



DORSET COMMUNITY ACTION

Supporting communities and voluntary organisations

Corporate Plan

2008 to 2011

This document sets out DCA's Corporate priorities for the period 2008 to 2011 based on extensive consultation with its members, users, funders and public bodies.

CHAIR'S FOREWORD



This Corporate Plan for the period to 2011 represents Dorset Community Action's continuing commitment to support for communities and people across our county. The current credit crunch and recession may draw attention away from the fact that many of the challenges that we face in Dorset have long-term backgrounds and still seem incredibly difficult to address: How can younger people lead fulfilling lives in a county where incomes are low, opportunities few, and access to training and education is difficult? How can smaller communities retain a

vibrant mix of generations when housing is so expensive? How can we respond creatively to the anticipated impact of climate change on this county and the wider world? How do we balance the need for development with the protection of the landscape and heritage for which Dorset is known? These are very big issues, but they lie at the heart of much of the work that is being undertaken by our Community Development Workers and other staff at DCA. Another key part of DCA's activities addresses the support needs of local voluntary organisations and community groups. These also face significant challenges: How do we develop networks that enable the sector to play a useful part in the many partnership structures that are emerging? How do we prioritise work to address evidenced need when the available resources are so limited?

DCA's Corporate Plan sets out some of the activities that we will undertake to help us all to deal with these challenges so that Dorset continues to be a county where community life flourishes and voluntary action is valued. So no matter what route this document has taken to end up in your hands, I hope that you can recognise the value of what we are trying to achieve and that you will want to join us as a partner in whatever way you can in seeing this work through to fruition.

Colin Brady
Chair

INTRODUCTION

Dorset Community Action (DCA) has produced this Corporate Plan to underpin and guide its activities for the next three years, and to inform its members, funders and stakeholders. It is based upon the findings of a range of consultative processes with members and stakeholders carried out between July 2007 and January 2008, but also takes into account our views on local needs, set against the far-reaching changes in rural, urban and voluntary and community sector policies and structures, locally, regionally and nationally. Its purpose is to:

- Provide clarity over purpose and role of DCA and its values (why and how we do things)
- Give us some ambition
- Provide clear direction in an uncertain world
- Provide priorities to help make difficult decisions
- Make a case for continuing existing funding and support, and securing new funding and support.

ABOUT DORSET COMMUNITY ACTION

What we do

DCA is a charitable company limited by guarantee, which promotes and supports the involvement of communities and voluntary organisations in planning and shaping their own futures, develops and runs innovative community-based projects, provides support services to voluntary and not-for-profit organisations, and advocates on behalf of these constituencies.

History

DCA was founded in 1967 as Dorset Community Council, the **Rural Community Council (RCC) for Dorset** (its charitable area of benefit also covering Poole and Bournemouth), with charitable objects as set out in *Appendix A*. After 30 years of steady growth, the charity incorporated, changed its name, and moved into its present headquarters in Dorchester, which are leased from the County Council. In July 2003, after several years of developing services for the voluntary sector, DCA was formally recognised as **Dorset's Council for Voluntary Service (CVS)**.

Governance, Members and Partners

DCA is governed by a voluntary Board of up to 15 Trustees (see *Appendix B* for full list as at 1 April 2009), the majority of whom are elected from its 250+ members (voluntary and community organisations). The full Board meets four times a year (including one Away Day) and a Finance and General Purposes Sub-Committee also meets four times a year. The nine principal local authorities across Dorset, Bournemouth and Poole are also DCA members, which gives DCA an unusual ability to act as a bridge between or a forum of the two sectors. DCA works in partnership with other voluntary sector organisations, and a variety of statutory partners and has a particularly close working partnership with the Dorset Association of Parish and Town Councils.

Money and People

DCA had an annual turnover in 2007-08 of more than £1.7m. Income streams are fairly diverse, including service level agreements with local authorities, the Government Office for the South West, other local, regional and national statutory bodies and Government agencies, plus lottery funds, charitable trusts and modest private sector support. This total figure also includes capital grants for village and community halls administered on behalf of the County and two District Councils, and small transport grants for individuals administered on behalf of the Dorset Transport Partnership and West Dorset District Council.

Because staff are DCA's chief asset in producing significant outcomes, approximately 55% of all DCA's 2007-08 expenditure was on staff costs. The average number of employees, full time equivalent, for 2007-08 was 31, managed under the Chief Executive in three main Groups, each subdivided into teams. Only 19 staff members work from the Dorchester office; others are based locally across the county, working from the premises of District and Town Councils, or at the Wimborne Community Learning and Resource Centre (which was developed by DCA in partnership with the Learning and Skills Council and Dorset County Council, and which DCA now manages as a social enterprise).

Regional and National Links

DCA is one of 38 RCCs in England, which are represented nationally by ACRE (Action with Communities in Rural England), and is also a founder member of the regional charity SWAN (South West ACRE Network) which supports the work of the seven RCCs in the region, and of the South West Forum. DCA is a full member of the National Association for Voluntary and Community Action (NAVCA), which has over 300 CVS members.

Track Record

DCA has a successful track record in project development and delivery, service provision and strategic level work. In 2007-08 we:

- Supported 35 communities undertaking community led plans
- Supported 89 local projects (helped with defining, action plans, funding, delivery)
- Helped 30 village/community halls with capital projects resulting in 2 new halls
- Supported 15 communities with play area projects (10 new/improved areas)
- Gave advice to 226 voluntary/community groups
- Helped 56 groups with funding advice resulting in over £1million received in grants

As well as delivering services ourselves we have been the accountable body for a number of partnership projects with turnovers up to £200,000 per year, such as Connecting Dorset (improving access to Broadband through parish councils and village and community halls), the DART Partnership (addressing transport and access issues), and Business Partners (supporting links between private and third sectors in Bournemouth, Dorset and Poole).

DCA strengths, recognised locally are:

- Community development
- Supporting community led planning
- Advocacy of the needs of communities and the voluntary and community sector
- Providing high quality advice and support services
- Committed, knowledgeable staff
- Independence
- Flexibility of approach and responding to needs
- Good contacts in the many communities we directly work with
- Being an accountable body and chairing/supporting partnerships

Our weaknesses are:

- Lack of profile, i.e. too hidden
- Lack of awareness of services we can offer
- Perhaps doing too many things, rather than concentrating on some core services/activities
- Lack of bid writing capacity
- Lack of capacity to meet all the basic advice/support needs of voluntary and community groups

DCA's work in the past has shown it is effective and efficient and has often bridged the gap between public bodies and communities/groups. It has earned the right to continue to exist because:

- It has a passion to get things done
- It has been an effective interface between communities and agencies (agencies will always have a barrier(s) in their engagement with communities so there will always be a place for an independent organisation)
- It has been an effective critical friend of agencies
- It has provided good value for money (i.e. high quality services at a reasonable cost)
- Of its collective knowledge/expertise (staff/volunteers/trustees and of groups it works and has contact with)
- It is recognised by many as an honest broker
- Those in the voluntary and community sector find it easier to accept advice and support from an organisation also in the sector
- It is a 'hub' of information and advice so a one and/or first stop shop
- DCA is here for the long term
- It has a "Can Do" attitude, almost always finding ways to respond to requests for assistance
- It has a wealth of existing networks and links

Quality standards

DCA has a commitment to continual improvement, and is shown by seeking regular feedback from its users, and the use of recognised quality standards. In the past we have been accredited with Investors in People. However in 2006 we successfully achieved Level 1 and subsequently, Level 2 (following a peer review) of the ACRE Standards, based on the nationally recognised PQASSO framework which covered commitment to staff development. In November 2007, following an external review, we achieved Level 3, only one of 6 RCCs in the country. DCA has a Trustee Quality Champion and a standing Quality Working Group of trustees and staff. In the near future we will be considering applying for the NAVCA Standard.

DCA's Uniqueness

DCA does not have a single unique selling point but a 'basket':

- Independent (free to comment, unconstrained by local or national government, impartial, unbiased)
- Driven by needs of people and communities not policy (individual solutions to meet individual community needs)
- Good people and much face to face skills delivery, approachable, friendly
- Visionary, creative and achieves results
- Translator/linkage between communities and agencies
- Wide range of skills and knowledge, a one/first stop shop
- Wide range of contacts with communities and agencies
- Good value and free at point of delivery
- No-one else covers CVS and RCC work in Dorset (combining functions is itself unique),
- Would need to be re-invented if it disappeared

If DCA disappeared likely impacts are

- Less support for voluntary and community groups
- Less on the ground action
- Less joining up
- Less funding brought into Dorset

CHANGES IN DCA'S OPERATING ENVIRONMENT

Partnership working has become established as a normal way of working. Although challenging at times DCA will need to engage more in partnerships and be seen as an active supporter of this way of working. Key changes in policies or structures that will directly affect DCA in the near future are as follows:

In Dorset

The role of Local Strategic Partnerships is becoming more important in deciding priorities at district and county levels. With government monies flowing to the Dorset Strategic Partnership and strategic decisions more often being taken at this level there is a need for DCA to be actively engaged. Dorset's new Local Area Agreement will cover the same period as this Business Plan. The LAA will contain priorities around thriving voluntary and community sector, residents feeling more able to influence local decision making, increased volunteering, increased feeling of belonging to local areas, access to local services, etc. Many of the proposed 33 indicators are pertinent to the work of DCA.

The Local Government Pathfinder – new ways of partnership working by the seven local authorities, could offer opportunities for DCA to deliver services jointly for the authorities, as well as the need to develop new working relationships.

Dorset's statutory bodies have in the past been less financially endowed though central government funding than other areas of England. This is unlikely to change and with increased pressure on budgets to meet national efficiency targets local funding will become much tighter, requiring DCA to show clearer added value to the work of public bodies to access scarce funding. This has already had an impact in that six areas of work carried out in 2007-08 with external monies have not been picked up locally, and so these areas of work closed at the end of March.

Dorset's voluntary and community sector still generally has a low capacity. However in the past few years DCA has provided more services to them, particularly very local groups. Therefore there is an increased expectation from our users to maintain, and expand, our services.

In the South West Region

Some loss of focus on regional bodies as 'regionalisation' becomes less favoured by all parties. However the primacy of the Regional Spatial Strategy will work against local aspirations for land use development and so lead to disillusionment with being involved in community led planning. SWAN and the emerging CVS network for the south west will become more important for DCA's contact/dialogues with regional bodies.

Nationally

The current government is still committed to strengthening of what it calls the third sector. This is as a means to:

- increase people's engagement with, and confidence in, public agencies and the democratic process
- improve public service delivery, either directly by providing more public services or being involved in the planning and designing of them
- addressing inequality.

Similar views and policies are held by the other major political parties.

The main political parties are all emphasising the need for communities/residents to be more empowered to take on projects themselves and feel that they can influence local services. DCA is strongly placed to assist this. The current government continues to value infrastructure work with individual voluntary and community groups. Therefore there will be funding streams until 2011 to support this function.

In April 2008 funding for RCCs from Defra will be administered by ACRE. The change of emphasis totally towards strategic influencing and away from service delivery, and a 10% reduction, in our Defra funding will impact on our funding, and potentially services. There seems to be decreasing interest and focus on rural issues with Defra refocusing on environmental and climate change challenges.

The use of technology for communication is becoming more widespread, acceptable and expected and so DCA will have to respond accordingly.

International

Climate Change is perceived to be an overarching global challenge. Translating that challenge into very local and individualised action is perhaps the most challenging required response. DCA can assist by taking a leadership role, leading by example, and work with other local agencies to help with the translation from global to local.

DORSET SUMMARY PROFILE

People

The administrative County of Dorset has a total population of 401,145. Its rural areas are thinly populated, with many small villages, and market towns of between 3,000 and 17,000 population; its two large urban areas of Weymouth and Portland, and Christchurch, are both on the coast. The average age of the Dorset population is inexorably increasing, (already the oldest age profile of any English county, with Christchurch having the highest proportion of over-60s of any local authority area) as the combination of Dorset's attraction as a retirement and second homes county, (three fifths of the land area is covered by Area of Outstanding Natural Beauty designations, and almost all of the coastline has designated World Heritage status). The population of black and minority ethnic people is still proportionately small in Dorset, around 3.4% average in most Districts, but this masks local pockets of higher proportions, takes no account of our gypsy and traveller community, and seasonal movements of migrant workers.

Employment and Housing

Patterns of employment and service delivery are greatly affected in all but the western third of Dorset because of proximity to Bournemouth and Poole, which have significant employers in business, commerce, and warehousing. Dorset's largest employer is the County Council. The vast majority of Dorset's businesses employ less than 10 people, with the only significant industrial areas being Weymouth/Dorchester. Traditionally Dorset is a low wage economy with high levels of semiskilled and unskilled work.

Because of factors such as the natural beauty of the countryside and coast, Dorset is a magnet for retirement and second home owners, with coastal areas particularly affected. This has led to soaring house prices, and, coupled with low pay, has led to a lack of affordability. A Joseph Rowntree survey published in 2006 showed that houses in most parts of Dorset are less affordable than London and the South East and in Christchurch they are the least affordable in the country. With the average house price now around 10 times the average wage, and few houses to rent on a year-round basis, it is not surprising that young people are having to leave most of Dorset to find a home they can afford.

This decrease in numbers of younger people and families, and increase of older people, will bring with it ever more severe pressures on the delivery of statutory services, particularly as the available pool of labour shrinks. Difficulties are already apparent in recruiting staff for seasonal unskilled work, for elder care in more remote communities and even for professional jobs paying up to £30k, principally because of accommodation scarcity and costs.

The economy of most of Dorset is expected to be boosted by the 2012 Olympic Games, as Weymouth and Portland Harbour will host all the sailing events at the National Sailing Academy in Portland.

Communities

Apart from Christchurch and Weymouth, and areas of East Dorset north of Bournemouth and Poole, Dorset can be divided into market towns and their rural hinterlands, each containing many small villages. The rural Dorset topography, with its poor road and public transport network, has led to the more distant market towns being fairly self-contained as service providers for the hinterlands, and community planning partnerships have progressed into incorporated regeneration trusts in several such towns.

Services and facilities in villages have had mixed fortunes in recent years, with only one recent closure of a village school, and significant improvements to the stock of village halls. On the other hand, almost all village retailing outlets have come under great competition from larger stores, resulting in significant losses particularly of Post Offices/shops (to be exacerbated by the Post Office closure plan due in July 2008), garages and pubs, and many are still on the borderline of survival. Some 'green shoots' are evident in community-led projects to replace closed shops, and in some social enterprise developments providing new transport services.

Christchurch is often presented as a wealthy retirement town, but it has an area of social housing with very significant disadvantage, including poor pensioners as well

as families and has been highlighted as having the least affordable housing market in England. Weymouth has a lower age profile and higher incidence of unemployment and crime than other parts of Dorset (although both are much lower than the national average!). As well as being a tourism centre, Weymouth and Portland has two prisons.

Community priorities

Dorset has invested heavily in encouraging, and supporting, communities to undertake community led plans such as Parish Plans and Market Town Plans. As of March 2008 99 of these had been completed across the county. Districts have used these to inform their Community Plans, and all have used other consultation techniques to draw up the Plans. Dorset's Sustainable Community Strategy, 'Shaping Our Future', has used all these plans to inform priorities for the county. The main challenges are:

- Affordable, sustainable and appropriate housing (more affordable housing, better use of land, new ways of meeting need)
- Developing Dorset's economy (improved infrastructure, skills, enterprise, innovation)
- Improved access to services, employment and leisure (improved transport and solutions)
- Safeguarding Dorset's environment (addressing climate change, improved natural and built environment)
- An ageing population (improved access to computers/internet and services generally, intergenerational work, investment in health and well being)
- Children and young people (more things to do and affordable housing).

Other needs include:

- Reduced crime and fear of crime, tackling discrimination and safer roads
- Increased volunteering, stronger voluntary and community sector, stronger voice for communities and increased local democracy
- Addressing equality and diversity issues
- Reduced health inequalities and improved physical activity
- Increased opportunities to take part in culture, sport, etc.

Voluntary and Community Sector

It is estimated that there are over 3000 voluntary and community groups in Dorset. A countywide survey was carried out in 2007. The structure of the voluntary and community sector largely reflects the population as a whole, with significant numbers (75%) of organisations and groups based in their local area (i.e. village or neighbourhood) or in and around the market and larger towns. The county survey also showed that rural areas had two to three times the number of groups per head of population than urban areas. Some of these have some form of a county network, but most do not, which means that development support with quite basic issues is often needed, and a local worker is much appreciated. Some charities still cover 'old Dorset' i.e. including Bournemouth and Poole, and have their head offices based there. Dorset also has relatively few larger or influential charities, which are not local offshoots of national charities, and for those that do exist, communications channels with local statutory funders tend to be one-to-one rather than collective.

Needs raised by the survey include:

- Governance training for trustees
- Fundraising training and advice
- Financial training
- Managing volunteers and staff
- ICT skills and support
- Recruitment of volunteers and trustees
- More networking and information exchange
- Monitoring and evaluation

VIEWS ABOUT DCA FROM STAKEHOLDERS

In the autumn of 2007 questionnaires were sent to our 250 members, to a sample of non-member voluntary/community groups and parish and town councils. A similar questionnaire was sent to our seven local authorities, primary care trust and police authority. At DCA's 2007 AGM structured group work was carried out with those attending. During the winter of 2007 DCA's Chief Executive had one to one meetings with the seven local authority Chief Executives. In summary the views of these different stakeholders were:

- Need to have a leadership role within the voluntary and community sector
- DCA has been effective in improving community well being
- DCA has shown its independence
- Need to work equally in rural and urban areas
- Need for some targeting as resources become tighter
- Need to better gather views of the sector
- Value of community development workers and approach
- Support for hub and spoke model of service delivery
- Increased partnership working
- Concentrate work on Dorset
- Promoting community planning and action are clear priorities for all stakeholders, seen as underpinning other work
- Electronic means of communication generally acceptable
- More fundraising support to groups and communities
- Improved image and profile needed
- Improve support to voluntary and community groups

VISION, MISSION AND VALUES

Having considered the responses to its consultation processes in various ways, including sessions with all staff and Trustees, DCA has adopted the following Vision, Mission, and Strategic Outcomes for 2008-2011.

Vision and Mission (i.e. how we want Dorset to look in the future and what DCA will do to help make it happen)

DCA wants to see thriving communities and voluntary groups across Dorset. We have a passion to help communities and voluntary groups to get things done.

Strategic Outcomes (i.e. the changes our work will make)

- O1** Communities and voluntary groups will have greater confidence, control and capacity to meet their own needs, (evidenced by more projects completed on the ground)
- O2** Greater equality in access to services
- O3** Greater recognition of the needs, values, voice and influence of voluntary and community groups by agencies at all levels (local, regional, national)
- O4** Stronger networks and partnerships, particularly local.
- O5** Improved financial, administrative and management (including Board of Trustees) support to those providing direct services

Values (i.e. the principles and ethos that underpin our work)

- V1** DCA is independent and impartial (free to comment, unconstrained by local or national government, impartial, unbiased)
- V2** DCA is driven by the needs of people/communities not policy
- V3** DCA helps others to do things for themselves
- V4** DCA believes in the right of communities and groups to self-determination
- V5** DCA has no hidden agendas and behaves ethically
- V6** DCA looks for long term, sustainable solutions
- V7** DCA wants to ensure that those who are often excluded are included
- V8** DCA values the contribution of everyone
- V9** DCA recognises the importance of face to face work

AREAS OF WORK

Taking external and internal views into account, DCA has identified seven areas of work:

- A:** Promotion and support of community planning and community action
- B:** Supporting the retention and increase in essential community facilities and services
- C:** Developing the capacity of, and providing infrastructure support and training to, voluntary and community organisations
- D:** Speaking on behalf of communities, the voluntary and community sector and rural issues
- E:** Undertaking research into needs and issues
- F:** Ensuring that communities and agencies are more aware of DCA's role and services
- G:** Building DCA's capacity in order to increase efficiency, quality and effectiveness

In the following table each area of work is shown with a summary of activities we will be undertaking, which Strategic Outcome the work supports and how we will measure those outcomes.

Area of Work	Summary of Activity	Strategic Outcomes	Indicators
<p>A: Promotion and support of community planning and community action</p>	<p>Support communities to undertake and action community led plans Support linkage of plans to other strategic plans and service plans Locality based community/development workers Support community planning structures at district and county levels Manage village/community of the year competition Joint work/initiatives with Dorset Association of Parish and Town Councils</p>	<p>1,2,3,4</p>	<p>Number of community led plans completed Number of plan actions completed Number of successful new and continuing projects/services. Funding secured for communities/groups. Improved partnership working (survey). User survey on identified changes facilitated by DCA</p>
<p>B: Supporting the retention and increase in essential community facilities and services</p>	<p>Advice to village/community halls on capital projects Administer capital grants to village/community halls Support rural shops as hubs for services Improved children's play opportunities Run Community and Learning Centre in Wimborne to meet local and wider needs for meetings, learning and office accommodation</p>	<p>1,2,3,4</p>	<p>Number of saved/improved facilities Increase in usage</p>
<p>C: Developing the capacity of, and providing infrastructure support and training to, voluntary and community organisations</p>	<p>Locality based community/development workers Provide a variety of specialised advice/support services to sector including governance, charity registration, and training, funding, contracting, managing community meeting places. Producing information for sector Accountable body and lead for infrastructure organisations in Dorset</p>	<p>1,2,3,4</p>	<p>Number of successful new and continuing projects/services. Funding secured for communities/groups. Improved partnership working (survey). User survey on identified changes facilitated by DCA</p>

DCA CORPORATE PLAN, 2008 - 2011

<p>D: Speaking on behalf of communities, the voluntary and community sector and rural issues</p>	<p>Input into local, regional and national consultations and policy development Attend meetings representing community and sector and their issues Develop work to address social exclusion Develop and support representational structures for the sector Support climate change initiatives</p>	<p>2,3,4</p>	<p>Partners identify impact (survey). User survey on identified changes facilitated by DCA</p>
<p>E: Undertaking research into needs and issues</p>	<p>Regular collation of issues Annual Rural Trends report Consultation and research services on a consultancy basis</p>	<p>1,2,3,4</p>	<p>Partners identify impact (survey).</p>
<p>F: Ensuring that communities and agencies are more aware of DCA's role and services</p>	<p>Improved use of external media Improved publications and website Improved recognition of DCA as Dorset's CVS</p>	<p>1,3,4,5</p>	<p>Number of articles Reader feedback More funding for CVS work</p>
<p>G: Building DCA's capacity in order to increase efficiency, quality and effectiveness</p>	<p>Servicing of Board of Trustees Strategic and operational management 'Backroom functions' (finance, HR, IT, etc) Maintain and develop Quality Standards Develop new work and attract funding Participation in member networks (e.g. ACRE, SWAN, NAVCA)</p>	<p>3,4,5</p>	<p>Board self assessment Staff satisfaction Increased turnover Maintained and new Quality Standards</p>

PUTTING IT INTO PRACTICE

Each year the above will be translated into an Annual Work Plan, which will then form part of our Corporate Plan for that year. This details our activities, funders, staff with indicative number of days spent on each activity, outputs and outcomes. The Work Plan for 2008-09 is therefore attached at *Appendix D*.

PRIORITIES

For 2008-11 DCA's priority activities will be:

- Locality based community development/first stage support and advice to voluntary and community groups backed up by specialists
- Increasing specialist services for voluntary and community groups to meet needs
- Improving our capacity building of communities and third sector through training, information dissemination and upskilling of DCA staff
- Better co-ordinated and joint work amongst those groups that support grass roots voluntary and community groups
- Intelligence gathering on issues, concerns and views of communities and the third sector to inform our own services and representation
- Increasing the voice for communities and the third sector
- Locality proofing, ensuring that policies and service delivery plans take account of the diversity of the differing communities across Dorset, particularly 'deep rural' and 'deprived urban' (i.e. challenging the one size fits all approach).
- Challenging inequality where ever we find it
- Increasing awareness of DCA's available services and impact
- Retaining, and attracting additional, resources to carry out activities

MONITORING AND REVIEW

This Business Plan will be the subject of a rolling programme of Annual Monitoring and Review by the Board of Trustees, and agreement on the Annual Work Plan. During 2010-11 we will undertake a review of our Mission and Vision and priorities with a full range of stakeholders in order to produce a new Corporate Plan in April 2011.

APPENDICES

- A: DCA's Charitable Objects
- B: List of Trustees as of 1 April 2009.
- C: Work Plan for 2008-09

APPENDIX A

DCA'S CHARITABLE OBJECTS

- (1) To promote any charitable purposes for the benefit of the community in the administrative county of Dorset as constituted in March 1997 by assisting the work of statutory authorities and voluntary organisations engaged in advancing education, protection of health, relieving poverty, distress or sickness or in pursuing any other charitable purposes.

- (2) To promote and organise co-operation in the achievement of the said purposes and to that end to bring together in Council representatives of the authorities and organisations engaged in the furtherance of the said purposes within the administrative county of Dorset as constituted in March 1997.

APPENDIX B

TRUSTEES AS AT 1ST APRIL 2009

Mrs Nicki Barker	
Mrs Anne Bonete	
Mr Colin Brady	F&GP
Mr Phil Burton	
Mr David Crowhurst	
Mrs Lindsey Dedden	F&GP
Mr John Hilton	
Mr Jonathan Holyhead	
Ms Anna Lovell	
Mr Linley Ventners	F&GP (Chair)
Ms Philada Rodgers	F&GP

F&GP : Finance and General Purposes Committee