

# OVERVIEW

This document explains our purpose and development strategy and is published as a concise statement of intent. We summarise our strategies as a Board of Trustee/Directors for governing Groundwork Solent and our management action plan for delivering holistic programmes to achieve our objectives. The actions are detailed more fully in our three-year Business Plan, a separate document that is reviewed quarterly and revised annually.

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## Setting the scene

Groundwork Solent was established in October 1998 (as Groundwork Gosport) with a six-year programme of activity valued at £5 million and £480,000 funding secured from central government.

Our first three and a half years of operation, as agreed in our Partnership Agreement, were focused on Gosport and included management and administration of Gosport Development Trust under a Service Level Agreement. A total income of just over £2,500,000 was generated to March 2002 by the Trusts, a leverage of 5.25 on the local authority's input. Income in the financial year 2002/03 is expected to be in excess of £1 million.

In 2002, in line with our Partnership Agreement, we began the process of providing Groundwork services to neighbouring local authority areas. From April 2003 we will be accessing additional funding exclusive to Groundwork that will benefit communities throughout this wider geographical area of operation.

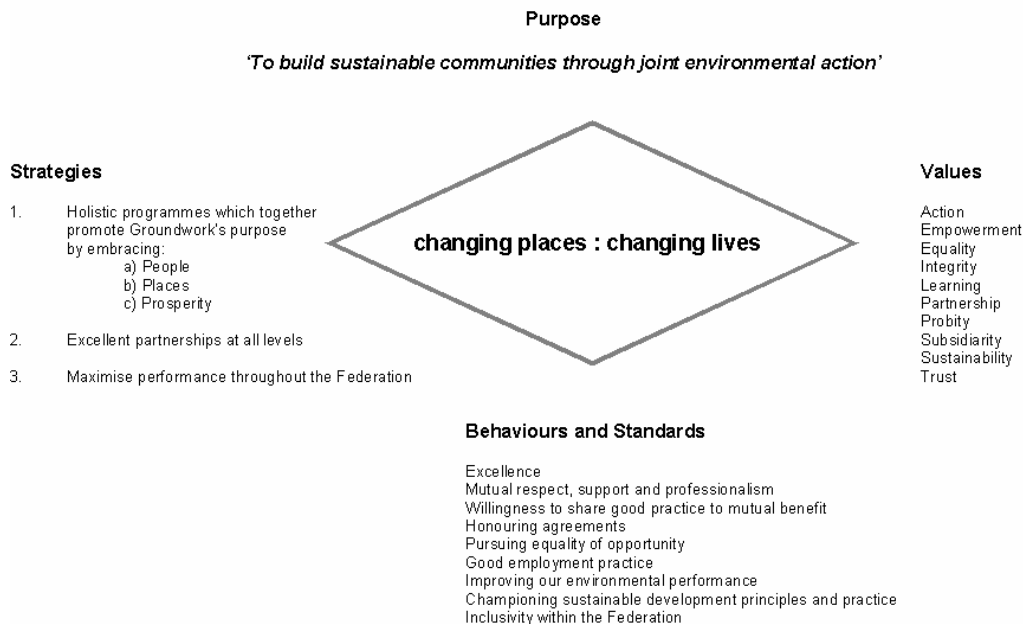
# OUR VISION AND MISSION

Groundwork Solent is a member of the Federation of Groundwork Trusts and subscribes to the joint vision of a society comprising sustainable communities which

- are vibrant, healthy and safe
- respect the local and global environment and
- are where individuals and enterprise prosper.

Groundwork Solent aims to act in a locally appropriate way incorporating the purpose, values, behaviours and strategies of the Federation:

## GROUNDWORK FEDERATION MISSION DIAMOND



In South East Hampshire Groundwork Solent:

- brings exclusive funding for a range of programmes
- creates environmental solutions to many social issues
- provides a structure for community engagement in local regeneration
- maintains strategic partnerships in the region and sub-region
- encourages innovation and sustainability.

## Our Objectives

Groundwork Solent is a member of the third sector, being charity and a company limited by guarantee. Our Trustee/Directors all work and/or live in the area and are drawn from the community, from local businesses and from statutory agencies. We aim to be a key deliverer of environmental, social and economic regeneration programmes in the area, bringing to Hampshire the knowledge, expertise and professionalism that is implicit in the Groundwork name.

**Our company objectives are:**

- 1. to promote the conservation, protection and improvement of the physical and natural environment**
- 2. to provide facilities in the interests of social welfare for recreation and leisure for residents and visitors**
- 3. to advance public education in environmental matters.**

We aim to develop our area of operation and the scope of our programmes and ensure our activity adds value.

## Our Strategies

To achieve our objectives we aim to use **best practice** and **good governance**.

As a member of the Federation, Groundwork Solent is committed to delivering solutions under the three **Groundwork Federation strategic themes** of People, Places, Prosperity. This is achieved through delivering (or supporting other local agencies to deliver) holistic activities under the six **Groundwork Federation strategic programme areas** of:

**Land** – reconnecting people with their surroundings

**Youth** – realising young people's potential

**Communities** – building stronger neighbourhoods

**Employment** – training for work and stimulating enterprise

**Education** – learning, citizenship and sustainability

**Business** – integrating the economy and the environment

**Reputation** – we aim to improve our reputation as a key regeneration charity and be seen as capable, professional and successful in delivering sustainable and first-class project in the six programme areas.

**Marketing and Communications** – we aim to improve our communications by keeping our ICT, and its use, updated. We are developing a marketing strategy to promote the Trust to existing and potential partners. We will review our use of newsletters, formal launches and advertising.

**Finance** – we aim to increase reserves to cover existing and unforeseen liabilities. Increased emphasis is placed on moving away from grant-dependency and towards securing core funding from a range of sources including acquiring assets for income generation.

**Human Resources** – we aim to ensure that our staff team is motivated, appreciated and receives appropriate and timely training. We ensure our policies and procedures are current and used effectively.

**Operations** – we continue to extend and improve our project base to ensure relevance to the area's changing needs, sustainability and long-term management, and extensive involvement at community level in all project development and implementation.

**Federation membership** – through regular dialogue, liaison and networking with Groundwork UK and within the Federation we will ensure that our adherence and contribution to the Federation's regulations and strategy remain constant.

## Our Strategies (cont)

In order to achieve our objectives we must be a responsive and effective organisation that has **clarity of identity and purpose**, is **properly governed**, is **locally credible**, has **financial security** and is **managed effectively** by **competent staff**. Our strategies for these outcomes are detailed in the table below.

### *To ensure clarity of identity and purpose*

<b>Context</b>	<b>OUTCOME</b>	<b>METHOD</b>
Externally	Our activities are seen to be effective, appropriate and relevant	Ambitious and achievable set of relevant outcomes Inspirational business planning and review process
Internally	Board and Staff team fully aware of and support our aims, objectives and strategies	Board & Staff involved at all stages of business planning Information exchange meetings
Externally	Existing and potential partner organisations understand our remit and scope	Information exchange meetings Clear messages in marketing and publicity
	<b><i>To ensure local credibility</i></b>	
Externally	Acting in concert with the community	Engage meaningfully with community leaders
Externally	Community satisfied with our performance	Continue dialogue at all levels to ensure our actions are appropriate and desirable. Celebrate our successes
Externally	Partners view us as the organisation of choice for our range of activities	Active role in strategic partnerships within the region
	<b><i>To ensure proper governance</i></b>	
Representation	A Board that is representative of the communities it serves.	Implement process for recruiting new Directors Implement code of conduct Encourage diversity
Responsibility	A Board that is able to exercise its responsibilities and functions effectively	Ensure meetings and advice sufficient for the Board to make informed decisions Induction for new Directors Limited authority delegated to subcommittees Strategic direction of Business Planning

		process
Behaviours	A Board that responds positively to changing circumstances	Timely updates regarding regional and local circumstances
	A Board that assesses risk and acts to minimise adverse outcomes	Regular review of rolling risk assessment programme Adhere to charity and company legislation
	<b><i>To ensure financial security</i></b>	
Solvency	Assets and reserves sufficient to ❖ cover liabilities and ❖ support developing programmes and activities	Ensure procedure for accurate budget setting and forecasting Increase sponsorship for core activity. Achieve and develop relevant and appropriate partnerships
	<b><i>To ensure proper management</i></b>	
Direction	Effective liaison between Board and Staff	Clear guidelines. Monthly Executive Committee meeting. Appropriate targets and measures in Business Plan, regularly reviewed
Management	Accurate budgeting, accounting, monitoring and reporting of: ❖ financial activities. ❖ operational activities	Implement robust systems and control procedures. Engage in the Planning And Review process
	<b><i>To retain a competent staff team</i></b>	
HR	Recruit and retain good quality staff	Demonstrate favourable terms of employment Implement regular supervision, mentoring and appraisal. Maintain a staff handbook Hold regular staff meetings

## Actions – Current Year

Each year we review and revise our Business Plan to provide details of our existing and proposed activities. These are developed with local people, fit with the aims of Groundwork Solent and are delivered by our staff team.

We aim to enable communities and individuals to influence the decision-making processes on issues that affect their lives and their environment. In doing so, we aim to achieve professional, meaningful and appropriate results.

Through regular training and guidance we ensure staff fully understand our policies and procedures regarding our behaviour, treatment of staff and clients, expectations and delivery of projects. Training is given to result in respect for and appreciation of diversity among people's attitudes, abilities and approaches.

The Trust aims to be an organisation that:

- delivers substantial, sustainable and high quality programmes professionally
- is respected by its partners and clients
- makes a positive difference to the lives of the people it serves
- celebrates its achievements
- addresses its shortcomings promptly and effectively
- supports and develops its staff.

Two key actions for the year are:

1. To complete Phase 2 of the expansion process through discussions with the public, private and third sectors in South East Hampshire and the Isle of Wight.
2. To develop our business and employment programmes.

The table below summarises from the Business Plan the key activities for the year.

**ACTIVITY - APRIL 2003 TO MARCH 2004**

<b>Objectives</b>	<b>ACTIVITY and VALUE</b>	<b>PARTNERS</b>
<b>Programme 1 - Youth</b>	<b><i>To engage and enable young people</i></b>	
1. Physical Activity	1. Physical Positivity 2. Sports Development Value: £40 000	Hants Youth Service, LAs, PSEHP, Police, FE Colleges, YMCA, Community
2. Cultural and Social integration/Personal development	1 Youth clubs 2 Youth forums/ communities Value £40 000	Hants Youth Service, LAs, Police, Gosport DT, Portsmouth HA, Community
<b>Programme 2 - Education</b>	<b><i>To link environmental education, schools and green learning</i></b>	
1. Environmental education/ Curriculum links	Education Programme Value £15 000	Schools, Hants CC
2. Environmental improvements to school grounds	Improvements programme Value £30 000	Schools, LAs, Royal Navy, Private, Community
<b>Programme 3 - Communities</b>	<b><i>To address deprivation in single neighbourhoods</i></b>	
1. Community empowerment, capacity building and training	Consultation, outreach, training, volunteering programmes Value £45 000	LAs, Portsmouth HA, PSEHP, Barclays, Community
2. Improving local infrastructure	Consultation, design, landscaping, artwork, infrastructure improvements Value £115 000	LAs, HAs, PSEHP, Barclays, LOs, PSEHP, Community

<b>Objectives</b>	<b>ACTIVITY and VALUE</b>	<b>PARTNERS</b>
<b>Programme 4 - Land</b>	<b><i>To improve the physical environment and increase access</i></b>	
1. Community participation/ Encouraging environmental care	Community consultations, planning Value £25 000	LAs, HAs, PSEHP, Community
2. Environmental improvement/ Increased access	Design, landscaping and planting, habitat improvements, access, information, artwork Value £445 000	LAs, LOs, Countryside Agency, English Nature, PSEHP, Forestry Commission, DEFRA, Business, Community
<b>Programme 5 - Business</b>	<b><i>To strengthen the economic base</i></b>	
1. Provide environmental services	Set up environmental improvements programme, provide advice to business Value £12 000	LAs, LOs, Business
2. New/improved workspace	Establish suitable sites Value £3 000	LAs, Business
<b>Programme 6 - Employment</b>	<b><i>To stimulate enterprise and promote training for work</i></b>	
1. Training for employment	ILM programme Value £45 000	LAs, New Deal, Job Centre Plus
2. Enabling community enterprise	Small scale employment programme Value £15 000	LAs, PSEHP