

TOXTETH
'MY PLACE'
FIREFIT HUB

BUSINESS PLAN V2
2013 - 2018

VERSION 13/12/2012



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1. Exec Summary

Introduction:

This document was written by Denise Bernard, Director of Momentum Expedite Consultancy Ltd and Brian Maude, Director of NEO-NOW. This has been in conjunction with Sara Lawton, Ian Cummins, and Kieran Timmins of Merseyside Fire and Rescue Service and James Flannery of Atom Regeneration.

It has been prepared as an Operating Business Plan for pre-start up, start up and the short to mid –term for Toxteth ‘My Place’ Fire-Fit HUB. The Plan is for a 5 year period and whilst such primarily focuses on logistics, practicalities and operations it also contains the visions and strategies for a sustainable future.

It contains information on the asset, its intended uses and describes how the new Facility will be operated, managed and maintained.

Facility Overview

The New accommodation comprises of:

Outdoor: 4 Outdoor Football Pitches; Multi Use Courtyard

Indoor Grd: 1 Sports Hall, 1 Cardio Vascular Gym; Cafe Business Unit; Youth Chill Out Zone;

Indoor 1st Flr: 1 Weights Gym, 1 Studio/Cinema/Meeting Room; 1 Multi Sport Room; 2 Offices and Multi Use Room

In addition to the above the HUB has all associated amenities, showers, WC’s, Admin/Staff Offices and is fully accessible.

There is on site secure car parking (37) as of Dec 12 with plans afoot to expand this and create additional on site secure parking for coaches and cars on the land where the former Toxteth Sports Centre stood.

Strategic Context

This Business Plan illustrates how the HUB will contribute to addressing national and local strategic priorities in addition to the funder’s priorities. A tremendous amount of time prior to and throughout the construction of the HUB has been spent by the Team involved from MFRS. They have visited other My Place Centre’s across the Country, including those succeeding and failing, for best practice and lessons learned in addition to input and advice from the funders.

More locally, it illustrates the links and alignment between MFRS, The Liverpool City Region Local Enterprise Partnership, Liverpool City Council, Local primary and secondary schools, The PCT and local GP consortia, Liverpool Community College and other training providers and local sports-based organisations.

This documents sets out the various relationships with these organisations. It illustrates those who will participate, collaborate, contribute, input and complement the HUB and its facilities, services, activities and events. These relationships have been forged and will be consolidated upon as the HUB moves forward into operation and delivery mode.

Critical Factors for Success

Youth engagement, local, regional and national stakeholder continued buy-in is crucial. The marketing strategy provides methods to reach out and ensure collaboration, interest and uptake, supported by a strong staff team structure. To this end the Team continue to work with the Princes Trust and the Toxteth Princes Trust Volunteer programme will be delivered from the Hub.

Regular meetings with local Young People who form the Hub's Youth Participation Group. The group inform about governance, activities and their views on what young people require. This has lead to the current plan to allow adults to become gym members and informed income streams and Membership pricing structures.

The Team inform local community groups via email circulation and meetings on a one to one basis or at regular meetings. These regular and diverse communication channels are crucial to maximise reach of audiences so that the HUB is considered a YES GO area.

Financial viability

The Financial Appraisal section illustrates effective allocation of resources against operational requirements. This is a detailed analysis identifying targets over a 5 year lifespan. The 5 Year cash flow forecasts consider growth over that period leading to achieving approx 60% use by year 5.

Part of the financial viability has included looking at the appropriate Incorporated Legal Status of the entity to take on the Lease to run the HUB giving consideration to VAT, Business Rates, Tax, Membership Structure (users).

Price comparison mapping exercises have been undertaken with regards to memberships fees; court, pitch and room fees; rental charges that informed the rates contained herein.

Consideration has been given to operational hours to suit the various age's groups and audiences that the HUB will attract and in comparison to similar facilities. Due to the target audiences and facilities on site e.g. weights room, cardiovascular suite etc, this has also informed the staffing structure and ratios. Appropriate resource allocation has been applied again, with a building up of such over time.

The HUB will be a World Class facility and the proposed operation maximises the excellent and modern facilities that will be on offer that will lead to the full sustainability of the HUB within 5 years. Hence securing such a facility in Liverpool for the long term.

This Plan is a practical tool, with annual usage and income targets identified, and to aid successful operation and achieve sustainability, supported by clear strategies

2. Introduction And Project Background

The £5.2 million Fire Fit Hub is being built at the corner of Windsor Street and Upper Warwick Street in the heart of Toxteth, Liverpool, on what was formerly the site of Toxteth Sports Centre. The project is being delivered by Merseyside Fire & Rescue Service, working with the local community, Liverpool City Council and other local partners.

Due to be completed Nov/Dec 2012, the development will provide the area with a state-of-the-art fire station complete with youth, community and sporting facilities. It has been made possible through a £2.3 million grant from the Department for Education My Place programme, along with a £2.8 million contribution from Merseyside Fire & Rescue Service and £500,000 from Liverpool City Council.

The aim of the national My Place programme is to provide world-class places to go for young people. The Government (Department for Education) is investing close to £240m in grants of between £1m and £5m to 63 projects across England. This is driving both a major change in the level of ambition across the country and a transformation in the way facilities for young people are planned and delivered – particularly with regard to the role and influence of young people and the level of genuine cross-sector partnership working.

The aim of My Place is to deliver world class youth facilities driven by the active participation of young people and their views and needs. Each project will deliver the following programme outcomes:

- More young people, parents and communities feeling that young people have attractive and safe places to go in their leisure time where they can get involved in a wide range of exciting activities;
- More young people, particularly the most disadvantaged, participating in positive leisure time activities that support their personal and social development;
- More young people having access to information, advice and support services from within places they feel comfortable; and

- Stronger partnership working between local authorities and their third, private and public sector partners to plan, deliver and operate financially sustainable facilities with and for young people

Liverpool City Council and their delivery partners Merseyside Fire & Rescue Service secured a £2.3M grant from the My Place programme in 2010 towards a £2.8M project to create a new youth and community facility. The partnership between Liverpool City Council and Merseyside Fire & Rescue Service led to a revised scheme, which was originally a total refurbishment and remodelling of the existing Toxteth Sports Centre (Lifestyles Toxteth) building. However, the project will now deliver a complete new build My Place Centre integrated with a community fire station (The Fire Fit Hub). As a result the total project costs increased to £5.2M, funded with a £2.3M grant from My Place, £2.8M from Merseyside Fire & Rescue Service and £500,000 from Liverpool City Council.

For Merseyside Fire & Rescue Service the project represents the latest development of the highly successful **Fire Fit** community development programme, which is making a direct contribution to delivering safer, stronger and healthier neighborhoods across the county. MFRS has the following vision for the Fire Fit programme:

'We will continue to exert a stimulating or beneficial effect upon individuals and communities through the promotion of Fire Fit activity'.

3. Aims And Objectives

The programme has the following aims and objectives,

Aims

- Our Fire Fit initiatives inspire people to take responsibility and encourages them to explore their potential through sport, exercise and performing arts, as well as developing people and communities through our healthy eating and cooking projects
- That Fire Fit initiatives contribute to the MFRS purpose, which is to make Merseyside safer, stronger and healthier

Objectives

- Promote healthy eating
- Promote physical and cultural activities
- Collaborate with other partner agencies that work with school, youth or community of interest groups to improve health outcomes.
- Pioneer innovative approaches to improve health & wellbeing
- Promote a culture of community cohesion
- Recruit new members to the Fire Fit team and encourage all to be part of Fire Fit
- Incorporate Fire Fit into Liverpool's Decade of Health & Wellbeing 2020

The Fire Fit programme is designed to meet local needs and focus on areas of Liverpool with high levels of deprivation, linking directly into the Government agenda of *Healthy Lives, Healthy People* and the policy of transferring responsibility for public health into local authority control. The involvement of MFRS as an active and engaged stakeholder is creating opportunities for additional funding and sustainability in these key areas of social policy.

In recent years the Fire Fit programme has delivered a wide range of projects, including Sky's the Limit, Ministry of Food, Olympic Sports Camps, charity events, Family Fitness and a schools programme. These projects have delivered a wide range of physical activity opportunities, including running, netball, football, boxing, climbing, assault courses and Duck Races.

MFRS has identified a number of key next steps, challenges and aspirations for the Fire Fit programme:

- To increase Fire Fit school and community Involvement
- To encourage Fire & Rescue Services beyond the region to support the brand
- To address financial and sustainability challenges
- To secure ongoing support from partners
- To develop the Fire Fit Hub & "Mini Health Hubs" on 7 PFI Stations
- To work with partners to host a Community Games

The development and operation of the Toxteth Fire Fit Hub facility is central to the future success of the Fire Fit programme across Merseyside.

A key factor in the success of the Fire Fit Hub will be achieving the goal of placing young people at the centre of all aspects of its development and operation, not just as the primary users of the

facility, but as decision makers and service deliverers. Youth involvement has been key to project development, from the earliest stages of planning and throughout all stages of project delivery. The success of the project will result in thousands of young people benefiting from an improved quality of life and greater opportunities to achieve their potential. Personal development, improved health, better employment prospects, sporting and artistic achievement and community involvement for the young people of the area and the wider community will be the measures of success for the new centre.

The following 5 key outcomes have been agreed for the new Centre:

Outcome 1: By 2017 1500 more young people will benefit from improved health and quality of life, educational attainment and employment prospects through access to high quality information, advice, training and support services at the centre, delivered by a multi agency staff team.

Outcome 2: The young people of Toxteth and the wider community will have the opportunity to participate in positive leisure time activities through access to a safe, exciting and high quality youth and sports facility, which will achieve 30,000 centre visits in the first 12 months of operation and a total of 400,000 visits by December 2020.

Outcome 3: 30,000 young people per annum will benefit from health, personal development and training opportunities through long term access to a high quality and financially sustainable facility.

Outcome 4: Young people and the local community as a whole, will benefit from an improved quality of life and increased community safety through having access to a “world class” facility promoting tolerance and community cohesion, with the new centre resulting in a 10% increase in overall satisfaction with youth provision in the area by 2016.

Outcome 5: By 2020 760 young people will have achieved accredited qualifications and be benefiting from improved quality of life and employment prospects through the training and personal development programme delivered at the centre.

The Fire Fit Hub will provide a multi purpose facility to meet the needs of young people, from a range of diverse backgrounds, cultures and abilities. It will work with young people to create a welcoming environment where they will feel a sense of ownership and belonging and will themselves demonstrate their potential as positive citizens of today and for the future investment of the wider community. The Centre is sited at the heart of a diverse community where there have been tensions and barriers in the past related to racism and territorialism. The centre can be a place to create community and social cohesion and be a symbol of a united place to share and enjoy leisure, sport, arts and other cultural activities.

The centre will offer learning and personal development opportunities, with a focus on helping young people to improve educational attainment and employment prospects and be able to take an active role in the life of their communities. It will maintain the feeling of the Liverpool Capital of Culture year (2008): 'A World in One City', and build on the strengths of a community which has so many different stories and roots.

It will also demonstrate in its organisation and running the partnership and coming together of MFRS, Liverpool City Council, community groups and young people for common purpose and

good. This approach will create a model of good practice within the city that can have a positive influence on youth and community provision across Liverpool and on other areas of the UK.

The Fire Fit Hub will provide facilities for sport and physical activity, dance, music, drama, IT, art & crafts and social education programmes. There will also be access to services which provide information, advice and guidance, and opportunities for vocational training, volunteering and health education. Some programmes will be targeted to support and develop work with young people who are vulnerable or at risk, but there will be an emphasis on respect for all individuals and a common drive to create a healthy space and environment for all who use the facility, which reflects on behaviour and attitude in the wider community.

Whilst young people will be the central focus and priority users for all of the centre's facilities and activities, with at least 70% of users aged 19 or under, there will be managed access for adults to certain areas, including the fitness suite and sports hall, with the promotion of inter-generational understanding and tolerance a key project outcome. A controlled level of adult usage will also be crucial in generating income to support the centre's business plan and provide cross subsidy to support youth activities.

The Fire Fit Hub will be a unique youth facility at the heart of the Toxteth community, attracting young people from across the area and inspiring them to develop and realise their potential within their chosen area of activity. During the 2008 European Capital of Culture year, Liverpool adopted the slogan of 'the world in one city', reflecting the wide range of cultural influences that have shaped the city and its population. No other area of the city reflects this cultural diversity as much as Toxteth, with Liverpool 8 locally referred to as the 'world in one post code'. The planned facility will seek to meet the needs of this diverse community, whilst promoting understanding, tolerance and integration between the wide range of ethnic groups and nationalities that make up the local population. The centre will also celebrate the areas world wide cultural influences within the sport, arts and other activity programmes.

The project will create a world-class facility by placing young people and their needs at the centre of planning, management, delivery and usage. The project is about taking the young people's vision and transforming it into a reality. The quality of the new facility and the activity programmes delivered within the centre will be a catalyst that motivates and inspires young people to set new goals and realise their talents. Most importantly the Fire Fit Hub will create a centre where young people will feel safe, included and able to enjoy themselves.

The facility is situated in a diverse community of culture and faith and this project will reflect these worldwide influences in the context of a wide range of sports, arts, music, support services, training and community development initiatives. The development of a world class, high quality facility within a community that experiences high levels of poverty and deprivation will make a positive statement of intent and will ensure a feeling of being valued with an investment in the future.

The Fire Fit Hub will create a stimulating learning environment that will encourage young people to learn new skills and gain confidence in their own ability; to aspire to attain excellence in a wide range of activities and it will enhance their standing as ambassadors of learning within their own community. Young people will be encouraged to act as mentors for others and provide support for elders and children within their community, making a positive contribution to the life of the neighbourhood and city.

The Fire Fit Hub Facility

The Fire Fit Hub will provide high quality youth & community facilities, which will include:

Foyer and Reception areas - The welcoming entrance to the Centre (The Fire Place) is located on Upper Warwick Street and leads straight into the foyer/reception area, which forms a circulation route from which the visitor can gain access to all the main facilities. The entrance area also has extensive cycle parking facilities.

Sports Hall - The sports hall (branded the Fire Hall) is located on the ground floor. It is 40x37m in size and will accommodate two full size basketball courts. It will be suitable for a wide range of indoor sports and events, with bleacher seating installed on two walls with capacity to accommodate 1158 spectators. The hall size and seating capacity offers the potential to host professional basketball matches.

Adjacent to the sports hall are toilets and four changing rooms, with separate male and female changing with a buffer zone, which can be used by either sex to increase capacity.

Fitness suite - The 198 sqm 'Go for the Burn' fitness suite is situated on the ground floor in the southeast corner, and is accessed via the east-west corridor from the foyer. This facility will be equipped and operated with a 'youth focus', but will also be accessed by adult participants. Specific management and child protection measures will be put in place to ensure the success of this approach. Fitness suite users will also share the dry changing facilities associated with the sports hall.

Social Facilities - The Centre will house extensive social facilities, including the Flame Roast Café (80 sqm), with adjoining community kitchen (38 sqm) and servery, and Chill Out area (78 sqm). In addition there is an outdoor cafe terrace and Chill Out area within an adjacent courtyard area.

Climbing Wall - A new climbing facility will be created within the training tower of the adjoining Community Fire Station.

Weights Room - This 195 sqm multi-activity space will be located on the first floor and offer varying weight training opportunities.

Multi Use Studio for Dance/Drama/Martial Arts - A Studio (78 m²) will be located on the first floor with facilities for a range of programmes table tennis, martial arts, spinning, fitness classes and boxing.

Cinema/Studio/Activity & Meeting Room - This multi-use room (66 sqm) has facilities to be used for training, activities, meetings and as a cinema area. It located on the first floor of the Centre

Office Accommodation - Office space is located on the first floor and will be let out under tenancy to various organisations.

Outdoor Sports Facilities - The Centre will provide four floodlit synthetic grass pitches (22x32M) suitable for football and other outdoor sports.

Car Parking - The car park entrance is on Windsor Street providing access to 37-space car park at the rear of the building, with motorcycle and bicycle parking facilities. It is the intention to demolish the former Toxteth Sports Centre main building and make an additional secure car park to accommodate coaches, cars, mini-buses etc. This will further support the HUB being a place where local, regional, national and international events can take place.

4. Organisational & Management Structure

This section focuses on the organisational and mgt structure in relation to the HUB.

Liverpool City Council will either

- a) Lease the site and buildings that constitute the Fire Fit Hub complex separately to MFRS (in relation to the Fire Station) and to the charitable company (HUB) for a period of 99 years.
- b) Lease the site and buildings that constitute the Fire Fit Hub complex to MFRS. MFRS will sub let to the new charitable company for a term to be determined e.g. between 5 and 25 years.

A new Charitable Company will be set up by the end of Dec 12 as the legal vehicle to take on the lease and manage the HUB. The new charitable company will have individually elected members drawn from all sectors. This will include an individual from MFRS, the Fire Fit Hub Youth Participation Group, as well as local public, private, youth and voluntary organisations. It will be responsible for staffing and operating the building, delivering the programme of activities and services, achieving project outcomes and meeting financial targets.

Governance and Mgt Arrangements of the new Charitable Company:

DIRECTORS/TRUSTEES

- The board intends to have up to 12 Directors drawn from all sectors as diagram on page 13. They will each sign up as a Director and subsequently as a Trustee. Officers of the charity will be appointed at the first board meeting according to skill sets.
- Recruitment of the Board:
 - Step 1:** There will be the initial Company Promoters, individually elected based upon their skills, from the sectors as diagram on page 13.
 - Step2:** Additional Directors/Trustees will be co-opted within the following 3-6 months of incorporation.
 - Step 3:** A recruitment process to acquire more Directors designed to meet the skill gaps
- All Trustees will resign at the first AGM and intend to be nominated for re-election at that AGM.
- The board will hold monthly board meetings in the first year of operation with agreed mandatory agenda items in addition to response/seasonal items. It will hold an AGM every 12 months.
- The board will set up thematic sub groups to assist with the overall responsibilities consisting of at least 2 Trustees (assigned to based on skill set to match theme) and at least 1 senior member of Staff. These sub groups will report to the main board meetings.
- The Managing Director will be responsible to report back to Trustees at board meetings. The remaining staff will responsible to the Managing Director – sub line mgt responsibilities will be given to other senior staff members.

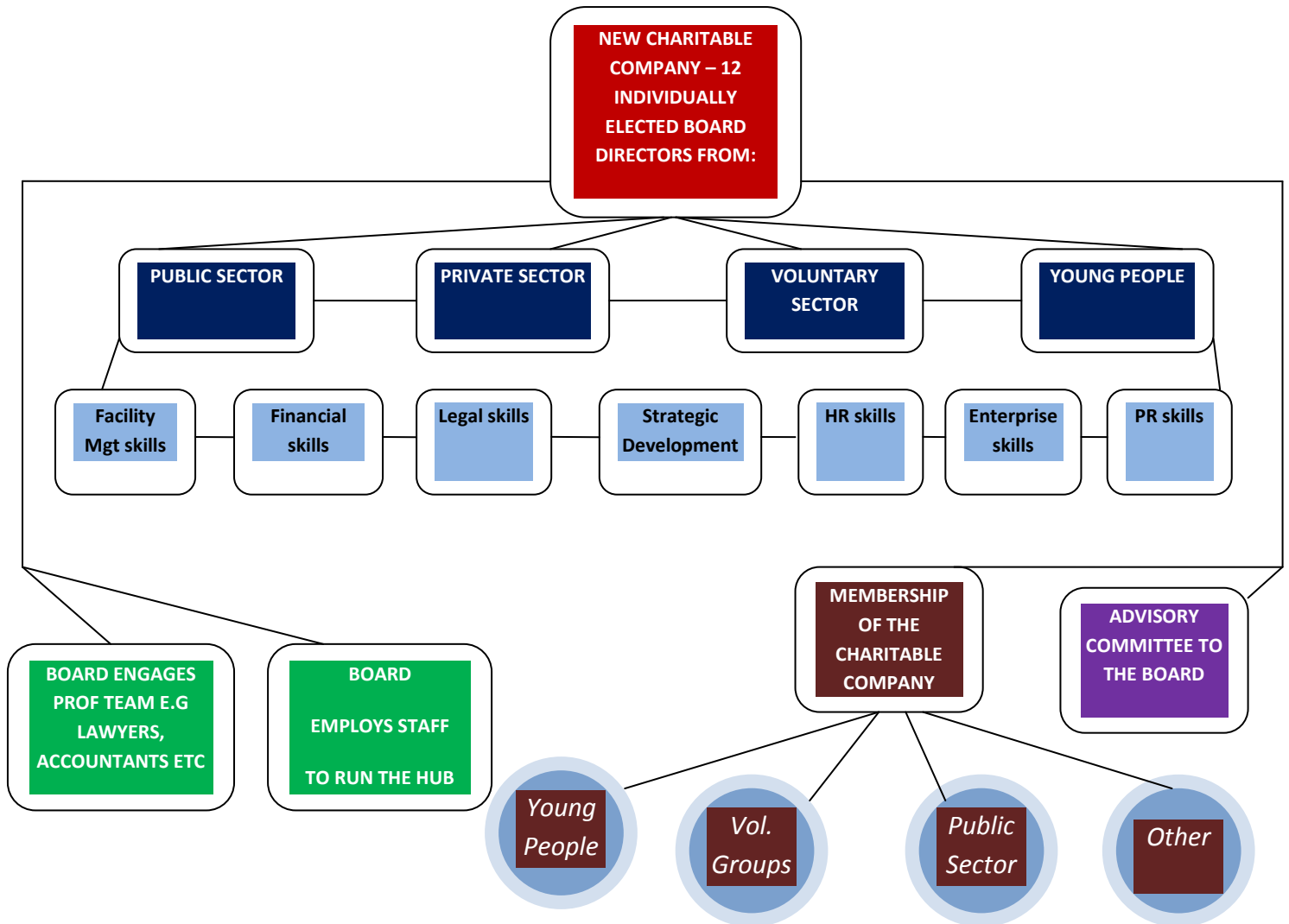
MEMBERSHIP

- The Membership will be representatives drawn from the proposed membership categories in diagram on page 12, and approved by the Directors. There intends to be a 2-tier membership, individual and organisational whom will have voting rights as AGM and EGM's. The full details of this will be determined by the board and contained within the Memorandum and Articles of Association.

ADVISORY COMMITTEE:

- A committee of advisors to consult, collaborate, inform etc made up representatives of local and city based agencies and organisations and enterprises e.g. RSL's, LCC, LCVS, Educational establishments, local Development Trusts, Liverpool Vision etc.

ORGANISATIONAL CHART



The new Charitable Company will:

- a) Devise and adopt its own policies and procedures
- b) Employ staff – please refer to proposed staffing structures on pages 35 and 36 which also illustrates the line mgt structure. Please refer to appendix 1 for Job Descriptions.
- c) Need to act autonomous and therefore will:
 - a. open its own Bank Accounts, engage its own Lawyers, Accountants, Insurers,
 - b. appoint Service Contractors etc to ensure compliance with Company and Charity Law, Health & Safety and any other relevant legislative requirements.
- d) Have a Delivery Agreement with MFRS and LCC with regards to the delivery of the My Place Outcomes and will form part of the Lease.
- e) Devise and set up its own operational procedures

For a more detailed list of actions please refer to pre opening Action Plan on page 69.

5. Local Area Profile

Toxteth Fire Fit is located in the Princes Park ward of the Liverpool inner-city, not far from the border with Riverside ward. The local profile of the immediate catchment area is best understood by an analysis of a number of key characteristics of these wards, and it is the combination of these characteristics that provide the basis for understanding the needs of the communities in these areas, not least young people's needs, and therefore the cues for what Toxteth Fire Fit has to do. These key characteristics, or to put it another way, these key indicators of need, are:

- Population
- Deprivation, income and child poverty
- Unemployment
- Housing
- Crime
- Health
- Education
- Diversity

The sources we have used for the following local profile are:

- Office of National Statistics Ward Level Mid-Year Population Estimates, 2009
- Department for Communities and Local Government, Indices of Deprivation, 2010
- CACI pay-check data
- HM Revenue and Customs, Child Poverty Statistics
- Department for Work and Pensions/ Nomis, Worklessness Data
- Department for Work and Pensions/ Nomis, Job Seekers Allowance Claimant Count
- LCC Housing Strategy Units Lamp Team
- HM Land Registry, House Prices Index
- LCC City-Safe Team / Merseyside Police
- Liverpool Primary Care Trust /Office of National Statistics
- Department for Education and Skills /LCC Education Services
- Liverpool City Council Ward Level data

Population

Princes Park's estimated population is 14,043. The ward's population has fallen by 2.1% (300 people) since 2002, with over a third of this decrease occurring between 2008 and 2009. Based on the 2001 Census the proportion of black and minority ethnic (BME) residents in Princes Park is 37.6%, which is the highest in the city and approaching 5 times the citywide average of 8.2%. Princes Park's population is a young one. The ward has higher proportions of children and working age adults than the Liverpool average and fewer older people.

Riverside's official 2009 estimated population is 14,438, an increase of 10.8% from 2002. This was the second highest increase in Liverpool. The ward has a higher proportion of working age residents (72.3%) and significantly lower proportions of 0-15 year olds and older people than the city and national averages. At 11.2%, the 2001 Census highlights a large BME population in the ward. Anecdotal evidence suggests official population estimates for Riverside haven't kept up with developments on the ground and are likely an undercount.

Deprivation, income and child poverty

Princes Park has an extremely high level of overall deprivation with 93.6% of the ward falling into the most deprived 5% of neighbourhoods nationally and 60.1% falling into the most deprived 1% nationally. The average household income for Princes Park is £22,421. This is considerably below the Liverpool average of £29,285 and is the fourth lowest of Liverpool's 30 wards. The child poverty rate is the highest of all Liverpool wards. Three fifths (60.2%) of the ward's children (some 2,140 children) are classified as living in poverty.

At £32,252, average household incomes in Riverside ward are above the city average and rising, while the proportion of neighbourhoods in the most deprived 10% nationally is falling. However, there are sizeable differences within the ward, with high levels of deprivation and poverty in neighbourhoods to the south and east of the ward located adjacent to more affluent areas on the waterfront and city centre fringe. Three tenths of neighbourhoods in Riverside (some 4,300 residents) fall within the most deprived 1% nationally, a figure that remains unchanged from 2007. Over half (51.4%) of the ward's children are living in poverty, which is over double the national average.

Unemployment

Nearly two fifths (37.6%) of the working age population in Princes Park are without work. This is the second highest worklessness rate in the city and more than 3 times the national rate (12.3%). There are 2,002 Incapacity Benefit /Employment Support Allowance claimants in the ward, giving an IB/ESA claimant rate of 19.5%, which is well above the Liverpool average of 11.9%. The ward's JSA claimant rate is 14.0%, which is the second highest in Liverpool, double the city average (7.0%) and approaching 4 times the GB rate average (3.9%). The claimant rate has increased significantly in the ward over the last year as it has been disproportionately affected by the recession.

Riverside has 2,779 workless residents, a worklessness rate of 26.3% which is more than double the national average of 12.3%. Over half of these residents (1,577) are claimants of Incapacity Benefit/Employment Support Allowance. At 7.9% the ward's JSA claimant rate is twice the national average and has increased significantly over the last year.

Housing

Housing issues are a priority in the Princes Park ward, which has been the focus of regeneration activity. 841 properties have been vacant long term, which is 9.2% of the ward's total housing stock and 11.1% of all long term vacant dwelling in the city. Over half (57.3%) of the housing stock is socially rented, which is more than double the city average. Average property prices in the ward are low, while a high proportion of the ward's dwellings (89.9%) are in the lowest council tax band.

Housing in the Riverside ward varies greatly, from high end, modern flats to high density terraces. Riverside contains 9,620 residential properties. 3,070 (31.9%) of these are registered social rented properties. At 4.4% the number of long term vacant properties in Riverside is high, but has fallen significantly over the last year, reflecting the continued desirability of apartment living in the city centre and waterfront areas. House prices for flats (mainly apartments) exceed the city average, but prices for houses are lower. As with all indicators for this ward, there are stark differences between the prosperous areas of waterfront and city centre living and the significant deprivation of the ward's inner-city neighbourhoods.

Crime

Princes Park has the fourth highest overall crime rate of all Liverpool wards. Rates for all main crime categories are higher than the city average. The ward's overall crime rate increased slightly between 2009 and 2011 at a time when crime levels were falling city-wide.

The overall crime rate in Riverside ward (317.5 per 1,000 residents) is the 2nd highest in the city. In particular rates for vehicle crime, violence, personal robbery and anti-social behaviour are among the highest in the city. The ward's domestic burglary rate is low however. Overall crime levels in the ward have increased over the last year.

Health

Princes Park has high levels of ill health. Mortality rates are the third highest in Liverpool and more than twice the national average. The ward's mortality rate from bronchitis, emphysema and other chronic obstructive pulmonary disease is 5 times the national average, while mortality rates from circulatory disease, coronary heart disease and lung cancer are also high. At 71.4 years, male life expectancy is the 4th lowest in Liverpool and 6.5 years below the national average, while Princes Park women can expect to live just over 5 years less than the national rate.

Poor health is a key issue in the Riverside ward. At 69.5 years Riverside has the lowest male life expectancy of all Liverpool wards. On average, the ward's male residents can expect to live almost 8 years less than the national average. Female life expectancy is also low (76.4 years). In

particular mortality rates are high in the ward for strokes, circulatory diseases, coronary heart disease and cancer.

Education

41.4% of pupils resident in Princes Park achieved 5+ A*-C grades including maths and English, which is below the Liverpool average (53%).

Educational attainment levels have improved over the last three years in the Riverside ward, with 34.5% of pupils resident in Riverside achieving 5+A*-C grades including maths and English. However, this still falls short of the Liverpool average (53.0%).

Diversity

The vast majority of Liverpool's migrant community live in and around Toxteth, particularly in the Princes Park and Riverside wards. Our largest and most significant groups are:

- **Black British and Afro-Caribbeans:** Just under 4000 Liverpoolians are of Afro-Caribbean origin, mostly of mixed origins, 7800 plus are of full or partial Black African origin, and the International Organisation for Migration (IOM) estimates that Liverpool is home to between 1000 and 2000 Jamaicans. Afro-Caribbeans have made a significant contribution to the history and culture of the city, with numerous Afro-Caribbean owned businesses and community centres in and around Toxteth
- **Ghanaians:** There is a strong presence of Ghanaians in Liverpool, with 9000 living in the city. One of the Liverpool universities works with the Ghanaian High Commission, which draws a large number of Ghanaians to the city
- **Zimbabweans:** there are an estimated 3000 Zimbabweans living in Liverpool
- **East Asians:** the Chinese are the largest single non-white ethnic group in the city. The IOM has estimated there could be between 25,000 and 35,000 Chinese people living in Liverpool. From the 1890s onwards, Chinese sailors settling in Liverpool married Liverpool British women, resulting in a significant number of Eurasians being born to the city. The last census stated that 1542 Liverpoolians were born in the People's Republic of China and 1228 in Hong Kong. In addition the IOM has estimated that we have around 9000 Malaysians living in the city and approximately 1500 Vietnamese
- **Latin Americans:** Liverpool is home to the UK's largest Latin American community outside of London, and it has seen a large increase in size since the mid-2000s, mainly from Bolivia, Colombia, Brazil and Peru

- Somalis: Unofficial estimates state there are between 4000 and 9000 Somalis in Liverpool, and there has been a Somali presence since the 19th century, when many came to Liverpool to work for the British Navy. Many more arrived after the outbreak of the Somali Civil War in 1991
- South Asians: Estimates state there are 4600 Indians, 1800 Pakistanis, 900 Bangladeshis, and 2600 from other South Asian groups, with a further 1800 individuals of mixed South Asian and European origin. Bengali and Urdu are amongst the most common foreign languages spoken in Liverpool. The South Asian population of Liverpool is one of the fastest growing ethnic groups: in 2001, 5000 South Asians lived in the city. Since 2001 this community has almost doubled in size to 9000
- Yemenis: are Liverpool's largest Arab group, and alongside Somalis, are the two largest Muslim groups in the city (Liverpool has three main mosques and many smaller mosques)
- Other groups: there are countless support groups established by Liverpool ethnic and national groups, including Congolese, Iraqis, Kurds, Nigerians, Singaporeans, Sri Lankans and Sudanese

Liverpool has an increasing Hindu community, with a Mandir (the Radha Krishna Hindu Temple, which is also home to the Liverpool Hindu Cultural Organisation). There are currently 1147 Hindus living in Liverpool, and we also have the Guru Nanak Sikh Gurdwara.

There are many families where English is not the first language and there is amongst some young people a sense of transience, in that they are unaccompanied minors, here as refugees and asylum seekers. The impact of racial and territorial divisions is that many young people live in small isolated environments with parts of their neighbourhood considered a 'no-go zone'. Many young people live with the fear of violence. This means they are limited in their opportunities and do not access the range of services that would otherwise be available to them across the community. This insularity perpetuates a cycle of mistrust and prejudice.

The above key characteristics of the local area profile combine with each other to produce particular features of relevance to Toxteth Fire Fit as a sports-based vision ...

An example: the combination of the ethnic profile, local health deprivation and unemployment produces a clear and negative impact on local women, especially young women's physical and mental health in the black and minority ethnic community:

Studies suggest that good mental and emotional health is more difficult to maintain than physical health, as this aspect of health is invisible. Stress and depression have a significant impact on mental and emotional well-being. Disillusionment and lack of expectation can permeated the psyche, and cause people to give up. Research from The Possibilities Development Partnership found that a staggering 96% of lone parents interviewed described suffering from stress. Women from ethnic and other minority communities are particularly vulnerable to mental

illness, suffering from higher rates of depression and mental illness (with women of Asian descent having higher suicide and self-harm rates). Recent studies have identified a number of mental health difficulties for women from black and ethnic minority group, including depression, post-natal depression, feelings of isolation, harassment and fear. Reported health issues for women in the Muslim community include depression and anxiety caused by the experience of racial harassment and social isolation, especially among non-English-speaking women.

Figures published by Sport England in December last year revealed the size of the gender gap in terms of participation in exercise and other fitness activities. At present, one in eight women regularly play sport in England. Whilst this has increased significantly in the past five years, it still trails behind men's participation, with one in five taking part. Women from disadvantaged communities play even less sport, with less than one in 10 women taking part.

Obesity is nearly 50 per cent higher amongst women in lower socio-economic groups, leading to associated health risks and conditions such as diabetes. Women from black and minority ethnic groups are up to six times more likely to develop diabetes than those from other groups. A recent report published by the British Medical Journal stated that, even in a survey of women who had never smoked, women in lower occupational classes were on average shorter and had poorer lung function and higher systolic blood pressure than women in higher occupational classes. Overall, 43% of the sample group of women for the report were overweight, 14% moderately obese and 5% severely obese. Half the women died (51%) from cardiovascular disease and 27% from cancer. The report also concluded that mortality rates are highest in severely obese women in the lowest occupational classes.

There were proportionately many more young men of BME origin using the old Toxteth Sports Centre, due to the popularity of football on the outside pitches and the attraction of basketball. There is a need to redress the balance by developing activities that attract young women to the Fire Fit Hub ... for example, dance is a popular activity regularly asked for, as well as Double Dutch skipping.

6. The Needs

The above local profile suggests strongly that the needs of the immediate catchment area, within the context of the vision for Toxteth Fire Fit, are as follows:

The need to provide:

- Hope, aspirations and engagement for local people, especially but not exclusively young people
- Cohesion between young people of diverse cultures, faiths and ethnicities
- Pathways to and opportunities for education, training, enterprise and employment
- A clear, tangible and uncomplicated channel for local young people to the range of support available to them, whether this is the youth service, the college, other training providers, the PCT, local sports organisations or other local young peoples' groups, for example those dealing with drug or alcohol related difficulties and organisations to help young offenders and ex-offenders
- Health, fitness and wellbeing, in terms of both physical and mental health, and given the nature and vision of Toxteth Fire Fit, using health, fitness and wellbeing as the route into addressing the above other four needs

These broad needs translate into the following specific needs in an operational context – the need for:

- Sports, health, fitness and wellbeing programmes, including for women and young women, including those delivered by local sports clubs (such as martial arts, netball, football and basketball clubs). This includes the need for fitness and exercise classes, such as aerobics, spinning, dance, Zumba, circuit training, yoga, Tai Chi and pilates
- Health and wellbeing education programmes and awareness raising projects, including in diet and nutrition and how to maintain a healthy weight, improved understanding of the health issues associated with smoking, drugs and alcohol, sexual health, and awareness raising of local support services in all of these areas
- Arts activities, such as dance, music, drama and crafts, including those delivered by organised dance groups (Morris dancing, cheerleading, tap, ballet etc.)
- Activities for pre-school children and their parents, such as parent and child play, Gym Tots, Pram Club, Baby Ballet, soft play, birthday parties and other celebrations

- Programmes for primary age children (5-11years), not least to ensure the early adoption of Fire Fit for the future's generations
- After school and holiday clubs for children
- Adult learning and training opportunities in health, sport and the arts
- Activities and services for older members of the community (with an emphasis on intergenerational projects to build respect for communities elders)
- Programmes for local groups supporting disabled people, people with learning difficulties and people with mental health problems
- Access to services that provide information, advice and guidance, and opportunities for vocational training, volunteering and health education
- Activities and projects that promote cohesion and integration, including support for young and adult people where English is not the household's first language, outreach from the centre into specific neighbourhoods, and using the skills and qualities of people of diverse race and culture (for example, by introducing new sports and activities to the area)
- Volunteer and leadership training for young people, including sports leadership training – for example, level 1 and 2 coaching awards
- Youth clubs
- Diversionary sessions to engage young people at specific times (Friday evenings, Halloween, Mischief Night, Bonfire Night, school holidays)
- Organised uniformed groups such as Scouts, Cubs, Guides and Brownies
- Annual presentations and displays (for example, for junior football clubs, martial arts clubs, dance groups)

7. Strategic Fit & Outcomes

The Toxteth Fire Fit initiative is very timely, and there are great opportunities for the work of the centre to link in with and complement the main local and regional strategies that will, or should, help the people of Toxteth to benefit from and participate in the city and region's regeneration; there is much scope for mutual support between Toxteth Fire Fit and the main agencies and organisations leading on the wider regeneration of the city region.

Examples:

The Liverpool City Region Local Enterprise Partnership

The Liverpool City Region Local Enterprise Partnership (the LEP) was recently created and has published its business plan with the following objectives to:

- Create an improved business environment
- Grow existing businesses and improved productivity
- Create new businesses and drive entrepreneurship
- Create new jobs for City Region residents
- Attract investment and businesses to the City Region
- Exploit infrastructure and major projects
- Take opportunities to deliver a 'step-change' in the economy

The LEP is a partnership comprising the private sector, local authorities, Merseytravel, government and its agencies, including the Department for Business, Innovation and Skills (BIS), Communities and Local Government (CLG), Work and Pensions (DWP) and the Skills Funding Agency (SFA). As such, it is a key local and regional entity on Toxteth Fire Fit's strategic radar (and vice versa) for support and complementarity ... Toxteth Fire Fit will be a major resource to improve the health and wellbeing, hopes, aspirations, employability, skills, cohesion and leadership of Toxteth people, especially young people, which will in turn make the area more attractive to business and therefore bring jobs, drive entrepreneurialism and reduce crime. By the same logic it follows that Toxteth Fire Fit is a valuable resource to the LEP itself: we will create a high level of awareness of Toxteth Fire Fit and of Toxteth with the LEP, and develop a strong rapport with the LEP and its constituent members.

Liverpool City Council

Liverpool City Council's corporate plan commits the council to more jobs, less crime, a more sustainable environment and better health. The council has three aims: to grow the city's economy, develop communities and empower residents. These commitments and aims are closely aligned to those of Toxteth Fire Fit, and resonate loudly with the needs we have set out in this business plan. As with the LEP, Toxteth Fire Fit will work hard to develop and strengthen its alliance of mutual support with the city council. The successes of Toxteth Fire Fit will be

successes for the council too, in one of the most disadvantaged and disenfranchised communities in the council's brief. There is therefore an overwhelming rationale for mutual support between the council and Toxteth Fire Fit.

Liverpool First

Liverpool First is Liverpool's local strategic partnership (LSP). The LSP is made up of key stakeholders including major businesses, government organisations, public sector agencies, and representatives from voluntary and community groups. The LSP is the wider strategic planning for the city, with four of its five strategic priority areas having particular significance to the Toxteth Fire Fit vision and the needs we have identified in this document. These four are: children and young people, health and wellbeing, safer and stronger communities, and economic growth. So there is an excellent strategic fit between the LSP and Toxteth Fire Fit, and a sound basis from which to develop alliances.

Local primary and secondary schools

Toxteth Fire Fit will be an important resource for local schools and will make a significant contribution to the health, wellbeing, fitness, engagement, education, skills, confidence, motivation, positive mental attitude and aspirations of their pupils.

The police

We will be working with young offenders, ex-offenders and those at risk of offending. Our programmes will divert and channel the energy of local young people and get them working together and supporting each other across different cultures, faiths, ethnic groups and neighbourhoods. We will gradually but surely work with young people to replace gang culture with community culture – the focal point for this being the new centre.

The PCT and local GP consortia

Our vision for Toxteth Fire Fit as a sports, health and wellbeing based resource means we share the same fundamental agenda as the local PCT and GP consortia. Our strategic fit and scope for alliance in this respect is very strong. We will be making a major contribution to the improvement of health, fitness and wellbeing, both in terms of physical and mental health, for the same people the PCT and other healthcare professionals exist to serve.

Liverpool Community College and other training providers

The biggest challenge facing the college and other training providers is the prior-attainment of young people leaving the statutory school sector compared to colleges in other areas of the country, and the very high incidence of NEETS (young people not in employment, education or training) compared to other colleges' catchment areas in other parts of the country. The challenge to widen participation as opposed to simply increase participation is an important and heartfelt distinction for providers such as Liverpool Community College. We will be working with the college. They are already our partner. Toxteth Fire Fit and Liverpool Community College have a shared strategic agenda and the alliance with the college is very promising.

Local sports-based organisations

Local sports-based organisations such as Kingsley United FC and Toxteth Tigers Basketball Club have worked for many years to engage young Toxteth people through sport, and there is an unquestionable sense of strategic fit and strong alliance between these groups and Toxteth Fire Fit.

The Florence Institute

The Florence Institute is a local against-all-odds success story on an inspirational scale, and there are obvious synergies between the Florrie and Toxteth Fire Fit: both organisations share the same vision for Toxteth and Dingle; both can engage with and provide pathways of opportunity for local young people, widening the overall offer in this part of the city, and keeping these young people engaged through a seamless transition between these organisations (for example in sport, the arts and local heritage).

All of the above alliances and strategic fit between Toxteth Fire Fit and the big picture for the area, the city and region, means that Fire Fit cannot fail to deliver its five stated outcomes:

Outcome 1:

By 2017 1500 more young people will benefit from improved health and quality of life, educational attainment and employment prospects through access to high quality information, advice, training and support services at the centre, delivered by a multi agency staff team.

Outcome 2:

The young people of Toxteth and the wider community will have the opportunity to participate in positive leisure time activities through access to a safe, exciting and high quality youth and sports facility, which will achieve 30,000 centre visits in the first 12 months of operation and a total of 400,000 visits by December 2020.

Outcome 3:

30,000 young people per annum will benefit from health, personal development and training opportunities through long term access to a high quality and financially sustainable facility.

Outcome 4:

Young people and the local community as a whole, will benefit from an improved quality of life and increased community safety through having access to a “world class” facility promoting tolerance and community cohesion, with the new centre resulting in a 10% increase in overall satisfaction with youth provision in the area by 2016.

Outcome 5:

By 2020 760 young people will have achieved accredited qualifications and be benefiting from improved quality of life and employment prospects through the training and personal development programme delivered at the centre.

8. Marketing Strategy

Toxteth Fire Fit already has a draft marketing strategy document, prepared in May 2012, which identifies the USP of Fire Fit as “a state-of-the-art fire station complete with world-class youth, community and sporting facilities”. The draft document emphasises the following marketing and communication priorities to:

- ***create and use press-worthy events to leverage publicity*** - this marketing priority could be interpreted more widely to include engaging city and regional media, such as radio stations, newspapers, magazines and digital media organisations, as champions, patrons and sponsors of Fire Fit; and also to use social media, such as Facebook, Twitter, YouTube, on-line forums and LinkedIn, to create a media buzz and high exposure, whether amongst young people, professionals and / or agencies
- ***conduct market research to map existing provision and identify gaps, assess levels of demand and set pricing levels.*** The draft document specifically refers to market research into demand for minority sports such as boxing, archery, martial arts, fencing, gymnastics, Pilates and yoga - this marketing priority could be interpreted more widely to include market research for the provision of, not just sports that attract young women and young men, but also activities that engage young people of either gender who are not sporty ... for example arts, music and media (such as space and facilities for local young bands to practice and collaborate, whether rap, rock, pop, indie or something else)
- ***target local businesses as potential clients and users of Fire Fit for business meetings and conferences, business training courses and for building business networking opportunities*** – this marketing priority could be interpreted more widely to include engaging city and regional businesses, business umbrella organisations and business leaders as champions, patrons and sponsors of Fire Fit. This target group could include:
 - ✓ Liverpool and other chambers of commerce
 - ✓ major local employers such as Tesco and other large food or retail outlets, not least Liverpool One businesses
 - ✓ employers with a particular appeal to young people, such as The Army and other uniformed services, Everton and Liverpool football clubs, Peel Holdings and Drake International (the two very large employers for all dock related employment at the existing and planned multi-billion investment at the new Liverpool container terminal), and employers in the Liverpool arts, music and other creative industries, including music venues
- ***foster political support***, for example the mayor’s support, that of local councillors and MPs – this marketing priority could be interpreted more widely to include targeting senior managers and officers of relevant local, regional and national organisations and

agencies, such as regional government offices, sporting organisations, colleges, universities, the local police authority and community leaders

- ***ensure marketing materials are understood***, given the diversity of languages spoken in Toxteth

The existing draft marketing document referred to above, includes a SWOT analysis for Fire Fit, that can be summarized as:

Strengths, which include: MFRS's experience and capability in capital development and working with young people; the location of Fire Fit in a local community and city sense; the uniqueness of such a new and state-of-the-art facility in the area; access to funding streams and partners; the sports facilities; the quality of the team, including the board; freedom of independence

Weaknesses, which include: inherited negative perceptions of the previous Toxteth Sports Centre, and negative perceptions of Toxteth itself; funding cuts to local services, such as the local authority youth service; low level of customer awareness and a lack of promotional materials; community divisions

Opportunities, which include: an innovative approach to service delivery; the possibilities created by Fire Fit as a new brand; alliances with other services and providers; the scope and breadth of possible programmes and activities; the sponsorship potential with the business community; apprenticeship and other training opportunities

Threats, which include: reductions in funding from government and other agencies; the effects of the continuing economic recession upon individuals and their ability to spend; competition amongst local groups for funding and from other sports, leisure, youth and community providers

The opportunities

Of all of the above, the opportunities stand out as the salient feature of the SWOT analysis for Toxteth Fire Fit: Dingle and Toxteth are key regeneration areas and, rightly, a priority for funding from regional government, Europe and from grant-making trusts. Engagement of young people in this inner-city area will be key to agencies and organisations such as the Skills Funding Agency, the Education Funding Agency, the DWP and others, achieving the aims and objectives they are accountable for. The same goes for the providers these organisations fund through "mainstream" funding allocations: Liverpool Community College and other training providers, schools, the education directorate and support services in the local authority, DWP providers. In a less direct but equally important way, the engagement of young people in Dingle and Toxteth is also a critical success factor in the performance monitoring, public and political opinion, in respect of the police, the NHS, local housing trusts and a host of other local services. The opportunity for organisations, for local, regional and national government, for funding and wider public opinion to get behind Toxteth Fire Fit is immense and powerful. On the ground, these

opportunities take on a more tangible and practical form: the building of new homes; investment in schools and local facilities; major new employers moving to the area such as Tesco; Peel Holdings and Drake International's stated intentions to recruit more black and minority ethnic workers and more workers from local disadvantaged communities, for the new multi-billion pound container terminal; the £47,000,000 master-plan for nearby St James' quarter for new houses, offices and amenities.

Turning to the specific activities for Toxteth Fire Fit, the opportunities far outweigh the weaknesses and threats:

The arts and culture

In relation to the arts and culture, there is a current wave of popularity amongst young people in particular, due to prime-time prime-channel TV programmes such as The X Factor, Britain's Got Talent, Strictly Come Dancing and The Voice. The performing arts industry is experiencing unprecedented increased interest in all areas of performing arts, and Toxteth is particularly strong on talent, with, for example Urbeatz, No Fakin, Toxteth Rebel Alliance, Esco Williams, Kof and Curtis Watt, to name but a few. This trend will continue and will result in increased numbers of local young people looking for facilities and programmes. It will enable Toxteth Fire Fit to use the arts, culture, music, dance and drama as a hook with which to engage young people

Sports

Similarly, for sport, there has also been increased interest, particularly in minority sports, for which Toxteth Fire Fit's facilities and broader intent are ideal. The 2012 Olympics and Paralympics have kindled this interest, and this is especially the case in Toxteth, which has traditionally been strong on sports, with a number of local football clubs at FA Charter Standard, and national champions in boxing and other martial arts. Toxteth Fire Fit is a great opportunity to channel this interest and local talent and use it as a means to engage young people, not least "challenging" young people, and to provide a physical and conceptual focal point for known and respected sportswomen and sportsmen to act as mentors and catalysts for young people from the same streets as themselves.

Health and wellbeing

For health and wellbeing: the levels of health and wellbeing in Toxteth are much lower than the city average; and the levels for the city much lower than the national average. Levels of teenage pregnancy and sexually transmitted diseases are the highest in Liverpool. This is more of an opportunity than it is a weakness or a threat, because Toxteth Fire Fit provides a non-school, non-PCT environment, which will nurture an atmosphere, a feel, of being run for and by local young people ... theirs, as opposed to being part of The System. This is a great opportunity to make a real difference.

Social and recreational activity

The opportunity in relation to social and recreational activity is also very significant: there is no large centre for youth-centred activities in the area, and nowhere for young people to go, be entertained and mix socially of an evening and at weekends, throughout the week, on a regular planned basis. This is an opportunity for young people, but equally an opportunity for the community, the police, the housing trusts, the youth workers of the area and others, to support Toxteth Fire Fit because Toxteth Fire Fit contributes to their own aims and objectives for the area

Competitor Analysis

Toxteth Fire Fit will be the only facility of its kind in the city, combining an operational fire station with dedicated youth, sports and community facilities. There is no other venue in Liverpool to offer all that Toxteth Fire Fit has to offer. However, competition for the delivery of specific services can be describes as:

Arts and culture related activities

The area from the Bluecoat up to Hope Street and the cathedrals is undeniably the city's arts and cultural quarter; then add to this the Tate, Walker and other galleries and museums, the Playhouse and other theatres, and you have an arts and cultural landscape only bettered in this country by London. However, the facilities at Toxteth Fire Fit are not in competition with these other providers and facilities; it's a different matter altogether ... it's precisely because we are in the inner city of a city that has such a strong arts and cultural industry that we can thrive in an arts and cultural sense through partnership, support, advocacy and collaboration with the Liverpool arts and music scene. Rather than compete, we will be a local neighbourhood based facility for young people to begin to belong to the bigger Liverpool, to the Liverpool other people, especially young people, travel to from far and wide in order to enjoy and be inspired. Young people in Toxteth are geographically much closer, but socially, economically and in terms of hopes and aspirations, much further away from the arts and cultural providers of the famous city; so we are a bridge and a catalyst, not a competitor. We will also be an invaluable space for Liverpool's arts and cultural providers to reach their inner-city, to exhibit, perform and recruit. This industry knows more than any other that our best music, acting, writing and art has always come from our most troubled young people, has always come from inner-cities, it's where its edge lives. Rather than competition, there will be complementarity.

Sports and leisure activities

There are other local sports and leisure providers and facilities, notably Starr Fields, Admiral Park, Harlow Street, Lifestyles Park Road, University of Liverpool, Greens Gym, LA Fitness, Complete Fitness, Ben Dunne and the Greenbank Sports Centre. Without diminishing the services and facilities these offer, they are not the same as Toxteth Fire Fit. The geographical location of Fire Fit, the association with and inclusion of a working fire and rescue station, and

the specific vision of Fire Fit, not to just increase participation but, more importantly, to widen participation of local young people, to get to the hardest to reach, is a unique combination. To put it plainly, Toxteth Fire Fit will not be competing with existing providers and their facilities to take their participants off them, but rather, competing with the social, economic and negative youth cultures that increasingly define the area. The number of people, especially young people, who are already engaged in productive positive activity with existing sports and leisure providers is infinitesimal compared to the number who do not, and those already engaged are those more predisposed to participation. The vision of Toxteth Fire Fit is not simply to offer sport and leisure, but to change the social and economic circumstances, the health and wellbeing, opportunities, aspirations and hopes of Toxteth. Put this way, we will improve the area in which other providers operate and provide huge scope for collaboration and shared expertise with them.

Youth activities

There are a number of other providers of youth activities locally, for example, Unity, Harthill, St John's, The Methodist, 468, The Belve, The Florrie, and the al Ghazali centre. Many do an excellent job, especially The Florrie, who we anticipate great collaboration with. However, the above comments in relation to sports and leisure provision are equally valid when considering "competition" with other local youth provision: The number of young people who are already engaged in productive positive activity is unacceptably small compared to the number who are not, and the consequences of this in terms of anti-social behaviour, crime, gang culture, worklessness, educational attainment and acceptance of learning and training programmes, are starkly evident. We will not be competing with other youth activities to tempt their participants away, but working with them to get to the considerably greater numbers of young people who are disengaged and disenfranchised.

In the language of competition (notwithstanding the limited extent to which this is an appropriate language, for the reasons given above), the draft marketing strategy of May 2012 identifies the following competitive advantages for Toxteth Fire Fit:

- Fire Fit is a unique and innovative way to deliver public and youth services
- The facilities will be brand new and state-of-the-art: as such, there are no other similar youth focused centres to compare in terms of the quality of facilities and equipment, range of activities and value for money
- Fire Fit will be a centre of excellence for sport and physical fitness
- The centre will also offer state-of-the-art facilities for cinema, music and dance production

- Fire Fit will be the only facility in the area offering a climbing wall, high-quality pitches, a very large sports hall and the Train Like a Fire Fighter programme

Implementing the marketing strategy

The marketing strategy will be implemented in the following ways:

- Events, ceremonies, open days, sports and musical and other artistic performances; targeting invitees from:
 - ✓ the community and young people
 - ✓ local, regional and national government agencies (politicians and officers)
 - ✓ the local and regional business community
 - ✓ colleges and universities
 - ✓ sports organisations
 - ✓ support agencies working for young people, including The Princes Trust, Weston Spirit and other charitable organisations and social enterprises focussed on young people
 - ✓ celebrities including professional footballers and other sportswomen and sportsmen, TV and film actors from Liverpool, bands and musicians - especially those from the local area, and especially to achieve a representative mix of invitees in terms of ethnicity, faith and cultural background
- The award of champion, ambassador or patron status to key individuals, including using existing key influencers already onside with Toxteth and Toxteth Fire Fit as channels of approach and recommendation
- The use of local media, including radio, TV, media at music and sports venues, and media reflecting the diversity of Toxteth in relation to ethnicity, faith, cultural background and language
- Networking and targeted briefings for all of the above
- The creation of a website, a Toxteth Fire Fit Facebook, Twitter and blog account, and of creative and inspiring initial content for these, alongside physical marketing and publicity resources such as posters, flyers, letterheads, business cards and newsletters, a bespoke magazine

- Recruitment drives, including all of the above marketing and publicity techniques, and also via referral, signposting and channelling from agencies including the PCT, NHS, police, fire and rescue service, churches of all faiths, schools, support groups for young people (such as for those with needs arising from drug and or alcohol abuse, homelessness and or teenage pregnancy)
- In relation to all of the above, relaying the keynote messages about Toxteth Fire Fit to young people, the community, public, private and all other stakeholders:
 - ✓ changing the perception of Toxteth and Liverpool
 - ✓ reducing crime and anti-social behaviour
 - ✓ involving young people and the community
 - ✓ promoting health, fitness, sport and wellbeing
 - ✓ encouraging young people in the arts in its widest sense
 - ✓ a place for young people to be and to own together irrespective of neighbourhood, school, gang, sub-culture, ethnicity, faith, gender, sexuality, disability or difficulty
 - ✓ a pathway to opportunities, whether these are training related, a job, enterprise or other hopes and aspirations

9. Financial Appraisal - Resource Allocation, Budgets, Sustainability & Targets

Resource Allocation:

This sub section contains the following:

- Staffing Structure
 - Core Staff
 - Apprenticeships

NB: See **Appendix 1** for Job Description for Core Staff

- Staffing Rotas – 2 week cycle

- Centre Rota – 2 week cycle

Budgets:

- Pre start-up, Year 1 and years 2-5 cashflow forecasts incl usage targets

Sustainability & Targets:

Assessment of cashflow projections, usage targets and My Place Outcomes

Staffing Structure:

The new Charitable Company will employ the following staff:

NB: The Managing Director is seconded from MFRS and therefore whilst this post forms part of the overall staffing profile, rotas etc, and this post will have a dual reporting responsibility to the board of the new Charitable Company and MFRS. This post holder benefits from Employment privileges and contractual obligations of MFRS and not those of the new Charitable Company.

Core/Permanent Staff directly employed by the new Charitable Company is as follows:

- Centre Manager
- Duty Supervisors
- Senior Youth Worker
- Finance, Admin/Reception Officer
- Youth Workers
- Fitness Instructors
- Leisure Attendants
- Receptionists

Other staffing:

- Apprentices

Casual staff:

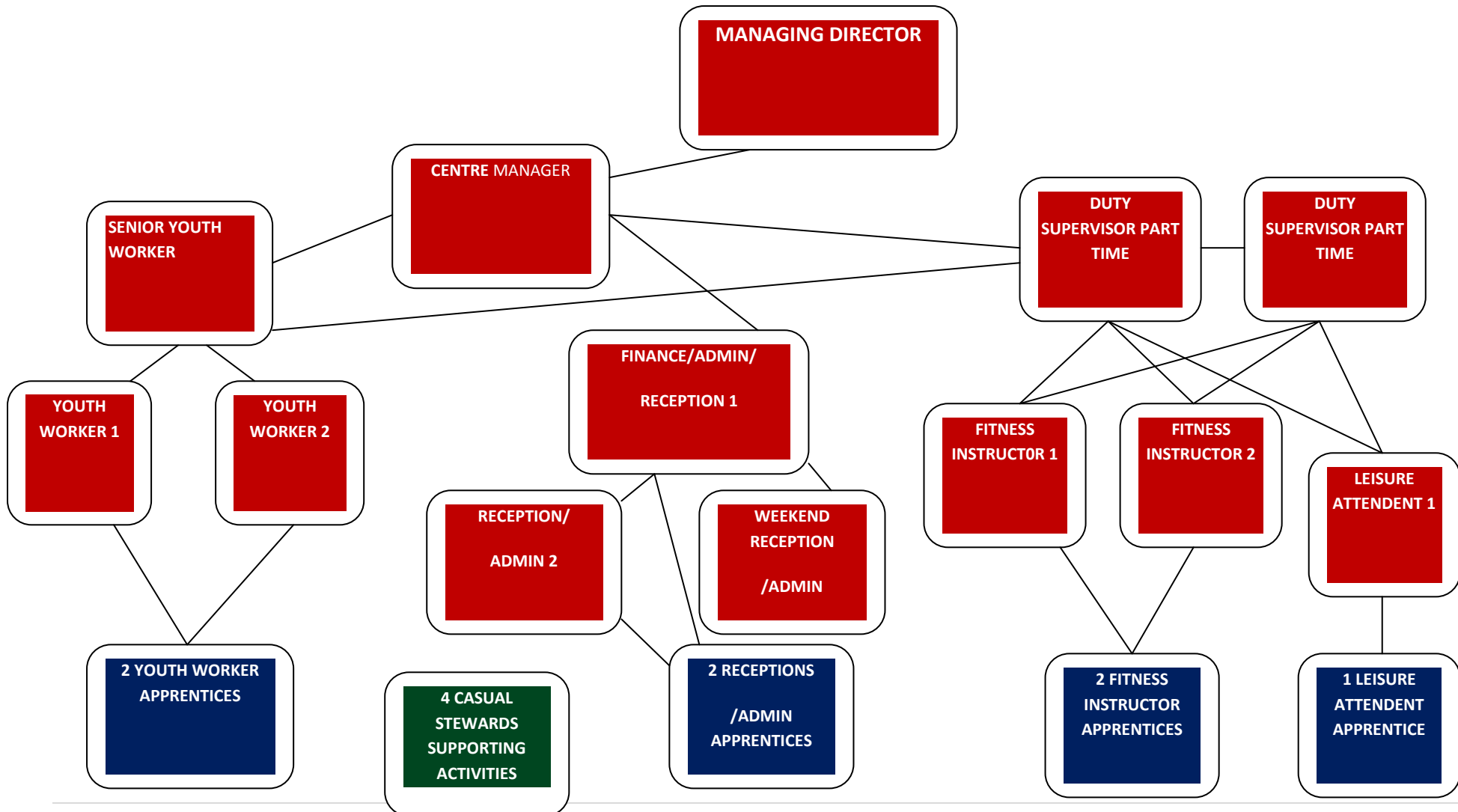
- Stewards to assist when required with larger public events and activities

Please refer to the next 2 diagrams which illustrate the overall structure for years 1 and 2 of operations.

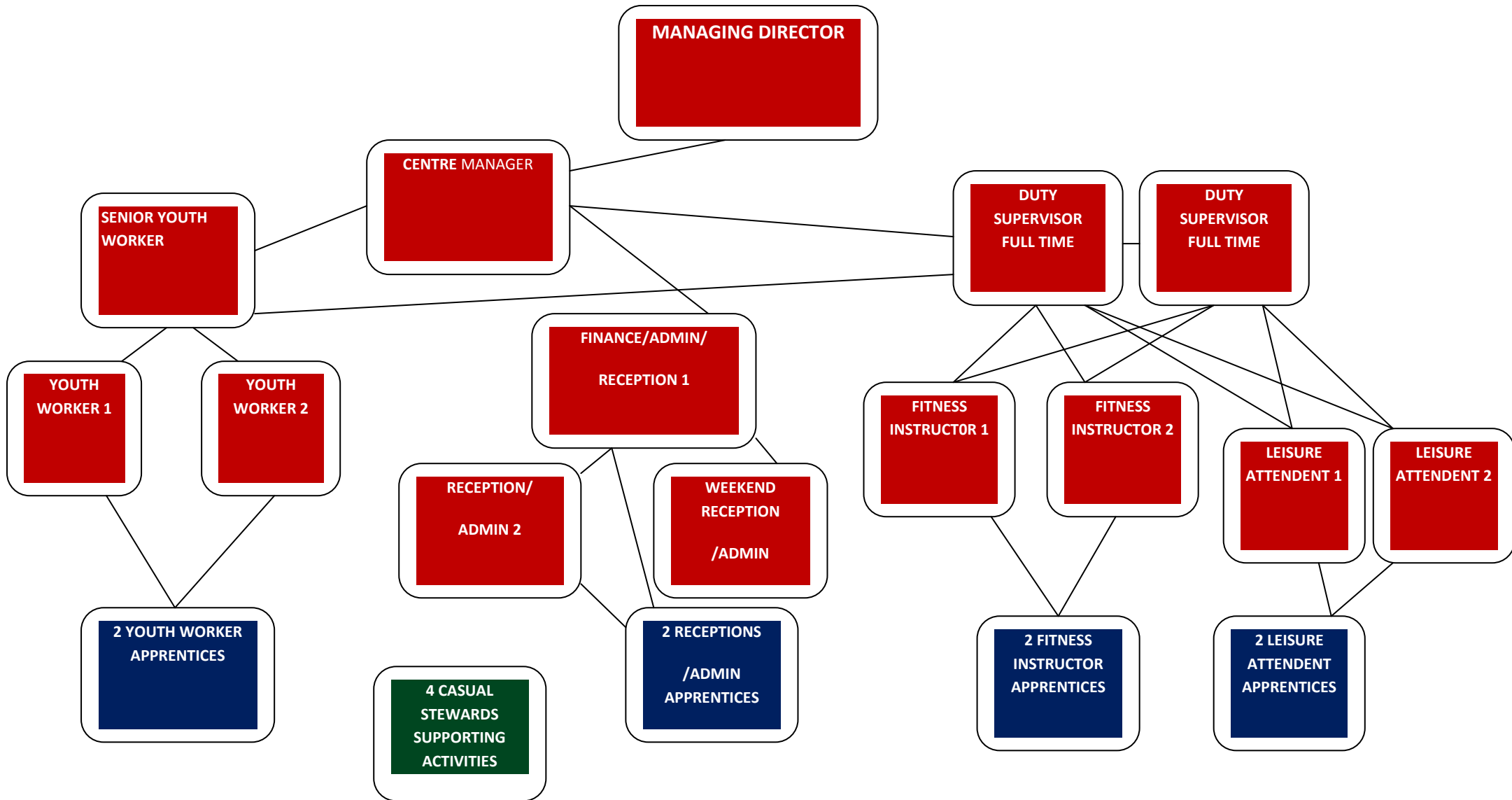
It is noted that MFRS staff will also provide additional in-kind on-site support for stewarding and supporting activities and events. This is not shown within the diagrams or staffing rotas.

RESOURCE ALLOCATION: Proposed Staffing Structure Years 1 and 2

YEAR 1 STAFFING STRUCTURE



YEAR 2 STAFFING STRUCTURE



YEARS 1-5 STAFFING COSTS INCL SALARIES AND ANNUAL INCREASES:

POSITION	STAFF	HOURS Per Employee	COST					Holiday Pay allowance	
			Post Salaries	Staff Costs £ *No. of posts	NI	Employers Pension	Total		
			£	£	£	£	£		
Seconded:									
MANAGING DIRECTOR (PO3)	1	40.00	34,549	34,549	2,749	3,835	41,133		
Additional Payment			5,451	5,451	436	600	6,487		
sub total	YEAR 1	1	40.00	40,000	40,000	3,185	1,200	44,385	1,707
	YEAR 2	1	40.00	41,200	41,200	3,382	1,236	45,818	1,762
	YEAR 3	1	40.00	42,436	42,436	3,507	1,273	47,216	1,816
	YEAR 4	1	40.00	43,709	43,709	3,635	1,311	48,656	1,871
	YEAR 5	1	40.00	45,020	45,020	3,768	1,351	50,139	1,928
Permanent:									
Starting Salary									
£28K	CENTRE MGR YR 1	1	40.00	28,000	28,000	2,049	840	30,889	1,188
	YEAR 2	1	40.00	28,840	28,840	2,134	865	31,839	1,225
	YEAR 3	1	40.00	29,705	29,705	2,221	891	32,817	1,262
	YEAR 4	1	40.00	30,596	30,596	2,311	918	33,825	1,301
	YEAR 5	1	40.00	31,514	31,514	2,404	945	34,863	1,341
£25K	DUTY SUPERVISOR YR 1	1.25	40.00	25,000	31,250	2,182	938	34,370	1,322
	YEAR 2	2	40.00	25,750	51,500	3,643	1,545	56,688	2,180
	YEAR 3	2	40.00	26,523	53,045	3,799	1,591	58,435	2,248
	YEAR 4	2	40.00	27,318	54,636	3,960	1,639	60,235	2,317
	YEAR 5	2	40.00	28,138	56,275	4,126	1,688	62,089	2,388
£12K	Admin / RECEPTIONIST YR 1	1	40.00	12,000	12,000	433	360	12,793	492
	YEAR 2	1	40.00	12,360	12,360	469	371	13,200	508
	YEAR 3	1	40.00	12,731	12,731	507	382	13,619	524
	YEAR 4	1	40.00	13,113	13,113	545	393	14,051	540
	YEAR 5	1	40.00	13,506	13,506	585	405	14,496	558
£12K	W.END Admin / RECEPTIONIST YR 1	0.5	20.00	12,000	6,000	216	180	6,396	246
	YEAR 2	0.5	20.00	12,360	6,180	235	185	6,600	254
	YEAR 3	0.5	20.00	12,731	6,365	253	191	6,810	262
	YEAR 4	0.5	20.00	13,113	6,556	273	197	7,026	270
	YEAR 5	0.5	20.00	13,506	6,753	292	203	7,249	279
£17K	Admin/Finance / RECEPTIONIST YR 1	1	40.00	17,000	17,000	938	510	18,448	710
	YEAR 2	1	40.00	17,510	17,510	989	525	19,024	732
	YEAR 3	1	40.00	18,035	18,035	1,042	541	19,619	755
	YEAR 4	1	40.00	18,576	18,576	1,097	557	20,230	778
	YEAR 5	1	40.00	19,134	19,134	1,153	574	20,861	802
£17.5K	FITNESS INSTRUCTORS YR 1	2	40.00	17,500	35,000	1,977	1,050	38,027	1,463
	YEAR 2	2	40.00	18,025	36,050	2,083	1,082	39,215	1,508
	YEAR 3	2	40.00	18,566	37,132	2,192	1,114	40,438	1,555
	YEAR 4	2	40.00	19,123	38,245	2,305	1,147	41,697	1,604
	YEAR 5	2	40.00	19,696	39,393	2,420	1,182	42,995	1,654

£16.5K	LEISURE ATTENDANTS YR 1	1	40.00	16,500	16,500	887	495	17,882	688
	YEAR 2	2	40.00	16,995	33,990	1,875	1,020	36,885	1,419
	YEAR 3	2	40.00	17,505	35,010	1,978	1,050	38,037	1,463
	YEAR 4	2	40.00	18,030	36,060	2,084	1,082	39,226	1,509
	YEAR 5	2	40.00	18,571	37,142	2,193	1,114	40,449	1,556
£26K	SENIOR YOUTH WORKER YR 1	1	40.00	26,000	26,000	1,847	780	28,627	1,101
	YEAR 2	1	40.00	26,780	26,780	1,926	803	29,509	1,135
	YEAR 3	1	40.00	27,583	27,583	2,007	828	30,418	1,170
	YEAR 4	1	40.00	28,411	28,411	2,090	852	31,353	1,206
	YEAR 5	1	40.00	29,263	29,263	2,176	878	32,318	1,243
£23K	YOUTH WORKERS YR 1	1.55	31.00	23,000	35,650	2,393	1,070	39,113	1,504
	YEAR 2	1.55	31.00	23,690	36,720	2,501	1,102	40,323	1,551
	YEAR 3	1.55	31.00	24,401	37,821	2,612	1,135	41,568	1,599
	YEAR 4	1.55	31.00	25,133	38,956	2,727	1,169	42,852	1,648
	YEAR 5	1.55	31.00	25,887	40,124	2,845	1,204	44,173	1,699
Apprentices (£4.98 per hour):									
Minimum wage applied	RECEPTIONIST	2	39.00	0	0	-1,558	0	-1,558	
	FITNESS INSTRUCTOR	2	39.00	0	0	-1,558	0	-1,558	
	LEISURE ATTENDANTS	1	39.00	0	0	-779	0	-779	
	YOUTH WORKER	2	39.00	0	0	-1,558	0	-1,558	
Casual	SESSIONAL STEWARDS	1.2	40.00	15,450	0	0	0	15,450	

The Managing Director seconded by MFRS has 3% annual salary increase. The new jobs are all salaried as follows:

POST	STARTING SALARY
CENTRE MANAGER	£28k
SENIOR YOUTH WORKER	£26k
DUTY SUPERVISORS	£25k PRO RATA
YOUTH WORKERS	£23k PRO RATA
FITNESS INSTRUCTORS	£17.5k
FINANCE ADMIN RECEPTION	£17k
LEISURE ATTENDENT	£16.5k
RECEPTION ADMIN FULL TIME	£12k
RECEPTION ADMIN W.END PART TIME	£12k PRO RATA

Proposed Year 1 staffing rota – 2 week rotating cycle

NB: The rotas do not include additional in-kind MFRS staffing support for stewarding and assistance for large events etc

MANAGERS ROTA - 2WEEK CYCLE							
MGT HOURS 70 PER WK							
SHIFTS	MON	TUE	WED	THUR	FRI	SAT	SUN
WEEK 1		9-6PM	9-6PM	9-6PM	9-6PM	9-6PM	
	9-5PM	9-6PM	9-6PM	9-6PM			9-6PM
WEEK 2	9-6PM	9-6PM	9-6PM	9-6PM			9-6PM
		9-6PM	9-6PM	9-6PM	9-6PM	9-6PM	
MD WK 1	40 HRS						
MD WK 2	40 HRS						
CENTRE MGR WK 1	40 HRS						
CENTRE MGR WK 2	40 HRS						
DUTY SUPERVISORS ROTA - 2WEEK CYCLE							
84 CORE OPEN HOURS 10AM - 10PM MON - SUN							
SHIFTS	MON	TUE	WED	THUR	FRI	SAT	SUN
D SUPERVISOR 1WK 1	5-8.15PM	5-8.15PM	5-8.15PM	5-8.15PM	5-8.15PM	1-10PM	
D SUPERVISOR 2 WK 1	6.45-10PM	6.45-10PM	6.45-10PM	6.45-10PM	6.45-10PM		1-10PM
D SUPERVISOR 2 WK 2	5-8.15PM	5-8.15PM	5-8.15PM	5-8.15PM	5-8.15PM	1-10PM	
D SUPERVISOR 1 WK 2	6.45-10PM	6.45-10PM	6.45-10PM	6.45-10PM	6.45-10PM		1-10PM
SUPERVISOR 1 WK 1	25 HRS						
SUPERVISOR 1 WK 2	25 HRS						
SUPERVISOR 2 WK 1	25 HRS						
SUPERVISOR 2 WK 2	25 HRS						
RECEPTION ROTA - 2WEEK CYCLE							
84 CORE OPEN HOURS 10AM - 10PM MON - SUN							
SHIFTS	MON	TUE	WED	THUR	FRI	SAT	SUN
WEEK 1	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45-1PM	9.45-1PM
	2.45-10PM	2.45-10PM	2.45-10PM	2.45-10PM	2.45-10PM	12.30-10PM	12.30-10PM
WEEK 2	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45-1PM	9.45-1PM
	2.45-10PM	2.45-10PM	2.45-10PM	2.45-10PM	2.45-10PM	12.30-10PM	12.30-10PM
ADMIN/FINANCE/RECEPTIONIST 1 WK 1	40 HRS						
ADMIN/FINANCE/RECEPTIONIST 1 WK 1	40 HRS						
ADMIN/RECEPTIONIST 2 WK 1	40 HRS						
ADMIN/RECEPTIONIST 2 WK 2	40 HRS						
WEEKEND ADMIN/RECEPTIONIST	20 HRS						

YOUTH WORKERS ROTA - 2 WEEK CYCLE								
68/70 CORE HOURS 12 - 10PM MON-FRI & 1-10PM SAT/SUN								
SHIFTS	MON	TUE	WED	THUR	FRI	SAT	SUN	
WEEK 1		1-9PM	1-9PM	1-9PM	1-9PM	1-9PM		
	1-10PM	4-8PM	4-8PM	4-8PM	4-8PM		1-10PM	
	6-10PM	6-10PM	6-10PM	6-10PM	6-10PM	1-10PM		
WEEK 2	1-10PM	4-8PM	4-8PM	4-8PM	4-8PM		1PM-10PM	
	6-10PM	6-10PM	6-10PM	6-10PM	6-10PM	1-10PM		
		1-9PM	1-9PM	1-9PM	1-9PM		1-9PM	
SENIOR YOUTH WORKER WK 1	40 HRS	Average 40 Hrs						
SENIOR YOUTH WORKER WK 2	40 HRS							
YOUTH WORKER A WK 1	34 HRS	Average 31 Hrs						
YOUTH WORKER A WK 2	29 HRS							
YOUTH WORKER B WK 1	29 HRS	Average 31 Hrs						
YOUTH WORKER B WK 2	34 HRS							
FITNESS INSTRUCTORS ROTA - 2WEEK CYCLE								
84 CORE OPEN HOURS 10AM - 10PM MON - SUN								
SHIFTS	MON	TUE	WED	THUR	FRI	SAT	SUN	
WEEK 1	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	1PM - 10PM		
	4.45PM-10PM	4.45PM-10PM	4.45PM-10PM	4.45PM-10PM	4.45PM-10PM		10-7PM	
WEEK 2	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	9.45AM-5PM	1-10PM		
	4.45PM-10PM	4.45PM-10PM	4.45PM-10PM	4.45PM-10PM	4.45PM-10PM		10-7PM	
FITNESS INST 1 WK 1	45.25 HRS	Average 40s						
FITNESS INST 1 WK 2	35.25 HRS							
FITNESS INST 2 WK 1	35.5 HRS	Average 40						
FITNESS INST 2 WK 2	45.5 HRS							
LEISURE ATTENDENTS ROTA - 2WEEK CYCLE								
84 CORE OPEN HOURS 10AM - 10PM MON - SUN								
SHIFTS	MON	TUE	WED	THUR	FRI	SAT	SUN	
WEEK 1	10AM-5PM	10AM-5PM	10AM-5PM	10AM-5PM	10AM-5PM	10AM-2PM		
WEEK 2	10AM-5PM	10AM-5PM	10AM-5PM	10AM-5PM	10AM-5PM	10AM-2PM		
LEISURE ATT 1 WK 1	40 HRS							
LEISURE ATT 1 WK 2	40 HRS							
CASUAL SESSIONAL STEWARDS ROTA - 2WEEK CYCLE								
84 CORE OPEN HOURS 10AM - 10PM MON - SUN								
SHIFTS	MON	TUE	WED	THUR	FRI	SAT	SUN	
STEWARDS 1 & 2	7-10PM	7-10PM	7-10PM			4-7PM		
STEWARDS 3 & 4				7-10PM	7-10PM	7-10PM	7-10PM	
STEWARD 1	12 HRS							
STEWARD 2	12 HRS							
STEWARD 3	12 HRS							
STEWARD 4	12 HRS							

BUDGET STATEMENT & ASSUMPTIONS

Contained herein is a list of statements and assumptions with regards to the financial liabilities, income streams and legislative obligations.

Rates, VAT and depreciation:

- Rates: As a Charitable Company (registered charity and limited company by guarantee) it will be eligible for mandatory rates relief = 80% Relief. Rates for the HUB site has been provisionally costed at £74K P/A and therefore 20% of this liability has been incorporated into the cashflow in the event that the application for discretionary rates relief is declined. .
- VAT: It will not be registered for VAT as the core activities are charitable, relate to sports and recreation and are based on categories of membership. Therefore such is exempt. Car parking is free. The other aspects of business are VAT exempt e.g. Leases. (unless one had opted to tax the building which isn't the case). The income from vending machines is minor and would not reach the VAT registration threshold. Due to fact that the charity will not be VAT registered, expenditure items - where applicable - are incl of VAT as such is non-recoverable.
- Depreciation: Depreciation does not appear in the revenue expenditure forecast. Its custom and practice most charities that own or have long term leases on buildings don't allow for depreciation in their revenue budgets. It's often a notional allowance on the balance sheet offset against their net asset worth. Charities have the ability to raise funds for long term maintenance and repairs. Ultimately, until the terms of the lease and further advice once the legal vehicle is set up, this can't be fully considered and therefore will be reviewed.

Income:

The capital funding for the building of the whole facility offered no revenue stream to support start up and early year's operation. As with any project in its infancy, start up funding is needed.

Start Up Funds:

A proportion of funding has been secured to accommodate pre-start up and start up costs in year 1. This in the form of both grants and sponsorship in addition to confirmation for up to 8 Apprenticeships in the first 2 years. Some sponsorship and grants are for more than 1 year as illustrated in the cashflows.

Funds secured and targeted are as follows: Approved ■ Targeted ■

INCOME	PRE START UP	YR 1	YR 2	YR 3	YR 4	YR 5
SPONSORSHIP	116000	25000 60000	20000 50000	20000 50000	10000 30000	10000 20000
GRANTS	13500	15000 60000	50000	50000	25000	15000
APPRENTICESHIP	3082	36982	42265	42265	42265	42265

There are fundraising targets annually as detailed and it is envisaged that employing the fundraising strategy as detailed on pages 52 and 53 will lead to securing such.

In-Kind Support:

Merseyside Fire and Rescue Service (MFRS) have committed in-kind resources that have a cash value, in the form of:

- a) A secondment who will hold the post of Managing Director for the HUB
- b) Support costs which include Estate Management, HR support, back office support, and some overheads. It is envisaged that MFRS will pay directly for specific services for the building as a whole and not re-charge this to the HUB.

These allocations can be identified within the cashflows and are colour coded in Green in both the income and expenditure columns. Annual totals have also been calculated and illustrated on the bottom line.

Leases:

- **Everton Free School.** Representatives from Everton Free School and Everton In The Community have attended the site and have expressed an interest in working with MFRS to deliver activities from the Hub. Negotiations are progressing and there is regular contact between both organisations. It is anticipated they will rent one of the offices in addition to regularly use the other HUB facilities.
- **Liverpool Community College.** Liverpool Community College has sent in their letter of support and a meeting is being held this week to discuss and agree rental charges. It is anticipated they will rent an office and the cafe. They will operate the cafe as their own and it will double as a training facility. The funds generated from sales will accommodate the rent, running costs and training.

It is expected that the 2 above organisations and agencies intend to be long term tenants and primary users of the other on site facilities. In the event that the offices become void, adequate notice period would be given and a marketing drive undertaken to mitigate any loss of income. Such would be marketed to appropriate tenants that complement, provide synergy and assist the HUB in achieving its overall aims and objectives. The inclusive rental charge is not less than market rates. Negotiations are being held with **North West Ambulance Service with regards to office space** requirements (Dec 12)

Sports Income:

- Membership:

All users of the HUB will be members. Membership fees are as follows:

Membership Classification	Annual Fee
Youth Membership	£5
Individual Membership	£5
Group Membership	£10
Gym Membership (Weights & Cardio Rooms)	£180 Or £15 PCM

- Subs:

There are Youth Drop in subs of £1 per day

- Court/Hall Fees – NB: Figures projected by Year 5 are based upon achieving 77% use of 75% of the operational hours of the HUB e.g. Football pitches by Yr 5 hired for 7 hours per day per court (3) x 7 days per week x 52 weeks P/A . There is the potential for further increased income.

Members (excluding Youth Members) will pay a court or hall fee and this relates to the Football Pitches and Sports Hall facilities. Rates are £35 per hour for each Football Pitches (3 in total NB the 4th pitch is free use for all Youth) and £70 full Sports Hall and then pro-rated on area used. The sports hall can accommodate 6 smaller courts. ***These rates are based on comparator facilities across Liverpool and the North West.***

There is an open and ongoing dialogue with intended users of the HUB a summary of which is below:

- Liverpool Football Club Foundation.

The Chief Executive of LFC Foundation has visited the site during the construction phase. A paper has been submitted to the Foundation for review by the Executive Board with a view to LFC delivering services and sponsoring parts of the Hub.

- Local Schools:

A presentation was delivered to 18 Head Teachers of local primary schools in Dec 12. The primary schools currently have no sporting facilities and have expressed an interest in hiring the facilities.

- General enquiries from other groups:

There have already been requests received for booking of the football pitches and the sports hall. Once the governance arrangements are in place (Dec 12) we can start to confirm the bookings.

The Team have hosted site visits for the Youth Participation Group as well local organisations including youth centres and organisations including Connexions and Addaction. This will continue and only further stimulate interest.

- Meeting/Studio and Multi Use Rooms:

There are 3 multi use room situated on the first floor which can be used for meeting, classes e.g. karate, dance, etc. The Youth can use these facilities free as part of their drop in fee.

The income projected in the cashflow is a combination of

- a) External member groups hiring the room to run their own activities. The hirer than charges a sub or class fee e.g. £2 per person.
- b) External members hiring it for a meeting etc and no charge to attendees

The rates are based upon comparator facilities across Merseyside for hourly rates.

Income & Usage: Income based on usage targets can be established by reviewing the cashflows herein or the income and usage targets on page 51. Usage figure for member hires indicated in year 5 (excluding leases) do not

exceed above approx on average 60% of potential maximum hours operational. Therefore this could give rise to further income generation should usage figure be exceeded.

- Vending:

There intends to be just 2 vending machines given the onsite cafe. These will be contracted via the likes of Britvic/Mars for drinks and snacks. They will be stocked and maintained by the vending companies and the charity will receive a % of income directly from vending company. The projection is based upon a multiplication of income generated at another local sports facility.

Expenditure:

- Salaries: Salary scales – Please see year’s 1-5 salaries costings on **pages 37 and 38**.

Salaries have been set after considering NJC and Navcas Pay scales and in consideration of the roles. All permanent posts include a 3% annual rise which has been applied. SSP is in effect and therefore no additional cost has been incorporated to cover sick leave. A proportional allocation has been included as a separate budget line to accommodate holiday leave (4 working weeks per annum) as a cost but time can also be taken in lieu where permitted. See below:

Staff Member	Allocation of additional salary
Managing Director	1 additional week
Centre Manager	2 additional weeks
Duty Supervisor	2 additional weeks
Senior Youth Worker	2 additional weeks
Youth Workers x2	4 additional weeks
Finance Admin Rec	2 additional weeks
Reception Admin	2 additional weeks
W.end Reception Admin	2 additional weeks
Fitness Instructors x 2	4 additional weeks total
Leisure worker	2 additional weeks
Apprentices	N/A

With regards to the other expenditure sub headings, namely, Utilities, Mandatory Service Maint, Site Maint., Building repairs, Other building maint, cleaning, and other items, the figures have been forecast on the following basis:

- MFRS Estates Team has estimated utilities, building and ground maintenance.
- Wates (Building Contractor) has been able to advise as to service and maint costs for items and equipment.
- Other items have been compared to current charges for similar services by other local groups such as Lifestyles Centre, The Florrie, The Belvedere Community Activity Centre and Toxteth Town Hall. Provisional sums have been allocated for items such as stationary etc.

Until the actual procurement of the above final figures cannot be determined however, all are of the view that the cashflow is very detailed with real consideration given. On that basis it is envisaged that the projected expenditure for these items will be in line with actual.

FIRE FIT HUB INCOME AND EXP 5 YEAR CASHFLOW INCL START UP																2014		YR 1	YR 2	YR 3	YR 4	YR 5
GRANTS	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
WATES FOUND.	0	0	0	13500	13500	0	0	0	0	0	0	0	0	0	0	0	13500	13500	0	0	0	0
N. APPRENT..	0	0	0	3082	3082	3082	3082	3082	3082	3082	3082	3082	3082	3082	3082	3082	3082	36982	42265	42265	42265	42265
TARGET	0	0	0	0	0	0	0	0	0	0	0	10000	10000	10000	10000	10000	10000	60000	50000	50000	25000	15000
SUBTOTAL	0	0	0	16582	16582	3082	3082	3082	3082	3082	3082	13082	13082	13082	13082	13082	26582	110482	92265	92265	67265	57265
SPONSORSHIP	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
SOPHLOGIC	15000	0	0	0	15000	15000	0	0	0	0	0	0	0	0	0	0	0	15000	0	0	0	0
TELENT	10000	0	0	0	10000	0	0	0	0	0	0	0	0	10000	0	0	0	10000	10000	10000	0	0
OTHER CONFIM.	91000	0	0	0	91000	0	0	0	0	0	0	0	0	0	0	0	0	0	10000	10000	10000	10000
TARGET	0	0	0	0	0	0	0	0	0	0	0	0	0	30000	0	0	30000	60000	50000	50000	30000	30000
SUBTOTAL	116000	0	0	0	116000	15000	0	0	0	0	0	0	0	40000	0	0	30000	85000	70000	70000	40000	40000
MFRS	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
MD SECONDMENT	3968	3968	3968	3968	15873	3968	3968	3968	3968	3968	3968	3968	3968	3968	3968	3968	3968	47620	49049	50520	52036	53597
SUPPORT SERVICES	2738	2738	2738	2738	10951	2664	2664	2664	2664	2664	2664	2664	2664	2664	2664	2664	2664	31965	34720	35761	36834	37939
SUBTOTAL	6706	6706	6706	6706	26824	6632	6632	6632	6632	6632	6632	6632	6632	6632	6632	6632	6632	79585	83769	86281	88870	91536
OFFICES	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
LC.COLLEGE	0	0	0	6250	6250	0	0	6250	0	0	6250	0	0	6250	0	0	6250	25000	25000	25750	26523	27318
EVERTON FC	0	0	0	6250	6250	0	0	6250	0	0	6250	0	0	6250	0	0	6250	25000	25000	25750	26523	27318
SUBTOTAL	0	0	0	12500	12500	0	0	12500	0	0	12500	0	0	12500	0	0	12500	50000	50000	51500	53045	54636
SPORTS INCOME	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
GYM MEMBERSHIP	0	0	0	0	0	750	1125	1500	1875	2250	2400	2550	2700	2850	3000	3150	3300	27450	43200	54000	54000	54000
NOS OF MEMBERS	0	0	0	0	0	50	75	100	125	150	160	170	180	190	200	210	220		240	300	300	300
SPORTS HALL	0	0	0	0	0	2100	2800	3500	4200	4900	5600	6300	7000	7700	8400	9100	9800	71400	84000	98000	112000	140000
HRS HIRED PCME70 PH	0	0	0	0	0	30	40	50	60	70	80	90	100	110	120	130	140		1200	1400	1600	2000
3 FOOTBALL PITCHES	0	0	0	0	0	2100	2625	3150	3850	4550	5250	5950	6650	7350	8050	8750	9625	67900	133770	160524	214025	267540
HRS HIRED PCM E35 PHR	0	0	0	0	0	60	75	90	110	130	150	170	190	210	230	250	275		3822	4586	6115	7644
CLASSES/STUDIOM.ARTS						900	1125	1350	1575	1800	2025	2250	2475	2700	2925	3150	3375	25650	27000	31500	36000	40500
HRS PCM AT E15PHR PERROOM	0	0	0	0	0	20	25	30	35	40	45	50	55	60	65	70	75		600	700	800	900
YOUTH CLUB SUBS	0	0	0	0	0	100	150	200	250	300	350	400	450	500	550	600	650	4500	6000	12000	12000	12000
NOS OF VISITS PCM	0	0	0	0	0	100	150	200	250	300	350	400	450	500	550	600	650		6000	12000	12000	12000
YOUTH MEMBERSHIP E5 p/a						150	100	25	25	25	25	25	25	25	25	25	25	500	625	1250	1250	1250
NOS OF NEW MEMBERS PCM	0	0	0	0	0	30	20	5	5	5	5	5	5	5	5	5	5		125	250	250	250
GROUP MEMBERSHIP						50	20	20	20	20	20	20	20	20	20	20	20	270	350	450	550	650
NOS OF NEW MEMBERS @ E10 PA	0	0	0	0	0	5	2	2	2	2	2	2	2	2	2	2	2		35	45	55	65
IND MEMBERSHIP						25	25	25	35	35	35	45	45	45	50	50	50	465	1000	1250	1250	1250
NOS OF NEW MEMBERS @ E5 P/A	0	0	0	0	0	5	5	5	7	7	7	9	9	9	10	10	10		200	250	250	250
VENDING	0	0	0	0	0	100	125	150	175	200	225	250	275	300	325	350	375	2850	4000	4500	5000	5000
SUBTOTAL	0	0	0	0	0	6214	8009	9809	11869	13919	15744	17579	19404	21229	23059	24884	26884	198603	295984	359013	431114	517229
GRAND TOTAL	122706	6706	6706	35788	171906	30928	17723	32023	21583	23633	37958	37293	39118	93443	42773	44598	102598	523670	592018	659059	680294	760666

EXP.	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	TOTAL	TOTAL	TOTAL	
CORE STAFFING INCL:				Soft Opening		Full Opening													3%	3%	3%	3%
MANAGING DIRECTOR	3968	3968	3968	3968	15873	3968	3968	3968	3968	3968	3968	3968	3968	3968	3968	3968	3968	47620	49049	50520	52036	53597
CENTRE MANAGER	0	2560	2560	2560	7680	2574	2574	2574	2574	2574	2574	2574	2574	2574	2574	2574	2574	30888	31815	32769	33752	34765
SENR YOUTH WKR	0	0	2372	2372	4743	2386	2386	2386	2386	2386	2386	2386	2386	2386	2386	2386	2386	28627	29486	30370	31281	32220
DUTYSUPERVISORS	0	0	2838	2838	5675	2838	2838	2838	2838	2838	2838	2838	2838	2838	2838	2838	2838	34050	56668	58368	60119	61923
YOUTH WKR 1	0	0	0	1610	1610	1630	1630	1630	1630	1630	1630	1630	1630	1630	1630	1630	1630	19556	20143	20747	21370	22011
YOUTH WKR 2	0	0	0	1610	1610	1630	1630	1630	1630	1630	1630	1630	1630	1630	1630	1630	1630	19556	20143	20747	21370	22011
FINANCE/ADMIN	0	0	0	1523	1523	1537	1537	1537	1537	1537	1537	1537	1537	1537	1537	1537	1537	18448	19001	19571	20159	20763
RECEPTION 1	0	0	0	1052	1052	1066	1066	1066	1066	1066	1066	1066	1066	1066	1066	1066	1066	12793	13177	13572	13979	14399
RECEPTION W.END	0	0	0	526	526	533	533	533	533	533	533	533	533	533	533	533	533	6396	6588	6786	6990	7199
FITNESS INSTR 1	0	0	0	1571	1571	1584	1584	1584	1584	1584	1584	1584	1584	1584	1584	1584	1584	19013	19584	20171	20776	21400
FITNESS INSTR 2	0	0	0	1571	1571	1584	1584	1584	1584	1584	1584	1584	1584	1584	1584	1584	1584	19013	19584	20171	20776	21400
LEISURE WKR 1	0	0	0	1476	1476	1490	1490	1490	1490	1490	1490	1490	1490	1490	1490	1490	1490	17882	36837	37942	39080	40253
SESS STEWARDS	0	0	0	0	0	1283	1283	1283	1283	1283	1283	1283	1283	1283	1283	1283	1283	15400	15862	16338	16828	17333
HOLIDAY ALLOWANCE	0	0	0	0	0	1110	1110	1110	1110	1110	1110	1110	1110	1110	1110	1110	1110	13320	13330	13730	14142	14566
APPRENTICES 7	0	0	0	6049	6049	6049	6049	6049	6049	6049	6049	6049	6049	6049	6049	6049	6049	72590	82960	85449	88012	90653
SUB TOTAL	3968	6528	11738	28726	50961	31263	31263	31263	31263	31263	31263	31263	31263	31263	31263	31263	31263	375154	434226	447253	460670	474490
		2013													2014				YR 2	YR 3	YR 4	YR 5
UTILITIES:	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	CONTR ACT	SUM	3%	3%
GAS	100	150	250	795	1295	375	375	375	375	375	375	375	375	375	375	375	375	4500	4500	4500	4635	4774
ELECTRICITY	200	400	600	1000	2200	3125	3125	3125	3125	3125	3125	3125	3125	3125	3125	3125	3125	37494	37494	37494	38619	39777
WATER USAGE	0	50	100	300	450	500	500	500	500	500	500	500	500	500	500	500	500	6000	6180	6365	6556	6753
WATER CHRGS	0	1222	1222	1222	3665	1222	1222	1222	1222	1222	1222	1222	1222	1222	1222	1222	1222	14658	15098	15551	16017	16498
SUBTOTAL	300	1822	2172	3317	7610	5221	5221	5221	5221	5221	5221	5221	5221	5221	5221	5221	5221	62652	63272	63910	65827	67802
																			YR 2	YR 3	YR 4	YR 5
SERVICE/MAINT:	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	3%	3%	3%	3%
MANDATORY/																						
BOILER SERVICE & MAINT CONTRACT.	0	0	0	0	0	0	0	0	0	0	0	0	0	750	0	0	0	750	773	796	820	844
LIFT SERVICE & MAINT.	0	0	0	0	0	0	0	0	0	0	0	0	0	1500	0	0	0	1500	1545	1591	1639	1688
FIRE EXTING.	0	0	0	0	0	0	0	0	0	0	0	0	0	100	0	0	0	100	103	106	109	113
FIRE ALARM, E. LIGHTS & PANEL	0	0	0	0	0	0	0	0	0	0	0	0	0	600	0	0	0	600	618	637	656	675
PAT TEST	0	0	0	0	0	0	0	0	0	0	0	0	0	200	0	0	0	200	206	212	219	225
MAINS ELECTRICS	0	0	0	0	0	0	0	0	0	0	0	0	0	1750	0	0	0	1750	1803	1857	1912	1970
LIGHTENING CONDUCTORS SERVICE	0	0	0	0	0	0	0	0	0	0	0	0	0	200	0	0	0	200	206	212	219	225
LEGIONNAIRES TESTING & WATER SAMPLES	0	0	0	500	500	0	0	0	0	0	500	0	0	0	0	0	0	500	515	530	546	563
SUBTOTAL	0	0	0	500	500	0	0	0	0	0	500	0	0	5100	0	0	0	5600	5768	5941	6119	6303
																			YR 2	YR 3	YR 4	YR 5
SITE MAINT	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	3%	3%	3%	3%
HORTICULTURE	0	0	0	0	0	0	0	0	375	0	0	375	0	0	375	0	0	1125	1500	1545	1591	1639
ROOF/GUTTERS	0	0	0	0	0	0	0	0	500	0	0	500	0	0	0	0	0	1000	1030	1061	1093	1126
CAR PARKS	0	0	0	0	0	0	0	0	375	0	0	375	0	0	375	0	0	1125	1500	1545	1591	1639
PITCH REPAIRS & MAINT.	0	0	0	0	0	0	0	0	500	0	0	500	0	0	500	0	0	1500	1500	2000	8000	8240
ACCESS GATES	0	0	0	0	0	0	0	0	0	0	0	500	0	0	500	0	0	1000	1030	1061	1093	1126
DOOR REPAIRS	0	0	0	0	0	0	0	0	0	0	0	250	0	0	250	0	0	500	750	773	796	820
EXT LIGHTING	0	0	0	0	0	0	0	0	0	0	0	1000	0	0	1000	0	0	2000	4000	4120	4244	4371
SUBTOTAL	0	0	0	0	0	0	0	0	1750	0	0	3500	0	0	3000	0	0	8250	11310	12104	18407	18960

	DEC	JAN	FEB	MAR	TOTAL	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	TOTAL	YR 2 3%	YR 3 3%	YR 4 3%	YR 5 3%
BLDG REPAIRS & MAINT																						
ACCESS CONTROL MAINT	0	0	0	0	0	100	100	100	100	100	100	100	100	100	100	100	100	1200	1236	1273	1311	1351
ALARM MAINT. & MONITORING	0	0	0	250	250	0	0	250	0	0	250	0	0	250	0	0	250	1000	1030	1061	1093	1126
CCTV MAINT & MONITORING	0	0	0	250	250	0	0	250	0	0	250	0	0	250	0	0	250	1000	1030	1061	1093	1126
AIR CONS FILTERS & LIQUID	0	0	0	0	0	0	0	0	0	0	0	0	0	500	0	0	0	500	515	530	546	563
AIR CON	0	0	0	0	0	0	0	0	0	0	0	0	0	1500	0	0	0	1500	3000	3090	3183	3278
SUBTOTAL	0	0	0	500	500	100	100	600	100	100	600	100	100	2600	100	100	600	5200	6811	7015	7226	7443
																			YR 2	YR 3	YR 4	YR 5
OTHER SERVICE/MAINT.																			3%	3%	3%	3%
REFUSE COLLECTION 4 BINS	0	0	0	2000	2000	0	0	0	0	0	0	0	0	0	0	0	2000	2000	2060	2122	2185	2251
REFUSE BIN HIRE	0	0	0	200	200	0	0	0	0	0	0	0	0	0	0	0	200	200	206	212	219	225
RECYCLING	0	0	0	0	0	75	0	0	75	0	0	75	0	0	75	0	0	300	309	318	328	338
SANITATION CONTRACTS (15 BINS)	0	0	0	210	210	0	0	210	0	0	210	0	0	210	0	0	210	840	865	891	918	945
PEST CONTROL 20 BOXES	0	0	0	400	400	0	0	400	0	0	400	0	0	400	0	0	400	1600	1648	1697	1748	1801
PESTICIDES	0	0	0	0	0	250	0	0	250	0	0	250	0	0	250	0	0	1000	1030	1061	1093	1126
BAD WEATHER SUPPLIES (GRIT)	0	0	0	250	250	0	0	0	0	0	0	0	0	0	250	0	0	250	258	265	273	281
SUBTOTAL	0	0	0	3060	3060	325	0	610	325	0	610	325	0	610	575	0	2810	6190	6376	6567	6764	6967
																			YR 2	YR 3	YR 4	YR 5
CLEANING																			3%	3%	3%	3%
WINDOW CLEANING POLE & REACH	0	0	0	0	0	750	0	0	0	0	0	750	0	0	0	0	0	1500	1545	1591	1639	1688
GENERAL CLEANING	0	0	0	0	0	800	800	800	800	800	800	800	800	800	800	800	800	9600	9888	10185	10490	10805
VENT, AIR & DUCT CLEANING	0	0	0	0	0	750	0	0	0	0	0	750	0	0	0	0	0	1500	1545	1591	1639	1688
INDOOR SPORTS HALL CLEANING	0	0	0	0	0	83	83	83	83	83	83	83	83	83	83	83	83	991	1021	1051	1083	1115
SUBTOTAL	0	0	0	0	0	2383	883	883	883	883	883	2383	883	883	883	883	883	13591	13999	14419	14851	15297
																			YR 2	YR 3	YR 4	YR 5
OTHER SERVICE/MAINT.																			3%	3%	3%	3%
GYM EQUIP/MAINT.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5000	5150
GENERAL MINOR REPAIRS & MAINT.	0	0	0	250	250	500	500	500	500	500	500	500	500	500	500	500	500	6000	6180	6365	6556	6753
SUB TOTAL	0	0	0	250	250	500	500	500	500	500	500	500	500	500	500	500	500	6000	6180	6365	11556	11903
																			YR 2	YR 3	YR 4	YR 5
OTHER ITEMS:																			3%	3%	3%	3%
IT & COMMS	0	1000	0	0	1000	1000	0	0	1000	0	0	1000	0	0	1000	0	0	4000	4120	4244	4371	4502
TELEPHONE	0	250	0	0	250	300	0	0	400	0	0	500	0	0	500	0	0	1700	1751	1804	1858	1913
BUSIN RATES 20%	1250	1250	1250	1250	5000	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	15000	15450	15914	16391	16883
INSURANCE	1250	1250	1250	1250	5000	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	1250	15000	15450	15914	16391	16883
ACCOUNTS & PAYROLL	83	83	83	83	333	83	83	83	83	83	83	83	83	83	83	83	3083	4000	4120	4243	4371	4502
BANK CHRGS	0	0	0	0	0	50	50	50	50	50	50	50	50	50	50	50	50	600	618	637	656	675
LEGAL/PROFF/LIC ENCES	0	0	0	4000	4000	1000	0	0	1000	0	0	0	1000	0	0	1000	0	4000	4120	4244	4371	4502
TRAINING	500	500	1000	1000	3000	250	250	250	250	250	250	250	250	250	250	250	250	3000	1500	1545	1591	1639
EQUIPMENT/software	0	5000	0	0	5000	1000	0	0	1000	0	0	1000	0	0	1000	0	0	4000	2000	2060	2122	2185
UNIFORMS & PPE ETC	0	0	1500	1500	3000	150	150	150	150	150	150	150	150	150	150	150	150	1800	500	515	530	546
STATIONARY/POSTAGE	0	0	500	500	1000	200	200	200	200	200	200	200	200	200	200	200	200	2400	2215	2282	2350	2421

PUBLICITY/PROM O/TRANSLATION	0	1000	1000	2000	4000	2000	1000	500	500	500	500	500	500	500	500	500	8000	3000	3090	3183	3278	
JANITORIALS	0	0	0	208	208	208	208	208	208	208	208	208	208	208	208	208	2496	2571	2648	2727	2809	
SUB TOTAL	3083	10333	6583	11791	31791	8741	4441	3941	7341	3941	3941	6441	4941	3941	6441	4941	6941	65996	57415	59137	60911	62739
TOTAL	7352	18683	20492	48144	94671	48533	42408	43018	47383	41908	43518	49733	42908	50118	47983	42908	48217	548632	605356	622712	652333	671903
SURPLUS/DEFICIT	115354	-11977	-13786	-12356	77235	-17605	-24685	-10995	-25800	-18275	-5560	-12440	-3790	43325	-5210	1690	54381	-24962	-13338	36347	27960	88763
YR TO DATE	115354	103377	89591	77235		59630	34945	23950	-1849	-20124	-25684	-38124	-41914	1411	-3798	-2108	52272	27310	13972	50319	78279	167042
MFRS SUPPORT SERVICES				32261	2483	983	2093	1858	983	2593	3358	983	9193	1358	983	5093	31965	34720	35761	36834	37939	

SUSTAINABILITY & TARGETS:

The 5 year cashflow forecast illustrates that through the various income streams, the HUB can fully sustain itself within 5 years and has the potential to generate surpluses and reserves. In year 1 of operation there is a bank rolling facility required and MFRS has offered this.

Targets:

In order to achieve sustainability, there are membership, usage, income and expenditure targets/thresholds and are for the regular activities and facilities. It excludes any specific or additional activities that may result from additional fundraising.

TARGETS	213/14	2014/15	2015/16	2016/17	2017/18	TOTALS
Grants	£85000	£50000	£50000	£25000	£15000	£215,000
Sponsorship	£73500	£50000	£50000	£30000	£30000	£243,500
Leases	£50000	£50000	£51500	£53045	£54636	£259,181
Mfrs Support	£31965	£34720	£35761	£36834	£37834	£177219
Apprenticeship Funding	£36982	£42265	£42265	£42265	£42265	£206,042
Gym Membership In Nos	220	240	300	300	300	300 P/A
Gym Membership Income	£27450	£43200	£54000	£54000	£54000	£232,650
Youth Membership Nos	100	125	250	250	250	250 P/A
Youth Membership Income	£1000	£1250	£2500	£2500	£2500	£9750
Group Membership Nos	27	35	45	55	65	65 P/A
Group Membership Income	£270	£350	£450	£550	£650	£2270
Individual Membership Nos	93	200	250	250	250	250 P/A
Individual Membership Income	£465	£1000	£1250	£1250	£1250	£5215
Youth Drop In Nos/Visits	4500	6000	12000	12000	12000	46500
Youth Drop In Income	£4500	£6000	£12000	£12000	£12000	£46500
Sports Hall Usage in hrs P/A	1020	1200	1400	1600	2000	7220
Sports Hall Income	£71400	£84000	£98000	£112000	£140000	£505400
Football Pitches Usage in hrs P/A	1940	3822	4586	6115	7644	24107
Football Pitches Income	£67900	£133770	£160524	£214025	£267540	£843759
Activity Classes Hrs in 3 rooms	570	6000	700	800	900	3570
Activity Classes Income	£25650	£27000	£31500	£36000	£40500	£160650
Vending Income	£2850	£4000	£4500	£5000	£5000	£21350

My Place Outcome Targets:

These are detailed in full in Appendix 2 - Section 7 – Delivery Plan of the Toxteth Fire Fit HUB Youth & Community Development Plan 2013-15.

The My Place Outcomes in the table below in terms of no's of people are achievable within the usage targets in the table above.

MY PLACE OUTCOME	YR 1	YR 2	P/A	BY 2016/17	BY 2020
1. Young people to benefit from improved health and quality of life, educational attainment and employment prospects	250	375	375	1500	-
2. The young people of Toxteth and the wider community to have the opportunity to participate in positive leisure time activities	30,000 visits	45,000	60,000		400000 visits in total
3. Young people per year to benefit from health, personal development and training opportunities	15,000	22,500	30,000		-
4. Young people and the local community as a whole, to benefit from an improved quality of life and increased community safety				10% increase in overall satisfaction with youth provision in the area	
5. Young people to have achieved accredited qualifications and benefitted from improved quality of life and employment prospects					760

Fundraising strategy to support My Place and the HUB's activities has been identified as follows

Community Development Programme	Potential Funding Sources
To increase levels of adult participation in physical activity.	Sportsmatch Sport England Small grants Football Foundation (small grants) Sport Relief (small grants) All England Netball Association Youth Trust Awards for All
To improve the health of women and girls in the local area	Liverpool PCT Sport Relief Eleanor Rathbone Trust Awards for All Esmee Fairbairn Foundation Reaching Communities (BIG Lottery)
To improve the health and well being of older residents (50+)	Awards for All Liverpool PCT Tesco Community Awards Clothworkers Foundation The Morgan Foundation Comic Relief
To provide recreation and social activities for disabled and special needs group.	Peter Harrison Foundation The Morgan Foundation Thomas Cook Children's Charity The 23 Foundation (Jamie Carragher) Children In Need Lankelly Chase Foundation
To promote community cohesion and safety amongst local residents.	Police Property Act Fund Merseyside Police and High Sheriffs Charitable Fund Tudor Trust Lankelly Chase Foundation Reaching Communities (BIG Lottery)

Services and Activities for Young People	Potential Funding Sources
To deliver a programme of arts based activities to young people	Wingate Foundation L1 Foundation Radio City Cash for Kids Thomas Cook Children's Charity Esmee Fairbairn Foundation John Paul Getty Junior Trust Children In Need
To improve the health and well-being of young people	Pfizer Foundation Liverpool PCT Awards for All The 23 Foundation (Jamie Carragher) Esmee Fairbairn Foundation Children In Need
To provide young people with access to training, volunteering and work experience opportunities	Community Learning Innovation Fund Santander Foundation ESF Community Learning Grants Henry Smith Charity People's Post Code Trust Awards for All Reaching Communities (BIG Lottery) Children In Need
To improve community cohesion and integration between young people and the wider community	Sport Relief Henry Smith Charity Children In Need The 23 Foundation (Jamie Carragher) Tudor Trust John Paul Getty Junior Trust
To improve the safety of young people and reduce the involvement of young people in ASB and offending	Police Property Act Fund Merseyside Police and High Sheriffs Charitable Fund People's Post Code Trust Tudor Trust Children In Need
To provide advice & guidance services to young people	Henry Smith Charity Stephen Gerard Foundation Children in Need Sport Relief Comic Relief Morgan Foundation Esmee Fairbairn Foundation John Paul Getty Junior Trust
To increase regular sports participation amongst young people	Sportsmatch Sport England Small grants Football Foundation (small grants) Sport Relief (small grants) All England Netball Association Youth Trust Street Games Access Sport Sport Ed Morgan Foundation

Reserves: It would be the intention to generate:

- a) a Reserve to accommodate liabilities in the event of dissolution – this would need to be reviewed annually and as advised by the HUB's Accountant
- b) a Reserve to accommodate long term maintenance e.g. overhaul of the heating system etc

Tracking, Monitoring and Evaluation:

The new Charitable Company will be responsible to track, monitor and evaluate its business and activities.

These will be set against the annual targets for example:

- My Place Outcomes
- Usage – Memberships, Hires etc
- Financial Targets – largely income, grants and sponsorship and expenditure targets via effective procurement.

Examples of systems that will be devised and set up that will acquire the following data (not exhaustive)

- Quantitative: E.g.
 - a) In the form of attendance and visits recorded via the bio-metric scanner acting as a signing-in register
 - b) Booking systems which will record no's of hirers, category/classification of hirers etc
 - c) Monthly mgt accounts illustrating income and expenditure targets –v- actual and variances
- Qualitative: E.g.
 - a) My Places Outcomes In the form of:
 - qualifications achieved, certificates awarded,
 - mentor reporting,
 - individual record/file recording including progress reports from instructors, youth workers,
 - MFRS staff etc via observations, discussions.
 - b) Diverse range of users and uses ensuring wide audience participation
 - c) Certificates of conformity, centre accreditation, affiliations etc
- Equality Assurance – The HUB will use and modify MFRS's monitoring and evaluations systems in this regard.

10.Risk And Mitigation

The following table analyses the risks for Toxteth Fire Fit, and categorises these risks as: operational, financial, performance and reputational. These are the primary risk categories and they will overlap.

Risk	Primary Risk category	Impact	Likelihood	Risk	Consequences	Mitigation
Management group does not operate effectively	Operational risk Financial risk Performance risk Reputational risk	Potentially high, but low to medium to high depending on severity	Low	Medium	Consequences according to severity. A grossly ineffective management group, left without any intervention to correct the ineffectiveness, will threaten the operations, finances and performance of the centre to the extent that it closes as a failure. A moderately ineffective group however would have a medium to low impact.	<p>Comprehensive partnership agreement with clear roles, responsibilities, milestones and performance indicators per partner and for the partnership as a whole</p> <p>Ensure people have the right skills and abilities, by providing training, personal development, CPD (continuing professional development) and capacity building as necessary. This will be articulated in the form of a management and staff development plan, endorsed by all partners and management group members.</p> <p>Induction days for managers and other partners, followed by regular team-building events. Both induction and team-building to foster a strong sense of ownership of and commitment to the ethos and vision of Toxteth Fire Fit</p> <p>Structured management and business meetings with formal agendas, minutes and actions</p> <p>Appraisal process for managers, linked to performance review, performance incentives and reward</p> <p>An agreed process to deal with performance management of managers</p> <p>Reliable and current management information for managers, linked to a</p>

						<p>quality assurance process that provides management data for key decisions, for review and evaluation of progress against milestones and for performance indicators</p> <p>Networking skills and networking opportunities provided for management and other partners</p> <p>Composition of management and the management group determined by relevance of skills, knowledge, experience and track record of comparable prior achievements. A clear and fair recruitment and selection process for new managers, based on a person specification driven by the skills, knowledge and experience required</p>
Poor performance of centre personnel	<p>Operational risk</p> <p>Financial risk</p> <p>Performance risk</p> <p>Reputational risk</p>	Medium	Low	Low to medium	Consequences according to severity (as above)	<p>Clear roles, responsibilities, milestones and performance indicators for individual staff and teams</p> <p>Ensure staff have the right skills and abilities, by providing training, personal development, CPD (continuing professional development) and capacity building as necessary. This will be articulated in the form of a staff development plan, endorsed by all partners and management group members</p> <p>A clear and fair recruitment and selection process for new staff, based on a person specification driven by the skills, knowledge and experience required</p> <p>Induction days for staff, followed by regular team-building events – both induction and team-building to foster a strong sense of ownership of and commitment to the ethos and vision of Toxteth Fire Fit</p> <p>Structured weekly team meetings led by line managers, with formal agendas, minutes and actions - as a forum for weekly review of</p>

						<p>performance and the issuing of clear understood tasks and goals for individuals and teams</p> <p>Appraisal process for staff, linked to performance review, performance incentives and reward</p> <p>An agreed process to deal with performance management of staff, including disciplinary matters</p> <p>Reliable and current information for staff about their own area of responsibility, linked to a quality assurance process that is understood by individuals and teams</p>
Disputes between project partners	<p>Operational risk</p> <p>Financial risk</p> <p>Performance risk</p> <p>Reputational risk</p>	Medium	Low	Low to medium	<p>Consequences according to severity and nature of dispute(s). Deeply held grievances and disagreements amongst partners could have a severe negative impact on the centre's operations, finances and performance. Minor disputes, even if unresolved, could have a low impact.</p>	<p>Comprehensive partnership agreement with clear roles, responsibilities, milestones and performance indicators per partner and for the partnership as a whole</p> <p>Induction days for managers and other partners, followed by regular team-building events – both induction and team-building to foster a strong sense of ownership of and commitment to the ethos and vision of Toxteth Fire Fit</p> <p>Regular meetings of Toxteth Development Group and a defined and well understood communication process, based on ongoing consultation and inclusivity</p>
Lack of youth involvement	<p>Operational risk</p> <p>Performance risk</p>	Medium	Low	Low to medium	<p>While Fire Fit will have failed that part of its vision to have local youth involved in the running and “ownership” of the</p>	<p>Clear plans for meaningful involvement of young people: a written, published and monitored youth involvement strategy</p> <p>All staff to promote youth advocacy. The skills required for this will be part of the management and staff training development and CPD for all</p>

					centre, this failure alone may not arguably necessarily pose a high risk to the operations and performance of the centre, assuming that young people and adults participate in the activities as recipients and beneficiaries.	managers and staff Appropriate training for young people to fulfill specified roles, including youth internships for sports leaders, work-placements and work experience for young people at Toxteth Fire Fit, and mentoring from our managers and staff A forum for young people to give opinion, ideas, feedback and advice to our managers, board and staff, including at specifically designed events and activities (such as a Toxteth Fire Fit young people's council), including via digital means, such as our Facebook account and Toxteth Fire Fit Twitter and our blog
Building subjected to vandalism	Operational risk Financial risk Performance risk	Medium, but low to medium to high depending on severity	Medium	Medium	Consequences according to severity. Extreme vandalism resulting in partial destruction poses a high impact risk (to the extent that the centre could close for a significant period of time, or permanently, depending on the nature of the destruction). Moderate or low levels of vandalism (for example graffiti or broken glass), poses a low impact risk.	Meaningful engagement with the local community and young people to ensure a feeling of community ownership Design features to reduce vulnerability of the building by making the building 'open' and part of the surrounding community
Building closure due to unforeseen	Operational risk	Medium, but low to medium to	Medium	Medium	Consequences according to severity. Long term closure due, for example,	A business continuity plan to be in place, including prior-agreements with other local organisations and facilities for temporary use of alternative facilities, and clear communication arrangements with the

circumstances	Financial risk Performance risk	high depending on severity			to a serious health and safety incident, or an extreme act of vandalism, will have a high impact on the operation, finances and performance of the centre. A closure for a day or a number of days will have a low impact on these risk categories	local community and users
Health and safety requirements are not met, resulting in a health and safety incident	Operational risk Financial risk Reputational risk	Medium, but low to medium to high depending on severity	Low	Medium	Consequences according to severity. A serious health and safety incident, such as a fatality, would have a high impact on the operations and the finances of the centre, and on its reputation. In the extreme, it could result in the closure of the centre. A minor incident would have a low impact.	Health and safety audit on a regular basis, conducted by a trained health and safety officer Designated health and safety staff from amongst the staff and management team. These individuals to receive health and safety training, including health and safety awareness and Managing Safely All staff and managers to receive health and safety awareness training, including awareness of their own health and safety responsibilities as staff
Centre fails to meet income targets	Financial risk	Medium	Low	Low to medium	Consequences according to severity. Significant failure will have a high impact on finances, and in the extreme could threaten the continuation of the centre. A minor	Income targets set and reviewed against actuals on a monthly basis, to be led by the manager responsible for finance, with reporting accountability to the management group. The results of these monthly finance reviews to be a standing agenda item at management meetings and at weekly staff team meetings led by line managers – with weekly tasks and goals set and clearly communicated to staff in relation to their area of responsibility for income (e.g. the level of recruitment and

					variation between income and target will have a low impact and could result in reducing or cutting some services or facilities, a review of the charging policy and or renewed efforts to secure alternative sources of income.	retention to staff's individual programmes at the centre) A financial monitoring system, clear and understood, to record income, through a single or strictly limited number of channels, according to a set of published and well communicated financial control regulations Appropriate managers to receive income generation and business development training as part of their ongoing training, development and CPD. A business development role to be designated to a specific appropriate manager or the appointment of a business development manager The effective marketing and promotion of the centre in the way set out in the marketing strategy and through networking and relationship building
Centre does not receive local authority revenue support at agreed level	Financial risk	Medium	Medium	Medium	Consequences according to severity (as above)	Financial commitment from the local authority included in partnership agreement Effective lobbying, networking, events, celebrations, success stories, championing and use of our patrons to ensure on-going political and officer support in the local authority, including local MPs – as per the marketing strategy
Centre does not achieve targets for grant income	Financial risk	Medium	Medium	Medium	Consequences according to severity (as above)	Fundraising and grant income to be reviewed on a regular basis Appropriate managers and staff to have fundraising and grant income responsibilities, and this to be included in their training, staff and management development and CPD programmes – coupled with the services of a professional bid writer, as appropriate Partnerships and collaborations with other organisations, whether

						<p>community organisations, Liverpool Community College, HE, sports and arts organisations, in the development of consortia bids for grants (such as Skills Funding Agency ESF project applications with the college, Arts Council funding applications with the Liverpool Creative Industry etc).</p> <p>The engagement and nurturing of high profile champions, advocates and patrons, to assist the bidding process for grants</p> <p>The use of any grant income won as match funding for other grant applications / bids, so the effect of bidding success is cumulative</p>
Annual expenditure exceeds set budget	Financial risk Operational risk	Medium	Low	Low to medium	Consequences according to severity (as above)	<p>Income and expenditure targets set and reviewed against actuals on a monthly basis, to be led by the manager responsible for finance, with reporting accountability to the management group. The results of these monthly finance reviews to be a standing agenda item at management meetings and at weekly staff team meetings led by line managers – with weekly tasks and goals set and clearly communicated to staff in relation to their area of responsibility for income and expenditure (e.g. their need for / requisition of materials and resources, the level of recruitment and retention to staff's individual programmes at the centre)</p> <p>A financial monitoring system, clear and understood, to record income and expenditure, through a single or strictly limited number of channels, according to a set of published and well communicated financial control regulations – this includes a single or strictly limited number of designated staff with authority to commit expenditure / authorize requisitions – all requisitions to be approved by the manager responsible for finance or her / his designated representative</p> <p>A cost centre financial management approach, whereby individual teams, programmes or groups of programmes are allocated their own</p>

						<p>income and expenditure and are monitored at that level by the manager responsible for finance (e.g. a cost centre for outdoor pitches, for the Chill Zone, for arts and dance etc).</p> <p>Design features to include energy efficiency and best value</p>
Loss of income due to unforeseen circumstances	Financial risk	Medium	Medium	Medium	Consequences according to severity (as above)	<p>Diversify income streams and include contingency sums within financial planning</p> <p>Appropriate managers to receive income generation and business development training as part of their ongoing training, development and CPD. A business development role to be designated to a specific appropriate manager or the appointment of a business development manager</p> <p>Appropriate managers and staff to have fundraising and grant income responsibilities and this to be included in their training, staff and management development and CPD programmes – coupled with the services of a professional bid writer, as appropriate</p> <p>Partnerships and collaborations with other organisations, whether community organisations, Liverpool Community College, HE, sports and arts organisations, in the development of consortia bids for grants</p> <p>The engagement and nurturing of high profile champions, advocates and patrons, to assist the bidding process for grants</p> <p>The use of any grant income won as match funding for other grant applications / bids, so the effect of bidding success is cumulative</p> <p>The effective marketing and promotion of the centre in the way set out in the marketing strategy and through networking and relationship</p>

						building
Centre and its facilities deplete over time	Financial risk Operational risk	Medium	Medium	Medium	Left unattended, this risk could threaten the continuation of the centre, if extreme depletion is allowed. Minor depletion will have a low impact and may result in operations and facilities becoming more limited over time, or of lower quality. This risk has a direct and proportional relationship with the health and safety risk.	The creation and maintenance of a sinking fund / reserve in the accounts The securing of future capital funding through the income and grant generation measures as above
Centre does not meet annual outcome target for community use	Performance risk	Medium	Low	Low to medium	Consequences according to severity. Very disappointing levels of use by the community will threaten the validity and future of the centre across all risk categories. A moderate shortfall between target and actual will have a low impact.	Effective marketing and engagement strategies, as set out in marketing strategy Delivery of high quality services accessible to all i.e quality assurance and widening participation Partnership with relevant partners and community representatives ... networking and collaboration, as set out in the marketing strategy
Centre does not meet annual target for use by	Performance risk	Medium	Low	Low to medium	Consequences according to severity (as above). While Fire Fit will have failed in its vision to have	As above Prioritise activities for young people and train young people to fulfill specific roles in the delivery / day-to-day running of the centre

young people					<p>local youth as main beneficiaries and participants, this failure alone may not arguably necessarily pose a high risk to the operations and performance of the centre, assuming that adults, businesses and other organisations participate in sufficient number so as to compensate for the lower number of young people using the centre.</p> <p>However, if there is a significantly low number of young people (which is unlikely), this will pose a high impact risk.</p>	<p>Young people to be advocates for the centre</p> <p>Clear plans for meaningful involvement of young people: a written, published and monitored youth involvement strategy</p> <p>All staff to promote youth advocacy. The skills required for this will be part of the management and staff training development and CPD for all managers and staff</p> <p>Appropriate training for young people to fulfill specified roles, including youth internships for sports leaders, work-placements and work experience for young people at Toxteth Fire Fit, and mentoring from our managers and staff</p> <p>A forum for young people to give opinion, ideas, feedback and advice to our managers, board and staff, including at specifically designed events and activities (such as a Toxteth Fire Fit young people's council), including via digital means, such as our Facebook account and Toxteth Fire Fit Twitter and our blog</p>
Centre does not meet annual targets for young people achieving accredited qualifications	Performance risk	Low	Low	Low	<p>While this will represent a failure in terms of the vision, it will not in itself pose a significant threat. Provided that young people and adults attend the centre for sports, arts and other activities, the fact that they have not obtained a qualification will not have a high impact</p>	<p>Training programmes based on consultation with young people</p> <p>Work with partners/other organisations, including higher and further education establishments, to deliver accredited qualifications on site</p>

					in terms of risk assessment – but it will be a failure.	
Centre does not deliver a quality programme of advice, training and personal development to young people	Performance risk	Medium	Low	Low to medium	Consequences according to severity. While this will represent a failure of the vision, it will not in itself pose a high impact risk. Provided that young people and adults attend the centre for sports, arts and other activities, the fact that they have not received advice, training and personal development will not have an immediate high impact in terms of risk assessment for the centre. But it will be a serious failure of what was intended by the vision.	Engage delivery agents to provide professional advice and guidance, including Jobcentre Plus, Connexions, Young Addiction, Merseyside Youth Association, Liverpool Community College and other relevant agencies Involve young people in the delivery and design of the programme (as above) to ensure that the needs of young people are identified and addressed
Targets for improvements in community cohesion are not met	Performance risk Reputational risk	Medium	Low	Low to medium	Consequences according to severity. A significant failure to improve community cohesion could be a high impact risk for Fire Fit and for Toxteth. A moderate failure, provided that corrective action was	Involvement of the community in the operation and delivery of programmes Partnership working with relevant agencies promoting community cohesion, including the Anthony Walker Foundation, Stonewall and the police Policy and practice in place to support equality and diversity, including:

					taken, would have a low impact.	an appropriate representation of black and minority ethnic groups, diverse faiths and cultures in all marketing and publicity material; the use of champions, advocates and role models who reflect the diversity of Toxteth; and programmes that reflect the sports, arts and culture of different ethnic and faith groups in the area
Centre does not meet annual outcome targets due to unforeseen circumstances	Performance risk	Low	Low	Low	Consequences according to severity. A significant failure is a high performance risk, and this in turn will impact on other risk categories: reputational, financial and operational. A moderate failure is a low impact risk	<p>Ensure people have the right skills and abilities, by providing training, personal development, CPD (continuing professional development) and capacity building as necessary. This will be articulated in the form of a management and staff development plan, endorsed by all partners and management group members.</p> <p>Appraisal process for staff, linked to performance review, performance incentives and reward</p> <p>An agreed process to deal with performance management of staff</p> <p>Clear roles, responsibilities, milestones and performance indicators for individual staff and teams</p> <p>Reliable and current information for staff about their own area of responsibility, linked to a quality assurance process that is understood by individuals and teams</p>
Centre fails to secure champions, patrons and advocates	Financial risk Performance risk	Low	Low	Low	It will be a tremendous help to Toxteth Fire Fit to secure champions, patrons and advocates. However, in itself, it would not represent a high impact risk if we did not. It would	<p>Networking skills and networking opportunities provided for management and other partners</p> <p>The effective marketing and promotion of the centre in the way set out in the marketing strategy and through networking and relationship building</p>

					arguably take longer to achieve a profile and reputation, particularly from outside Toxteth, but we would eventually, based on the evidence of what we have achieved.	
Centre fails to attract young women as well as young men	Performance risk Reputational risk	Medium	Low	Low to medium	Consequences according to severity. If the gender imbalance became significantly in favour of young men, this would be a failure of the vision. It may not necessarily pose a high impact risk operationally and financially, so long as overall targets for participation were being met, but we would judge ourselves harshly if we fail to become a resource for young and adult women in Toxteth.	All marketing and publicity to be attractive to young women as well as young men and adults The programme offer to be appropriate to the interests, sports, activities of young women as well as young men and adults - for example dance and drama and female field sports, and to encourage young women's football teams and other non-traditional sports for young women The engagement of female role models, for example sportswomen or women from music and the arts
Centre fails to attract a diversity of young people and adults that reflects	Performance risk Reputational risk	Medium	Low	Low to medium	Consequences according to severity. If this failure was significant, it could result in the centre being identified as "belonging" to one or a few of the	All marketing and publicity to be attractive to young people and adults of diverse ethnicity, faiths and cultures The programme offer to be appropriate to the interests, sports, activities of young people and adults of diverse ethnicity, faiths and

the ethnic, faith and cultural diversity of the area					many black and minority groups and faiths in Toxteth. This would have consequences for the centre and for Toxteth.	cultures The engagement of role models from diverse ethnicities, faiths and cultures, for example sportswomen, sportsmen, women and men from music and the arts
Centre increases participation but does not widen participation	Performance risk	Medium	Low	Low to medium	While this will represent a failure of the vision, it will not in itself pose a high impact risk, provided that young people and adults attend the centre for sports, arts and other activities in sufficient numbers. As above, however, we would judge ourselves as having failed our vision for the centre.	Work with youth support agencies and groups, such as those helping young people with drug or alcohol related difficulties, with homelessness, those working with young offenders and those at risk of offending, and groups working with pregnant teenagers and young single parents The use of role models who appeal to harder-to-reach young people, especially role models from the same streets who have overcome the same difficulties, including soldiers and ex-soldiers, musicians, martial arts and boxing champions, professional footballers, ex-prisoners and ex-gang members.

Below is a table that illustrates the primary tasks to undertake in the first year of operation. This will then form the basis for on-going years with adaptation and additions as part of service delivery. The actual delivery of the programme and activities will be delegated to the staffing team and monitored via the monthly review.

KEY TASKS YR 1	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN 14	FEB	MAR
Publicity – Various												
Target Marketing as per strategy												
Usage Target Monitoring												
Income Target Monitoring												
Project Outcomes Monitoring												
Probationary Period Review												
Fundraising Etc For Target Grants & Sponsorship												
Monthly Programme Review												
Monthly Financial Reporting												
Funders Returns As Due												
Monthly Review Feedback From Members												
Fundraising For Specific Projects												
Fundraising For Additional Staff												
Defects Reporting												
Reviewing Conformity & Compliance												
Staff Supervision												
Staff Appraisals												
Year 1 Evaluation												

12.APPENDICES

APPENDIX 1 – JOB DESCRIPTIONS

APPENDIX 2 – TOXTETH FIRE FIT HUB YOUTH & COMMUNITY DEVELOPMENT
PLAN 2013-2015 - DELIVERY PLAN IN SECTION 7