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Draft Arches Business Plan

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Marsh Street Arches and  
Garden Community  
Interest Company

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For the potential development of the railway arches -  
in such a way that would be of benefit to the community

WORK IN PROGRESS

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## 1. Introduction

Situated in an area of Barrow in Furness that is densely populated but with virtually no open public green space, the project is the result of five years voluntary hard work which has steadily developed from a simple idea of local residents who had the aim of:

1. Transforming an area of derelict Barrow Borough Council owned land to the south of Greengate Street bridge into; a well designed, user friendly urban oasis which people can relax in, enjoy, possibly taking part in a range of activities and visiting again and again.

The garden has 3 main features:

*i. The Picnic Area*, where families can eat outside and use the BBQ area.

*ii. The Quiet Garden*, where people can walk around and see a variety of plants and trees, with a central feature including herbs and fruit trees.

*iii. The Promenade*, which is the main route to the Gardens and also provides access to the arches.

The main pedestrian access route to the Garden will be provided with the removal of an unused and derelict eyesore property on Marsh Street.

2. Gaining permission to develop several large, vacant and spacious (2200 sq ft) adjacent railway arches belonging to Network Rail in such a way that would be of benefit to the local community and provide additional local resources. The arches provide a connection between the site of the garden and another, similar sized plot of presently unused, derelict, Council owned land to the immediate north of Greengate Street Bridge.

The land and Arches proposed for development had been derelict for almost 30 years and used as an area for fly tipping, arson, underage drinking and drug abuse.

3. North Plot. Creating a community grow your own type scheme on land to the immediate north of the railway arches. We believe that, among the main health benefits of such as scheme would include increased opportunities for physical activity improved mental health and well being and the increased availability of fresh food. We also hope that by working in partnership with health organisation involved in both the mental health and disability sectors it will help to reduce the stigmatisation and isolation that both those suffering with mental health conditions and those with disabilities can feel.

In addition to the physical regeneration of the area the project also has the aim of developing the skills, knowledge and qualifications of local people through involvement in each stage of the process including consultation, research, design, planning, construction, delivery of services and evaluation of the project. The full involvement of local people in the process will not only provide the best opportunity for long term sustainability of the project but will also help with the wider social and economic regeneration of the area, providing people with skills and confidence to start new projects, access training or further education or find employment either within the project or elsewhere.

## 2. History

In 2004, a project committee consisting of a local residents, community development workers, graduates from BAE Systems, a project manager and an architect came together to push the project forward.

Their first task was to consult with various stakeholders including local residents, local schools, Cumbria Police, local Councillors and Spacia, the property arm of Network rail, who have a responsibility for the arches.

The project committee worked to produce a comprehensive 30 page project plan for the proposed developments for the areas of land to both the North and South of Greengate Bridge and the Arches underneath the Bridge. This included a risk assessment and design features recommended by Cumbria Police Crime Prevention Officer and based on the Secured by Design initiative which supports the principles of designing out crime.

The project plan was then submitted to Barrow Borough Council in an effort to gain their approval to use the land and to convince them that the group could deliver the project and cover issues such as management, governance, funding, sustainability and maintenance.

In 2005 after considering the original proposal document the Council agreed to lease the land to the south for the committee to develop.

Experience to deliver the project was gained by attended courses such as 'Spaces by Design' at The National Tenant's Resource Centre which included on-site visits to similar community-driven projects undertaken by Groundwork and by using resources such as the Office of the Deputy Prime Minister's Cleaner, Safer, Greener programme, the Neighbourhood Renewal Unit and Cabe Space.

We have kept regular contact with officers from the Estates and the Strategy and Regeneration departments of Barrow Borough Council and with representatives of Spacia. This has helped to build a confidence between us and offered the opportunity for them to raise any questions that they may have and to explore any potential for their future support.

Ultimately this continued dialogue led to the project securing a long term 80 year lease on the land followed by a successful funding application submitted to West Lakes Renaissance, a public-private partnership formed in May 2003 and funded by the North West Regional Development Agency. This funding, from their Rail Corridor Improvement Grant not only provided the main capital for the construction work but also an expenses and consultation budget for the committee.

The £117,000 West Lakes Renaissance Rail Corridor Improvement Grant allowed us to begin work to construct the community garden on the 6<sup>th</sup> February 2008.

The project has received additional funding of £126,000 from the Our Green Space scheme; a scheme supported by The Heritage Lottery Fund, Friends of The Lake District and Voluntary Action Cumbria.

This funding can be used to enhance the completed Garden and is about helping people to participate in exploring our social, industrial and historical heritage as well as providing for potential educational opportunities and activities.

It will provide the opportunity for local people to learn more about the green on their doorstep and provide ways to find out about what is around us, how things are the way they are, the history of the area, the buildings, new and old, and recording what memories people have.

We are hoping that people can get involved in different ways; helping to protect the bat roost in one of the adjacent railway arches, learning about running a project, protecting natural habitats, learning about local history, learning about or even making a career in working with environmental issues.

We have also received additional funding from Cumbria County Council, Cumbria Police, Accent North West, The Central and Hindpool Neighbourhood Management Team, Awards For All and Cumbria Waste Management.

In February 2008 we formed a Community Interest Company (CIC) and registered with Companies House as a Company Limited by Guarantee and have a volunteer Board of Directors consisting of local residents, local businessmen, SDG Accountants and the General Manager, Marketing and Development of the Furness Building Society.

We have built up a good relationship with various statutory and voluntary organisations and with the Arches freeholder Spacia (Network Rail) which we intend to transfer into a formal relationship, with the CIC hopefully being granted a long term lease on the Arches.

The Arches have a number of different and potentially significant themes; historical, social & economic.

*i. Historically*, they remain a very large artefact representing the major phase of Barrow's growth, and the local based Furness Railway.

*ii. Socially*, they offer an unparalleled opportunity for a great variety of activities both temporary and permanent.

*iii. Economically*, the possibilities of a variety of activities in the Arches mean that there can be cross support from chargeable costs (rent, sales etc) to non chargeable (garden maintenance/community development initiatives).

In February 2009 we gained permission from Barrow Borough Council to transform a small section of a similarly sized area of derelict, council owned land to the north of Greengate Street Bridge.

This would provide a significant development and not only be of benefit to the local community but to Barrow itself.

This business plan presents the case for the development of the arches adjacent to the urban garden and provides details of the capital cost of the refurbishment of the arches and also the purposes for which the arches will be used. The plan also provides details of the estimated costs of running the buildings and how income will be generated to sustain the project in the long term.

BEFORE DEVELOPMENT



CURRENT CONDITION



EXAMPLES OF DEVELOPMENTS ELSEWHERE



## The need for the project

The project site is located on the boundary of both Central and Hindpool wards of Barrow-in-Furness which has been identified by the Department for Environment, Transport and the Regions (DETR) as an area of multiple deprivation. The table below highlights that Central ward is amongst the most deprived areas in the country with a range of issues including low income, low levels of employment, poor health, educational attainment and also high levels of child poverty.

Ward Name	Multiple deprivation rank (8414)	Income rank (8414)	Employment rank (8414)	Health rank (8414)	Education rank (8414)	Child poverty rank (8414)
Central	109	190	93	40	414	106
Risedale	193	328	149	67	563	413
Hindpool	232	314	71	33	1735	460
Barrow Island	302	921	156	99	574	848
Ormsgill	533	633	277	134	3922	834
Walney North	689	1321	475	122	1706	1268
Walney South	1355	2683	1050	492	745	2384
Newbarns	1477	2007	665	336	5462	2442

In addition to the basic statistics highlighted above the following should also be noted:

### Crime and community safety

- In Barrow 40% of drug offences take place in Central Ward.
- 36% of offences take place in Central with 525 offences for the year 2003/4 double the amount of the next ward which has 262 incidents
- Over the last five years Central ward had 31,53 accidental dwelling fires per 1000 households – the highest in Cumbria.
- Burglary, criminal damage and drug offences have increased steadily over the last three years.
- Offences against the person have risen dramatically over the last three years.

### Health

- Central ward ranks 34<sup>th</sup> most deprived ward in terms of health out of 8414 wards in the country.
- 30% of the ward has a limiting long-term illness.
- 19% of the populations health is considered “not good”

### Education

- Central ranks 11<sup>th</sup> out of 13 local wards in Barrow for the percentage of leavers entering full time education.

### Employment

- Central ward ranks 40<sup>th</sup> most deprived ward in terms of employment out of 8414 wards in the country.

### Housing

- All types of renting combined accounts for 36.9% of the properties in Central Ward.

### Liveability

- For lifestyle groups 81.2% of Central residents fall into the category of moderate means compared to 21.8% for Cumbria as a whole.

### Population

- The majority of the population is relatively young with 80.1% under the age of fifty in comparison to 76.7% for Barrow Borough as a whole and 75.7% for Cumbria as a whole.

## **KIN survey 2007**

A recent survey of perceptions of local people towards crime in the local area identified the following statistics

- 18.75% of people interviewed felt that crime has become worse in the local area.
- 31.25% of people interviewed felt that anti-social behaviour was worse in the area
- 25% of people interviewed felt that the condition of the local environment worse than before.
- 18.75% of people interviewed felt unsafe at night in the area.

The research also identified the following issues that need tackling included;

- 31.25% anti-social behaviour
- 12.5% problems with drug abuse and dealing
- 6.75% more activities for youths

WORK IN PROGRESS

## Community consultation

### 1. Door to door questionnaire

A door to door consultation exercise was carried out with local residents to identify what they would like to see the arches used for (see appendix?). The replies from 20 respondents were as follows;

Question	Yes	No
Would you like to see the derelict plot of land in Marsh Street turned into a community garden?	90%	10%
Would you like to see the empty arches used in such a way that benefits the local community?	90%	10%
Would you liked to be involved in the design / decision-making process of the project?	55%	45%

Question What would you like to see in a community garden?	% response
Play area	38%
Relaxing/seating/chill out area	27%
Something for children	16%

Question What would you like to see the arches used for?	% response
Cleaned/tidied up	5%
Sports facilities	11%
Afterschool club	33%
Community Café	22%
Youth Club	16%

### 2. Public meeting

An open meeting was held at the Ramsay Park housing estate with residents living in sheltered housing accommodation. Whilst the residents were supportive of the plans they did raise concerns about the use of the gardens and arches by young people, pointing out that this might result in noise and anti-social behaviour.

### 3. Planning for real exercise

A planning for real exercise was held at Greengate Junior School with children in years 5 and 6 of the school. The children were asked what they would like to see the arches and gardens used for and then asked to produce models of their design. The children came up with a range of innovative ideas and brilliant models with the results shown in appendix?

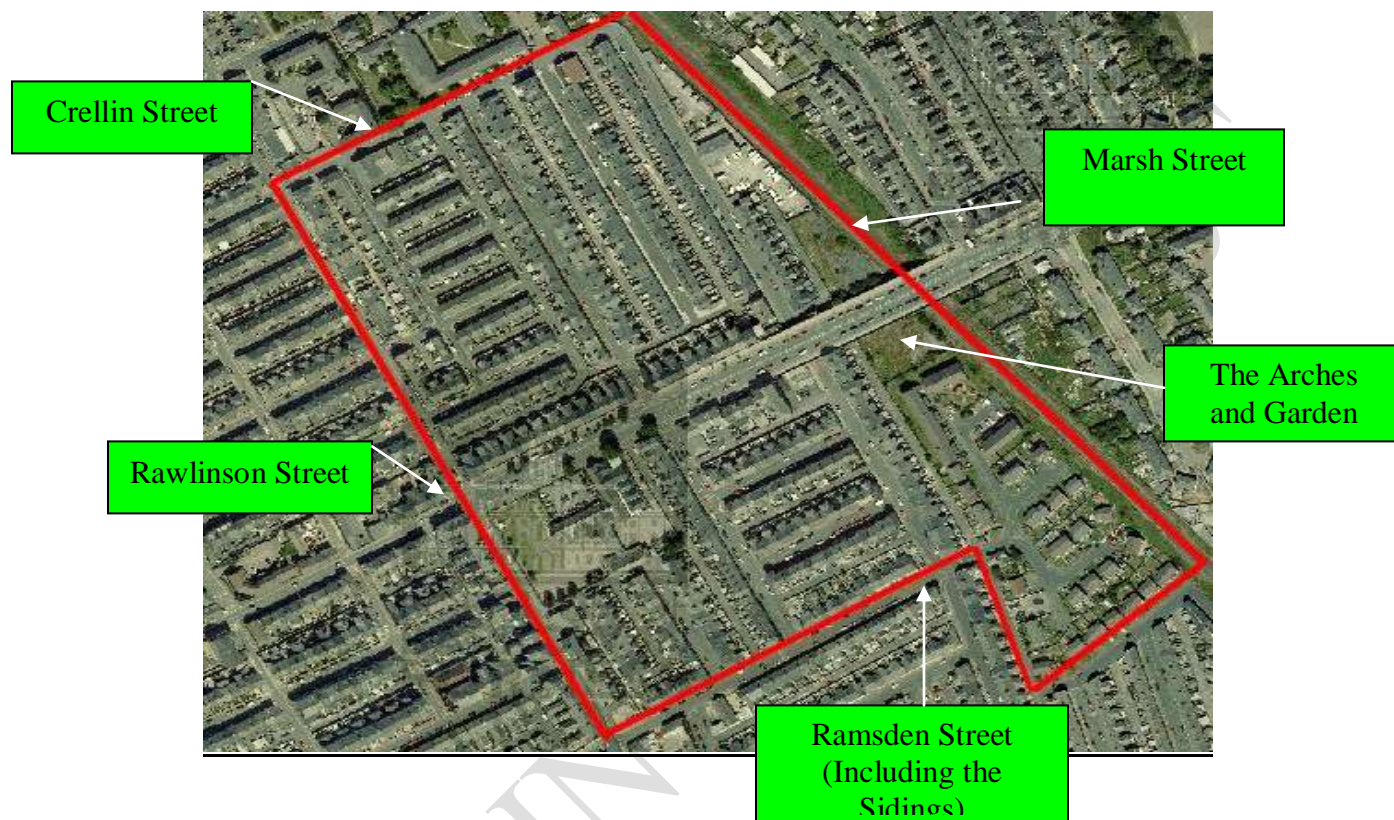
### 4. Project presentation

Local residents and other agencies were provided with an opportunity to view the plans of the site at the Central Point, a drop in centre based in the centre of town. Residents were also able to discuss the plans with the project team and offer their views on the designs presented.

## Boundaries for local consultation

The boundaries for local consultation were as follows:

Crellin St – Rawlinson St – Ramsden Street (including the sidings) – Marsh St



### Current services available within the area

The following list presents a snapshot of the current services that are available in and around the Marsh Street area.

#### **Sure start centre – support services for families with children under 5**

The Sure Start centre provides a range of services for families with children under 5 including baby massage, parent and toddler group etc. the centre also provides a breakfast club, afterschool club and holiday club for children aged between 5-11 and a community café.

#### **The Park leisure centre**

The Park Leisure Centre provides a range of facilities and activities including swimming pool, sports hall and astro turf pitches.

#### **Drop zone café**

The Drop Zone Café is situated in the centre of town (0.5 miles away) and provides a range of opportunities for young people aged between 10-18 including youth club, computer classes and personal advice and support.

### **Silverdale Street Hostel**

The hostel provides accommodation for young people who have moved out of the family home for various reasons and are seeking to find alternative accommodation.

### **Central and Hindpool Neighbourhood Management.**

Working alongside a wide range of services in Central and Hindpool since July 2006 and based in their office at the bottom of Dalton Road in the Town Centre since September 2007.

### **Businesses**

A number of small businesses operate in the area including a newsagent, fish and chip shop, Hairdressers, a furniture recycling warehouse, a post office, a hardware store, a bike shop, a supplier of goods for retail shops and caravan storage yard. A large number of small businesses are also situated around Rawlinson Street towards the town centre.

### **Schools**

The area is surrounded by three schools including Greengate Junior School, Ramsden Infant school and Greengate infant school.

### **Churches**

2 churches (Sacred Heart and St Marks) are located within the area and carry out a range of support services for local people.

## **Links with local initiatives**

### **Cumbria County Council**

Cumbria County Council has been involved in the project since the start of the project offering officer and Councillor support to the residents in the area. This has included help with consultation exercises carried out in the local community, use of the Nan Tait Centre for steering group meetings and administrative support for the steering group.

### **Barrow Borough Council**

Following several meetings with West Lakes Renaissance it was agreed that Barrow Borough Council would become the applicant body for the urban garden planned on the site. This application has been compiled with the support of officers and the local community and an answer is due in late March 2007.

### **Central and Hindpool Neighbourhood Management Team**

The Central and Hindpool Management team has the aim of working with local residents to improve living conditions within the area. The team have provided administrative support to the project as well as providing funding to provide a support officer to assist in the development of the site.

### **Cumbria Fire and Rescue service**

Cumbria Fire and Rescue service have been involved in the project since initial discussions took place in 2003. they have also provided the steering group with a range of statistical information which has helped to highlight specific problems within the area.

### **Accent Housing,**

Accent housing provides sheltered/supported accommodation to residents living in the houses adjacent to the site. Accent staff have helped arrange a number of meetings with residents to discuss the proposal and also identify any areas of concerns the residents might have.

### **Cumbria Primary Care Trust**

The Primary care trust have been an active member of the steering group since its inaugural meeting in 2003 and are keen to develop the site to help them deliver their aim of improving the health of the local community. The CPCT representative has suggested that the arches may be used for cook and eat sessions and more research is currently being undertaken to assess the feasibility of this type of service.

### **Hugh Massey Associates (architects)**

Hugh Massey Associates have provided voluntary support to the project in the form of the design of the site and the architectural drawings required to gain planning permission on the site. In addition the company has also taken responsibility to compile a successful planning application to the Borough Council.

### **Greengate Junior School**

The children and staff at the school have been involved in a number of consultation activities to identify what they would like to see the site used for. This included the children planning and building scale models of the arches illustrating what they would like to see them used for.

### **Cumbria Police**

Cumbria Police have been involved in the project since the start offering support in a number of ways including providing statistical information concerning the number of incidents in the area as well as practical support during consultation exercises i.e. carrying out door to door surveys.

### **The Community Press**

They have provided media coverage throughout the Furness area as the project has developed.

### **BAE Systems**

BAE Systems initially provided three graduate trainees to offer support to the project which included carrying out risk assessments on the site as well as support with consultation and meetings etc.

### **Furness College**

Art and design students at the college are helping to design gates for the arches.

### **Barrow 6<sup>th</sup> Form College**

We have met with staff from the college to discuss their potential involvement in the development of the arches as it is believed that it could provide training and education opportunities for the students; as part of their course work curriculum.

### **Cumbria CVS**

Have and continue to offer support, advice and guidance in regard to policies and procedures, funding and training opportunities.

### **Probation Service**

The Probation Service has been consulted in regard to the potential development of the arches. They would like to be involved and have offered their assistance as this type of project fits the criteria of their Community Pay Back scheme.

### **Park View Secondary School**

Pupils and staff from the school have met with members of our committee to explore options for their involvement on the project. Following this teachers and pupils from the school council returned to visit the garden and the arches to progress options for their future involvement in the development of the arches.

## **Links to National, Regional and Local strategies.**

The project fits in with a number of National, Regional and Local strategies in the following ways:

### **Barrow Crime and Disorder Reduction Partnership strategy 2005-2008**

- To reduce violent crime within the ward including domestic violence and bullying.
- To ensure there is adequate provision for young people to deter them from anti-social behaviour as well as an educative approach making young people aware of the positive contribution they can make to their communities.

### **Local Neighbourhood Renewal Strategy – targets for Central Ward**

- Health targets for Central include
- Support for people to quit smoking
- Measures to promote healthy diet, particularly increased consumption of fruit and vegetables
- Measures to increase levels of physical activity
- Improving support for people with mental health problems
- Encouragement of take up of vaccination, immunization and screening services.
- Improving access to contraceptive services and advice for young people.
- Measures to improve sex and relationship education.
- Steps to ensure that targeted services are provided in a way that is accessible to all individuals within the community.

### **Neighbourhood Action Plan – Central Ward**

- Fly tipping is an area of concern within the Central ward – p19
- Another key issue for Central ward is the lack of green space – p19

### **Cumbria Local Biodiversity Plan**

'To improve access to green spaces in areas where there is currently no access to nature and to enhance the value of open areas in the built environment as wildlife habitats, through appropriate management and dissemination of information and advice'

### **Urban Green Space Task Force Report May 2002**

"Parks and green spaces should be at the centre of the renaissance of our towns and cities"

***Sally Keeble MP, minister for Regeneration.***

### **Living Places: Greener, Safer, Cleaner. October 2002.**

"Successful, thriving and prosperous communities are characterised by streets, parks and open spaces that are clean, safe and attractive areas that local people are proud of and want to spend time in."

***John Prescott, Deputy Prime Minister.***

### **Phil Hope, Minister in the Office of the Deputy Prime Minister in a news release regarding Voluntary programmes dated 02/08/04**

"Local groups are often the driving force in transforming their neighbourhoods to make them places where people are proud to live. The government is committed to creating cleaner, safer, greener communities and to work in partnership to achieve this."

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**In The Value of Open Spaces a publication by CABI, the Commission for Architects and the Built Environment.**

“A high-quality public environment can have a significant impact on the economic life of urban centres big or small, and is therefore an essential part of any successful regeneration strategy”

**Rail Corridor Survey**

‘The Barrow-in-Furness Town Centre Urban Design Framework (Gillespie’s 2005) discusses the need to improve the rail access to and from the town. The report proposes improvements to the railway station as well as the view from the rail line itself, particularly the approach to the station through the town centre’ (p1)

‘The Marsh Street bridge is a significant structure in the landscape and still retains many of the ironwork features, albeit rusting and overgrown with vegetation. Re-painting, removal of vegetation and restoration of brickwork could be used to return the bridge to its former glory. Enhancement to the bridge would also serve to compliment the community garden improvements to marsh street and MARDALE Grove allotments’ (p10).

‘There are opportunities to enhance the Marsh street garden site by providing more visually pleasing security fencing to the site, similar to that adjacent to some of the more recent housing developments’ (p10)

**West Lakes Renaissance Business plan**

‘There is significant potential to improve the access by rail into Barrow. This would be achieved through the visual enhancement of the rail corridor environment, thereby improving the impression given to people arriving by rail, and by the potential development of a freight terminal.’

**North West Regional Economic Strategy**

“there are three major driver s to improving the economic performance including,....

Getting more people into work, particularly in deprived areas. ensuring people have the skills to work, linking people to nearby job opportunities, and encouraging more business opportunities.

Investing in the regions environment, culture, and communities.

## 2. The product/service:

A range of ideas for the arches have been identified through a combination of community consultation and ideas put forward by key stakeholders. Each idea will be assessed in terms of; feasibility, sustainability and its ability to satisfy the needs and aspirations of the community and the economic, social and environmental impact the activity or service would have on the local community.

It is suggested that the six arches could be used for different purposes with each catering for a different need as identified within the community. Currently the themes for the arches include;

### 1. Project office - base of operations / Multi-purpose arch

This arch could be used for a range of activities and will be designed to satisfy a number of purposes. The multi-purpose arch will be designed along the lines of a standard community centre hall and will include the following;

- Kitchen and toilet facilities
- an open meeting space
- tables and chairs
- TV and DVD player.
- OHP
- Projector and screen

The activities which could take place on the multi-purpose room include;

#### **Breakfast and afterschool club**

- To provide out of school activities/space for older children 11-16

#### **Community Meeting space**

- To provide a space for local people to meet for a range of activities including surgeries for Police officers, Councillors, Wardens and PCSO's,

#### **Over 55's club**

- To provide opportunities for older people to meet particularly those who are isolated or vulnerable

#### **Community café/Cook and eat sessions**

- To provide good quality affordable food which could be linked to cook and eat project (see below).
- To use the kitchen facilities to teach people who are interested to cook healthy and affordable food.(CPCT)

#### **Training and further education courses**

To provide a range of courses for depending on local need/desire but these might include basic car maintenance, cookery, gardening, community development etc.

#### **Community Cinema**

- To provide local people with an opportunity to see innovative films or a project to assist local people to make films about the local area.

### 2. Commercial unit/community business (sub letting)

The smallest arch could be used to provide a small unit for a local business. Ideally the business would provide services/products for the local community and provide training for local people i.e. a social enterprise.

#### **For example, a recycling centre**

- To provide facilities for local people to recycle local waste including paper, bottles, garden waste etc.

### 3. Youth/young person's arch

This arch would have the aim of providing a space for young people aged between 8-18. The space could be designed in partnership with young people and will include a range of equipment and resources to provide for their needs including;

- Tables and chairs
- Internet access
- Pool table
- Drinks machines
- Tea and coffee making facilities
- Separate interview/counselling room
- A space for young people to meet and become involved in a range of activities i.e. music, sport, arts, peer counselling, advice about sexual health and relationships etc.

### 4. Sport and physical health

This arch could provide a space for individuals to take part in a range of physical activities including:

- Indoor bowls
- Aerobics
- Yoga
- Basketball
- Indoor soccer
- Climbing wall
- Table tennis
- Football
- Health and wellbeing centre sessions – acupuncture , relaxation classes

### 5. Arts/media/film making.

Provide a space for artists to carry out their work as well as allowing them to showcase their work to people visiting the garden. The arch might also enable the artists to carry out portraits of people visiting the site???

#### Art/media studios

- To reduce levels of graffiti in the area and provide a channel for the creative skills of young people
- To provide purpose built commercial space for artists to use as studios for their work.
- To provide a facility for film makers.

#### Performing arts space

- To provide a space for performing arts including the development of productions/plays

### 6. Bat loft/ environmental activities/garden tool storage.

#### Building Bridges

- To break down barriers between young people and older people i.e. a gardening project which involves older people working with younger people to grow plants etc.

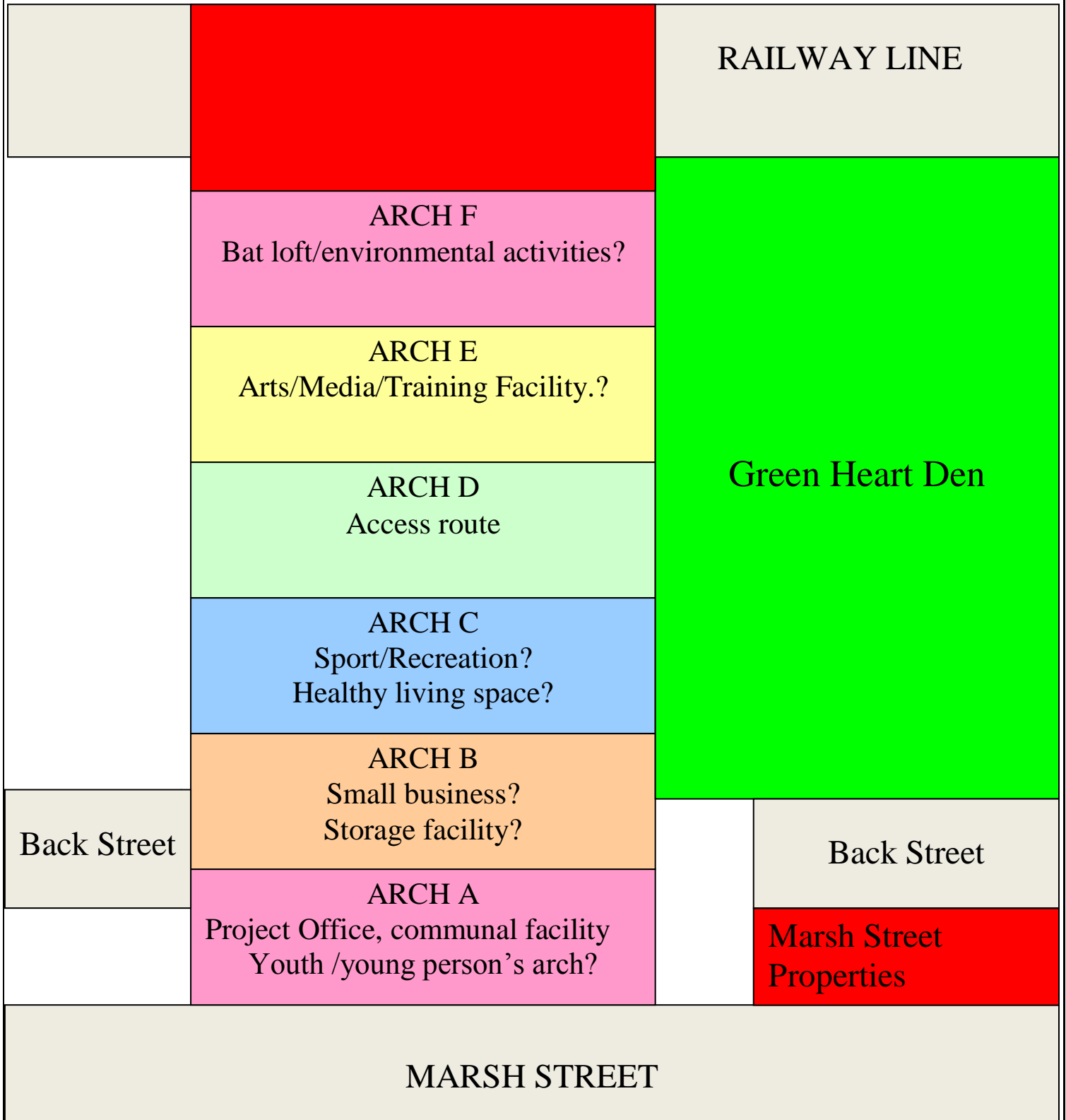
#### Cumbria Wildlife Trust

- Providing environmental activities that are fun and educational.

Other potential uses for the benefit of the community could include:

- **A training/educational facility.**
- **Routes to employment.**

# POTENTIAL USES FOR THE RAILWAY ARCHES



## The market for the initiative/Market research

More detailed research is required to identify individuals, groups, organizations and agencies that will be willing to use/pay for the facilities available to deliver services to the local community.

Whilst need can be identified through community research customers will need to be identified who will be willing to pay for use of the facilities/services on offer.

### Current price comparisons Training/meeting facilities

Facilities	Cost	Other details
Age Concern	£15 per hour	Large meeting room
Victoria Hall	£12.50 - £15 per hour £10 per hour £10 per hour	Great Hall Training room Art space
The Fire Station	£15 per hour	Main training room
The Custom House	£16.25 per hour	Conference rooms
Sure Start Greengate Centre	£7.50 per hour	All rooms
Park Leisure astro turf half pitch	£14.10 per	Half a pitch
Abbotsvale Community Centre	£10.00 per hour	Function room

## **SWOT Analysis**

A SWOT analysis should be carried out once the feasibility of each service has been assessed to identify the potential strengths, weaknesses, opportunities and threats in relation to the overall project. From the results of the analysis an action plan should then be developed which builds on strengths, realizes opportunities, reduces weaknesses and make plans to reduce the effect of potential threats.

### **Strengths**

### **Weaknesses**

### **Opportunities**

### **Threats**

## **Management and operation**

Details will be required concerning the legal status, and operating structure for the organization responsible for the overall management of the project. This may require research into the most appropriate legal form for the managing organization i.e. charity, company limited by guarantee, community interest company, co-operative etc.

Following more concrete plans concerning the use of the arches detailed plans should be produced about how the arches will be managed including personnel, policies and procedures etc.

## **Staffing**

Details of the staff that will be required to manage the initiative effectively and efficiently including the skills and qualifications, rates of pay and times they may be required to work.

## **Initiative base**

Details of where the management and co-ordination of the initiative will be based.

## **Opening hours**

Details of the opening hours of the initiative linked to the need to generate sufficient income to ensure the project is sustainable but also manageable and in consideration with the rights of the local community

## **Equipment and resources required**

A list of the equipment and resources required to run the initiative effectively potentially including office equipment, lighting, stationery etc.

## **Insurance**

The cost and different types of insurance required including public liability, employers liability

## **Licenses required**

A list of the different licenses which may be required for the activities held within the arches including public entertainments license etc.

## **Pricing**

<b>Facilities</b>	<b>Cost</b>	<b>Other details</b>

These prices are comparable with other providers of training/meeting/party activities as shown below.

<b>Facilities</b>	<b>Cost</b>	<b>Other details</b>
Age Concern	£15.00 PER HOUR	Large meeting room
Victoria Hall	£12.50 - £15 PER HOUR £10 PER HOUR £10 PER HOUR	Great hall Training room Art space
The Fire Station	£15 PER HOUR	Main training room
The Custom House	£16.25 PER HOUR	Conference rooms
Sure Start Greengate Centre	£7.50 PER HOUR	All rooms
Park Leisure astro turf half pitch	£14.10	Half a pitch

## **Marketing strategy**

### **Promotion**

Details of how the services/facilities will be advertised to potential customers including the local community, businesses, organizations and agencies.

### **Equal opportunities/outcomes**

Details of how the initiative will seek to ensure that all members of the community use the services/facilities available recognizing the barriers that may exist.

Research will be required to identify the needs/aspirations and potential barriers to involvement of individuals from a range of minority groups including Black and Ethnic minorities, disabled people, Women, people with mental health issues, offenders etc.

### **Environmental outcomes/considerations**

Details will be required about how the initiative will seek to minimize the impact of the project on the local environment and how it will encourage the local community to think about their own impact on the local and global environment.

### **Finances/Budget/cash flow projections**

Detailed cash flow projections and income and expenditure accounts will be compiled for a period of at least five years using the market research, pricing and cost analysis estimates made.

**Job description and person specification.**

Depending on the outcome of the feasibility and need for different uses of the arches a job description and person specification may be required to be developed for a centre manager or caretaker which should be agreed by the managing organization.

**Person specification.**

<b>Skills &amp; Attributes Sought</b>	<b>ESSENTIAL</b>	<b>DESIRABLE</b>
Qualifications		
Personal experience and technical knowledge		
Management skills		
Leadership skills		
Customer skills		
Others		