

Marsh Farm Futures

working for all the community



ANNUAL REPORT
2010/2011



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Muhammed Azam Roomi
April 2011

I am delighted to welcome you to the second Annual Report from Marsh Farm Futures This self - supporting successor organisation is continuing to ensure the benefits of the work of the 10 year NDC programme that came to an end in March 2011.

During the past two years we have been working with the Marsh Farm Community Development Trust to build upon their achievements of improving life for those who live and work on the estate through its services and projects in the areas of education, crime, health, business and employment.

Marsh Farm Futures is now beginning an exciting new phase in the future of the area where we will continue this work by developing key partnerships and empowering the local community to deliver lasting change.

The new state of the art £9m Community Enterprise Resource Centre, Futures House, is the jewel in the crown of our future. This fantastic building, managed by Marsh Farm Futures, is providing excellent services and facilities for the community including a play park, enterprise facilities, community halls, meeting rooms and a café.

I am greatly looking forward to working with our staff and Board of Directors to maintain the tremendous achievements over the past ten years in Marsh Farm and to develop them further for the benefit and future of the community.



CHIEF EXECUTIVE INTRODUCTION



Rafi Mohammed
April 2011

Marsh Farm Futures provides quality facilities for enterprise and community activities based and operating from the newly opened Futures House situated at the heart of the community.

Marsh Farm Futures will generate its own revenue funding through the renting of enterprise space in Futures House allowing both the building and the organisation to be self - supporting.

Over the past two years we have worked with Marsh Farm Community Development Trust to ensure a seamless succession when the NDC programme came to an end in March 2011.

Marsh Farm Futures will now continue to ensure that benefits are maintained and that the community is supported by:

- Managing expectations and developing working relationships with partners and stakeholders
- Continuing to identify local priorities and ways to engage with local residential and business communities to understand and respond to their needs
- Developing project initiatives that respond to the organisations strategic aims
- Having an efficient and effective organisational structure including staff, finance, policies, management procedures and governance by the board of directors



The estate takes its name from the farm that owned much of the land in the north Luton area. Marsh Farm was located by Leagrave Marsh and part of the old farmland is now Leagrave Park.

The estate was built in the 1960's a mixture of 3,200 private and public sector households. It has a population in the region of 8,000, biased towards the younger age groups, 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 small shopping centre. It is well connected with regular bus services to Luton town centre. Leagrave railway station is only a 20 minute walk away from the estate and there are frequent trains to Luton, St Albans, Bedford, Brighton and London St Pancras International.

The new state of the art Futures House building is a fantastic community resource offering community halls, enterprise space, health, council and Police services and a children's play park.

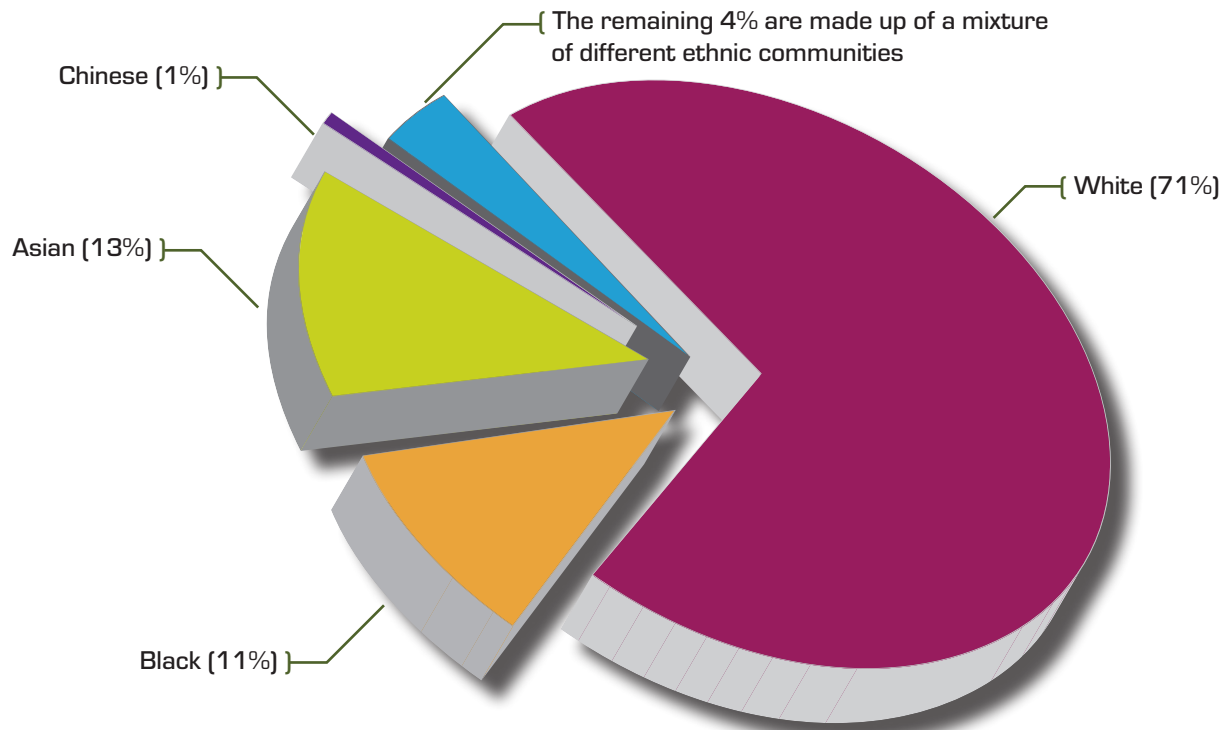


Marsh Farm holds a popular market twice a week on Thursdays and Saturdays. This attracts local residents and people from further afield who come to buy everything from fresh local produce to fashion and household items. The market has been at the hub of the Marsh Farm Community since 1982 and Marsh Farm Futures is exploring ideas with Luton Borough Council as to how it can be improved in the future.

The diversity of the 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

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ABOUT MARSH FARM FUTURES



Marsh Farm Futures was established as Marsh Farm Community Resource, a Community Interest Company (CIC), in March 2009. It has been an independent and financially viable organisation from the outset, self-sustaining and a genuine asset for the area.

The organisation owns and manages the newly opened £9m Futures House, as well as providing a platform to develop new projects that will benefit the continuing social and economic regeneration of Marsh Farm and the surrounding area. Futures House is a large mixed use building designed to provide facilities and services for local residents.

The building aims to:

- Become an integral part of the Marsh Farm central Master Plan, linking in with the regeneration of Lea Manor School and the proposed new Purley Centre
- Provide a community hub with accessible facilities and services for local residents bringing wider benefit to the area
- Generate long term and sustainable economic benefits for Marsh Farm residents and future development in the area

Marsh Farm Futures is registered as a Charity and Limited Company by Guarantee. It has a fully functioning Board along with a number of sub-committees. The Board membership reflects local residents, stakeholders, youth and business and is made up of people with a diverse range of skills and experience.



Marsh Farm Futures currently has memberships of the following associations:

- **Locality** - formerly 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
- **Local organisations including Luton Forum**



WHAT RESIDENTS TOLD US

Meeting the needs and requirements of our stakeholder groups is at the heart of Marsh Farm Futures. We previously asked for their views on the development, vision, aims and governance structure of the organisation and how we can continue to provide quality facilities and services for them.

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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LEGACY OF MARSH FARM COMMUNITY DEVELOPMENT TRUST

The New Deal for Communities (NDC) delivered a number of beneficial projects during its ten-year lifetime. Marsh Farm Futures has now picked up the mantle to develop their work and achievements and will continue to improve the area and support residents.

MARSH FARM FUTURES - LOOKING TO THE FUTURE

Marsh Farm Futures was established as the legacy organisation of Marsh Farm Community Development Trust (MFCDT), the NDC programme that ran for 10 years from 2001.

MFCDT achieved much during that time but there is still work to do. Over the final two years of the programme Marsh Farm Futures worked with MFCDT to put into place a succession strategy to ensure a smooth transition when the programme ended in March 2011.

Marsh Farm Futures provides a range of services and facilities for the whole community. The organisation is now well positioned to build upon the successes of the NDC programme and tackle the challenges that remain through:

- **Community empowerment** - local people working together and making their own decisions to make life better.
- **Partnership working** - Marsh Farm Futures is working with many local agencies and community groups in Futures House including the Police, PCT, Active Luton and Luton Borough Council to ensure that there are quality services and facilities provide for all who live and work in Marsh Farm.
- **Fundraising** - Marsh Farm Futures is working hard to identify ways in which we can apply for and successfully obtain grants and funding which will help to generate further income to deliver the aims and meet the priorities of the organisation.
- **Masterplan** - Marsh Farm Futures is working hard to identify ways in which we can apply for and successfully obtain grants and funding which will help to generate further income to deliver the aims and meet the priorities of the organisation.



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

Rafi Mohammed, Chief Executive

INVOLVING THE COMMUNITY

Community involvement is central to the organisation. It is about people working together to make life better. It involves having the skills, resources and delegation to do things for themselves including 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 Community and Enterprise Forums with the involvement of other key partners.



JOINT WORKING

Futures House is a fully equipped community hub which has begun to offer high quality community services and facilities through partnership working, creating fully integrated and flexible services for the whole of the local community. This will be further enhanced once the PCT start to operate from the building.



Job Centre Plus is also offering a service once a week from Futures House. This may be increased in the future.

Marsh Farm Futures is collaborating with these agencies across organisational boundaries to provide services and tackle shared issues. The process of joint working began with the NDC programme and the journey is continuing through the development of Futures House, provision of services by partners, and the redevelopment of the central area.

Marsh Farm Futures is keen that partners:

- Provide services needed and appropriate for the area
- Bring a sense of pride and ownership to the community
- Work collectively to deliver effective services
- Reduce duplication and waste in the area

Marsh Farm Futures and its partners will be concentrating on:

- Reducing unemployment.
- Improving educational achievement in local schools
- Promoting community empowerment
- Developing the role of Futures House in attracting inward investment
- Reducing anti-social behaviour and impact of drug dealing and usage
- Promoting entrepreneurship and encouraging business start up

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PARTNERSHIP DEVELOPMENT

Marsh Farm Futures fully recognises the importance of partnership working and therefore is completely committed to it. In this regard Marsh Farm Futures has written to around sixty local organisations to establish communication and links. The objective of this exercise was to identify the type of services, the frequency and their requirements to enable them to consider delivering from Futures House from April 2011. The list of organisations include Housing Associations, self help groups, law Centre, CAB, Disability organisations, BME Groups, Women's Organisations.

In addition, Marsh Farm Futures has secured commitment from large public and private sector organisations including, Business Link, The Chamber, Prince's Trust, Microsoft Corporation, The Learning Partnership, University of Bedfordshire, High Street Banks, Jobcentre Plus, Escuda, Relate & Luton Advice Network (LAN). Our intention is to facilitate the delivery of services from these organisations to local resident's door step, making it a unique approach in Luton.

The partnership with local residents is paramount and Marsh Farm Futures is committed to serving the local community. In this regard we will be working closely with the Community Forum, Business Forum and Youth Forum to ensure local buy-in and commitment to determine local needs. It is further envisaged that we will consult with all other possible residents' organisations including Area Committees, Neighbourhood Action, Youth Representative, Women and BME Groups.



PRIORITY INTERVENTIONS PROGRAM

1. Reduce Unemployment Levels

To reduce unemployment levels to the level of Luton through partnership working and initiatives including employment programmes, provision of advice, information and guidance, a new Business / Enterprise Network (BEN). Marsh Farm Futures will also be working with Jobcentre Plus and other providers to support and help residents to get jobs and create a closer working relationship with key local employers.

2. Improve educational achievement in Marsh Farm schools

To work with schools and education providers to improve standards at all key stages and to reach the Luton and then the national average. Marsh Farm Futures may facilitate the co-ordination of Marsh Farm education provider's consortium.

3. Community Empowerment

Marsh Farm Futures aims to enable the community to influence, work with and communicate effectively with external organisations to ensure that local needs are identified and met. Marsh Farm Futures will, provide information, continue consultation, provide support to Community Forum, MF Youth Forum and set up MF Business Forum.



PRIORITY INTERVENTIONS PROGRAM CONTINUED...

4. Redevelopment of the central area

Marsh Farm Futures will continue to work with LBC & other Partners to improve community facilities and services including education, housing, the local environment and tackling crime through partnership working with to redevelop the central area.

5. The role of Futures House

Futures House provides an innovatively designed vibrant and viable community hub housing high quality services and facilities through joined up working with agencies. The building includes an Enterprise area which will encourage business start-up and promote enterprise culture. A new children's indoor play park is also housed in the building as well as a Cafe.

6. Reducing the impact of drug dealing and drug usage

The aim is to reduce drug dealing and usage on the estate through targeting initiatives to support drug users, advice, education and zero tolerance on well known dealers.

7. Reduce anti-social behaviour

The planned outcome for this intervention is to reduce the total number of anti-social incidences on Marsh Farm. This will be achieved through targeted work with young people and offenders and by diverting people away from crime into positive activities.

The Board consists of a cross section of local residents and representatives from the wider community who are working together to help and guide Marsh Farm Futures to meet its objectives.



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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**
- **Supporting the requirements of 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**

MARKETING AND PUBLIC RELATIONS

Marsh Farm Futures continued 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 Futures House. This ensured that the target audience including residents, partners and stakeholders and the wider community were all effectively informed about the organisation, its strategic aims and objectives, the succession and the progress of the new building and the opportunities that it offers.



THE WAY AHEAD

The newly opened Futures House is central to the Marsh Farm Masterplan that will 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 regeneration of Lea Manor High School and the proposed new Purley Centre.

Marsh Farm Futures is continuing to work within this major regeneration programme and 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 have given their views on what improvements THEY wanted to see on the estate. The Masterplan set these out in a programme that will make a huge contribution to the regeneration of Marsh Farm, continuing the work of making it a more attractive, safer and welcoming place to live, work and visit.

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.



OVERALL IMPROVEMENTS TO THE ENVIRONMENT

Lea Manor High School has been transformed into a modern, energy efficient community complex. The school now boasts a new 250+ seat community theatre, library, science laboratories, technology rooms and a bright new entrance.

Designed by Jacobs Architecture the new school now provides an exciting new venue for young and old to enjoy, through performing arts, scientific research, or attending interactive lectures.

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 Trust landscape team worked with residents to deliver a range of environmental improvements across areas of Marsh Farm which included:

- **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**



PROJECTS

Luton City Status Bid

Marsh Farm Futures was identified as one of the key organisations to participate in the Luton City Status Bid initiated by Luton businesses, Luton Borough Council and other partners. Chief Executive Mohammed Rafi was asked to join the Strategic Group, consisting of Lord McKenzie, Glyn Jones Managing Director Luton Airport amongst others. The working group was represented by Ishaq Kazi.

We have endorsed our support to the proposal and has made valuable contribution towards marketing, branding, promoting the initiative and campaigning for support from local residents.

Marsh Farm Futures is an important feature in demonstrating the positive changes occurring in Luton. Futures House as a new community asset is a key feature of how integrated services will be delivered in North Luton. Our participation in the bid has given the organisation a wider exposure to the private and businesses sector to develop and build important links and partnerships.



PROJECTS CONTINUED...

Luton Forum

Marsh Farm Futures is a member of The Luton Forum, the town's Local Strategic Partnership formed in 2000. Its members are drawn from the public, business, community and voluntary sectors within Luton.

Training Programmes

During the course of the year Marsh Farm Futures secured funding to address priority interventions in accordance with NDC succession strategy. These included Unemployment and Crime themes. Marsh Farm Futures delivered the following projects:

- **Luton Enterprising Communities (LEC) Project** - This project was developed by Exemplas as the lead partner focusing on business start up and encouraging self employment. A number of events were held including Mums Business Network, Women into Enterprise. This was designed to recruit local residents on to a programme of learning activities to improve their business start up, job skills and one to one support and training were offered. The programme was delivered in partnership with ESUDA, Prince's Trust, WENTA, and Exemplas, MF Children's Centre and Turning Corners.

LEC project successfully set up 8 new businesses in the area as well achieving other required outputs.

- **Jobs, Education, and Training (JET) Project** - funded by Skills Funding Agency under Neighbourhood Learning in Deprived Communities (NLDC) in partnership with The Learning Partnership. MFF delivered the following learning interventions designed to help local residents improve their job skills:

Training Course Title	Type of training	No of beneficiaries
SIA – 5 day course	Security Industry Authority accredited training leading to SIA license to enable attendees secure a job in security sector.	7 local unemployed residents
Fork Lift Driving - 5 day course	Accredited training programme leading to license to drive a fork lift truck	3 local unemployed residents
Food Hygiene - One day	Accredited training leading to Hygiene certificate	8 local residents
First Aid - One day	Basic First Aid	12 local residents
Health and Safety at Work place – One day	Essential knowledge areas of health and safety at work place	12 local residents
Construction Skills – One day	CSCS certificate training designed to enable unemployed residents to secure a job at a building site (to be delivered)	12 local residents



PROJECTS CONTINUED...

- **Workability Champion Project** - funded by EEDA- under Economic Participation programme in partnership with The Learning Partnership. This project targeted residents that are workless and hard to reach, to motivate and prepare them for world of work. The project provided support to over 50 residents.
- **Solutions Project** - Funded by Crime Disorder Partnership Luton Borough Council. MFF in partnership with Safer Luton Partnership delivered this project aimed at young people involved in anti-social behaviour. The project provided a number of diversionary activities to engage the youth.

Marsh Farm Futures in conjunction with Enterprise Start-Up and Development Association (ESUDA) and Marsh Farm Children's Centre facilitated a business start up event to help mums into work and business. This attracted a number of mums who were looking for work with a hobby or a skill in mind that they could turn into a business venture. The event demonstrated how mothers could combine business with family life and run their own enterprise. Further events have now been organised and a support network has been developed to provide on going advice and information to the group.

Other events held

Marsh Farm Futures hosted a successful business breakfast on 16 March 2011 in partnership with Luton Borough Council and attracted more than 80 businesses.



Below is a summary of 8 recently created businesses in Marsh Farm area by Marsh Farm Futures

- **FM Cosmetics**
- **Handmade Duvets**
- **Bedfordshire Party Pony Hire**
- **M I C H A Support**
- **Active Community Theatre**
- **Sunshine Child Minding**
- **Lee's DIY**
- **Cyrus-Clarke Community**



FUTURES HOUSE

The new £9million state of the art community building Futures House officially opened in March 2011.

This purpose built facility houses a new children's play park, enterprise space and a range of services from local agencies including Luton Borough Council, PCT and the Police creating a fully integrated and flexible community, health and social care services. The building also offers meeting rooms and a large community hall and a business enterprise hub for new businesses and social enterprises.

Futures House is part of the regeneration Masterplan that was designed and implemented by the Marsh Farm Community Development Trust (MFCDT) following an in depth programme of community consultation.

Futures House was originally envisaged as the conversion of the existing former Coulters Building. However, the scheme evolved during the feasibility stages into a 65,000 sq ft new build development. Work began two years ago following extensive public consultation and partnership working between MFCDT, Marsh Farm Futures, Luton Borough Council and GO East. Additional funding was met through the East of England Development Agency (EEDA).

The demolition of the existing building took place in two phases. During the first phase, existing office accommodation was maintained whilst the new building was partially completed which enabled the second phase demolition works to take place.

Technical options for sustainable technologies were incorporated into the building. A biomass boiler system was installed, one of the most energy efficient and environmentally friendly ways to heat a building. The ventilation system in the atrium area of the building is dependent on the temperature and carbon dioxide levels inside Futures House. If the temperature or carbon dioxide levels in the building are too high, the high level windows open automatically. Similarly, if the temperature gets too low it rains or if the outdoor wind speed is too high the windows close automatically.

The community was involved in the development of Futures House from the start giving their suggestions and ideas and even helping to plan the interior colour schemes



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FUTURES HOUSE CONTINUED...

Services

Marsh Farm Futures is now looking forward to working with partners such as the Primary Care Trust (PCT), Luton Borough Council, Police and Active Luton to deliver efficient and well-managed benefits for everyone who lives and works in the community.

They include :

- **A health hub – 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 cafe**

The services being offered in the new building include:

Luton Borough Council

- The Jubilee Centre has now closed and the council's services have move to the new Futures House building. Customer Services is from the front desk of the building offering advice on any council service such as benefits, housing, repairs, planning etc
- Community Hall – managed by LBC Community Development Department on a contract with Marsh Farm Futures. This will in turn be used for community and local authority activities
- Children and Learning Integrated Services north team area office. The base for social workers, educational officers etc who work in north Luton
- Surgeries with council staff and Councillors
- Day services for elderly and vulnerable adults including leisure activities such as keep fit and arts and crafts
- Facilities for training and courses
- Public meetings

Luton Primary Care Trust (PCT) / NHS Luton

These services have now been transferred to Cambridge Community Health Services and will be offering a range of services from the building in the future.

Bedfordshire Police

Providing neighbourhood policing service to the local community.



FUTURES HOUSE CONTINUED...

Community Cafe

This will be operated by Active Luton, Monday to Friday 8am to 4pm serving breakfast, lunch and healthy snacks.

Other Partners

In addition the following partners will be providing their services to local residents:

Job Centre Plus

Drop in service to the unemployed, lone parents, and anyone seeking advice on their benefits every Thursday morning.

Local Advice Network (LAN)

A combined service provided by Luton Law Centre, CAB and Luton Rights on a wide range of issues including employment, housing, homelessness, family matters, separation, welfare benefits including Tax Credit, money matters & tackling debt.

Relate

Adult Relationship Counselling service for individuals and couples will be offered. The timings and frequency is to be determined, however it is envisaged the service will available day time as well as evenings. Some of the provision will be completely free.



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MF COMMUNITY FORUM

A recently set-up local residents organisation regularly meets to identify local concerns of residents. Its membership is made up many partners including Luton Borough Council, WENTA, Beds Police and Marsh Farm Futures.

Other Community and Self-help Groups

The building is already utilized by Marsh farm Children's centre, Barnfield Sewing Project, NHS baby clinic, Stop Smoking groups, Women's Institute, Credit Union, Sangam Community Group, Children's Islamic classes and various Church groups.

Business Support

As part of our commitment to enterprise development, a number of providers will be available to deliver business start up advice, support and training. Providers may include ESUDA, Business Link, WENTA. The aim of this service will be to encourage self employment amongst the unemployed, women and young people who may have entrepreneurial skills.

ENTERPRISE SPACE

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



The renting of enterprise space will provide revenue funding for Futures House to allow the building to be self - sustaining. This option also allows for expansion of the building should additional funding and income become available.

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

The fixed and variable operating costs of Futures House 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 building's operating costs and contribute to the development of Marsh Farm Futures as occupancy levels grow.

Futures House offers a wide range of high quality office and retail space and workshops designed for small to medium sized business - with flexible, easy in and easy out monthly terms.



ENTERPRISE SPACE CONTINUED...

**Range of Units available from 17m² – 136m²
18,000 sq ft of office and retail space
are available now**

Inclusive packages are available for some office suites and incubator units.

Facilities for Enterprise Centre tenants include:

- **Easy access**
- **Security arrangements**
- **Parking**
- **Flexibility for individual requirements**
- **Start up business support including training and advice**

Futures Fun Factory Children's indoor playpark

Active Luton opened Luton's very first indoor play park, Futures Fun Factory, in Futures House. This fantastic children's play centre has been created by experts to provide a safe, secure, fun and highly creative environment for children to play in.

The superb facilities are designed to attract families from across the communities of Bedfordshire and Hertfordshire and will contribute to making Futures House sustainable for the whole community.

The new play park includes the very latest indoor soft play equipment and laser technology. Active Luton, the charitable social enterprise that is responsible for the sports and leisure facilities across the town and for developing sport and fitness in Luton, was chosen as the operator for the centre and has been instrumental in developing the project alongside Marsh Farm Futures.

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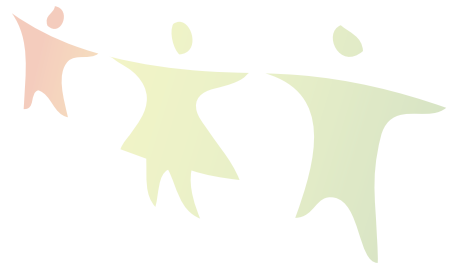
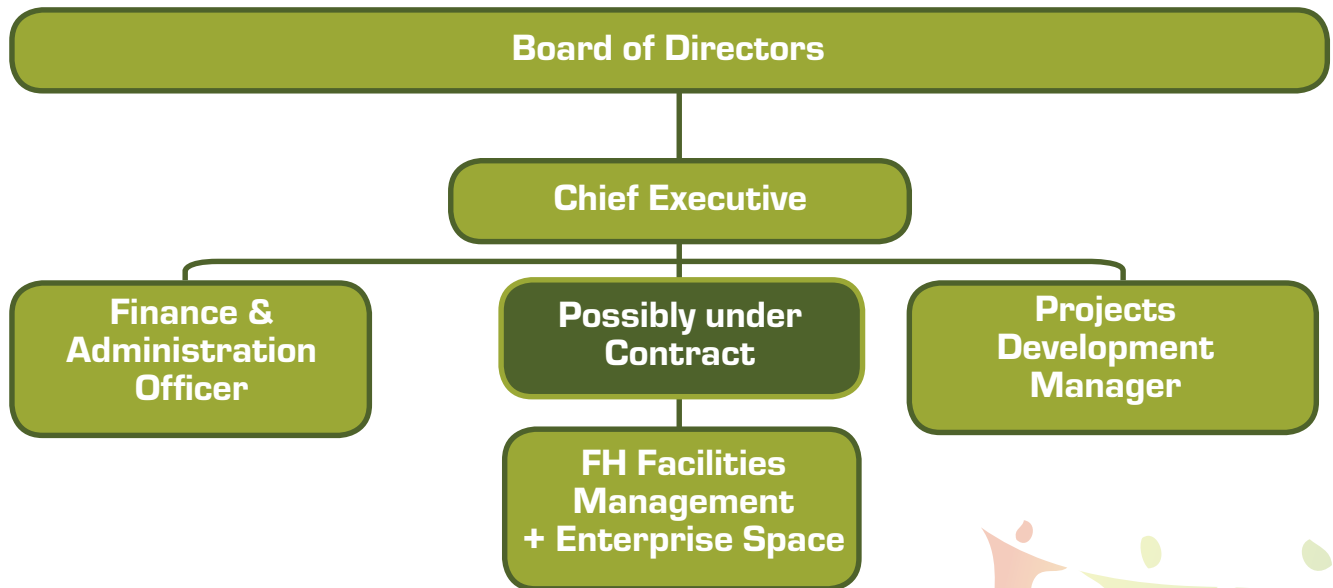
THE MARSH FARM FUTURES TEAM

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 programme function designed to facilitate the running of the organisation, the operation of Futures House and the development and implementation of new programme initiatives.

The organisation intends to be streamlined according to what it can afford is required to meet the needs of the community.

MFF ORGANISATIONAL STRUCTURE



Rafi Mohammed
• Chief Executive



An urban regeneration specialist with more than twenty year's experience of project and programme management, Mohammed Rafi has worked as director for a management consultancy and Chief Executive with a North London Regeneration Partnership. 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.

"Through Futures House, Marsh Farm Futures aims to continue to meet the needs of local people, businesses and the area as a whole. The local community will be encouraged to play a role in initiating and delivering the new enterprises and activities to improve the well-being and quality of life for all who live and work in Marsh Farm."

"Futures House will be providing a host of services and facilities that the local community has told us that they want."

Ishaq Kazi - MBA, MCIM

• Projects Development Manager



Ishaq joined Mash Farm Futures in January 2010 and helped to raise its profile amongst partners and funders. He secured the funding for training projects and later successfully delivered all the projects. He worked at the MFCDT as the Business and Employment Programme Manager for more than three years. He has more than 16 years of local authority experience, gained mainly in London, in project management, enterprise development, training and community regeneration programmes.

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Futures
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THE ROLE OF THE MARSH FARM FUTURES BOARD

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

- **Compliance with the governance framework**
- **Defining strategy, establishing objectives**
- **Prioritising developments**
- **Allocating resources**
- **Monitoring results**

Marsh Farm Futures has 11 resident and business representatives on the board comprised of:

- **4 locally elected resident directors including a local young persons representative**
- **3 local stakeholders**
- **2 business representatives**
- **2 local councillors**



Marsh Farm Futures has appointed its 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 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 has 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 and in providing many of the solutions across Marsh Farm and the town.

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 Futures House and any programme activities**
- **Monitoring performance and directing action if required**
- **Agreeing priorities and performance targets**

Board members and staff have:

- **Agreed terms of reference**
- **An equal status**
- **Code of conduct**

A business plan for Marsh Farm Futures and Futures House 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.

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.

Stephanie Kirby-Daniels - MF Youth Representative
Resigned and was replaced by **Khadeem Rashid**.

Marsh Farm
Futures
working for all the community



Working for all the community



FINANCIAL SUMMARY 2011

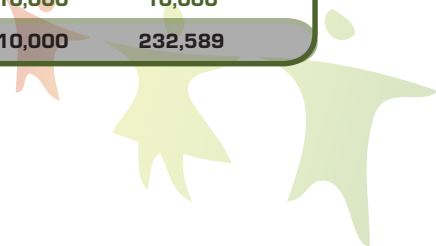
Marsh farm futures (A company Limited by Guarantee)

Statement of Financial Activities for the Year ended 31st March 2011

	Notes	Unrestricted Funds	Restricted Funds	TOTAL FUNDS
		£	£	2010 £
INCOMING RESOURCES				
Grants and Donations	2(a)	332,757	10,000	342,757
Income from Investment	2(b)	95	-	95
TOTAL INCOMING RESOURCES		332,852	10,000	342,852
RESOURCES EXPENDED				
Resources Expended	3(c)	108,608	-	108,608
Administration Costs	3(d)	1,655	-	1,655
TOTAL RESOURCES EXPENDED		110,263		110,263
NET INCOMING/(OUTGOING) RESOURCES		222,589	10,000	232,589
NET MOVEMENT IN FUNDS		222,589	10,000	232,589
BALANCES BROUGHT FORWARD AT 1 JANUARY 2010		-	-	-
BALANCES CARRIED FORWARD AT 31 MARCH 2011		222,589	10,000	232,589

Balance Sheet at 31st March 2011

	Notes	Unrestricted Funds	Restricted Funds	TOTAL FUNDS
		£	£	2010 £
CURRENT ASSETS				
Cash at bank and in hand		224,234	10,000	234,234
		224,234	10,000	234,234
LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR				
Creditors	4	1,645	-	1,645
NET ASSETS		222,589	10,000	232,589
FUNDS				
Unrestricted		222,589		222,589
Restricted	5		10,000	10,000
TOTAL FUNDS		222,589	10,000	232,589



FINANCIAL SUMMARY 2011 CONT...

Marsh farm futures (A company Limited by Guarantee)

Notes to the Financial Statements for the Year ended 31st March 2011

Notes	Unrestricted Funds	Restricted Funds	TOTAL FUNDS
	£	£	2010 £
2(a) Grants			
Planned Giving:			
MFCDT	109,582		109,582
Sundry Donation	35	-	35
Luton Borough Council	8,910	-	8,910
Learning Partnership	9,830	-	9,830
NDC	197,000	-	197,000
LEC Project - Exemples Ltd	7,400	-	7,400
Astra Zeneca UK Ltd	-	10,000	10,000
	332,757	10,000	342,757
2(b) Income from investments			
Interest	95	-	95
	95	-	95
TOTAL INCOMING RESOURCES	332,852	10,000	342,852

Notes to the Financial Statements for the Year ended 31st March 2011

Notes	Unrestricted Funds	Restricted Funds	TOTAL FUNDS
	£	£	2010 £
3 RESOURCES EXPENDED			
3(c) Resources Expended			
Leaflet distribution costs	60	-	60
Business creation expenses	1,000	-	1,000
Food safety course	564	-	564
Health and Safety	1,200	-	1,200
SIA License fees	1,230	-	1,230
Training	1,710	-	1,710
Childcare	20	-	20
Bank charges	37	-	37
Wages and salaries	102,787	-	102,787
	108,608	-	108,608
3(d) Governance costs			
Accountant's fees	1,645	-	1,645
Companies House	10	-	10
	1,655	-	1,655
TOTAL RESOURCES EXPENDED	110,263	-	110,263



FINANCIAL SUMMARY 2011 CONT...

Marsh farm futures (A company Limited by Guarantee)

Notes to the Financial Statements for the Year ended 31st March 2011

Notes	Unrestricted Funds	Restricted Funds	2010	
4	LIABILITIES: AMOUNTS FALLING DUE WITHIN ONE YEAR			
	£	£	£	
ACCUALS	1,645	-	1,645	
	1,645	-	1,645	
5	STATEMENT OF FUNDS			
	Opening Balance	Incoming Resources	Resources Expended	Closing Balance
	£	£	£	£
General Funds				
Unrestricted Funds - all funds	-	332,852	110,263	222,589
Total Unrestricted Funds	-	332,852	110,263	222,589
Restricted Funds				
Astera Zeneca	-	10,000	-	10,000
Total of Funds	-	342,852	110,263	232,589

Notes	Unrestricted Funds	Restricted Funds
5	ANALYSIS OF NET ASSETS BY FUND	
	£	£
CURRENT ASSETS	40,733	11,648
CURRENT LIABILITIES	(4,774)	
FUND BALANCE	35,959	11,648

The Trustees consider that company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the company to obtain an audit for the year in question in accordance with section 476 of the Act. The Trustees acknowledge their responsibilities for ensuring that company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give true and fair view of the state of affairs of the company as at 31 March 2011 and of its net resources expended for the year then ended in accordance with the requirements of section 394 and 395 of the Act and which otherwise comply with the requirements of the Companies Act 2006 relating to the financial statements so far applicable to the company.

The financial statements have prepared in accordance with the special provision relating to companies subject to the small companies regime within part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standards for Smaller Entities (effective April 2008).

The financial statements were approved by the Trustees on 14 September 2011 and signed on their behalf by : Mr M. Rafi....





Marsh Farm Futures

working for all the community

Contact Us

For Further information or if you have any comments
or suggestions please contact the Marsh Farm
Futures Team on 01582 512555

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Email: info@marshfarmfutures.co.uk

Marsh Farm Futures
Futures House
The Moakes
Marsh Farm
Luton
LU3 3QB



With Special thanks to;

Marsh Farm Board Members
And its Partners.

