

MERSEYSIDE FIRE AND RESCUE AUTHORITY

MEETING OF THE:	AUTHORITY		
DATE:	29 JULY 2014	REPORT NO:	CFO/048/14
PRESENTING OFFICER	DEPUTY CHIEF EXECUTIVE		
RESPONSIBLE OFFICER:	KIERAN TIMMINS	REPORT AUTHOR:	KIERAN TIMMINS
OFFICERS CONSULTED:	STRATEGIC MANAGEMENT GROUP		
TITLE OF REPORT:	WIRRAL YOUTH ZONE		

APPENDICES:	APPENDIX A: APPENDIX A(1) APPENDIX B APPENDIX C	BUSINESS PLAN APPENDICES TO BUSINESS PLAN MAP OF BIRKENHEAD SITE INDEPENDENT VALUATION
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Purpose of Report

1. To request Members confirm their previous decision to transfer land freed up at the Birkenhead fire station site to support the creation of a Youth Zone.

Recommendation

2. It is recommended that Members agree the transfer of land in principle to support the Youth Zone subject to :-
 - a. An appropriate company being set up.
 - b. The project funding be finalised and the Business Plan staying broadly in line with that detailed within Appendix A.
 - c. A lease being agreed. This being based on a peppercorn rent.
 - d. Finalised agreement being reached on how the fire station and Youth Zone will work closely together on the shared visions and aims around youth engagement and support.
 - e. The provision of a designated Youth Engagement space being created for Merseyside Fire & Rescue Service within the Youth Zone.

Introduction and Background

3. Members will recall that in building Birkenhead PFI station, a reasonably sized plot of land was freed up as shown in Appendix B.

4. The Authority was approached by Wirral Metropolitan Borough Council in 2010 to see if that land might be available to create a "Youth Zone". Wirral officers and Members have visited Toxteth Firefit, and other similar facilities, and wanted to create an equivalent offer for the young people of Wirral. The Birkenhead site was considered ideal in terms of a neutral location, and having good transport links.
5. Members will be aware that the Authority works well with all the districts to maximise the value of the assets in public ownership and improve the overall services for the community it serves. Currently, for example, Wirral Metropolitan Borough Council are supporting the Authority in identifying a suitable site in west Wirral for the West Kirby with Upton station merger proposal.
6. The Authority agreed in principle to transfer the land to support such a project (CFO/182/10).
7. Wirral have been working with a charity called "OnSide" who provide a comprehensive consultancy service in the development of high quality facilities and delivery of young people's projects. OnSide has its origins in the nationally acclaimed Bolton Lads' and Girls' Club, and has now built another 5 successful Youth Zones across the North West.
8. Wirral and OnSide have set up a Shadow Board chaired by John Syvret of Cammell Laird, and includes representatives from Peel, Bibby Shipping, Wirral Borough Council and the Authority. So far, £3m capital funding has been identified, with the results of further bids awaited. The "OnSide" model is to set up a Charitable Company to build, own and manage the Youth Zone (similar to the model for the Firefit Hub).
9. The Shadow Board has consulted with local young people and developed a brand/name for the centre of "The Hive". The next stage for the project is to conduct a design competition to design a building that meets the needs and aspirations of the local young people. The Shadow Board have asked that the Authority confirm their decision from 2010 to give them enough certainty to feed into that design competition and allow it to proceed.
10. The final transfer of land can only take place to the Charitable Company once this has been set up. It is expected that the transfer would be a long term lease on a "peppercorn" rent, with strict covenants/controls about how the land is used. They would operate as a protection of the Authority's interest in the land in the unlikely event of a fundamental failure of the Youth Zone project.
11. In recognition of the contribution from the Authority, it is accepted that both organisations would work together to maximise the impact on services for young people and for the site to work as a "campus". The gym would be branded as "Firefit". Further details of the partnership opportunities are set out in page 20 of Appendix A to this report. In particular it has been agreed in principle that the company when formed will work with the Authority to deliver Prince's Trust (and potentially our other youth engagement programmes) in support of the youth zone by utilising its rooms and facilities.

12. The current Business Plan for the Youth Zone is set out in Appendix A.

Equality and Diversity Implications

13. The location of the Youth Zone has been chosen to maximise services to all young people in Wirral.

Staff Implications

14. None specifically arising from this report.

Legal Implications

15. A lease of land would need to be agreed between Wirral Metropolitan Borough Council and the Authority so this is not a donation of land. This can only be achieved once the Company has been set up formally and appropriate applications made to the Charities Commission. The completion of the lease would also only be expected when all other elements of the project are in place (e.g. full funding and agreed operational aspects) In addition a joint venture or partnership agreement may be beneficial to establish how the two organisations can work effectively together to best serve the young people of Wirral.

16. A further report will need to be submitted to Members when the Company and Charitable status has been established for final approval.

Financial Implications & Value for Money

17. If the Authority chose not to support the project, it might realise a capital receipt from the sale of the land. An independent valuation is being obtained and is attached as appendix C. This valuation indicated that the land is estimated to be worth £250,000 based upon:-

- a Freehold interest in the subject site
- with the benefit of full vacant possession
- Planning Permission for Non-food retail and fast-food restaurant/drive-through for development
- And allowing 9 months for marketing.

Planning permission has not been sought by the Authority at this time.

18. The proposal is based upon transferring the land instead on a 'peppercorn rent' to the charitable company that will run the youth zone

Risk Management, Health & Safety, and Environmental Implications

19. None specifically arising from this report.

20. The concept of a youth zone is identical to the model that the Authority has developed at Toxteth. Such centres act as hubs for positive interventions with young people and for diversionary activity from antisocial behaviour. The Firefit hub in Toxteth, for example, focuses work in south Liverpool during the mischief night/bonfire night period that has helped reduce the incidence of fire. The close relationship developed with fire crews helps change perceptions of young people, reduce attacks on firefighters and engage with the potential workforce of the future. Agreement in Principle has been reached that a Princes Trust programme will be run from the youth zone.

BACKGROUND PAPERS

CFO/182/10 RESIDUAL LAND RELEASED AS PART OF THE PRIVATE FINANCE INITIATIVE PROJECT (Previous report on this subject.)

GLOSSARY OF TERMS



Wirral Youth Zone

Business Plan

April 2014

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1. Executive Summary

Introduction

This document outlines the plans for the development of Wirral Youth Zone, an iconic, 21st Century youth facility, located in Birkenhead, which will engage and inspire young people, aged 8-19 (up to 25 for young people with disabilities) from across Wirral by offering access to high quality sports, arts, leisure and recreational activities and targeted support programmes aimed at changing the lives of its members including the most vulnerable and disadvantaged.

The vision for Wirral Youth Zone is ‘a world class facility at the heart of the town centre which will allow young people to express themselves and participate in positive activities’.

The project has been identified and driven by local community need and in recognition of decades of under investment in youth provision at a national level.

This document was produced by OnSide Youth Zones in partnership with Wirral Council and Merseyside Fire and Rescue Service (MF&RS) and is the current version of an Operating Business Plan for Wirral Youth Zone, which outlines the pre-development and construction phases, alongside the operation of the facility, the vision, impact and sustainability strategy.

Wirral Youth Zone will provide an opportunity for MF&RS to build on its community work, particularly with local young people, in furtherance of its mission: Safer Stronger Communities – Safe Effective Firefighters.

Facility Overview

The Youth Zone will offer a universal service providing a wide range of positive, constructive and enjoyable activities to help young people make better use of their leisure time, alongside a range of targeted information, advice and guidance services to help young people deal with the challenges they will face throughout their lives.

The Youth Zone will contain a wide range of facilities including:

- A multi-use 3G outdoor pitch
- A four court indoor sports hall
- A sizeable climbing wall
- Dance studio, martial arts/boxing room, a fully equipped cardio/weights gym
- Café and chill out zone
- A number of adaptable spaces for sports, performing and creative arts and a host of other activities

Strategic Context

This Business Plan illustrates how Wirral Youth Zone will contribute to addressing local and national strategic priorities. The project is a partnership between OnSide Youth Zones, Wirral Council and Merseyside Fire and Rescue service, the local business community and young people which has gained momentum as a result of the initial development, feasibility and consultation work undertaken by the partners.

More locally, the plan illustrates the alignment between OnSide Youth Zones, Wirral Council and Merseyside Fire and Rescue Service.

The documents outlines the relationships between the organisations and highlights the key partners, stakeholders and beneficiaries of the Youth Zone, its facilities, activities and programmes. The existing relationships will be further strengthened as the Youth Zone progresses towards becoming operational, which will ensure the future growth and sustainability of the facility for generations of young people across the Wirral.

Critical Factors for Success

- Confirmation of the availability of the land for the project by Merseyside Fire and Rescue Authority in accordance with the project timeline and funding requirements
- Acquisition of the total capital funding required to deliver the project

Capital Delivery

There is a robust and comprehensive plan for the design and construction of the Wirral Youth Zone which involves all project partners and will ensure the delivery of a 21st century facility finished and equipped to high standards, on time and within a fixed budget.

Financial Viability

The Financial Plan section of the document includes a detailed analysis of the operational expenditure, predicted income and growth of the Youth Zone over a 5 year period.

The financial model is based on the proven successful template used by the existing OnSide Youth Zones network.

The operational costs of the facility will be met annually through local private sector patrons, public sector contributions (Local Authority) and income generated from young people's annual membership fees and payments made per visit. Additional income will be generated through limited an compatible room hire to external organisations and sales of food and beverages from the Youth Zone café.

2. Organisational Summary

OnSide Youth Zones is a registered charity that facilitates the development and delivery of world class Youth Zones, which are a vital resource for young people. Our vision is to provide every town and city in the UK with quality, safe and affordable facilities for young people. OnSide Youth Zones was established in 2008. The charity was the creation of Bill Holroyd CBE, former Chair of Bolton Lads and Girls Club (BLGC) and Jerry Glover MBE who had been the Chief Executive at BLGC for 32 years. During his tenure as Chair, Bill realised that other towns and cities would clearly benefit from a first class facility like Bolton. It was this vision that inspired Bill to develop OnSide and spearhead the roll-out of the Youth Zone 'model' across the region.

To date, OnSide has successfully designed, built and resourced five Youth Zones. The Youth Zones are located in areas specifically selected for their geographical location and strategic reach into disadvantaged communities. The original Bolton Lads & Girls Club (BLGC) has now been joined by the Youth Zones located in Blackburn, Carlisle, Manchester, Oldham and Wigan.

OnSide's plan is to replicate the Youth Zone model in further towns/cities by 2016, as part of a longer term goal to open 20 Youth Zones by 2020 nationally. Wirral and Wolverhampton are planned to open in 2016 with further facilities to follow in Preston, London, Chester and the North East.

3. Project Background & Origins

Located in an area of significant social and economic need, it is proposed (subject to the support of the Merseyside Fire and Rescue Authority) that Wirral Youth Zone be built on Exmouth St, Birkenhead adjacent to the new Fire Station and scheduled to open early 2016. Merseyside Fire and Rescue Authority is being asked to donate the land on a 125 year lease without premium and with a peppercorn rent. These are the terms on which the land has been provided for the other OnSide Youth Zones in the network.

Wirral Council are fully committed to the project (having pledged a £2m capital contribution and £400,000 annual revenue contribution); an ideal site has been identified; and a local champion recruited: the Chief Executive of Cammell Laird, John Syvret. The strong progress made in Wirral has enabled us to secure £3.3 million of the total capital required at this stage of development.

Wirral Youth Zone will operate in accordance with OnSide's model of best practice and will be established as an independent charity with John Syvret as its Chair. The charity will be supported by a private sector-led board, strong management team, dedicated and highly qualified team of staff and an army of volunteers who together will ensure the sustainability of the facility for the young people of Wirral.

Some of the key features of our Youth Zones that we intend to replicate at Wirral Youth Zone include:

- Town centre location
- A purpose built facility – constructed and equipped to the highest standards
- A universal service providing a wide range of positive, constructive and enjoyable activities to help young people make better use of their leisure time, alongside a range of targeted information, advice and guidance services to help young people deal with the challenges they will face in their lives
- A service accessible and affordable by all (£5 annual membership & 50p per visit); with a clear focus on disadvantaged groups
- Young people only (never dual use) and fully inclusive – in terms of gender, ethnicity and ability
- Open 7 nights a week until 10pm; all day weekends and school holidays
- Between 2,000 and 3,000 young people visiting each week
- More than 100 active volunteers
- Creation of over 50 paid employment positions
- An active partnership between the council, the fire service, private and voluntary sectors
- A sustainable revenue-funding model requiring only a minority contribution to its running costs from the public sector
- The Youth Zone will be open during the day (outside the core hours for young people) to offer activities around employability and training, which will maximise the benefits of the facility for the wider community

(Further details of the Youth Zone network opening hours and sessions programme are enclosed in Appendix J and K).

The project has been driven by local need for the facility and we have chosen to locate Wirral Youth Zone in Birkenhead because of the high levels of deprivation (Map 1) in the area, although the building will be open to young people from across the peninsula. All of Birkenhead's Lower Super Output Areas (LSOA) are within the bottom 3% most deprived in the country. (Source: Index of Multiple Deprivation 2010).

Wirral Youth Zone will be used by young people drawn from across the peninsula, giving them unprecedented access to state of the art sporting, artistic, recreational, learning and leisure facilities. The Youth Zone will employ a rich staffing resource with skills in employability, enterprise, targeted support and community engagement designed to raise the aspirations of young people.

The Youth Zone will create over 50 new posts, from full time senior management roles through to sessional workers, coaches and operations teams; some key posts include: General Manager, Administration Manager, GM Private Sector, Youth Work Manager (see Appendix E for Job Descriptions). The wider economic benefits will be felt by the construction sector and increased trade to local businesses surrounding the facility.

The timescale for the construction phase of the Youth Zone is 14 months, with a pre and post launch phase either side of this.

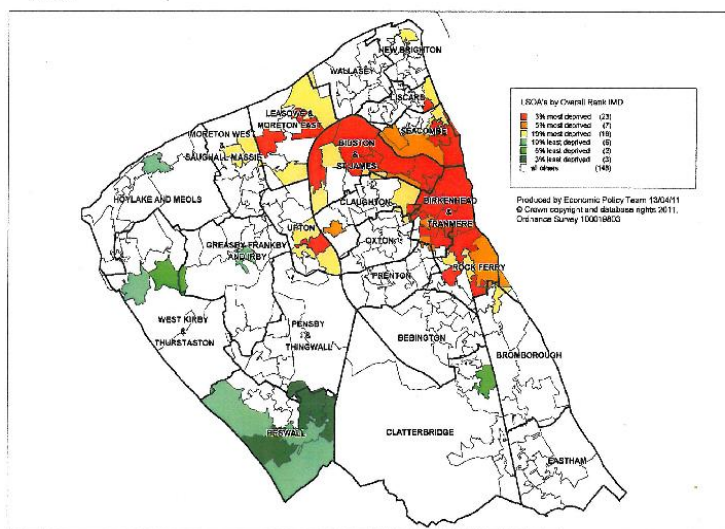
4. Over-Archiving Strategic Context

Wirral Youth Zone will have a strategic impact and help to achieve a number of key local and national indicators relating to children and young people, focused around education, employability, crime, health and well-being. The development will have a significant impact upon the following national and local Government policy areas:

- Cabinet Office – Positive About Youth Strategy
- Department for Culture, Media and Sport/Sport England – Youth Sport Strategy – ‘Creating a Sporting Habit for Life’
- Wirral Council - Health and Well-Being Strategy
- Wirral Strategic Partnership – Wirral Sustainable Community Strategy – ‘Wirral 2025 - More Equal, More Prosperous’

The development of Wirral Youth Zone has also taken into consideration the key aims and priorities outlined within Wirral Council's Children and Young People's Plan 2013-16; and will play a significant role in supporting the local authority to achieve key performance targets contained within the plan.

Map 1:



The vision of the Children and Young People's plan is: "To enable Wirral's children, young people and families to access services quickly in order to be secure, healthy, have fun and achieve their full potential." Wirral Youth Zone will assist Wirral Council in delivering the vision by offering comprehensive, accessible, affordable, exciting and high quality youth provision that allows young people to enjoy new experiences and activities that will develop their interests, skills and social networks in a safe environment, which encourages them to adopt lifelong positive behaviours and improve their overall health and well-being; and enables them to achieve their full potential.

A key aspect of Wirral 2025 – the Sustainable Communities Plan focuses on the "Life Chances for Wirral's Children and Young People" and narrowing the socio-economic disparities between young people from the most deprived parts of the borough and those from less disadvantaged areas. Wirral Youth Zone will play a key role in helping to eliminate disparities around employment, health and life expectancy by giving the most vulnerable young people the same advantages as their peers. The Youth Zone will deliver a diverse range of leisure, recreational and developmental activities that will offer new opportunities and experiences, many focused around arts, sports and music that will allow young people to learn, develop their personal and career interests; and become active, contributing citizens who are able to make a difference in their local community.

The Youth Zone will also complement the mission and work of our partner, Merseyside Fire and Rescue Service (MF&RS) in creating Safer Stronger Communities – Safe Effective Firefighters, as the building and activities will offer a positive alternative option for the most disengaged and vulnerable young people. Please refer to section 10 for further details on the partnership with MF&RS.

5. Need for a New World Class Youth Facility

The need for a world class facility for young people in Birkenhead, Wirral is in response to recognition of decades of under investment in youth provision at a national level.

Wirral is an area of sharp contrasts; whilst many residents enjoy a good quality of life, certain parts of the borough experience significant levels of deprivation. Wirral is currently ranked the 60th most deprived local authority area in England. This ranking would be worse but for the relative prosperity of the rural areas. Urban areas including Birkenhead and Bidston have some of the highest levels of social and economic deprivation on the peninsula and across England.

Particular areas of severe deprivation include Birkenhead/Tranmere and Bidston/St James wards, which are the 4th and 3rd most employment deprived areas in England (Source: IMD 2010).

Wirral has the second highest concentration of worklessness in disadvantaged communities in England. 7.7% of young people aged 18-24 are claiming Job Seekers Allowance (JSA) in Wirral compared with 5.9% in the North West and 5.1% in Great Britain respectively (Source: NOMIS, November 2013). Nationally, 15.1% of young people aged 16-18 are not in education, employment or training (NEET), rising in some of the most deprived areas in Wirral to concentrations of 17% (Wirral Economic Profile, September 2013).

In partnership Wirral Council and OnSide have consulted young people in Birkenhead about the plans for the Youth Zone over the last 12 months through the local Youth Development Group. The group are assisting with the branding, building design and communications plan for the facility.

As part of this process a group of 40 young people from Birkenhead visited Wigan Youth Zone, which allowed them to investigate what their building might look like and the type of activities it could offer.

Feedback from the visit was very positive: “When I first heard about the Youth Zone, I was a bit cynical, after seeing it (Wigan) I think young people will travel to use a facility like this”.

Young people informed us that current youth provision isn't meeting their needs; and agreed that the proposed Youth Zone in Birkenhead will “benefit young people by keeping them off the street, giving them something to look forward to after school, help young people get jobs, meet new people and make friends and learn new skills”.

Our initial investigations have identified clear gaps in provision; and that the needs of the most vulnerable young people in particular are not being met. The Youth Zone model will address these disparities and support Wirral Council in their commitment to improving the lives of young people in the most disadvantaged communities. The project will support the local authority to achieve their key priority for ensuring that young people are involved in shaping local services, as outlined within their Children and Young People's Plan as this leads to increased participation in youth provision and ultimately within the Youth Zone.

As part of the project development work, OnSide in partnership with Wirral Council have undertaken broader consultation and briefings with young people and local communities across Wirral. Together the partnership is working closely with local youth organisations including Leasowe Community Development Trust and Wirral Metropolitan College; to ensure the most appropriate services are delivered within Wirral Youth Zone; and a joined up and enhanced approach to meeting the needs of all young people across the peninsula.

Youth Zones constitute a unique and proven model, which are vital in supporting young people's personal development and ensuring they become fully functional members of society. With the decline of other youth facilities and activities across Wirral there is a danger of increasing existing socio-economic problems including anti-social and offending behaviour, substance misuse and unemployment; which will have a negative impact on young people, the local community and the economic regeneration of Birkenhead and the wider Wirral area.

The impact of the constructive use of their leisure time has significant and long-term positive impacts for young people, helping them develop personal and emotional skills including: confidence, aspiration, team-working and social skills. Participation improves relationships with adults, peers, parents and teachers, which translates into other areas of their lives including educational attainment and employment goals; and the ability to realise their personal and career ambitions. This allows the most vulnerable and disengaged young people to experience the same opportunities and advantages as their peers from less deprived backgrounds and lead much more inclusive, healthier and fulfilling lives.

We know there is a demand for Youth Zones and their activities from analysis of the current membership across the existing Youth Zone network. OnSide currently engage with **over 20,000 young people** across North West of England, as illustrated below.

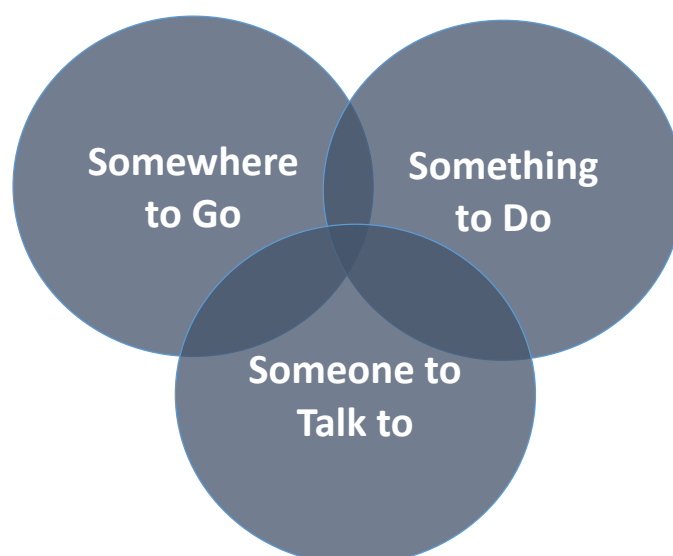
February 14	Date opened	Members	Gender: % female	BME %	Disability declared %	Senior % (13-19 yrs)	Volunteers
Blackburn	Jun 2012	2093	40%	28%	3%	40%	118
Bolton	1889	3949	40%	19%	6%	55%	259
Carlisle	Jun 2011	1304	33%	1%	0%	29%	52
Manchester	Feb 2012	2376	40%	44%	4%	56%	77
Oldham	Mar 2012	2029	43%	27%	10%	38%	167
Wigan	Jun 2013	8254	45%	3%	2%	49%	111
Total (or Average)		20,005	42%	16%	4%	48%	784

The Youth Zone network aims to generate and maintain long-term positive habits (sport, art, education, and lifestyle) and counter the culture that young people in deprived communities may have been born in to. Wirral Youth Zone will deliver employability and enterprise training programmes, which will improve confidence, raise aspirations and enable disadvantaged young people to identify and pursue realistic education and career goals. The Youth Zone will support young people living in Birkenhead and adjacent deprived communities to develop the skills, resilience and networks required to access and sustain quality employment opportunities and thrive as adults.

6. Vision

The vision for Wirral Youth Zone is 'a world class facility at the heart of the town centre which will allow young people to express themselves and participate in positive activities'. Through such a facility, we are *'investing in young people investing in the future'*.

Wirral Youth Zone will provide young people with:



The legacy for Wirral will be an iconic facility, at the heart of the local community, providing a focus for current and future generations of young people.

7. The Impact of OnSide Youth Zones

Membership & participation

As demonstrated in section 5, the OnSide Youth Zone network is currently touching the lives of **20,000 young people** across the North West of England.

Recently, OnSide took part in an extensive analysis exercise, in partnership with Aimia Consulting. This exercise interrogated our membership and participation data across the network in order to reveal significant trends and inform the effectiveness and targeting of our services.

Each site was interrogated in isolation, with results presented on both an individual and aggregated basis.

The effectiveness of targeting young people from areas of deprivation;

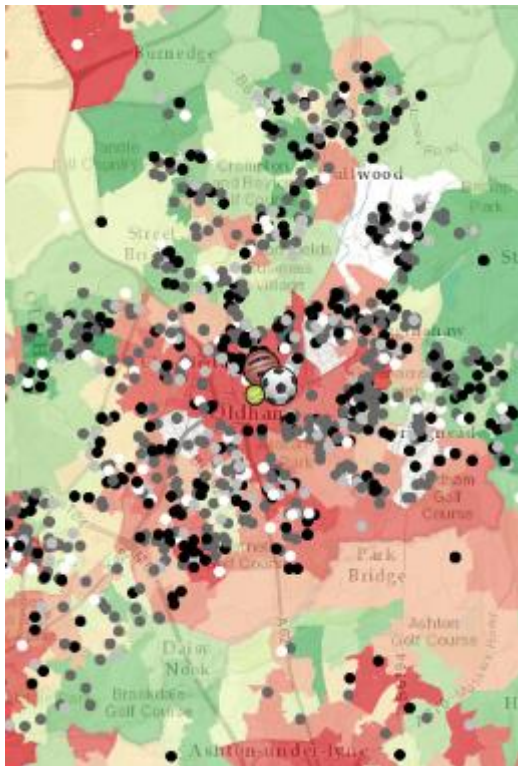
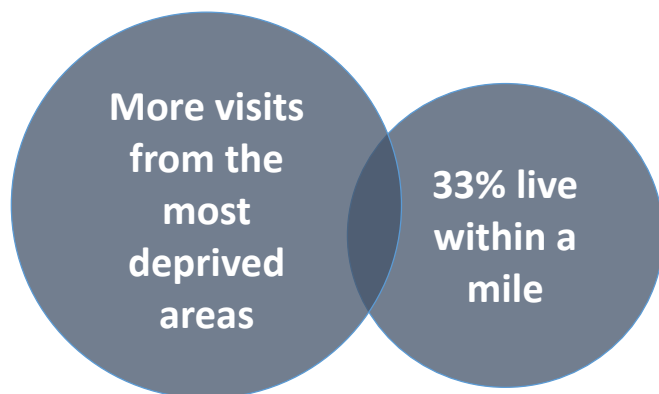


Figure 1: Mahdlo Youth Zone membership distribution

The OnSide Youth Zone network aims to ensure that young people from disadvantaged areas surrounding the Zones are accessing the facility. In order to assess this, we collect and analyse the postcode data; tracking both membership and active participation.

The map here illustrates the distribution of members across the Oldham region (for Mahdlo Youth Zone) which enables us to measure the extent to which a Youth Zone is accessed by young people from deprived areas. This analysis drives action, as the Youth Zone can clearly identify any underrepresented areas and target that area through schools campaigns, local recruitment drives and outreach work.



The value of our volunteers

Volunteers from the local community support us with an average of two to four hours per week of their time. Last year this added up to over 60,000 hours. Using the Community Development Foundation hourly rate of £11.09, this army of volunteers has provided the Youth Zones with time valued at over £665,000. We currently have 650 active volunteers across the network; and last year saw 57 move into employment as a direct result of volunteering with us.

Outcomes & Evidence

MISSION

Our mission is to create a safe, affordable and inspirational place for young people to go to in their leisure time. Once through the door of an OnSide Youth Zone, our programmes and services help develop confident young people who go on to make purposeful decisions about their own lives.

SERVICES

General services for all

An OnSide Youth Zone is open to all young people in the area. Everyone can access a range of many different activities including sports, arts and music. Providing a safe and inspirational place for young people to go is simply and intuitively a good idea. An OnSide Youth Zone provides this in deprived areas of the country, where often the alternative for the young people is simply spending evenings on the streets or being isolated in their bedrooms surfing the internet. Taking an average session attendance of two hours, **Youth Zones have taken young people 'off the streets' and engaged in positive activity for over one million hours.**

Targeted support and programs

Within each Youth Zone there are programmes that target young people in need and provide leadership opportunities, volunteering opportunities, enterprise, and help finding a job. Details of these programmes are summarised below.

OUTCOMES

Outcomes for the Community

- At a recent meeting, three members of the Harpurhey Police Community Support Officer team confirmed that since the Onside Youth Zone in Manchester ('The Factory') opened there had been a **dramatic reduction in calls for police to attend incidents of arson attacks, stone throwing, jumping on cars, etc.,** on Friday and Saturday nights in the area. We are currently implementing a pilot project in Mahdlo Youth Zone with a focus on impact measurement. The purpose of this project is to measure the impact of participation at a Youth Zone on a young person's aspirations, outcomes and life experience. Upon successful completion the project will be rolled out across the network, providing us with further scope to systematically collect and analyse external crime statistics to corroborate verbal reports such as these, and quantify the impact of the Youth Zones on youth crime.
- Superintendent Vanessa Jardine, North Manchester Police Division, recently stated, in relation to The Factory Youth Zone in Harpurhey, that "The Factory is a fantastic place for young people. Policing is all about community. The Factory is a community for young people and so we are in effect actually giving the money to policing".
- Blackburn Town Centre Sergeant, Nick Everett, has reported that anti-social behaviour has markedly decreased in and around the town centre as a result of the Youth Zone and partnership working around individual young people known to them. He also commended the impact of our detached programme on engaging young people who spend their time on the streets of the town centre.

- In summer 2012, Tim Forber, the Chief Superintendent Divisional Commander for Oldham, reported that the opening of the Youth Zone in Oldham (Mahdlo) had impacted on the quarterly year-on-year statistics for the borough where anti-social behaviour involving young people had dropped by 30% and young people being victims of street crime had dropped by 40%.

Outcomes for Individuals

Young people coming through the door of a Youth Zone is, of course, a vital pre-requisite for having an impact on their lives and delivering outcomes for them. We currently measure a core set of attendance, profile and frequency data to ensure we know that the Youth Zone is a place that young people want to come to. This enables each Youth Zone to identify operational improvements and review their performance over time. OnSide draws this data together to create a collective dataset of all Youth Zone activity. This enables each Youth Zone to benchmark itself against other Youth Zones. Core data consists of:

1. Demographic data (age, gender, post code)
2. Attendance (numbers, regularity, frequency)
3. Popularity / Frequency of specific programmes and activities

Once through the door, we must deliver services that are beneficial for young people, and to understand how this happens we are articulating a Theory of Change for the OnSide Youth Zones, which will allow us to measure key elements of the model that represent important **short, interim and long term outcomes** for young people. Some of these outcomes are delivered through the general provision of services and others are delivered by targeted programmes.

Universal activity programme

OnSide Youth Zones deliver a universal activity programme which ensures that all young people feel safe, welcome and equal. All activity is based around the philosophy of 'how can we make tonight better than last night' and we commit to deliver:

- 20 inspiring activities each session, including sports, arts and personal development
- Buildings that create interest: whose internal connectivity encourages young people to get involved in new activities
- Paid workers who are experts in their field and supported by an 'army' of volunteers
- A 'try, train, team' approach to sports and the arts – barriers to accessing new sporting and arts based activities are removed; all the kit and instruction is provided by the Youth Zones, meaning young people can step in to try new activities without any previous knowledge or experience
- Residential and other off site trips to boost confidence and broaden horizons

Universal inclusive provision delivered through the Youth Zone environment creates a safe atmosphere, which cultivates positive relationships, engages young people in an active lifestyles; and generates new skills and positive relationships with peers and staff. This environment *increases* positive outcomes for each young person engaged with a youth zone.

All young people are welcome at our Youth Zones, regardless of gender, ability, faith or ethnicity. Our approach includes outreach in local communities to identify and engage young people and the removal of financial or physical barriers to participation, for example Wigan Youth Zone has brokered a partnership with a local coach company to transport young people from the furthest parts of the borough to and from the facility.

Targeted Programmes

OnSide Youth Zones each operate specialist sessions targeting identified areas of real need within their surrounding communities.

Since opening, the Youth Zones have impacted the lives of young people						
Blackburn	Health related projects: 86	Sexual exploitation work: 556 contacts	Looked after children: 81	Targeted young people in troubled families: 20	Young Leaders programme: 40	YZ on the street programme: 30
Bolton	Health related projects: 941	Accredited outcomes: 277	Mentoring: 223	Enterprise & Employability: 597	Young Carers 54	Outreach programme: 1075
Carlisle	Health related projects: 360	Inclusion project: 223	Residential off site breaks: 219	Enterprise & Employability: 350	Peer system vulnerable young people: 27	Referrals received from the CJS: 6
Manchester	Health related projects: 288	Inclusion project: 167	Looked after children: 35	Enterprise & Employability: 94	Young Leaders programme: 35	Mentoring: 43
Oldham	Health related projects: 410	Structured counselling: 62	Looked after children: 55	Enterprise & Employability: 40	Young Leaders programme: 44	Outreach programme: 235
Wigan (open 3 months)	Health related projects: 382	Off site activities for YDP: 45	Looked after children: 22	Enterprise & Employability: 309	Informal learning: 168	Conversion via outreach work: 148

The aim of targeted programmes within OnSide Youth Zones

- The core aim of the Young Leaders Programme is to maximise the potential of young people via a volunteering programme. Volunteering acts as a mechanism to develop knowledge, experiences and enthusiasm for work and community contribution. Currently 119 young people are trained as Young Leaders. This is an on-going project across the Youth Zone network.
- Within the Enterprise Programme an on-site specialist Youth Worker helps older members understand their barriers to work and overcome them, with the ultimate aim of securing sustainable employment: almost 700 young people have been reached through this programme to date and it is set to expand further with the benefit of a recent Accenture grant.
- Outreach/street sessions are undertaken on key evenings across the region, engaging with young people who choose to use their leisure time less constructively. This type of targeted outreach sees 60% of young people engaged go on to become members of their local Youth Zone.
- Mentoring is one-to-one support for young people in need, matched with a fully trained adult volunteer. Over a period of a year they work together to deal with the issue the young person has, which can range from non-attendance at school, family breakdown, self-abuse or abuse by others, isolation and bullying. It can be a very powerful experience for the young person, working with someone who is not paid to be in their life. Referrals come from a variety of sources including the police, social services, and health and youth workers.
- Residential and off-site programmes operate at all Youth Zones. Young people who have not previously stayed away from home or have never left their town, are the target attendees. The

trips also provide members with an opportunity to take part in challenging activities they would not normally have the chance to do such as abseiling, canoeing and ghyll scrambling.

- Health related projects include body image, nutrition as part of gym-based fitness programme, chlamydia screening, drugs and alcohol awareness, sexual health and contraception, and weight loss programmes.

Inclusion

- Youth Zones actively promote true inclusion of young disabled people with their able bodied peers. At one Youth Zone in particular 95% of inclusion members feel confident enough to attend the mainstream sessions.
- With over 500 members reporting a registered disability, the OnSide Youth Zone network is the only youth organisation operating a 7-night a week service to young people with disabilities, with evening and all weekend specialist support for the young people, and respite care for families when they need it.
- Recently OnSide successfully secured a co-funded project from the Big Lottery Fund/St. James Place Foundation. Utilising this grant, with a value of £1.3m, OnSide Youth Zones will undertake a ground-breaking activity programme with young disabled people. This will extend our innovative approach in delivering sports and arts based activities daily, to young people with moderate to severe disabilities, held right at the centre of a mainstream environment.

8. Capital Delivery

The Choice of Development Site

OnSide Youth Zones provide flagship facilities for young people in prominent positions in the heart of town and city centres. They are landmark buildings which make strong visual statements and are finished to a high internal specification, with the best equipment, and a clear focus on the quality of the environment and facilities. The Youth Zone buildings offer a wide range of sporting, artistic, cultural, physical and recreational activities for young people. They are accessible for all and open long hours every day of the year. Based on the successful operation of OnSide's existing Youth Zones (and the unsuccessful operation of badly sited facilities elsewhere), we apply the following three major criteria in terms of location:

1. Neutrality

A significant feature of the success of the OnSide Youth Zones is their location in town or city centres. This is considered 'neutral ground' by the large numbers of young people using the facilities every week. Locating a Youth Zone outside the town or city centre risks it being viewed as 'on someone else's patch', making it potentially popular with young people in the locality but completely inaccessible to others. By contrast a central location does not bring any of the territorial issues that can hinder positive engagement in less central locations.

2. Accessibility

Youth Zones are for all children and young people of the town and surrounding areas. There will however be a focus on engaging disadvantaged young people and it is vital that young people should be able to get there very easily by foot and/or by public transport. A substantial majority of participants, either walk to the Youth Zones or take the bus. A good site has safe pedestrian access and proximity to central public transport stations and/or multiple destination stops.

3. Prominence

The ambition is to build a world-class facility for children and young people. The prominence of the site not only affects participation; by everyone knowing where it is but it also makes an important statement to young people that they are valuable members of the community. This

also goes some way in redressing the historic imbalance in investment in facilities for adults and young people.

In short, the search is always for an available, safe, affordable site which meets these above criteria and which will, with the right building, facilities and staff, support the participation of the largest possible number of young people, especially those from disadvantaged areas. A detailed site options appraisal and scoring matrix is likely to form one of the documents accompanying the future application for planning consent but in short, the Exmouth Street site in Birkenhead represents an excellent location for a youth facility of the type envisaged.

Extent of the Development Site

There are currently two options for the area of land on which Wirral Youth Zone will be built, with both being dependent on the support of Merseyside Fire & Rescue Authority and the availability of its land.

1. Ideally the Youth Zone would be designed to make best use of the 'L-shaped' plot of land (measuring approximately 4,600m²) fronting Exmouth Street and close to its junction with Claughton Road in the heart of Birkenhead's town centre. That site is currently owned in part (approximately 2,800m²) by Merseyside Fire & Rescue Authority ("the MF&RA plot") and in the remainder (approximately 1,800m²) by North West Ambulance Service NHS Trust ("the NWAS plot"). Merseyside Fire & Rescue Service has of course been significantly involved in, and supportive of, the Wirral Youth Zone project in its intended location (which would involve the area of its land which is now surplus to requirements following the construction of the new community fire station). In contrast, North West Ambulance Service has only relatively recently rationalised its operational accommodation strategy and moved into the fire station thereby throwing up the possibility of the NWAS plot being available to the Youth Zone project. Currently a definitive decision by the Ambulance Service Trust as to whether it will 'donate' the NWAS plot is awaited.
2. If the NWAS plot is not made available on affordable terms (i.e. a 125 year lease without premium and at a peppercorn rent) then it is intended to design the Youth Zone building to make optimum use of the MF&RA plot in isolation.

Option 1 (with the addition of the NWAS plot) would be preferable since it would make a total available site of about 4,600m² (roughly the size of the plot of The Factory Youth Zone in Manchester). It would also allow for the construction of two kick pitches and provide a modest external recreation area. The building could also be reduced to two storeys, something that makes the visual connectivity and accessibility of all of the activities for the young people stronger. However OnSide has developed effective Youth Zones on plots as small as 1,850m² and we are entirely confident that an exciting, linear design can be achieved on the MF&RA plot alone to support a very successful facility for the young people of the Wirral.

Design

Once the extent of the available development land has been confirmed it is intended to run a design competition in line with similar processes in relation to the design of the Youth Zone buildings in Manchester, Wigan and Wolverhampton. The participants are expected to include a mix of local Wirral-based Architects, Architects who have been involved in early feasibility work on the project and Architects with prior experience of the design of youth facilities in line with the OnSide model.

Attached as Appendix B is a generic competition design brief for an OnSide Youth Zone and this will be refined and developed in close consultation with Merseyside Fire & Rescue Service (and other project partners) to ensure that the brief is entirely appropriate for the locality and reflective of the expectations of partners and funders. A representative of the Fire Authority also will be invited to participate in the judging of competition entries.

Accommodation and Facilities Proposed

The proposed accommodation and facilities are described, in general terms, in the generic design brief attached. They reflect the successes (and relative failures) in the design and operation of existing Youth Zones in the OnSide network from the original nationally-recognised model, Bolton Lads & Girls Club, through to the latest facility to open, Wigan Youth Zone. In turn, those designs (and more recent modifications to the design brief) reflect the preferences and aspirations of the Young People's Development Groups and other stakeholders involved in each project.

The accommodation proposed will support a universal service with a very wide range of sporting, artistic and cultural activities alongside the ancillary support and targeted information advice and guidance projects, which are described elsewhere in this document.

Extent of the Building Works to be Undertaken

The extent of works will only be defined as the design is developed but it is anticipated that the building will have a gross internal floor area of between 2,000m² and 2,500m² on two floors (possibly with limited administrative accommodation on a third floor). External development will include one floodlit multi-use games area (or two such areas if the NWAS plot is made available) together with imaginative and attractive treatment of any remaining land for external 'play'. There will also be some nearby provision (acceptable to the Highway Authority) for a lay-by or drop-off zone to accommodate the limited vehicle movements associated with the Youth Zone's operation.

The nature and method of construction will of course be determined by the professional team's recommendation but typically an appropriate foundation solution will support a steel superstructure with an attractive envelope (sympathetic to nearby buildings) being comprised of a mix of masonry, rainscreen cladding and fenestration. A mixture of floor finishes will be employed to suit the needs of different activities in different areas. Internal wall and ceiling finishes will reflect a balance between practicality and economy to ensure robustness and application of funds to the best advantage of the young people. The building will be served by a variety of mechanical and electrical installations designed to combine (subject to budget constraints) maximum performance and ongoing maintainability with environmental sustainability.

Cost Information

The total costs will of course depend on design but will be limited to the project budget which has yet to be definitively determined but which is likely to fall between £5 million and £6 million.

It is expected, in order to maximise benefit from the fixed project budget, to apply to HMRC for approval of the issue of a certificate to the appointed contractor for zero VAT rating of the construction services under Group 5 of Schedule 8 of the Value Added Tax Act 1994 on the basis that the building is intended for use solely for "a relevant charitable purpose".

Terms of Land Ownership

The current landowners are asked to lease the land to the new operating charity, Wirral Youth Zone without premium for a term of 125 years at a peppercorn rent. There have been early discussions to agree this in principle but the parties' respective legal advisors will need to negotiate terms which are considered appropriate to make the land available without cost whilst protecting the landowner's interests in the unlikely event of inappropriate use or project failure. Such terms are likely to include:

- A term of 125 years
- No premium and a peppercorn rent
- No break clauses

- Suitably strict and limited user clauses (linked to forfeiture provisions) to ensure there is no material deviation from the original intended charitable use
- Possibly step-in rights for major funders including Wirral Council and The OnSide Foundation.

Programme

Detailed project development and construction programmes will of course be prepared as soon as the first critical path milestones (i.e. confirmation of the extent of land available and the project budget) are reached. It is hoped that confirmation of availability of the MF&RA plot will be received by 30th May 2014. Following that a maximum period of another month is suggested for assessment of the likelihood of availability of the NWAS plot after which a design brief will be prepared based on the development land then confirmed as available.

Based on these triggers, no extraordinary complications in the planning process or extreme abnormalities in ground conditions or design requirements, and an expected construction period between 50 and 58 weeks, Wirral Youth Zone would be 'open for business' in early 2016.

Project Team

A suitably strong multi-disciplinary project design team will be appointed to ensure the successful delivery of the capital project. Appointments will follow a competitive selection process based on a combination of fee level and experience/suitability.

Contractor Procurement

Although the precise method of procurement will be determined (in consultation with project partners) in due course there are currently the following expectations.

OnSide has experience managing and/or supporting the management of a wide range of contracts from those let after full compliance with the OJEU (Official Journal of the European Community) process through to those let after negotiated tenders. Current capital funding proposals make it unlikely that the contract need be governed by UK or European Public Procurement Rules so the most likely method of procurement of the contractor will be two-stage competitive tender by a carefully selected list (probably not exceeding six in number) of invited contractors.

It is expected that the form of contract will be the standard JCT Design & Build contract with suitable amendments incorporating contractor compliance with detailed technical requirements and advanced design information whilst passing design risk to the contractor. This form of procurement, coupled with strict change control procedures has proved highly effective in achieving the expected quality within the fixed budget.

Project Management Strategy & Procedure

A suitably experienced and qualified Construction Consultant or Project Management Surveyor will be employed to lead, coordinate and manage the design team. An additional high-level layer of project management will also be provided by OnSide's Deputy Chief Executive, acting in a 'developer role' and/or 'informed client'. This will provide an additional layer of protection of the project aims and aspirations and will not replace or override the professional team's roles or the Project Manager's responsibility to ensure full coordination of the team to realise the Client Brief.

The Project Manager (supported by OnSide's Deputy Chief Executive) will:-

- Be the single point of responsibility for delivery
- Provide specialist market knowledge

- Provide management expertise backed by sound commercial awareness
- Provide an informed approach to team selection and management
- Execute robust systems and processes which achieve desired results
- Focus on managing risk and delivering value
- Pro-actively respond to problem solving
- Provide expertise based on experience
- Provide regular reports and feedback
- Provide monitoring of quality, time and cost
- Make it happen!

Reporting structures, responsibilities and design team coordination will be in line with a **Project Execution Plan** which will be tailored for the project at the appropriate stage.

Risk Management

The Project Manager (supported by OnSide) will prepare, monitor and regularly update a comprehensive risk register. A specimen register (combining risks from both capital delivery and business planning) is attached as appendix D.

9. Project Delivery

The Delivery Vehicle

In common with all Youth Zones in the OnSide network, Wirral Youth Zone will be owned and operated by an independent charitable company which is currently being incorporated and registered. This local ownership is an important principle and it makes an invaluable contribution to the community's sense of belonging and responsibility leading, in turn to stronger sustainability. Local 'ownership' strengthens the involvement of local businesses and delivery partners whilst affiliation to the OnSide network of Youth Zones opens opportunities for regional funding bids and provides substantial benefits in relation to sharing best practice.

When people in Bolton are asked, at random, what they know of Bolton Lads & Girls Club very few, if any, will report being unaware of the Club and its work. This is the sort of local awareness and pride being cultivated in relation to all Youth Zones in the OnSide network.

The objects of Wirral Youth Zone (taken from its draft Memorandum of Association) 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”

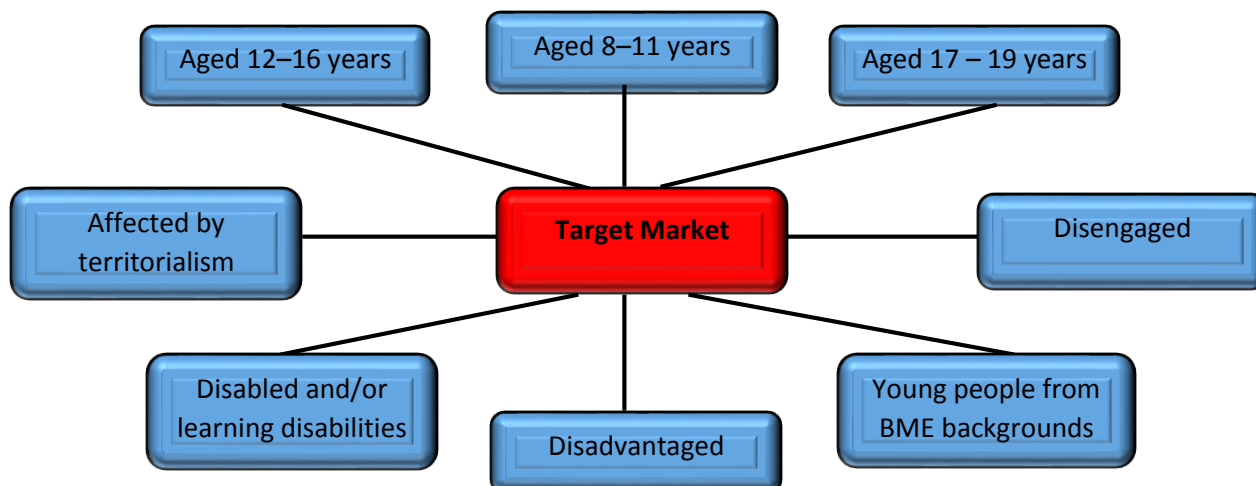
These objects mirror those of the other Youth Zones in the OnSide network and have been agreed with the Charity Commission as a concise statement of the over-arching aspiration and satisfying the 'public benefit' requirement. A copy of the Memorandum and Articles of Association for Wirral Youth Zone is attached as Appendix A. The subscribers to the Memorandum are John Syvret CBE, Councillor Phil Davies and Peter Bibby. Additional trustees will be recruited and appointed (to undertake defined roles and responsibilities) as the development of the project continues and the operational phase approaches. A representative of Merseyside Fire and Rescue Service will always be invited to attend.

The local steering group/shadow board in Wirral have been instrumental in providing strategic direction to the development phase of the project. In order to capitalise on the expertise available

within the group, there will be an opportunity for individuals to become members of Wirral Youth Zone Board.

Principles of Delivery

Wirral Youth Zone will provide a universal service, coupled with a responsive series of targeted information, advice and guidance projects and programmes, to a wide range of children and young people, including the following categories:



All activities and services provided by the Youth Zone will be delivered by a wide range of expert, experienced and highly qualified staff. In addition the Youth Zone will also utilise the expertise and specialist knowledge and support offered by external partners/providers to ensure a coordinated approach to delivering the extensive universal service and targeted programme offer.

In line with the principles of best practice, equality and diversity will be at the heart of the Youth Zone and embedded within all activities and services delivered within the facility.



Youth Zone Development and Young Peoples Involvement

Young people choose to come to the Youth Zone; it is their place. In order for a Youth Zone to succeed and flourish it must be owned by them and represent what they want.

We are committed to involving young people in as much of the development of a new Youth Zone as possible. At the earliest stages of the project OnSide works with the local team to create a Young People's Development Group, bringing together as wide a range of young people as possible. Over time and with the support of the OnSide Young People's Participation Manager, the group is able to help the project be the best it can be, for all the young people of that town or city. They have input into, or in some cases total control over, some key aspects of the project.

These include:

- The name of the Youth Zone
- The brand identity of the Youth Zone including the logo
- The needs of young people in terms of transportation to and from the Youth Zone
- Fundraising for the Youth Zone
- The interior design of the main recreation area
- The activities they wish to see taking place in the Youth Zone
- How the new Youth Zone communicates with young people of the town or city in the run up to the opening

Getting to the Youth Zone

In considering the location of all our Youth Zones we ensure that all barriers to accessing the facilities are removed, which includes transportation. The majority of our Youth Zone members are able to access the facilities by foot, bicycle or public transport, however some of our Youth Zone members have experienced logistical issues, which has meant that they are unable to travel to and access the facilities. In response to this our Youth Zones in Blackburn and Carlisle negotiated deals with local bus companies, which means that transportation is no longer a barrier for young people.

Fundraising

Prior to opening, OnSide raises the first three years private sector revenue for the Youth Zone. Young people play an important part in this campaign; explaining what having a Youth Zone means to them, getting involved in hosting tours of other Youth Zones, and preparing meals with local chefs as part of an evening visit by potential private sector patrons to Youth Zones ahead of that all-important 'ask'.

Interior Design

Young people are asked to make suggestions as to what the interior of the main recreation area should look like. For example, in the Preston design they have requested the cafe to be near the entrance of the Youth Zone and have a 'Starbucks' feel to it with booths, giving the area a more adult atmosphere.

The Programme

The activities in the Youth Zone need to reflect what the young people want. Through the Young People's Development Group and culture of ongoing consultation, locally popular activities are designed into the programme. For example, at Wigan they have wrestling sessions as it is a popular local sport.

10. Partnership Delivery

All Youth Zones in the OnSide network represent strong four-way partnerships between:

- a) The Council;
- b) The local business community;
- c) Young people; and
- d) OnSide Youth Zones

The contributions of these project partners are supplemented by a wide range of local delivery partners and stakeholders. These vary from one project to another and are responsive to need, availability and opportunity. They include:

- i. NHS Trusts and providers of primary care;
- ii. Providers of social housing;
- iii. Social Services;
- iv. Child and adolescent mental health services;
- v. Youth Offending Teams;
- vi. Police;
- vii. Specialist sports and arts organisations;
- viii. Contributors to the existing local 'youth offer'; and
- ix. A range of local third sector organisations already providing targeted support to young people.

Wirral Youth Zone offers an opportunity, which would be unique in the current OnSide network, of working closely with the Merseyside Fire & Rescue Service.

The Partnership with Merseyside Fire and Rescue Service (“MF&RS”).

We are aware of the lead role played by MF&RS in the Toxteth Firefit Hub, a state of the art centre that provides world class facilities for young people across the city of Liverpool and believe that Wirral Youth Zone will provide an opportunity for MF&RS to build on its community work, especially that with local young people, in furtherance of its mission: Safer Stronger Communities – Safe Effective Firefighters.

Wirral Youth Zone will necessarily be quite different from Toxteth Firefit Hub in that the adjoining Community Fire Station is structurally complete and already operating, physical links with it are impractical and the Youth Zone must meet the criteria and requirements of the other project partners. Similarly, whilst designers in the architectural competition will be encouraged to suggest external treatment to the Youth Zone building which is sympathetic to the Fire Station, it is crucial that the Youth Zone is very clearly distinguishable in appearance, very attractive to young people and that it 'shouts' the brand and brand values produced and identified by the young people. Notwithstanding these essential differences, the Youth Zone will offer unrivalled opportunities for joint working with MF&RS. These will include:

- Branding opportunities for MF&RS, such as the fitness suite or other sports facilities being 'Firefit' zones.
- Some targeted joint use of facilities, perhaps:
 - Older Youth Zone members with a particular interest in fitness training being encouraged in their development by enjoying pre-arranged sessions in the Fire Station fitness suite under the coaching of MF&RS staff; or
 - MF&RS staff enjoying use of some of the Youth Zone facilities (e.g. training or sporting facilities) when not in use by the Youth Zone members.
- Involvement of firefighters and other MF&RS staff in employability and enterprise projects in the Youth Zone.
- Volunteering opportunities for firefighters and other colleagues in the Youth Zone; they will of course make fantastic role models for the members.
- Opportunities to work closely with the MF&RS Youth Engagement Team and for its 'Beacon' project to be rolled out to Wirral Youth Zone members.
- The chance for Wirral Youth Zone staff and members to enjoy the benefits of involvement in,

the hugely successful Prince's Trust scheme.

- Joint delivery with Wirral Fire Cadets, based at Wallasey Fire Station and opportunities for the opportunities for membership of Wirral Fire Cadets to be 'advertised' to a wider audience in the Youth Zone.
- The chance for MF&RS staff to improve young people's knowledge and practice in relation to fire safety and their personal wellbeing; and improve the image of MF&RS amongst young people across Wirral.
- The chance to meet large numbers of young people, build positive relationships with them and educate them in;
 - the negative effects on community safety arising from abuse of and attacks on fire service staff and equipment and making false emergency calls; and
 - the dangers associated with inappropriate behaviour around Bonfire and Mischief Nights.
- Opportunities for Youth Zone members to have guided tours of the fire station (possibly even work experience there) to get a better understanding of the work of the fire service and to meet its future recruitment requirements.

Whilst it is perhaps unlikely that other future OnSide Youth Zones will be developed on redundant Fire Authority land, it is hoped that many aspects of the Wirral model, in terms of effective joint working between a Youth Zone and Fire Service can be replicated across the growing OnSide network.

11. Financial Planning

The financial plan below is displayed in detail in Appendix C, supported by an organisational chart in Appendix H. The costs are based on evidenced data gleaned from existing operations, using staffing structures which are most effective in delivery.

We have already secured over 50% of the capital funding required, through contributions from Wirral Council who have committed £2m, the OnSide Foundation, £1m and Bibby Line Group who have committed £300k to the project.

Given that we expect the capital elements of the building will be fully resourced at launch date, this provides a secure and sustainable environment in which to operate. The most significant element of the revenue costs (around 77%) are attributed to the staffing resource required to offer the highest quality offering, worthy of the world class facility.

Highlights

- A sensitivity analysis is provided in the attached financial plan, demonstrating the effects of a drop (or increase) in membership fees and participation levels.
- Grants & Trusts income reflects a zero base – generally grants secured in the early stages of the Youth Zone life cycle are likely to be for additional services (therefore also attracting the a similar level of expense). However, this is a prudent budget and we would hope that the Youth Zone would secure external income to support core services too.
- Staffing costs open at £822k, this include all core and holiday teams but excludes 'additional' roles such as Outreach and Mentoring Co-ordinator would only be recruited following a successful grant award.
- Private sector income assumes that any initial patrons (who choose not to renew their 3 year initial commitment) are replaced by new patrons on a roll-on, roll off basis.

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
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
Public Sector Contribution	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
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

12. Risk Analysis

There are two main risks to the successful implementation of the project:

- Confirmation of the availability of the land; and
- The capital funding gap

We are optimistic that the availability of the land will be confirmed shortly as we have developed a strong partnership with Merseyside Fire and Rescue Service, and we hope the authority will approve the proposal to make the land available to the Wirral Youth Zone project.

We require confirmation of the availability of the land by 31 May 2014 to meet the project timeline in accordance with funding requirements.

In terms of the capital funding gap, we have already secured over 50% of the total funding required and currently have applications pending with Sport England and the FA & Premier League; and we are also in discussion with a number of key local companies, which together if successful will close the funding gap.

As mentioned in section 8 above, a specimen risk register for this type of project is included as Appendix D.

13. Marketing & Communications Strategy

Important to the Youth Zone's success will be the ability to fully communicate its offer and the benefits to all target audiences. The aim will be to inform, engage, converse and collaborate with audiences to:

- Support the ongoing successful fundraising/development strategy so that Wirral Youth Zone is best placed to reach its funding targets, both now and in the future
- Support the dissemination of positive messages about Wirral Youth Zone to other external stakeholders in the local community with a view to creating a positive reputation for Wirral Youth Zone and informing development of its service provision
- Engage the local community and stakeholders (including young people) in a structured approach to manage expectations for the Youth Zone
- Develop relationships with young people from the city and surrounding areas to build involvement and influence for the wider community of young people

As we move towards the opening phase in Year Zero, communications activity should also then be focused on the development of a communications platform/infrastructure ready to pass over ownership to Wirral Youth Zone staff of all day-to-day communications activity.

A copy of the Tactical Communications Plan for Wirral Youth Zone is enclosed in Appendix I. An extract from the Wirral Youth Zone Logo Presentation can be found in Appendix G.

We have also enclosed a copy of the OnSide Manifesto, which outlines our organisation's commitment to extend the Youth Zone network across the UK in order to reach more young people. A copy of the manifesto can be found in Appendix F.

Promoting Wirral as a region which invests in its young people

There are many PR opportunities for Wirral Youth Zone as it moves towards a live project. From the pre-build phase through to the opening; announcing the project, identifying the site, the building design being unveiled, young people submitting the planning application, young people designing the brands and deciding the name of the Youth Zone, the building work commencing, the partnerships with the Council and Fire Service, the business community coming together to support the young people of the town or city, 100 day countdown to opening, and perhaps a VIP opening;

Prime Minister opens Youth Zone

Cameron tours £6.3m centre

By GREG FARRIMOND
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WIGAN Youth Zone has been officially opened by the Prime Minister, David Cameron.

The £6.3m facility has been up and running for more than two months now and has already trebled its annual membership target in that time.

The project was the brainchild of local businessmen Dave Whelan, Martin Ainscough and Bill Ainscough, who all played a huge part in the funding.

A grant of £118,290 from the Premier League/PFA Community Fund over the next

three years has been awarded to allow the appointment of a new football officer and coaches from Wigan Athletic Community Trust to organise football activities for 8-21-year-olds in the evening during the week, monthly football competitions, football camps during school holidays and weekend football and sports festivals.

The Prime Minister was given a guided tour of the Youth Zone and told the young people, youth workers and sponsors present: "I have to say that visiting this extraordinary club is one of the proudest days I've had as Prime Minister.

"To be here to actually see

this facility open gives me a tremendous amount of pride. It is a great day for Wigan who can now say they have the biggest youth club in the country."

One of the main sources of income which will keep Wigan Youth Zone open is the funding it gets from the general public.

As a registered charity, it will rely hugely on public donations. Anyone who has an idea for a fund-raising event, or would like to volunteer in supporting these, is asked to get in touch with Simon Baker by emailing simon.baker@wiganyouthzone.org.

Right: Cameron on his tour



Branding - Wirral Youth Zone - "The Hive"

A core group of 10 young people from across the Wirral took on the challenge of working with Wirral based Ice Creatives to name and brand the Youth Zone. As part of the process the Wirral Youth Zone Young People's Development Group wanted to make sure that all young people from across the Wirral had the opportunity to have their say about the final name and branding of the Youth Zone. During the process sessions took place in schools and colleges across the peninsula to get ideas and inspiration from a wide cross section of young people.

The final name "The Hive" was chosen as it was the most popular name put forward but also because it represents the values that young people feel the Youth Zone should stand for, which are: that it will be an **active**, **safe** and **supportive** place for young people, where they **belong**, as well as being a place of **opportunity**, **development** and **self-expression** where young people work together as a **collective** and **support each other**.





Wirral Youth Zone

Appendices to Business Plan

April 2014

Appendices

- A. Memorandum of Association of the New Charitable Company**
- B. Generic Competition Design Brief**
- C. Financial Plan**
- D. Specimen Risk Register**
- E. Job Descriptions for the main roles**
- F. OnSide Manifesto**
- G. Extract from Wirral YZ Logo Presentation**
- H. Wirral YZ Organisational Chart April 2014**
- I. Wirral YZ Tactical Communications Plan**
- J. Youth Zone Network Opening Hours**
- K. Youth Zone Network Session Programme**

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
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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 time
- whichever 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.

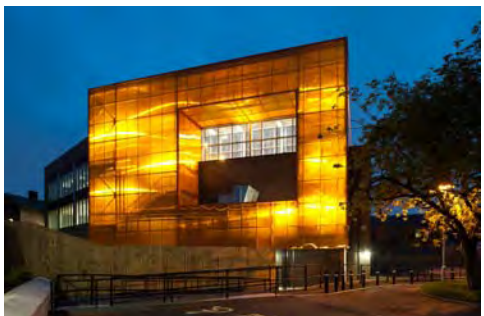
- (2) Subject to any such resolution of the members of the charity, the directors of the charity may at any time before and in expectation of its dissolution resolve that any net assets of the charity after all its debts and liabilities have been paid, or provision made for them, shall on or before dissolution 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

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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

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

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

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

Secondary Spend

	visits	catering & retail combined		sum (£)	income (£)
		%takeup			
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

Other Income

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

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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>1323.00</u>	<u>30.9</u>		<u>697,643</u>	<u>117,204</u>	<u>814,846</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
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
<u>Total Annual Organisation cost</u>			
Total core staff and delivery costs			£ 1,098,871
Holiday club			£ 15,450
			<u>£ 1,114,321</u>

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
			young	weeks	young	people/ year
	morning	afternoon	people		people	
Monday	150	150	300	1	300	300
Tuesday	150	150	300	1	300	300
Wednesday	150	150	300	1	300	300
Thursday	150	150	300	1	300	300
Friday	150	150	300	1	300	300
Saturday			0	0	0	0
Sunday			0	0	0	0
Total	750	750	1500		1500	1,500

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

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

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

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

Christmas & New Year	08:00- 13:00	13:00- 18:00			total	young
			young	weeks	young	people/ year
	morning	afternoon	people		people	
Monday	150	150	300	1.4	420	420
Tuesday	150	150	300	1.4	420	420
Wednesday	150	150	300	1.4	420	420
Thursday	150	150	300	1.4	420	420
Friday	150	150	300	1.4	420	420
Saturday			0	0	0	0
Sunday			0	0	0	0
Total	750	750	1500		2,100	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	3720
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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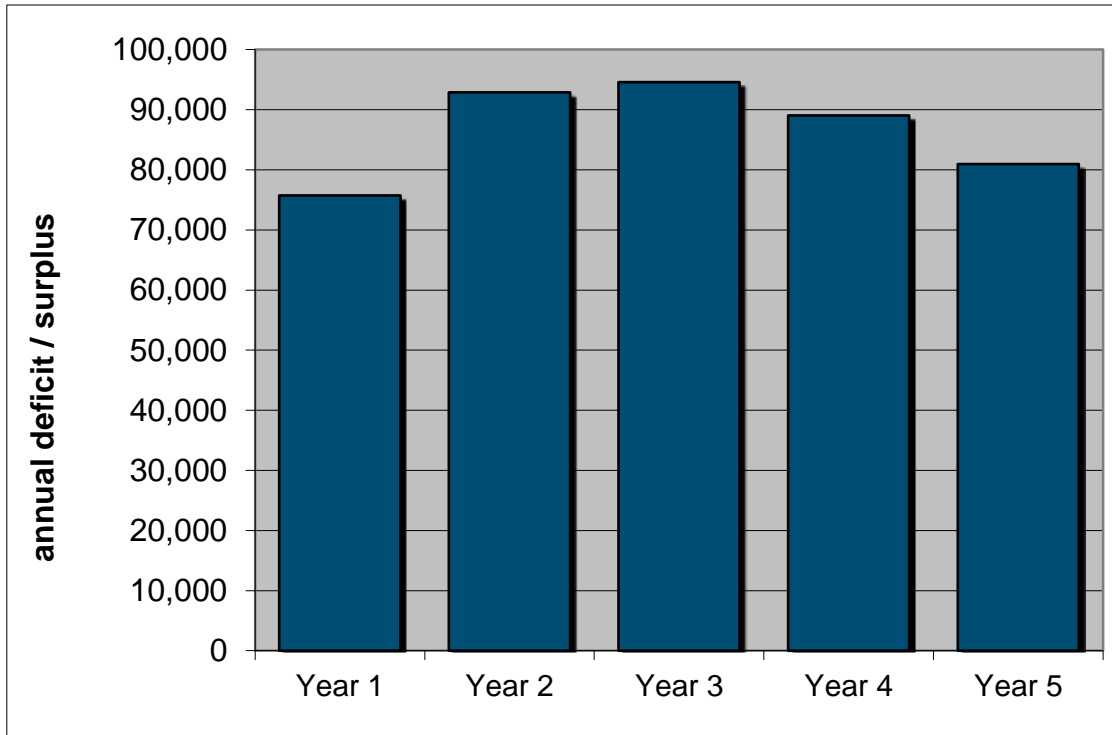
INCOME	Year 1	Year 2	Year 3	Year 4	Year 5
Fees					
Annual Membership Fees	15,000 0%	15,000 3%	15,450 3%	15,914 2%	16,232
Senior Club Session	45,500 0%	45,500 3%	46,865 3%	48,271 2%	49,236
Junior Club Session	13,000 0%	13,000 3%	13,390 3%	13,792 2%	14,068
Individual Project Sessions	0 0%	0 3%	0 3%	0 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

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**

File: WirYZ - Financial Plan Revised Format Apr14

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 throw 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.



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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 trial 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



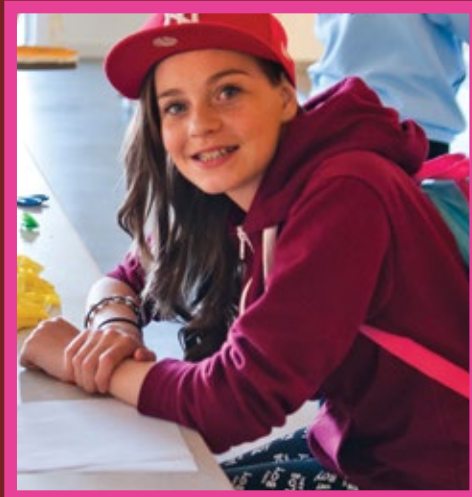
Accenture
 Alan and Kate Livesey*
 Alan Murtagh and Michelle Stubbs*
 Alison and Daniel Rees
 Andrew and Fiona Tyrer*
 Anthony and Margaret Preston*
 Anthony and Alison Hitchen*
 ASC Renewables
 Big Lottery
 Bill and Julie Holroyd*
 Bill and Liz Ainscough*
 Brian and Katherine Scowcroft*
 Bruntwood*
 Clear Marketing*
 Conlon Construction
 Dave and Pat Whelan*
 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*
 Malcolm and Rhianydd Walker*
 Martin and Judith Ainscough*
 Martin and Pat McMillan*
 Michael and Jean Oglesby*
 Michael Oliver
 Palatine Private Equity
 Paul and Pam Bell*
 Phil and Estelle Goodwin*
 Richard Robinson
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 Simon Moran*
 St. James's Place Foundation
 The Queen's Trust
 The Stoller Charitable Trust*
 Virginia Halliwell*
 Vivien Rink
 Warburton Charitable Trust*
 Zochonis Charitable Trust

*Founder patrons

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FROM THE CHAIRMAN

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.

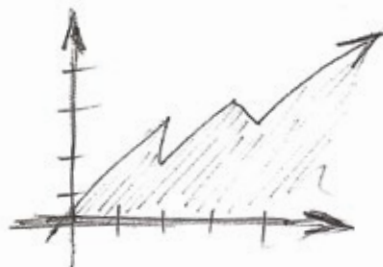
We are now faced with the opportunity (and challenge) of making OnSide a national charity, with the aim of creating Youth Zones in every town and city in the UK. In doing so we will have built a world-class platform to ensure that our young people have the best possible start in life. Just imagine.

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

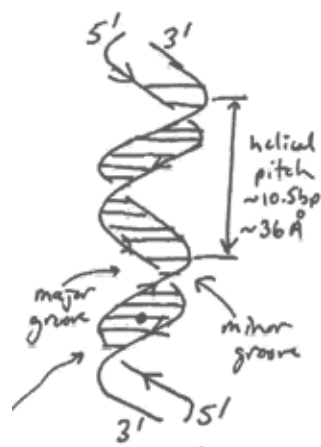
We have received support from Impetus-PEF, who use a venture philanthropy model to select charities with significant growth potential. Their support is helping to accelerate our work to achieve our vision of 20 fully-operational Youth Zones by 2020.

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

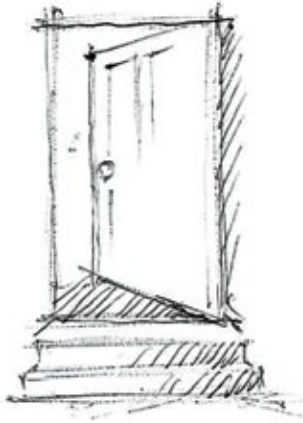
VISION & PURPOSE

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
- Residentials 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.



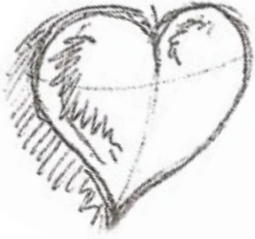
Dance studio

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



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

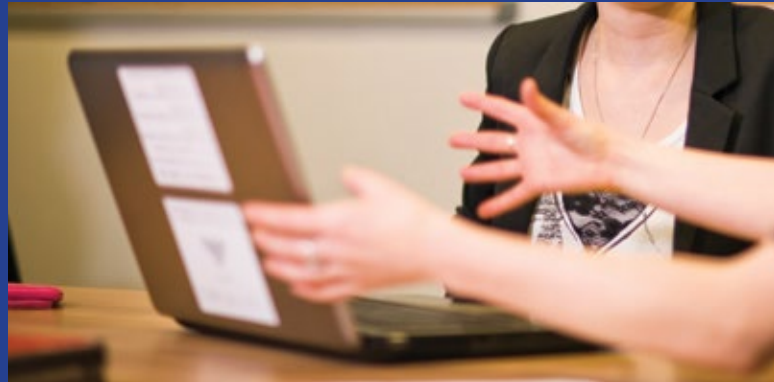
A chance to make a statement and leave a mark on their own Youth Zone. Making murals, learning sewing skills and exploring fashion trends. All the tools, space and inspiration are here.



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

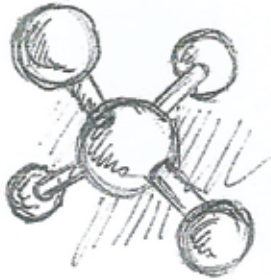
Kitted out with instruments and equipment, members are free to make some noise and follow their dream. Writing, rapping, mixing, playing, jamming, singing and recording.

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.

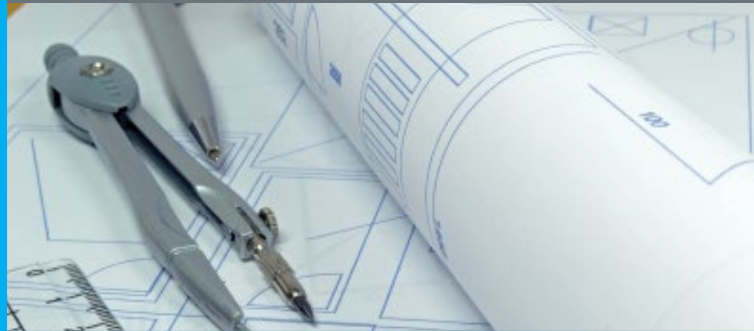


THE TIMELINE FOR AN ON-SIDE YOUTH ZONE



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

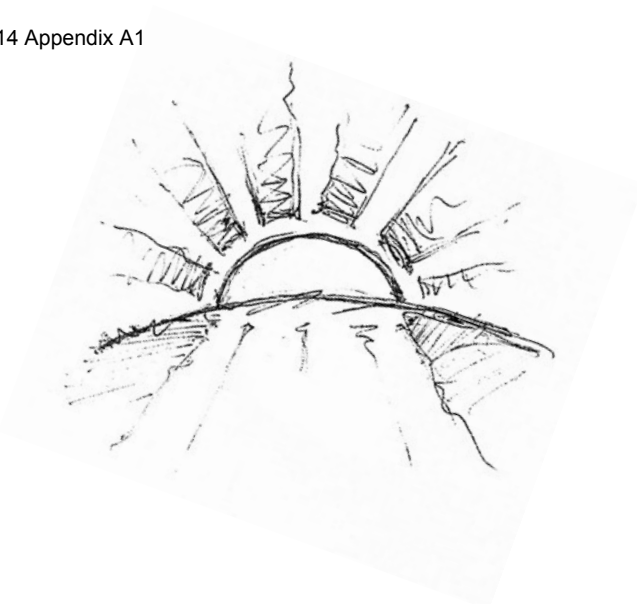
YEAR ZERO

- 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.

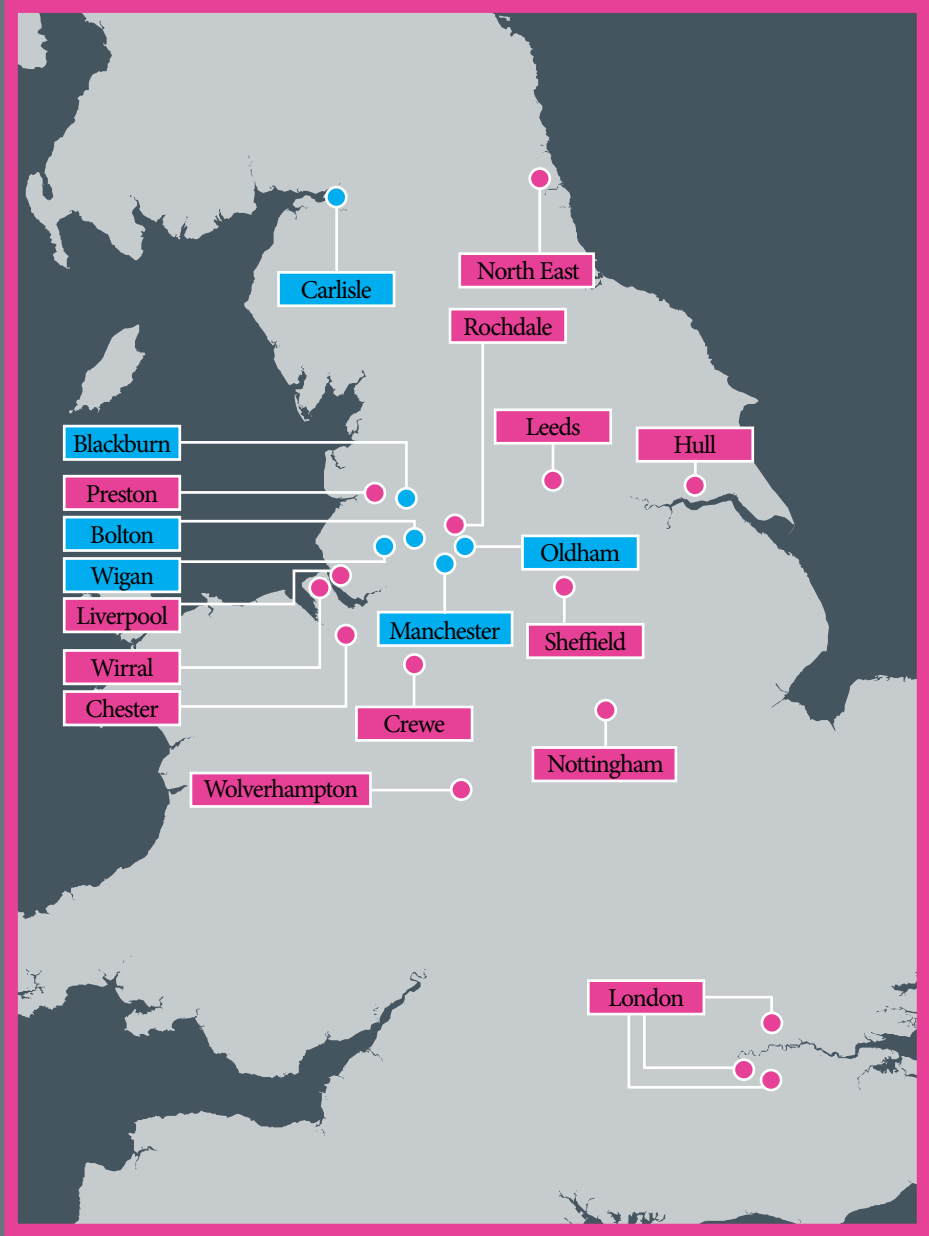
We currently have:

- 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

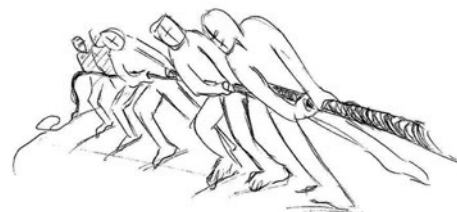
This is only the beginning. With a further three Youth Zones in the pipeline at the time of going to print, the positive impact on Britain's young people and the return on social investment for stakeholders will be unparalleled.



- 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 facility.



“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

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 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 type ography reflects the freedom and joy of expression found within the mutually supportive community.



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 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...

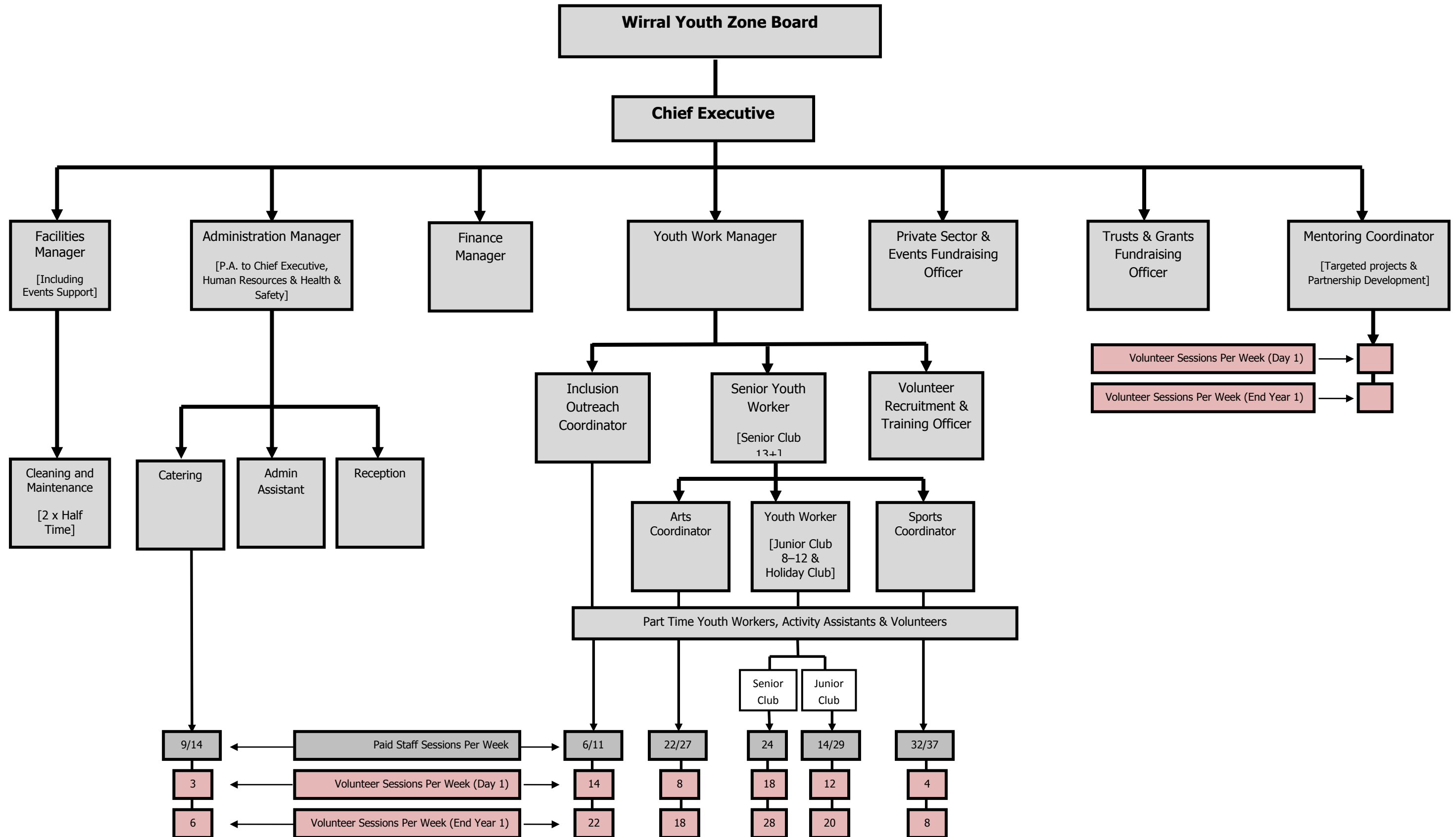


ΤΙΣΤΙΚ ΛΟΓ ΤΗ





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.

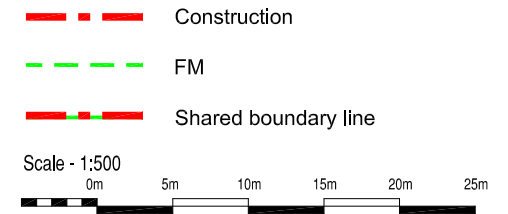
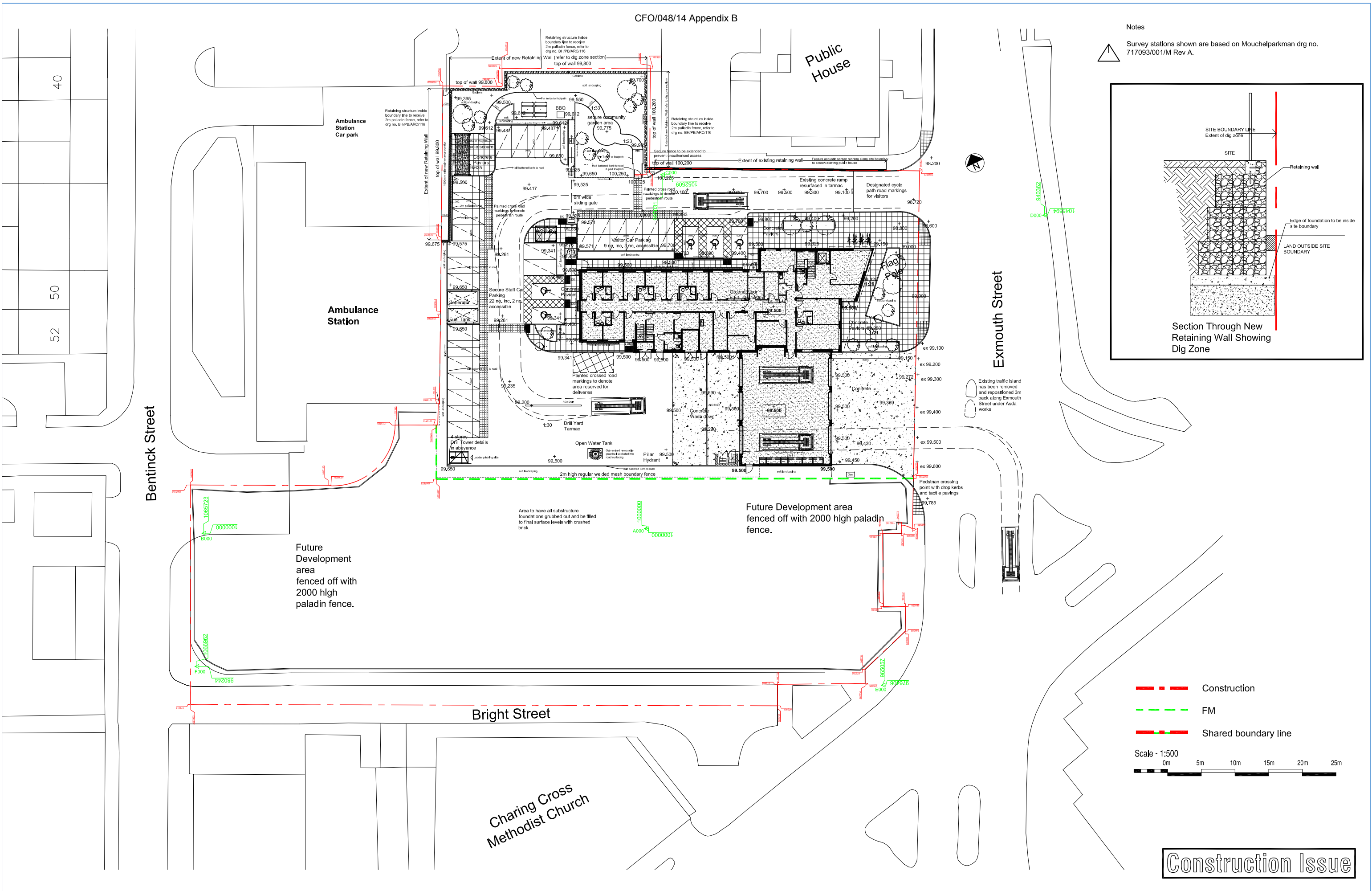


STANDARD YOUTH ZONE SESSION PROGRAMME

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.



Construction Issue



Rev	Drawn	Description
C01	17.08.12	Construction issue.

Rev	Drawn	Description

Rev	Drawn	Description

Residual Risks Register		
Ref	Hazard	Risk

NWFRS PFI Scheme

Birkenhead Community Fire Station
Proposed Site Plan Legal Boundaries
BH/PB/ARC/111 Rev C01
Scale 1:500 @ A3

Balfour Beatty
Fire and Rescue