

**JAMIE'S  
FARM**

# Strategic Plan

2026–2028





# The Context

**Children and young people are facing significant challenges. Rising exclusion rates, declining attendance, and worsening mental wellbeing are especially stark for those navigating complex lives. Schools are under growing pressure, and many education professionals feel unsupported in meeting these needs.**

Many of the root causes behind these struggles in education are mirrored in the difficulties facing mainstream farming. Both the education system and industrial agriculture often prioritise short-term, narrowly focused outcomes such as exam results or immediate profits over approaches that build long-term resilience. As a result, neither system is well equipped to cultivate futures that can truly flourish, whether in terms of crop yields, livestock health, climate resilience, or children's social development, sense of agency, and capacity to contribute to their communities in a fast-changing world.



Compounding these challenges is an increasing societal reliance on quick fixes, from ultra-processed foods to addictive digital platforms. These not only deplete us but also draw us away from what nourishes our humanity: connection to nature and to where our food comes from; a hard job well done; shared experiences with friends; and the feeling of being seen, valued, and part of something larger.

Against this backdrop, the need for Jamie's Farm has never been greater. Our therapeutic programmes support young people to thrive. Our work shows that futures can be transformed, and we are committed to sharing what we have learned with others who share this ambition.

# The Strategic Plan

**Building on our progress since 2023, this Strategic Plan sets out our direction for the next three years and reflects the voices of our staff, partners and young people. While our mission remains unchanged - to cultivate lasting change, empowering young people to thrive - our approach is evolving.**

Externally, we will deepen our impact by strengthening the quality and legacy of our core residential offer and supporting school partners to embed our relational approach back in the classroom. We will grow our reach so that more young people who need us most can access our work - through careful expansion of residential capacity and new ways for young people and school staff to engage with our programme through day visits, and CPD placements and programmes.

To make this possible we will invest in the foundations that support our mission: a secure, diverse and sustainable funding model; a thriving, inclusive team culture; embedding environmental values and regenerative practices across our farming and programmes; and sector-leading evidence and learning. Together, these six strategic pillars will help us increase the depth and breadth of our impact and remain a trusted, values-led organisation shaping a society where all are able to thrive.

# Our Vision

All young people are empowered to thrive emotionally, socially and academically, both now and in their future.

# Our Mission

To cultivate lasting change, empowering young people to thrive.

# Our Values

We are **passionate, professional, positive, collaborative** and **generous** in all that we do.

## Our strategic pillars

Our six strategic pillars drive our ambition to deepen impact and build a resilient, responsive organisation - empowering more young people facing challenging lives to thrive now and into the future.

## What we'll do for young people living challenging lives

1



### Deepen our Impact

Focus on ensuring the highest quality and most transformative experience for every young person.

2



### Grow our Reach

Expand access to our work for the young people who need us most and apply our expertise to drive positive change within the education sector.

## How we'll enable this

3



### Strengthen Financial Sustainability

Ensure a secure, diverse and sustainable funding model that supports both long-term growth and operational resilience.

4



### Invest in People & Culture

Enable a thriving and inclusive team geared for sustained excellence and underpinned by trust and authenticity.

5



### Embed Environmental Values & Practices

Embed environmental values and regenerative practices in our farming, core programme and broader operations.

6



### Strengthen Evidence & Learning

Develop sector-leading evidence of impact and use it to share, celebrate and improve our practice.

# 1. Deepen our Impact



**Focus on ensuring the highest quality and most transformative experience for every young person.**

## Why this, why now?

Young people today are facing increasing challenges. With declining wellbeing, persistent absence rates and cuts in community and state services, it is more vital than ever to engage with them effectively, both during their time on the farm and as they return to their own settings. By equipping our partner organisations to adopt and embed our approach, we can help young people continue to thrive long after their farm experience and contribute to stronger, more supportive school communities.

## Where we want to be

We want to be responsive to the changing needs of young people whilst embedding our approach in a growing number of partner organisations. Our aim is lasting impact - not just for those who visit the farm, but for the wider communities they return to.

## Where we are now

Our impact data shows meaningful improvements in outcomes for young people. We have seen increasing appetite from our partners for deeper collaboration beyond the farm visit.



## We intend to get there by...

### Excellence in programme delivery

We will deliver a consistently excellent core residential programme using evidence and data to refine practice and maximise impact. We will strengthen the wrap-around offer, including follow up, to deliver a clear and coherent package that extends its impact well beyond the residential.

### Enhancing learning and development

We will ensure the highest quality training and development for our delivery staff through improved induction, a structured CPD programme, and ongoing sharing of best practice. Alongside this, we'll ensure the organisation has a shared articulation of our methodology.

### Deepening partnerships

We'll work intensively with selected existing partner schools through our new **Flagship Schools Programme**, and through our collaboration with The Ernest Cook Trust's **OWL Nest School Partnerships**, combining CPD placements with tailored whole school training, to empower schools and educators to embed relational practice.

# 2. Grow our Reach



**Expand access to our work for the young people who need us most and apply our expertise to drive and scale positive change within the education sector.**

## Why this, why now?

Many young people would hugely benefit from our programme but can't access Jamie's Farm due to geography or cost. We must expand and adapt our offer to reach more of those most in need, through both residential and non-residential models, and by striving to influence practice within the sector.

## Where we are now

We've successfully launched new farms, built strong partnerships, and maintained a full calendar of programmes across our sites. Our day visit programmes at Skipton and Waterloo have proved a success, but we need more evidence to understand if this is an area we should scale. Within the education sector, our model of relational practice is highly regarded, and we are building our credibility as learning providers in the education space.

## Where we want to be

We will be operating across six residential farms, each with a strong network of partner organisations. This will allow us to support over 2,500 young people every year through our residential programme. We will have a robust evidence base to understand the potential impact of day visits. We will be harnessing our credibility within the sector to influence practice, increasing our reach beyond those young people we work with directly.



## We intend to get there by...

### Expanding residential provision

We'll launch our Lower Shockerwick Farm and develop our Skipton Farm into a residential site. Alongside this, we'll grow our network of school partners in key regions of need to ensure these new sites are fully utilised.

### Exploring day visit potential

We'll trial and evaluate day visits at existing farms and launch a new day visit site in Brixton, replacing our successful Waterloo farm. We'll build a robust evidence base to assess the impact of day visits to complement our residential offer.

## Influencing the sector

As well as increasing our visibility and credibility in the education sector, we will expand our immersive CPD placements for educators to 90 per year by 2028. We will pilot a co-designed professional development programme for pastoral school staff: 'Power Up Pastoral'. These initiatives allow us to share our model of relational practice more widely within the education sector.

# 3. Strengthen Financial Sustainability



**Ensuring a secure, diverse and sustainable funding model that supports both long-term growth and operational resilience.**

## Why this, why now?

To continue offering transformative experiences to young people, we need a financial model that is resilient and robust. As demand increases, we must establish a diverse and sustainable range of funding sources to ensure that our growth continues on firm foundations.

## Where we are now

We have made good progress in diversifying income and strengthening financial systems. Our farms are moving closer to breakeven, and the fundraising team is geared for growth - but we now need to build on this foundation to meet future needs and ensure specific risk is kept to a minimum.

## Where we want to be

We want to be financially resilient, with a healthy balance of earned and fundraised income, strong internal systems, and robust financial planning. Our farms should operate sustainably, and our fundraising should be led with a balanced approach of excellent relationship management and continuous active prospecting.



## We intend to get there by...

### Laying strong foundations for farm expansion

We'll ensure new farms operate at full capacity by maintaining strong relationships with existing partners and forming new school partnerships in areas of high need, such as the West Midlands and North of England. To support this, we'll maximise earned income from house lets to help farms reach breakeven.

### Broadening and deepening fundraised income

We'll grow our supporter base by securing new relationships across key funding segments. Bolstered communications will help Jamie's Farm to become more findable and fundable through consistent optimisation of our digital communications, powerful storytelling and new marketing strategies.

### Embedding robust financial practice

We'll maintain strong financial guardrails through efficient systems and policies, including a reserves policy to limit risk and ensure responsible stewardship of resources.

# 4. Invest in People & Culture



**Enable a thriving and inclusive team geared for sustained excellence, and underpinned by trust and authenticity.**

## Why this, why now?

Our people are central to everything we do. As Jamie's Farm grows, we must continue nurturing a culture where every individual feels valued, focused on how they best contribute to our mission, and supported to thrive. A strong, inclusive team culture will help us deliver lasting impact with integrity.

## Where we are now

We've built a strong, values-led culture with committed teams and positive relationships across the organisation. As we grow, we need to ensure this culture is sustained and extended, ensuring every team member is empowered and driven to have the greatest impact.

## Where we want to be

We want Jamie's Farm to remain a place where all people feel proud to work - with a culture that grows alongside the organisation. Our teams should feel supported by strong leadership and robust, consistent, and inclusive systems, with opportunities to contribute meaningfully to strategic priorities.



## We intend to get there by...

### Fostering a culture of purpose, belonging and reflection

We'll deepen our culture of feedback, connection and inclusion through consistent inductions, meaningful staff engagement, and a focus on diversity in recruitment. We'll recognise and reinforce what makes Jamie's Farm a great place to work and ensure every team member feels part of our shared mission.

### Embedding clear structures and supportive systems

We'll strengthen organisational clarity by embedding a shared framework for prioritisation and accountability, supported by robust operational planning and a new HR system. We'll also invest in leadership development to ensure our managers are equipped to lead through relationship and rigour.

# 5. Embed Environmental Values & Practices



**Embed environmental values and regenerative practices in our farming, core programme and broader operations.**

## Why this, why now?

As custodians of land and livestock we have a responsibility to care for the land, modelling sustainable practices whilst simultaneously producing high-quality livestock. Embedding environmental values and regenerative practices across our operations helps us protect our landscapes, deepen young people's connection to nature, and demonstrate integrity in how we grow, live and work.

## Where we are now

We've started embedding regenerative farming principles and taken steps to improve our resilience to more extreme weather conditions. There's growing interest in our environmental approach, but we now need a clearer, more consistent plan to guide our farming and operational decisions across all sites.

## Where we want to be

We want our farms to be living examples of environmental responsibility and successful farming – places where regenerative agriculture, the highest standards of animal welfare, low-carbon operations, and meaningful connection to nature are central to our work and visible to all. Our commitment to regenerative farming is not only a model of responsible stewardship, but an invitation for young people to connect with nature and food in a way that feels hopeful and empowering.



## We intend to get there by...

### Embedding regenerative farming practices

We'll develop a clear agricultural transition plan to embed regenerative principles across all sites, supporting environmental stewardship and generating income through producing high quality, sustainable and profitable livestock.

### Investing in sustainable, beautiful and accessible farms

We'll reduce our dependency on volatile energy prices by prioritising cost saving, high impact renewable upgrades. We'll continue to maintain and improve our farm estates to provide safe, welcoming spaces for our visiting young people.

### Nurturing connection to farm and environment

We'll deepen the connection between our farms and the food we grow, increasing self-sufficiency and immersing young people from all backgrounds in regenerative agriculture and the natural world.

# 6. Strengthen Evidence & Learning



**Develop sector-leading evidence of impact and use it to share, celebrate and improve our practice.**

## Why this, why now?

Embedding a learning culture in which we make effective use of data, evidence and insight will help us focus our energy where it has the greatest impact, and ensure our work remains relevant, responsive and rooted in lived experience.

## Where we are now

We have strong foundations in quantitative impact measurement, underpinned by a recently revised Theory of Change. Our growing pool of data is helping us develop a richer understanding of our impact. We are working to improve qualitative insight and data return to allow more nuanced insights into our impact.



## Where we want to be

We aim to be sector-leader in values-driven impact evaluation, combining robust quantitative methods like control groups with richer qualitative insight. High-quality data return will enable us to ask sharper questions, make evidence-led decisions, and ensure our programmes deliver the greatest impact.

## We intend to get there by...

### Being at the fore of robust, innovative data collection and analysis

We will increase the quality and quantity of impact data, and the rigour with which it is evaluated, including the use of control groups. We will trial innovative qualitative evaluation methods which are accessible, youth-centred and representative of diverse experiences.

### Embedding insight-driven decision-making

We will rigorously evaluate pilot projects, including our work on day visits and deeper school partnerships. We will make more systematic use of internal and external data and insight to inform decision-making throughout the organisation.

### Growing youth voice

We will add greater weight to the voice of young people by developing inclusive and scalable systems for capturing meaningful programme feedback from the young people we work with whilst developing the role our Youth Champions play within organisational decision-making.





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