

# Buchanan Trust

## Business Plan 2019 – 2024



Date: August 2019 (amended December 2019)

Due to be reviewed: December 2020

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## 1: Executive summary

The Buchanan Trust was set up on 24th September 1918 in memory of Robert Buchanan's eldest son Alan who fell at the 1st Battle of Bellewaarde just outside Ypres on 16th June 1915. Based just outside of the village of Bosbury in Herefordshire, the Trust's estate provides for the following:-

The prevention or relief of poverty of Military Beneficiaries and the promotion of efficiency of the armed forces, assisting with the resettlement of Military Beneficiaries and their readjustment to civilian life through any or all of the following means:- Clause 4 The Objects of the Charity.

- (a) the provision of agricultural and land-based employment opportunities;
- (b) the provision of allotments;
- (c) the provision of accommodation and support (including supported farm facilities);
- (d) the provision of grants to individual or groups of Military Beneficiaries and to organisations and charities who relieve the needs of Military Beneficiaries in accordance with these objects; and
- (e) the provision of employment related education and training opportunities.

<http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/CharityWithoutPartB.aspx?RegisteredCharityNumber=235867&SubsidiaryNumber=0>

### Vision

The vision, which is to be achieved incrementally, over several years, as existing leases expire and are not renewed, and as funds permit, is to aim for a self sufficient estate with:-

- the 700 acres (eventually) and associated buildings, being farmed in more economic sized farms with the houses and new commercial employment units forming a small community of veterans who can help support each other with a number of them working or gaining work experience on the farms;
- 30-40 beneficiaries, who on our experience to date are more likely to be single, in need of housing, ex-service personnel who wish to make a successful return to civilian life or have not yet done so or decided how to achieve it. The size of accommodation units will depend upon demand and some of the units would be for people in wheelchairs and/or with serious disabilities, all housed in self contained flats and cottages - these are being created by re-modelling the farmhouses, cottages and redundant agricultural buildings, and some new build. These are let on Almshouse licences, with the licence fees (rent equivalents) often qualifying for Housing Benefit, for periods of 6 to 18 months, before returning to normal civilian life;
- for the beneficiaries' occupation and training, the trustee is continuing to explore the provision of a farm-based recovery unit by working with another charitable organisation with experience and suitable qualifications in providing rehabilitative support and staff;
- A Veteran Support Manager to support the beneficiaries by providing advice and the regular review of each veteran's Personal Development Plan;
- training, qualifications and work experience links would also be developed with nearby agricultural colleges e.g. Harper-Adams, Hartpury and Holme Lacy Colleges and also with local rural sector employers, many of whom are already "military friendly" given the strong army presence in the County. There will also be on-estate training courses to enable beneficiaries to gain qualifications/certification in both the rural and construction sectors, with flexibility over training types and time length in order to fit in with those in recovery.

In order to achieve this vision, the Trust must raise significant funds. It intends to do this by a combination of grant applications, fundraising and donations. Increased awareness of the Trust

through an improved social media profile and better networking will also support to achieve those fundraising and donation opportunities.

## **Priorities**

The priorities for the Trust are more described as follows:-

### **In the Next Year**

1. The strategic plan is to complete 3 or 4 further almshouse residences;
2. To successfully let the Trust's in hand farms commercially to improve the Trust's profitability and further the support for more veterans;
3. Develop and deliver our funding strategy;
4. Continue to build upon and explore other related working partnerships to further the work of the Trust;
5. Establish monitoring and evaluation systems to ensure that the Trust is meeting the needs of the beneficiaries and changing the approach as necessary;
6. Review of Trustees and recruit as necessary to ensure that there are no skills gaps;
7. Review and improve Trust's website to promote services and share information with potential beneficiaries and benefactors.

### **In the Next 2-5 Years**

1. Build more almshouses as funds become available to enable increased housing support for veterans;
2. Review the farming activities to increase profitability, achieve economies of scale and utilise tenanted farms as their leases expire or tenants retire.
3. Develop a robust referral path with the estate's tenanted farm-based recovery unit once a suitable partner is found.
4. Develop workshops and/or offices for veterans to start up their own businesses.

## 2: Organisation Details

**2.1: Charity/Company Name:** The Buchanan Trust (The Trust) delivered through The Buchanan Trustee Company Ltd

**2.2: Address:** Lower House Farm, Bosbury, Herefordshire HR8 1QB

**2.3 E-Mail:** info@buchanan-trust.org.uk

**2.4: Website:** www.buchanan-trust.org.uk

**2.5: Legal status:** Company Reg.No: 09838277 Charity Reg.No: 235867

### 2.6: Formal Objectives set out in our constitution:

The prevention or relief of poverty of Military Beneficiaries and the promotion of efficiency of the armed forces, assisting with the resettlement of Military Beneficiaries and their readjustment to civilian life through any or all of the following means:- Clause 4 The Objects of the Charity.

- (a) the provision of agricultural and land-based employment opportunities;
- (b) the provision of allotments;
- (c) the provision of accommodation and support (including supported farm facilities);
- (d) the provision of grants to individual or groups of Military Beneficiaries and to organisations and charities who relieve the needs of Military Beneficiaries in accordance with these objects; and
- (e) the provision of employment related education and training opportunities.

<http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/CharityWithoutPartB.aspx?RegisteredCharityNumber=235867&SubsidiaryNumber=0>

## 3: What the Organisation Does

### 3.1: Our Vision

The vision, which is to be achieved incrementally, over several years, as existing leases expire and are not renewed, and as funds permit, is to aim for a self sufficient estate with:-

- the 700 acres (eventually) and associated buildings, being farmed in more economic sized farms with the houses and new commercial employment units forming a small community of veterans who can help support each other with a number of them working or gaining work experience on the farms;
- 30-40 beneficiaries, who on our experience to date are more likely to be single, in need of housing, ex-service personnel who wish to make a successful return to civilian life or have not yet done so or decided how to achieve it. The size of accommodation units will depend upon demand and some of the units would be for people in wheelchairs and/or with serious disabilities, all housed in self contained flats and cottages - these are being created by re-modelling the farmhouses, cottages and redundant agricultural buildings, and some new build. These are let on Almshouse licences, with the licence fees (rent equivalents) often qualifying for Housing Benefit, for periods of 6 to 18 months, before returning to normal civilian life;
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- training, qualifications and work experience links would also be developed with nearby agricultural colleges e.g. Harper-Adams, Hartpury and Holme Lacy Colleges and also with local rural sector employers, many of whom are already "military friendly" given the strong army presence in the County. There will also be on-estate training courses to enable beneficiaries to gain qualifications/certification in both the rural and construction sectors, with flexibility over training types and time length in order to fit in with those in recovery.

In order to achieve this vision, the Trust must raise significant funds. It intends to do this by a combination of grant applications, fundraising and donations. Increased awareness of the Trust through an improved social media profile and better networking will also support to achieve those fundraising and donation opportunities

### **3.2: Our Mission Statement**

To help those who have served in the armed forces; enabling them through transition to civilian life by offering short term accommodation, accredited training and skills, work experience and employment opportunities in the rural and construction sector.

### **3.3: Our Values**

- Treat people with respect;
- Supporting independence;
- Encourage the local community to support the armed forces;
- Encourage awareness and understanding of issues affecting the armed forces;
- Encourage integration of the armed forces community into local life;
- Encourage the armed forces community to help and support the wider community.

### **3.4: Our Activities**

We are a national Charity, able to take beneficiaries from across the country, therefore our activities are accessible to those who are eligible. Those activities are:-

- provision of short term housing initially for 6 months.
- provision of workshop space;
- vocational and accredited training e.g. construction skills, chain-sawing, spraying, tractor driving, excavator driving, fork-lift training;
- work experience with nearby farms and horticultural units.

## **4: Background & Achievements to Date**

### **4.1 Background**

The Buchanan Trust was set up on 24th September 1918 in memory of Robert Buchanan's eldest son Alan who fell at the 1st Battle of Bellewaarde just outside Ypres on 16th June 1915.

Following the 1967 outbreak of foot and mouth disease, when most of the tenants lost their stock, a great deal of reorganization took place in order to retain the Trust. A new Charity Commission Scheme was approved, appointing the Ministry of Agriculture, Fisheries & Food (MAFF) as the new Trustee, with power to administer the charity. In 1974, the Trust became part of the Herefordshire & Worcestershire County Council amalgamation, and in 1998 the creation of The County of Herefordshire District Council, operationally known as Herefordshire Council, took on the Corporate Trustee role. Herefordshire Council recruited new Trustees and relinquished their Corporate Trustee role in May 2016.

### **4.2 Achievements to Date**

The trustees have reorganised the management of the estate. This is a work in progress and more land will be brought in-hand as it becomes available and will be farmed commercially in a prudent way.

- a) **The 3 let farms** - Managed by Knight Frank, the retained managing land agents;
- b) **The in-hand farm, comprising 300 acres**, consolidated three farms to operate as a single unit under a farm manager, and part-time stock person (both veterans) to manage this on a profit making basis to generate income for the Trust to spend on the beneficiaries' activities (including work experience), recuperation, training etc. The farm manager is resident on the estate. The farm has been used as a beef fattening unit, and entered in to mid tier Countryside Stewardship is currently contract rearing turkeys, has planted a field of pumpkins for direct to public sales and was hoping to establish a pig rearing unit until the Farm Manager handed in his notice recently.
- c) **In-hand farm** – since the farm manager has handed in his notice, the farm is currently being advertised by Knight Frank to lease as a whole or in separate parts (house and land) being offered to a veteran at a subsidised rate or commercially to a non beneficiary.
- d) **The 26 acres of woodland**. Previously has been used for woodland therapy training and is currently used by a local veterans group for family camping weekends.
- e) A dedicated **Veterans' Support Manager**, initially funded by the Royal British Legion, is based on the estate to look after the housing and training of veterans; ensuring their Personal Development Plans are individually tailored and updated to ensure both the veteran and the estate, in terms of how it helps both, are proceeding in the right way.
- f) **A part time farm/estate secretary** has been appointed to take responsibility for administration matters.
- g) The Trust has become a Registered Provider (Housing Association). This allows the Trust to bid for grants from Homes England towards the cost of creating new almshouses; to date £190,000 is available towards the first 5 almshouses.
- h) **Planning consent - achieved for 12 new cottages and a veterans training centre with student accommodation** - this is to take place at North Farm on the estate if sufficient demand becomes proven.
- i) **New office unit for veterans support manager** - located at Lower House Farm.
- j) **Created two new flats** - at Aurals Farm Cottage (supported by grant funding from Homes England)
- k) **Acquired a mobile home** - for veteran accommodation
- l) **Workshop for veteran** - to set up a woodworking business on the estate;
- m) **Investment on the farm** - substantial investment used to repair and modernise farm buildings for beef fattening units (300 head of cattle) ; establishment of machinery pool for the estate; refurbishment of the farm manager's house; re-fencing almost all of the pasture due to lack of previous investment (supported by grant aid)
- n) **Positive Community Engagement** - including regular updates to the Parish Council, Local Member, Armed Forces Operations Group and Herefordshire Armed Forces Covenant Partnership, secured COBSEO membership;
- o) Established farm advisory panel of local experts to guide in-hand farming operations and benchmarking;
- p) General advisory panel of other veterans services to understand the need of the charity and our integration within the larger forces support community.

## **5: Our Goals**

### **5.1: In the Next Year**

1. The strategic plan is to complete the 3-4 further almshouses;
2. Let the Lower House, Green and North Farms as a single more economically viable unit to secure income for evolving the estate;
3. Continue to develop and deliver our funding strategy;
4. Continue to build upon and explore other related working partnerships to further the work of the Trust;
5. Establish monitoring and evaluation systems to ensure that the Trust is meeting the needs of the beneficiaries and changing the approach as necessary;
6. Review of Trustees and recruit as necessary to ensure that there are no skills gaps;
7. Review and improve Trust's website to promote services and share information with potential beneficiaries and benefactors.

### **5.2: In the Next 2-5 Years**

1. Build more almshouses as funds become available to enable increased housing support for veterans;
2. Expand farming operations to increase profitability, achieve economies of scale and utilise tenants farms as their leases expire or tenants retire.
3. Develop a robust referral path with the estate tenanted farm-based recovery unit.
4. Develop modest sized workshops and/or offices for veterans to start up their own businesses.

## **6: The Public Benefit/Need**

### **6.1: What is the Public Need?**

The Trust has signed the Armed Forces Covenant and is therefore committed to meeting the aims of the covenant:-

1. Encourage local communities to support the Armed Forces communities in their areas
2. Nurture public understanding and public awareness of the issues affecting the Armed Forces community
3. Recognise and remember the sacrifices faced by the Armed Forces community
4. Encourage activities which help to integrate the Armed Forces community into local life
5. Encourage the Armed Forces community to help and support the wider community

The Trust recognises that the Armed Forces community, for the most part, leaves the force and transitions back into civilian society with no issues. However, there are some that struggle to adapt and the Trust can meet some of those needs e.g. the provision of housing, skills development and support. The Trust also recognises that it cannot meet all issues particularly the needs of veterans with complex and multiple mental health or addiction issues.

### **6.2: Who Will Benefit from the Organisation's Activities?**

Veterans and their families who are in need or who would benefit from any of the activities that the Trust offers will be the primary beneficiaries of the Trust.

Secondary beneficiaries are:-

- Military charities who have referred clients to the Trust;
- Public and other services who may have been previously used by the clients (eg. housing services, emergency services);

- Employers who will acquire a newly qualified/trained veteran.

### **6.3: How Will They Benefit?**

Through the provision of affordable housing, training and skills development and through the opportunity of employment on the Buchanan Trust home farm or other employers. The Buchanan Trust takes a holistic approach to the health and wellbeing of our residents / participants through the support of a full time support role.

### **6.4: What Similar Services Are Currently Available - who are our comparators?**

There are a number of other housing providers for veterans such as:-

- Haig Housing;
- Stoll Housing;
- Alabare; and
- Royal British Legion Industries.

However, the Buchanan Trust offers a lot more than just housing, it can offer training, opportunities for other employment support and in the future the Trust hopes to provide an onsite clinical support provision too.

### **6.5: What is the Unfulfilled Need?**

Housing is an issue nationally, however, there is a body of research that highlights a lack of home ownership within the veteran population and the issues surrounding this. Jones et al for example, identify that single veterans in Great Britain have low rates of home ownership and lack experience of the civilian housing market, particularly among non-officer ranks which disadvantage their access to housing as veterans<sup>1</sup>. This disadvantage is particularly high in Early Service Leavers who often have a few weeks to plan their future accommodation and are least likely to receive housing advice and support prior to discharge. There is also a relatively high proportion of leavers under 25 years of age (around 5,900 in 2013/14) who are least likely to be in a position to take a mortgage.

UK studies have consistently criticised the level of transitional support offered by the MoD, particularly in relation to Early Leavers who can leave the service with no advice or support and variable quality of advice<sup>2,3,4,5</sup>. This is a particular problem in the Army where there are large numbers of short engagements i.e. less than 4 years.

Prior to discharge, if a Serving individual is unable to purchase their own home, has a family and a short time before leaving the Forces they will be advised to seek support from Local (Housing) Authorities at the earliest opportunity.

There is a shortage of affordable accommodation and Local Housing Authorities have long waiting lists for all types of accommodation. Additionally, single males with no vulnerability (based on the application criteria) are considered the lowest priority and are less likely to receive social housing than other applicants who are pregnant or have young dependents. However, an applicant is considered in 'priority need' if they are 'vulnerable' as a result of having been in the services.

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<sup>1</sup> Jones et al (2014) Meeting the Housing and Support Needs of Single Veterans in Great Britain.

<sup>2</sup> Randell and Brown (1994) Falling Out: A Research Study of Homeless Ex-Service

<sup>3</sup> National Audit Office (2007) Ministry of Defence: Leaving the Services

<sup>4</sup> Johnson et al (2008) The Experience of Homeless Ex-Service Personnel in London

<sup>5</sup> Jones et al (2014) Meeting the Housing and Support Needs of Single Veterans in Great Britain.

The RBL UK Household Survey of the ex-Service Community found that difficulties in getting a Council or Housing Association tenure was reported by 6 per cent of those discharged from the Armed Forces within the last 5 years<sup>6</sup>.

There are also a number of organisations which support ex-Service personnel at risk of homelessness and social exclusion. These include:

- Stoll (formerly the Sir Oswald Stoll Foundation), which provides homes and support for vulnerable and disabled ex-Service personnel
- Help for Heroes Personnel Recovery Centres
- Veterans Aid who help ex-Service personnel in crisis, homeless or likely to become homeless
- Alabare, who provide dedicated specialist teams to support those who struggle to cope after leaving the Armed Forces.
- Haig Homes, which is the leading UK provider of rental housing for ex-Service personnel

Locally, it is difficult to determine how many households who were found to be eligible for assistance are veterans. This is the result of a hierarchy in recording vulnerability categories, for example, households with children will be recorded under 'dependent child present' as opposed to 'HM Forces'. Herefordshire Council submits a [Statutory P1E Quarterly Homelessness Return](#) to central for government which includes data relating to the Armed Forces:

- Number vulnerable as a result of having served in HM Forces
- Reason for loss of last settled accommodation includes, 'left HM Forces'

Due to the hierarchy in recording, it is likely only single service leavers would be included in this data. As a result, there have been 0 people who are vulnerable as a result of having served in HM Forces and 0 people whose reason for losing last settled accommodation was leaving the HM Forces in all recent Herefordshire returns. This will also not include the dependents of either serving or ex Armed Forces Personnel who are homeless because of relationship breakdown.

Applicants are always asked whether the applicant is a former member/member of the British Armed Forces and the start/end dates of employment. However, this isn't always recorded on the local electronic system – which makes it difficult to estimate numbers.

Equally, it is difficult to assess the exact extent of homelessness in the veteran population. The numbers of veterans using generic housing and homelessness services are relatively low and represent a small proportion of the total service users; In 2013, 58 veterans were accepted under homelessness legislation in England, Scotland and Wales, based upon being classed as 'vulnerable' due to having served in the Armed Forces. The Veteran's Transition Review found that Early Service Leavers are more vulnerable than those with longer Service careers, especially those with pre-existing problems such as family/relationship breakdowns and low levels of educational attainment prior to joining<sup>7</sup>.

Riverside ECHG (English Churches Housing Group) suggests that the majority of homeless ex-Service personnel are single (which includes separated and divorced individuals) and follow a similar route into homelessness as the general homeless population. This includes factors such as:

- Pre-existing vulnerabilities and difficulties prior to enlistment
- Relationship breakdowns
- Significant life events such as a bereavement, loss of employment or other financial crisis

Additionally, there is evidence of a small cohort of ex-Service personnel who are unable to cope with the adjustment and transition to civilian life resulting in them becoming homeless<sup>8</sup>.

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<sup>6</sup> The Royal British Legion (2014) A UK Household Survey of the Ex-Service Community, TRBL, London

<sup>7</sup> Ashcroft, Lord (2014) The Veteran's Transition Review

<sup>8</sup> Johnsen S, Jones A and Rugg J (2008) The Experience of Homeless Ex-Service Personnel in London. York, Centre for Housing Policy

Riverside ECHG suggests that a typical ex-Service homeless individual, as compared to other rough sleepers, is characterised as:

- More likely to sleep rough and to sleep rough for longer periods
- Having a greater reluctance to seek help
- Having a higher mean age than the general homeless population (even after relatively short lengths of Service)
- White single and male (although many may be divorced or separated)
- Having a higher likelihood of alcohol problems, but a lower likelihood of drug misuse
- Having a greater need for dual diagnosis care for mental health and alcohol problems
- Having a higher likelihood of anger management issues
- Most likely to stay in the area around the military base in which they last served
- A small percentage of whom may suffer from Post-Traumatic Stress Disorder.

Recent research by the Centre for Housing Policy at the University of York suggests that some of the reasons why ex-Service personnel experience homelessness includes the following<sup>9</sup>:

- Unfamiliarity with civilian systems such as the housing market, welfare systems and budgeting
- A shortage of affordable accommodation
- Problems sustaining a tenancy
- Poor transition planning from the Armed Forces
- Substance misuse and/or mental health problems
- Relationship breakdown
- Other pre-existing problems.

Locally and in order to address issues around the lack of housing and support to veterans, Stonewater Housing is working with Herefordshire Council and the Community Self Build Agency to progress a veteran's self building housing scheme in Leominster, a market town north of Hereford City.

The Trust plays an integral part in meeting the housing needs for veterans by providing the short term support. To date they have had referrals from RBL, The National Centre for Trauma and Walking with the Wounded to take approximately 25 veterans into housing of whom six have actually moved in to our properties

When setting the personal development plans for any veteran referred and accepted onto the Estate the Veterans' Support Manager identifies the needs of that veteran (as well as ensuring that we can deliver the actual support that is required) including supporting access to services outside of the remit and offer from the Estate.

## **6.6: How the Organisation Will Integrate with Other Activities/Providers?**

The Buchanan Trust has representation on a number of networks in Herefordshire and nationally. More specifically this includes:

- Herefordshire's Armed Forces Covenant Partnership. This group has representation from the organisations who support the military and veterans in Herefordshire and who's responsibility it is to deliver the aims of the Armed Forces Covenant;
- Through the Armed Forces Operations Group which is represented by military organisations who's caseworkers are supporting veterans who have complex issues and needs;
- Almshouse Consortium as part of the securing of the Housing funding;

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<sup>9</sup> Centre for Housing Policy, University of York (2014) Meeting the Housing and Support needs of Single Veterans in Great Britain, Stoll/Riverside.

- COBSEO

In addition, it has links with the following providers to enhance the offer of the estate:-

- Hartpury College;
- Haygrove ( an international horticultural grower based in Ledbury)

It will aim to work with a number of organisations and agencies to further the aim of the Trust and to meet the needs of the clients who are on the estate.

## 7: Performance Monitoring

### 7.1: Key Performance Indicators

- The number of veterans resident in our accommodation;
- Void periods between residents;
- Number of veterans employed by the Trust compared to civilians;
- Workshops provided for beneficiaries;
- The number of beneficiaries who move on to employment off the estate.

### 7.2: Measurement of KPIs

These are reviewed on a six monthly basis by the trustees

### 7.3: Reporting of KPIs

By the Veterans' Support Manager to the trustees meetings as above

## 8: Promotion and advertising

### 8.1: How & Where Will You Promote Your Activities/Services?

Our services will be promoted through the following organisations / media:

Organisation / Media	Marketing Method	Measure of Success
<b>Veterans Support manager</b>	Talks to local groups as requested to share an understanding of what the Trust are seeking to achieve.  Via general communications with local, regional and national organisations to promote the work of the Trust.	5 number of talks delivered 15 networking events / meetings attended.
<b>COBSEO The Confederation of Service Charities</b>	The Trust is a member of this network of service charities and attends COBSEO events wherever possible.  Membership of this network of organisations is essential to our work, the sharing of best practice and professional networking.	5 number of other COBSEO organisations making referrals to the Trust.
<b>Website</b>	The website is the Trust's window to the world and is in need of some updating to make it more client focused.	100 number of views per month
<b>Facebook</b>	Social media networking; currently mainly linked to stock and opportunities for the Trust.	184 followers. Look to grow this to 300 over next 12 months.

<b>Herefordshire Armed Forces Covenant Partnership</b>	Networking with military and veterans organisations across Herefordshire	Attend meetings (6 per year) to ensure profile of organisation with other veterans service providers across the county or provide update report.
<b>Partner Charities including RBL/SSAFA/WWtW</b>	Direct links with RBL and SSAFA ensure that we are effective at responding to local/regional need through Advisory Group.	Ensure minimum of 2 meetings of the advisory group take place per year.

## 9: Managing Risks

PESTLE Risk Assessment (Political, Economic, Social, Technological, Legal and Environmental).

Nature of risk	Risk	Who is affected	Impact L/M/H	Likelihood L/M/H	Mitigation	Monitoring method
Environmental	Ensure all Farm Health & Safety	Staff, volunteers and visitors	H	H	The following policies have been put in place to ensure health and safety compliance. Staff and volunteers are given regular safety briefings before taking part in activities on site. Risk assessments undertaken for any organised visits to the site.	Recording the number of accidents/incidents that have taken place including the near misses to ensure that interventions are put in place to ensure that there is no further accidents.
Economic	Insufficient Insurance or failure to re-new insurance.	All staff, volunteers and visitors.	H	M	BuchananTrust have the following insurance in place:- <ul style="list-style-type: none"> <li>• Public Liability</li> <li>• Employers Liability</li> </ul> These are renewed on an annual basis.	Farm Secretary to keep a monitoring record of all renewal dates. Also ensure that contact details are kept up to date for the insurers to make sure that renewals are sent to the correct place.
Economic	Lack of cash flow / poor grant management	All	H	M	Ensure minimum of 6 months running costs kept in reserves. Set out in accounts.	Farm Secretary and Chair to undertake regular monitoring of the finances and

						recommend any changes, notifying the Trustees of any anomalies. Report to every Trust meeting.
Legal	That all staff are safe, e.g. lone working	Staff	H	M	A lone working policy has been developed to support our staff to ensure safe conduct when lone working	Regular checks and feedback from staff to ensure that the process and policy is being adhered to.
Legal	Safeguarding of beneficiaries, staff, etc	All	H	M	A safeguarding policy has been developed for the Trust, its trustees, staff, volunteers and beneficiaries.	Regular checks and feedback to ensure that the process and policy is being adhered to.
Political	Reputational risk around lack of delivery / high risk client group / financial management	The Trust & work of Trust & Trustees	H	M	Ensure that the where there is any negative feedback/incidents then the Trust records the learning from that. Case studies of successful outcomes and publicity of those through social media, etc.	Collation of information both positive and negative to ensure learning takes place to either inform policies or direction of travel.
Environmental	Ensuring that farming practices are mindful of environmental considerations	Farm Manager	M/H	M/L	To farm in a modern progressive manner that is as sympathetic to the environment as is possible. To continue engaging in conservation and biodiversity work across the estate especially where this is supported by grant aid such as Countryside Stewardship	Farm Manager to collate information on number of environmental practices or changes to environmental practices. Reported at Trustee meetings and highlighted on

						the website wherever relevant.
Social	Potential impact on local community from beneficiaries.	Trust, staff, beneficiaries and community	H	M	Ensuring veterans understand their role in helping the trust live in its community and to deal robustly where repeated issues occur. Engage more with the community through open days on the farm, attending/volunteering in village activities.	Recording of complaints and compliments.
Technological	Lack of use of correct technology to keep up with farming practices and appropriate returns/reporting.	Trust	H	M/L	Utilise the guidance of the advisor for the farming and knowledge of the Trustees.	Recording of any issues or situations where this has had an impact and reported at Trust meeting.

## 10: Running the Organisation

### 10.1: Board of Trustees/Directors

The Trust will ensure all Directors are representative and have a suitable skills base. This will be reviewed annually to ensure that the Trust takes into consideration any changes in circumstances and that any identified gaps are filled accordingly. All Directors will serve a 3 year fixed term to allow new ideas and experience so that the Trust evolves and does not stagnate. Retention of any Directors will be assessed at the time and where felt appropriate for the Trust.

### 10.2: Management Team

The following summarises the resources that are currently required to deliver the Organisation's objectives.

- **Part-time Estate Secretary**
- **Veterans support manager ;**
- **External advisory panel to ensure that the military community has input and provides ideas as to how the Trust can improve and evolve;**

### 10.3: Policies & Procedures

The Organisation has the following Policies & Procedures in place:-

- Health & Safety
- Lone Working Policy
- Safeguarding Policy
- Complaints procedure

These and other policies & procedures are currently being reviewed and developed. They will be made available upon request and when available.

## 11: Fundraising Strategy

### 11.1: Priorities for funding

Project	Detail	Timescale	Who
<b>Veterans Support Worker</b>	Continuation of the employment of a Veterans Support worker for beneficiary support and guidance	Within the next 6 months	Volunteer/ Veteran Support Worker
<b>Housing at North Farm</b>	Adaptation of courtyard into 3 or 4 units (see planning)	Within the next 12 months	Trustee
<b>Minibus</b>	Purchase of minibus for taking veterans to training, etc	Within the next 18 months	Trustee
<b>Allotments</b>	Land close to Lower House Farm as therapy/rehabilitation	Within 12 months	Trustee

<b>Website/PR</b>	Review and Improve the current website	Within 6 months	Led by trustee, text by Veterans Support Manager
<b>Identification of diversification opportunities</b>	For the redundant buildings	Within 12 months	Trustees
<b>Core Costs</b>	For the ongoing running of the Buchanan Trust and pay towards Secretarial and general outgoings	Within 12 months	Trustee
<b>Other Housing and training unit</b>	For the adaptation of further units to housing and possible training centre (as per planning)	In next 2-5 years	Trustee