

Marsh Farm Futures

working for all the community



ANNUAL REPORT
2009/2010



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CHAIR'S WELCOME



Muhammed Azam Roomi
April 2010

It is with great pleasure that I introduce the first Annual Report from Marsh Farm Futures the new self supporting successor organisation that has been set up to ensure the benefits released through the NDC programme are continued.

Although the NDC programme will come to an end in March 2011 Marsh Farm Futures will build upon the success and achievements of the past ten years and continue with the NDC's work of developing key partnerships and empowering the local community to deliver lasting change.

This is the beginning of an exciting new phase in the future of Marsh Farm, the NDC Programme has made great progress over its ten year lifetime improving life for those who live and work in Marsh Farm through its services and projects in the areas of education, crime, health, business and employment .

Many projects have also made a significant contribution to the enhancement of the environment and the Marsh Farm Masterplan has resulted in a number of new developments with more planned, including the new £9m CERC building, due to open later this year. The new building will provide excellent services and facilities for the community such as a play park, enterprise spaces, community halls and a café. MFF's strength is based on views from the local community and their aspirations for Marsh Farm.

MFF will be working with the Marsh Farm Community Development Trust during this its final year, to ensure that the benefits secured by MFCDT are maintained and further developed.



CHIEF EXECUTIVE INTRODUCTION



Rafi Mohammed
April 2010

My name is Rafi Mohammed and I am the Chief Executive of Marsh Farm Futures.

At Marsh Farm Futures we intend to provide high quality facilities for enterprise and community activities. The renting of enterprise space will provide revenue funding for the CERC to allow the building and the organisation to be sustainable.

Marsh Farm Futures is currently based in the existing CERC building and will move to the exciting new building when it is completed later this year.

Over the last year I have been involved in planning the transition from MFCDT to MFF with the aim for continuity from March 2011. Community Empowerment is part of the legacy of the NDC and it is important that we don't have a 'cliff' at the end of the ten year programme and that the benefits are maintained and the community is supported.

Since my appointment I have been working with the Marsh Farm Community Development Trust to ensure a seamless succession including:

- Putting in place the organisational structure including staff, finance, policies, management procedures and governance by the Board of directors
- Building the team and the required skills and capacity of the staff and Board
- Managing expectations and developing working relationships with partners and stakeholders
- Identifying local priorities and ways to engage with local residential and business communities to understand and respond to these
- Supporting and advising on the planning, design and building of the new CERC
- Managing a complicated portfolio of handover, transition and continuation strategy of the NDC programme with MFCDT
- Considering the types of project initiatives that respond to the organisations strategic aims

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ABOUT MARSH FARM



The Marsh Farm name was derived from the farm that owned much of the land in the north Luton area, built during the 1960's Marsh Farm is a mixture of 3,200 private and public sector households and a population in the region of 8,000, with 26% aged under 16, and 7% over 65 (compared to the national figures of 21% and 18% respectively).

Marsh Farm has five schools, three day care nurseries and a shopping centre. Marsh Farm is well connected by bus with regular services to Luton Town Centre and benefits from the M1, as well as connections to the A6 and Luton Airport which is located within 3 miles.

Marsh Farm hosts a fantastic market that has everything from fresh produce to the latest fashions for all the family. The market is a great and cost effective way to do your weekly shopping or to find gifts for any special occasion. The market has been the hub of the Marsh Farm community since 1982.

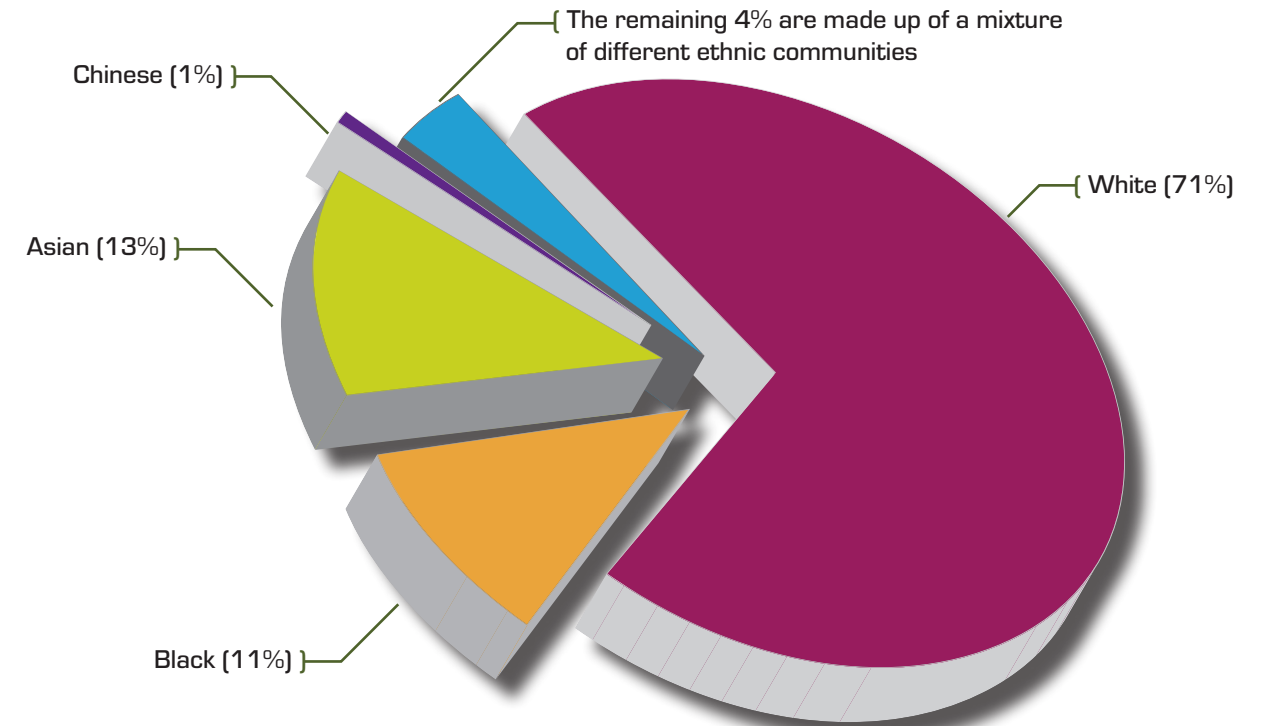
The Leagrave railway station is a 20 minute walk from Marsh Farm and there are frequent trains to Luton, St Albans, Bedford, London and Brighton.



The diversity of our community defines the area and is a great source of local pride. There are a number of community organisations based in the area representing all sections of the local population



The major ethnic groups on Marsh Farm are:*



Marsh Farm falls within two wards of Luton Borough, Northwell and Sundon Park which form part of the parliamentary constituency of Luton North. Leagrave is within the East of England (European Parliament constituency). *ONS 2001 Census



ABOUT MARSH FARM FUTURES



Marsh Farm Futures is a local community organisation which aims to sustain and build on the improvements made in the area by the NDC programme, which operates as the Marsh Farm Community Development Trust (MFCDT).

Marsh Farm Futures was established in March 2009 as Marsh Farm Community Resource, a Community Interest Company (CIC), to ensure the effective transition from the NDC. It was decided that this was the most appropriate mechanism to own and manage the new CERC as well as providing a platform to develop new projects to continue social and economic regeneration of Marsh Farm.

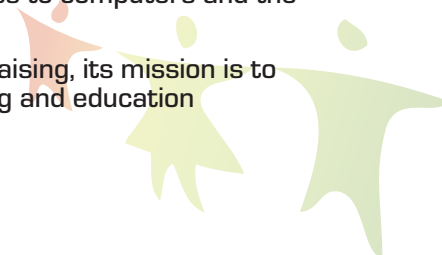
The NDC programme will come to an end after 10 years in March 2011 and Marsh Farm Futures will continue the work of supporting the social and economic developments of the regeneration of Marsh Farm, as well as meeting the needs of the local people, businesses and area as a whole. The organisation is governed by a Board of directors with a membership who have limited liability.

The Board is likely to apply for charitable status which would result in corporation tax benefits and obtaining an 80 per cent reduction on business rates. This would make a significant contribution to the organisations sustainability.

Marsh Farm Futures will actively engage the local community, residents and stakeholders in order to understand their needs, maintain their interest, and enable them to play a role in initiating and delivering new enterprise and community activities.

Marsh Farm Futures currently has memberships of the following associations:

- **The Development Trusts Association (DTA)** - the leading network of community enterprise practitioners dedicated to helping people set up development trusts and helping existing development trusts learn from each other and work effectively.
- **UK Online Centre** - UK online centres provide millions of people with access to computers and the internet, along with help and advice on how to use them
- **Institute of Fundraising** - the professional membership body for UK fundraising, its mission is to support fundraisers, through leadership, representation, standards-setting and education



CONSULTATION 1

In November 2008 a consultation exercise was undertaken to ask a range of stakeholders for their views on the development of the vision, the aims and the governance structures of the legacy vehicle (now Marsh Farm Futures) which would succeed MFCDT at the end of the NDC programme in March 2011.

Four main stakeholder groups were consulted through focus group surveys and workshops

- **Residents**
- **Businesses**
- **Partners**
- **Voluntary and community groups**

The following vision statement was agreed as being realistic, achievable and clear whilst reflecting the needs of the community.

To improve the well-being and quality of life for those who live and work in Marsh Farm by working with partners to inspire and empower the community through creating sustainable opportunities

The following aims and key priorities were identified to be adopted by the organisation to:

- **Provide affordable, well-managed and sustainable facilities for enterprise and community activities**
- **Develop a vibrant local economy where businesses can prosper and community enterprise can flourish, creating jobs and a skilled and competitive workforce**
- **Improve educational standards with a wide range of learning opportunities and experiences**
- **Support youth programmes which develop skills and confidence engaging young people as active decision makers**
- **Encourage a healthy, confident community who feel safe, and have good quality affordable homes in a quality environment with a range of accessible facilities**
- **Promote effective partnership working between all sectors to build capacity and create a sustainable community 'anchor' organisation to ensure that the needs of the community are understood and addressed**

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CONSULTATION

The organisation is made up of people with a diverse range of skills and experience to carry on the work of the Trust and ensure that the MFF goes from strength to strength in the future. They consist of a cross section of local residents and representatives from the wider community who will help and guide Marsh Farm Futures to meet its objectives which are:

- To create business, training, community enterprise and employment opportunities by providing workspace, buildings and land
- To promote the growth of the economy, particularly the support of local businesses and community enterprises
- To advance education, training and retraining particularly among unemployed people and providing them with work experience
- To provide financial and technical assistance, business advice and training to help residents to set up a new business or develop existing ones
- To work in partnership with local organisations to improve neighbourhood services
- To provide or assist with the provision of leisure and recreational facilities for all members of the community
- To protect and conserve the local environment
- To ensure the provision of health and childcare facilities
- To promote public safety and the prevention of crime
- To develop and encourage the regeneration and social development of the area

“At Marsh Farm Futures we intend to continue to provide quality facilities for enterprise and community activities”

Rafi Mohammed, Chief Executive

WHAT HAS BEEN ACHIEVED SO FAR?

The Marsh Farm Community Development Trust was set up in 2001 to manage the Government's NDC programme. £48.8 million was awarded to Marsh Farm over a ten year period to improve the area and support residents.

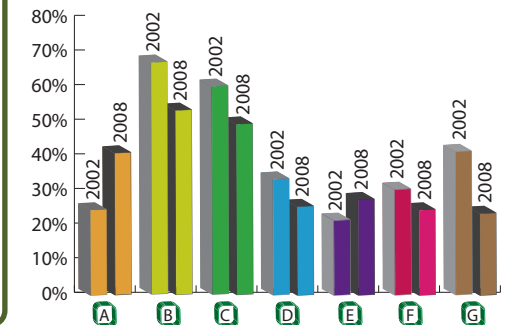
During this time it has addressed social, economic and environmental issues affecting Marsh Farm residents by delivering a programme of activity. The key areas that were focussed on included, Community Capacity Building, Health and Wellbeing, Crime, Education, Business and Employment.

As a result of these interventions, there have been many positive changes and a real difference has been made to the lives of residents. The programme has funded and supported numerous individuals, projects and initiatives across the estate including bursaries, improved lighting and CCTV, health education, and improved neighbourhood policing helping to:

- reduce levels of crime
- improve education standards across all age groups
- improve health
- improve housing and the environment
- tackle unemployment issues

In the latest Mori resident's survey on the estate - there have been improvements in all areas. This is what those who took part said how the NDC programme has helped the community since 2001.

- (A) Residents who felt that the NDC has improved the area is up 17%, from 25% in 2002 to 42% in 2008.
- (B) Residents' concern about burglary has dropped 14%, from 68% in 2002 to 54% in 2008.
- (C) Residents' worries about being mugged or robbed has dropped 11%, from 61% in 2002 to 50% in 2008.
- (D) The number of people without qualifications has dropped 8%, from 34% in 2002 to 26% in 2008.
- (E) The number of people who have taken part in Education & Training has risen by 6%, from 22% in 2002 to 28% in 2008.
- (F) In the 2008 survey 31% of residents felt that they could influence decisions in the area, an increase of 6% from 25% in 2002.
- (G) In 2002, 42% of residents felt that litter in the area was a serious problem. This had dropped by 18% to 24% in 2008.



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TAKING MARSH FARM INTO THE FUTURE

Succession

All NDC's are required to produce Succession Strategies that explain how the work that has taken place in the NDC areas will be sustained beyond the 10 year government funded programme.

Whilst much has been achieved in Marsh Farm there is still work to do. MFCDT has worked with Marsh Farm Futures to put into place a delivery plan which involves 'twin track' working over the final two years of the programme. This is to ensure that there is a smooth transition in March 2011 and that Marsh Farm Futures are well positioned to build upon the successes of the NDC programme and tackling the challenges that remain

Marsh Farm Futures aims to improve the well being and quality of life for those who live and work in Marsh Farm through partnership working to inspire and empower the community through creating sustainable opportunities.

Community empowerment

Community Empowerment is central to Marsh Farm Futures. It is about people working together to make life better. It involves having the skills, resources and delegation to do things for themselves (even if in partnership with others).

The aim is for more people to influence decisions about their communities, and more people taking responsibility for tackling local problems, rather than expecting others to do it. It includes working with organisations to ensure residents play a part on Boards, committees and in scrutiny meetings with key agencies and partners.

A key strand of this work is to establish residents and enterprise forums with the involvement of other key partners.

Partnership working

Marsh Farm Futures will be looking to collaborate with the Primary Care Trust, Police and Luton Borough Council across organisational boundaries to tackle shared issues. The process of joint working began with the NDC programme and the journey will continue through the development of the CERC building, provision of services by partners, and through to the redevelopment of the central area.



TAKING MARSH FARM INTO THE FUTURE CONTINUED...

Viability and asset transfer

MFCDT has ensured that there is sufficient revenue funding in place for 2010/11 through the provision of core funding for staffing and to build the necessary and sustainable infrastructure to maintain Marsh Farm Futures from April 2011 onwards when the NDC programme comes to an end.

Income generated from projects activity by the NDC programme will be endowed to the Marsh Farm Futures which can be used in meeting its future objectives.

MFF recent Business Plan proves that the Marsh Farm Futures is an independent and financially viable organisation from the outset and will become a genuine asset for the area that will be self sustaining without the need for other NDC type grant funding for the next 10 years and beyond.

Furniture and equipment will be transferred from MFCDT to Marsh Farm Futures. MFCDT's aim is that assets funded from the NDC grant continue to be used for the community and that these facilities and resources will also be shared with other tenants.

As Marsh Farm Futures is a 'Community Interest Company' the assets are 'locked in' by means of regulation by the Community Interest Company (CIC) regulator and once the Communities and Local Government has agreed the Succession Strategy it is expected that confirmation will be provided to Marsh Farm Futures enabling the removal of any charge on the CERC.

This will allow the organisation to make the best use of these assets to meet local needs, keeping in mind the ultimate community benefit purpose.



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TAKING MARSH FARM INTO THE FUTURE CONTINUED...

Fundraising

Marsh Farm Futures has put together a fundraising strategy that identifies its financial requirements so that it may conduct its work and carry out its objectives. The strategy outlines the actions, timescales and resources that will be implemented to enable the funding needs to be met.

It is a working document that staff and the management team can use to review and record successes and future recommendations. It states Marsh Farm Futures purpose and related activities.

The strategy is an essential tool for successful fundraising and generating income to deliver the aims and to meet the priorities of the organisation. It will help to focus, prioritise and diversify fundraising activities and allow the organisation to assess all the possibilities, in terms of funding opportunities. It can ensure that there is a shared understanding of our priorities and objectives and how these will be reached.

In addition it is anticipated that there are other benefits of this fundraising strategy including:

- **Assisting Board Members to consider the risks associated with any fundraising actions**
- **Helping to achieve the Mission statement**
- **Support grant applications and enabling potential funders to determine the viability of Marsh Farm Futures as an organisation and whether their money will assist in achieving the intended purpose**

Governance

Marsh Farm Futures has been operating closely with MFCDT to “shadow” its work during the last year and has set up its Memorandum and Articles of association and its financial policies/ model based on the experience of the NDC programme. It has also undertaken its Board recruitment in consultation with the NDC Partnership and learning lessons from NDC’s past history.

Over the last 18 months Marsh Farm Futures Chief Executive has been working closely with MFCDT to build synergy between the two organisations and ensure that best governance practices are embedded in the Marsh Farm Futures customs.

Marsh Farm Futures will work to establish a strategic link with Luton Borough Council through their Chief Executive and Head of Regeneration to provide regular updates on its work. We aim to include the leader of the council and the Chair of Marsh Farm Futures in these discussions.



TAKING MARSH FARM INTO THE FUTURE CONTINUED...

Marketing and Public Relations

A new brand identity has recently been launched by MFF which will promote MFF as an autonomous organisation and brand.

A competition was held locally inviting ideas for the new logo some of which were incorporated into the final design.

Marsh Farm Futures will continue to liaise with the Marsh Farm Community Development Trust PR and Communications team during the final year of the NDC scheme and the launch of the new CERC building. This is to ensure that the target audience including residents, partners and stakeholders and the wider community are all effectively informed about the organisation, its strategic aims and objectives, the succession and the progress of the new CERC building and the opportunities that it offers.

Early awareness and expectation of the organisation and the facilities and services within the CERC will be fundamental to their success. A Marketing and Communications Strategy and media timetable has been agreed by the Board which has identified effective methods to communicate the messages including:

- **News Sheet**
- **Website**
- **Local and community media**
- **Poster, leaflets and marketing materials**
- **Exhibitions, meetings and events**
- **Face to face communications**





THE FUTURE (WORK AHEAD)

The new CERC is central to the Marsh Farm Masterplan to ensure that regeneration works on the estate continue alongside the neighbourhood redevelopment and enhancement works that have already been completed or are currently underway such as the redevelopment of Lea Manor High School and the proposed new Purley Centre.

Marsh Farm Futures will continue to implement this major regeneration programme which aims to revitalise the estate by improving community facilities, housing and the environment of the neighbourhood.

The residents of Marsh Farm and the wider community told MFCDT what improvements THEY wanted to see on the estate. The Masterplan set these out in a programme which will make a huge contribution to the regeneration of Marsh Farm, making it a more attractive, safer and welcoming place to live, work and visit.

Some enhancement works are already underway or have been completed, such as the environmental improvements, CCTV in the Purley Centre and new lighting across the estate. Residents can see what is being done and the differences being made with major redevelopments and schemes making positive changes to the estate for everyone in Marsh Farm, now and in the future.

The redevelopment of the Purley Centre and nearby central area

The Marsh Farm Neighbourhood redevelopment includes the Purley and neighbourhood centre. The exact timing, details and design are yet to be determined but it is likely that the scheme will include:

- Shops
- Supermarket
- Affordable and private housing development delivered through Luton Borough Council

Residents and members of the wider community will be asked for their views and ideas as the scheme progresses to ensure that it meets their needs.

Building new affordable replacement housing

New affordable housing is being developed by Aldwyck Housing Association on the site of the now demolished Wauluds House. The site will provide 24, high quality, one and two bedroom flats for some of the residents who will need to move as part of the central area redevelopment.



THE FUTURE (WORK AHEAD) CONTINUED...

Overall improvements to the community environment

It is an exciting time for Lee Manor and the Marsh Farm Community as a whole as the plans for the redevelopment conceived by Luton Borough Council in Partnership with Wates and QED are now in full swing for final completion in September 2011. Wates are committed to the development of Luton and its community and will continue to push forward new and exciting ventures that helps the community in and around Luton. Wates at Lea Manor are committed to delivering 0% waste to landfill, reduce carbon emissions as well as providing opportunities for local employment.

An important part of the Masterplan is the planned programme of schemes and projects to enhance the environment on parts of the estate.

The Groundwork Hertfordshire Landscape team has worked with residents to deliver a range of environmental improvements across areas of Marsh Farm which include:

- new and improved paths and paving
- improved car parking spaces
- planting of shrubs and trees
- play areas for young people
- new benches and street furniture

These improvements will complement the Council's £5,800,000 investment in the Decent Homes Programme, which is working to improve the structure and interior of housing across the estate. These schemes will result in a substantial improvement for everyone in the local environment.





THE NEW CERC BUILDING

A new £9m Community Enterprise Resource Centre (CERC) is due to open in December 2010. This is the primary resource for Marsh Farm Futures and has been a key driver for the succession strategy of the NDC.

The existing CERC (the former Coulters Building, owned by People's Property Marsh Farm) is being demolished and replaced by a new bespoke, low operating cost, 65,000 sq ft building.

Work began in 2009 following extensive public consultation and partnership working between the Marsh Farm Community Development Trust, MFF, Luton Borough Council and GO East. Additional funding costs will be met through funding from the East of England Development Agency (EEDA).

The building will provide a community hub that has sustainable service and facilities designed to meet the identified needs of the local community including:

- **A health hub – providing community health facilities**
- **Council customer services – incorporating housing,**
- **Children and learning and day care**
- **Police and community safety service**
- **Enterprise space – units for small businesses**
- **Indoor children's play park**
- **Community café**
- **2/3 'complementary' retail units**



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THE NEW CERC BUILDING CONTINUED...

* A provisional list of expected services made available through the PCT and LBC is provided on page **21 & 22**. The CERC will facilitate enterprise, joined up service delivery through the Primary Care Trust (PCT), Police and Luton Borough Council including a play park and community engagement. This type of partnership working will bring balance, vitality and additional sources of income to the CERC and the community.

A range of programmes addressing the needs of the unemployed, businesses, youth and community will be developed through the CERC from its first year of operation.

A priority of Marsh Farm Futures is to use the new building to encourage and improve local employment through the creation of the Enterprise Centre. This 18,000 sq ft of office, studio and workshop space will house office units of various sizes and the provision of related business support services.

The renting of enterprise space will provide revenue funding for the CERC to allow the building to be self supporting. (This option also allows for expansion of the building should additional funding and income become available, subject to planning approval).

As one of the primary aims of Marsh Farm Futures is to promote the growth of the economy of the area, a managing agent will be employed not only to promote the enterprise space and provide business support but also to manage the CERC building.

The fixed and variable operating costs of the CERC have been budgeted to ensure the long term maintenance and sustainability of the building. The net surplus generated from the management and letting of the facilities through long term anchor tenants and sessional lettings of the community and meeting spaces is sufficient to cover the CERC operating costs and contribute to the development of Marsh Farm Futures as occupancy levels grow.



"The new CERC will be an excellent new facility for the people in this community"

Dave Crean, Chair of Marsh Farm Community Development Trust

THE NEW CERC BUILDING CONTINUED...

Proposed Tenants

The partner organisations have come together to create a fully integrated and flexible Community, Health and Social Care Service for the whole of the local community.

Marsh Farm Futures is in negotiations with Luton Borough Council, the PCT and Bedfordshire Police to take leases of parts of the new CERC.

* Services Offered (provisional)

Luton Borough Council

- **Customer Services** from reception (advice on any council service such as benefits, housing repairs, planning etc).
- **Community Hall** managed by LBC Community Development Department on a contract with MFF (subject to agreement). This hall in turn used for many community activities, some initiated by LBC (eg adult education, D4 employment advice service) others by the community.
- **Children and Learning Integrated Services** north team area office. The base for social workers, educational welfare officers etc who work in north Luton. We anticipate they will meet their clients at home or in the CERC and enjoy much closer liaison with health visitors/community health workers using the CERC building.
- **Surgeries** with LBC officers and Councillors from meeting rooms or community hall as appropriate.
- **Day Services** for elderly adults and possibly adults with physical/mental disabilities will use Community Hall in a similar way to the use of Jubilee Hall at present (ie sessional use for activities such as keep fit, indoor bowling, arts and crafts and use of wet room).
- **Training** location for internal courses.
- **Public meeting** venue.
- **Possibly touch down** point for mobile council workers in the LBC office space (subject to space and sufficient privacy for social workers).



THE NEW CERC BUILDING CONTINUED...

Luton Primary Care Trust

(Ground Floor)

- Podiatry, 2 treatment rooms, (previously called Chiropody)
- Tissue Viability (leg ulcers) treatment area, twin facility
- Minor treatment suite. investigations and treatments
- Child Health & Sure Start baby clinics
- Health Education clinics
- Consulting room, multi-purpose
- Small interview room, breast feed room
- Admin and reception functions.
- Waiting space and children's play

(First Floor)

- Phlebotomy clinics (blood tests)
- Clinical Treatment and measurement area
- Four consulting rooms, multi-purpose, sessional clinics
- Paediatric speech and language therapy, two room suite and storage
- Macmillan nurses cancer support
- Dietetics
- Continence services
- Family planning
- Smoking cessation
- Mental Health consultant psychiatrist clinics
- Group therapy and talking therapies space.
- Team space for Health Visitors, District Nurses and Social Workers
- Dental suite for NHS Dentistry
- Waiting space
- Staff facilities and meeting room





BUILDING PROGRESS ON THE NEW CERC

VolkerFitzpatrick were appointed as the contractor for the demolition, design and rebuilding of the new CERC building and work began in August 2009 and is on schedule for the new building to open in December 2010.

Commencement of New building	19/10/09
Early access date to the Enterprise units	31/05/10
Decant form existing CERC	31/05/10
Demolition Of existing CERC building	07/06/10
Commencement date for Playing Area	16/08/10
Practical Completion of the New CERC	06/12/10

Progress report from Volkerfitzpatrick

The project is currently on programme with all elements progressing well. Design is nearly complete with just the final elements of the window design left to complete. There have been some difficulties in finalising the PCT layout but this process has been managed well by the client team and consultants.

The decant duration has now been reduced to one week but the move process has been planned well and should flow smoothly thus allowing the demolition to commence as planned.



BUILDING PROGRESS ON THE NEW CERC CONTINUED...

“The New CERC Building is an exciting project of which VolkerFitzpatrick are extremely proud to be a part of. The building has several disciplines which in turn has caused some difficult design issue. But with the determination and leadership from client we have managed to resolve the majority of the outstanding issues allowing us to construct what will be a flagship building for the Marsh Farm Community.”

Gallery of pictures.



Working for all the community



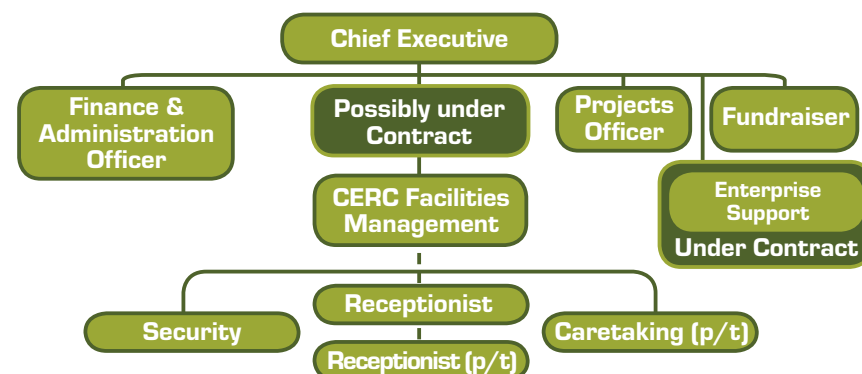
THE MARSH FARM FUTURES TEAM

Marsh Farm Futures is built upon the enthusiasm and qualities of the people connected with it. Given the 'people centred' orientation of the organisation it is crucial to develop the right ethos. We aim to invest in suitable training and support for all those involved.

The organisation consists of a core management and administration function designed to facilitate the running of the organisation, the operation of the CERC and the development and implementation of new programme initiatives over the next 12 months.

From April 2011 the organisation will be streamlined according to what it can afford and is required to meet the needs of the community.

MFF ORGANISATION STRUCTURE FROM 2010 / 11



MFF ORGANISATION STRUCTURE FROM 2011



Rafi Mohammed • Chief Executive



Rafi is an urban regeneration specialist with more than twenty year's experience of project and programme management. Rafi has worked as director for a management consultancy and Chief Executive with a number of Regeneration Partnerships in and around East and North London. He has a successful track record of organisational development and impact delivery in the private, public and not for profit sectors, delivering major joined up regeneration programmes across borough boundaries and organisations.

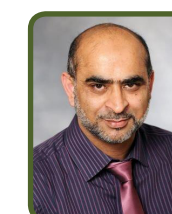
Lorraine Adams • Finance and Administration Officer



Lorraine provides effective administration, financial and clerical support for Marsh Farm Futures. Lorraine has extensive experience in finance, administration and marketing. Her experience will help enable Marsh Farm Futures to build on the successes of MFCDT and continue with the valuable work happening in Marsh Farm.

"MFF is eagerly waiting with residents and partners to develop and deliver services that not only meet the needs of the local community but also services that further close the poverty gap between residents in Marsh Farm and the rest of Luton and nationally. Within the current economic climate and cut backs it will be tough on all service providers. Working in close partnership we will meet this challenge and overcome it with a new beginning in 2011".

Ishaq Kazi • Fundraiser



Ishaq joined Marsh Farm Futures in January 2010 in the role of Fundraiser. He had worked at the Trust for more than three years. He has more than 16 years of local authority experience in training and regeneration, including fundraising.



THE ROLE OF THE MARSH FARM FUTURES BOARD

The function of the Board is to set policy and direct the organisation. They will have overall responsibility for:

- **compliance with the governance framework**
- **defining strategy, establishing objectives**
- **prioritising developments**
- **allocating resources**
- **monitoring results**

In April 2009 the recruitment process began to find 11 resident and business representatives to become new Board directors of the organisation to take effect from August 2009. These are comprised of:

- **4 local resident directors – one of whom is a young persons representative**
- **3 local stakeholders**
- **2 business representatives**
- **2 local councillors**

Marsh Farm Futures appointed their directors on the basis of merit including skills, knowledge and competence. The Board has a strong balance of gender, ethnicity, age and experience. The Chair will be re-elected and may be from within the appointed directors but could be co-opted as an independent Chair. Two Vice Chairs are also appointed and the Board of directors have been selected and appointed to act as directors under company law.

The role of partners includes but is not limited to having their organisations working in partnership with Marsh Farm Futures. It is also hoped that they will add personal skills and experience to the Board.

Luton Borough Council has a special role as a partner with Marsh Farm Futures. This is for a number of reasons including having statutory powers, being the accountable body of MFCDT and in providing many of the solutions across Marsh Farm and the town.



ALL BOARD MEMBERS HAVE AN EQUAL STATUS.

The roles and responsibilities of Board members will in the long term include:

- **Representing Marsh Farm Futures to outside agencies and forums**
- **Defining policy and strategy for the operation of the CERC and any programme activities**
- **Monitoring performance and directing action if required**
- **Agreeing priorities and performance targets**

All Board members have an equal status.

Five Board meetings and an away day for Board members and staff have been held since July 2009 where the Board have:

- **Agreed terms of reference**
- **Code of conduct**
- **Agreed to set up sub committees**

Marsh Farm futures have set up a number of sub-groups of the Board so that a small group of Board members (and sometimes co-opted experts) may focus in detail on a particular issue. This will allow the Board to ensure that sufficient attention is being paid to the detail of specific issues without one topic dominating the Board agenda at each meeting. Examples of this are sub-committees dealing with Personnel, Fundraising and the Strategic Implementation Group which deals with the succession phase during the final year of the NDC programme.

A Business Plan for Marsh Farm Futures and the CERC 2009 - 2014 has also been agreed.





MEET THE BOARD...

Muhammad Azam Roomi • Local Stakeholder



Muhammad is the Chair of MFF. He is a principal lecturer at the University of Bedfordshire's Business School and is also the Director of Research for the Centre for Women's Enterprise. Muhammad also lives locally to Marsh Farm.

Abdur Rahman Khan • Local Stakeholder



Abdur Rahman is the Vice Chair and has been involved with the local voluntary and community sector for many years. He has a wealth of experience in community development and education and lives locally.

Glenn Jenkins • Resident



Glenn has been a resident of Marsh Farm for more than 20 years and has more than 17 years dedicated experience in community development, self management and empowering housing cooperatives.

Roy Davis • Councillor



Roy has been a Borough Councillor for 25 years. He is Executive Member responsible for regeneration, major capital projects and strategic planning and transport infrastructure and is Vice-Chair of the Joint Planning Committee.

Rabindranath Martin • Business Representative



Rabindranath is the Executive Director of Heathrow City Partnership. He has many years of experience and a wealth of knowledge in business and enterprise management, regeneration and community development.

Stephanie Kirby-Daniels • Young person representative



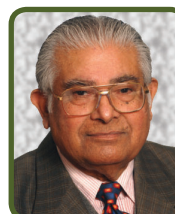
Stephanie is the Vice Chair and has been a volunteer for over 4 years for the Marsh Farm Youth Forum and a young advisor for 2 years. She is dedicated to ensuring the voices and views of young people are heard.

Dave Crean • Resident



Dave Crean is the Chair of Marsh Farm Community Development Trust and has lived in Marsh Farm since 1990. He is committed to positive change and a brighter future for all the residents of Marsh Farm.

Mahmood Shafi Khan • Resident



Mahmood has been a resident of Marsh Farm for over 30 years and is an active MFCDT Board member. As a Lawyer and Community Relations Officer he brings a wealth of experience, expertise and commitment.

Helen Barnett • Business representative



Helen is CEO of Active Luton a successful non profit making organisation. She has extensive knowledge and experience of schools and education and has a passion for making a difference to the lives of people in the community.

Bina Briggs • Local Stakeholder



Bina has extensive experience in Human Resources management, recruitment, employment legislation and training. She has lived in Luton for more than 37 years and is committed to the future development of Marsh Farm.

Financial Summary 2009/2010

Marsh Farm Futures operates as a Project funded by the Marsh Farm Community Development Trust (MFCDT) and do not have any financial activity for 2009/10





Contact Us

For Further information or if you have any comments
or suggestions please contact the Marsh Farm
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Email: info@marshfarmfutures.co.uk

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Working for the Community



With Special thanks to;

Marsh Farm Board Members
Marsh Farm Community Development Trust
New Deal for Communities
Go East