



Wirral Youth Zone

Appendices to Business Plan

April 2014

Appendices

- A. Memorandum of Association of the New Charitable Company**
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Company Number

Memorandum of Association for a Charitable Company

THE COMPANIES ACT 2006

COMPANY LIMITED BY GUARANTEE

Memorandum of Association of WIRRAL YOUTH ZONE

Each subscriber to this memorandum of association wishes to form a company under the Companies Act 2006 and agree to become a member of the company.

Name of each
Subscriber

Authentication by
each subscriber

Dated -----

ARTICLES OF ASSOCIATION FOR A CHARITABLE COMPANY

THE COMPANIES ACT 2006

COMPANY LIMITED BY GUARANTEE

Articles of Association of WIRRAL YOUTH ZONE

1. The company's name is WIRRAL YOUTH ZONE

(and in this document is called the "charity")

Interpretation

2. In the articles:

"address" means a postal address or, for the purposes of electronic communication, a fax number, an e-mail or postal address or a telephone number for receiving text messages in each case registered with the charity;

"the articles" means the charity's articles of association;

"the charity" means the company intended to be regulated by the articles;

"clear days" in relation to the period of a notice means a period excluding:

- the day when the notice is given or deemed to be given; and
- the day for which it is given or on which it is to take effect;

"the Commission" means the Charity Commission for England Wales;

"Companies Acts" means the Companies Acts (as defined in section 2 of the Companies Act 2006) insofar as they apply to the charity;

"the directors" means the directors of the charity. The directors are charity trustees as defined by section 177 of the Charities Act 2011;

"documents" includes, unless otherwise specified, any document sent or supplied in electronic form;

"electronic forms" has the meaning given in section 1168 of the Companies Act 2006;

"the memorandum" means the charity's memorandum of association;

"officers" includes the director and secretary (if any);

“the seal” means the common seal of the charity if it has one;

“secretary” means any person appointed to perform the duties of the secretary of the charity;

“the United Kingdom” means Great Britain and Northern Ireland; and

Words importing one gender shall include all genders, and the singular includes the plural and vice versa.

Unless the context otherwise requires words or expressions contained in the articles have the same meaning as in the Companies Acts but excluding any statutory modification not in force when the constitution becomes binding on the charity..

Apart from the exception mentioned in the previous paragraph a reference to an Act of Parliament includes any statutory modification or re-enactment of it for the time being in force.

Liability of members

3. The liability of the members is limited to a sum not exceeding £10, being the amount that each member undertakes to contribute to the assets of the charity in the event of it being wound up while he, she or it is a member or within one year after he, she or it ceases to be a member, for:

(1) payment of the charity’s debts and liabilities incurred before he, she or it ceases to be a member;

(2) payment of costs, charges and expenses of winding up; and

(3) adjustment of the rights of contributories amongst themselves.

Objects

4. The charity’s objects (“Objects”) are specifically restricted to the following:-

The charity’s objects are to help and educate children and young people resident in Wirral and Merseyside through their leisure time activities by promoting their full physical and spiritual potential in order that they may grow to full maturity as individuals and members of society and that their conditions of life may improve

Powers

5. The charity has power to do anything which is calculated to further its Object(s) or is conducive or incidental to doing so. In particular, the charity has power:

- (1) To promote an interest in youth work by maintaining contact with other bodies statutory and voluntary interested in the welfare of young people
- (2) To arouse public interest and recruit and arrange for the training of staff and volunteers
- (3) To cause to be written and printed or otherwise produced and circulated gratuitously or otherwise periodicals magazines books leaflets or other documents or films or record tapes.
- (4) To hold exhibitions meetings lectures classes seminars and courses either alone or with others.
- (5) To work with the parents /carers of children and young people.
- (6) To foster and undertake research into any aspect of the Objects of the Charity and its work and to disseminate the results of any such research;
- (7) To raise funds. In doing so, the charity must not undertake any substantial permanent trading activity and must comply with any relevant statutory regulations.
- (8) To buy, take on lease or in exchange, hire or otherwise acquire any property and to maintain and equip it for use;
- (9) To sell, lease or otherwise dispose of all or any part of the property belonging to the charity. In exercising this power, the charity must comply as appropriate with sections 117 to 123 of the Charities Act 2011.
- (10) To borrow money and to charge the whole or any part of the property belonging to the charity as security for repayment of the money borrowed or as security for a grant or the discharge of an obligation. The charity must comply as appropriate with sections 124 to 129 of the Charities Act 2011
- (11) To co-operate with other charities, voluntary bodies and statutory authorities and to exchange information and advice with them;
- (12) To establish or support any charitable trusts, associations or institutions formed for any of the charitable purposes included in the Objects;
- (13) To acquire, merge with or to enter into any partnership or joint venture arrangement with any other charity;
- (14) Subject to articles 6 and 7 to employ and remunerate any such architects, surveyors, solicitors, and other professional persons, workmen, clerks and other staff as are necessary for the furtherance of the objects of the charity.

- (15) To set aside income as a reserve against future expenditure but only in accordance with a written policy about reserves;
- (16) To employ and remunerate such staff as are necessary for carrying out the work of the charity. The charity may employ or remunerate a director only to the extent it is permitted to do so by article 7 and provided it complies with the conditions in that article;
- (17) To:
- (a) deposit or invest funds;
 - (b) employ a professional fund-manager; and
 - (c) arrange for the investments or other property of the charity to be held in the name of the nominee:
- in the same manner and subject to the same conditions as the trustees of a trust are permitted to do by the Trust Act 2000;
- (18) To provide indemnity insurance for the directors in accordance with, and subject to the conditions, in section 189 of the Charities Act 2011.
- (19) To pay out of the funds of the charity the costs of forming and registering the charity both as a company and as a charity;

Application of income and property

6. (1) The income and property of the charity shall be applied solely towards the promotion of the Objects.
- (2) (a) A director is entitled to be reimbursed from the property of the charity or may pay out of such property reasonable expenses properly incurred by him or her when acting on behalf of the charity.
- (b) A director may benefit from trustee indemnity insurance cover purchased at the charity's expense in accordance with and subject to the conditions in, section 189 of the Charities Act 2011.
- (c) A director may receive an indemnity from the charity in the circumstances specified in article 57.
- (d) A director may not receive any other benefit or payment unless it is authorised by article 7.

- (3) Subject to article 7, none of the income or property of the charity may be paid or transferred directly or indirectly by way of dividend bonus or otherwise by way of profit to any member of the charity. This does not prevent a member who is not also a director receiving:
 - (a) a benefit from the charity in the capacity of a beneficiary of the charity;
 - (b) reasonable and proper remuneration for any goods or services supplied to the charity.

Benefits and payments to charity directors and connected persons.

7 (1) No director or connected person may

- (a) buy goods or services from the charity on terms preferential to those applicable to other members of the public;
- (b) sell goods, services or any interest in land to the charity;
- (c) be employed by or receive any remuneration from the charity;
- (d) receive any financial benefit from the charity;

unless the payment is permitted by sub-clause (2) of this article, or authorised by the Court or the Charity Commission.

In this article a ‘financial benefit’ means a benefit, direct or indirect, which is either in money or has a monetary value.

Scope and powers permitting directors/connected persons’ benefits

- (2)
 - (a) A director or connected person may receive a benefit from the charity in the capacity of a beneficiary of the charity provided that a majority of the directors do not benefit in this way.
 - (b) A director or connected person may enter into a contract for the supply of services, or of goods that are supplied in connection with the provision of services to the charity where that is permitted in accordance with, and subject to the conditions in sections 185 to 186 of the Charities Act 2011
 - (c) Subject to sub-clause (3) of this article a director or connected person may provide the charity with goods that are not supplied

in connection with services provided to the charity by the director or connected person.

- (d) A director or connected person may receive interest on money lent to the charity at a reasonable and proper rate which must not be more than the Bank of England bank rate (known as the base rate).
- (e) A director or connected person may receive rent for premises let by the director or connected person to the charity. The amount of the rent and the other terms of the lease must be reasonable and proper. The director concerned must withdraw from any meeting at which such a proposal or the rent or other terms of the lease are under discussion.
- (f) A director or connected person may take part in the normal trading and fundraising activities of the charity on the same terms as members of the public.

Payment for the supply of goods only – controls

- (3) The charity and its directors may only rely upon the authority provided by sub-clause (2) (c) of this article if each of the following conditions is satisfied:
 - (a) The amount or maximum amount of the payment for the goods is set out in an agreement in writing between the charity or its directors (as the case may be) and the director or connected person supplying the goods (“the supplier”) under which the supplier is to supply the goods in question to or on behalf of the charity.
 - (b) The amount or maximum amount of the payment for the goods does not exceed what is reasonable in the circumstances for the supply of the goods in question.
 - (c) The other directors are satisfied that it is in the best interests of the charity to contract with the supplier rather than with someone who is not a director or connected person. In reaching that decision the directors must balance the advantage of contracting with a director or connected person against the disadvantages of doing so.
 - (d) The supplier is absent from the part of any meeting at which there is a discussion of the proposal to enter into a contract or arrangement with him her or it with regard to the supply of goods to the charity.

- (e) The supplier does not vote on any such matter and is not to be counted when calculating whether a quorum of directors is present at the meeting.
 - (f) The reason for their decision is recorded by the directors in the minute book.
 - (g) A majority of the directors then in office are not in receipt of remuneration or payments authorised by article 7.
- (4) In sub-clauses (2) and (3) of this article;
- (a) “charity” shall include any company in which the charity:
 - (i) holds more than 50% of the shares, or
 - (ii) controls more than 50% of the voting rights attached to the shares, or
 - (iii) has the right to appoint one or more directors to the board of the company;
 - (b) “connected person” includes any person within the definition in article 61 ‘Interpretation’.

Declaration of directors’ interests

- 8 A director must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the charity or in any transaction or arrangement entered into by the charity which has not previously been declared. A director must absent himself or herself from any discussions of the charity directors in which it is possible that a conflict will arise between his or her duty to act solely in the interests of the charity and any personal interest (including but not limited to any personal financial interest).

Conflicts of interests and conflicts of loyalties

9. (1) If a conflict of interest arises for a director because of a duty of loyalty owed to another organisation or person and the conflict is not authorised by virtue of any other provision in the articles, the unconflicted directors may authorise such a conflict of interest where the following conditions apply:
- (a) the conflicted director is absent from the part of the meeting at which there is discussion of any arrangement or transaction affecting that other organisation or person;
 - (b) the conflicted director does not vote on any such matter and is not to be counted when considering whether a quorum of directors is present at the meeting; and

- (c) the unconflicted directors consider it is in the interests of the charity to authorise the conflict of interests in the circumstances applying.
- (2) In this article a conflict of interests arising because of a duty of loyalty owed to another organisation or person only refers to such a conflict which does not involve a direct or indirect benefit of any nature to a director or connected person.

Members

10. (1) The subscribers to the memorandum are the first members of the charity.
- (2) Membership is open to other individuals or organisations who:
- (a) apply to the charity in the form required by the directors; and
 - (b) are approved by the directors.
- (3) (a) The directors may only refuse an application for membership if, acting reasonably and properly, they consider it to be in the best interests of the charity to refuse the application.
- (b) The directors must inform the applicant in writing of the reasons for the refusal within twenty-one days of the decision.
- (c) The directors must consider any written representations the applicant may make about the decision. The directors' decision following any written representations must be notified to the applicant in writing but shall be final.
- (4) Membership is not transferable.
- (5) The directors must keep a register of names and addresses of the members.

Class of membership

- 11 (1) The directors may establish classes of membership with different rights and obligations and shall record the rights and obligations in the register of members.
- (2) The directors may not directly or indirectly alter the rights or obligations attached to a class of membership.
- (3) The rights attached to a class of membership may only be varied if:

- (a) three-quarters of the members of that class consent in writing to the variation; or
 - (b) a special resolution is passed at a separate general meeting of the members of that class agreeing to the variation.
- (4) The provisions in the articles about general meetings shall apply to any meeting relating to the variation of the rights of any class of membership.

Termination of membership

12. Membership is terminated if:

- (1) the member dies or, if it is an organisation, ceases to exist;
- (2) the member resigns by written notice to the charity unless, after the resignation, there would be less than two members;
- (3) any sum due from the member to the charity is not paid in full within six months of it falling due;
- (4) the member is removed from membership by a resolution of the directors that it is in the best interests of the charity that his or her or its membership is terminated. A resolution to remove a member from membership may only be passed if:
 - (a) the member has been given at least twenty-one days' notice in writing of the meeting of the directors at which the resolution will be proposed and the reasons why it is to be proposed;
 - (b) the member or, at the option of the member, the member's representative (who need not be a member of the charity) has been allowed to make representations to the meeting.

General meetings

13. (1) The charity must hold its first annual general meeting with eighteen months after the date of its incorporation.
- (2) An annual general meeting must be held in each subsequent year and not more than fifteen months may elapse between successive annual general meetings.
14. The directors may call a general meeting at any time.

Notice of general meetings

15. (1) The minimum periods of notice required to hold a general meeting of the charity are:
 - (a) twenty-one clear days for an annual general meeting or a general meeting called for the passing of a special resolution;
 - (b) fourteen clear days for all other general meetings.
 - (2) A general meeting may be called by shorter notice if it is so agreed by a majority in number of members having a right to attend and vote at the meeting, being a majority who together hold not less than 90 percent of the total voting rights.
 - (3) The notice must specify the date time and place of the meeting and the general nature of the business to be transacted. If the meeting is to be an annual general meeting, the notice must say so. The notice must also contain a statement setting out the rights of members to appoint a proxy under section 324 of the Companies Act 2006 and article 22.
 - (4) The notice must be given to all the members and to the directors and auditors.
16. The proceedings at a meeting shall not be invalidated because a person who was entitled to receive notice of the meeting did not receive it because of an accidental omission by the charity.

Proceedings at general meetings

17. (1) No business shall be transacted at any general meeting unless a quorum is present.
- (2) A quorum is:
 - (a) 3 members present in person or by proxy and entitled to vote upon the business to be conducted at the meeting; or
 - (b) one tenth of the total membership at the timewhichever is the greater.
- (3) The authorised representative of a member organisation shall be counted in the quorum.

18. (1) If:
 - (a) a quorum is not present within half an hour from the time appointed for the meeting: or
 - (b) during a meeting a quorum ceases to be present;

the meeting shall be adjourned to such time and place as the directors shall determine.

 - (2) The directors must reconvene the meeting and must give at least seven clear days' notice of the reconvened meeting stating the date, time and place of the meeting.
 - (3) If no quorum is present at the reconvened meeting with fifteen minutes of the time specified for the start of the meeting the members present in person or by proxy at that time shall constitute the quorum for that meeting.
19. (1) General meetings shall be chaired by the person who has been appointed to the chair meetings of the directors.
 - (2) If there is no such person or he or she is not present within fifteen minutes of the time appointed for the meeting a director nominated by the directors shall chair the meeting.
 - (3) If there is only one director present and willing to act, he or she shall chair the meeting.
 - (4) If no director is present and willing to chair the meeting within fifteen minutes after the time appointed for holding it, the members present in person or by proxy and entitled to vote must choose one of their number to chair the meeting.
20. (1) The members present in person or by proxy at a meeting may resolve by ordinary resolution that the meeting shall be adjourned.
 - (2) The person who is chairing the meeting must decide the date, time and place at which the meeting is to be reconvened unless those details are specified in the resolution.
 - (3) No business shall be conducted at a reconvened meeting unless it could properly have been conducted at the meeting had the adjournment not taken place.

- (4) If a meeting is adjourned by a resolution of the members for more than seven days, at least seven clear days' notice shall be given of the reconvened meeting stating the date, time and place of the meeting.
21. (1) Any vote at a meeting shall be decided by a show of hands unless before, or on the declaration of the result of, the show of hands a poll is demanded:
- (a) by the person chairing the meeting; or
 - (b) by at least two members present in person or by proxy and having the right to vote at the meeting; or
 - (c) by a member or members present in person or by proxy representing not less than one-tenth of the total voting rights of all the members having the right to vote at the meeting.
- (2) (a) The declaration by the person who is chairing the meeting of the result of a vote shall be conclusive unless a poll is demanded.
- (b) The result of the vote must be recorded in the minutes of the charity but the number or proportion of votes cast need not be recorded.
- (3) (a) A demand for a poll may be withdrawn, before the poll is taken, but only with the consent of the person who is chairing the meeting.
- (b) If the demand for a poll is withdrawn the demand shall not invalidate the result of a show of hands declared before the demand was made.
- (4) (a) A poll must be taken as the person who is chairing the meeting directs, who may appoint scrutineers (who need not be members) and who may fix a time and place for declaring the results of the poll.
- (b) The result of the poll shall be deemed to be the resolution of the meeting at which the poll is demanded.
- (5) (a) A poll demanded on the election of a person to chair a meeting or on a question of adjournment must be taken immediately.
- (b) A poll demanded on any other question must be taken either immediately or at such time and place as the person who is chairing the meeting directs.

- (c) The poll must be taken within thirty days after it has been demanded.
- (d) If the poll is not taken immediately at least seven clear days' notice shall be given specifying the time and place at which the poll is to be taken.
- (e) If a poll is demanded the meeting may continue to deal with any other business that may be conducted at the meeting:-

Content of proxy notices

22. (1) Proxies may only validly be appointed by a notice in writing (a "proxy notice") which –
- (a) states the name and address of the member appointing the proxy;
 - (b) identifies the person appointed to be that member's proxy and the general meeting in relation to which that person is appointed.
 - (c) is signed by or on behalf of the member appointing the proxy, or is authenticated in such manner as the directors may determine; and
 - (d) is delivered to the charity in accordance with the articles and any instructions contained in the notice of the general meeting to which they relate.
- (2) The charity may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.
- (3) Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.
- (4) Unless a proxy notice indicates otherwise, it must be treated as:-
- (a) allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and
 - (b) appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

Delivery of proxy notices

- 22A (1) A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the charity by or on behalf of that person.
- (2) An appointment under a proxy notice may be revoked by delivering to the charity a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.
- (3) A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.
- (4) If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

Written resolutions

23. (1) A resolution in writing agreed by a simple majority (or in the case of a special resolution by a majority of not less than 75%) of members who would have been entitled to vote upon it had it been proposed at a general meeting shall be effective provided that:
- (a) a copy of the proposed resolution has been sent to every eligible member;
- (b) a simple majority (or in the case of a special resolution a majority of not less than 75%) of the members has signified its agreement to the resolution; and
- (c) it is contained in an authenticated document which has been received at the registered office within the period of 28 days beginning with the circulation date.
- (2) A resolution in writing may comprise several copies to which one or more members have signified their agreement.
- (3) In the case of a member that is an organisation, its authorised representative may signify its agreement.

Votes by members

24. Subject to article 11, every member, whether an individual or an organisation, shall have one vote.

25. Any objection to the qualification of any voter must be raised at the meeting at which the vote is tendered and the decision of the person who is chairing the meeting shall be final.
26. (1) Any organisation that is a member of the charity may nominate any person to act as its representative at any meeting of the charity.
- (2) The organisation must give written notice to the charity of the name of its representative. The representative shall not be entitled to represent the organisation at any meeting unless the notice has been received by the charity. The representative may continue to represent the organisation until written notice to the contrary is received by the charity.
- (3) Any notice given to the charity will be conclusive evidence that the representative is entitled to represent the organisation or that his or her authority has been revoked. The charity shall not be required to consider whether the representative has been properly appointed by the organisation.

Directors

27. (1) A director must be a natural person aged 16 years or older.
- (2) No one may be appointed a director if he or she would be disqualified from acting under the provisions of article 39.
28. The number of directors shall not be less than three but (unless otherwise determined by ordinary resolution) shall not be subject to any maximum.
29. The first directors shall be those persons notified to Companies House as the first directors of the charity.
30. A director may not appoint an alternate director or anyone to act on his or her behalf at meetings of the directors.

Power of directors

31. (1) The directors shall manage the business of the charity and may exercise all the powers of the charity unless they are subject to any restrictions imposed by the Companies Acts, the articles or any special resolution.
- (2) No alteration of the articles or any special resolution shall have retrospective effect to invalidate any prior act of the directors.
- (3) Any meeting of directors at which a quorum is present at the time of the relevant decision is made may exercise all the powers exercisable by the directors.

Retirement of the directors

32. At the first annual general meeting all the directors must retire from office unless by the close of the meeting the members have failed to elect sufficient directors to hold a quorate meeting of the directors. At each subsequent annual general meeting one-third of the directors or, if their number is not three or a multiple of three, the number nearest to one-third, must retire from office. If there is only one director he or she must retire.
- 33 (1) The directors to retire by rotation shall be those who have been longest in office since their last appointment. If any directors became or were appointed directors on the same day those to retire shall (unless they otherwise agree among themselves) be determined by lot.
- (2) If a director is required to retire at an annual general meeting by a provision of the articles the retirement shall take effect upon the conclusion of the meeting.

Appointment of directors

34. The charity may by ordinary resolution:
- (1) appoint a person who is willing to act to be a director; and
- (2) determine the rotation in which any additional directors are to retire.
35. No person other than a director retiring by rotation may be appointed a director at any general meeting unless:
- (1) he or she is recommended for re-election by the directors; or
- (2) not less than fourteen nor more than thirty-five clear days before the date of the meeting, the charity is given a notice that:
- (a) is signed by a member entitled to vote at the meeting;
- (b) states the member's intention to propose the appointment of a person as a director;
- (c) contains the details that, if the person were to be appointed, the charity would have to file at Companies House; and
- (d) is signed by the person who is to be proposed to show his or her willingness to be appointed.
36. All members who are entitled to receive notice of a general meeting must be given not less than seven nor more than twenty-eight clear days' notice of any

resolution to be put to the meeting to appoint a director other than a director who is to retire by rotation.

37. (1) The directors may appoint a person who is willing to act to be a director.
- (2) A director appointed by a resolution of the other directors must retire at the next annual general meeting and must not be taken into account in determining the directors who are to retire by rotation.
38. The appointment of a director, whether by the charity in general meeting or by the other directors, must not cause the number of directors to exceed any number fixed as the maximum number of directors.

Disqualification and removal of directors

39. A director shall cease to hold office if he or she:
- (1) ceases to be a director by virtue of any provision in the Companies Acts or is prohibited by law from being a director;
 - (2) is disqualified from acting as a trustee by virtue of sections 80 and 178 and 179 of the Charities Act 2011 (or any statutory re-enactment or modification of those provisions);
 - (3) ceases to be a member of the charity;
 - (4) becomes incapable by reason of mental disorder, illness or injury of managing and administering his or her own affairs;
 - (5) resigns as a director by notice to the charity (but only if at least two directors will remain in office when the notice of resignation is to take effect); or
 - (6) is absent without the permission of the directors from all their meetings held within a period of six consecutive months and the directors resolve that his or her office be vacated.

Remuneration of directors

40. The directors must not be paid any remuneration unless it is authorised by article 7.

Proceedings of directors

41. (1) The directors may regulate their proceedings as they think fit, subject to the provisions of the articles.

- (2) Any director may call a meeting of the directors.
 - (3) The secretary (if any) must call a meeting of the directors if requested to do so by a director.
 - (4) Questions arising at a meeting shall be decided by a majority of votes.
 - (5) In the case of equality of votes, the person who is chairing the meeting shall have a second or casting vote
 - (6) A meeting may be held by suitable electronic means agreed by the directors in which each participant may communicate with all the other participants
42. (1) No decision may be made by a meeting of the directors unless a quorum is present at the time the decision is purported to be made [“present” includes being present by suitable electronic means agreed by the directors in which a participant or participants may communicate with all the other participants.]
- (2) The quorum shall be two or the number nearest to one-third of the total number of directors whichever is the greater, or such larger number as may be decided from time to time by the directors.
 - (3) A director shall not be counted in the quorum present when any decision is made about a matter upon which that director is not entitled to vote.
43. If the number of directors is less than the number fixed as the quorum, the continuing directors or director may act only for the purpose of filling vacancies or of calling a general meeting.
44. (1) The directors shall appoint a director to chair their meetings and may at any time revoke such appointment.
- (2) If no-one has been appointed to chair meetings of the directors or if the person appointed is unwilling to preside or is not present within ten minutes after the time appointed for the meeting, the directors present may appoint one of their number to chair that meeting.
 - (3) The person appointed to chair meetings of the directors shall have no function or powers except those conferred by the articles or delegated to him or her by the directors.
45. (1) A resolution in writing or in electronic form agreed by all the directors entitled to receive notice of a meeting of directors and to vote upon the resolution shall be as valid and effectual as if it had been passed at a meeting of the directors duly convened and held.

- (2) The resolution in writing may comprise several documents containing the text of the resolution in like form to each of which one or more directors has signified their agreement.

Delegation

46. (1) The directors may delegate any of their powers or functions to a committee of two or more directors but the terms of any delegation must be recorded in the minute book.
- (2) The directors may impose conditions when delegating, including the conditions that:
 - (a) the relevant powers are to be exercised exclusively by the committee to whom they delegate;
 - (b) no expenditure may be incurred on behalf of the charity except in accordance with a budget previously agreed with the directors.
- (3) The directors may revoke or alter a delegation.
- (4) All acts and proceedings of any committees must be fully and promptly reported to the directors.

Declaration of directors' interests

47. (1) Subject to article 47(2), all acts done by a meeting of directors, or of a committee of directors, shall be valid notwithstanding the participation in any vote of a director;
 - (a) who was disqualified from holding office;
 - (b) who had previously retired or who had been obliged by the articles to vacate office;
 - (c) who was not entitled to vote in the matter, whether by reason of conflict of interest or otherwise;if without;
 - (d) the vote of that director; and
 - (e) that director being counted in the quorum

the decision has been made by a majority of the directors at a quorate meeting.

- (2) Article 47 (1) does not permit a director or a connected person to keep any benefit that may be conferred on him or her by a resolution of the directors or of a committee of directors if, but for article 47 (1), the resolution would have been void, or of the director has not complied with article 8

Seal

- 48 If the charity has a seal it must only be used by the authority of the directors or of a committee of directors authorised by the directors. The directors may determine who shall sign any instrument to which the seal is affixed and unless otherwise so determined it shall be signed by a director and by the secretary (if any) or by a second director.

Minutes

49. The directors must keep minutes of all:
- (1) appointments of officers made by the directors;
 - (2) proceedings at meetings of the charity;
 - (3) meetings of the directors and committees of directors including:
 - (a) the names of the directors present at the meeting;
 - (b) the decisions made at the meetings; and
 - (c) where appropriate the reasons for the decisions.

Accounts

- 50 (1) The directors must prepare for each financial year accounts as required by the Companies Acts. The accounts must be prepared to show a true and fair view and follow accounting standards issued or adopted by the Accounting Standards Board or its successors and adhere to the recommendations of applicable Statements of Recommended Practice.
- (2) The directors must keep accounting records as required by the Companies Acts.

Annual Report and Return and Register of Charities

- 51 (1) The directors must comply with the requirements of the Charities Act 2011 with regard to the:
- (a) transmission of a copy of the statements of account to the Commission;
 - (b) preparation of an Annual Report and its transmission to the Commission;
 - (c) preparation of an Annual Return and its transmission to the Commission.
- (2) The directors must notify the Commission promptly of any changes to the charity's entry on the Central Register of Charities.

Means of communication to be used

- 52 (1) Subject to the articles, anything sent or supplied by or to the charity under the articles may be sent or supplied in any way in which the Companies Act 2006 provides for the documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the charity.
- (2) Subject to the articles, any notice or document to be sent or supplied to a director in connection with the taking of decisions by directors may also be sent or supplied by the means by which that director has asked to be sent or supplied with such notices or documents for the time being.
53. Any notice to be given to or by any person pursuant to the articles:
- (1) must be in writing; or
 - (2) must be given in electronic form.
54. (1) The charity may give any notice to a member either:
- (a) personally; or
 - (b) by sending it by post in a prepaid envelope addressed to the member at his or her address; or
 - (c) by leaving it at the address of the member; or
 - (d) by giving it in electronic form to the member's address.
 - (e) by placing the notice on a website and providing the person with notification in writing or in electronic form of the presence of the

notice on the website. The notification must state that it concerns a notice of a company meeting and must specify the place date and time of the meeting

- (2) A member who does not register an address with the charity or who registers only a postal address that is not within the United Kingdom shall not be entitled to receive any notice from the charity.
55. A member present in person at any meeting of the charity shall be deemed to have received notice of the meeting and of the purposes for which it was called.
56. (1) Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given.
- (2) Proof that an electronic form of notice was given shall be conclusive where the company can demonstrate that it was properly addressed and sent, in accordance with section 1147 of the Companies Act 2006.
- (3) In accordance with section 1147 of the Companies Act 2006 notice shall be deemed to be given:
- (a) 48 hours after the envelope containing it was posted; or
 - (b) in the case of an electronic form of communication, 48 hours after it was sent.

Indemnity

- 57 (1) The charity shall indemnify a relevant director against any liability incurred by him or her in that capacity, to the extent permitted by section 232 to 234 of the Companies Act 2006.
- (2) In this article a “relevant director” means any director or former director of the charity.

Rules

- 58 (1) The directors may from time to time make such reasonable and proper rules or bye laws as they may deem necessary or expedient for the proper conduct and management of the charity.
- (2) The bye laws may regulate the following matters but are not restricted to them:
- (a) the admission of members of the charity (including the admission of organisations to membership) and the rights and privileges of such members, and the entrance fees, subscriptions and other fees or payments to be

made by members;

- (b) the conduct of members of the charity in relation to one another, and to the charity's employees and volunteers;
 - (c) the setting aside of the whole or any part or parts of the charity's premises at any particular time or times or for any particular purpose or purposes;
 - (d) the procedure at general meetings and meetings of the directors in so far as such procedure is not regulated by the Companies Acts or by the articles;
 - (e) generally, all such matters as are commonly the subject matter of company rules.
- (3) The charity in general meeting has the power to alter, add to or repeal the rules or bye laws.
- (4) The directors must adopt such means as they think sufficient to bring the rules and bye laws to the notice of members of the charity.
- (5) The rules or bye laws shall be binding on all members of the charity. No rule or bye law shall be inconsistent with, or shall affect or repeal anything contained in, the articles.

Disputes

59. If a dispute arises between the members of the charity about the validity or propriety of anything done by the members of the charity under these articles, and the dispute cannot be resolved by agreement, the parties to the dispute must first try in good faith to settle the dispute by mediation before resorting to litigation

Dissolution

60. (1) The members of the charity may at any time before, and in expectation of, its dissolution resolve that any net assets of the charity after all its debts and liabilities have been paid, or provision has been made for them, shall on or before the dissolution of the charity be applied or transferred in any of the following ways;
- (a) directly for the Objects; or
 - (b) by transfer to any charity or charities for purposes similar to the Objects; or
 - (c) to any charity or charities for use for particular purposes

that fall within the Objects.

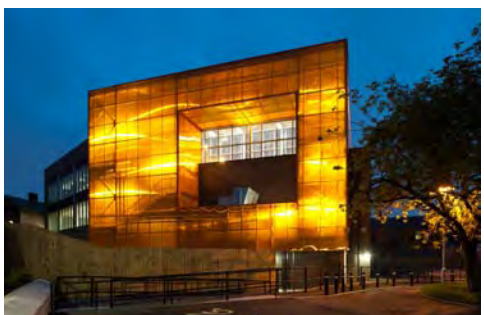
- (2) Subject to any such resolution of the members of the charity, the directors of the charity may at any time before and in expectation of its dissolution resolve that any net assets of the charity after all its debts and liabilities have been paid, or provision made for them, shall on or before dissolution of the charity be applied or transferred:
 - (a) directly for the Objects; or
 - (b) by transfer to any charity or charities for purposes similar to the Objects; or
 - (c) to any charity or charities for use for particular purposes that fall within the Objects.
- (3) In no circumstances shall the net assets of the charity be paid to or distributed among the members of the charity (except to a member that is itself a charity) and if no resolution in accordance with article 60(1) is passed by the members or the directors the net assets of the charity shall be applied for charitable purposes as directed by the Court or the Commission.

Interpretation

61. In article 7, sub-clause (2) of article 9 and sub-clause (2) of article 47 'connected person means:

- (1) a child, parent, grandchild, grandparent, brother or sister of the director;
- (2) the spouse or civil partner of the director or of any person falling within sub-clause (1) above;
- (3) a person carrying on business in partnership with the director or with any person falling within sub-clause (1) or (2) above;
- (4) an institution which is controlled –
 - (a) by the director or any connected person falling within sub-clause (1), (2), or (3) above; or
 - (b) by two or more persons falling within sub-clause 4 (a) when taken together
- (5) a body corporate in which
 - (a) the director or any connected person falling within sub-clauses (1) to (3) has a substantial interest; or

- (b) two or more persons falling within sub-clause 5 (a) who, when taken together have a substantial interest.
- (c) Sections 350 -352 of the Charities Act 2011 apply for the purposes of interpreting the terms used in this article.



[INSERT
LOCATION]
YOUTH ZONE



DESIGN
COMPETITION
DEVELOPMENT
BRIEF

[Insert Date]

Contents

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1. Introduction

OnSide

OnSide was established as a regional charity in 2008 with a vision of creating a network of 21st Century Youth Zones which give young people top quality, safe and affordable places to go in their leisure time.

OnSide Youth Zones provide opportunities and challenges that inspire young people to lead healthier and more positive lives, raising their aspirations so they grow up to become happy, caring and responsible citizens, with more to offer themselves, their families, the community and employers. Having opportunities to try new things and face challenges in a safe environment, supported by staff and volunteers who care, gives young people the chance to build career skills, life skills and confidence.

There are now five OnSide Youth Zones (in Blackburn, Carlisle, Manchester, Oldham and Wigan) with several more in various stages of development and OnSide is committed to extending its vision and network of Youth Zones beyond the North West. Further information on OnSide and its projects can be found at www.onsidenorthwest.org

Onside has its roots in Bolton Lads & Girls Club which was the first youth facility on this scale in the country and has repeatedly been cited as a model of best practice, now working, on a weekly basis, with more than 3,000 children and young people. Further information on the Club and its activities can be found at www.blgc.co.uk

[Insert Location] Youth Zone

In common with all Youth Zones in the OnSide network, **[insert location]** Youth Zone will be a separate Registered Charity, a stand-alone organisation receiving support and encouragement from OnSide and others but independent, self-sufficient and sustainable. The project will be a shining example of a true public/private sector partnership with funding leadership, management and drive coming from the local business community and funding and key strategic support provided by **[insert name of Local Authority]**.

[Insert brief details of the individual Youth Zone charity including, as appropriate:

- The project champion and other private sector supporters; and
- The Council's contribution to the project]

[Insert name of current site owner] has agreed to 'gift' the site described in sections 4 and 5 below for the construction and delivery of a new world class youth facility serving the young people of **[insert location]** and surrounding areas.

[Insert location] Youth Zone will be the client for the project and this brief sets out its criteria for the successful design submission.

2. The Facility - Vision and Purpose

If you talk to any group of young people and ask them what they need in their communities, you will get a consistent, realistic and simple answer. They will ask for:

- Somewhere to go;
- Something to do; and
- Someone to talk to.

When they ask for 'somewhere to go', it is so important that we provide somewhere which is perceived by young people as bright, modern, safe and affordable. Over the past 20 -30 years there has been enormous investment in an infrastructure of leisure, sporting and recreational opportunities for adults. Yet in the same period, we have spent next to nothing on facilities and opportunities for young people. Anything dark, dirty, inadequate, only open a couple of nights a week and rooted in the 1970's will not be popular with today's young people and they deserve better. Any new facilities we provide have to be fit for purpose and comparable with the offer adults enjoy.

[Insert location] Youth Zone will continue the latest generation of flagship facilities for young people, being built in prominent positions in the heart of town and city centres. Indeed the supporters of the project have ambitions for the facility in [insert name of town/city] to be the best of its kind. This is an exciting opportunity to be involved in the design of a landmark building which will make a strong visual statement and will be finished to a high internal specification, with the best equipment, and a clear focus on the quality of the environment and facilities.

The new building will offer a wide range of sporting, artistic, cultural, physical and recreational activities for young people aged 8 to 19 years (up to 25 years for those with disabilities and/or learning difficulties). It will be accessible and affordable by all and will be open long hours (approximately 8am to 10pm) every day of the year. It is important that the Club is open to all children and young people of the area and especially those from disadvantaged families, whose lives already lack discipline and structure, because what young people do in their leisure time has a huge impact on their personal health and well-being and on their future prospects.

In addition to providing facilities for this universal service of leisure-time activities, the building will also include areas suitable for more targeted work with young people including training, mentoring, group work and project areas to accommodate information, advice, guidance and general support services.

More details of the requirements for the building are given later in this brief but some of the main operational facilities at [insert location] Youth Zone will be:

- A bright attractive reception area
- A large open recreation area, incorporating café facilities and informal activity space

- Catering facilities
- A four court sports hall
- A fitness suite
- A climbing wall and separate bouldering wall (if space permits)
- A boxing and martial arts gym
- A dance and performing arts studio
- Arts & crafts areas (both in an informal space within the recreation area and a separate project room)
- Music and multi-media rooms
- Training facilities (which can be incorporated within the Board room)
- Facilities for enterprise and employability projects
- Focused areas specialising in health, beauty and wellbeing
- A range of other rooms/spaces (with associated storage) suitable for flexible use and a variety of activities.
- Some smaller rooms/spaces which are suitable for one-to-one engagements or work with small groups of young people.
- Outdoor multi-use games areas
- Outdoor informal recreation areas

Attractive circulation spaces should link the activity areas and central open plan spaces at ground floor (particularly the recreation area) and should be able to offer visitors the opportunity for informal activity or simply the chance to socialise with friends in a bright, airy and attractive environment. Moving around the building, the design should provide opportunities for young people to view the activities on offer. This will both encourage participation and offer an environment in which young people feel safe.

It is expected that between 1,500 and 2,000 children and young people will visit the Youth Zone each week and there could be up to 300 attending at any one time.

The facility is expected to have a full time workforce of approximately 15 (perhaps rising to 20) and approximately 50 part-time positions. This will be supplemented by up to 100 active community volunteers. However, the members of staff and volunteers will work very different shift patterns and the vast majority will be involved exclusively in face to face work with young people. There are unlikely to be more than ten full-time staff (requiring workstations or access to 'hot desks') in the building during the daytime and probably in the order of 15 – 25 delivery staff and volunteers during evening and weekend sessions.

3. Architectural Competition - Summary of Requirements

You are invited, as one of a shortlist of [insert number], to compete for the role of Architect for [insert location] Youth Zone.

Bidders are required to present their proposals for the new [insert location] Youth Zone to a panel comprising the [insert details of panel] in a presentation lasting no longer than 30 minutes with Questions and Answers (up to 15-20 minutes) by the panel.

The presentations will take place on [insert date time and location]

There is no standard format for the presentation. However, within your presentation of the development proposal and any supporting documents, there is a requirement to set out the following information:

- **relevant experience and track record, including experience of presenting to wider groups e.g. consultation on concepts to young people and business groups / stakeholders, and of acting on behalf of public / private sector partnerships;**
- **design proposals including indicative plans, external elevations and site layouts, planning considerations and design rationale for the building and surrounding land;**
- **practice history, organisation chart, resources and CV's for key staff members;**
- **audited financial accounts;**
- **references;**
- **professional indemnity insurance;**
- **preferred professional team members (see later for definition of scope);**
- **fee proposal based on RIBA Stages and resource allocations.**

In addition to the information set out in this Development Brief, there will be an opportunity to visit and understand one or more of the established Youth Zones. This is considered an important part of the due diligence required in order to present proposals for the new [insert location] Youth Zone.

Further to confirmation of your wish to participate in this competition, please contact Rob Carter (rob.carter@onsidenorthwest.org 01204 362128 or 07931 377970) to arrange your Youth Zone visit(s). To minimise disruption, you should not contact the Youth Zones direct.

The aspiration to procure a new state of the art Youth Zone in [insert location] includes a key project objective to ensure that the aesthetics and quality standards established as part of the client brief are delivered by the contractor.

Based upon experience of other similar facilities, the funding discussions have been based on a construction cost of [insert construction budget] excluding VAT, professional fees and Fixtures, Fittings & Equipment. The total project budget is [insert overall project budget] excluding VAT. [The project expects to obtain HMRC approval to avoid liability for VAT on the construction cost and directly associated fees]. It is expected that the chosen architect will bring to the project the ability to offer an innovative design that is uncompromising in quality, provision of facilities and durability whilst achieving the best possible value for money.

The Client is keen to identify a robust timescale and cost plan for the project and to ensure delivery on time, on budget and without issue. It is open for the Bidder to propose its preferred method of achieving these objectives.

To help achieve these objectives the Architect may wish to propose an appropriate design team to include the following members:

- i. Civil and structural engineer;
- ii. Mechanical and electrical consultant;
- iii. Landscape architect (if required);
- iv. CDM co-ordinator.

The preferred design team will work with the Project Manager, Employer's Agent and Quantity Surveyors appointed by [insert location] Youth Zone to ensure the delivery of the project in line with expectations of quality, timescale and budget. The Project Manager will act as Lead Consultant for the project team.

It is also envisaged that the Architect and the preferred design team will offer comments on the requirements for the following services in connection with the project:

- i. Acoustic consultancy;
- ii. Fire engineering;
- iii. Traffic and highways consultancy;
- iv. Ecology and arboricultural consultancy;
- v. Site investigations including flood risk and archaeology;
- vi. BREEAM or EPC consultancy.

The Architect will be responsible for the co-ordination of the preferred design team to design the building to an exacting detail on behalf of the client team.

A key requirement of the Architect, as lead designer within the design team, will be to ensure that the design standards are fully integrated within the design.

Other key elements of the design development should be:-

-
- Efficiency and flexibility of the M&E;
 - Suitability of the security of the building for its intended use; and
 - The sustainability credentials of this landmark building.

We would expect representatives of the Bidder's preferred key advisors to be represented at the presentation to demonstrate their capability and understanding of the project requirements.

The intended procurement route will be a single stage competitive Design and Build approach based on a fully designed and co-ordinated design led by the Architect. For tender purposes we expect robust information at RIBA Stage E to be produced and issued. As part of your submission we require a detailed design production programme that clearly identifies milestones and the need for client review and interaction. This design programme should make allowance for the following:

- i. Interaction with key stakeholders and project supporters;
- ii. Design workshops for young people on focused areas of the design (such as envelope treatment, internal finishes and fixtures);
- iii. Coordination meetings and review periods for significant specialist FF&E (such as the climbing wall and multi-use games areas).

The Architect will remain the design principal reporting into the Project Manager who will act as Lead Consultant for the project team. To ensure that our objectives for quality and serviceability are delivered, it is also our intention that the design team, as well as other retained design consultants, maintain a "quality control audit / role" on behalf of the client under the terms of their appointments.

4. The Development Site - [insert location]

[insert site details]

[Include information such as:

- Location in relation to the town/city centre;
- Site area;
- Any available information about historic use/existing buildings]

Also consider suitably amended versions of the following paragraphs:

This project proposes to reutilise the site to provide facilities for a Youth Zone, a new-build, state of the art facility, developed around the needs of the children and young people of [insert location]. The building itself should be designed to match the aspiration to create a world class facility and complement [insert details of any nearby buildings which might demonstrate the role good design can play in transforming perceptions of an area].

Whilst appropriate for the new Youth Zone, once publicised, the proposals for the redevelopment of the site may create significant media interest. Inevitably, as with any redevelopment of a town or city centre site, this could lead to disquiet or objection. The project partners wish to select an Architect who can work alongside the Project Manager and engage with [insert name of Local Authority] prior to any publicity. It is therefore essential that proposals are produced on an entirely confidential basis. Bidders should therefore not contact any party, other than members of the preferred design team, OnSide and [insert other as appropriate]. If you have any queries on this matter, please contact Rob Carter (rob.carter@onsidenorthwest.org 01204 362128 or 07931 377970) in the first instance.

5. Plan of the Proposed Site

[Insert Google map image with site identified]

Below is the red line site boundary.

[Insert red line site plan]

Note:

The site is owned by [Insert name of land owner] and has been earmarked for the construction of the Youth Zone. The parties are currently negotiating terms for a lease (and associated legal matters) to secure the site. It is expected that a lease of 125 years, without premium and at a peppercorn rent will be granted.

6. New Building Requirements

The table of requirements, below, is intentionally not too prescriptive. There are certain 'minimum offer' facilities and some activity areas (for example, the sports hall and external multi-use games areas) must, by their nature, be of designated sizes, incorporating standard specifications. However there is considerable flexibility for the size, layout and specifications of many activity areas and ancillary spaces. This will allow bidders considerable freedom to demonstrate innovation in design and imagination in layout.

Extensive work with young people in developing Youth Zones for other areas has highlighted that, in addition to needing space for a very wide range of diverse activities, there are some common themes in what they want a building to deliver. Whilst some of these relate to physical aspects of design, others relate more to an emotional aspect and how the young people want to 'feel' when participating in activities and moving from one activity area to another. Some of these common themes are:

- An iconic building which makes a strong visual statement. It should be functional and inspirational, not institutional, with a 'WOW' factor to send a clear message that young people matter.
- A building designed and equipped to the highest standards, making young people feel 'valued' as members of their communities.
- A welcoming entrance and reception.
- Some bright airy spaces.
- A very safe environment.
- High degrees of connectivity between activity areas (except for rooms where privacy is required).
- A desire for the design to demonstrate some environmental and sustainability awareness (within budget constraints).
- Flexible spaces to accommodate quick changes in activity.
- Attractive use of materials and colour.

In relevant activity areas, a successful scheme should accommodate (but not necessarily comply completely with) the sizes, specifications and performance standards of appropriate governing bodies (e.g. Sport England for the sports hall and The Football Association for the external multi-use games areas).

The building must be fully accessible and go beyond the statutory minimum requirements for disabled access. For example, toilet and/or changing facilities must allow for full assistance.

The table of requirements details only principal circulation and activity areas, with some offices. Bidders will be expected to include appropriate additional provision for essential and ancillary space, such as storage, reception areas, food servery, toilet and changing facilities.

plant rooms and general circulation areas. Further guidance on some of these requirements is given below the table and elsewhere in this brief.

With the exception of the multi-use games areas (which are included in the table), the external requirements are summarised in the separate section below.

Brief description of facility	Approximate area (m²)
Sports Hall (broadly in accordance with Sport England specifications)	700
Fitness Suite	150 – 180
Boxing/Martial Arts Gym	100 – 140
Performing Arts Studio	120 – 150
Open Recreation & Association Area comprising:	
General Recreation Area	150 – 200
Café Area	75 – 100
‘Chill-out’ Zone	20 – 40
Informal Arts & Crafts Area	30 – 50
Radio ‘booth’ (this is to be an enclosed space but with good connectivity to the Recreation Area)	8 – 12
Kitchen and Servery	40 – 60
Music & Multi-Media Room(s) (Either separate or one incorporating the other)	100 – 140
Changing facilities and Hygiene Room	60 – 80
Male and Female WC’s including DDA Facilities	60 – 80
Separate locker facilities	5
Two flexible activity rooms	30 – 50 (each)
Two group work rooms	15 – 25 (each)
Enterprise Zone	40 – 60
Arts and Crafts / Fashion Room	40 – 60
Health, Beauty and Wellbeing Activity Room	40 - 60
Two one-to-one or small group work rooms	10 – 15 (each)
Board/Training Room	35 – 50

Chief Executive/General Manager's Room	20 – 30
I.T Server Room	5 – 8
General office (approximately 10 – 12 workstations and 8 'hot-desk' areas)	110 - 140
Three staff meeting rooms/areas	10 – 20 (each)
Staff Room (incorporating a domestic-scale kitchen facility)	20 - 25
Two External Multi-Use Games Areas	600 – 700 (each)

Other information relevant to Building Requirements: -

- Innovative and comprehensive storage facilities, ancillary to the activity areas, will be a significant feature of a successful scheme. As well as providing the obvious need for easy access to activity equipment, such storage solutions will allow the more flexible activity rooms/areas to be multi-use, i.e. capable of being changed quickly from one activity to another in response to the changing needs and preferences of the young people.
- Club sessions for the higher age-groups (say 13+ years) will be 'open' in that the participants will be free to come and go as they choose. However for juniors (aged say 8 – 12 years), there will be closed sessions. Therefore, the entrance and reception areas will need to accommodate a controlled entry system.
- The design should incorporate a climbing wall giving a minimum of 100m² of climbing surface and with a preferred minimum height (for some routes at least) of eight metres. Bidders may consider locating the climbing wall in a separate room/area within the Youth Zone building as an alternative to the sports hall.
- An area for banks of storage lockers (not within the changing facilities) should be provided. Those lockers will typically be required for storage of bags and valuables and should be located in a readily accessible area of the building.
- The table of suggested facilities should be considered only as a guide to minimum requirements. Any extra activity or ancillary areas, which can be accommodated by your chosen design, may be advantageous.
- The design of any successful scheme would be subject to further refinement following the involvement of relevant stakeholders and representative groups of young people.
- The ability to accommodate occasional large-scale events (such as award/celebration or fund-raising events) is a requirement. This might be achieved by temporary conversion of the sports hall or other large area of the Club and the design should incorporate features to facilitate such use.

See the later section titled 'Other Requirements' for further information relevant to building design.

7. External Space Requirements

Development proposals should include the following external areas and ancillary facilities:

- Two multi-use games areas (with viewing facilities) of at least 35 x 18m in dimensions.
- Limited car parking facilities for staff and occasional visitors (no more than six at most and only if space permits; in general terms on site parking is not a requirement)
- A garage or secure yard capable of accommodating at least two 17-seater minibuses (if space permits).
- A secure workshop area for the building's maintenance team.
- A sports store for equipment associated with the external activity areas.
- A store (with drying facility) for equipment associated with outdoor adventurous activities delivered off-site.

Bidders might also like to consider innovative and attractive treatment of any ancillary external space to provide additional, secure, external areas for relaxation, and other outdoor activity.

8. Other Requirements

The design of [insert location] Youth Zone and its ancillary facilities should also take account of the following issues.

- The safety of children and young people using the Youth Zone is of paramount importance and the design should demonstrate an appropriate awareness of that.
- External areas in which young people will be circulating should be separated from areas of vehicle movements.
- There will be limited times at which large numbers of young people are waiting to access the Club's facilities and it will be important that they will be able to wait/queue off the highway.
- During sessions involving the younger age groups, there will be increased vehicle movements associated with parents and carers dropping off and collecting children. There will therefore need to be a well designed lay-by or similar area to pull off the highway.
- On-site provision for car parking (if possible) should be limited to staff, the disabled and occasional visitors' vehicles along with space for temporary accommodation of the minibuses when not garaged.
- In addition to the controlled entry system, the building should incorporate an access control system allowing unused areas to be locked down for ease of management.
- Club sessions involving younger children will be closed sessions so that once through an access control system a child will only be able to leave the Youth Zone when staff consider it appropriate. To achieve that, both the internal and external spaces need to be secure.
- The design of both internal and external circulation areas should, as far as possible, avoid 'hiding places' or other 'blind spots' which might encourage young people to assemble and prove difficult to manage.
- Extensive consultation with young people across the country has revealed that they are increasingly aware of and concerned about environmental issues. Therefore proposals are expected to address issues of sustainable development in their broadest terms.

9. Competition Rules and Timetable

Architectural Competition Timetable

Bidders selected	[insert date]
Development brief & competition instructions delivered	[insert date]
Return Date for submissions	[insert date]
Presentation to Panel of Judges	[insert date]
Winning Entry Confirmed	[insert date]

Submissions should be delivered to reach:

Mr. Rob Carter, Facilities Development & Deputy Chief Executive, OnSide Northwest Ltd, Atria, Spa Road, Bolton, BL1 4AG no later than [insert deadline here]

Bidders are required to provide six paper copies and two electronic copies of their submissions
(rob.carter@onsidenorthwest.org)

Commitment to Build

The project partners are committed to seeing this new build project commence in [insert guideline date]. The winning architectural practice will be responsible for a full design service across the RIBA design stages of work.

Outline Timetable

Appoint successful Architect and design team	[insert date]
Outline design	[insert date]
Submit Planning Application	[insert date]
Production of Design information	[insert date]
Prepare tender documentation and issue	[insert date]
Tender period and Award	[insert date]
Commence Works	[insert date]
Construction duration	[insert date]
Occupation	[insert date]

Competition Fees

In accepting the opportunity to be part of this design competition the bidders accept that all expense incurred in the preparation and submission of their proposals are at their cost.

Interview Presentation

The project partners would like to invite all the bidders to present their proposals in support of the submitted documentation. The presentation will be to the panel of judges and will be an opportunity to present and discuss the submissions formally and in more detail.

The presentations will take place on [insert date time and location] and should last no longer than 30 minutes followed by an opportunity for questions and answers (up to 15-20 minutes).

Panel of Judges

The panel of judges will be made up of [insert location] Youth Zone Board members along with external consultants and other appropriate stakeholders.

The decision of the panel will be final.

Appointment and copyright of material submitted

Copyright of all submission material will rest with the designers. Once appointed OnSide North West will require the use of all material for marketing purposes for the chosen scheme.

Planning and Cost

All submissions should ensure that the proposed scheme:-

- i. has a realistic expectation of obtaining planning consent; and
- ii. will fit within the project budget.

Use of Consultants

Designers can choose to involve further consultants in order to further their design aspirations as they see fit, however, the client reserves the right to select the design team in its entirety and shall not be committed to using the designer's preferred consultants.

Minimum Information (to be returned with the submission)

- Colour brochure containing commentary on proposals – five copies
- Sketch Scheme proposals including floor plans/ sections/ elevations
- Visual and/or 3D Model to demonstrate proposals to judges
- Professional experience relating to public/ community/ education projects
- Any other relevant supporting information

Wirral Youth Zone

Indicative 5 Year Financial Plan

Apr 2014

Business Plan: Wirral Youth Zone Young People & Income

File: WirYZ - Financial Plan Revised Format Apr14

insert data in coloured cells only

Annual Membership Fees

income (£) sub-totals (£)

Total Members	3000								
Annual Membership fee	£5.00							15,000	15,000

Senior Club Session

	09:00-12:00 morning	13:00-16:00 afternoon	16:00-18:00 twilight	16:00-22:00 evening	total young people	weeks	young people/ year	income	
Income per young person	£0.50	£0.50	£0.50	£0.50					
Monday				250	250	52	13,000	6,500	
Tuesday				250	250	52	13,000	6,500	
Wednesday				250	250	52	13,000	6,500	
Thursday				250	250	52	13,000	6,500	
Friday				250	250	52	13,000	6,500	
Saturday				250	250	52	13,000	6,500	
Sunday				250	250	52	13,000	6,500	
Total	0	0	0	1750	1750		91,000	45,500	45,500

Junior Club Session

	09:00-12:00 morning	13:00-16:00 afternoon	16:00-18:00 twilight	18:15-20:30 evening	total young people	weeks	young people/ year	income	
Income per young person	£0.50	£0.50	£0.50	£0.50					
Monday					0	52	0	0	
Tuesday					0	52	0	0	
Wednesday					0	52	0	0	
Thursday					0	52	0	0	
Friday					0	52	0	0	
Saturday [Juniors 10:00-14:00]	250				250	52	13,000	6,500	
Sunday [Juniors 10:00-14:00]	250				250	52	13,000	6,500	
Total	500	0	0	0	500		26,000	13,000	13,000

Individual Project Sessions

	09:00-12:00 morning	13:00-16:00 afternoon	16:00-18:00 twilight	18:00-22:00 evening	total young people	weeks	young people/ year	income	
Income per young person	£0.50	£0.50	£0.50	£0.50					
Monday					0	39	0	0	
Tuesday					0	39	0	0	
Wednesday					0	39	0	0	
Thursday					0	39	0	0	
Friday					0	39	0	0	
Saturday					0	39	0	0	
Sunday					0	39	0	0	
Total	0	0	0	0	0		0	0	0

Holiday Sessions

	08:00-13:00 morning	13:00-18:00 afternoon	twilight	evening	total young people	weeks	young people/ year	income (£)	
Income per young person	£3.50	£3.50							
Monday	1860	1860	0	0	3720		3,720	13,020	
Tuesday	1860	1860	0	0	3720		3,720	13,020	
Wednesday	1860	1860	0	0	3720		3,720	13,020	
Thursday	1860	1860	0	0	3720		3,720	13,020	
Friday	1860	1860	0	0	3720		3,720	13,020	
Saturday	0	0	0	0	0		0	0	
Sunday	0	0	0	0	0		0	0	
Total	9300	9300	0	0	18600		18,600	65,100	65,100

Secondary Spend

	visits	catering & retail combined		total young people	income (£)	
		%takeup	sum (£)			
Senior Club Session	91,000 visits	65%	0.70	41,405	41,405	
Junior Club Session	26,000 visits	75%	0.90	17,550	17,550	
Individual Project Sessions	0 visits	50%	1.00	0	0	
Holiday Sessions	18,600 visits	80%	1.80	26,784	26,784	
sub total	135,600			85,739	85,739	85,739

Other Income

	income (£)	
Private Sector Income	530,000	530,000
Trusts, Grants & Foundations*	0	0
Local Authority Revenue Grant	400,000	400,000
Fundraising Events (Shown as Net Income)	40,000	40,000
Facility Hire	6,000	6,000
Off Site Activities Contributions	10,000	10,000
Trips & Residentials Contributions	8,000	8,000
sub total	994,000	994,000

TOTAL INCOME:

1,218,339

*Trusts, Grants & Foundations shown as £0 since any income here will fund additional areas of work beyond the core activity offer

Business Plan: Wirral Youth Zone
STAFFING - FULL TIME & SUMMARY

File: WirYZ - Financial Plan Revised Format Apr14

insert data in coloured cells only

16.8% on costs

Position	Hours/wk	FTE	Salary (£)	Pro rata (£)	On costs (£)	Total (£)
OPERATIONS STAFF						
General Manager	40.00	1.0	50,000	50,000	8,400	58,400
Finance Manager	8.00	0.2	36,000	7,200	1,210	8,410
Business & Administration Manager	40.00	1.0	28,000	28,000	4,704	32,704
Administration Assistant (including H.R.)	40.00	1.0	18,000	18,000	3,024	21,024
Business Development Manager (Private Sector Dev)	40.00	1.0	38,000	38,000	6,384	44,384
Events Coordinator	20.00	0.5	24,000	12,000	2,016	14,016
Trusts & Grants Fundraising Officer	40.00	1.0	28,000	28,000	4,704	32,704
	<u>228.00</u>	<u>5.7</u>		<u>181,200</u>	<u>30,442</u>	<u>211,642</u>
SUPPORT TEAM - INDIRECT DELIVERY						
Volunteer Recruitment and Training Manager	40.00	1.0	24,000	24,000	4,032	28,032
Communications Manager	20.00	0.5	22,000	11,000	1,848	12,848
Maintenance Officer (Building)	40.00	1.0	18,000	18,000	3,024	21,024
Cleaning Supervisor	15.00	6.75	5,265	5,265	885	6,150
Cleaner	20.00	6.75	7,020	7,020	1,179	8,199
	<u>135.00</u>	<u>3.4</u>		<u>65,285</u>	<u>10,968</u>	<u>76,253</u>
REC AREA TEAM - DELIVERY						
Head of Youth Work/Youth Zone Manager (incl covering shift)	40.00	1.0	35,000	35,000	5,880	40,880
Senior Club Coordinator	40.00	1.0	26,000	26,000	4,368	30,368
Junior/Holiday Club Coordinator	40.00	1.0	26,000	26,000	4,368	30,368
Recreation Area Leader	40.00	1.0	21,000	21,000	3,528	24,528
Independence Group Leader	40.00	1.0	21,000	21,000	3,528	24,528
Health & Participation Leader	20.00	0.5	21,000	10,500	1,764	12,264
Youth Worker/Instructor (Rec Area, Internal)	18.00	9.50	8,892	8,892	1,494	10,386
Youth Work/Activity Assistant (Rec Area, Internal)	12.00	7.50	4,680	4,680	786	5,466
Youth Worker/Instructor (Rec Area, External)	16.00	9.50	7,904	7,904	1,328	9,232
Youth Work/Activity Assistant (Rec Area, External)	12.00	7.50	4,680	4,680	786	5,466
Youth Worker/Instructor (Participation incl. Young Leaders)	13.00	9.50	6,422	6,422	1,079	7,501
Youth Worker/Instructor (Participation incl. Young Leaders)	12.00	9.50	5,928	5,928	996	6,924
Youth Worker/Instructor (Girls Work incl. Health & Beauty)	16.00	9.50	7,904	7,904	1,328	9,232
Youth Worker/Instructor (Girls Work incl. Health & Beauty)	12.00	9.50	5,928	5,928	996	6,924
Youth Work/Activity Assistant (Girls Work incl. Health & Beauty)	12.00	7.50	4,680	4,680	786	5,466
	<u>343.00</u>					
REC AREA TEAM - HOLIDAY CLUB						
Leader in Charge (Holiday Club)	50.00	11.00	7,150	7,150	1,201	8,351
Youth Worker/Instructor (Holiday Club)	15.00	9.50	1,853	1,853	311	2,164
Playworker (Holiday Club)	20.00	6.50	1,690	1,690	284	1,974
Playworker (Holiday Club)	15.00	6.50	1,268	1,268	213	1,480
Playworker (Holiday Club)	15.00	6.50	1,268	1,268	213	1,480
	<u>115.00</u>					
SPORTS TEAM - DELIVERY						
Sports Hall Leader	40.00	1.0	21,000	21,000	3,528	24,528
Outdoor Adventure & Climbing Leader	40.00	1.0	21,000	21,000	3,528	24,528
Health & Fitness Leader	40.00	1.0	21,000	21,000	3,528	24,528
Youth Worker/Instructor (Sports Hall)	16.00	9.50	7,904	7,904	1,328	9,232
Youth Work/Activity Assistant (Sports Hall)	16.00	7.50	6,240	6,240	1,048	7,288
Youth Worker/Instructor (Health & Fitness Suite)	16.00	9.50	7,904	7,904	1,328	9,232
Youth Worker/Instructor (Outdoor & Climbing)	16.00	9.50	7,904	7,904	1,328	9,232
Youth Worker/Instructor (Boxing & Martial Arts)	20.00	9.50	9,880	9,880	1,660	11,540
Youth Worker/Instructor (Boxing & Martial Arts)	12.00	9.50	5,928	5,928	996	6,924
Youth Work/Activity Assistant (Boxing & Martial Arts)	12.00	7.50	4,680	4,680	786	5,466
	<u>228.00</u>					
CREATIVE TEAM - DELIVERY						
Dance & Performing Arts Leader	40.00	1.0	21,000	21,000	3,528	24,528
Music & Media Leader	40.00	1.0	21,000	21,000	3,528	24,528
Fashion, Art & Design Leader	20.00	0.5	21,000	10,500	1,764	12,264
Youth Worker/Instructor (Dance & Performing Arts)	16.00	9.50	7,904	7,904	1,328	9,232
Youth Worker/Instructor (Music & Multi-Media)	16.00	9.50	7,904	7,904	1,328	9,232
Youth Worker/Instructor (Fashion, Art & Design)	16.00	9.50	7,904	7,904	1,328	9,232
	<u>148.00</u>					
SUPPORT TEAM - DELIVERY						
Catering Leader	40.00	1.0	19,000	19,000	3,192	22,192
Receptionist (1)	30.00	7.25	11,310	11,310	1,900	13,210
Receptionist (2)	30.00	7.25	11,310	11,310	1,900	13,210
Cook/Assistant Caterer (1)	13.00	7.50	5,070	5,070	852	5,922
Cook/Assistant Caterer (2)	13.00	7.50	5,070	5,070	852	5,922
Outreach Coordinator	0.00	0.0	21,000	0	0	0
Mentoring Co-ordinator	0.00	0.0	22,000	0	0	0
Enterprise Coordinator	0.00	0.0	21,000	0	0	0
	<u>126.00</u>	<u>21.8</u>		<u>451,158</u>	<u>75,794</u>	<u>526,952</u>
Total	<u><u>1323.00</u></u>	<u><u>30.9</u></u>		<u><u>697,643</u></u>	<u><u>117,204</u></u>	<u><u>814,846</u></u>

TOTAL STAFF COSTS	Total Salary cost	FTE
OPERATIONS STAFF	211,642	5.7
SUPPORT TEAM - INDIRECT DELIVERY	76,253	3.4
FULL TIME DELIVERY STAFF	295,504	11.0
PART TIME STAFF FOR ACTIVITY AREAS	231,448	10.8
	<u>814,846</u>	<u>30.9</u>

Delivery Hours Analysis

Open/delivery hours per week

38

	Hours/wk	Per open hr	Cost/annum
Overheads			
Operations staff	228		£ 211,642
Premises Costs			£ 124,350
Management Costs			£ 69,107
Delivery Costs			£ 106,017

Indirect

Support team - indirect delivery	135		£ 76,253
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Direct staff

Youth Work Manager	40		£ 40,880
REC	303	8.0	£ 188,653
Sports	228	6.0	£ 132,498
Creative	148	3.9	£ 89,016
Support team - delivery	126	3.3	£ 60,456
		<u>21.2</u>	

Total staffing hours per week

1208

Total cost per annum

£ 1,098,871

Per delivery hour

Total number of staff hours per delivery hr	32		
Cost per delivery hour			£ 556

Holiday Club Days

62

	Hours/wk	Cost/annum
Holiday Club - additional staffing for 13 weeks	115	£ 15,450

Total Annual Organisation cost

Total core staff and delivery costs	£ 1,098,871
Holiday club	£ 15,450
	<u>£ 1,114,321</u>

Business Plan: Wirral Youth Zone

EXPENDITURE

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Staffing Costs

OPERATIONS STAFF			211,642
SUPPORT TEAM - INDIRECT DELIVERY			76,253
FULL TIME DELIVERY STAFF			295,504
PART TIME STAFF FOR ACTIVITY AREAS			231,448
			814,846

Build cost 5,000,000 for area of 3,000 m²

Premises Costs

	rate/square metre (£)	fixed sum (£)	
Utilities	15.00		45,000
Repairs & Maintenance	5.00		15,000
Life-cycle costs	0.5%		25,000
Plant Maintenance Contracts	2.50		7,500
Alarm Costs	1.50		4,500
Waste Management Charges	0.30		900
Cleaning Materials/Equipment	1.25		3,750
National Non Domestic Rates (non discount)	17.00	51,000	
NNDR (discount)	80%		
NNDR rates			10,200
	% of capital cost	fixed sum (£)	
Insurances	0.25%		12,500
			124,350

Management Costs

	% of total income	fixed sum (£)	
Telephone - Landlines & Mobiles	0.9%		10,965
IT & Website Maintenance & Software	0.8%		9,747
Audit and Legal Costs	0.7%		8,528
Licences	0.1%		1,218
Monitoring & Evaluation Costs			0
Photocopier/Printer Costs		2,500	2,500
Printing, Postage & Stationery		7,000	7,000
Staff Uniforms		3,000	3,000
Hospitality		1,000	1,000
OnSide Network Donation		17,000	17,000
Other Supplies & Sundry Items	0.0%		0
Recruitment and travel			8,148
			69,107

Delivery Costs

	fixed sum (£)	
Sports Activity Consumables	5,000	5,000
Arts, Crafts & Fashion Consumables	4,000	4,000
Music & Media Projects Consumables	3,000	3,000
Miscellaneous Project Consumables	4,500	4,500
Transport Running Costs (Single Minibus)	3,500	3,500
Celebration & Promotion Events	2,000	2,000
Marketing & Communication	2,000	2,000
Training Expenses	5,000	5,000
Volunteer Expenses	3,000	3,000
Staff Expenses	6,000	6,000
Offsite Activities Costs	3,000	3,000
Trips & Residentials Costs	5,000	5,000
	% of secondary spend	
Catering & Retail Supplies	70%	60,017
		106,017

TOTAL EXPENDITURE

1,114,321

Note: "Other Personnel Costs" includes travel expenses and recruitment costs

**Business Plan: Wirral Youth Zone
Holiday Sessions**

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12.4

February half term	08:00- 13:00	13:00- 18:00			total young people	weeks	young people/ year
	morning	afternoon	twilight	evening			
	Monday	150	150			300	1
Tuesday	150	150			300	1	300
Wednesday	150	150			300	1	300
Thursday	150	150			300	1	300
Friday	150	150			300	1	300
Saturday					0	1	0
Sunday					0	0	0
Total	750	750	0	0	1500		1,500

Easter	08:00- 13:00	13:00- 18:00			total young people	weeks	young people/ year
	morning	afternoon	twilight	evening			
	Monday	150	150			300	2
Tuesday	150	150			300	2	600
Wednesday	150	150			300	2	600
Thursday	150	150			300	2	600
Friday	150	150			300	2	600
Saturday					0	0	0
Sunday					0	0	0
Total	750	750	0	0	1500		3,000

May half term	08:00- 13:00	13:00- 18:00			total young people	weeks	young people/ year
	morning	afternoon	twilight	evening			
	Monday	150	150			300	1
Tuesday	150	150			300	1	300
Wednesday	150	150			300	1	300
Thursday	150	150			300	1	300
Friday	150	150			300	1	300
Saturday					0	0	0
Sunday					0	0	0
Total	750	750	0	0	1500		1,500

Summer	08:00- 13:00	13:00- 18:00			total young people	weeks	young people/ year
	morning	afternoon	twilight	evening			
	Monday	150	150			300	6
Tuesday	150	150			300	6	1800
Wednesday	150	150			300	6	1800
Thursday	150	150			300	6	1800
Friday	150	150			300	6	1800
Saturday					0	0	0
Sunday					0	0	0
Total	750	750	0	0	1500		9,000

October half term	08:00- 13:00	13:00- 18:00			total young people	weeks	young people/ year
	morning	afternoon	twilight	evening			
	Monday	150	150			300	1
Tuesday	150	150			300	1	300
Wednesday	150	150			300	1	300
Thursday	150	150			300	1	300
Friday	150	150			300	1	300
Saturday					0	0	0
Sunday					0	0	0
Total	750	750	0	0	1500		1,500

Christmas & New Year	08:00- 13:00	13:00- 18:00			total young people	weeks	young people/ year
	morning	afternoon	twilight	evening			
	Monday	150	150			300	1.4
Tuesday	150	150			300	1.4	420
Wednesday	150	150			300	1.4	420
Thursday	150	150			300	1.4	420
Friday	150	150			300	1.4	420
Saturday					0	0	0
Sunday					0	0	0
Total	750	750	0	0	1500		2,100

TOTAL	08:00- 13:00	13:00- 18:00	15:30- 18:30	18:30- 22:00	young people/ year
	morning	afternoon	twilight	evening	
	Monday	1860	1860	0	0
Tuesday	1860	1860	0	0	3720
Wednesday	1860	1860	0	0	3720
Thursday	1860	1860	0	0	3720
Friday	1860	1860	0	0	3720
Saturday	0	0	0	0	0
Sunday	0	0	0	0	0
Total	9300	9300	0	0	18600

**Business Plan: Wirral Youth Zone
Y1 - Y5 SUMMARY**

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INCOME	Year 1	Year 2	Year 3	Year 4	Year 5
Fees					
Annual Membership Fees	15,000 0%	15,000 3%	15,450 3%	15,914 2%	16,232
Senior Club Session	45,500 0%	45,500 3%	46,865 3%	48,271 2%	49,236
Junior Club Session	13,000 0%	13,000 3%	13,390 3%	13,792 2%	14,068
Individual Project Sessions	0 0%	0 3%	0 3%	0 2%	0
Holiday Sessions	52,080 -20%	65,100 3%	67,053 3%	69,065 2%	70,446
	125,580	138,600	142,758	147,041	149,982
Secondary Spend					
Secondary Spend	72,878 -15%	85,739 5%	90,026 3%	92,727 2%	94,581
	72,878	85,739	90,026	92,727	94,581
Other Income					
Private Sector Income	516,750 -2.5%	530,000 3%	545,900 2%	556,818 2%	567,954
Trusts, Grants & Foundations*	0 0%	0 2%	0 2%	0 2%	0
Local Authority Revenue Grant	400,000 0%	400,000 0%	400,000 0%	400,000 0%	400,000
Fundraising Events (Shown as Net Income)	40,000 0%	40,000 2%	40,800 2%	41,616 2%	42,448
Facility Hire	6,000 0%	6,000 3%	6,180 2%	6,304 2%	6,430
Off Site Activities Contributions	10,000 0%	10,000 3%	10,300 2%	10,506 2%	10,716
Trips & Residentials Contributions	8,000 0%	8,000 3%	8,240 2%	8,405 2%	8,573
	980,750	994,000	1,011,420	1,023,648	1,036,121
TOTAL INCOME	1,179,208	1,218,339	1,244,204	1,263,416	1,280,684
Allowance for Discounts	0 0%	0	0	0	0
NET INCOME	1,179,208	1,218,339	1,244,204	1,263,416	1,280,684
EXPENDITURE					
Staffing Costs					
OPERATIONS STAFF	211,642 0%	211,642 2%	215,874 2%	220,192 2%	224,596
SUPPORT TEAM - INDIRECT DELIVERY	76,253 0%	76,253 2%	77,778 2%	79,333 2%	80,920
FULL TIME DELIVERY STAFF	295,504 0%	295,504 2%	301,414 2%	307,442 2%	313,591
PART TIME STAFF FOR ACTIVITY AREAS	231,448 0%	231,448 2%	236,077 2%	240,798 2%	245,614
Recruitment and travel	8,148 0%	8,148 2%	8,311 2%	8,478 2%	8,647
	822,995	822,995	839,455	856,244	873,369
Premises Costs					
Utilities	40,500 -10%	45,000 5%	47,250 5%	49,613 5%	52,093
Repairs & Maintenance	1,500 -90%	15,000 2%	15,300 2%	15,606 2%	15,918
Life-cycle costs	25,000 0%	25,000 2%	25,500 2%	26,010 2%	26,530
Plant Maintenance Contracts	750 -90%	7,500 5%	7,875 5%	8,269 5%	8,682
Alarm Costs	4,500 0%	4,500 5%	4,725 5%	4,961 5%	5,209
Waste Management Charges	900 0%	900 5%	945 5%	992 5%	1,042
Cleaning Materials/Equipment	3,750 0%	3,750 2%	3,825 2%	3,902 2%	3,980
NNDR rates	10,200 0%	10,200 0%	10,200 0%	10,200 0%	10,200
Insurances	12,500 0%	12,500 2%	12,750 2%	13,005 2%	13,265
	99,600	124,350	128,370	132,557	136,919
Management Costs					
Telephone - Landlines & Mobiles	10,965 0%	10,965 3%	11,294 3%	11,633 3%	11,982
IT & Website Maintenance & Software	9,747 0%	9,747 3%	10,039 3%	10,340 3%	10,650
Audit and Legal Costs	8,528 0%	8,528 3%	8,784 3%	9,048 3%	9,319
Licences	1,218 0%	1,218 3%	1,255 3%	1,293 3%	1,331
Monitoring & Evaluation Costs	0 0%	0 3%	0 3%	0 3%	0
Photocopier/Printer Costs	2,500 0%	2,500 3%	2,575 3%	2,652 3%	2,732
Printing, Postage & Stationery	7,000 0%	7,000 3%	7,210 3%	7,426 3%	7,649
Staff Uniforms	6,000 100%	3,000 3%	3,090 3%	3,183 3%	3,278
Hospitality	1,000 0%	1,000 3%	1,030 3%	1,061 3%	1,093
OnSide Network Donation	17,000 0%	17,000 0%	17,000 0%	17,000 0%	17,000
Other Supplies & Sundry Items	0 0%	0 3%	0 3%	0 3%	0
	63,958	60,958	62,277	63,636	65,035
Delivery Costs					
Sports Activity Consumables	5,000 0%	5,000 2%	5,100 2%	5,202 2%	5,306
Arts, Crafts & Fashion Consumables	4,000 0%	4,000 2%	4,080 2%	4,162 2%	4,245
Music & Media Projects Consumables	3,000 0%	3,000 2%	3,060 2%	3,121 2%	3,184
Miscellaneous Project Consumables	4,500 0%	4,500 2%	4,590 2%	4,682 2%	4,775
Transport Running Costs (Single Minibus)	3,500 0%	3,500 2%	3,570 2%	3,641 2%	3,714
Celebration & Promotion Events	2,000 0%	2,000 2%	2,040 2%	2,081 2%	2,122
Marketing & Communication	2,000 0%	2,000 2%	2,040 2%	2,081 2%	2,122
Training Expenses	5,000 0%	5,000 2%	5,100 2%	5,202 2%	5,306
Volunteer Expenses	3,000 0%	3,000 2%	3,060 2%	3,121 2%	3,184
Staff Expenses	6,000 0%	6,000 2%	6,120 2%	6,242 2%	6,367
Offsite Activities Costs	3,000 0%	3,000 2%	3,060 2%	3,121 2%	3,184
Trips & Residentials Costs	5,000 0%	5,000 2%	5,100 2%	5,202 2%	5,306
Catering & Retail Supplies	60,017 0%	60,017 2%	61,218 2%	62,442 2%	63,691
	106,017	106,017	108,138	110,300	112,506
TOTAL EXPENDITURE	1,092,571	1,114,321	1,138,240	1,162,737	1,187,829
Allowance for Contingency	10,926 1.0%	11,143	11,382	11,627	11,878
NET EXPENDITURE	1,103,496	1,125,464	1,149,622	1,174,364	1,199,708
SURPLUS/(DEFICIT)	75,712	92,875	94,582	89,051	80,977

**Business Plan: Wirral Youth Zone
Years 2-5 Quarterly**

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insert data in coloured cells only

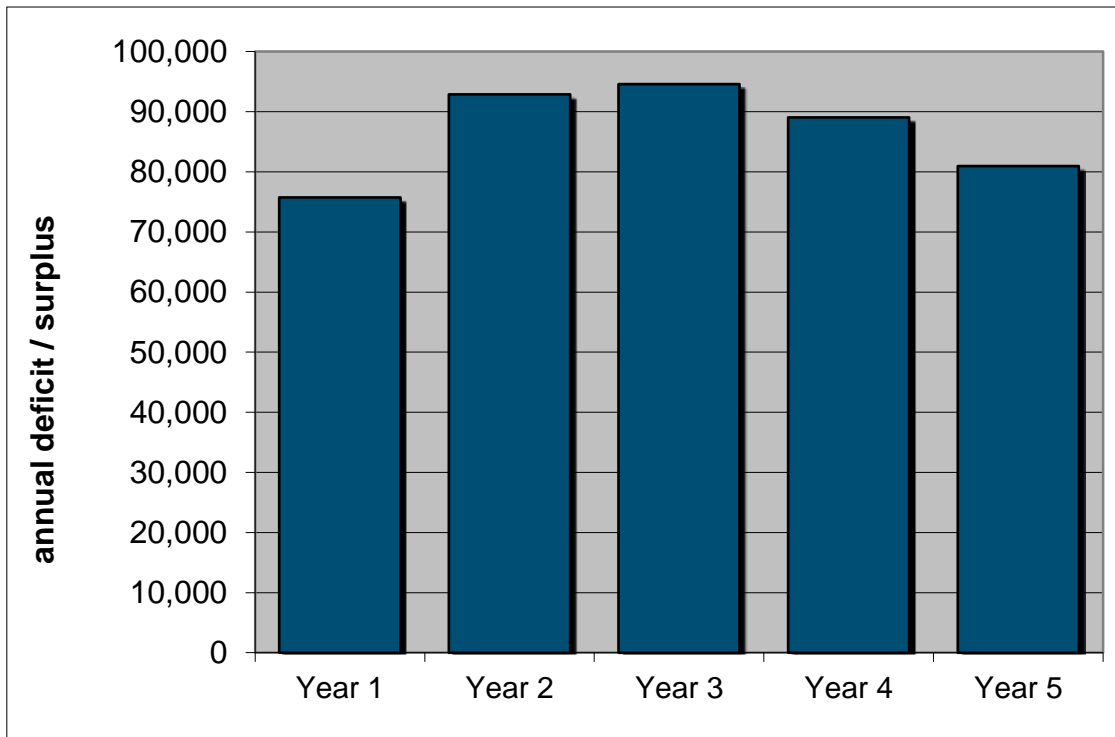
INCOME	Year 2				total	Year 3				total	Year 4				total	Year 5				total	
	Qtr 1	Qtr 2	Qtr 3	Qtr 4		Qtr 1	Qtr 2	Qtr 3	Qtr 4		Qtr 1	Qtr 2	Qtr 3	Qtr 4		Qtr 1	Qtr 2	Qtr 3	Qtr 4		
<i>Seasonal variance in attendance</i>	27%	27%	19%	27%		27%	27%	19%	27%		27%	27%	19%	27%		27%	27%	19%	27%		
<i>Straight line in expenditure</i>	25%	25%	25%	25%		25%	25%	25%	25%		25%	25%	25%	25%		25%	25%	25%	25%		
Fees																					
Annual Membership Fees	4,050	4,050	2,850	4,050	15,000	4,172	4,172	2,936	4,172	15,450	4,297	4,297	3,024	4,297	15,914	4,383	4,383	3,084	4,383	16,232	
Senior Club Session	12,285	12,285	8,645	12,285	45,500	12,654	12,654	8,904	12,654	46,865	13,033	13,033	9,171	13,033	48,271	13,294	13,294	9,355	13,294	49,236	
Junior Club Session	3,510	3,510	2,470	3,510	13,000	3,615	3,615	2,544	3,615	13,390	3,724	3,724	2,620	3,724	13,792	3,798	3,798	2,673	3,798	14,068	
Individual Project Sessions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Holiday Sessions	17,577	17,577	12,369	17,577	65,100	18,104	18,104	12,740	18,104	67,053	18,647	18,647	13,122	18,647	69,065	19,020	19,020	13,385	19,020	70,446	
					138,600					142,758					147,041					149,982	
Secondary Spend																					
Secondary Spend	23,150	23,150	16,290	23,150	85,739	24,307	24,307	17,105	24,307	90,026	25,036	25,036	17,618	25,036	92,727	25,537	25,537	17,970	25,537	94,581	
					85,739					90,026					92,727					94,581	
Other Income																					
Private Sector Income	143,100	143,100	100,700	143,100	530,000	147,393	147,393	103,721	147,393	545,900	150,341	150,341	105,795	150,341	556,818	153,348	153,348	107,911	153,348	567,954	
Trusts, Grants & Foundations*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Local Authority Revenue Grant	108,000	108,000	76,000	108,000	400,000	108,000	108,000	76,000	108,000	400,000	108,000	108,000	76,000	108,000	400,000	108,000	108,000	76,000	108,000	400,000	
Fundraising Events (Shown as Net Income)	10,000	10,000	10,000	10,000	40,000	10,200	10,200	10,200	10,200	40,800	10,404	10,404	10,404	10,404	41,616	10,612	10,612	10,612	10,612	42,448	
Facility Hire	1,500	1,500	1,500	1,500	6,000	1,545	1,545	1,545	1,545	6,180	1,576	1,576	1,576	1,576	6,304	1,607	1,607	1,607	1,607	6,430	
Off Site Activities Contributions	2,700	2,700	1,900	2,700	10,000	2,781	2,781	1,957	2,781	10,300	2,837	2,837	1,996	2,837	10,506	2,893	2,893	2,036	2,893	10,716	
Trips & Residentials Contributions	2,160	2,160	1,520	2,160	8,000	2,225	2,225	1,566	2,225	8,240	2,269	2,269	1,597	2,269	8,405	2,315	2,315	1,629	2,315	8,573	
					994,000					1,011,420					1,023,648					1,036,121	
TOTAL INCOME	328,032	328,032	234,244	328,032	1,218,339	334,995	334,995	239,218	334,995	1,244,204	340,164	340,164	242,924	340,164	1,263,416	344,807	344,807	246,263	344,807	1,280,684	
Allowance for Discounts					0					0					0						0
NET INCOME					1,218,339					1,244,204					1,263,416						1,280,684
EXPENDITURE																					
Staffing Costs																					
OPERATIONS STAFF	52,910	52,910	52,910	52,910	211,642	53,969	53,969	53,969	53,969	215,874	55,048	55,048	55,048	55,048	220,192	56,149	53,969	53,969	53,969	224,596	
SUPPORT TEAM - INDIRECT DELIVERY	19,063	19,063	19,063	19,063	76,253	19,444	19,444	19,444	19,444	77,778	19,833	19,833	19,833	19,833	79,333	20,230	19,444	19,444	19,444	80,920	
FULL TIME DELIVERY STAFF	73,876	73,876	73,876	73,876	295,504	75,354	75,354	75,354	75,354	301,414	76,861	76,861	76,861	76,861	307,442	78,398	78,398	78,398	78,398	313,591	
PART TIME STAFF FOR ACTIVITY AREAS	57,862	57,862	57,862	57,862	231,448	59,019	59,019	59,019	59,019	236,077	60,200	60,200	60,200	60,200	240,798	61,404	61,404	61,404	61,404	245,614	
Recruitment and travel	2,037	2,037	2,037	2,037	8,148	2,078	2,078	2,078	2,078	8,311	2,119	2,119	2,119	2,119	8,478	2,162	2,162	2,162	2,162	8,647	
					822,995					839,455					856,244					873,369	
Premises Costs																					
Utilities	11,250	11,250	11,250	11,250	45,000	11,813	11,250	11,250	11,250	47,250	12,403	12,403	11,250	11,250	49,613	13,023	11,250	11,250	11,250	52,093	
Repairs & Maintenance	3,750	3,750	3,750	3,750	15,000	3,825	3,825	3,825	3,825	15,300	3,825	3,825	3,825	3,825	15,606	3,980	3,980	3,980	3,980	15,918	
Plant Maintenance Contracts	1,875	2,025	1,425	2,025	7,500	1,969	1,969	1,969	1,969	7,875	2,067	2,067	2,067	2,067	8,269	2,171	2,171	2,171	2,171	8,682	
Alarm Costs	1,125	1,125	1,125	1,125	4,500	1,181	1,181	1,181	1,181	4,725	1,240	1,240	1,240	1,240	4,961	1,302	1,302	1,302	1,302	5,209	
Waste Management Charges	225	225	225	225	900	236	236	236	236	945	248	248	248	248	992	260	260	260	260	1,042	
Cleaning Materials/Equipment	938	938	938	938	3,750	956	956	956	956	3,825	975	975	975	975	3,902	995	995	995	995	3,980	
NNDR rates	2,550	2,550	2,550	2,550	10,200	2,550	2,550	2,550	2,550	10,200	2,550	2,550	2,550	2,550	10,200	2,550	2,550	2,550	2,550	10,200	
Insurances	3,125	3,125	3,125	3,125	12,500	3,188	3,188	3,188	3,188	12,750	3,251	3,251	3,251	3,251	13,005	3,316	3,316	3,316	3,316	13,265	
					124,350					128,370					132,557					136,919	
Management Costs																					
Telephone - Landlines & Mobiles	2,741	2,741	2,741	2,741	10,965	2,824	2,824	2,824	2,824	11,294	2,908	2,908	2,908	2,908	11,633	2,995	2,995	2,995	2,995	11,982	
IT & Website Maintenance & Software	2,437	2,437	2,437	2,437	9,747	2,510	2,510	2,510	2,510	10,039	2,585	2,585	2,585	2,585	10,340	2,663	2,663	2,663	2,663	10,650	
Audit and Legal Costs	2,132	2,132	2,132	2,132	8,528	2,196	2,196	2,196	2,196	8,784	2,262	2,262	2,262	2,262	9,048	2,330	2,330	2,330	2,330	9,319	
Licences	305	305	305	305	1,218	314	314	314	314	1,255	323	323	323	323	1,293	333	333	333	333	1,331	
Monitoring & Evaluation Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Photocopier/Printer Costs	625	625	625	625	2,500	644	644	644	644	2,575	663	663	663	663	2,652	683	683	683	683	2,732	
Printing, Postage & Stationery	1,750	1,750	1,750	1,750	7,000	1,803	1,803	1,803	1,803	7,210	1,857	1,857	1,857	1,857	7,426	1,912	1,912	1,912	1,912	7,649	
Staff Uniforms	750	750	750	750	3,000	773	773	773	773	3,090	796	796	796	796	3,183	820	820	820	820	3,278	
Hospitality	250	250	250	250	1,000	258	258	258	258	1,030	265	265	265	265	1,061	273	273	273	273	1,093	
OnSide Network Donation	4,250	4,250	4,250	4,250	17,000	4,250	4,250	4,250	4,250	17,000	4,250	4,250	4,250	4,250	17,000	4,250	4,250	4,250	4,250	17,000	
Other Supplies & Sundry Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
					60,958					62,277					63,636					65,035	
Delivery Costs																					
Sports Activity Consumables	1,250	1,250	1,250	1,250	5,000	1,275	1,275	1,275	1,275	5,100	1,301	1,301	1,301	1,301	5,202	1,327	1,275	1,275	1,275	5,306	
Arts, Crafts & Fashion Consumables	1,000	1,000	1,000	1,000	4,000	1,020	1,020	1,020	1,020	4,080	1,040	1,040	1,040	1,040	4,162	1,061	1,061	1,061	1,061	4,245	
Music & Media Projects Consumables	750	750	750	750	3,000	765	765	765	765	3,060	780	780	780	780	3,121	796	796	796	796	3,184	
Miscellaneous Project Consumables	1,125	1,125	1,125	1,125	4,500	1,148	1,148														

Business Plan: Wirral Youth Zone

NET DEFICIT/SURPLUS

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	Year 1	Year 2	Year 3	Year 4	Year 5
Net position	<i>surplus of</i> 75,712	<i>surplus of</i> 92,875	<i>surplus of</i> 94,582	<i>surplus of</i> 89,051	<i>surplus of</i> 80,977



Business Plan: Wirral Youth Zone SENSITIVITIES

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		Scenario 1 10% increase in total costs	Scenario 2 10% decrease in income	Scenario 3 50% decrease in volunteer recruitment	Scenario 4 10% increase in income	Scenario 5 10% increase in income and 10% decrease in costs
Base (Year 2)						
INCOME						
Annual Membership Fees		0%	-10%	0%	10%	10%
	15,000	15,000	13,500	15,000	16,500	16,500
Senior Club Session		0%	-10%	0%	10%	10%
	45,500	45,500	40,950	45,500	50,050	50,050
Junior Club Session		0%	-10%	0%	10%	10%
	13,000	13,000	11,700	13,000	14,300	14,300
Individual Project Sessions	0	0	0	0	0	0
Holiday Sessions		0%	-10%	0%	10%	10%
	65,100	65,100	58,590	65,100	71,610	71,610
Secondary Spend		0%	-10%	0%	10%	10%
	85,739	85,739	77,165	85,739	94,313	94,313
Private Sector Income		0%	-10%	0%	10%	10%
	530,000	530,000	477,000	530,000	583,000	583,000
Trusts, Grants & Foundations*	0	0	0	0	0	0
Local Authority Revenue Grant		0%	-10%	0%	10%	10%
	400,000	400,000	360,000	400,000	440,000	440,000
Fundraising Events (Shown as Net)		0%	-10%	0%	10%	10%
	40,000	40,000	36,000	40,000	44,000	44,000
Facility Hire		0%	-10%	0%	10%	10%
	6,000	6,000	5,400	6,000	6,600	6,600
Off Site Activities Contributions		0%	-10%	0%	10%	10%
	10,000	10,000	9,000	10,000	11,000	11,000
Trips & Residential Contributions		0%	-10%	0%	10%	10%
	8,000	8,000	7,200	8,000	8,800	8,800
Subtotal	1,218,339	1,218,339	1,096,505	1,218,339	1,340,173	1,340,173
Discounts	0%	0	0	0	0	0
Total Income	1,218,339	1,218,339	1,096,505	1,218,339	1,340,173	1,340,173
EXPENDITURE						
Staffing Costs		10%	0%	7%	0%	-10%
	822,995	905,294	822,995	880,605	822,995	740,695
Premises Costs		10%	0%	0%	0%	-10%
	124,350	136,785	124,350	124,350	124,350	111,915
Management Costs		10%	0%	0%	0%	-10%
	60,958	67,054	60,958	60,958	60,958	54,863
Delivery Costs		10%	0%	0%	0%	-10%
	106,017	116,619	106,017	106,017	106,017	95,416
Subtotal	1,114,321	1,225,753	1,114,321	1,171,930	1,114,321	1,002,889
Contingency	1.0%	11,143	12,258	11,143	11,143	10,029
Total Expenditure	1,125,464	1,238,010	1,125,464	1,183,650	1,125,464	1,012,917
Net Surplus/Deficit	92,875	-19,671	-28,959	34,689	214,709	327,255

	Scenario	Surplus / deficit
	Base (Year 2)	92,875
1	10% increase in total costs	-19,671
2	10% decrease in income	-28,959
3	50% decrease in volunteer recruitment	34,689
4	10% increase in income	214,709
5	10% increase in income and 10% decrease in costs	327,255

Business Plan: Wirral Youth Zone

KEY DATA

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Business Plan: Wirral Youth Zone		KEY DATA			
	Year 1	Year 2	Year 3	Year 4	Year 5
Annual Membership Fees	15,000	15,000	15,450	15,914	16,232
Senior Club Session	45,500	45,500	46,865	48,271	49,236
Junior Club Session	13,000	13,000	13,390	13,792	14,068
Individual Project Sessions	0	0	0	0	0
Holiday Sessions	52,080	65,100	67,053	69,065	70,446
Secondary Spend	72,878	85,739	90,026	92,727	94,581
Private Sector Income	516,750	530,000	545,900	556,818	567,954
Trusts, Grants & Foundations*	0	0	0	0	0
Local Authority Revenue Grant	400,000	400,000	400,000	400,000	400,000
Fundraising Events (Shown as Net Income)	40,000	40,000	40,800	41,616	42,448
Facility Hire	6,000	6,000	6,180	6,304	6,430
Off Site Activities Contributions	10,000	10,000	10,300	10,506	10,716
Trips & Residentials Contributions	8,000	8,000	8,240	8,405	8,573
Discounts	0	0	0	0	0
TOTAL INCOME	1,179,208	1,218,339	1,244,204	1,263,416	1,280,684
Staffing Costs	822,995	822,995	839,455	856,244	873,369
Premises Costs	99,600	124,350	128,370	132,557	136,919
Management Costs	63,958	60,958	62,277	63,636	65,035
Delivery Costs	106,017	106,017	108,138	110,300	112,506
Contingency	10,926	11,143	11,382	11,627	11,878
TOTAL EXPENDITURE	1,103,496	1,125,464	1,149,622	1,174,364	1,199,708
SURPLUS/(DEFICIT)	75,712	92,875	94,582	89,051	80,977



Risk ID	Risk Category	Author	Date Identified	Description	Time (T) 1-5	Cost (C) 1-5	Quality (Q) 1-5	Impact (I) T+C+Q	Probability (P) 1-5	Severity I x P	Countermeasures	Owner	Date of last update	Current Status	Comments on Current Status
1	Planning	Project Manager		There is a risk of delays/failure to obtain Full Planning Permission. Lack of compliance with Council policy and national guidance in regards to reserved matters results in delays/refusal of planning permission. Impact will be direct to the viability of the project.	3	2	2	7	4	28	Early consultation with planners, conservation officers and third parties.	OnSide/ Architect			Full Planning Permission granted by MCC. Contractor working to discharge conditions as part of building contract.
2	Design	Project Manager		There is a risk that the project has a weak lead designer which may produce an uninspiring design for the youth zone.	2	2	4	8	3	24	Open the scheme out to a design team of local architectural practices to ensure best possible designs are presented to the OnSide Board.	OnSide			Design competition held to identify most competent design practice to deliver the scheme.
3	Financial	Project Manager		There is a risk of VAT rates rising in the next 6-12 months which will affect project budget. OnSide are not VAT elected.	1	3	2	6	4	24	Raise budgetary concerns with BIG and seek additional funding via DCSF.	OnSide PM			Cost plan amended following confirmation of VAT Rise in Jan 2011.
4	Construction	Project Manager		There is a risk that the Utilities (Gas, Water, Electric, etc.) supplies are incapable of meeting the increased load of new facilities.	3	3	1	7	3	21	Assess results from initial utility surveys to establish local capacity and feed this into the early design of facilities and site layout.	CDMC			Services Engineers confirmed adequate capacity in networks.
5	Design	Project Manager		There is a risk that the proposed design team do not have the capacity in resource to complete more than one myplace scheme at a time.	2	2	3	7	3	21	Consider obtaining additional resource from other practices. All eggs not in one basket.				Design team only responsible for one OnSide project.
6	Stakeholder Management	Project Manager		There is a risk that various pressure groups (neighbours, NIMBY etc) object to the scheme.	3	3	1	7	3	21	Maintain communication strategy using communications/ marketing officer.	OnSide Comms Officer			Still ongoing concern by neighbours. Communications strategy led by MCC with OnSide input.
7	Statutory	Project Manager		There is a risk that Section 278 Agreements are required.	2	3	2	7	3	21	Confirm this as a requirement due to the works and progress at early stage with local council officers/legal team.	OnSide			S278 Agreements required. Contractor risk now project on site.
8	Construction	Project Manager		There maybe a risk that the local community will make a village green application which will delay the scheme start date.	3	2	1	6	3	18	Early consultation with Council to agree strategy for communication.	OnSide PM			Still a risk but assurances from MCC received that any application (which is unlikely) will be thrown out.
9	Financial	Project Manager		There is a risk that the scheme estimate will exceed approved BIG budget.	1	3	2	6	3	18	Ensure contingencies included. Finalise design, produce revised estimate.	Design Team			Scheme on budget.
10	Financial	Project Manager		There is a risk of increases in construction costs post procurement. Impact is directly upon the projects affordability. Knock on impact would be to OnSide and DCSF and ultimately the project - possible need to find additional capital funding.	1	3	2	6	3	18	Risk allocation in proposed procurement model to transfer significant cost and construction risk to the contractor. Cost consultant to keep abreast of current market conditions and advise accordingly.	myplace			Risk now with contractor post contract.
11	Financial	Project Manager		There is a risk to the project budget with greater costs expended for pre-construction fees etc prior to commencement on site. Budget exhausted due to overspends. Project scope reduced through lack of resources.	1	3	2	6	3	18	Proactively identify and monitor potential budget overspends including prioritising specification items, make a contingency available. Keep Project Board aware of the budget position.	OnSide / QS			Project pre -construction fees kept to budget.
12	Planning	Project Manager		Changes arising from consultation with planners	2	2	2	6	3	18	Carry out detailed pre-application meetings with Planners to ensure proposals are as acceptable as possible.	OnSide/ Architect			Planning permission received. No unanticipated conditions attached.
13	Statutory	Project Manager		There is a risk that the Utilities (Gas, Water, Electric, etc.) will require long lead in times to undertake diversions/provide new services.	3	2	1	6	3	18	Programme control - appoint dedicated officer for task - i.e. M&E Consultant.	OnSide/M&E Consultant			Still a risk but transferred to Contractor who is responsible for the delivery. OnSide to confirm shipper details.
14	Financial	Project Manager		There is a risk that the approved budget may not allow for the "preferred" scheme.	1	3	4	8	2	16	Maintain effective dialogue with fund holders, prepare lower revised design	Design Team			Preferred scheme to be delivered.
15	Legal	Project Manager		There is a risk of title issues attributable to the site leading to potential legal delays etc - loss of reputation.	2	1	1	4	4	16	Ensure that all necessary title, easement and right of way searches have been produced at the earliest opportunity and assess likely impact.	OnSide PM			Lease and land legal issues completed.
16	Financial	Project Manager		There is a risk in achieving desired BREEAM - Funding is insufficient to meet BREEAM very good category.	1	2	2	5	3	15	Introduce BREEAM advisor early to give the greatest potential of achieving points for all project elements.	OnSide			BREEAM a planning condition which contractor has to deliver.
17	Government	Project Manager		There is a risk that changes in legislation will cause increased cost/delays.	2	2	1	5	3	15	Project Team members to highlight significant changes to Project Manager and hence Project Board.	Design Team			No foreseen issues to consider. Part L changes reviewed and dealt with.

Risk ID	Risk Category	Author	Date Identified	Description	Time (T) 1-5	Cost (C) 1-5	Quality (Q) 1-5	Impact (I) T+C+Q	Probability (P) 1-5	Severity I x P	Countermeasures	Owner	Date of last update	Current Status	Comments on Current Status
18	Statutory	Project Manager		There is a risk that the Utilities (Gas, Water, Electric, etc.) - will perform poorly on site.	2	2	1	5	3	15	Programme control - appoint dedicated officer for task - i.e. M&E Consultant.	Contractor			Still potential for this to happen. Team to keep reviewing. Timely placing of order by contractor necessary.
19	Construction	Project Manager		There is a risk that site contamination only discovered once construction/remodeling works commence- Increased duration and/or costs on building Youth Zone on site. All solutions involve cost & delay.	2	3	2	7	2	14	Extensive surveys to be carried out early.	Contractor			Geo-tech surveys now complete. No unexpected land issues identified.
20	Stakeholder Management	Project Manager		There is a risk of specification drift - Specification for Youth Zone altered without adequate change control considerations. Uncontrolled change subverts the success of the project and lead to intolerable increases of cost and timescales.	2	3	2	7	2	14	Project controls and sign off requirements implemented and agreed. Robust change control system in place and all changes referred to client for sign-off before any action taken or drawings amended.	OnSide PM			Change control procedures in place. Robust management system of sign of.
21	Financial	Project Manager		Expectations are not achievable with the funding which is allowed.	1	1	4	6	2	12	Design Team and QS to work closely together in presenting affordable schemes to Sponsor and highlighting any deviances for early decisions.	Design Team			No issue. Funding adequate for scheme that has been designed.
22	Financial	Project Manager		There is a risk of delayed payment of contractor invoices following agreed valuation and subsequent issue to BIG for authorisation.	2	1	1	4	3	12	Agree payment authorisation procedure with grant officers as soon as possible.	OnSide PM			Good relationship with Funder ensures timely payments are released to OnSide enabling ability to pay contractor within the agreed contract payment terms.
23	Financial	Project Manager		There is a risk that expenditure will not match funding profile (out of sync).	1	2	1	4	3	12	Discuss with fund grant officers at inception meeting and agree cash flow forecast to be drawn down during construction period. Develop robust programme	OnSide PM			Cash flow forecast reported monthly. Any significant deviation reported.
24	Government	Project Manager		There is a risk that changes in Government may have an impact in funding.	1	2	1	4	3	12	Obtain Conservative Government backing for myplace scheme progression and completion of projects.	myplace			Change in government realised. Myplace funding ringfenced.
25	Procurement	Project Manager		There may be difficulty and delays securing and acquiring specialist materials.	2	2	2	6	2	12	Identify lead in times and programme as necessary. Early contractor involvement. Avoid Client ordering materials.	Contractor			Contractor to ensure procurement schedule is issued and dates kept to in line with the construction programme.
26	Stakeholder Management	Project Manager		There is a risk of slow decision making. Delays in decision making may cause project slippage. Some delays may have irrecoverable impacts to programme schedule.	2	2	2	6	2	12	Robust project management processes. Briefings and report updates to Project Board - clear explanation and approval of material changes.	OnSide			Contractor to ensure all client decisions are identified as part of their procurement programme.
27	Construction	Project Manager		There is a risk that problems with vandalism during construction will be greater than anticipated.	1	3	1	5	2	10	Early contractor involvement.	Contractor			Ongoing. Contractor to ensure adequate security provision is in place to manage any situation that may arise.
28	Construction	Project Manager		There is a risk that construction maybe delayed leading to a failure to meet programme timescales.	2	2	1	5	2	10	Identification of critical paths, regular communication with stakeholders and pro-active project management.	Contractor			Project team to continually monitor actual progress against contract programme.
29	Design	Project Manager		There may be problems with meeting agreed design programme/ milestones.	2	2	1	5	2	10	Bring in extra resource (i.e. consultants). Regular progress meetings.	Design Team			Pre-construction timescales met.
30	Design	Project Manager		There is a risk of potential additional site measures, possible need for rainwater attenuation, assessment of water discharge from sites and waterproofing to building.	2	2	1	5	2	10	Carry out early surveys, assess results and need for additional measures. Produce details of requirements and impact on design and cost to enable decisions to be made as to need for changes to design or budget.	Design Team			Design now completed for this item. Contractor to deliver as per design recommendations.
31	Procurement	Project Manager		Procurement strategy not approved by BIG/ myplace.	1	2	2	5	2	10	Work with myplace support team to identify any concerns from BIG and justify VFM.	OnSide/myplace support team			Fund managers have approved the scheme and signed off all aspects of capital delivery plan submitted by OnSide.
32	Statutory	Project Manager		There is risk that unchartered services will be encountered during excavation.	2	2	1	5	2	10	Allow for in risk register and consider contingency sum.	Contractor			Still a potential until ground works fully completed. Early indications is that risk of this is low.

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33	Design	Project Manager		There is a risk that adverse weather conditions may be more severe than anticipated.	1	1	1	3	3	9	Allow for in risk register.	All			Ongoing.
34	Design	Project Manager		There is a risk that the brief for the project will change (scope creep).	2	1	1	4	2	8	Project Board to be set up and roles defined. Project Management in place.	OnSide			Design fixed and signed off.
35	Financial	Project Manager		There is a risk that unidentified BIG/myplace procedural guideline inaccuracies will cause the procurement process will take longer than anticipated.	2	1	1	4	2	8	Early contractor involvement	myplace			Scheme signed off by BIG Lottery in suitable time.
36	Procurement	Project Manager		There is a risk of the legality of procurement. Procurement does not comply with EU regulations and directives. OnSide pursued in European Courts, having contract award suspended or cancelled, facing claims for damages.	1	2	1	4	2	8	QS plus myplace advisors provide skills and experience. Assessment of procurement route reviewed against EU requirements. Audit trail open, clear and transparent. VFM varified.	OnSide/ QS			OJEU Notice issued for procurement of the scheme and procedural guidelines followed. Full audit trail held on file.
37	Resource	Project Manager		There is a risk of loss of key personnel during project causing a critical delay to project schedule.	1	1	2	4	2	8	Project core team identified and fully briefed.	All			Risk reduced now scheme on site in regard to design team. Still potential for this to happen.
38	Statutory	Project Manager		There is a risk that the works will cause more Interference with neighbours than anticipated	1	2	1	4	2	8	Works to be phased to maintain vehicular access to local businesses and domestic dwellings.	Contractor			Ongoing. Contractor managing day to day activities to alleviate as much interference as possible.
39	Statutory	Project Manager		There is a risk that Utilities (Gas, Water, Electric, etc.) - estimated costs will not be accurate	1	2	1	4	2	8	Maintain close liaison with Statutory Undertakers.	OnSide PM/ M&E Consultant			Costs now received. Contracor to deliver.
40	Statutory	Project Manager		There is a risk that the Utilities (Gas, Water, Electric, etc) will provide inaccurate estimates for diversions etc.	1	2	1	4	2	8	Programme control - appoint dedicated officer for task.	OnSide PM/ M&E Consultant			Costs now received. Contracor to deliver.
41	Construction	Project Manager		There is a risk that the Main Contractor will cease trading.	2	3	1	6	1	6	Investigate financial status of Contractor prior to appointment.	Contractor			Dunn & Bradstreet check undertaken prior to entering contracts. Review revealed good financial standing of contractor.
42	Construction	Project Manager		There is a risk that the poor performance from the Contractor will cause the construction period to over-run.	3	2	1	6	1	6	Early Contractor involvement - develop achievable program.	Contractor			Still a risk until project is completed. Client team to monitor progress and performance.
43	Planning	Project Manager		There is a risk of provision of Transport Impact Assessment for highways as part of planning submission. Survey outcomes requiring additional highways provision/ traffic calming measures requiring additional funding over that included.	1	1	1	3	2	6	Transport Assessment prepared, recommendation included for additional highways work, likely costs need to be identified through highways confirmation of actual requirements.	Architect			Planning permission received. No unanticipated conditions attached.
44	Financial	Project Manager		There is a risk that BIG budget allocation to the scheme could change.	1	2	2	5	1	5	Successful delivery of stage 2 bids and close liaison with grant officer.	myplace			Budget remains the same. No funding cuts realised.
45	Planning	Project Manager		There maybe a risk that the Council requires an archaeological/ scientific investigation of the site as part of a planning requirement. English Heritage or other body declare sites as being of Archaeological/scientific interest. (this is triggered as part of the investigations required to satisfy planning).	2	2	1	5	1	5	Local research into historical records for use of sites. Early liaison with the planners regarding requirement for archaeological survey.	Structural Engineer			Not required by MCC as part of the Planning.
1	Communication	Project Manager		There maybe a risk of lack of Community Support & negative media coverage which will at least require additional work and effort if not slow the whole schedule down.	2	1	1	4	1	4	Develop a communication plan, which seeks to ensure that the rationale for the project and its benefits are communicated to stakeholders	OnSide Comms Officer			Communication plan being led by MCC.
2	Services	Project Manager		There is a risk that topographical survey information is not accurate.	1	2	1	4	1	4	Allow for in risk register.	Structural Engineer			No unforeseen issues realised.
3	Statutory	Project Manager		There is a risk that there will be road closures adjacent the site to facilitate the build.	1	2	1	4	1	4	Keep in contact with local highways officers to ensure site access strategy assumed is acceptable.	Contractor			Contractor to manage as necessary.
4	Statutory	Project Manager		There is a risk that the Ground Investigation will identify more poor ground than anticipated.	1	2	1	4	1	4	Undertake early investigations	Contractor			No unforeseen issues realised.
5	Construction	Project Manager		There is a risk that Construction traffic will cause damage to the existing road surfacing.	1	1	1	3	1	3	Early Contractor Involvement, establish specific routes for construction vehicles.	Contractor			Contractor risk. Delapidations survey undertaken prior to commencement of project.
6	Construction	Project Manager		There may be unforeseen problems with site safety during construction.	1	1	1	3	1	3	All operations will be subject to a risk assessment (CDM).	Contractor			Contractor risk to manage as necessary.

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7	Construction	Project Manager		There may be unforeseen problems with public safety during construction.	1	1	1	3	1	3	Scheme design and build to mitigate against impact on public safety. Early contractor involvement.	Contractor			Contractor risk to manage as necessary.
8	Construction	Project Manager		There may be unforeseen problems with the proposed construction method	1	1	1	3	1	3	Early contractor involvement.	Contractor			No anticipated problems with the construction logic proposed.
9	Construction	Project Manager		There is risk that an Archaeological investigation will find burial sites etc	1	1	1	3	1	3	Undertake early investigations if required.	Contractor			No unforeseen issues realised.
10	Other	Project Manager		There is a risk that inadequate/ incomplete audit trail records kept. Onside subject to legal challenge, loss of reputation and future projects being subjected to challenges/restrictions if audited and found to be deficient.	1	1	1	3	1	3	Completed audit documents transparent, regular reporting to project Board recorded and accessible codified system for tracking changes.	OnSide PM			Ongoing. No foreseen issues anticipated.
11	Stakeholder Management	Project Manager		There is a risk that unclear project roles, financial and staffing budgets poorly managed. Duplication and omission of work & key activities.	1	1	1	3	1	3	Senior Lead Officer, Project Board and project team established (with terms of reference). Put in place risk management and communication strategies.	OnSide			Local board to develop.
12	Statutory	Project Manager		There may be difficulties in obtaining EA approval for proposed drainage outfalls etc.	1	1	1	3	1	3	Early consultation with EA.	Design Team			No anticipated issues foreseen.

LEGEND

Time Impact Likelyhood
 1 = 0 - 24%
 2 = 24 - 50%
 3 = 50:50%
 4 = 50 - 75%
 5 = 75 - 100%

Cost Impact Likelyhood
 1 = 0 - 24%
 2 = 24 - 50%
 3 = 50:50%
 4 = 50 - 75%
 5 = 75 - 100%

Quality Impact Likelyhood
 1 = 0 - 24%
 2 = 24 - 50%
 3 = 50:50%
 4 = 50 - 75%
 5 = 75 - 100%

Impact:
 Effect on the project/programme/OnSide if this risk were to occur

Probability:
 Estimate of the likelihood of the risk occurring

Severity:
 Assessment of the impact and and probability of event/risk



Candidate Briefing Document

GENERAL MANAGER

1. Introduction and Background

Introductory information about the Youth Zone and OnSide.

2. The Role

The dimensions of this role defy definition in conventional terms. It is both large and small; it is strategic, and at the same time demands very detailed and hands-on management. It demands effectiveness at a high level and, at the same time, at the lowest levels. The Youth Zone team consists of 30 full and part time employees and over 50 volunteers spread across six days and evenings. The General Manager has responsibility for a revenue budget of £600,000 per annum.

A willingness to get stuck into the detail, in an environment without corporate support structures, is therefore as important as the ability to influence effectively at the most senior levels. As one Board member put it, “not a suit”.

Key result areas for the new General Manager during the first 12 months are therefore:-

- Working with the Chairman and the Board, lead the ongoing development of the Youth Zone strategy and plan
- Ensure that structure, processes and controls are aligned with the strategy and the plan
- As part of the plan, generate and deliver a robust funding plan, which will enable the Youth Zone to operate with an appropriate level of reserves
- Paint a vision and inspire the team, help them to be effective as individuals and as a team and support them to deliver a wide range of ever changing and developing activities for young people
- Provide clear leadership for the team
- Work with other service providers locally to generate more for young people in the locality of the Youth Zone and the surrounding areas

The relationship of the new General Manager with the Chairman of the Board is clearly important. The relationship will be supportive and provide challenge, enabling the team of two to deliver ongoing success for the Youth Zone.

3. The Person

Candidates will be expected to be able to demonstrate the following experience, skills, and personal qualities:-



- Any background which demonstrates sound commercial and business management skills
- General management experience
- A successful record of developing and implementing strategies and business plans
- Experience of managing a team, ideally on multiple shifts
- An effective communicator, both spoken and written, together with strong relationship building and influencing skills
- Strong relationship management skills, someone who can sell concepts and identify opportunities through discussion, a savvy and effective sales person for the organisation
- A results driven approach, focussed on solutions rather than obstacles
- Able to move comfortably from the strategic to the practical and hands-on
- Organised and systematic
- Personal authority and credibility at senior level
- Financially literate
- A believer: a genuine passion for making a difference to young people's lives
- Experience of the voluntary / charitable sector and / or working with young people is an advantage but not essential

Appendix 1: Duties and Responsibilities

Vision and Strategy

- Clearly articulate the mission, vision and values of the Youth Zone
- Provide clear leadership and direction
- Propose, consult on and create the Youth Zone's strategy and plan
- Act as a source of inspiration to all employees, Youth Zone members, Board members, volunteers, supporters and wider stakeholders
- Take appropriate steps to identify and effectively manage risks

Governance

- Support the Chairman in maintaining the capabilities and leadership of the Board
- Work with the Board in fulfilling the charity's constitutional, regulatory and legal obligations
- Ensure the Board is supported and challenged
- Understand and clearly communicate to Board members and others the views and needs of young people

Management

- Manage senior staff, supporting them to set targets and strategies and be accountable for their performance
- Allocate organisational resources, manage on-going challenges and opportunities, and support the senior staff to do likewise



- Inspire the staff and volunteers to give their best and support them to uphold the Youth Zone's sense of identity and deliver a wide range of activities for young people
- Determine staffing requirements based on agreed budgets
- Responsible for all matters concerning the recruitment and employment of staff
- Ensure all legal obligation relating to staff are observed, and set and guide the policy with regard to volunteers

Fundraising

- Accountable for the Youth Zone's fundraising strategy and activities
- Work with staff, Board members and external organisations to seek new sources of income
- Work with the Commercial Manager to develop their strategy, assist with major bids and meet potential and existing funders where appropriate
- Ensure that feedback to supporters and funding bodies is appropriate and high quality

Finance and Assets

- Responsible to the Board for the financial health of the Youth Zone
- Prepare annual budgets for presentation to the Board
- Ensure effective financial management including a successful annual audit
- Responsible for all the capital assets of the Youth Zone
- Ensure proper maintenance and upkeep of the buildings, premises, vehicles and equipment owned or leased by the Youth Zone

Delivery

- Responsible for the operation of the Youth Zone and all its projects, working with appointed members of staff
- Establish (through consultation) and monitor agreed performance measures
- Ensure that comprehensive and appropriate policies, covering all facets of the Youth Zone's operation, are developed, maintained and observed
- Ensure that policies for Child Protection and Safeguarding are in place and are practised
- Keep 'a finger on the pulse' across all the Youth Zone's activities and deal with any serious issues that arise

Youth Zone in the Community

- Protect and enhance the reputation of the Youth Zone
- Promote and lead the Youth Zone's working relationships and partnerships with the Councils, key partners and other local organisations
- Promote and develop the Youth Zone brand and ensure a high level of awareness across the community



Candidate Briefing Document

GENERAL MANAGER

1. Introduction and background

Introductory information about the Youth Zone and OnSide.

Recruiting the General Manager 15 months ahead of opening is a big investment for the charity; however, it will be instrumental in ensuring the Youth Zone gets off to a flying start.

The General Manager will start by learning the delivery and income generation model that has been successful in the existing Youth Zones. Thereafter, most of the first 12 months will be focussed on the critical task of developing private sector support, and creating a new business network with strong relationships based around the Youth Zone. In part, this will be to secure the private sector income streams, and will be achieved through working closely with the OnSide Private Sector Development Manager. During this period the Board and the OnSide project team will be working to complete the building, liaise with other groups in the community and continue the local communications campaign to support the work of the General Manager.

Six months before opening, the General Manager role will change to focus on the countdown to the opening. Recruitment and planning the post-opening activity will become the main focus, with OnSide managing the first key appointments: the Youth Work Manager, Administration Manager, Volunteer Manager and Development Manager. These key people, together with the General Manager, will then undertake responsibility for further recruitment to the team. Moving towards the opening, the General Manager will become responsible for ensuring everything needed for a successful opening is in place.

2. The Role

The role of General Manager of a Youth Zone defies definition in conventional terms. It is both large and small; it is strategic, and at the same time demands very detailed and hands-on management. It demands effectiveness at a high level and, at the same time, at the lowest levels. The Youth Zone team will consist of approximately 40 full and part time employees and up to 100 volunteers spread across seven evenings and weekends. The General Manager has responsibility for a revenue budget of £1 million per annum.

A willingness to get stuck into the detail, in an environment without significant corporate support structures, is therefore as important as the ability to influence effectively at the most senior levels. As one Board member put it, "not a suit".



During the pre-opening period the General Manager will report to the OnSide Chief Executive. This will ensure the General Manager receives the knowledge and support required during this development phase.

What success will look like for the Youth Zone at the point of opening:

- The first three years' private sector revenue funding secured and the business community feel that this is their project.
- The team is recruited and trained, ready for the opening.
- There are 100 volunteers recruited and trained, ready for the opening.
- The systems and processes needed to run the organisation are in place (this work will be led by OnSide).
- The programme of activities for the first two months are planned and ready for delivery, including all the materials needed to deliver it.

What success will look like a year after the Youth Zone has opened:

- The team will be strong, well supported and effective at delivering a great, innovative service for the young people.
- There will be up to 200 young people attending every session, coming because they want to and inspired by the continually changing programme on offer.
- The local authority and business community will continue to feel engaged and that their money is well spent, together with enjoying the new strategic business relationships the Youth Zone has created for them.
- The financial control and understanding will be in place, with new income streams being generated to enable additional work to be done, and to ensure the long term sustainability of the Youth Zone.
- The whole community will see the Youth Zone as an asset for the city; they will understand what it does and know how they can get involved.

After opening, the General Manager will report to the Chair of the Board. The relationship will be supportive and challenging, enabling the team of two to deliver ongoing success for the Youth Zone. OnSide will remain involved, both as a member of the board and a support network for the General Manager and Youth Zone team.

3. The Person

Candidates will be expected to demonstrate the following experience, skills, and personal qualities:-

- Any background which demonstrates sound commercial and business management skills;
- A self-starter, someone who lifts stones and generates new work streams;
- General management experience;
- A successful record of developing organisations and implementing strategies and business plans;



- Experience of managing a team, ideally on multiple shifts;
- An effective communicator, both spoken and written, together with strong relationship building and influencing skills;
- Strong relationship management skills, someone who can sell concepts and identify opportunities through discussion, a savvy and effective sales person for the organisation;
- A results-driven, energetic approach, resiliently focussed on solutions rather than obstacles;
- Able to move comfortably from the strategic to the practical and hands-on;
- Personal authority and credibility at senior level;
- Organised and systematic;
- Financially literate;
- A believer, with a genuine passion for making a difference to young people’s lives.

General Manager Accountabilities (post opening)

Management of staff and volunteers with the following direct reports:

- Youth Work Manager
- Administration Manager
- Development Manager
- Volunteer Manager
- Communications/Events Coordinator
- Building maintenance

Accountabilities
<ol style="list-style-type: none"> 1. Custodian of the OnSide Youth Zone DNA and values 2. Sustainability: fundraising and income generation for the Youth Zone’s operating costs 3. Service delivery: ensuring the service is of a high standard and attracting a wide range of young people 4. Leadership and management of the team including briefings, appraisals and team feedback 5. Planning at an operational and financial level 6. Governance and legal compliance 7. Financial Control 8. Human Resources 9. Marketing and communications 10. Networking within the local public and private sector to generate more opportunities for the city to use the platform created by the Youth Zone

Role Profile: Youth Work Manager

Reporting to: General Manager

Responsible for: Club Co-ordinators and all aspects of Youth Work Delivery

Context of the post

Introductory information about the Youth Zone and OnSide.

JOB PURPOSE:

- To manage the Youth Zone's youth work provision and the team of staff and volunteers who deliver it;
- Accountable for the effective running of the core provision of the projects, currently Junior, Senior and Inclusion Clubs, Holiday Club and mentoring;
- To quality assure all youth work provision by setting and maintaining high standards;
- To ensure that the Youth Zone provides a fun, supportive, safe, inclusive and positive place which attracts and retains young people from across the City and beyond, and which motivates and raises young people's aspirations.

MAIN DUTIES AND RESPONSIBILITIES:

The Youth Work Manager has responsibility for the planning, delivery and development of all youth work. The position will be based at the Youth Zone. In addition to the overall management of youth work, duties will include:

- Ensure quality planning and delivery in the clubs and ensure delivery is fun, safe, challenging and developmental.
- Operate at a senior management level. Together with the members of the Senior Management team, establish links and delivery packages to the wider district/rural parts to ensure that young people can benefit and have access to the Youth Zone resources.
- Deputise for the Chief Executive as and when required.
- With the Development Manager and General Manager, ensure a robust fundraising plan for all projects and the Youth Zone overall. Take an active part in the development of fundraising strategies and applications. Develop and support Project leaders to take ownership of funding for individual projects.
- Ensure the integration of sport, drama, music, dance and arts and crafts provision into session planning and delivery, both on and off site.
- Ensure the quality delivery of youth work on off-site programmes and projects.
- Manage and develop teams of staff, including Club Co-ordinators, youth workers and volunteers, and support and coach them to achieve their full potential within their given roles within the CYZ appraisal systems.
- Ensure the participation of young people and that their ideas contribute fully in the planning and delivery of sessions, projects and activities.
- Work with young people during Youth Zone sessions.
- Develop systems to ensure that provision is of the highest quality and achieves positive outcomes for children and young people.
- Manage budgets associated with the areas of delivery in the Youth Zone.
- Manage the day-to-day operations at the Youth Zone, ensuring that policies and procedures are appropriate and adhered to.
- Work with and in the community to market the Youth Zone, inviting young people to the Youth Zone and securing community support, engagement and partnerships.

- Keep the Youth Zone looking exciting and ensure that the atmosphere is consistent with the Youth Zones' values and principles.
- Accountable for the resolution of difficulties, complaints and issues during Youth Zone sessions.
- Ensure that all the Youth Zone equipment is properly maintained and accounted for.
- Ensure that all projects and activities operate within the strategic objectives and principles of the Youth Zone ensuring due consideration is given to safeguarding, health and safety, inclusion and equal opportunities.
- Responsible for the process of feedback and review of the Youth Zone's delivery including overall responsibility for maintaining the Management Information System.
- Develop systems and procedures to measure performance in order to demonstrate the impact of the Youth Zone and ensure continuous improvement of delivery.
- Develop relations and partnerships within the city and beyond, exploring areas for joint working where appropriate.
- Network at a senior level with key partners, stakeholders and supporters, in order to maintain relations at the highest level to secure significant contribution and support.
- Deliver a focused, measurable contribution to the Youth Zone's overall strategic plan.
- Responsible for the promotion and development of best youth work practice, ensuring compliance with statutory guidance and opportunities with national policy.
- Deputise for the General Manager as required.

This is a unique role at the centre of an exciting organisation. It will be stimulating, challenging and incredibly rewarding.

PERSON SPECIFICATION:

	Essential	Desirable
Knowledge & Experience		
A professional qualification in Youth Work	✓	
A passion for youth work and a minimum of 5 years' experience	✓	
A management qualification or at least three years' recent experience		✓
Effective people management, supervision and coaching skills	✓	
Experience of learning and coaching activities		✓
Experience of managing staff and volunteers	✓	
Experience of programming a diverse range of activities for young people	✓	
Experience of planning, delivery and evaluation	✓	
Skills		
Excellent communication, relationship building and interpersonal skills	✓	
IT literate	✓	
Good organisational skills with the ability to think strategically and the flexibility to adapt to circumstances	✓	
Ability to relate to young people from all backgrounds	✓	

Ability to work under pressure	✓	
Ability to work with initiative, enthusiasm and self-motivation	✓ ✓	
Strong negotiation skills		✓
Proven record in project management		✓
Personal Qualities		
Non-judgemental and inclusive approach to youth work	✓	
Ability to care about and be sensitive to both individuals and the community needs	✓	
Good interpersonal skills	✓	
Creative and solution orientated	✓	
Demonstrate a commitment to the values, principles and goals of the Youth Zone	✓	
The ability to cope with multiple demands and deadlines, the ability to work fast and to a consistently high standard	✓	

Job Description

Job Title: Administration Manager

Reporting to: General Manager

Responsible for: Administrator

Job Purpose:

- To set up and run the administration and HR functions for the Youth Zone.
- To provide secretariat support for the Board of the Youth Zone.
- To have overall management of the office and line management of the Administrator.

Context of the post:

Introductory information about the Youth Zone and OnSide.

Main duties and responsibilities

- To establish and maintain office systems to ensure the smooth and efficient running of the Youth Zone
- To establish and maintain a database system for membership, relationship management and data collection and retrieval
- To perform the HR function and ensure compliance with all employment and safeguarding legislation
- To ensure the Youth Zone complies with its obligations under data protection legislation
- To act as Personal Assistant to the General Manager
- To promote and organise staff development and training
- To manage the Youth Zone's communications through phone, letter, email and social media
- To provide the secretariat service for the Youth Zone Board and administrative support for its members
- To ensure the required returns are made to the Charity Commission and Companies House
- To supervise the work of the Administrator
- To be responsible for the book-keeping function for the Youth Zone
- To review and update health and safety policies and ensure they are observed, in liaison with the Duty Managers
- To attend events and conferences as required

General

- To be alert to issues of safeguarding child protection, ensuring the welfare and safety of Youth Zone members is promoted and safeguarded, and to report any child protection concerns to the designated Child Protection Officers using safeguarding policies, procedures and practice

- To contribute towards the production and delivery of strategic and business plans for the Youth Zone
- To assist with any promotional activities and visits that take place at the Youth Zone
- To actively promote the Youth Zone and positively contribute towards increasing Youth Zone membership
- To participate in staff meetings, staff training and staff supervision and appraisal

Person Specification

	Essential	Desirable
Experience		
All-round administrative and management experience	✓	
Experience of developing office and HR systems	✓	
Experience of managing recruitment and HR functions		
Experience of basic accounts work / book-keeping	✓	
Experience of supervising staff	✓	
Experience of providing support at Board or General Manager level	✓	
Skills and Abilities		
Excellent administrative and organisational skills	✓	
Excellent written and verbal communication skills	✓	
High standard of ICT skills, including the use of databases	✓	
Ability to cope with multiple demands and deadlines and maintain a consistently high standard of work	✓	
Ability to establish a rapport with stakeholders at all levels and from all sectors	✓	
Ability to work on own initiative and as part of a team	✓	
Methodical approach and ability to maintain accurate and transparent data systems	✓	
Ability to remain calm and in control in pressurised situations	✓	
Ability to deal with confidential information sensitively and appropriately	✓	
Knowledge and Understanding		
Knowledge and understanding of HR management and relevant legislation	✓	
Knowledge of IT, spreadsheets, word processing and database packages (particularly cloud based systems such as Salesforce)	✓	
Knowledge of health and safety and data protection legislation	✓	
Knowledge and awareness of issues affecting young people		✓
Qualifications		
Education to degree level or equivalent experience	✓	
Personal Qualities		
A flexible attitude to work and a willingness to perform a variety of duties to ensure an efficient and effective service	✓	
A high degree of motivation	✓	
Attention to detail	✓	

A NEW MANIFESTO

FOR THE YOUNG PEOPLE
OF GREAT BRITAIN

THE ONSIDE WAY



THANK YOU TO OUR PATRONS, SPONSORS AND SUPPORTERS



Accenture
 Alan and Kate Livesey*
 Alan Murtagh and Michelle Stubbs*
 Alison and Daniel Rees
 Andrew and Fiona Tyrer*
 Anthony and Margaret Preston*
 Anthony and Alison Hitchen*
 ASC Renewables
 Big Lottery
 Bill and Julie Holroyd*
 Bill and Liz Ainscough*
 Brian and Katherine Scowcroft*
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 David and Janelle Barker*
 DRL (AO.com)
 Eversheds
 Garfield Western Foundation
 Iain and Su Sharp*
 Ian and Jan Currie*
 Impetus-PEF
 John Lea

Keith and Tania Black*
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 Martin and Pat McMillan*
 Michael and Jean Oglesby*
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 Phil and Estelle Goodwin*
 Richard Robinson
 Rothschild
 Simon Moran*
 St. James's Place Foundation
 The Queen's Trust
 The Stoller Charitable Trust*
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 Vivien Rink
 Warburton Charitable Trust*
 Zochonis Charitable Trust

*Founder patrons

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FROM THE CHAIRMAN

5

OnSide now provides safe and inspiring places for over 15,000 young people to go to in the north west.

Our six current Youth Zones are already transforming their communities.

The dynamic four-way partnerships between the public, private and voluntary sectors plus, of course, the young people themselves, are ensuring the success of each Youth Zone and I'm confident these will go on to deliver for the young people for many years to come.

We have now proven beyond doubt that our model is successful, sustainable and relevant. In addition we are now able to demonstrate a significant social impact in our communities. Most importantly, the young people love the facilities and vote with their feet in droves, with over 350,000 visits to our Youth Zones per year.

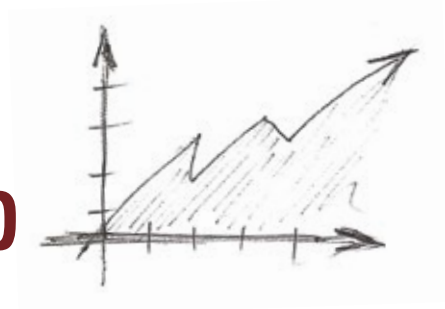
We are now faced with the opportunity (and challenge) of making OnSide a national charity, with the aim of creating Youth Zones in every town and city in the UK. In doing so we will have built a world-class platform to ensure that our young people have the best possible start in life. Just imagine.

As ever, I would like to underline my sincere thanks to our Patrons and wider support community. Without you, none of this would have happened. I also want to register my thanks and admiration to the hugely over-worked OnSide team, led by Kathryn Morley.

Finally, Jerry Glover retired as Chief Executive of OnSide in April, taking up a part-time consultancy role with us. Jerry is the inspiration for the Youth Zone movement and we all owe him a massive debt of gratitude.

Onwards and upwards!
Bill Holroyd CBE DL - Chairman

THE START OF SOMETHING GOOD



As Chief Executive of OnSide Youth Zones, it gives me great pleasure to introduce the new manifesto, a declaration to extend our network across the UK in order to reach more young people.

I'm fortunate to lead a dedicated and highly experienced team, able to work alongside existing Youth Zones and various stakeholders wishing to build one in their location. Highlights of a very successful 2013 include:

- Wigan Youth Zone opened in June with over 7,000 young members in the first four months
- Firm commitments for new Youth Zones in Preston, Wolverhampton and Wirral, which once open will make a total of nine OnSide Youth Zones
- The Queen's Trust, St. James's Place Foundation and Garfield Weston made significant contributions to the OnSide Foundation for the development of Preston, Wolverhampton and Wirral Youth Zones
- The Big Lottery made an award for our three-year initiative in partnership with Seashell Trust to further support young disabled people and their families across the OnSide Youth Zone network

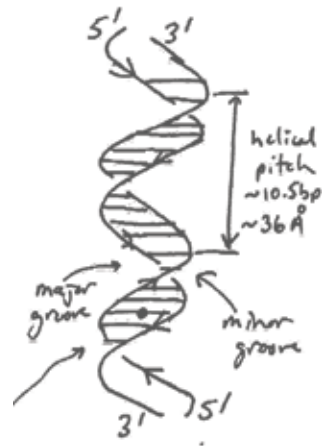
We have received support from Impetus-PEF, who use a venture philanthropy model to select charities with significant growth potential. Their support is helping to accelerate our work to achieve our vision of 20 fully-operational Youth Zones by 2020.

None of this would have been possible without the OnSide Board, Patrons, supporters, volunteers and champions, or the dedication of the OnSide team.

Thank you for your support
Kathryn Morley – Chief Executive



THE ONSIDE WAY



Young people need our help now more than ever before.

Whether it's a lack of ambition or qualifications, or negative behaviour and attitudes, the current childhood crisis is real and well documented. OnSide Youth Zones are designed to give young people aged 8–19 years old (25 for those with a disability) somewhere to go, something to do and someone to talk to in their leisure time; occupying their bodies and minds with fun activities, learning new skills and socialising in a safe, positive way. Youth Zones are there for young people in deprived areas, where the alternative for many is spending their evenings on the streets or isolated in their bedrooms, surfing the internet.

What makes an OnSide Youth Zone?

- An inspiring, safe and affordable place for young people to go
- A private sector-led Board, heading up an independent local charity
- A sustainable funding model
- A four-way partnership between the private sector, the local authority, young people and the community
- The right city centre location, in 'neutral' territory that all young people from the community can share
- A functional, inspirational building design based on how young people engage, socialise and participate

DESIGN **IN PARTNERSHIP** *Open & accessible*

AFFORDABLE  **STAFF**

Status

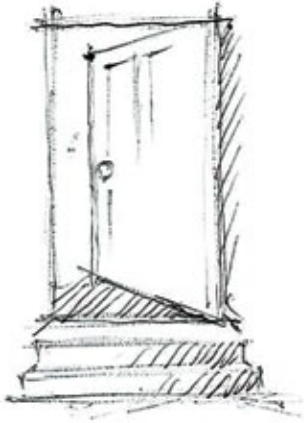
VISION & PURPOSE

Monitoring & evaluating



Somewhere to go

- Up to 250 young people attend each Youth Zone every evening
- Safe places for young people to socialise with peers and adult role models
- Neutral spaces, away from gang pressures or postcode wars
- Buildings and activities open to all young people – it's their place
- Iconic, inspiring buildings show the community the value of young people
- Just 50p per visit, £1 for a nutritious hot meal, £5 annual membership



OUR PROMISE

Our promise to Britain's young people is simple. If they live within the local area of a Youth Zone, they will have:

Something to do

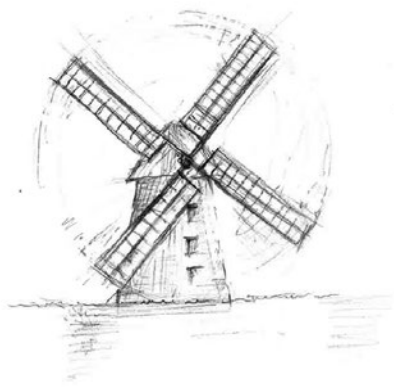
- 20 inspiring activities each session, including sports, arts and personal development
- Buildings that create interest and make it easy to get involved in activities
 - Youth Zones can host almost any activity young people want
- Paid workers are experts in their field, supported by an army of volunteers
 - 'Try, train, team' approach to sports and arts
- Regular inter-Youth Zone events where young people meet and compete
- Residential and other trips to boost confidence and broaden horizons

Someone to talk to

- Youth workers engage with young people on their terms
- Casual one-to-one work is a key part of youth workers' roles
- Young people are helped to develop their communication skills
 - Targeted programmes for employability, mentoring, inclusion, sexual health and more
- Philosophy of personal responsibility – 'get active, get creative, get outdoors, get sorted, get ahead and get connected'
 - Youth Zones can be a second home, away from family and school pressures

We provide inspiration and raise aspirations, pointing the most troubled young people in the right direction.





A FOUR-WAY PARTNERSHIP

The whole community comes together to take pride in and ownership of the Youth Zone, to ultimately ensure its success.

A unique partnership of the private sector, local authority, young people and the community form a dynamic four-way, inter-connecting relationship, which drives the success of an OnSide Youth Zone. The Youth Zone becomes a valuable community asset and each group plays its own vital role, breathing real life into their Youth Zone.

From conception to completion; the inaugural opening of the doors for business and the ongoing day-to-day functioning of the Youth Zone. From our champions, investors and fundraisers who bring in the money, to the committed team of paid workers and volunteers who deliver an inspiring range of activities and targeted services.

However the partnership wouldn't be complete without the support of local communities and young people's groups working together to deliver more services to more young people. And most importantly, the young people themselves – their need drives our whole reason for being.

WORLD-CLASS BUILDINGS



Visible from miles around, these are iconic buildings we are proud of.

We believe our buildings convey a clear message to young people: “You deserve the best.” Our iconic buildings make a statement about the value each town or city places on its young people. Visible from miles around and packed with exciting, interesting and educational things to do, our Youth Zone buildings are places we can all be proud of.

Each Youth Zone is designed to become a landmark feature of a town or city, with its own entirely unique, eye-catching architecture and state-of-the-art facilities full of highly trained, experienced teams.

With fitness suites to rival the best private gyms, chill out areas on a par with many of the bars and cafés around and media and music suites that would make creative agencies jealous, our Youth Zones offer the ‘wow’ factor, sending out a clear message that young people matter.



Sports hall

Jam-packed with high intensity activities like wall climbing, dodgeball, basketball and many more. They're challenging, exhilarating and motivating places to be.



Skate park

From half-pipes to ramps and rails, the skate park at Wigan Youth Zone is designed by and for skaters. Somewhere to hang out, learn new tricks, share their passion, make new friends and gain confidence.



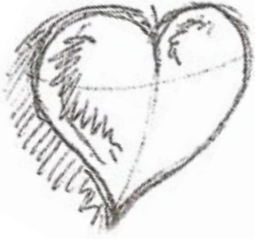
Dance studio

Specialist dance studios offer young people plenty of room to express themselves through a variety of different dance styles, helping them get active and learn new skills.



Fitness centre

Teaching young people how to lead a healthy, active lifestyle. From nutrition advice to fitness training, there's something for all ages and abilities.



We don't just encourage young people to lead healthier and more active lives, we ensure they're well-equipped to enjoy all kinds of sports and physical pursuits.

BEST-IN-CLASS FACILITIES

17



Boxing & martial arts

Not just a great way to keep fit, boxing and martial arts are all about control, persistence and poise. We're talking punch bags, training equipment, a boxing ring and challenging activities like wrestling.



Outside

A chance to explore the outdoors, trek through the wide-open, kayak and climb, sleep by a fire, team-build and learn the art of survival. Or simply get a game of football on our all-weather pitches.

Inspiring young minds to open up, be creative and feel at ease, our state-of-the-art surroundings bring everyone together in a fun and inclusive environment.



BEST-IN-CLASS FACILITIES

Arts, crafts & fashion

A chance to make a statement and leave a mark on their own Youth Zone. Making murals, learning sewing skills and exploring fashion trends. All the tools, space and inspiration are here.



Restaurant & kitchen

Nutrition plays a huge part in the development of young people. Our restaurant and kitchen serve up subsidised meals and give young people a chance to learn how to cook their own food.





Enterprise

Giving young people the skills they need to get a job. CV writing, interview tips and teamwork skills. Young Leaders courses build character and confidence, taking charge of live projects.



Media studio

Young people can express themselves and get inspired in our cutting-edge media studio. A film suite, a radio studio and media centre. Open to all.



Music room

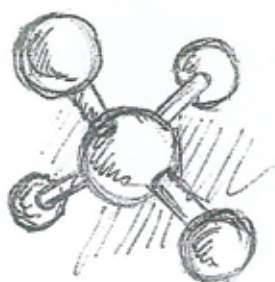
Kitted out with instruments and equipment, members are free to make some noise and follow their dream. Writing, rapping, mixing, playing, jamming, singing and recording.

Recreational area

Sometimes young people just need space. Somewhere to chill out, meet mates and chat. Play pool, have fun and be themselves. Somewhere like our recreational area.



MAKING IT HAPPEN



Our role is to support existing Youth Zones in operating effectively, as well as introducing new Youth Zones to towns and cities across the country.

In developing new Youth Zones, OnSide adopts a total management approach, from supporting local stakeholders, identifying the need in each area for a Youth Zone, through to the completed building and its opening. This includes the initial building design using experience gained from the six Youth Zones now operating, as well as the construction and internal specifications, ensuring it's all delivered on time and on budget.

Alongside the physical building we work with the local Board, offering advice and support to raise the first three years' revenue ahead of opening, while initiating the recruitment of the team, both staff and volunteers, who will go on to run the Youth Zone.

Equally important is establishing a cohesive marketing strategy, from overall branding and internal/external communications to supporting fundraising activities and helping the local community understand how they can make the most of the soon-to-be Youth Zone. And as every business requires sound financial management, we have approved systems to manage capital, revenue, membership and attendance.

Throughout all of this we involve young people as much as possible; it's their Youth Zone. Young people's active participation and influence in areas of brand identity, transportation, fundraising and the interior design of the Youth Zone are fundamental to our approach.

FUNDING A YOUTH ZONE



Each and every Youth Zone presents its own set of unique and intricate funding challenges.

A model of local ownership is a key success factor in ensuring financial sustainability of each Youth Zone into the future. This all-important funding approach is split into two distinct areas of Capital and Revenue:

Capital: The cost of building and fitting out a Youth Zone is in the order of £6million; £3m, with the site provided by the local authority and the remainder made up of grants, trusts funding and local philanthropic giving. The OnSide Foundation invests in the new Youth Zones by flowing capital grants raised by OnSide to each project.

Revenue: The cross-sector funding model is unique and sustainable. The annual running costs for a start-up Youth Zone are £1million; 40% met by local authority support, 50% by the local private sector and 10% through membership and entry fees from young people. OnSide works with the local team to raise the first three years of private sector funding ahead of opening.

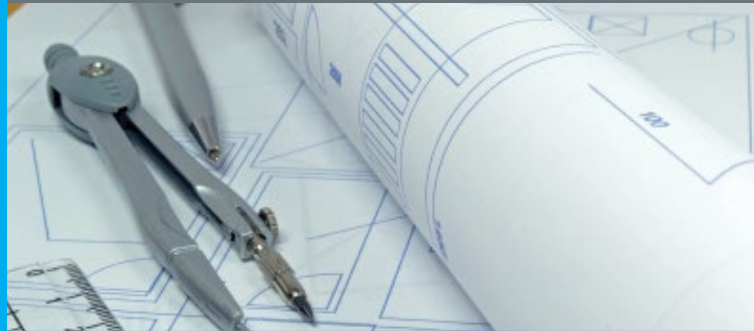


THE TIMELINE FOR AN ON-SIDE YOUTH ZONE



DESIGN

- Building designed
- Planning application submitted
- Young people create the Youth Zone name and brand identity



DEVELOPMENT

- Building contract tendered
- Legals agreed
- Full capital secured



Day one

Target duration

FOUNDATIONS

- Building project underway
- Young people design interior
- Revenue campaign
- First employee recruited

YEAR ZERO

- Website and other comms go live, media countdown to opening
- Recruitment and training of staff and volunteers
- Financial and membership systems established
- Activity Plan for Youth Zone created
- Opening day event planned and delivered



Opening
2½ years

OUR VISION



20 Youth Zones by 2020

Established by Bill Holroyd and his founding team of Board Directors in 2006, the OnSide Youth Zones charity has made hugely significant progress.

To date five new Youth Zones have been built based on the original Bolton Lads and Girls Club model, which is part the OnSide network.

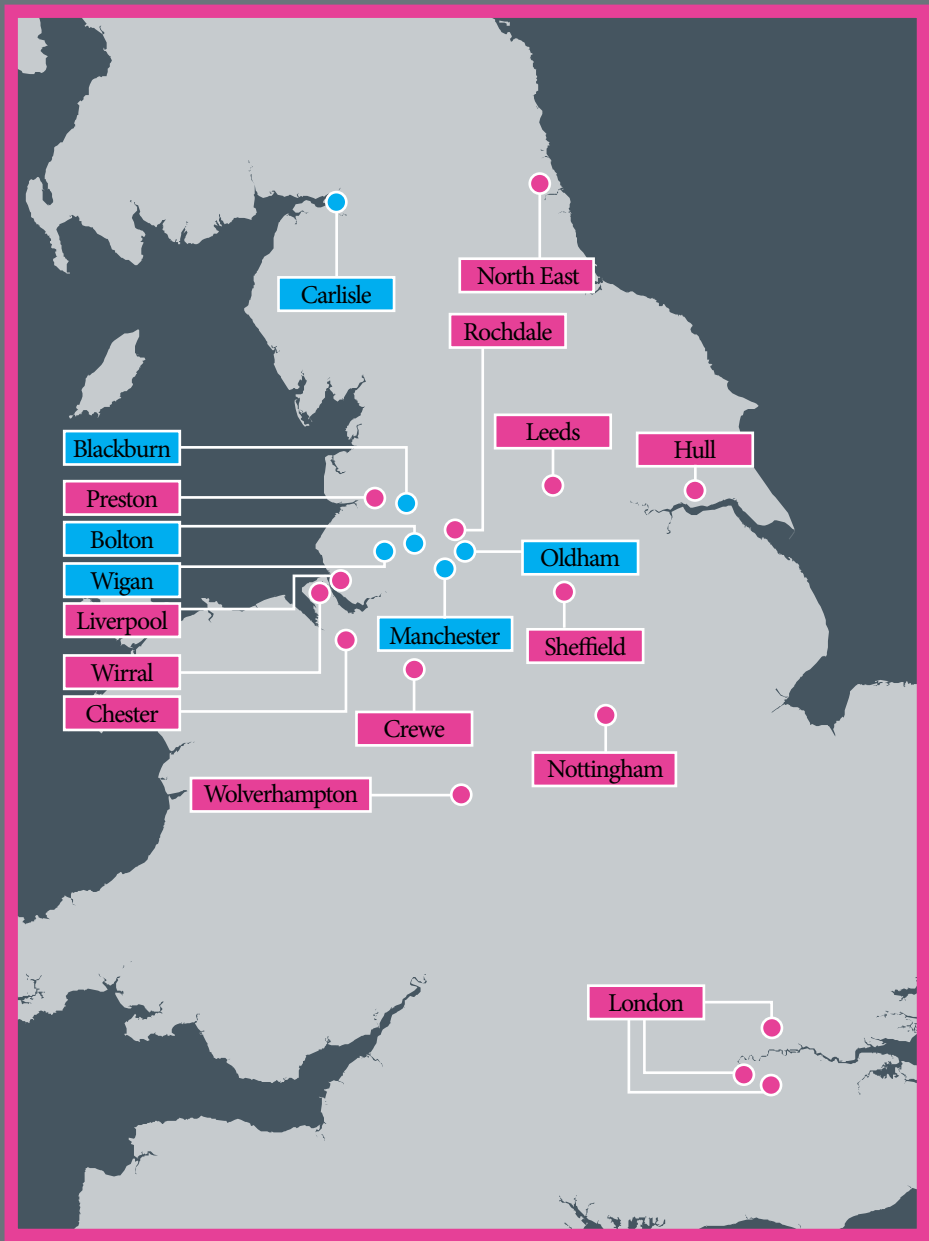
We currently have:

- Approaching 7,000 visits per week, 350,000 per year across all Youth Zones
- Created over 200 jobs within the five new Youth Zones
- Recruited over 700 volunteers
- Raised over £50 million of funds for the benefit of young people
- Leading-edge activities for young disabled people to enjoy with their able-bodied peers

Our vision is that one day every town and city throughout the UK will have its own Youth Zone. With a proven model, experience of implementation and first-hand understanding of the positive impact for young people, our aim is to replicate the model and grow our network to 20 Youth Zones by 2020. In doing so we will:

- Engage with over 50,000 disadvantaged young people nationwide
- Create more than 600 jobs
- Involve more than 3,000 volunteers

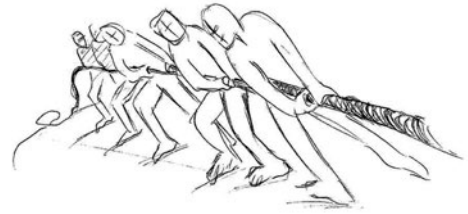
This is only the beginning. With a further three Youth Zones in the pipeline at the time of going to print, the positive impact on Britain's young people and the return on social investment for stakeholders will be unparalleled.



- EXISTING YOUTH ZONES
- NEW POTENTIAL PROJECTS



THE ONSIDE TEAM



**Dynamic, dedicated and
highly experienced.**

Chiara Mallia	Administration Manager
Claire Greenwood	Grants and Trusts Manager
David Barton	Young People's Participation Manager
Fiona Norcross	Head of Finance and Systems
Jerry Glover MBE	Senior Advisor
Jo Barber	Events and Donor Development Manager
Kathryn Morley	Chief Executive
Nick Cooper	Local Engagement Manager
Rachel McCrystal	Private Sector Development and Funding Manager
Rebecca Baron	Communications Manager
Rob Carter	Facilities Development and Deputy Chief Executive

THE ONSIDE BOARD

	
Chris Oglesby	Jim Smith
	
Margaret Preston	Karen Griffiths
	
Ross Warburton MBE	John Marsh
	
William Lees-Jones	Bill Holroyd CBE
	
Daniel Hall	Nigel Richens

HOW YOU CAN HELP



Help the young people in your town or city.

Step forward and become part of a team that creates a Youth Zone. Help OnSide by donating financial support to help fund our work. Volunteer at your local Youth Zone, from being a Board member through to helping deliver activities during evenings and weekends.

DONATE Mentor
STEP FORWARD
CHAMPION
 Patron
INSPIRE & LEAD
 Capital input
Chairman email
VOLUNTEER **GIVE**
CONTACT US

 A photograph showing a man in a dark shirt adjusting a red boxing helmet on a young person. They are in a gym or training area.



“It gives me an opportunity to try new things and meet new people. It also gives me, and other young people like me, the chance to change the perceptions that others have of young people today.”

Lucy, aged 16, from Pemberton



OnSide Youth Zones, Suite GB, Atria, Spa Road, Bolton BL1 4AG
www.onsideyouthzones.org Email: enquiries@onsideyouthzones.org Tel: 01204 362 128
Registered Charity no. 1125893 Registered Company no. 06591785

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Divergent Naming – session 2

Bidston Primary School



Divergent Naming – sessions 3 & 4

11-15 and older consultation 16+



Divergent Naming – session 5

Children with special needs

Hive

A community construction built by its community for its community. Active, industrious and dynamic, working community supporting each other mutually, featuring a strong structure with a range of roles which are interdependant

LINKS:

- The diversity of membership
- Strength together
- Community strength and support
- Dynamism & industry



Concept I: Cube Hex

Using overlaying hexagons to create three dimensional cubes, reflecting the strength together of the young people in their endeavours to build positive futures together. Bold and straightforward typography lends an air of simplicity.



Concept G: HEXAGON

Constructing a hexagon (the fundamental shape of a hive) from a diverse range of colours which overlap reflecting the kalidescope of young people at the youth zone. The typography reflects the freedom and joy of expression found within the mutually supportive community.



Concept H: TRI-HEXAGON

The base of a hexagon (the fundamental shape of a hive) and strongest shape to construct from is the triangle. We use this in a diverse range of colours which overlap reflecting the kalidescope of young people at the youth zone. The strong typography provides genuinely flexible visual dimension.



CONCEPT SET **A**



CONCEPT SET **B**



CONCEPT SET **C**



Thank you...

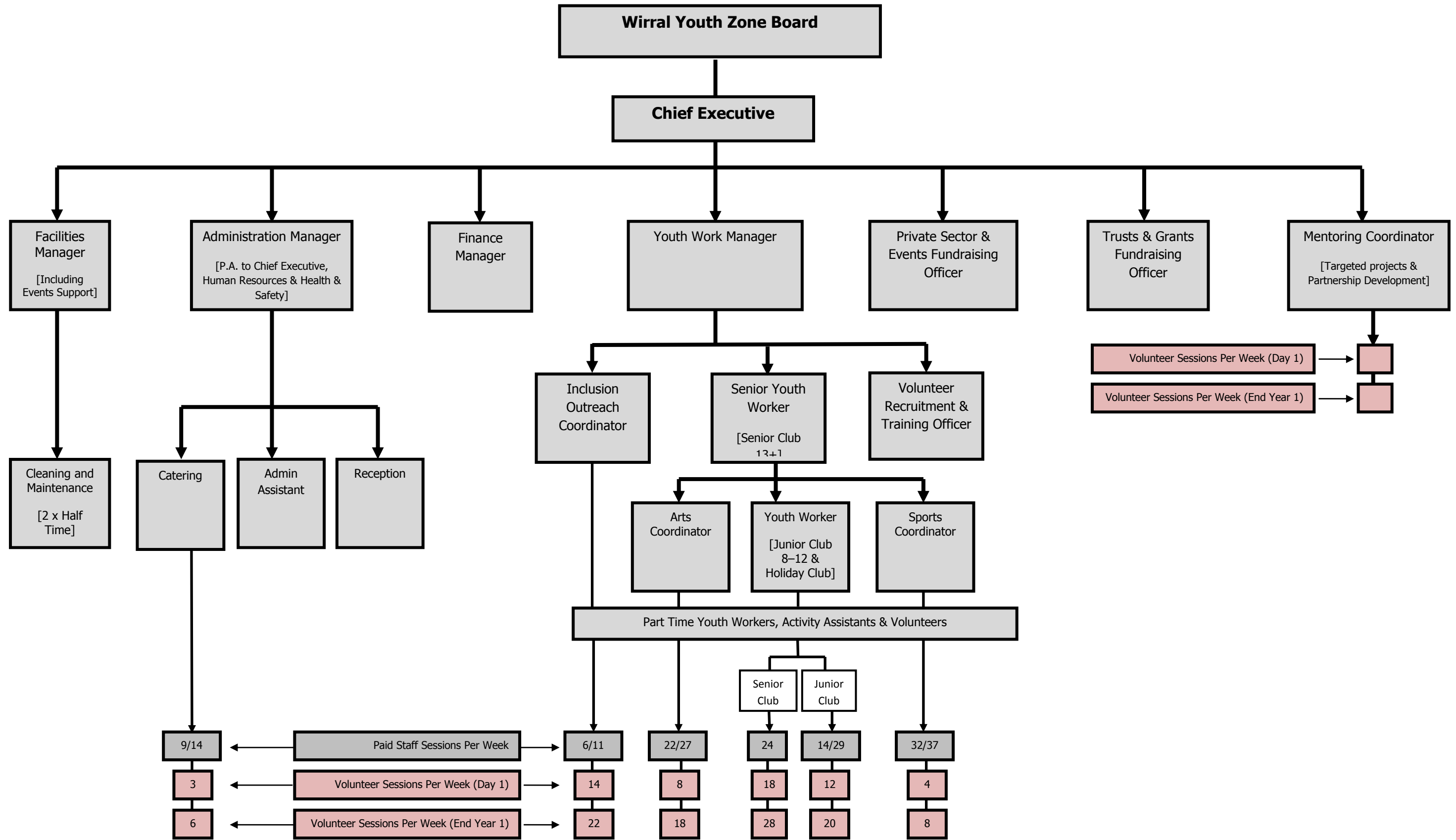
ice 

ΤΙΣΤΙΚ ΛΟΓΟΤΗΤΗ THE





STAFF ORGANISATION CHART



Notes: Two figures are shown against some Paid Staff Sessions to show variance during holiday periods. The position of Mentoring Coordinator could be a late appointment (say starting 6 months in).



Youth Zone Opening Hours

	Mon	Tue	Wed	Thurs	Fri	Sat	Sun
Carlisle	6.30-8.30pm Junior Club	6.30-9pm Senior Club	4-9pm Senior Drop-in	6.30-8.30pm Junior Club	6.30-10pm Senior Club	10am-1pm Inclusion - 1.30-3.30pm Junior Club - 6.30-10pm Seniors 15+	N/a
Mahdlo	3.30-5.30pm School's Out - 6.30-10pm Seniors	3.30-5.30pm School's Out - 6.30-9pm Juniors	3.30-5.30pm School's Out - 6.30-10pm Seniors & Ability Group	3.30-5.30pm School's Out - 6.30-9pm Juniors & Ability Group	3.30-5.30pm School's Out - 6.30-10pm Seniors	10am-1pm Juniors - 1.30-4.30pm Girls Only - 6.30-10pm Seniors	10am-1pm Open Family - 1.30-4.30pm Ability Family
Factory	3.30-5.30 After School Club (8-15) - 6.30-10 Seniors (13-21)	3.30-5.30 After School Club (8-15) - 6.30-9.00 Juniors (8-12)	3.30-5.30 After School Club (8-15) - 6.30-10 Seniors (13-21)	3.30-5.30 After School Club (8-15) - 6.30-9.00 Juniors (8-12)	3.30-5.30 After School Club (8-15) - 6.30-10 Seniors (13-21)	10-2 Juniors (8-12) - 6.30-10 Seniors (13-21)	12.15-3.30 Family Session
Blackburn	4-5.30pm Dance, Musical Theatre & Junior Gym Session 6-9pm Junior Club	3.30-5.30pm Boxing, music & sewing 6-10pm Senior Club	4-5.30pm Dance & Football 6.30-8pm Blackburn Youth Choir 6-9pm Junior Club	4-5.30pm Fitness session & football 5.30-6.30pm Young Leaders 6-10pm Senior Club	4-5.30pm Climbing, drama & netball 6-9pm Junior Club	10am-2.30pm Junior Club 2.30-5.30pm Girls' climbing, football & fitness session 6-9pm Senior Club	10am-1pm Inclusion Club 1-5pm Song writing & media production, dance & inclusion football
Wigan	4pm-9pm Seniors	4pm-8pm Juniors	4pm-9pm Seniors	4pm-9pm Seniors	4pm-10pm Seniors	10am-3pm Juniors 4-10pm Seniors	10am-3pm Juniors 4-10pm Seniors
BLGC	4-10pm Senior Club	4-10pm Senior Club	4-8.30pm Junior Club	4-10pm Senior Club	4-8.30pm Junior Club	2-5pm Junior Club 6-9pm Senior Club	2-5pm Fusion Arts 6-9pm Senior Club



STANDARD YOUTH ZONE SESSION PROGRAMME

Term-time programme

Time	8.00-9.00	9.00-10.00	10.00-11.00	11.00-12.00	12.00-1.00	1.00-2.00	2.00-3.00	3.00-4.00	4.00-5.00	5.00-6.00	6.00-7.00	7.00-8.00	8.00-9.00	9.00-10.00
Monday									Juniors (8-12 yrs) Specialist sports & arts sessions		Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Tuesday									Juniors (8-12 yrs) Specialist sports & arts sessions		Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Wednesday									Juniors (8-12 yrs) Specialist sports & arts sessions		Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Thursday									Juniors (8-12 yrs) Specialist sports & arts sessions		Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Friday									Juniors (8-12 yrs) Specialist sports & arts sessions		Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Saturday				Juniors (8-12 yrs) General open session activities				Juniors and/or Seniors Slot to accommodate locally-selected specific projects			Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Sunday				Juniors (8-12 yrs) General open session activities				Juniors and/or Seniors Slot to accommodate locally-selected specific projects			Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			

Note: An option might be to have an open session for Juniors one evening each week.



STANDARD YOUTH ZONE SESSION PROGRAMME

Holiday programme

Time	8.00-9.00	9.00-10.00	10.00-11.00	11.00-12.00	12.00-1.00	1.00-2.00	2.00-3.00	3.00-4.00	4.00-5.00	5.00-6.00	6.00-7.00	7.00-8.00	8.00-9.00	9.00-10.00
Monday	Holiday Club (Typically 8 - 14 yrs) Full all-day holiday care scheme with comprehensive range of in-house and off-site activities (Divided into 2 x half-day sessions)										Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Tuesday	Holiday Club (Typically 8 - 14 yrs) Full all-day holiday care scheme with comprehensive range of in-house and off-site activities (Divided into 2 x half-day sessions)										Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Wednesday	Holiday Club (Typically 8 - 14 yrs) Full all-day holiday care scheme with comprehensive range of in-house and off-site activities (Divided into 2 x half-day sessions)										Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Thursday	Holiday Club (Typically 8 - 14 yrs) Full all-day holiday care scheme with comprehensive range of in-house and off-site activities (Divided into 2 x half-day sessions)										Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Friday	Holiday Club (Typically 8 - 14 yrs) Full all-day holiday care scheme with comprehensive range of in-house and off-site activities (Divided into 2 x half-day sessions)										Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)			
Saturday				Juniors (8-12 yrs) General open session activities			Juniors and/or Seniors Slot to accommodate locally-selected specific projects			Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)				
Sunday				Juniors (8-12 yrs) General open session activities			Juniors and/or Seniors Slot to accommodate locally-selected specific projects			Seniors (13-19 yrs) General open session activities (plus any targeted and ancillary projects)				

Note: An option might be to have an open session for Juniors one evening each week.