

Ymddiriedolaeth Penllergare The Penllergare Trust



THREE YEAR PLAN

2013 – 2015

Ein hafan, lle cyn dyrchafu, lle gwyllt,
lle gwar i ddadebru,
ddoe'n drysor ac yfory'n
anturus lys i'r holl lu.

(Geraint Morgan)

Turn to our haven to come alive,
A wild but welcoming place to revive,
Venture to marvel and feast your eyes
On our once and future paradise

(Em Prof Prys Morgan)

Foreword

The Penllergare Trust has entered a significant new period in its relatively short life having recently achieved two of its key ambitions, ie

- ① securing the leases of 100 hectares of Penllergare Valley Woods (for 104 years) and also a 25 year lease of the near derelict Equatorial Observatory.
- ② securing £2.9m in grant aid from the Heritage Lottery Fund and other partner funders for a three year major investment project ending April 2015.

These bring exciting opportunities as well as significant challenges that are new to the Trust. The Trust must move on from its essentially campaigning and development roles to embrace significant long term strategic and property management responsibilities.

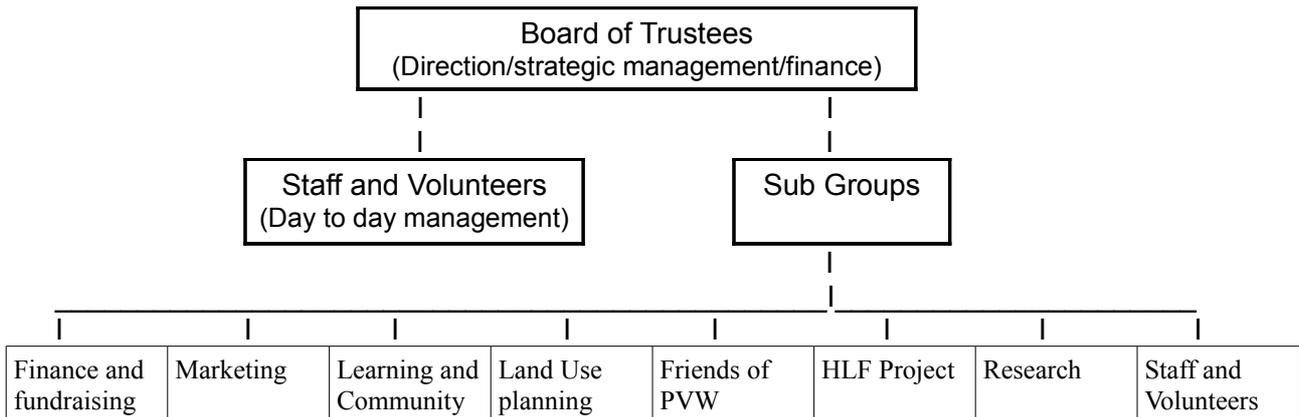
The long term success of the charity demands a transformational change – in governance (direction, strategic and financial management) and also in its relationship with its supporters and local communities.

Some of these changes are already in hand.

Several new Board members have been elected in recent months, all from local communities. A new Chairman and Treasurer were elected in 2012 and a new Secretary in May 2013.

Board members are becoming more actively involved with the management of the charity (and private Company Limited by Guarantee), through the development of sub groups. It is essential that Trustees know what is going on in order to build confidence amongst volunteers, the Friends, staff, visitors and local communities, that the Board is making well informed decisions.

Organisation



The Board, at a special meeting in March 2013, the first of an agreed annual review process, reviewed the key issues facing the Penllergare Trust and identified the main priorities for the foreseeable future. This approach will ensure a focus on the things that are really important in order to build a well supported, strong and sustainable organisation that is ready to seize further opportunities.

This strategic plan has been prepared by a small sub group and reflects the discussions at the special Board meeting.

The Objects of the Penllergare Trust

The purpose of the Penllergare Trust has not changed and is clearly set out in its Governing document. It is summarised here as its mission and vision:

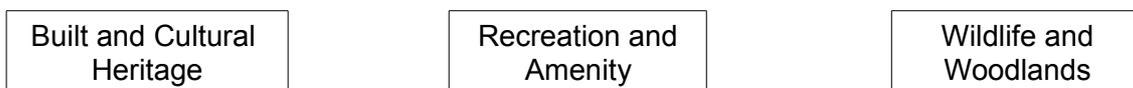
To protect, conserve, restore and maintain the cultural landscape of Penllergare for the present and future benefit and enjoyment of the public; also to promote the appreciation and knowledge of Penllergare, together with the protection and conservation of the wildlife and their habitats.

The vision is:

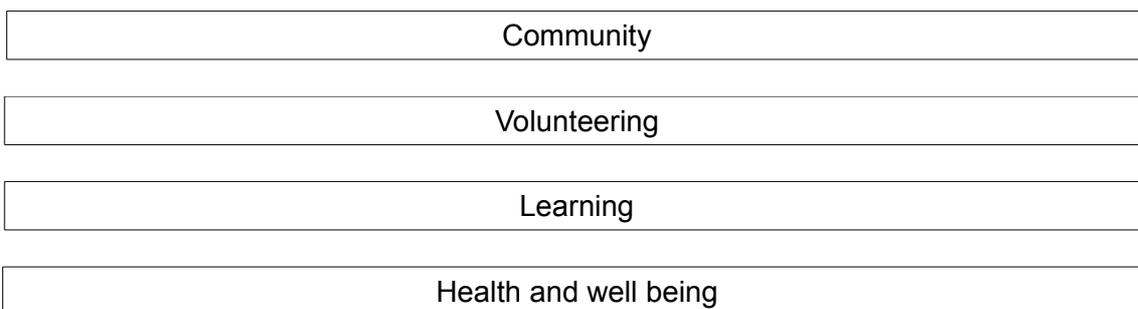
For the cultural landscape of Penllergare to be cherished by the nation, cared for by local communities and for Valley Woods and associated land and buildings to be enjoyed by everyone who visits, fulfilling a diverse range of cultural, social, economic and environmental needs.

The key priorities currently facing the Trust have been analysed into 'projects' and 'themes'. The projects stem from three key areas of significance and the four themes cut across the key areas of significance - illustrated as follows -

Key areas of significance



Key cross cutting 'themes'



Delivery of the purpose of the Penllergare Trust is through its strategic aims -

Strategic Aims

1. To secure in long term protective ownership Penllergare Valley Woods, including the Walled Gardens and the settings of these areas.
2. To establish a financially sustainable management regime that promotes public benefit and the conservation of Penllergare Valley Woods including the Walled Gardens and the settings of these areas as a safe and enjoyable place to visit.
3. To restore as much of the historic designed landscape as is practicable.
4. To protect and enhance the wildlife and natural value of Valley Woods including the Walled Gardens and the settings of these areas.
5. To ensure that volunteering and community involvement are at the heart of the Trust and all its activities.
6. To promote knowledge and understanding of Penllergare through educational, training and other community activities.

In order to develop these aims, we have prioritised the following activities -
(in addition to day to day management of the woods)

Short term priorities (by end 2013/14)

1. **The successful progression of the physical elements of the Parks for People project according to the project plan -**
 - o Complete the construction of a new car park and visitor kiosk (2013)
 - o Complete the construction of the Llewelyn bridge (2013)
 - o Desilt the upper lake and install an Archimedes screw hydro turbine (2013)
 - o Complete the restoration of the Observatory (2014)

- Complete phases 1 and 2 of the repair of the terrace walls (2013 /14)
- Complete phases 1 and 2 of the restoration of historic tracks (2013/14)
- Restore Middle Park (2014)
- Construct the M4 under-bridge footway (2014)
- Prepare safety, access and security plans (2014)

2. Lay the foundations for future support and financial sustainability ie post HLF project (March 2015 onwards) -

Strategic development

- Review the Business plan, inc communications and marketing plan (2013)
- Devise a new fund-raising strategy (2013)
- Support the Friends of Penllergare Valley Woods to develop as a strong supporter group (2014)
- Develop community involvement opportunities (2014)
- Develop future Trustee roles and responsibilities (2014)
- Identify future staff roles and responsibilities (2014)
- Review staff facilities (2013)

Actions

- Set up an electricity supply agreement with a renewable energy buyer (2013)
- Establish a strong and profitable visitor offer in and from the new kiosk (2013/4)
- Devise an interpretation strategy, and delivery of phase 1 (2013)
- Identify and implement car parking and charging arrangements (2013)
- Identify and trial potential future partnerships and business opportunities (2013/4)
- Build up the General Reserve to at least £40,000 (2014)
- Take opportunities to secure additional partnership funding for HLF project in order to release unrestricted funds into the General Reserve (2014)

3. Invest in volunteering -

- Purchase a vehicle – General Reserves (2013)
- Purchase appropriate tools and equipment – within HLF budget (2013/4)
- Provide interim volunteer mess facilities – within HLF budget (2013)
- Review facilities for volunteers (2014)
- Develop and expand volunteer opportunities (2013/4)
- Review volunteering policy and procedures, inc recruitment, induction, training and communications (2013)

Projects and activities that we are not going to prioritise in the short term -

- ⌚ Fundraising for new projects (other than Phase 2 – see below)
- ⌚ Fundraising for continuation funding for *Wild for Woods* education programme
- ⌚ Development of an integrated management plan
- ⌚ Development of Penllergare Trust led arts or health and well being projects
- ⌚ Major events, apart from HLF/Veolia/ERDF related launch events

Medium term priorities (2013 – 2015)

1. The successful completion of the Parks for People project -

- All physical projects completed by March 2015, within budget and to specified standards

- The range of audiences is increased (2015)
- Review the Management and Maintenance plan (2015)
- The number and range of volunteers involved is increased (2015)
- There are strong and sustainable revenue streams (2015)
- A celebratory event (2015)

2. Development of a strong financial base from which to employ staff, support volunteering, ensure good standards of maintenance and to pay the rent.

- Actively implement the business and marketing plan including a fund-raising strategy, with clear roles and responsibilities (2015)
- Build up the General Reserve to at least £50,000 (2015)

3. Protect the Walled Gardens and associated land from further loss of historic fabric and against development. (with an ambition to acquire)

- Submit a Round 1 (outline) application to the HLF for Phase 2 restoration work under their main heritage grants programme (2013)
- If successful, undertake Development Works to inform a Round 2 (detailed) application (2014)
- Negotiate to acquire either a lease or purchase of the Walled Gardens and associated land from the Penllergaer Demesne Land Trust Settlement (PDLTS) and the City and County of Swansea (CCS) (2014).

Longer term aims and ambitions (to 2020 and beyond)

The cultural landscape of Penllergare has the potential to make a major contribution to Swansea in social, economic, cultural and environmental terms.

The Penllergare Trust as an independent local charity, has an ambition to see Penllergare Valley Woods make a significant contribution to the health and well being of people in north Swansea as a vital area of green space and as a nationally recognised heritage 'asset', taking its place amongst the great gardens and landscapes of Wales.

Further projects to achieve this ambition include

- ⌚ Potential restoration of the Lower Lake and the cascades to their former extent
- ⌚ Development of a visitor centre and associated facilities

Risks

The Trust has an active risk identification and management policy. However, it is important to stress the critical role of the Trustees acting with knowledge, skill and commitment to successfully deliver this strategy. Volunteer commitment and community support are also vital. The good will and cooperation of landowners with whom negotiations are planned will also be important.

Review

- ⌚ Interim – Sub group and report to Board – October / November 2013
- ⌚ Annual – Special Board meeting – February / March 2014
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