



SEAHOUSES DEVELOPMENT TRUST

Business Plan

May 2010



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1 Executive Summary

Seahouses Development Trust (SDT) is a registered charity; company limited by guarantee and a social enterprise that seeks to promote, maintain, encourage and advance the prosperity and social welfare of the inhabitants of the town of Seahouses and the surrounding area.

This plan presents a strategy to allow SDT to strengthen its long-term sustainability. This will be by exploiting opportunities, often in partnership with other development trusts, arising from local government reorganisation; implementation of local or regional policy such as Market Town Welcome; continuing to operate grant-funded projects; or strengthening our own assets and enterprises.

Background information on the organisation's history and achievements is given, together with a summary of our external operating environment and internal policies and procedures.

As a starting point for strengthening our future sustainability details of our existing portfolio of services are outlined with an emphasis on those which are or have been income generating.

Second is a summary of the timescales and funding of existing projects. This attempts to describe what the Trust considers to be "sustainability" and how far along the road Trust is to achieving this.

Third we describe two new enterprises – Seahouses Laundry and Seahouses Community Centre – which we believe could contribute significantly to the future sustainability of the organisation.

Finally, in light of the strategy and actions identified we consider the resources and support needed to implement them.

2 Introduction

Seahouses Development Trust (SDT) is a registered charity; company limited by guarantee and a social enterprise that seeks to promote, maintain, encourage and advance the prosperity and social welfare of the inhabitants of the town of Seahouses and the surrounding areas.

We are updating our business plan at this time to reflect on recent achievements and to show how the Trust will continue to move forward in 2010 exploiting new opportunities as they arise.

Underlying this plan is the need to continue our evolution from a grant-funded charity to a social enterprise sustained by profitable businesses. It outlines our future priorities and how we intend to develop existing service provision.

2.1 Vision

The vision of the Trust is to support the area which we serve to have:

- A strong and vibrant community.
- A thriving and diverse cultural life for all ages.
- A thriving local economy.
- High quality employment training and learning opportunities.
- A strong local identity.
- An attractive environment.
- A quality tourism sector – contributing positively to the economy.

2.2 Mission

The Seahouses Development Trust is established to promote, maintain, improve, encourage and advance the prosperity and social welfare of the inhabitants of the town of Seahouses and the surrounding area.

The Trust is at the centre of the regeneration of the community providing and encouraging practical, deliverable and economically viable projects that make a significant contribution to the improvement of the quality of life of Seahouses residents.

2.3 Aims and Objectives

Some of these aims and objectives are focussed on the benefit that we can bring to the community. Other business aims seek to create and maintain a sustainable enterprise that will be a viable community resource for many generations of residents of North Sunderland and Seahouses.

Social aims

- To develop a diverse, robust economy.
- To foster partnerships, links and networks that create a strategic approach to the development of Seahouses and its surrounding communities.
- To promote and sustain the area's natural environmental assets and maintain and enhance the character and identities of its villages.
- To develop a healthy, active, diverse and connected community.

The Trust's work towards developing the local economy includes:

- Increasing the number, range and quality of local jobs, and access to them.
- Encouraging and supporting local businesses.
- Creating and sustaining a trained and skilled workforce.
- Improved marketing of the town and surround hinterland.
- Increasing the level of 'upmarket' tourism, extending the tourist season, increasing levels of visitor spend and improving facilities in the town.
- Encourage business diversity and increase the numbers of small business start ups whilst also ensuring that expansion opportunities exist for established businesses.

In building partnerships and networks the Trust aims to:

- Ensure up to date and accessible information about existing services and leisure opportunities is offered within the area.
- Add value to regeneration work undertaken through partnership working.
- Work with surrounding communities to ensure two way flow of information and to offer additional, locally based development support for community organisations.

The important work of sustaining the area's natural environment is achieved through:

- Tackling the detrimental effects of traffic management problems.
- Strengthening and consolidating the characters and structure of Bamburgh, Beadnell and Seahouses.
- Improving the quality of design.
- Maximising the use of vacant land and buildings within Seahouses.
- Preserving the special nature of the surrounding countryside.

Much of the Trust's work is directed at supporting and developing the local community and a range of initiatives has been undertaken which aim to:

- Address the problem of affordable and accessible housing for local people.
- Ensure the widest possible involvement in regeneration activity.
- Develop lifelong learning opportunities that are accessible for all.
- Ensure high quality childcare is available.

- Foster our future leaders.
- Develop small, appropriate, transport solutions.
- Provide a range of accessible leisure and arts activities.

Business aims

- To ensure the long term sustainability of the organisation.
- To maximise the income generating potential of the organisation.

Work will continue to focus on building the financial and operational sustainability of the Trust. Prioritising work on social enterprise projects assist in this process.

Our objectives, or how we will achieve these aims, are to:

- Secure funding to run projects and generate the income necessary for the running of the Trust.
- Develop opportunities that will benefit the community.
- Work with partners both within the community but also in the wider region to deliver a high standard of services in the area.
- Provide a space from which local services and amenities can operate.
- Create local employment opportunities.