



# **BUSINESS PLAN**

## **September 2023**

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## Foreword from our Chair

**Whitehill & Bordon Community Trust** is a charitable organisation founded in 2017 as part of the regeneration of the town. Its main focus is to bring cohesion to the new and older parts of the town as it grows. To meet its objectives the Trust holds events, coordinates projects, manages community buildings and awards grants & funding within the local area whilst also working in partnership supporting other local organisations and stakeholders in the work they do. The Trust currently has 6 volunteer Trustees/Directors and 2 members of staff who manage the day to day running of the Trust. Additionally, the Trust has provided a number of jobs and apprenticeships through the buildings it manages.

At present, the Trust has control of three community venues, with Hogmoor Café being the most prominent, providing space for the community to meet, work, and enjoy great food and drink offerings. Nestled within Hogmoor Inclosure, the Café sits next to “The Beehive”, a community space used by groups and organisations including, but not limited to, The Dementia Choir and The Reading Fairy. During the summer months the Trust holds a monthly craft fair for local small businesses and members of the community to sell their wares. Closer to the town centre is “Building 94”, a youth facility spread over 2 floors, providing a versatile space for the community’s youth; currently housing the local Scout group and S4K (Sports 4 Kids) with their Project 94 youth work. Building 94 has a great outdoor area housing a polytunnel where the community can exercise their green fingers while providing an opportunity to grow fresh supplies for the local food bank. Both The Beehive and Building 94 can be hired by the public or other organisations for event or private use.

Some of the projects and events the Trust has supported locally include a Green Fayre, Spring into Health, Pocket Parks & Community Gardens, youth work and the Charity Walk for Peace.

The Trust obtains its funds via a combination of donations, grants, applied for funding and a levy which was set up as part of the planning requirements for the development of the local area.

In order for the Trust to succeed in its growth and continue to meet its objectives it is imperative that more volunteers are attracted to join us in supporting the work the Trust does. By continuing to raise awareness through fully funded events and projects it is hoped the community will develop a sense of pride and get involved.

To ensure the Trust maintains its commitment to achieve its objectives the following Vision Document will be reviewed on an annual basis.

**Emma Fyfield**  
**Chairperson WBCT**

## What is a Community Trust

Community Trusts or Community Development trusts are commonly community organisations which:

- Are owned and managed by Trust members from the local community.
- Aim to achieve the sustainable regeneration of their communities and address a range of economic, social, environmental and cultural issues within them.
- Are independent, but seek to work in partnership with other public, private and third sector organisations including Community Councils and other Community groups as appropriate.
- Aim to reduce dependency on grant support, ultimately by generating income through sustainable community development enterprise and the ownership of assets. All trading surpluses are principally reinvested in the organisation or the community.

## Why set up a Community Trust in Whitehill & Bordon

It is recognised that Whitehill & Bordon has been undergoing massive change since 2015 and will continue to do so over the coming 15-20 years. As a result, a community trust is needed to focus on specific challenges and opportunities to encourage and foster good community relationships across the burgeoning town.

## WBCT's Vision

To be well respected in the community through the delivery of exciting and inspirational projects; management of venues and bespoke events for the town.

The Community Trust recognises that by working with local groups it helps the town become a welcoming and friendly place for all.

## Aims and Objectives

WBCT aims and objectives are to:

- Initiate, coordinate and deliver community development and cultural activities to help support a thriving integrated community.
- Own, lease, maintain and effectively manage any community land and buildings controlled by the Trust.
- Work with other stakeholder groups to promote healthy living in the community.
- To support community needs identified through economic or health related crises.
- Build a thriving volunteer programme.
- Provide employment opportunities to include apprenticeships, skills training and development and grant funding.

## How will WBCT work?

WBCT has been constituted as a charitable company, limited by guarantee. This will give it the legal capacity to:

- Deliver charitable services under contractual agreements.
- Enter into commercial contracts in its own name.
- Employ paid staff.
- Own freehold or leasehold land or other property.

WBCT is a registered charity and will operate under the auspices of the Charity Commission. There will be a minimum of 3 trustees. Trustees will ideally come from within the community.

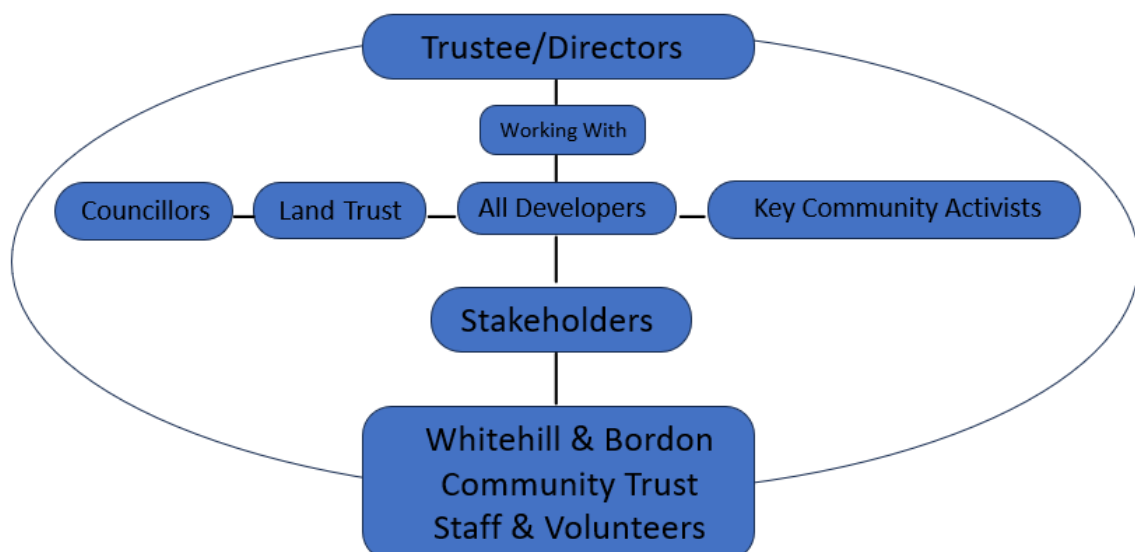
The Trust employs staff who are responsible for the day-to-day running of the Trust's assets, including the support of all operational staff and including, but not limited to, Café Hogmoor. However, as the Trust grows, it may be necessary to employ further staff (casual or permanent) at all levels.

In addition, the Trust will call upon volunteers to support events where the current makeup of the Trustees or senior operational staff does not include the skill set to successfully carry out the event/project.

Current Trustees/Directors are:

- Emma Fyfield (Chair)
- Julie Butler (Vice Chair)
- Gary Butler (Treasurer)
- Sarah Burch
- Sarajane Bartlett

## Governance Structure



## New facilities

Regeneration of Whitehill & Bordon is well underway, and changes are already visible. The last few years have seen the opening of the new Oakmoor School; The Shed; a new leisure centre; outdoor cinema; Hogmoor Inclosure and community facilities, plus the skate park and the new BOSC pavilion and sports complex. Unfortunately, due to the impact of the pandemic, the opening of the new town centre has been delayed.

There will be a wide range of places and spaces for people to enjoy. A variety of activities will take place in them. Some of these will be commercially driven while others will be focused on community need and benefit.

## How will WBCT generate income?

The aim of the Trust is to maximise revenue from all areas including funding, profits and re-investment in the community through the sponsoring and the provision of grants for various projects to benefit the area.

REVENUE	
STAR	PROBLEM CHILD
EHDC Grants Donations (Windfall)	Levy Fund-Raising
CASH COW	DOG
Café Hogmoor Beehive Rental Building 94 Rental	TeenTech Ice Rink

STAR - funds that are in high-growth markets and that make up a sizable portion of the sector.

PROBLEM CHILD - a revenue stream that has good growth potential but a small share of the current income.

CASH COW - a business, investment, or product that provides a steady income or profit.

DOG - low market share and low growth.

## How will the surplus income be spent?

It will be up to the trustees to decide where surplus funds are spent. The types of community led activities which WBCT might fund include:

- Community activities/events.
- Grants for skills and development.
- Volunteers/ volunteering coordinator.
- Community garden or orchard.
- Support for a variety of clubs.

This business plan will be supported by a delivery plan to determine the programme of activities and the details of who, what, and when things will be done.

## Challenges and Opportunities

The COVID 19 pandemic presented the Trust with challenges that could not have been foreseen and has delayed its effectiveness in its initial years.

The Trust is now in a rebuilding phase and in the next 12 months, plans are in place to overhaul the operating procedures and start to bring a few impactful events/projects to the town. It will also be a priority to encourage new Trustees and Volunteers to join us in bringing bigger and better events to the town in the coming years.

- **Political** Change of Government; Local Authority/Council; Council Priorities
- **Economic** Cost of Living; High Inflation; Levy funds; Increase of house ownership
- **Social** Growth of town population; Community Groups; More Social/leisure facilities
- **Technology** 5G; AI
- **Legal** Charities Commission; Employment Contract; Apprenticeship Funding
- **Environment** Climate Change; Green Measures; Biodiversity

## Risks

# SWOT Analysis

Strengths	Opportunities
Current Board Café Hogmoor Partnership Working The Beehive Building 94 Project 94 Café Staff Trust Staff	Volunteer recruitment Town Growth - more revenue through levy Expand beyond current boundaries (to 10 miles radius) More effective PR New Facilities New Youth Facilities Mobile ordering app for café Café Evening opening – Theme nights etc Expand over outside area (terrace) Challengers for SEND
Weaknesses	Threats
Bid Writing Skills Too few Trustees Trust reputation – Town perception Communication & Marketing Visual Representation Not inclusive enough Lack of evaluation Don't gauge footfall – attendance at events Lack of follow up	Legal & HR Advice Rising cost of living and high inflation Refusal of levy payers to pay Competing organisations Perception of Trust purpose and existence Change of Landlord Level of staffing – low number of trustees – legal Lease arrangements No control of certain costs - utilities etc

## Importance of Working with local stakeholders and champions.

Collaboration between organisations has been vital in bringing the regeneration of Whitehill & Bordon to life. This collaboration must also work at a local level for WBCT to be sustainable over the longer term.

WBCT recognises that there are many groups that offer a great deal to the local community that we can work with and assist with their projects.

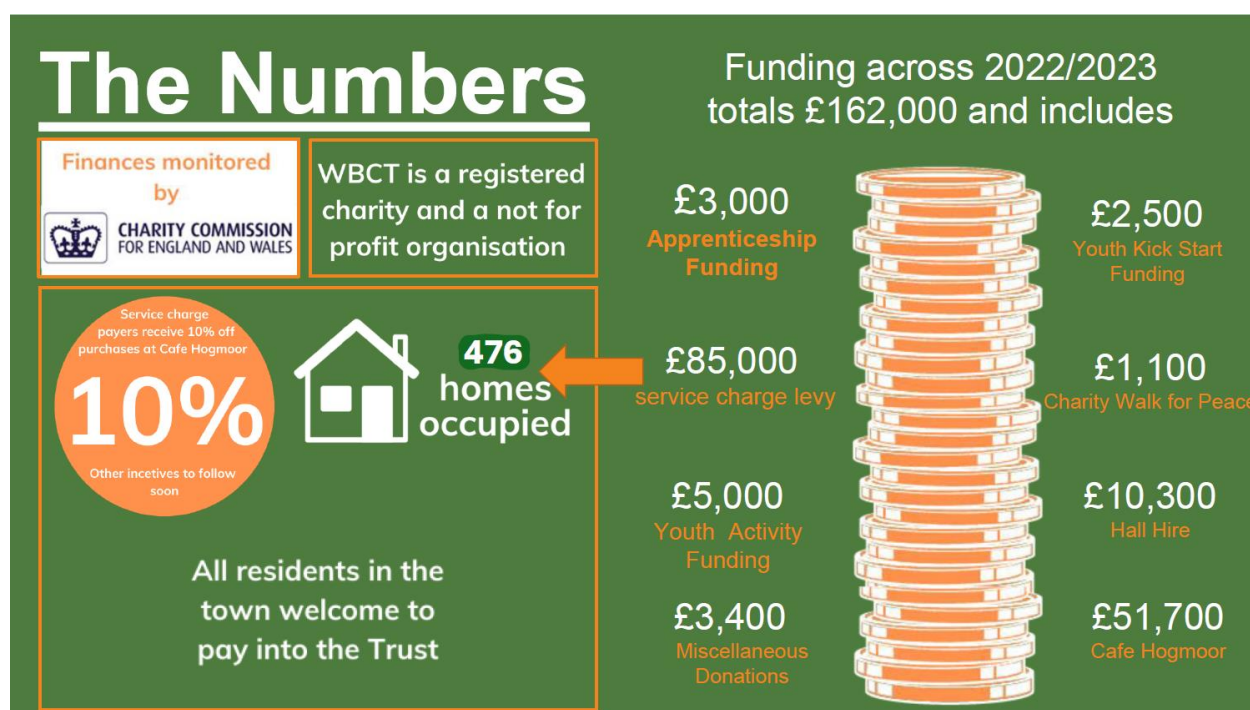
The [Community Directory](#) lists all the local organisations who the Trust can approach to help with or be a help to in delivering a wide range of projects to benefit the local population across all age groups.



## Financial Statement

WBCT is funded via four main revenue streams:

- The Levy** – This is an amount of money agreed to by the purchasers of the new houses built under the Taylor Wimpey & Places for People run development areas which will be paid to the Trust each year.  
 At present there are approximately 476 properties subject to the Levy. Depending on the housing market, this is expected to increase by 200 homes per year up to an expected maximum of 2400. The Levy is reviewed annually and is relative to the retail price index (RPI). The Trust can then decide on the amount for the next year, but not increase it by any more than the RPI. They can, however, choose to hold it at the current level; defer the increase to another year; or reduce it if that is deemed to be appropriate.
- Profits** – The Trust administers the running of a number of operations including Café Hogmoor, The Beehive and Building 94. Any profits generated will be put back into the Trust for use in the projects as specified above.
- Grants and Funding** – The Trust can apply for grants and funding from a number of organisations for specific projects and programmes designed to benefit the community.
- Donations** – These can be from members of the public via the website, directly at events or companies looking to support local events and projects.



## Forecast

	2022/23	2023/24	2024/25
<b>Income</b>			
Community Charge	32,773	28,340	86,930
Hall Hire Income	20,399	19,875	20,535
Donation	30,289	47,419	47,923
<b>Total Income</b>	<b>£83,461</b>	<b>£95,634</b>	<b>£155,388</b>
<b>Expenditure</b>			
<b>Total Administration Costs</b>	<b>£56,349</b>	<b>£60,875</b>	<b>£62,353</b>
<b>Retained Funds</b>	<b>£27,112</b>	<b>£34,759</b>	<b>£93,035</b>

## Success & Feedback Highlights

By 2026, WBCT will measure its success through the following:

- Increase in the number of people being involved in their community.
- An increase in number of volunteer hours.
- Increase in young people attending events & activities.
- Creation of an intergenerational cultural 'buzz' through events and activities with an increase in number of younger and older people coming together.

The delivery plan will establish a baseline position to ensure the Trust can clearly demonstrate it is delivering a tangible benefit to the community.

### Case 1: Local Craft Business

Supporting local traders by running a monthly craft fayre to encourage the purchasing of local produce and a space for small businesses to trade and prosper.

### Case 2: Supporting Local Schools

Mondays have been ear-marked as a Work Experience Day at Café Hogmoor. Hollywater School and The Green Room, Kingsley both work with WBCT to provide work experiences for their students.

*"I enjoyed working with Claudia in the cafe, taking people's orders and making them happy. I learnt a lot and especially enjoyed mastering the skill of using the coffee machine. Thank you for having us for work experience."* Green Room Student

### Case 3: Working with Whitehill and Bordon Right at Home Dementia Care

The Beehive is the site for the local dementia choir, providing space and refreshments for those with dementia and their carers.

*“Whitehill and Bordon Community Trust have supported us with accessing funding and providing groups to support local people with dementia and their loved ones along with carers.*

*We now have a local Singing for the Mind, a Carer Support Group and an opportunity to walk and talk at the Beehive.”*

### Case 4: Working with Local Ceramics Company, Dolly Pots

Ceramics painting workshops run from the Beehive:

*“What a great afternoon pumpkin painting ...*

*51 pumpkins were painted by you awesome lot, thank you for all your support... lovely to see familiar faces and new ones too.”*

### Case 5: Tramper

The Tramper is a rough terrain mobility scooter which can be hired through the WBCT web site. This is provided by the Landtrust in association with DVT & WBCT.

*“Being able to hire the Tramper at Hogmoor is fabulous for people who cannot walk too far. It allows you to get all around the area safely and comfortably.*

*What a pleasure to visit a popular site on the urban edge which isn't covered in dog poo and litter. One of the best looked after countryside recreation areas I've seen.*

*We will certainly be returning to Hogmoor - lovely café, friendly staff and a well-looked after site.”*

***See Appendix “A” at the end of this document for a more comprehensive list of work carried out by WBCT.***

### Awards

WBCT in association with Landtrust and DVT run the Hogmoor Inclosure which received the

***“Landtrust Site of the Year 2023. 1st out of 82 sites.”***

## Planned Projects and Events.

### PROMOTION OF HEALTHY LIFESTYLE

**Green Grid Green Loop (GGGL)** – This is to include but not limited to fun runs & walks, scavenger hunts, Greenland Fayres etc. all along and adjacent to the route of the GGGL.

### SUSTAINABLE/CLIMATE

**Transport** – *Active travels, Car sharing, Cycling etc.*

**Green Measures** - *Post Occupancy Evaluation (POE) of the new homes, Waste and Recycling.*

**Green Fayre** – *Develop a fayre including but not limited to reduction of food waste, efficient energy use including solar panels & heat pumps both ground/air source, efficient and cost-effective home cooking methods, recycling and repairing etc. using the Alton Climate Action Network (ACAN) as a template.*

### EVENTS AND PROJECTS

Smaller town wide events and projects which the Trust will run or support other stakeholders in running throughout the town will include, but not be limited to:

Monthly Craft Fayre	Secrets of the Heath	WTC Fun Day
Charity Walk for Peace	Tree Planting	Annual Bulb Planting
Café Hogmoor Birthday Celebration	Blackmoor Apple Tasting Day and Craft Fayre	Expanding the Pocket Park Scheme

### COMMUNITY GRANTS

In addition to events and projects, moving forward the Trust expects to be able to distribute a portion of the levy money in the form of grants. The Trust will invite and work with individuals and other stakeholders to put forward proposals for events/projects/business start-ups etc. that benefit the community and that the Trust can assist with. The qualifying criteria are still being developed but will be communicated at the first opportunity.

## COMMUNITY SUPPORT

The challenge, with all these events, is to have enough Trustees and volunteers to run them. WBCT do and will employ more to support the delivery of all aspirations. However, volunteers and local business support is always key to successful delivery. Without community input and support, most projects and events will not thrive.

## CONTACT DETAILS

### **The Whitehill & Bordon Community Trust**

Company number: 11006461

Email: [info@wb-ct.org](mailto:info@wb-ct.org)

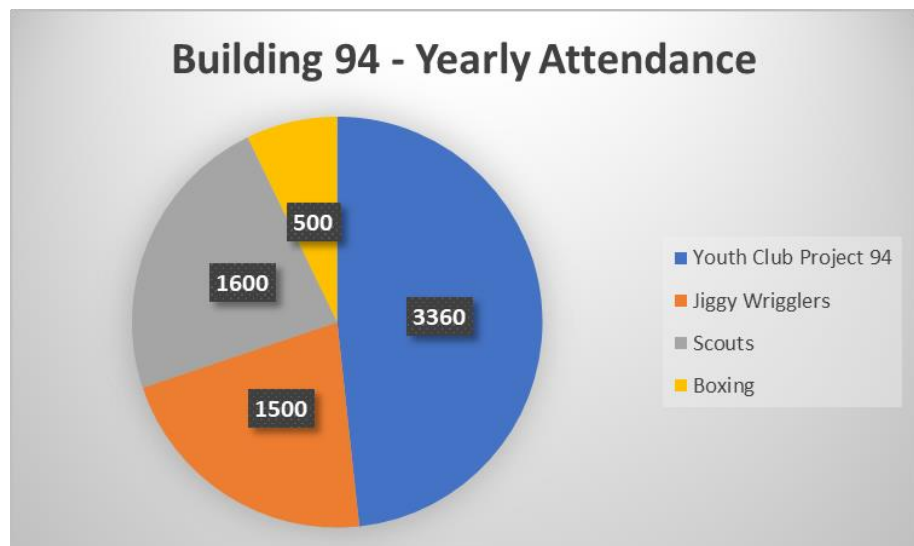
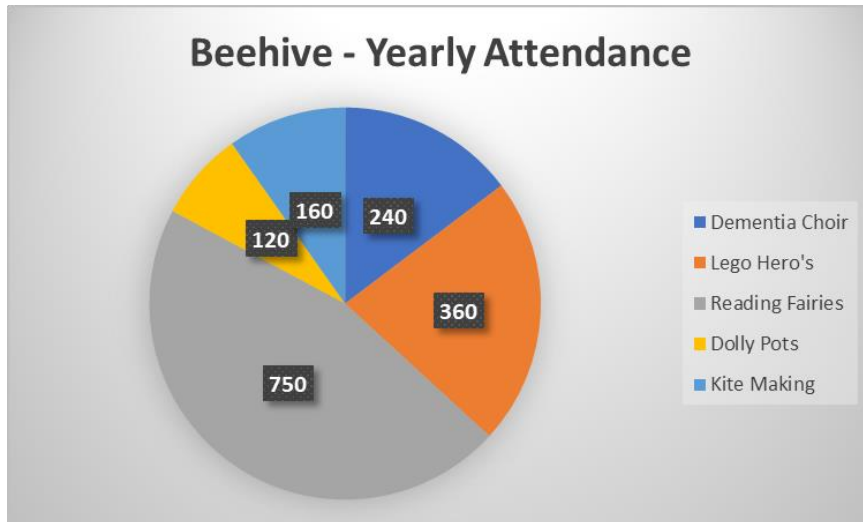
Web: [www.wb-ct.org](http://www.wb-ct.org)

Registered Address: 51E Bordon Enterprise Park, Budds Lane, Bordon GU35 0FJ



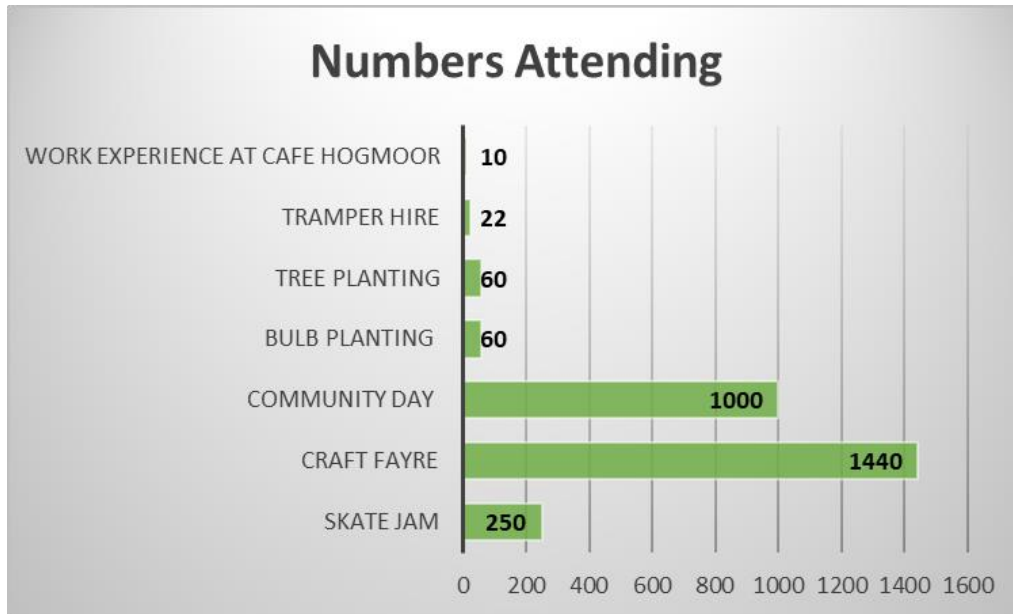
## APPENDIX A – 2022/2023 PERFORMANCE DATA

### Venue Footfall

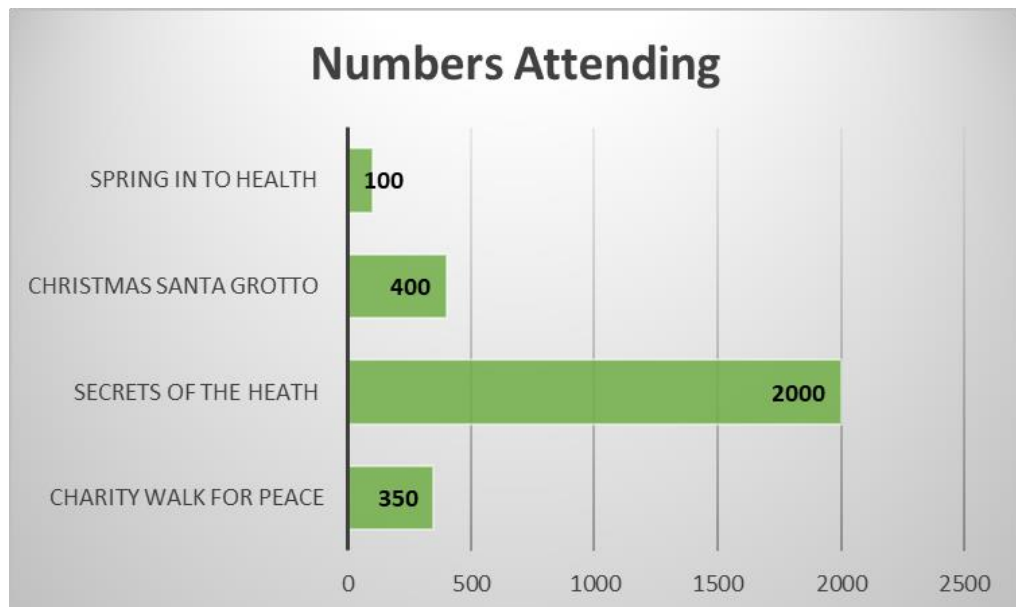


# Event Attendance

## WBCT EVENTS



## EVENTS SUPORTED BY WBCT



# Grants Received





## APPENDIX B – ACHIEVEMENTS

Achievement	Description	Year
Ice-Rink		2017
Audience Participation Panto	Held in Mustangs	2018
Community Garden Mustangs		2018
Vintage Summer Fair		2018
Community Garden Honey Pin Orchard	Raised beds installed to enhance the orchard area	2019
Halloween Lantern Making	Lantern making with local church group	2019
Orchards (Honeypin)	21 Apple Trees Planted/Apple Core Sculpture/ Wire Bee Sculpture/ 2 raised planters	2019
Teen Tech	Promotion of STEM with local junior and secondary schools	2019
A night at the Musicals	A night of Cabaret and Musicals in Hogmoor Inclosure	2019
Beehive Opened	Beehive opened July 2020	2020
Bordon Buddies - admin	Online support during Covid. Admin and call line	2020
Bordon Buddies - Good Grub Club-Support and finance for taxi	Booking and managing Taxi and payments for delivery of food	2020
Bordon Buddies - Shopping, Food & Prescription collection & delivery	Regular deliveries and orders from Bookers during lockdown.	2020
Café Hogmoor Opened July 2020		2020
Funding. 2 small grants awarded	£2000 allocated to local grants	2020
Grant - Photography	£1000 awarded to student to support learning and materials	2020
Grant - Wire Sculpture	£1000 awarded to student to support learning and materials	2020
Woodland Fayre	DVT annual event	2020
Orchards (NutTree Meadow)	15 Nut and Fruit trees planted/wild meadow/ throne to mark the Queens jubilee	2020
Online Sports for Kids	YouTube- live video fitness for children during lockdown with S4K	2020
Annual Meeting	AGM held virtually due to Covid	2021
Runny Honeys	Free use of beehive for virtual marathon	2021
Singing for The Mind	Free use of the Beehive supporting local Dementia support	2021
Tree Planting	20 trees purchased and planted in local schools	2021
Monthly Craft Fair	Monthly Sunday fair supporting local businesses	2021
Youth Questionnaire	Data research. Questionnaire sent to local secondary school completed in IT	2021
Community Beehive Mural	Community Mural with local groups and children	2022
Building 94 Opened April	Opened April 22 for scouts and S4K	2022
Christmas Tree donation & decoration in Dukes Quarter 1	Funded by WBCT Christmas tree purchased community engagement	2022
Knit n' Knatter	Regular group of locals meet in the café weekly	2022
Breast feeding Support Popups in the Café	Twice monthly meet ups managed by NCT member	2022
STEM Club	Ran 3 terms of STEM club for Key Stage 1. Supporting learning	2022
Storytelling	Run by Trustees, local children engaged in interactive storytelling and joke	2022
Compost & Cuppa	Group set up to plant and maintain the polytunnel providing food for the	2023
Tree Planting	350 birch and oak trees planted with local Ahmydiyya Ladies	2023
Skate Jam	Annual event to promote Healthy Living	2023
Kite-Making	Summer holiday pop up activity	2018-19
Safe Spaces	Promotion of safe places in the town for anyone who feels vulnerable	2018-23
Christmas desserts - Whitehill Club on Christmas Day	Provide desserts/cracker/ and Christmas Cards and name cards	2019-20-21-22
"Santa" bags - Christmas Grotto	Annual attendance at towns Christmas Fayres	2019-20-21-22
Food Bank. Admin policy and procedure support	Assistance with policies and risk assessments	2020-21-22
Litter picks	quarterly litter picks with schools or local groups	2020-21-22
Childrens Reflexology	Regular Baby and Parent activity post lockdown	2020-21-22
Spring Into Health	Annual event to promote Healthy Living	2020-21-22-23
Dolly Pots pop ups in café Hogmoor	Carla Cass monthly pop ups	2021-22
Café Hogmoor Anniversary Celebrations	Annual celebration	2021-22-23
Reading Fairy	Twice weekly in the Beehive . Supporting Young Learning	2021-22-23-
Baby Ballet in the Beehive	Twice weekly in the Beehive . Magic Feet	2021-22-23-
Apprenticeships	2 café staff on Level 3 hospitality	2021-23
Training	Staff training offered to Café and Office staff	2021-23
Work Experience	Regular work experience offered in Café Hogmoor for students from the	2021-23
Sunflower & Cucumber seed and planting	Promoting "Grow your own" seeds were given out to visitors at Hogmoor	2022-
Warm Hub	Supported a local group who set up the warm hub blanket exchange	2022-

Youth Café	Summer sessions run to offer the local youth a safe alternative space to meet	2022-
Youth Participation - Building 94 decoration	Worked with FSC, giving the students an opportunity to use 94 for experience	2022-
Boxing	Working with a local PT, offering Girls only boxing in Building 94	2022-23
Holiday club	Support P94 with the delivery of holiday clubs	2022-23
Polytunnel	Opened in 2022, now used by local schools, groups and volunteers to grow	2022-23
Project 94/Outreach	Funded by WBCT	2022-23
Secrets of the Heath	Working in partnership with Southdowns, DVT and WBRC to deliver a local community event attracting up to 3000 visitors to Hogmoor Inclosure	2022-23
National Events (Coronation, Jubilee)		2022-23
Volunteers	On going program encouraging volunteers to get involved and support the	2022-23
Walk For Peace	Working in Partnership with AMEA and EHDC to deliver annual Charity Walk	2022-23-
Yoga	Weekly session in the Beehive, supporting Healthy Living	2022-23-
Bulb Planting to mark the Green Loop	Native bulbs planted around GGGL with local schools	2022-23-
Partnership working		2018-20-21-22-23
Trampers	In partnership with Southdowns, DVT and Land trust secured 2 mobility	2023-

## APPENDIX B - PHOTOS

