



Marsh Street Arches and Garden CIC

*Through the use of best practice provide a centre of excellence that recognises, embraces and serves
the needs of the local community*



Strategy

2011 – 2015

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Section 1

Background

1. Introduction

(1.1) The development of this strategy is due to a strategic review of Marsh Street Arches and Garden Community Interest Company that was conducted in 2009 by VCF Solutions, an independent consultancy that assists and supports third sector organisations in their development. The review showed that the company had a strong management team, but the aspirations of team members differed, as did the time scales that the aspirations would be achieved. To overcome this, a series of workshops were facilitated by VCF Solutions involving team members, during which a mission statement, objectives and action plans were developed. This strategy is based on those objectives and actions plans that were developed by the management team.



(1.2) Marsh Street Arches and Garden Community Interest Company came into existence in 2004, as a community project, the members of which being drawn from local residents, community development workers, BAe graduates and a local architect, with the remit of developing the six railway arches under Greengate Bridge adjacent to Marsh Street, together with the adjoining land to the north and south of the arches. The land used to belong to the Furness Railway. The project committee wanted to develop the land into a community green space and the arches into a resource that would benefit the local community.

(1.3) In 2005 a comprehensive project plan was submitted to Barrow Borough Council, and they agreed to an 80-year lease on the land to the south of the arches for the project committee to develop. £117,000 was received from the West Lakes Renaissance Rail Corridor Improvement Grant and £126,000 from the National Lottery's Our Green Space Fund. Both these grants are being used to develop the land and arches. Negotiations are currently being undertaken with the owners of the arches, Network Rail, with a view to securing a long-term lease on the railway arches. In February 2008, the project formed a community interest company, limited by guarantee, and now has a volunteer board of directors who manage the company and the project. Recently the company acquired a 25-year lease from Barrow Borough Council for the land that is adjacent to the north of the railway arches (the north plot), to enable its development, on similar lines to that of the Green Heart Den.

2. Company History

- (2.1) In February 2008, the organisation formed a community interest company, one of a number of different legal structures available to social enterprises. The government defines social enterprises as businesses with primarily social objectives, whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.¹
- (2.2) Community Interest Companies (CICs) are limited companies, with special additional features, created for the use of people who want to conduct a business or other activity for community benefit, and not purely for private advantage. This is achieved by a "community interest test" and "asset lock", which ensures that the CIC is established for community purposes and the assets and profits, are dedicated to these purposes. Registration of a company as a CIC has to be approved by the Government's CIC Regulator



who also has a continuing monitoring and enforcement role.²

In order that a social enterprise can flourish and be sustainable it must operate similar to that of a private sector business, trading goods or selling its services within the market place, and endeavouring to be profitable each trading year. Although a newly-formed social enterprise will probably secure grants for its operations, the reliance on such restricted income should

diminish over time, as the non-restricted income increases.

3. Company Structure

- (3.1) Marsh Street CIC is a community interest company limited by guarantee. It has two company members, four directors, and a management team. The directors are drawn from the management team and are elected at the annual general meeting. Each management team member has a specific responsibility such as operations, finance, and marketing, and the company is currently seeking applicants to fill the roles of human resources and income generation.
- (3.2) The current management team of the company consists of: Joe Wardman; Ian Bell (Furness Building Society); Scott Gomersall, (SDG Accountants); Graham Bromley, project co-ordinator and Val Holden, Barrow Borough Council.

¹ Social Enterprise Coalition, 2009 (www.socialenterprise.org)

² Community Interest Company Regulator, 2009 (www.cicregulator.gov.uk)

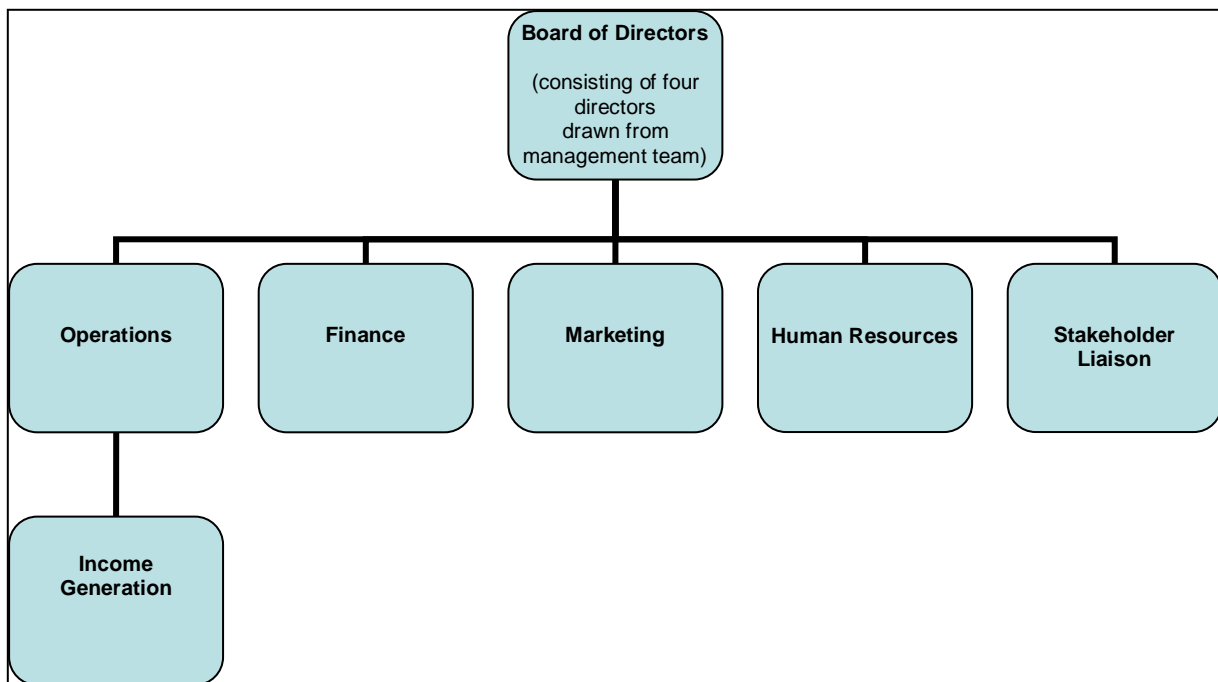


Fig 1: Structure of Marsh Street Arches and Gardens Community Interest Company

4. Demographics

- (4.1) Barrow-in-Furness is situated at the south-west tip of the Furness Peninsular and is served by the Carnforth to Carlisle railway line, and is linked to the M6 motorway by the A590, which is some 36 miles away. The town has a population of approximately 71,000, and has, in the past relied on heavy engineering, in the shape of shipbuilding, as its major source of employment. At its height, the ship yard employed some 15,000 people, but, during the eighties, reduced its workforce to some 4,000 as a result of the 'Cold War dividend'. Although shipbuilding continues in the form of submarines, there are other employers that also offer employment. The town of Barrow-in-Furness is the 29th most deprived borough in England, with six of its thirteen electoral wards being within the top 25% of deprived wards in the country. Since the nineties, the town has benefitted from such Government funding streams such as the Single Regeneration Budget, Neighbourhood Renewal Funding, Safer and Stronger Communities, and lately, the Working Neighbourhood Fund. The local authority has just recently been awarded Government funding to assist in re-vitalising the retail sector within the town.
- (4.2) Marsh Street Arches and Garden CIC is situated within Central ward, which itself has a multiple deprivation rank of 109, out of 8,414.³ 40% of all drugs offences occur within Central ward; the ward ranks as the 34th most deprived in terms of health; it ranks 11th out of 13 for the percentage of school leavers entering full-time education. In terms of employment, it is ranked as the 40th most deprived out of 8,414, with 36.9% of the domestic properties within the ward being rented.⁴

³ Indices of Multiple Deprivation, 2007

⁴ Marsh Street Arches and Garden CIC Draft Business Plan, 2009

- (4.3) The area comprises of terraced properties being arranged in a grid pattern, with very little green space available for communities to enjoy. The town does have an extremely attractive park, which is some distance from the project area. It is well used by the town's residents, but the development of the land and arches at Marsh Street will bring to the area a resource that will be well used and valued by local communities.
- (4.4) The next Census will occur in March 2011, which will influence the statistics used in this strategy. New statistics that are relevant to this strategy will be attached as and when they are published.

5. Achievements to date

- (5.1) In 2004 a number of residents living in the Marsh Street area of Barrow-in-Furness identified two areas of waste land north and south of the Greengate Street railway arches, as having the potential of being developed into a community urban green space. They also saw that there was also the potential for the railway arches to be turned into a multi-faceted community facility. The land was originally owned by the Furness railway, but the ownership was eventually passed to Barrow Borough Council. The arches, on the other hand are owned by Network Rail.



- (5.2) Leases have been secured from Barrow Borough Council for both areas of land which has resulted in the area south of the arches being developed into an urban garden, known as the Green Heart Den, whilst work has commenced on the other area of land, known as the North Plot. Consultations are on-going with network Rail, to secure leases for the six railway arches. Once the lease has been secured, work will commence on the development of the arches into community facilities that can be either rented out to different community groups, or used to deliver services to community groups.
- (5.3) Funding for the project has come from various funders including Our Green Space, which is part of the Heritage Lottery Fund, West Lakes Renaissance, Barrow Borough Council, Cumbria County Council and others. The Development Trust Association, recognising the ongoing work, has granted Marsh Street 'emerging development trust' status. It is the intention of the management team to eventually turn the company into a development trust.
- (5.4) In recognition of the work to date Marsh Street has been awarded the following: 1st place Greener Communities, Cumbria Community Awards, 2008; 1st place Community Project category, Love Barrow Awards, 2009; 1st place Neighbourhood Award, Certificate of Outstanding Achievement, Cumbria In

Bloom Awards, 2009; Winner of the District Special Trophy (Barrow-in-Furness Trophy) – award for Achievement in the Borough, Cumbria In Bloom Awards, 2009.

5.5) The recording of statistics relevant to the number of people visiting the Green Heart Den was commenced in 2008. During 2008, a total of 1,248 adults and children attended. These figures included 'one-off' visits, schoolchildren attending during the school day, or attendance at organised events. During 2009, the total figure increased to 2,432.



Section 2

The strategy

6. Goals and aspirations

(6.1) The goals and aspirations of the management team of Marsh Street CIC can be reflected within the company's mission statement:

“Through the use of best practice provide a centre of excellence that recognises, embraces and serves the needs of the local community”

The management team want to provide an urban garden that can be opened on a daily basis, whereby local residents can visit and enjoy, and which can be used for community events, generating income for the company. The North Plot needs to be developed into a 'Grow Your Own' project whereby people can literally grow their own produce. This could also become a facility for people with low-level mental health problems to use as an aide for recovery. Finally the team want to see the arches turned into different community venues, such as a cafe, meeting/conference space, youth facility, health centre, workshops etc. that can be used by, and will be of benefit to the local community.

(6.2) To assist in developing this strategy a SWOT analysis has been undertaken to ascertain the present position of the company. The analysis shows that whilst the company has a number of weaknesses, they are not insurmountable. Its strengths and opportunities tend to outweigh the weaknesses and threats.

Strengths	Weaknesses
<p>Strong management team</p> <p>Professional</p> <p>Personal skills</p> <p>Dedicated</p> <p>Ambitious</p> <p>Local and professional partner 'buy-in'</p> <p>Access to funding</p> <p>Considered by partners to be a worth while project</p> <p>Diverse project which fits funders criteria</p>	<p>Lack of volunteer 'buy-in'</p> <p>Majority of management team members have their own 'day' jobs and have limited time that they can give to the project</p> <p>Community representation on management team</p> <p>Currently unable to open facility on daily basis</p> <p>Currently restricted access to facility</p> <p>Insufficient volunteers</p> <p>Operational work falls on one person</p> <p>Lack of marketing</p> <p>Little income generation</p> <p>Large number of actions to achieve end result</p>
Opportunities	Threats
<p>The creation of a first-class community facility</p> <p>To become a development trust with on-going support</p> <p>Government spending cuts may create opportunities for third sector organisation to deliver public services</p> <p>Low number of similar organisations</p> <p>Lack of competition</p>	<p>Government spending cuts may result in restricted funding opportunities</p> <p>Unable to secure long-term lease on the arches</p>

- (6.3) **DTA Health check** – The DTA's health check was undertaken in June 2010, and highlighted the work that was required for the organisation to become a full development trust. Standard indicators were used together with a system of traffic lights: red for non-compliance, amber for partial compliance, and green for full compliance. Only one indicator received a 'red light' which was for earned income not meeting the 10% level for a development trust. A number of areas under surpluses, business planning, financial procedures, and free reserves were partially met. The DTA provided an action plan (see Appendix 2) to enable the directors and management team to comply fully with the indicators by December 2012.
- (6.4) **DTA Balanced Scorecard** – In November 2010 the DTA returned and conducted a balanced score card session with a number of the directors. This showed the position of the company in relation to its business model, organisational development, financial return and social return. (See Appendix 3)

7. Achieving the goals

- (7.1) This strategy is for five years covering the period from January 2011 until December 2015. It has within it a number of objectives and action plans relative to the actual work of developing the arches and associated land, but also considers management, personnel and financial issues. The strategy must be fluid, in that it can adapt to changing circumstances, and must not be written in tablets of stone. It has been given annual targets, to assist the directors and management team in their planning, and to ensure that by March 2015, the mission statement has been delivered. The health check that has been undertaken by the DTA also gives actions that must be completed before Marsh Street Arches and Gardens CIC can be recognised as a development trust. As stated previously, these must be achieved by the end of 2012.
- (7.2) In order that this strategy is delivered, the following summary of actions needs to be achieved:
- The employment of a paid project manager, to deliver the strategy, under the management of the directors and management team;
 - Securing full development trust status;
 - The delivery of the action plans and objectives relative to the arches and land, that were developed by the management team;
 - The recruitment of additional management team members that represent the community;
 - Increasing the volunteer base;
 - The development of income streams for the company that reduces its reliance on grant income;
 - The training of management team, staff and volunteers;
 - Creating new partnerships in the private, public and third sectors

These actions have been turned into action plans, details of which can be found at the end of this strategy. (See Appendix 1).

(7.3) **Employment of project manager** – the employment of a project manager who can deliver this strategy, under the supervision of the management team is now crucial to the success of Marsh Street Arches and Garden CIC. The organisation needs someone who has the following attributes:

1. Experience of working in the third sector
2. Previous delivery of community strategies
3. Knowledge of third sector finance and grant applications
4. Previous experience of working with volunteers
5. The ability to negotiate with such agencies as the local authority and Network Rail

(7.4) **Securing development trust status** – the DTA health check details a number of actions that have to be completed by the organisation by 2012 in order that it can be deemed to be a full development trust .

(7.5) **Objectives and Action Plan delivery** - The strategic review that was conducted in 2009 highlighted the differences that individual management team members had relative to the raison d'être of the organisation. Some believed that it was to refurbish the waste ground adjacent to the railway arches on Marsh Street; others believed it was the acquisition and development of the arches into a multi-use community facility. All had different ideas on how the work would be achieved and the timescales involved. After undertaking the workshops, the team wrote a mission statement which they believed represented what they wanted to achieve. From that they then developed objectives and associated action plans which are highlighted below.

A decision was taken to have four objectives which would centre on the completion of the Green heart Den; the acquisition and development of the land north of the arches, known locally as The North Plot; the acquisition and development of the railway arches; and finally the organisational structure of the company itself. The objective and action plans relative to the organisational structure of the organisation have been completed prior to the development of this strategy.

(7.6) **The recruitment of additional management team members that represent the community** – The organisation's board of directors and management team are mainly professional people. Their individual expertise and experience is invaluable in running the organisation, but it was established in the strategic review that there is an under representation from community representatives. To ensure that community-buy in is maintained, it will be necessary to recruit two or three members of the community that reside within the catchment area of the organisation.

(7.7) **Increasing the number of volunteers** - currently Marsh Street Arches and Garden CIC has a very limited number of volunteers who are engaged on the Green Heart Den in different capacities. As the North Plot and the Arches are developed there will be a need to increase the volunteer base. It will be necessary to revisit the company's volunteer policy, to ensure that it is current, and also develop a volunteers' supervision policy. Although the company has a designated volunteer manager, it is incumbent upon all management team members to secure the services of volunteers, as and when they are needed. As part of their CSR strategies, companies such as BAE and Kimberley Clark have

schemes, whereby staff members can volunteer to assist local volunteer organisations. The liaison with these, and other possible companies, with a view to securing their staff members will be part of this strategy.

(7.8) **Developing new income streams** - the organisation is a social enterprise and needs to develop new income streams from 'trading' either goods or services. It also needs to identify grants that will assist in the delivery of this strategy. The development of such streams will run in tandem with the completion of the Green Heart Den, the development of the North Plot and the development and letting of the arches. Non-restricted funding is necessary so that the reliance on grant funding can be reduced. Income will be generated for the use of the Green Heart Den by other organisations; through the 'Grow Your Own' scheme on the North Plot and the letting of and delivery of services from the arches.

(7.9) **Training of management team, staff and volunteers** – to ensure that the organisation complies with all necessary legislation, is kept abreast of current best practice, and that meaningful training is given to assist in the development of volunteers, a training programme will be developed over the life of this strategy. Funding will need to be secured, and, where possible, local trainers employed.

(7.10) **Developing new partnerships/delivering different services** – Marsh Street Arches and Garden CIC is one of the few organisations within Furness that is looking to become a development trust, and deliver community services through the Green Heart Den, North Plot and the six arches. Although Government, through its Comprehensive Spending Review has introduced cuts to the budgets of various public sector organisations, this could provide opportunities for Marsh Street to develop new partnerships for the future. As part of this strategy, the directors and management team will hold a facilitated 'blue sky' event, over one weekend, when future service delivery will be the theme. Topics to be covered will include:

What do we see the company and ourselves developing into?

How can we raise the profile of Marsh Street Arches and Garden CIC?

Could we deliver/facilitate services at present, or do we have to wait until the arches are fully developed?

If we could deliver now, what and where from could they be delivered?

Which organisations do we need to partner with to ensure success?

Also dialogue will commence with those organisations that currently deliver public sector services, be they public sector or voluntary to ascertain the scope of possible consortia work, and with a view to future consortia tendering for contracts.

8. Annual Targets

(8.1) Five years is a long time for a strategy, but because of the nature of the work being undertaken by the organisation, and the projected timescales, five years is really the minimum time over which the strategy can be delivered. To ensure that action plans and dates are not missed, this strategy has been given annual targets to assist the management team in delivering this strategy. The majority of the action plans commence in Year 1 (2011), but their target completion dates vary through the strategy. Work on the completion of the Green Heart Den, North Plot and development of the arches have not been given individual start dates, as they are ongoing, but they have been made part of the action planning process.

Year 1: 2011

1. Employ project manager
2. Hold a blue sky event
3. Acquire lease on the arches
4. Secure demolition of 188 Marsh Street
4. Commence increase in management team
5. Commence partner dialogue
6. Commence development of income streams
7. Commence work on training policies and training provision
8. Start work on increasing volunteer base
9. Commence development of the North Plot "grow your own" scheme

Year 2: 2012

1. Acquire full development trust status
2. Continued development of income streams
3. Continue training provision
4. Complete partner dialogue
5. Complete management team increase
6. Continue work with volunteers
7. Completion of the North Plot

Year 3: 2013

1. Continue work with volunteers
2. Continue training provision
3. Continue development of income streams
4. Secure architect and develop design plans for the arches

Year 4: 2014

1. Continue work with volunteers
2. Continue training provision
3. Continue development of income streams
4. Secure funding to develop the arches
5. Commence work to refurbish the arches
6. Commence marketing the arches

Year 5: 2015

1. Continue work with volunteers
2. Continue training provision
3. Continue development of income streams
4. Let arches to tenants/commence service delivery

9. Conclusion

(9.1) The work of Marsh Street Arches and Garden CIC has, over time, become extremely complex. For an organisation that started as a small community group wishing to develop some waste land, it has evolved into a community interest company, registered with Companies House, with a board of directors and management team. It has developed the original piece of waste ground into an urban green space, and has recently acquired an additional piece of land. It is currently in the process of negotiating a long-term lease with Network Rail to acquire the six railway arches that are adjacent to the developed land, and is also in the process of consultations with Barrow Borough Council in the demolition of 188 Marsh Street. This will, when demolished afford an excellent entrance into the urban green space. The company has recently entered into dialogue with the Development Trust Association (DTA) with a view to it becoming a development trust, and after undergoing a health check by the DTA, has been granted 'emerging trust' status, on the understanding that it reaches 'full' trust status by the end of 2012. The DTA has given the organisation an action plan for it to become a full development trust, which will run in tandem with this strategy.

(9.2) This strategy has been designed to take Marsh Street Arches and Garden CIC from 2011 to 2015, whereby at that time the Green Heart Den and North Plot will be opened on a daily basis, being used by local residents, community groups and other interested parties. The arches will have been developed into community assets that are either let to tenants for community purposes, or used to deliver services that enhance the communities that are around the company. Being a development trust, Marsh Street CIC will be in a position to assist in the economic, environmental and social regeneration of their part of Barrow-in-Furness and become a beacon organisation not only for Furness, but for Cumbria as well.

Action Plans

Action Plan PM 1 - Employment of Project Manager

To employ a project manager who has the necessary experience and knowledge to deliver the strategy

Start date: 02.01.2011

Action Manager:

Completion date: 31.12.2015

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Determine the level of qualifications, knowledge and experience required for the post	January 2011				Mgt team to decide level of qualifications etc
2	Ascertain the level of salary payable for similar positions	January 2011				Decision req. by mgt team as to level of salary
3	Develop policies in relation to employees	March 2011				Liaison with CVS re similar policies
4	Source suitable accommodation with ancillary services such as telephone and IT (with costs)	May 2011				
5	Source funding for position over three years	June 2011				To include capital and revenue
6	Advertise position	July 2011				
7	Interview and recruit candidate	August 2011				Interview panel sourced from mgt team
8	Set up payroll system	September 2011				
9	Induction of post-holder	December 2011				

NB: Action manager and tasks managers to be determined by management team

Action Plan DT 1 - To secure full development trust status

To move from 'emerging' to 'full' development trust status

Start date: November 2010

Action manager G. Bromley/ Project Manager

Completion date: December 2012

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	To undertake balanced score card exercise with DTA development officer	17 November 2010	Mgt team/ DTA development officer		G. Bromley	Results to be added to strategy
2	To complete the indicators as outlined in the health check report	June 2012	Mgt Team		G. Bromley/Project Manager	Work must commence on indicators to show DTA that company is moving towards full DT and completed prior to target date of December 2012
3	To be recognised as 'full' development trust by DTA	December 2012	Mgt team		Project manager	

Action Plan MT 1 - To increase membership of the management team

To increase the membership of the management team through selecting additional members from the community

Start date: January 2011

Action manager

Management team

Completion date: December 2012

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Identify the number and skills of additional members	March 2011			Mgt team	
2	Conduct recruitment campaign within the catchment area of the organisation	June 2011	Mgt team		Mgt team	
3	Interview,select and appoint candidates	June 2011	Mgt team		Mgt team	
4	Team members induction programme	July 2011	G. Bromley		G. Bromley	

Action Plan Vol 1 - To increase the number of volunteers

To increase the number of volunteers to assist with the development programme, and the running of events

Start date: January 2011

Action manager G. Robinson

Completion date: December 2015

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Source new volunteer co-ordinator					
2	Determine the number of volunteers required for each part of the programme, together with the the skills that they will require	June 2011	G. Robinson		G. Robinson	
3	Liaise with Cumbria CVS	July 2011	G. Robinson		G. Robinson	There will be a need to bring in new volunteers as each element of the programme is developed and comes on stream
4	Conduct active recruitment campaign utilising local media and Cumbria CVS	September 2011 then as req.	G. Robinson		G. Robinson	
5	Induction programme for selected volunteers	October 2011 then as req.	G. Robinson		G. Robinson	

The current volunteer co-ordinator finishes in this role at the end of December 2010

Development of income streams

To develop restricted and non-restricted income streams to fund the continued work of the organisation - to run in tandem with the blue sky action plan

Start date: August 2010

Action manager Project manager Mgt team

Completion date: December 2015

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Identify dates when existing grant funding expires	August 2010	Project manager			The identification of non-restricted funding is dependent on the decisions taken in the 'blue sky' event
2	Identify possible sources of grant funding by liaising with Cumbria CVS	August 2010	Project manager			
3	Identify areas of programme where non-restricted funding could be generated	As per blue sky event	Project manager			
4	Make application to relevant grant funders	September onwards	Project manager			

Blue sky event

To hold a 'blue sky' event whereby directors and management team members have the opportunity to identify events that will raise the profile of the organisation, generate income, and develop new partnerships

Start date: January 2011

Action manager Project manager G. Bromley

Completion date: June 2011

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Identify themes and areas for the event	April 2011	G. Bromley		G. Bromley	
2	Source facilitator, premises and identify suitable date	April 2011	G. Bromley		G. Bromley	
3	Identify costs and funding		G. Bromley OGS		G. Bromley	
4	Run the event	June 2011	Mgt team Facilitator		G. Bromley	

Completion of The Green Heart Den

GHD 1 - Demolition of 188 Marsh Street

Start date: January 2011

Action manager G. Bromley

Completion date: October 2011

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Secure Highway closure	Completed	V. Holden, BBC C. Jones, BBC		V. Holden	
2	Barrow Borough Council purchase property	January 2011	C. Jones, BBC		G. Bromley	
3	Confirm party wall agreements	March 2011	G. Bromley		G. Bromley	
4	Write tender documents and circulate to potential contractors	March 2011	Mgt team		G. Bromley	
5	Appoint contractors	May 2011	Mgt team		G. Bromley	
6	Quotes re pedestrian access	May 2011	Mgt team		G. Bromley	
7	Appoint contractors re pedestrian access	July 2011	Mgt team		G. Bromley	
8	Demolition of property	August 2011	Contractor		G. Bromley	
9	Clearance work	August 2011	Contractor		G. Bromley	
10	Install gates and make good	October 2011	Contractor		G. Bromley	

Completion of The Green Heart Den
GHD 2 - Regular opening of Green Heart Den

Start date: January 2011

Action manager G. Bromley/Project manager

Completion date: December 2015

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Produce management plan	Completed	Mgt team		G. Bromley	
2	Confirm additional volunteers	June 2011	G. Robinson Cumbria CVS		G. Robinson	
3	Identify warden/caretaker	May 2011	G. Bromley		G. Bromley	
4	Identify events sub-group	Completed	N. Foster		N. Foster	
5	Provide signage	October 2011	I. Bell		I. Bell	
6	Organise/facilitate regular events	Throughout strategy				

Completion of The Green Heart Den

GHD 3 - Marketing the Green Heart Den

Start date: May 2011

Action manager

I. Bell/Project manager

Completion date: December 2015

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Develop marketing plan	May 2011	I. Bell		I. Bell	
2	Use of marketing consultant	May 2011	G. Bromley		G. Bromley	
3	Develop, print and distribute literature	June 2011 and throughout strategy	Mgt team Printer		I. Bell	
4	Use of local media	Throughout strategy	Mgt team		I. Bell	
5	Attend community events	Throughout strategy	Mgt team		I. Bell	
6	Presentation to groups	Throughout strategy	G. Bromley/project manager		G. Bromley/project manager	

Completion of The Green Heart Den
GHD 4 - Maintenance of the Green Heart Den

Start date: Ongoing

Action manager G. Bromley/project manager

Completion date: December 2015

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Adopt management plan	Completed	Mgt team		G. Bromley	
2	Produce maintenance schedule	Completed	G. Bromley		G. Bromley	
3	Increase number of volunteers	June 2011	G. Robinson CVS		G. Bromley	
4	Identify volunteers for maintenance programme	June 2011	G. Robinson		G. Bromley	
5	Purchase tools and supplies	Completed	G. Bromley		G. Bromley	

Development of North Plot

Start date: Ongoing

Action manager

G. Bromley/project manager

Completion date: December 2015

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Confirm long-term lease	Completed	BBC		G. Bromley	
2	Agree terms and conditions	Completed	Mgt team/BBC		G. Bromley	
3	Confirm and agree covenants	Completed	Mgt team/BBC		G. Bromley	
4	Confirm and agree boundaries	Completed	Mgt team/BBC		G. Bromley	
5	Confirm partner organisations		Mgt team		G. Bromley	
6	Produce design drawings	December 2011	Groundworks		G. Bromley	
7	Obtain cost options	January 2012	Mgt team Groundworks		G. Bromley	
8	Secure funding	March 2012	Project manager		G. Bromley	
9	Demolish wall/install gate	March 2012	BBC		G. Bromley	
10	Dev't. 'Grow Your Own' scheme	June 2012	Mgt team/ project manager		G. Bromley	

Development of the railway arches

Start date: January 2010

Action manager G. Bromley/project manager

Completion date: December 2015

No.	Task	Target Date	Resources (Staff/volunteers)	Resources (Equipment)	Task manager	Remarks
1	Secure lease agreements to arches A-F	December 2010	Mgt team network Rail		G. Bromley	
2	Confirm work agreement to all arches	June 2011	Mgt team network Rail		G. Bromley	
3	Confirm funding for gates to arches E and F	Completed	Mgt team		G. Bromley	
4	Secure quotes for gates E and F	Completed	Mgt team		G. Bromley	
5	Select contractor	Completed	Mgt team		G. Bromley	
6	Install gates	March 2011	Gilmours		G. Bromley	
7	Clean arches E and F	May 2011	Volunteers		G. Bromley	
8	Develop management plan		Mgt team		Mgt team	Dependent on DTA
9	Secure architect and develop design options	January 2013	Mgt team Architect		Mgt team	
10	Encourage additional partners	January 2013	Mgt team		Mgt team	
11	Secure funding to develop arches	January 2014	Mgt team/project manager		Project manager	
12	Circulate tender to contractors	April 2014	Project manager		Project manager	
13	Contract let	May 2014	Mgt team		Mgt team	
14	Work to refurbish arches	2014-15	Contractor		Mgt team	
15	Marketing of arches	2014	Mgt team		Mgt team	
16	Arches let to tenants	2015	Mgt team		Mgt team	

Development Trust Association Health check

MEMBER ASSESSMENT HEALTHCHECK**Section 1: Engaged In Economic, Social And Environmental Regeneration Of A Defined Area**

Organisation name: Marsh Street Arches and Garden CIC

Date of Healthcheck visit: 10.6.10



Indicator	Rating	Action Agreed	Complete by	Priority	Links to possible resources
<p>The organisation has a clear and agreed mission, aims and definition of its target beneficiaries.</p> <p>Yes, mission statement, aims and objectives known; are relatively new, so needs embedding. Beneficiaries are Marsh Street/Central ward residents, school pupils, and workers.. And wider to Barrow where appropriate</p>	met				Cultivating Enterprise Section 1 Tell your story
<p>The organisation's activities relate to a defined area of benefit</p> <p>CIC defines it as residents of Hyndpool/Central ward</p>	met				
<p>The objectives and activities of the organisation cover social, economic and environmental aims</p> <p>clear on all these: social benefit to deprived wards, and can be defined as improved quality of life, learning opportunities, health gains, reducing antisocial behaviour, etc; environmental: high quality green space in ward</p>	met				Cultivating Enterprise section 1 activities 1,2,3
<p>The objectives of the organisation have been defined through community consultation/ mapping exercise/ evidence of need?</p> <p>lots - 2004 - 2009 one or two consultations per year, some done by Marsh St, some by consultants; done across schools, parks, community groups in the area, some done by youth reaction team (young people led</p>	met				Planning for Real / Cultivating Enterprise Toolkit / Tell your Story / Change Check

DTA MEMBER ASSESSMENT HEALTHCHECK

Section 2: Independent, self-sufficient or aiming for self sufficiency, and not for private profit

Organisation name: Marsh Street Arches and Garden CIC

Date of Healthcheck visit: 10.6.10



	Indicator	Rating	Action Agreed	Complete by	Priority	Links to possible resources
2.1	<p>The organisation can demonstrate that any surpluses generated by the organisation and any trading subsidiary are used solely for community / public benefit</p> <p>Currently, the only surpluses are unrestricted donations. Get annual maintenance grant from CCC of £3k (is roughly operation costs) but this not long term, so looking already to replace that, clear what they need to</p>	partly	working on this - continue as is	June 2011	later	
2.2	<p>The organisation has a robust business plan including financial forecasts and plans to deal with any budget deficit</p> <p>have draft; currently working through strategic planning workshops which will feed into completion of business plan and will also develop forecasting and rolling budget, once the business plan is in place. The number of</p>	partly	being developed	December 2010	soon	Cultivating Enterprise Section 4 for emerging trusts Cultivating Enterprise Toolkit activity headings as example for BP Example Documents needed
2.3	<p>The organisation has written financial procedures for bookkeeping, expenses, petty cash etc. with checks and balances to avoid misuse of funds which are regularly reviewed</p> <p>Contracted out accounts to CIC's accountants, who also have place on the board; Nothing written, but is a clear process, countersigning cheques, anyone wants to access funding management commitment make decision</p>	partly	Written procedures to be developed.	August 2010	now	Example WFPs ACEVO Full cost recovery guide NCVO book "The good financial management guide for the voluntary Sector" "Financial Risks & Measures doc Business Link websites (addresses needed)
2.4	<p>The organisation meets requirements for dealing with HM Revenue and Customs for PAYE, VAT, Corporation Tax, tax credits, Gift Aid, etc. National Insurance, SMP.</p> <p>Only submitting one coporation tax return at present. Financial year March to Feb, HMRC returns, Scott from the accountants is company secretary.</p>	met				Deloittes helpline. If accountant not yet appointed, recommend identifying one in good time.
2.5	<p>The finances of the organisation are being pro-actively managed</p>	met				Sample management accounts – Tina?
2.6	<p>The organisation has earned income of 10% of its total income</p> <p>5% earned income. Aiming to increase this through asset based development and enterprise.</p>	unmet		March 2011	Later	
2.7	<p>The organisation is not overly dependent upon one source of funding.</p> <p>Mainly grant; CCC 3 yr annual grant; OGS (Our Green Spaces); donation from police, neighbourhood management, residents group, local HA; trust funding from a number of sources.</p>	met				Business Ideas Generator (BIG) Tool. Grant finder websites
2.8	<p>The organisation has a policy for accumulating an appropriate level of free reserves.</p> <p>Despite the lack of a policy Marsh Stree have sufficient reserves from unrestricted income to cover their costs for 1 year.</p>	partly	to be developed, as reserves are generated, and also include creation of adequate reserves within the business plan.	March 2011	Later	Charity Commission website

DTA MEMBER ASSESSMENT HEALTHCHECK

Section 3: Community Based, Owned And Managed

Organisation name: Marsh Street Arches and Garden CIC

Date of Healthcheck visit: 10.6.10



	Indicator	Rating	Action Agreed	Complete by	Priority	Links to possible resources
3.1	The make-up of the board reflects the mix of the local community living or working in the area, and is accountable to the community yes, some professional, some residents, always seeking new members; hold an AGM (widely publicised, leaflet drop, newsletters, through schools etc, held locally) is open AGM; this year will be integrated with	met		Month & year	Now Soon Later	Bonds & Bridges. Cultivating Enterprise Toolkit (section1 activity 2)
3.2	The organisation can demonstrate clear evidence of community control of board decision-making Comment:	met		Month & year	Now Soon Later	good practice case studies needed
3.3	There is a clear point of contact for the organisation Comment:	met		Month & year	Now Soon Later	Point up changes to Companies Act 1985 re disclosure etc
3.4	The organisation keeps the community informed of its activities website, blog, local council and CVS newsletters, community press, local media, AGM, leaflet drops, talking to people	met		Month & year	Now Soon Later	adoption of best practice examples?
3.5	The organisation welcomes and acts upon input from the community	met				NCVO Board self assessment. (Examples needed e.g. TCT doc)
3.6	The Board have received formal guidance or training as to their responsibilities as directors/trustees Induction pack re the project, policies and procedures, explanation of CIC, role descriptions for board members, volunteer role descriptions, working with CVS to provide board training ops, and have funding for	met				Companies House responsibilities of Directors sheet. Charities Commission - The Essential Trustee: What you need to know
3.7	Appropriate and timely information covering Financial Management, Governance & Human Resources is provided at regular board meetings are actively seeking board member with HR experience, lots of policies and procedures in place for vols, CVS support for personnel. Don't have unpaid staff	met				Model Written procedures. Governance good practice (Governance Hub material etc). Example documents needed
3.8	The board makes all policy decisions yes, and this is being further developed through the strategic development and organisational planning development programme they are currently undertaking.	met				NCVO Board self assessment. (Examples needed e.g. TCT doc)




DTA MEMBER ASSESSMENT HEALTHCHECK

Section 4: Actively Involved In Partnerships Between The Community, Voluntary, Private And Public Sectors

Organisation name: Marsh Street Arches and Garden CIC

Date of Healthcheck visit: 10.6.10



	Indicator	Rating	Action Agreed	Complete by	Priority	<u>Links to possible resources</u>
4.1	The organisation has information about the relevant contacts in local agencies. clearly demonstrated throughout the HC process.	met 				Best practice case studies needed that can be adapted and adopted.
4.2	Information on services/ activities is exchanged with relevant organisations eg on other boards, share information via range of agencies. Is good partnership working and networking across Barrow and Marsh St are well integrated with this. Also work with relevant bodies such as county council	met 				Best practice case studies needed that can be adapted and adopted.
4.3	The organisation is a member of relevant local networks Again, clearly demonstrated throughout HC.	met 				Best practice case studies needed that can be adapted and adopted.

DTA MEMBER ASSESSMENT HEALTHCHECK

Other Good Practice

Organisation name: Marsh Street Arches and Garden CIC

Date of Healthcheck visit: 10.6.10



Indicator	Rating	Action Agreed	Complete by	Priority	Links to possible resources
<p>G1 Management continuously review performance and plan improvements.</p> <p>yes, and is evidence of where former board members have been assessed and asked to improve. Strategic planning process is also covering this and will identify gaps at board and organisational level.</p>	met				NCVO Checklist for trustee board effectiveness. NCVO Board Self assessment. Look up CES link in previous doc??!!
<p>G2 Financial risk assessment is regularly undertaken (at least annually).</p> <p>quarterly management accounts, and annual accounts. Balance is always minuted, unrestricted pulled out, harder to budget with grant funding, unrestricted funds held in reserve, but do monitor spend against annual</p>	met				Financial Risks & Measures document. Charity Commission website. Example doc?
<p>G3 Staff and volunteers have clearly defined roles and responsibilities.</p> <p>no staff; they have these for all volunteers and even for members.</p>	met				Governance Hub
<p>G4 The organisation takes measures for retaining and training staff.</p> <p>Volunteers only.</p>	Met				Ask Tina for all financial and HR examples for resources
<p>G5 The organisation has a clear line management structure.</p> <p>are formalising this, and providing more detail for work of officers, how decisions become formalised etc, clear idea of where decision making rests, formalising division of labour, decision making processes. Structure</p>	Partly	in train	end of 2010	soon	Example docs needed?
<p>G6 The organisation has a policy for managing poor performance of staff and volunteers</p> <p>not a formal policy, but has happened. Directors take decision based on advice from management committee and vote. Is a grievance policy but not a disciplinary one.</p>	Partly	There is already a grievance policy, so disciplinary policy to be developed	end of 2010	soon	'Getting it right from the start' (National Centre for Volunteering). Example docs needed?
<p>G7 The organisation assesses the environmental impact of its activities</p> <p>originally for applications to WLR would have been required to complete a environmental impact report for building of gardens. But don't have one for activities. Will be providing environmental impact statements for Arches</p>	Partly	to be reviewed as the organisation develops.	March 2011	Later	
<p>G8 The organisation has an environmental policy that takes account of the above assessment and which is regularly monitored and reviewed.</p> <p>Have policy, is adhered to, and possibly exceeded, but not regularly monitored.</p>	partly	will record and monitor what they do for the garden now, and for the future developments.	end 2010	soon	
<p>G9 The organisation has a plan in progress to develop its asset base and any existing assets are being managed in order to secure its core income.</p> <p>Marsh Street already have one piece of land, transferred on lease from the LA, on which they have developed the community gardens. They are now negotiating for up to five railway arches, from Network Rail/Scotia,</p>	met				

Development Trust Association Balanced Score card