



**STRATEGIC PLAN  
2008 – 2012**

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*Adult Learners Week2007  
Award Giving Evening*



## 1. SUMMARY OF PLAN

This plan builds on the decade of achievements that High Trees CDT is celebrating this year. We have undertaken a Performance Management Review of our last Strategic Plan with staff, the Board of Trustees and users of the centre. This informed our priorities for the next four years to the Olympics. We plan to:

### **Build in what we do best.....**

Adult Learning Services – expand to deliver learning in Children Centres, other community venues and diversify the training we offer into vocational training course

Family and Children Support Work – continue to deliver our work with vulnerable families, and expand our work with young people through commissions

Employment advice and guidance – continue to deliver progression routes support for all our learners, and develop partnership working with other agencies.

### **Develop new areas of provision.....**

Youth training and personal development – working in partnership with Lambeth College and the Princes Trust, St Martins Community Centre, and local youth projects

Homework clubs and parent classes – for young people at our centre and also at Children's Centres in Lambeth, explore working with other specialist projects to deliver Saturday sessions also.

Social Enterprise, business support and development – rationalizing the usage of our assets and making Burnell House Cyber Cycle Centre available for local SME's (Small and Medium Enterprises) and local community groups as an office hub.

### **Become sustainable.....**

Acquire new assets which we can manage and market to increase revenue income

Refurbish the basement at the Learning Centre, and turn Burnell House into an incubator hub for small, medium and social enterprises

Develop and promote our Cyber-Cycle Centre as a social enterprise to fix local peoples IT problems and turn donated computers into affordable computers for local people

## 2. INTRODUCTION

### **Vision**

A community where people are healthy and happy, feel safe, value each other and where everyone, from the youngest to the oldest, is engaged in creating a bright present and future

### **Mission statement**

To enable all residents of St Martin's neighbourhood to reach their full potential, to enhance enjoyment and quality of life for those who live, work and visit the area

### **Core Values**

To value the contribution of all citizens in the St Martin's neighbourhood

To make our services accessible to the whole community

To be transparent and communicate our activities regularly to the neighbourhood

To be accountable to all our stakeholders

To ensure that we deliver quality and value for money

To embrace the diversity of the local community, acknowledging that Lambeth is the most diverse community in the world

### **Guiding Principles**

Using a community development approach

Working in partnership

Mobilizing resources that we already have

Striving for self sufficiency

### 3. ORGANISATION'S BACKGROUND

#### **History**

High Trees Community Development Trust was established in May 1998, and was registered as a Charity in February 2000, when it was given the asset of St Martins Library Centre by Metropolitan Housing Partnership, Presentation and South London Family Housing Association. The library has now become an adult learning centre running courses in key skills, ESOL, IT and personal development, and an internet space. We have also acquired the basement in Burnell House as our Cyber-cycle Centre which also has a computer suite.

In recent years we have expanded our reach beyond the estate, and secured our status with Lambeth Council as a Preferred Provider of Adult Learning Services and as the Lead for the Children's Fund Being Healthy Projects, and more recently have been awarded the contract to deliver adult learning provision in 15 Children Centres in South Lambeth for the next three years. We have also been working in partnership with St Martins Community Partnership, Lambeth College, Clapham Park Project and Stockwell Resource Centre. More recently we have developed partnership projects with Sainsbury's, Stockwell Partnership, Job Centre Plus, Clapham Park Homes, and the Princes Trust.

#### **Governance**

High Trees Community Development Trust is governed by a Board of Trustees who meet regularly to oversee the strategic direction of the Trust and monitor progress. We have a complement of six full time and four part time staff and three tutors. We have the Centre team, Children and Families Team and Learning Team, all of whom are managed by the Director.

## **STAFF TEAM**

Director – Razia Shariff

### **Centre Team**

Office and Finance Manager – Feleke Andargie

Employment, Advice and Support Manager – Kathy Bertrand-Grell

Centre Coordinator – Tara Harvey

Cyber-cycle Centre Administrator – Stephen Kearney

Domestic Assistant – Myrtle Marshall

### **Children and Family’s Team**

Project Manager – Rebecca Knowles

Family Support Manager – Felix Morgan

Case Worker – Daphnie Simms

Peer Mentoring – Wayne Skillern

### **Learning Team**

Learning Manager – Ken Ashmen

IT and Personnel Development Trainer – Margaret Jarrett

IT Practitioners Tutor - Jim Maddox

Literacy Tutor - Jan Phillips

### **Board**

Chair - Sandra Ferguson

Vice Chair – Dudley Hillier

Treasurer – Terry Curtis

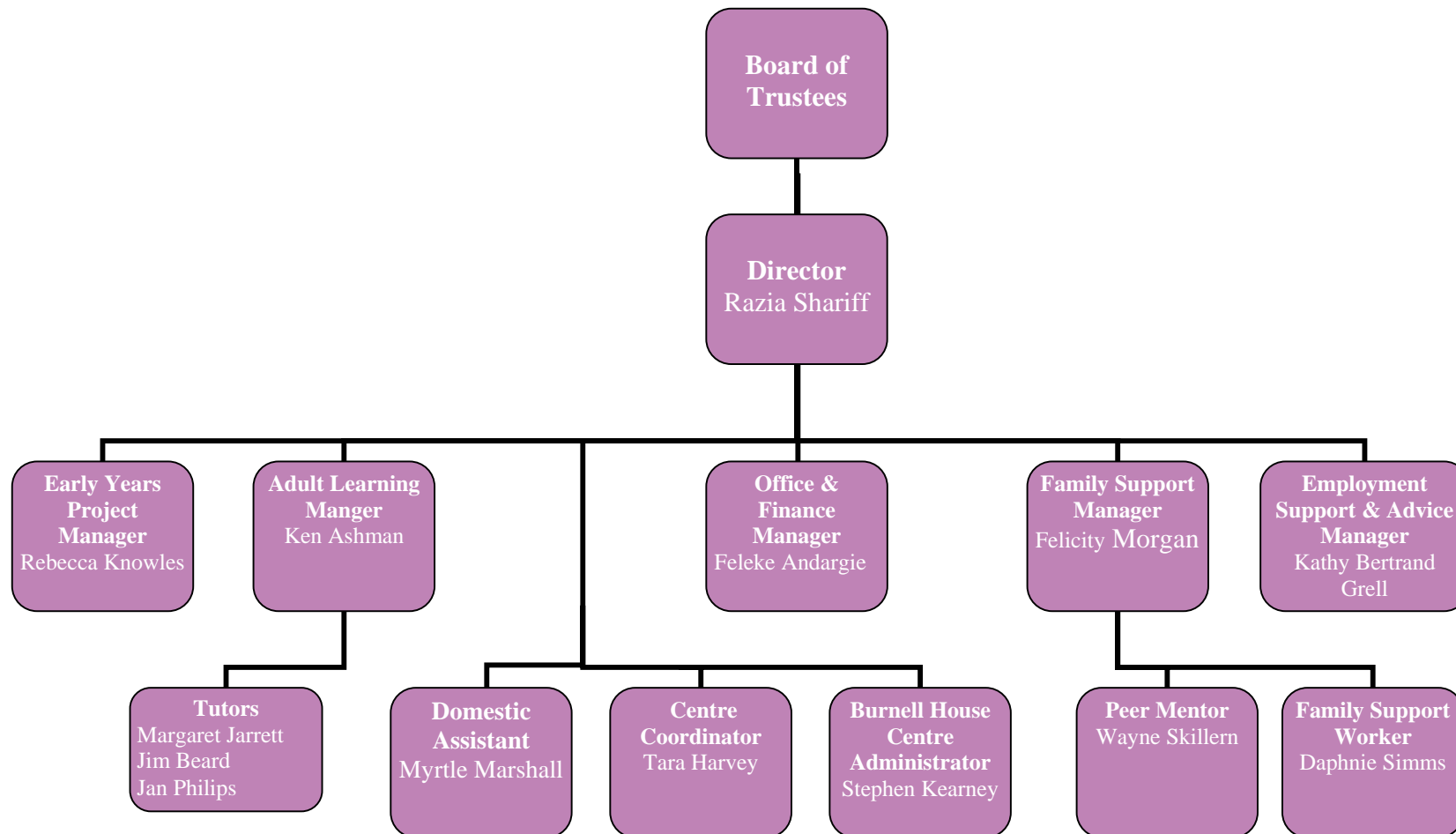
Secretary – David Gardiner

Trustee - Cllr Marcia Cameron

Trustee – Nina Morris

Trustee - Sina Taiwo

Shadow Trustee – Dheeren Ray-Sarkar



## Performance Management Review

We undertook a review of the last Strategic Plan 2005-2008 with staff and trustees. It was acknowledged that the number one challenge to delivering on the last Strategic Plan was the limitations of and access to resources. The outcomes were as follows:

### Objective 1 ID unmet community needs and work with community to address needs

#### I. Map existing provision

- *completed*

#### II. Survey local needs

- *community researchers trained and survey completed in September 2006, 74 respondents*

#### III. Community conference

- *not held as Director left and interim Director appointed*

#### IV. Plan to address needs

- *needs identified included after school classes, vocational courses, coffee mornings with speakers, activities for young people*

#### V. Community champions to develop locally based needs analysis

- *two community champions now employed by High Trees*

### Objective 2 Provide services to support learning and cohesion

#### I. Break down barriers to learning

- *started but could be more proactive if extra resources had been available. Activities include Bail hostel and in local schools and with silver surfers and through our Family support work.*

*II. Active participation in networks*

- Director attends networks and fora's, staff have also started to attend, jointly awarded facilitators of Lambeth Employment and Training Providers Network (LETPN) with Stockwell Resource Centre and South Bank Employers Group*

*III. Give advice and guidance*

- very successful even though this is not directly project funded. Provided through our Employment Support and Advice Manager.*

*IV. Increase community development, and community engagement and access via extend opening hours, time bank, signage, reach all parts of community, wider distribution of publicity*

- centre was opened on Saturday mornings for a year, but not used enough to justify this, time bank was not explored, big sign was put up, newsletter distributed quarterly across the estate. Youth radio project funding and youth newsletter funding has been secured.*

**Objective 3    Develop and harness the skills of those in the community with high quality education and training**

*I. Develop staff as trainers*

- two staff now tutors and undertaking professional development training. All tutors attend regular training and professional development training.*

*II. Provide open access to IT facilities*

- internet access available with allocated times for primary and secondary school children after school, and all day internet access for adults*

*III. ID education and training needs*

- partly met, through new courses and course delivery off site e.g. Bail hostel, local school, shelternet and Clapham Park. Have also set up new courses in*

*Develop Your Potential and Entry Level Maths. Will be introducing ESOL with driving theory and citizenship, and childcare early 2008.*

IV. Develop training partnerships

- *this partly met through Pre Volunteering Programme training partnership with Clapham Park and Community Consultants and Researchers training with LVAC as part of Lambeth First.*

V. Provide education and training to standards

- *we are monitored regularly by Adult Learning Services and have demonstrated good retention and achievement rates at a good standard. We have been awarded Preferred Provider status by Adult Services.*

VI. Marketing to partners and users

- *mainly reliant on word of mouth*

VII. Researching interest and money for entrepreneurship

- *not undertaken*

VIII. Match local providers with local needs

- *partly met through 'job seekers' board*

IX. Advertises by local people of their skills

- *not undertaken*

X. Time bank

- *not undertaken*

XI. Focal point for volunteering

- *have a regular team of volunteers. Have been partners in delivering the Pre-volunteering Programme and are now delivering this programme in early 2008.*

XII. Develop a skills for life strategy

- *have established a support mechanism within the organisation for people who are referred, given one to one support and training opportunities and then employment advice and guidance – but no strategy as such.*

Objective 4 Enable other organisations and community groups to provide services

I. Make facilities and rooms available to community groups

- *we currently have Imagine, Weight Watchers and Lambeth Women's Aid who use our facilities regularly, with the hall being hired by LVAC, Children's Fund and Adult Learning Services for meetings and training*

II. Assist groups with fundraising and providing services

- *we support Family Learning by accrediting their courses, but could be doing more for other groups*

III. Supporting management committees

- *as the Lead Agency for Children's Fund we facilitate the Being Healthy consortium of providers, but this is something that we need to develop*

IV. Run seminars, offer mentoring and work placements on a paid basis

- *not undertaken, this could be developed. In December 2007 hosted the DTA Sub-Regional Conference and participated in the mentoring visit by Community Matters, BASSAC and DTA..*

Objective 5 Build a stronger and sustainable organisation

I. Develop organisation as a successful social enterprise

- *make better use of assets and maximise income - not fully, started the Cyber-cycle centre in Burnell House, no longer funded but still ongoing*
- *strengthen assets and acquire new assets – not done*
- *develop organisation as a consultancy provider – started to develop*

## II. Build the capacity and sustainability of HTCDDT

- *Build up reserves – this has been achieved*
- *Professionalise organisation – this has been developed through PQASSO*
- *Develop Board to be representative, skilled and engaged – started with 2 new Board members*
- *Build partnerships with stakeholders and residents – developed with Clapham Park, and St Martins Community Centre*
- *Develop paid work through DTA, Lambeth Council’s programmes e.g. Active Communities – this has been partly achieved through the LVAC Community consultants training.*

## Financial Position

<b>Year</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
<b>Income</b>	£318,111	£294,523	£344,334
<b>Expenditure</b>	£299,683	£286,429	£324.017
<b>Reserve</b>	£ 82,251	£ 90,346	£110,663

**Stockwell URBAN II 2008  
Community Led  
Evaluation Project  
Community Researchers**



## 5. STRATEGIC DIRECTION

Based on the Performance Management Review, and in consultation with staff, the Trustees and users of the centre we have agreed the Strategic Direction for the next four years for HTCDDT.

### **Training and Advice**

- Continue basic and key skills training in IT, ESOL and Develop Your Potential
- Introduce vocational training and interest based classes
- New training businesses/social enterprises advice and support
- Employment advice and training

### **Youth Provision**

- Excluded children through the Princes Trust XI Programme
- Princes Trust and Lambeth College Team Building programme
- After school IT Safe Zone and an intergenerational mentoring scheme

### **Family and Children's Support**

- Parent advocacy and coordination of agency activities
- Parent support and drop in sessions
- Training in key skills and vocational courses in Children's Centres

### **Community Development**

- Courses on citizenship
- LVAC community consultants training
- Small groups support

### **Organizational Development**

- Partnership working
- Asset management
- Sales of equipment and services
- Basement development for hire

## 6. FUNDING THE PLAN - SUSTAINABILITY VISION

### Introduction

This vision for a sustainable HTCDDT lays out the proposed plan to ensure that over the next three years HTCDDT is able to generate the necessary income from its asset base to cover core staff costs, and thereby no longer be dependent on other funders by 2010. We have used SMART principles to ensure that our sustainability targets are specific, measurable, achievable, realistic and timely.

### Background

Since HTCDDT was established in 1998 core funding has been secured through Metropolitan Housing Trusts (MHT) Social Investment Fund and St Martins Community Partnership (SMCP - a partnership of four Housing Associations) however in 2007/8 as MHT re-evaluated its role and relationship to community regeneration projects this funding was reduced substantially. Future budgeted commitment by SMCP is uncertain. Ironically, by investing funds MHT and SMCP have secured an investment ratio of 1:10 for the local estate. Where for every £1 invested into HTCDDT an additional £10 was secured by HTCDDT for services and activities to benefit the local community.

HTCDDT has diversified its funding streams over the past two years: In 2007/8 funding from SMCP was 7% of our total income, 60% of our income is from contracts to deliver services for Lambeth Council, and nearly 20% of our income is from Charitable Trusts and foundations for project delivery. Currently income generation through our community assets is 3% of our overall income. We therefore have an approximate 10% shortfall for core costs which is being met by our reserves. Our 'income gap' equates to the core costs and contributions for the posts of Director and Office and Finance Manager, as all other core costs are covered through 'full cost recovery' or 13% Administration budget to funders. We aim to meet this income gap by increasing our income generation activities by 10% in the next three years and further diversifying our funding sources.

## **Role and Reputation**

HTCDDT has over the past 10 years developed a strong reputation in Lambeth and on the St Martins Estate. It has been awarded the status of Preferred Provider for Adult Learning Services, and the Children's Fund Lead body for the 'Being Healthy' group. Over 300 people use the centre on a weekly basis, half are learners. All services delivered are at maximum capacity, with courses oversubscribed with referral waiting lists. There is definitely a demand for the services we provide, and we also have the resources in terms of space and staff time to expand and diversify our provision to respond to the needs of local residents.

## **Future Vision**

1. Expand adult learning to deliver vocational learning in partnership with Lambeth College and other providers in Lambeth
2. Family and Children's services expand to do more intense work, more work with parents and young people who are part of vulnerable families.
3. Develop youth training and personal development for NEET's (Not in Education, Employment or Training) and provide additional support to users of SMCP services to re-integrate young people into universal provision.
4. Sustainability through social enterprise hub in the basement of St Martins Learning Centre and maximise use at Burnell House to 5 days a week.
5. Explore the management of additional community assets on the St Martins Estate for the benefit of the local community.
6. Market the expertise and knowledge base of the staff at HTCDDT to deliver additional pieces of work across Lambeth.

## Sustainability

Over the next three years we are aiming to reach an income threshold of at least £500,000 a year. This would raise additional funds for administration and management of the projects which can be used to offset part of the income gap of core costs.

We have guaranteed income at present from Adult Learning Services £70,000 a year for the three years until September 2010.

We have been awarded a contract for Children's and Young Peoples Services for approximately £115,000 a year for three years until March 2011.

Personal Best Programme has been awarded for the next 3 years approximately £30,000 a year, as part of the training volunteers for the Olympics.

Income generation is currently at £10,000 a year but through developing our basement and maximising our use of Burnell House and marketing our meeting facilities we plan to increase this to £50,000 by year 4.

- £24,000 from the social enterprise hub based in Burnell ( £5 per square foot)
- £12,000 through more classes in the Learning centre hall (£10 per hour, 5 hours a day, 5 days a week)
- £15,000 through renting out the small room at the back of the learning centre

Project funds from different charitable sources, including contracted projects delivery within Lambeth will be increased from our current level to £220,000 per annum by year.

Our fundraising strategy will target funders and projects that complement our current area of work. For example in years one for youth provision we are planning to approach Sit

Walter Saint Johns Charitable Trust £10,000, Lloyds TSB £15,000, and SMCP £20,000 a year. (£50,000). Consultancy work, potentially from other agencies, £50,000 a year. There are also a number of Commissioning opportunities in Lambeth including the Neighbourhood Working Fund which we will target from year 2, for £140,000 by year 4 (including a renewal of Adult Learning Contract).

<b>Income Source</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Guaranteed funding	215,000	230,000	240,000	190,000
Income Generation	35,000	40,000	45,000	50,000
Charitable Trusts	20,000	40,000	50,000	70,000
Consultancy	25,000	35,000	40,000	50,000
New commissions	40,000	80,000	100,000	140,000
<b>TOTAL</b>	<b>335,000</b>	<b>425,000</b>	<b>475,000</b>	<b>500,000</b>

Based on this projected income the organisation can become sustainable as core costs will be covered from income generation and from full cost recovery of project costs.

*Family Fun Day  
2006*



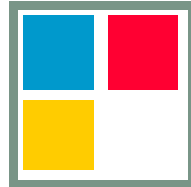
**Recognised learning centre by:**



**City and Guilds**



**Open College  
Network**



**E-Digital  
Competence  
Certificate**

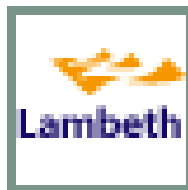


**UK Online  
Centre**

**Funded and supported by:**



**St Martins Community  
Partnership (MHP)**



**Lambeth Adult Learning  
and Children Services**



**Lambeth Children  
Fund**



**Tudor Trust**

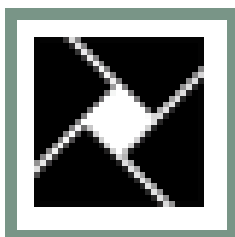


**Awards for All**



**Job Centre Plus DAF**

**Member of:**



**Development Trust Association**



**Community Matters**