



# **Bournemouth 2026 Trust**

Company registration number: 08107118

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## **Business Plan June 2015 – 2018**

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# 1. Introduction

Bournemouth 2026 Trust is a Community Development Trust and Land Trust which is registered as a not for profit private company limited by guarantee and is registered with the Charity Commission.

## Background

Bournemouth 2026 Trust evolved from the town's Local Strategic Partnership known as the Bournemouth 2026 Partnership. The Trust is built on the success of the partnership as a consultative organisation, with good governance and effective performance management of partnership projects resulting in improvements of the lives of local people and benefiting the environmental, social and economic well-being of the town.

The Trust was established as an independent organisation in 2012 with 7 subscribers from the former Bournemouth 2026 Shadow Board who formed the initial board of Directors subsequently becoming Trustees. It was agreed that the Trust should be built on the firm foundations and good reputation of the partnership but use the advantage of being an independent organisation with freedom of action to maximise its benefit to the community of Bournemouth.

## 2. Strategic Plan

***The vision for Bournemouth 2026 Trust is for a sustainable Bournemouth which has thriving, inclusive communities in which all groups have a voice***

The mission is to make a lasting and worthwhile difference to the overall quality of life in Bournemouth by

- promoting and updating the community vision
- supporting partnership working
- generating or raising funds to invest in projects which benefit the most vulnerable and deprived and those not achieving their full potential

In order to reach and support those most vulnerable and deprived or not achieving their full potential, the Trust will focus on the priority areas:

West Howe  
Boscombe  
Services for Young People

The Trust will also explore other geographical areas of Bournemouth where there appears to be inequality.

In delivering the vision and mission, the Trust seeks to meet the following principles:

- Reduce inequality
- Focus on prevention and early intervention
- Be sustainable and work within the principles of the Earth Charter
- Ensure the community is able to influence decisions

## **COMMUNITY DEVELOPMENT TRUST**

The Trust does not aspire to be a direct deliverer of services, but to enable effective service delivery by acting strategically, supporting partnership working and leveraging in resources. Where possible the Trust will commission projects, consultancy and buildings management to the organisations best able to achieve the objectives.

The Trust aims to support the achievement of its vision by leveraging in funding to support work in the priority areas, engaging the community and building capacity, developing and supporting partnership working and commissioning strategic assessments of challenging issues or areas.

## **COMMUNITY LAND TRUST**

The Trust aims to develop sustainable, affordable housing for sale on a shared ownership basis to enable local people to be able to get on the housing ladder and as a vehicle for community regeneration. The Trust will explore all possible avenues to help provide a solution to address housing needs in partnership with the local authority and other partners.

The Trust aims to take ownership of community assets as and when the opportunity arises and where it is demonstrated that trust ownership is in the best interests of the asset, the community and the Trust.

The Trust will use available assets in furtherance of the charitable objectives as well as to generate income for further investment in priority areas.

## **3. Approach**

Bournemouth 2026 Trust will use its position of trust, freedom to act independently and take a holistic and ethical approach to take on the concerns of the community and constructively challenge all who have a role to play in seeking effective solutions. The Trust seeks to enable and actively support organisations and communities to work together in partnership to bring about change.

The Trust will achieve its priorities by identifying key issues affecting the community using consultation and research and aims to unlock the potential of our members to deliver better, more efficient and sustainable solutions by:

- Consulting and engaging with public, private, voluntary sector organisations and the wider community
- Challenging performance, prevailing attitudes and approaches of organisations, the media and communities '*Being an agent of change*'
- Acting as a conduit for communication and engagement between the organisations that can affect change and encourage a effective, partnership approach towards working together

- Enabling the combined capabilities of members to be delivered more effectively and sustainably through brokering the development of strategic or operational partnerships
- Encouraging innovative solutions
- Being enterprising and open to opportunity so that the Trust is self-sustaining and generates surpluses
- Being an influential body at strategic level within Bournemouth and surrounding areas
- Focusing on the long term future for Bournemouth
- Creating the conditions to enable others to deliver better outcomes
- Providing a unique source of knowledge about interconnection of issues, services and organisations
- Conduit for communication with local organisations from all sectors and encourage a cohesive, partnership approach towards working together
- Using the community land trust role to maximise the benefits from land and assets in Bournemouth to benefit the community and meet the aims, vision and priorities.

Success will be dependent on developing offers which add value to our members' own activities whilst also helping to fulfil the strategic objectives of Bournemouth 2026 Trust.

## 4. Values

The core values of the Trust are based on the public life standards and members are expected to operate within these values.

### **Selflessness**

Acting solely in terms of public benefit

### **Integrity**

Acting ethically, independently and with integrity

### **Objectivity**

Making choices based on merit

### **Accountability**

Accountable for our decisions and submit to appropriate scrutiny

### **Openness**

To be as open as possible about all of the decisions and actions of the Trust

### **Honesty**

Being truthful

### **Leadership**

Promoting and supporting these principles by leadership and example

## 5. Outcome Priorities

Bournemouth 2026 Trust will adopt a comprehensive approach to improving the lives of people in Bournemouth therefore the trust will be involved in a wide range of activities of economic, social and environmental benefit, ranging from the development and restoration of property to advice and training.

The Trust is an evidence led organisation; the approach is to obtain a thorough understanding of issues before planning, delivering or supporting projects.

The Trust inherited 4 key priorities established by the Bournemouth 2026 partnership identified through consultation carried out on the Sustainable Community Strategy review and prioritisation exercises. In 2015 the activities of the Trust have been reviewed and the priorities have been revised in consultation with members and stakeholders.

**The Trust remains committed to this approach and the outcome priorities listed below:**

1. Regeneration of Boscombe
2. Regeneration of West Howe
3. Services for Young People

The Trust also aims to explore other geographical areas of Bournemouth where there may be greater inequality

**The Trust will ensure that all activities will be:**

1. Sustainable and operate within the principles of the Earth Charter
2. Enable the community to influence decisions
3. Reducing inequality
4. Focused on prevention and early intervention
5. Professional by promoting pride, inspiration and excellence in our work and in others.
6. Actioned through teamwork by developing enduring partnerships that maximise talent, build capacity and are self-supporting.
7. Promoting Innovation by maximising opportunities and entrepreneurial activity, improving outcomes for all.

## Regeneration of Boscombe

Boscombe West continues to have high levels of deprivation. The gap between the most deprived part of Bournemouth and its surrounding areas has been widening but targeted actions by the Boscombe Regeneration Partnership has made progress in some areas. The heart of the ward - Boscombe Central – continues to be the most deprived area in the South West. The population has increased by 30% and the number of dwellings have increased by a similar amount since the Bournemouth 2026 Strategic Assessment was undertaken in 2011.

Due to these issues, Bournemouth 2026 has focussed more of its efforts in Boscombe.

### Current projects:

- Maintenance and ongoing use of a refurbished Creative Industries Hub at Gladstone Mews providing sustainable uses beyond the life of the European funding originally invested
- Supporting the Boscombe Commitment 2015 – 2018
- Working towards the production of a Community Economic Plan for Boscombe
- Further £35,000 allocated to support regeneration projects in Boscombe

### Planned projects:

- Looking for opportunities to provide more affordable family housing
- Supporting the development of a Neighbourhood Plan for Boscombe

### Completed projects:

- £35,000 allocated and spent on projects to tackle priorities agreed by the regeneration partnership
- Enterprising Bournemouth ERDF project to provide enterprise support – targeted residents of Boscombe and West Howe – Bournemouth 2026 Trust support levered in additional funding which led to real outcomes in helping people into self-employment or employment
- Refurbishment of the Old Schoolhouse as a Creative Industries Hub. Bournemouth 2026 Trust support levered in additional funding
- Development of 11 affordable, low energy family homes at Gladstone Mews completed in 2014 (with added value of inclusion of latest fire suppression systems, allotments and community orchard) through a £1.5 million investment. All homes sold on a shared ownership lease.

## Regeneration of West Howe

There are a wide range of issues and poor outcomes for West Howe residents in comparison to wider Bournemouth which have roots in low levels of social and health literacy skills.

Many residents are trapped in a poor income cycle.

Whilst there are many reports of a strong sense of community within West Howe there are indications of the need for developing further community cohesion and social capital.

Indicated overcrowding combined with a shortage of communal built space and residents perceptions of (poor) access to open space suggest the need to review the built and natural landscapes and in particular the interaction between the two. Under the auspices of the West Howe Regeneration Partnership in 2015 the Design Council undertook extensive and detailed mapping of the built environment involving residents and this is to form the basis of a plan to improve the area.

### **Current projects:**

- Support WHRP to implement the strategy outlined in response to the Design Council report

### **Completed projects:**

- £35,000 allocated to the Regeneration Partnership for projects in West Howe for spending on agreed projects.
- Developed a business case for funding a new Football Pavilion on Fernheath Playing Fields

### **Planned projects:**

- Review progress towards addressing issues identified in West Howe Strategic Assessment
- Further £35,000 allocated to the Regeneration Partnership for projects
- Support the re-provision of the Football Pavilion at Fernheath Playing Fields
- Identify a site for the provision of affordable housing in West Howe



## **Be sustainable and operate within the principles of the Earth Charter**

### **Current Projects**

- Supporting Bournemouth & Poole Sustainable Food City Partnership which is working towards Bournemouth & Poole becoming a Sustainable Food City
- Continue to support Sustain, the Earth Charter and Fair Trade Bournemouth

### **Completed projects:**

- Worked towards a Fairtrade town
- Developed housing at Gladstone Mews to sustainability code level 4 with solar panels, high levels of insulation, highly efficient boilers, orchard and allotments.
- Established the governance of the Sustain partnership – successfully merging the former Environment Forum and Earth Charter Leadership Group -2012.
- Facilitated discussion by Bournemouth 2026 members at Information & Networking event.
- Provided funding to Sustain for allocation to projects which support the Earth Charter

### **Planned projects:**

- Provide further funding to Sustain for allocation to projects which support the Earth Charter
- Continue to support the work of the Sustainable Food City Partnership

## **Ensure the community is able to influence decisions/reduce inequality**

### **Current projects:**

- Hold regular information and networking events which include opportunities for consultation on issues that affect the lives of residents.
- Trust Board provides representation on the Local Development Framework panel
- Governance of both the West Howe and Boscombe Regeneration Partnerships includes strong engagement with community stakeholders enabling the community to shape delivery
- Widen and increase Bournemouth 2026 Trust membership scheme engaging young people, individuals and organisations to be members

### **Completed projects:**

- A Strategic Leadership Group is established to join up strategic thinking between all sectors. One of its key purposes is to ensure that the Community and Voluntary Sector have an influence on public sector strategic direction.

### **Proposed projects:**

- Continue to support and develop the Strategic Leadership Group
- Run a workshop for the Strategic Leadership Group on the measures and effects of inequality in Bournemouth with a view to developing a strategy
- Undertake a partnership project with Bournemouth University to identify 'the Spirit Level' of Bournemouth

- |   |
|---|
| <ul style="list-style-type: none"><li>➤ Develop the membership of Bournemouth 2026 Trust, in particular to expand individual membership</li></ul> |
|---|

## **Development Opportunities**

Any future development options will need to be assessed in more detail against the following criteria:

- Strategic fit against the priority areas
- Evidence of need from research and community engagement
- Non-competition with existing providers
- Within Trust capability and objects
- Assessment of resource implications
- Potential contribution & surpluses
- Ease of implementation
- Level of risk

A project and risk management approach will always be taken.

The areas of development that will be considered are:

### **To promote and support economic activity the trust will explore possibilities to:**

- Enable the development and management of enterprise workspace for small and medium sized businesses
- Provide opportunities to develop creative industry in Boscombe

### **To improve the local environment the trust will explore possibilities to:**

- Protect or conserve the environment
- Improve and develop derelict land and buildings
- Regenerate and manage public open space
- Commission review of community assets to maximise community benefits

### **To improve local services and amenities the trust will explore possibilities to:**

- Enable community centres and community offices
- Promote local heritage
- Develop affordable housing
- Support community development
- Build capacity in others

## 6. Operational Priorities

### To be a financially sound organisation

- To achieve financial stability.
- To generate surpluses to enable the trust to have sufficient resources to work towards the priorities and achieve the vision for Bournemouth.
- Maintain financial records to facilitate sound financial control.
- Publish financial information in an appropriate form on a regular basis to facilitate transparency for stakeholders.
- Ensure regular audit of the Trust's accounts and specific audits for complex new arrangements as needed to ensure adequate financial control and risk management.
- Always use ethical and charitable banking arrangements.

### To be a well governed, accountable, transparent organisation:

- Operate within the requirements of charity and company law and working towards the objects.
- Memberships of best practice organisations including National CLT Network and Locality, and actively learn from research and peer experience.
- To grow and sustain trust and confidence of communities by being open and transparent.
- Continue to grow the membership scheme.
- Hold Annual General Meetings with opportunities for trustees to be elected by members of the Trust.
- Develop opportunities and structural arrangements to enable trading and social enterprise.
- Meeting the requirement of a recognised quality scheme, such as PQASSO.

## 7. Impact of Bournemouth 2026 Trust

As Bournemouth 2026 aims to be a well governed, transparent organisation in common with other organisations we aspire to measure the impact of the organisation. The Trust exists to make an impact so it is vital to determine what impact it will have and then measure it against its ambitions and aspirations.

The Trust aims to make the following impacts:

- Additional funding levered into Bournemouth – at least £5 million by 2020
- Increase volunteering and employment opportunities for young people
- The regeneration of Boscombe and West Howe measured by reduced inequality, increased opportunity and satisfaction, reduced crime, improved housing
- The provision of more affordable housing for local people.

## 8. Objectives for August 2015 onwards

2015/16

| Objective   | Responsibility                   | Timescale         | Contribution to priorities                            | Contribution to Charitable objects |
|---|----------------------------------|-------------------|---|------------------------------------|
| <b>Community Land Trust</b>   |                                  |                   |   |                                    |
| Gladstone Mews Development – maintain & develop residents committee   | CLT Subcommittee                 | Ongoing           | Regeneration of Boscombe                              | 1. (b)                             |
| Consider and develop options to take over the running of the Creative Industries Hub (Old School House) in Boscombe   | CLT Subcommittee<br>CI Sub group | May to March      | Regeneration of Boscombe                              | 1. (a)                             |
| Undertake a strategic assessment of community assets in the priority areas of Bournemouth and develop a list of those the Trust would aspire to acquire for development | CLT Subcommittee                 | By end March 2016 | Regeneration of Boscombe<br>Regeneration of West Howe | 1. (a) & (b)                       |
| Identify further sites for sustainable, affordable housing development in priority areas  | CLT Subcommittee                 | By end March 2016 | Regeneration of Boscombe<br>Regeneration of West Howe | 1. (b)                             |
| <b>Community Development Trust</b>  |                                  |                   |   |                                    |
| Continue to support the Bournemouth Strategic Leadership Group  | Chair/Development Manager        | Ongoing           | Ensure the community is able to influence decisions   | All                                |
| Undertake a ‘Spirit level’ of Bournemouth in partnership with Bournemouth University  | Trust Board                      | August - March    | Reduce inequality                                     | 2.                                 |
| Develop a strategy to reduce inequality in Bournemouth  | Trust Board/SLF                  |                   | Reduce inequality                                     | 2.                                 |

| <b>Objective</b>   | <b>Responsibility</b>                        | <b>Timescale</b>     | <b>Contribution to priorities</b>                            | <b>Contribution to Charitable objects</b> |
|--|--|----------------------|--|---|
| Deliver 4 information days during 2015/16  |  | By end March 2016    | Ensure the community is able to influence decisions          | All                                       |
| Allocate funding to support regeneration of Boscombe & West Howe, performance managed by the Regeneration Partnerships | Development Manager                          |                      | Regeneration of Boscombe & West Howe                         | 1.  |
| Work with the community and Bournemouth Borough Council to develop a Community Economic Plan for Boscombe              | Development Manager                          | By end January 2016  | Regeneration of Boscombe                                     | 1.  |
| <b>Governance</b>  |  |                      |  |   |
| To review and update the membership scheme   | Trust Board                                  | By November 2015     | To be a well governed, accountable, transparent organisation | All                                       |
| To work towards 500 member organisations and individuals   | Development Manager/Business Support Manager | By end March 2018    | To be a well governed, accountable, transparent organisation | All                                       |
| Hold AGM and conference with increased attendance  | Development Manager/Business Support Manager |                      | To be a well governed, accountable, transparent organisation | All                                       |
| To ensure the Trust is appropriately staffed   | Trust Board                                  | By end December 2015 | To be a well governed, accountable, transparent organisation | All                                       |
| To review the performance of the Trust Board   | Trust Board                                  | By end March 2016    | To be a well governed, accountable, transparent organisation | All                                       |

**2016/17**

| <b>Objective</b>  | <b>Responsibility</b>                 | <b>Timescale</b>          | <b>Contribution to priorities</b>                     | <b>Contribution to Charitable objects</b> |
|---|---------------------------------------|---------------------------|---|---|
| <b>Community Land Trust</b>   |                                       |                           |   |   |
| To continue to develop and maintain Gladstone Mews communal areas   | CLT Subcommittee, Development Manager | Ongoing                   | Regeneration of Boscombe                              | 1. (b)                                    |
| To develop and sustain residents association for Gladstone Mews   | CLT Subcommittee, Development Manager | August 2016               | Regeneration of Boscombe                              | 1. (b)                                    |
| To take ownership of the Creative Industries Hub and use to develop income stream for the Trust                         | CLT Subcommittee Development Manager  | June 2016                 | Regeneration of Boscombe                              | 1. (a)                                    |
| Identify further assets for development   | CLT Subcommittee Development Manager  | Ongoing                   | Regeneration of Boscombe<br>Regeneration of West Howe | 1. (a) & (b)                              |
| Progress the development of identified sites for affordable housing   | CLT Subcommittee Development Manager  | As sites become available | Regeneration of Boscombe<br>Regeneration of West Howe | 1. (b)                                    |
| <b>Community Development Trust</b>  |                                       |                           |   |   |
| Allocate funding for projects to support services for young people with appropriate performance management arrangements | Trust Board Development Manager       | Ongoing                   | Services for young people                             | 1. (a) & 2.                               |
| Support Strategic Leadership Group to keep Sustainable Community Strategy under review                                  | Trust Board, Development Manager      | By end March 2016         | All   | 2.  |

|  |   |                   |  |         |
|--|---|-------------------|--|---------|
| Deliver 4 information days                                 | Development Manager, Business Support Manager | By end March 2016 | Ensure the community is able to influence decisions          | 1. & 2. |
| <b>Governance</b>  |   |                   |  |         |
| To work towards 500 member organisations and individuals   | Development Manager, Business Support Manager | By end March 2018 | To be a well governed, accountable, transparent organisation | All     |
| Meet the requirements of a recognised quality scheme       | Trust Board                                   | By end 2016       | To be a well governed, accountable, transparent organisation | All     |
| To continue to develop good practice and governance        | Trust Board                                   | Ongoing           | To be a well governed, accountable, transparent organisation | All     |
| To keep up to date with developments in Charity governance | Development Manager/Trust Board               | Ongoing           | To be a well governed, accountable, transparent organisation | All     |

## 2017/18

| Objective   | Responsibility   | Timescale | Contribution to priorities | Contribution to Charitable objects |
|---|------------------|-----------|----------------------------|------------------------------------|
| Projects  |                  |           |                            |                                    |
| <b>Community Land Trust</b>                       |                  |           |                            |                                    |
| Maintain common areas at Gladstone Mews           | CLT Subcommittee | Ongoing   | Regeneration of Boscombe   | 1. (b) & (c)                       |
| Monitor and review use of Creative Industries Hub | CLT Subcommittee | As agreed | Regeneration of Boscombe   | 1. (a)                             |

|  |                                 |                   |  |                   |
|--|---------------------------------|-------------------|--|-------------------|
| Develop identified new projects  | CLT Subcommittee                | Ongoing           | Regeneration of Boscombe<br>Regeneration of West Howe        | 1. (a), (b) & (c) |
| <b>Community Development Trust</b>   |                                 |                   |  |                   |
| Review performance of Boscombe Regeneration partnership and funded projects      | Development Manager/Trust Board | By end 2018       | Regeneration of Boscombe                                     | 1. (a), (b) & (c) |
| Review performance of West Howe Regeneration partnership and funded projects     | Development Manager/Trust Board | By end 2018       | Regeneration of West Howe                                    | 1. (a), (b) & (c) |
| Review performance of Services for Young People strategy and projects            | Development manager/Trust Board | By end March 2016 | Services for young people                                    | 1. (a) & 2.       |
| <b>Governance</b>  |                                 |                   |  |                   |
| Achieve membership exceeding 500 contributing a minimum of £30,000 to core costs | All                             | By end March 2018 | To be a well governed, accountable, transparent organisation | All               |
| Review board performance   | Development Manager/Trust Board | By end March 2018 | To be a well governed, accountable, transparent organisation | All               |
| Review vision and priorities   | Development Manager/Trust Board | By end March 2018 | To be a well governed, accountable, transparent organisation | All               |
| Develop business plan for future years   | DC/Trust Board                  | By end March 2018 | To be a well governed, accountable, transparent organisation | All               |
|  |                                 |                   |  |                   |



## 9. Financial Plan

The Trust aims to be financially healthy & fit for purpose. It will use collaboration; trading and generation of surpluses from activities to become sustainable. Primarily this will be from surpluses on CLT developments, the membership scheme and sponsorship. Charitable funding will be sought for specific projects. Where possible Trust resources will be used to lever in funding in order to meet the ambitious financial targets set elsewhere in this plan.

The Bournemouth 2026 budget and financial position for 2015/16 to 2017/18 is contained in a separate document which contains commercially sensitive information.

### Financial arrangements

Bournemouth 2026 Trust operates with robust financial policies and procedures to ensure that the resources available to the organisation are used in accordance with its charitable objects and minimises the risk of fraud or misuse of funds. Any transaction must be authorised by two individual trustees and only the Trustee Board can sanction the opening of bank accounts or amend the signatories to an account. The signatories to the bank account are designated as the Chair, Vice Chair, Treasurer and Company Secretary. The Chair, Treasurer and Company Secretary are responsible for preparing the annual budget for approval by the Board, and a financial report of charity income and expenditure will be provided to every Trustee Board meeting. Procedures for the payment of invoices are set out in the procedures which can be obtained from the web site at the following address:

<http://www.bournemouth2026.org.uk/bournemouth-2026-trust-policies-and-procedures>

The financial procedures are reviewed and updated at least annually.

### Income Generation Opportunities

The Community Land Trust activities will provide the largest opportunities for income generation for the Trust. In order to maximise the community benefit and potential surpluses, the Trust will commission an evaluation of the opportunities that community assets can provide. Initially these evaluations will focus on the priority areas of Boscombe and West Howe but over time the Trust may explore opportunities across the whole of Bournemouth and in surrounding areas.

Below are other opportunities which may be explored:

| Activity (Menu of services)                     | Comments   | Action                             |
|---|--|------------------------------------|
| Community Energy Project                        |  | Feasibility study                  |
| Managing community buildings                    |  | Assess opportunities as they arise |
| Sponsorship/Brand association – web advertising | Brand is a major asset but is this a crowded market already? | Feasibility study                  |

|                                 |   |                                      |
|---------------------------------|---|--------------------------------------|
| Social Enterprise estate agency |   | Feasibility study                    |
| Employ fundraiser/bid writer    | A challenge to cover the cost   | Explore experience of other agencies |
| Crowdfunding                    | Needs to relate to a project that the wider community would want to support | Feasibility study                    |

## 10. Risk Management

The Trust operates a proactive risk management approach and risk management will be reassessed at each board meeting.

The matrix below illustrates the key risks to the Trust identified and suggested actions to mitigate the impact.

It is also important to note that separate assessments will be required for each new project or Community Land Trust activity.

The risk assessment is reviewed in detail annually.

The key strategic risks for the board to manage are:

- Financial Sustainability
- Governance
- Human Resources

| Key Risk                      | Mitigation   | Residual Risks  |
|-------------------------------|--|---|
| <b>Finance Sustainability</b> | <p>Financial Policy &amp; Procedures in place for effective financial management</p> <p>Financial Plan in place</p> <p>Treasurer appointed</p> <p>Accountant appointed</p> <p>Trading arm will be established if required</p> <p>Community Land Trust function relies on sites for development which are hard to secure. Development projects are high risk.</p> | <p>There is always a risk of fraud but this is minimised by appropriate mitigation and good governance</p> <p>Funding levels from April 2016 may be insufficient for core running costs</p> <p>There will be a financial sustainability risk for all small third sector organisations such as the Trust</p> |

| <b>Key Risk</b>        | <b>Mitigation</b>  | <b>Residual Risks</b>   |
|------------------------|--|---|
|                        | Continued marketing of the membership scheme   |   |
| <b>Governance</b>      | Work towards achieving PQCASSO standards<br>Succession planning for key Trust board positions<br>Diverse and skilled board in place<br>Annual skills & diversity audit<br>Wide supporting membership | It is always a challenge to recruit and retain a skilled and diverse board of trustees  |
| <b>Human Resources</b> | Trust has a good working relationship with Bournemouth Borough Council<br>Trust has a skilled and diverse trustee board.   | Trust staffing is very lean and external support for additional projects is commissioned as and when required. Therefore there remains a residual risk that there will be inadequate human resources to deliver on key projects |

## **11. Overview of the Environment and Circumstances in which the Trust operates**

Continuing public sector spending cuts and austerity measures create a difficult trading environment for any organisation, although largely the recession is ended and the economy is growing. Bournemouth 2026 Trust aims to use its unique position to help partners in all sectors to achieve better use of their budgets in delivering high quality services by supporting the ongoing development of the Strategic Leadership Group and providing Information & Networking events for members.

The skills and reputation of Bournemouth 2026 are well known and appreciated by the partners and the Trust continues to make good progress in the transition from a funded organisation that has offered free services to partners to an organisation that must charge a market rate and manage their operations to provide an income that will make it sustainable going forward.

## 12. Governance

Bournemouth 2026 Trust was registered as a company limited by guarantee on 15<sup>th</sup> June 2012 and received charitable status on 9<sup>th</sup> November 2012.

The Trust is a non-profit distributing organisation meaning that profits cannot be distributed to members, but must be used for the further benefit of the local community. The membership of the trust is drawn from those with an interest in Bournemouth; members may be both individuals and organisations or just organisations.

**Development trusts** are a type of partnership organisation that offers benefits to the local community and has advantages for many public bodies, non-profit agencies and funders. There is no one model for such trusts but they do have common characteristics of being concerned with the regeneration of an area, not for public gain, aiming for long term sustainability, and community based and accountable.

**Community Land Trusts** provide long term solutions to meet a variety of needs. The legal definition is set out in Section 79 of the Housing and Regeneration Act 2008. The wording in Section 79 is as follows: A corporate body which:

- is established for the express purpose of furthering the social, economic and environmental interests of a local community by acquiring and managing land and other assets in order
- to provide a benefit to the local community;
- to ensure that the assets are not sold or developed except in a manner which the trust's members think benefits the local community.
- is established under arrangements which are expressly designed to ensure that:
- any profits from its activities will be used to benefit the local community (otherwise than by being paid directly to members);
- individuals who live or work in the specified area have the opportunity to become members of the trust (whether or not others can also become members);
- the members of a trust control it.

### **The trustees are:**

Pam Donnellan – Chair

Blair Crawford – Vice Chair

Keith Lancing - Treasurer

Martin Hancock

Martin Broad

Angela Pooley

Adnan Chaudry

Caron Khan

Andrew Glatter

Viv Aird – Third Sector representative

Councillor Jane Kelly – Bournemouth Council appointee

To ensure independence, a maximum of 3 Bournemouth Borough Council elected members or officers can be trustees.

The board is the policy-making body, and is unpaid; paid staff will be employed to carry out the day-to-day operations of the trust.

## **The objects of the Trust are:**

1. The promotion for the benefit of the public of urban or rural regeneration in areas of social and economic deprivation and in particular in Bournemouth & surrounding areas by all or any of the following means:
  - a) The creation of training and employment opportunities by the provision of workspace, buildings, and/or land for use on favourable terms:
  - b) The provision of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authorities or other bodies of a statutory duty to provide or improve housing:
  - c) The protection or conservation of the environment and the prudent use of resources
2. To develop the capacity and skills of the members of the socially and economically disadvantaged community of Bournemouth and surrounding area in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society
3. Such charitable purposes for the public benefit as are exclusively charitable according to the laws of England and Wales as the trustees may from time to time determine.”

They are also reflected in the Trust’s Priorities, Values and Strategic Objectives. They will also be reflected in the Concordat partnership agreement with Bournemouth Borough Council and in any other agreements with organisations.

Further details of the Trust can be found on its website [www.bournemouth2026.org.uk](http://www.bournemouth2026.org.uk)

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