiff Food and Health Strategy Group; and the Food Standard Agency's Advisory Committee on Community Engagement. We gave numerous presentations and talks on our experience of developing and leading a small but successful local food social enterprise, and provided advice and consultancy to a number of local food projects and new farmers' markets. We also gave regular presentations about food security issues and 'localising food chains' to schools and environmental groups across Wales.



Local housing society residents learn about patio veg growing

SUSTAINABILITY

We have contributed to the sustainability of Wales by reducing the food miles traveled by local products from producer to consumer; by minimising unnecessary packaging of local food products; by ensuring the viability of small scale producers who are using sustainable methods in Wales; and because many of our customers walk or travel by bike to our markets.

Our van is run partly on biofuel made by a local company from recycled cooking oil. At our Community Allotment people learned how to grow their own food, thus contributing to a relocalised sustainable food chain. Our newly launched Market Garden project will provide economic, social and environmental benefits by contributing to food security and a reduced food footprint in South Wales.

EQUALITY OF ACCESS

An important issue for us has been our desire to see more local residents shopping at our farmers' markets (especially in Riverside) - rather than just people coming in from the more affluent parts of Cardiff - although we see their spending as part of the regeneration of the local community, especially for the local traders. We would not be happy to be part of creating a 'two-tier' food system.

Even though there is a perception that fresh locally grown or organic food must always be expensive, the reality is that many of our stallholders' prices are competitive with supermarkets, Our biggest challenge has remained to change the food buying culture of the UK - where food purchasing tends to be the first area where people think of economising - and promote the idea that everyone has the right to a fresh, delicious, locally produced, environmentally friendly and healthy diet.



You can't start growing food too young!

PARTNERSHIPS

In 2009/10 RCMA continues to collaborate with a number of organisations and agencies working towards community and local food objectives. These include the Food Standards Agency Wales, Health Promotion Wales, Friends of the Earth, Farmer's Markets in Wales, Cardiff University Department of City and Regional Planning, Organic Centre Wales, Minority and Ethnic Women's Network (MEWN Cymru) and South Riverside Community Development Centre. The past year has seen a lot of work being undertaken by RCMA's outreach staff in partnership with other organisations and groups. This has enabled them to reach a wider audience and to share resources and knowledge. Partner groups have included:

- South Riverside Communities First Team
- Cardiff Community Nutrition and Dietetic Team
- South Grangetown Communities First Action Group
- Cardiff Walking for Health
- Black Voluntary Sector Wales
- Rural Regeneration Unit
- Taff Housing Association
- Farm and Countryside Education (FACE)
- Welsh Assembly Government (WAG)
- Displaced People in Action (DPIA)
- Federation of City Farms and Community Gardens (FCFCG)
- Transition Towns Cardiff
- Food Standards Agency Wales

Particularly strong links have been developed between the RCMA Community Allotment Garden and the following groups:

- SOVA – drop in centre for young asylum seekers in Butetown.
- DPIA run a youth group for asylum seekers in Grangetown.
- Headway and Youth Offending Team – who have got involved in training projects at the Community Garden

In summary, we feel that RCMA has continued to be a role model for setting up and running a financially successful community based social enterprise which can meet social, environmental and economic goals needs in local communities in a dynamic way, while delivering a programme of food and health linked activities which interest and engage people and promote sustainable living.

4. RCMA OPERATIONS

THE RCMA MANAGEMENT COMMITTEE (2009/10)

RCMA Social Enterprise Limited is a Company Limited by Guarantee set up in 2003 to manage RCMA's income-generating activities such as the weekly running of the Riverside and Roath Markets, the Community Food Coordinator programme and the Community Allotment. As a local community group, the Riverside Community Market Association has ultimate control over the activities of the social enterprise through a permanent presence on the Board of Directors and at the Annual General Meeting.

As a social enterprise, we consider our stallholders - of which there are more than seventy in total - to be our partners.

People who represent a wide range of stakeholders and interested groups take the remaining places on the management committee, or are interested local residents. Our five-year business plan is created in consultation with them and at annual 'away-days', which serve as team building and visioning exercises. We undertake annual surveys at our markets to elicit the views of customers and to devise how to better meet their needs.

Officers: Steve Garrett (Chair); Peter Brooks, (Treasurer);

Mally Hann (Secretary); Richard Berry (Director); Eva Trier (Director); Simon Michaels (Director).

Committee members: Marc Adams; Liz Court; Alun Davies; Philip MacKenzie; Mustafa Megrabi; Poppy Nicol; Dhires Singh; Dafydd Trystan; Gwilym Owen; Alan Fordham (stallholder representative)

The RCMA Management Committee met quarterly to discuss on-going strategy and policy development. The Officers, who were also Directors of the Limited Company met on a needs basis to deal with more general and operational matters.

We have fostered a co-operative approach to working with stallholders, consulting them at RCMA's annual meetings, and where possible taking on board their concerns and ideas. We also hold regular open meetings with stallholders for them to discuss a range of issues – to address and respond to their concerns and at the same time to clarify RCMA's aims and operation as a not-for profit social enterprise. Ultimately, of course, we take decisions which we believe to be in the best interests of our markets, and of the organisation, as a whole.

Over the last financial year, it has become increasingly clear that the structure of the Riverside Community Market Association retaining ultimate control over the activities of the social enterprise has reached its limits. In order to avoid confusion and to enable a clearer and more accountable management of all RCMA activities, the intention in the future is to more clearly separate out the income-generating and 'charitable' strands of RCMA activity, with the Limited Company responsible for the former, and a new structure – possibly a charitable incorporated company – running the latter

However during 2009/10 the Chair and Treasurer of RCMA remained as directors of the Limited Company. Both the Company and the Association were therefore steered by a Committee made up of people in the local community as well as a stallholder representative from the Riverside Real Food Market. The aim was to ensure an open and accountable structure, which would enable RCMA to remain responsive to the needs of the community. (See organization diagram: Appendix 1)



Stalls at the Roath Real Food Market

PROMOTION AND MARKETING

RCMA has managed to achieve a relatively high profile for its markets and projects, in spite of having a very limited publicity budget. We have used many effective but low-cost methods of promotion, including the RCMA website, new colour flyers, posters, press releases, media stories, advertising in local media.

As a result we have achieved the following:

- countless press and media articles over the past year in the local and national media;
- one of six projects chosen in 2009 to appear in a Welsh Assembly video promoting low-carbon lifestyles;
- cited as part of Cardiff's successful bid to become an official Healthy City in 2010;
- promoted by the Welsh Tourist Board as one of Cardiff's key attractions;
- Former First Minister Rhodri Morgan, one of our most regular customers, has accepted our invitation to become the official Patron of RCMA;
- Riverside Market and our Community Allotment Garden project were featured in a BBC One (Wales) programme called "Green Wales – What's The Point";
- set up a farmers' market next to the Cardiff International Food Drink Festival,

RCMA also won some prestigious awards during 2009/10 including:

- Finalist in the 2009 BBC Radio 4 Food and Farming Awards (the only organisation to have been shortlisted for this prestigious award three times!);
- 2009, Wales True Taste Gold award;
- RCMA chair Steve Garrett was included in the first the first Sustain Wales 'Green List' of environmental activists in 2009, and in early 2010
- currently listed the top farmers' market out of 'more that 800 markets' across the UK.

STAFFING

Two Directors of RCMA continued to be engaged during 2009/10 on a contractual basis to deliver management and finance control services to the limited company. The Farmers' Markets remained the prime income generators for RCMA as a social enterprise, and further funding/additional income was sought and brought in as needed to manage and deliver RCMA's outreach and education projects.

The **Community Allotment Project Manager** post continued to be funded by Environment Wales. However, this funding was on a tapering basis. The three-year funding previously awarded by the Tudor Trust, enabled RCMA to re-instate a part-time outreach worker for the community garden and to continue with the **Community Food Coordinator** posts.

Market Set-Up Crew

During this year we continued to have a reliable team of set-up crew members, with Suzanne Olson continuing in the role of Market Operations Manager. This involves the running of the crews and the organising of the stalls at the Riverside Market and Roath Markets. In addition Suzanne continued to take more responsibility for equipment maintenance and liaison with stallholders. New members of the set-up crews received on-the-job training and were made aware of healthy safety issues and company policies and received staff contracts.

TREASURER'S REPORT

Farmers' Markets

The recessionary trend, which had begun to take hold during the previous year, became firmly established during 2009/10. Nationwide, the credit restrictions imposed by the major financial institutions created a decline in individuals' and families' confidence in their own outlook. Our farmers' markets were not exempt from this belt-tightening process. Anecdotal evidence – from stallholders and staff – indicated a decline in both footfall and average spend.

Our revenues slipped in line with this process. Stall rentals at Riverside and Roath farmers markets dropped by about ten per cent in comparison with the previous year, in spite of a brief turnaround during the last quarter. We are erring on the cautious side in all our budgeting from the next year, but feel some room for optimism that we will perform better than those budgets would suggest.

We reacted to this situation by spending some of our reserves on new canopies which are much faster and easier to put up, and by reducing the number of set-up crew members at our Roath market by one. We also continued to develop our marketing programme, in order to increase footfall and sales.

Notwithstanding the broader economic backdrop, our finances for the year were robust and we continued to weather this downturn by means of judicious cost-cutting where necessary, by continuing to raise the profile of the markets, and by looking for opportunities to open new markets where a viable opportunity was identified.

Allotment & Outreach Projects

2009/10 was also a challenging but fruitful year for our community-based projects, which have to rely on grant-aid for their survival. The funding raised was slightly under budget, but we were able to respond to this by tailoring our expenditure accordingly, and were able to retain both our key part-time project management workers. As is shown in the preceding reports, thanks to prudent management, the level or quality of the activities delivered did not suffer at all from these financial restrictions. Long-term fundraising for our programme of outreach and educational activities continues to be a high priority.



Stall at Riverside 'mini-agricultural show'

Market Garden Project

In its first full year of benefit from the start-up grant awarded by The Waterloo Foundation, the Riverside Market Garden embarked on period of intense planning and development. Aided by RCMA Social Enterprise's three managing directors, our appointed horticultural consultant set about devising a workable programme of planting and fertility-generating activity. Meanwhile, essential issues of planning, lease, constitutional structure, power and water were being addressed in the background.

A professional horticulturalist was appointed in March 2009 ready for an April start. Since then all the above key issues have been resolved and his work quickly began to show results on our five acres. During the coming year, the Market Garden plans to sell produce to individual customers through Farmers' Markets and a 'veg box' scheme, and on a wholesale level to restaurants and shops.

The Market Garden's business plan makes it clear that the enterprise will need to be subsidised for two to three years as it moves towards full sustainability. A high level of interest has been shown in the project to date by both statutory and voluntary sector agencies, and by several charitable trusts. The Market Garden will enter the 2010/11 financial year with grant-aid confirmed from a number of different sources. We will also be setting up the Market Garden as an independently registered Industrial and Provident Society, and will begin to actively promote the sale of shares to individuals and organizations.

ACCOUNTS:

**RCMA SOCIAL ENTERPRISE LIMITED
(A COMPANY LIMITED BY GUARANTEE)**

**PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2010**

	Notes	Year Ended 31.3.10 £	Period 6.4.08 to 31.3.09 £
TURNOVER		92,289	89,423
Cost of sales		<u>31,498</u>	<u>37,357</u>
GROSS PROFIT		60,791	52,066
Administrative expenses		<u>109,210</u>	<u>86,095</u>
		(48,419)	(34,029)
Other operating income		<u>53,857</u>	<u>37,707</u>
OPERATING PROFIT	3	5,438	3,678
Interest receivable and similar income		<u>21</u>	<u>261</u>
		5,459	3,939
Interest payable and similar charges		<u>767</u>	<u>636</u>
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION		4,692	3,303
Tax on profit on ordinary activities	4	<u>605</u>	<u>730</u>
PROFIT FOR THE FINANCIAL YEAR AFTER TAXATION		<u>4,087</u>	<u>2,573</u>

The notes form part of these financial statements

RCMA SOCIAL ENTERPRISE LIMITED
(A COMPANY LIMITED BY GUARANTEE)

BALANCE SHEET
31 MARCH 2010

	Notes	31/3/10 £	£	31/3/09 £	£
FIXED ASSETS					
Tangible assets	5		19,953		22,916
CURRENT ASSETS					
Debtors	6	707		1,928	
Cash at bank and in hand		26,993		30,118	
		<u>27,700</u>		<u>32,046</u>	
CREDITORS					
Amounts falling due within one year	7	26,059		34,668	
NET CURRENT ASSETS/(LIABILITIES)			<u>1,641</u>		<u>(2,622)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			21,624		20,294
CREDITORS					
Amounts falling due after more than one year	8		(5,669)		(9,028)
PROVISIONS FOR LIABILITIES	11		<u>(2,961)</u>		<u>(2,359)</u>
NET ASSETS			<u>12,994</u>		<u>8,907</u>
RESERVES					
Profit and loss account	12		<u>12,994</u>		<u>8,907</u>
			<u>12,994</u>		<u>8,907</u>

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2010.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2010 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- (a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its profit or loss for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The notes form part of these financial statements

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continued...

Notes:

The company performed slightly above the levels achieved in 2009, with turnover from markets and management services up from £89,423 to £92,289 this year.

Other income, principally grants for the allotment outreach and market garden projects, rose from £37,707 to £53,587. Net profit was £4087, up from £2,573. We incurred a tax liability of £4.41.

5. RCMA PLANS FOR THE FUTURE

Against the backdrop of an economy which is contracting and likely to continue this way into the foreseeable future, we will adhere to our principles of sound management and prudent financial control – in particular looking for ways to reduce our overhead costs and to increase sales from individual stalls and levels of stall rentals. We also recognise the need to underpin current activity with continuous growth, and will be looking for opportunities to open new farmers markets where it is felt that the supply and demand equation makes it a feasible proposition. To some extent we are limited by the level of supply of fresh local produce, and this is partly why we have launched our Market Garden project.

RCMA's Market Garden project will take further steps to becoming a viable food-producing social enterprise with a strong educational component which will operate as an independent cooperative linked to RCMA which aims to become financially self-supporting within five years. Funding to support this development process will be sought from the Welsh Assembly under its Supply Chain Efficiencies scheme.

As an organisation, we have reached a point where a new staffing structure will be needed to ensure the efficient coordination and delivery of RCMA's expanding areas of activity, and each project will have to contribute fully to the core costs necessary to maintain this structure. In achieving this, we will be guided by the notion of 'full overhead cost-recovery' for all existing, and any new, activities.

We hope to do more work providing support and advice to other people who want to set up their own local food initiatives and to create sustainable enterprises.

We're very keen to play a part in Cardiff being a 'Healthy City' and plan to make links with the rugby and football stadiums to promote healthy eating to sports fans and players and to look at how we could make local food more available to them. We're aiming to better establish ourselves as an attraction for tourists coming to Cardiff to help them appreciate the benefits of enjoying the best environmentally-friendly food that Wales has to offer. We plan to do everything we can to contradict the idea that access to fresh, local food is limited only to the relatively affluent.

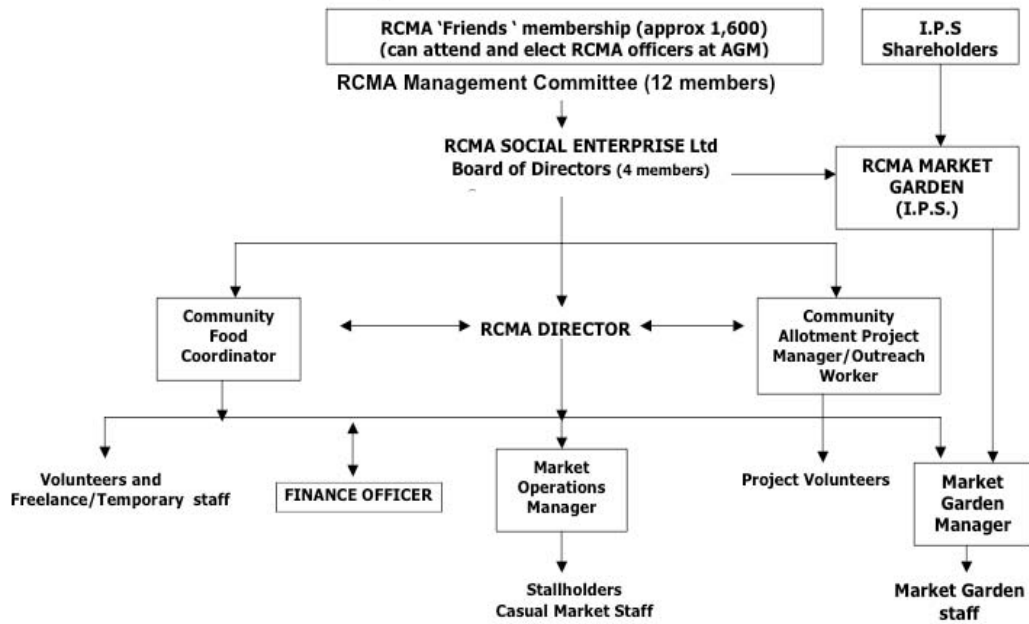
If Wales is to deliver on its aim to be a 'One Planet Wales' and a healthy country, then healthy food, and information on how to prepare and eat it (and even how to grow it) should be available to everyone. RCMA intends to make a significant contribution to this optimistic scenario.



Aerial view of Riverside Market showing the edge of the Millennium Stadium

APPENDIX 1: RCMA ORGANISATIONAL CHART: 2009 – 2010

RCMA Social Enterprise Ltd. Organisational Structure



RCMA Social Enterprise Ltd
 22 Ninian Park Road, Riverside, Cardiff, CF11 6JA Tel: 029 20 19 00 36 Mobile 0781 4770450
 Email: mail@riversidemarket.org.uk Web: www.riversidemarket.org.uk

APPENDIX 2: THE RCMA MARKET GARDEN - UPDATE

Early 2009 to March 2010 saw a period of intense planning and grass-roots activity. The following actions were taken (some are ongoing):

1. A 10-year lease was taken out on a 5-acre plot of land (with an option on another 5 acres) at Coed Hills in St. Hilary, Vale of Glamorgan.
2. Soil tests were carried out, including one full-spectrum analysis, and the indications for fertility were broadly favourable. A groundwater survey also pointed to the possibility of a borehole to supply water.
3. The land was ploughed, harrowed and sown with grazing rye, to aid fertility and drainage.
4. A temporary Horticultural Advisor was appointed and in addition to carrying out a site survey has produced a cropping plan for the coming year.
5. A draft layout plan for the development of the site has been created, along with an aerial view.
6. A planning application for the erection of polytunnels and a temporary building for storage / shelter was lodged; a decision was expected by early May.
7. Cardiff Council awarded a capital grant to the project. This will be used towards the purchase of one of the above structures, tools and implements, and the creation of a hardstanding area and a tree shelterbelt on the land.
8. RCMA were accepted as partners in the Future Jobs Fund project. Two horticultural workers will start work on site in April, paid for by FJF for a period of 6 months.
9. A Horticultural Manager was recruited for an April start.
10. A number of funding bodies, both public and private, were approached with a view to gaining their ongoing support for the project.
11. Rules for the IPS were agreed; the Society was legally constituted.
12. We drew up a prospectus for a share issue. We planned to launch this in April, with a first-stage target of £10,000. A second-stage launch in June is hoped to bring in a further £20,000 over the ensuing months. The proceeds will be dedicated to the purchase of capital equipment only. We have more than 2,000 registered 'friends of RCMA' and are confident that there will be a positive response to this initiative.



First seedlings planted out

We have developed proposals for support from several European Funding streams managed by the Welsh Assembly Government under their Rural Development Plan, and submitted funding applications to selected Charitable Trusts whose areas of interest and criteria match the aims and objectives of the Market Garden.

We also received advice on the planning and development of this project from a number of Welsh Assembly Government funded initiatives such as: Menter a Busnes; Flexible Support for Business; and Business in Focus.

The Business Plan for the RCMA Market Garden indicates that it will become financially self-supporting as a horticultural enterprise within four years. The trading activities of the Market Garden will provide a sustainable income stream which will underpin all other educational activities which will be encompassed by the Outreach/Education component of the proposal.

The site will produce a wide range of organic vegetables, with a focus on higher value crops such as salads, and some fruit. Some of this produce will be processed into soups, sauces or other products in order to add value to the primary produce. The polytunnels will also allow us to grow Asian vegetables to meet the needs of Cardiff's diverse communities. Most of the produce from the project will be sold at farmers' markets or as 'veg boxes' direct to local consumers, and some higher value salads will also be sold to local restaurants. We also plan to make links with some of the rapidly increasing number of local food cooperatives which are emerging in some of the poorest communities in South Wales, and to be part of a move to encouraging them to source more of their produce locally. Overall a key aim is to try and ensure that fresh local produce is available to all members of the community, and not just seen as the prerogative of a small number of well-heeled 'foodies' who have the inclination to attend farmers markets.

Linked to the growing activities, we will also offer training and care placements, with educational visits for schools and colleges, and fun days out for community supporters. The social enterprise will initially employ one full time and two part time growers plus educational/training staff, and will collaborate with other local food producers on marketing and delivery.

With a proposed Market Garden Project Outreach Manager Post, RCMA will significantly extend and develop the outreach work that we have delivered successfully over the last ten years with our Community Food Coordinator and Community Garden projects in Riverside. We also envisage, in the area of the Market Garden, a number of supplementary activities designed to dramatically raise local awareness-levels in the realm of healthy eating and sustainable food production.