

The Shop at 9 Partridge Way: A vibrant community facility

Business Plan

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Thank you for your interest in this project and taking the time to read this plan.

Executive Summary

The proposal is to create a community centre in the vacant shop at 9 Partridge Way. The shop space and associated rooms covers 1000 square feet which offers an ideal space for workshops, meetings and small functions.

Partridge Way, itself, is a mixed estate made up of low cost private houses and social housing owned by 2 housing associations Sanctuary (formerly Shaftesbury) and Sovereign. The existing facilities comprise a small children's' play area and a large bus shelter, which doubles as a youth meeting place. Although close, the football club costs are prohibitive. Residents face significant barriers to accessing services such as children's centres and activities for young people. Coupled with this, it is often those that most need access these important facilities that come to be housed on the estate. There is no community meeting place and therefore no cohesive community.

For almost twenty years, the population at Old Sarum has been without adequate access to services. There are a high proportion of young families (in particular lone parent families) who rely on an expensive and infrequent bus service or group taxis to access the town centre. The walking distance from Partridge Way to Blue Boar Row, in the town centre, is 2.83 miles (4.55 kms), which makes walking into town and back a difficult but necessary option. Park and Ride is nearby but the same bus fares apply.

Official figures place this area in the top 20% for multiple deprivation¹ in Wiltshire out of 281 measured areas². Notably within this headline figure, the area is in the top 10% for barriers to housing and services and crime. In terms of income deprivation affecting children it is placed in the top 20%. Also, it is placed in the top 30% for income domain, employment domain and deprivation affecting older people. It should also be taken into consideration that these figures include the population of Ford and Clarendon Park, more affluent areas, which can distort the figures potentially masking the extent of the problem.

Furthermore, it appears that there has been a marked increase in those claiming Job Seekers Allowance (JSA) rising from 19 to 28 claimants (2.6% of the working age population) since January 2009. More significant is the number of lone parents claiming benefits (excluding JSA). In February 2009 there were 25 claimants (2.3% of the working age population) this is compared to 1.6% of the working age population in Wiltshire. Services will be targeted to lone parent families through this project.

¹ Multiple deprivation includes indices such as income, employment, health & disability, education, skills and training, barriers to housing and services, crime, living environment, income deprivation affecting children, income deprivation affecting old people

² Lower Super output Area - Laverstock (part) & Clarendon Park – see appendices from maps

Action for Children have undertaken door to door visits, talking with families to ascertain their needs. A range of questions were asked, including 'What kind of service would be useful in this area?'. The responses to this were: a local venue within walking distance to host activities such as – a youth club, bingo, a shop, Christmas and Birthday parties, car mechanics for boys, car boot sales, toddler group, after school club, GP sessions, health visitor and midwives clinics.

This project would improve opportunities and access to services to disadvantaged groups and also create a focal point of the community.

It is also very important to include the business community in the project. Through the availability of a meeting place, a venue for workshops or drop in sessions and display boards this facility can also be valuable to the businesses that operate at Old Sarum.

With various agencies already signed up to provide services at the centre this project would be starting in this financial year and is planned to run for a minimum of 2 years at 9 Partridge Way. As part of the larger development in the neighbouring estate, a community centre will be provided by the developers in approximately 2 years. However, this prospective community centre does not have any revenue funding attached to it and therefore this project presents a real opportunity to build capacity in the existing community in order to make use of the new centre from day 1. This crucial community development work would have to take place at some stage within the next 2 years if the new community centre was to be viable.

The total funding needed to secure the facility for 3 years is 20,233.75. The project is dependent upon successful applications for change of use and grant funding and the establishment of a constituted management committee for the centre. If these steps are completed successfully as soon as possible, the shop could be operating and benefiting residents as a community centre **by Christmas (end of December 2009).**

It is strongly recommended that to ensure the ongoing viability of a centre at Old Sarum that rental income and further donations or grants over this period are used for unforeseen costs, one off projects and to build savings which will look at securing ongoing facilities at Old Sarum.

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Aims, objectives and vision

A number of agencies with a stake in the area have come forward with services which meet the needs of the population. Therefore the aims of the project are as follows:

- To provide a central point, in which residents and local businesses can enjoy activities, obtain information, utilise as meeting space, undergo training, seek advice, and seek help etc.
- To promote community engagement, bringing people together
- To build capacity within the community and prepare the services of the community centre in readiness for the later transition across to the new development
- To potentially provide volunteering opportunities and employment to the local residents
- To utilise an existing long-term vacant premises, both sustainably and by establishing long term uses.

In achieving these aims this project will enhance the social and economic outlook for the residents and businesses at Old Sarum. In order to measure these achievements the management committee of the centre would need to set relevant targets, for example:

- X% of families at Old Sarum use the centre 1 or more times a week.
- X no. of organisations using the centre to provide services.
- X no. of businesses using the centre to access services or use the space for meetings.
- X no. of children (under 13) on the Partridge Way Estate use the centre 1 or more times a week.
- X no. of young people (13 – 19) on the Partridge Way Estate use the centre 1 or more times a week.

Project description and purpose

The shop at Partridge Way will be a community centre facility for use by a range of service providers, businesses, community groups and private bookings to meet local need.

The community centre is 1,000 square feet, including a kitchen and toilet facility.

A community centre, at the heart of the Partridge Way community, would offer valuable space for people to access services and be part of their own community as well as attracting the wider Old Sarum residents.

Services to be provided at the centre are:

- Action for Children: Play sessions, Play Rangers, Breakfast club, Baby clinics (in conjunction with health visitors)
- Wiltshire Council – Wiltshire Development Service for Young People: Youth work
- Wiltshire Council – Library Service: Rhyme Time, story sessions and Bookstart for younger children in partnership with Action for Children. The service could possibly provide IT 'taster sessions' and Homework club for older children and reading groups for adults in the community. Potential stop for the mobile library bus.
- Shine: Money talk sessions
- Probation Service – Community Pay Back: Refurbishment project
- Extended Schools Service: Parent support advisers drop in sessions – task of encouraging parents to take up of free school meals for their children, after school clubs
- Residents Association: Space for meetings and coffee mornings etc.
- Sovereign Housing Association: Monthly surgery and occasional residents meeting. Sovereign run a community grant scheme.
- A meeting space: for community groups, businesses, private functions such as children's birthday parties.

Other organisations that have been approached or have shown interest are:

- Wiltshire Police: Use by Neighbourhood Beat Team.
- Wiltshire Fire & Rescue Service: Information and posters

- NHS Wiltshire: Health Visitors drop in clinics.
- Wiltshire Council – Customer Services: Contact point, support idea and reviewing service provision
- Citizens Advice Bureau: Possibility for Citizens Advice Kiosk and outreach presence
- Wiltshire College: Awaiting response.
- Doctor: Matters surrounding NHS Wiltshire to discuss.
- Sanctuary Housing Association: Supportive
- Trussell Trust: awaiting conversation.
- Citygate Church: Supportive, potential project.
- Sarum Orchestra: Supportive. Outreach project for 5 – 18 year olds
- South Wiltshire Economic Partnership: Assist to engage businesses and encourage viability of the centre.
- Wiltshire Council – Future Jobs Fund: Coordinator post as set out in operational requirements.
- Business Link: Supportive, would use the venue for business start up workshops and seminars on business matters.
- Job Centre Plus: Awaiting response
- Connexions: Outreach through Connexions Personal Adviser to discuss learning and work or other issues.
- Advice Service for Kids (ASK): Only recently approached.
- Federation of Small Businesses (FSB): Business engagement
- Salisbury Chamber of Commerce: Business engagement

Learning Opportunities at Partridge Way

The community centre at Partridge Way can offer a varied range of learning opportunities, to a wide range of people. The space available is ideal for small meetings, workshops and advisory sessions and is accessible for wheelchair users and has a catchment of some of the most deprived families in Wiltshire.

Already on board with this project is Action for Children who provide fully universal, inclusive and accessible development sessions for children under the age of 5 offering good quality learning opportunities to young children. Through their 'Stay and Play' sessions parents are also involved in the play sessions which enhance parenting skills and self esteem. Within this setting, adults learn about various areas of childhood development and health related matters such as healthy eating, also supported by Health Visitors.

Through their involvement with parents, children's sessions give opportunities to interact with parents and target services and opportunities towards them. In particular, the extended schools coordinator has earmarked parenting classes for families, drop in sessions with the Parent Support Adviser and family learning events to be held at the centre, this is a crucial service as it has been reported that many of the children of Partridge Way are attending schools without packed lunch or parents have not taken up the free school meals. Family learning events give families the opportunity to learn together and are usually delivered over an 8 week period which could include sessions like basic literacy and numeracy courses through "helping your child with homework" and arts projects. Also sessions around "cooking on a budget" have been identified but that is dependant upon the facilities available at the centre.

Further to this, schemes such as Journeys to Work can improve the knowledge of those accessing the centre regarding training courses and employment opportunities, so the centre can also signpost services for its users.

Connexions have also identified the use of these premises on a regular basis (maybe a half day a week or a fortnight) for young people to access a Connexions Personal Adviser to discuss learning and work or other issues. A large proportion the potential "customers" of Connexions would be those young people Not in Employment Education and Training" (NEET).

Sarum Orchestra have also contacted me as they have recently been awarded funding to carry out a music project for people of deprived areas and would culminate in a performance taking place in the Salisbury Art Centre. These types of opportunities can make real differences to peoples' lives.

Business Link is looking at offering 2 forms of learning opportunities. They can deliver sessions for self employed workers and business start ups providing targeted advice workshops. They can also provide seminars for businesses.

When the worker from Action for Children visited and spoke to residents of Partridge Way it was clear from the responses that learning opportunities would be met with enthusiasm. One response highlighted car mechanic classes as a potential session. Wiltshire College are therefore considered a key partner when it comes to exploring the learning opportunities at Partridge Way.

Legal status and licences

The Community Centre would be organised under the management of a fully constituted Community Centre Committee composed of the following members (Possible members below – If you are not in this list and think that you could play a role in the committee then please do let us know):

- Anne Vincent: Co-chair of the Residents Association and the Laverstock & Ford Parish Council member at Old Sarum.
- Jane Williams: Long term local resident, member of the original and new Residents Association.
- Action for Children: Users of the centre
- Play Rangers: Users of the centre
- Extended Schools Coordinator: User of the centre
- City Brisk: Landowner

The above committee would be strongly recommended to seek charitable status from inception. They would also be responsible for recruiting other members of this committee to take on a trustee type role.

As stated above, this group would be fully constituted. Community First can provide a model constitution at the cost of £10. Public liability insurance would be sourced from an insurance provider.

The premises currently has A1 planning consent for retail use as a shop. The proposed community centre would need a temporary change of use to allow the premises to become a community use facility. This would be in the form of an application for mixed retail and community use. The cost of this would be £335. The application has been submitted and we are currently awaiting a response.

Financial Requirements

The figures below represent the total cost of the project **for 3 years**.

Expenditure with coordinator for 18 months		Expenditure without coordinator	
One off		One off	
Planning Application	335	Planning Application	335
Refurbishment/Installations - materials, paint, furnishings, display boards, telephone, broadband	1515	Refurbishment/Installations - materials, paint, furnishings, display boards	1515
Constitution	10	Constitution	10
Total one off	1860	Total one off	1860
3 years		3 years	
Rent (£4000pa)	12000	Rent (£4000pa)	12000
VAT on rent	210	VAT on rent	210
Utilities		Utilities	
Gas (approx)	1440	Gas	1440
Electricity (approx)	1200	Electricity	1200
Water (approx)	960	Water	960
Broadband (quoted)	366.3	Broadband	366.3
telephone (quoted)	352.869	telephone	352.869
Public Liability Insurance (Quoted Zurich)	945	Public Liability Insurance (Zurich)	945
Business Rates (Quoted - Revs&Bens)	0	Business Rates	0
3x FJF for 25hrs/p/w@£6.40 (each for 6 months ftc)	19425		
Funding for FJF	-19425		
Inc.on costs laptop, training, CRB for each coordinator			
Maintenance (approx)	720	Maintenance (approx)	720
Total running costs	18194.17	Total running costs	18194.17
Total	20054.17	Total	20054.17

Key partner organisations interested in this project:

- Area Board (Community Grant Scheme) up to £5,000 – Subject to approval on 17 December 2009.
- South Wiltshire Learning Partnership around £14,000/15,000 subject to receiving planning permission.
- Housing associations grant schemes (Sovereign & Sanctuary) £500 - £5,000 for projects in the area.
- Salisbury Area Multi-Agency Forum
- South Wiltshire Economic Partnership

- Future Jobs Fund (as outlined in figures above) – potentially up to £19,425
- Parish Council

Additional income over the 3 years:

- Rental income from usage (used to build up ongoing funds past 3 years)
- Donations and fundraising (used to build up ongoing funds past 3 years)

An example of usage in typical week **(for indicative purposes only):**

	Mon	Tues	Wed	Thu	Fri	Sat	Sun
8 -9.00							
9 -10.00							
10 - 11.00							
11 - 12.00							
12 - 13.00							
13 - 14.00							
14 - 15.00							
15 - 16.00							
16 - 17.00							
17 - 18.00							
18 - 19.00							
19 - 20.00							
20 -21.00							
21 - 22.00							

Key	
Action for Children	
Youth Service	
Parent Support	
Citygate Church	
Sovereign HA	
Residents Association	
Business Link	
Private Hire	
Business Meeting	
Coffee Morning	
Shine – Money Talk	
Outreach medical	

Operational requirements

In order to fulfil the above, we propose that the community facility would be managed by the “committee”. The space will be let to agencies to use the facility and ensure that they leave the facility in a clean and tidy state.

If we are successful in our bid to secure a coordinator for the centre through the Future Jobs Fund, the facility will then have a paid employee to coordinate bookings etc. See below for more details.

The equipment needed for the centre:

The centre would welcome donations of any of the equipment below:

- Signage and banners for the centre
- Tables and Chairs
- Display boards
- Children’s play equipment
- Telephone
- Broadband
- Printer
- Paper and stationery

The Public Liability insurance:

Insurance quoted at £315 pa which offers cover for £10,000,000 Employer’s Liability (in the case that the coordinator is appointed) and £5,000,000 Public Liability.

Building insurance will be covered by Citybrisk Developments Ltd (awaiting confirmation).

Health and safety requirements:

The “committee” will be responsible for ensuring the safety of the people using the centre. The “committee” will have to carry out a risk assessment of the premises and all associated equipment, assessing the risk of accidents occurring and take steps to minimise these risks. Keeping records of this is essential. It is worth noting here that the “committee” have a statutory duty under Health and Safety at Work Act, 1974 to take ‘reasonably practicable’ steps to ensure the health and safety of employees and others who use the centre, i.e volunteers, members of the public and contractors. The “committee” will receive support in order that they have processes in place to

manage health and safety risks.

Centre Coordinator:

The Future Jobs Fund will cover the employment costs and personal development costs of 3 different coordinators for a period of 6 months each.

The Future Jobs Fund is a partnership project with the Department of Work and Pensions which stipulates that employees must be contracted for a minimum of 25 hours per week and paid no less than the minimum wage (the budgeted hourly rate for the coordinator is £6.40 which is above the minimum wage).

The applicants must have been receiving Job Seekers Allowance from 39 to 50 weeks and be between the age of 18 and 24. Included in the costs of these posts are the relevant CRB checks, training opportunities and as the employees will be under the supervision of Wiltshire Council they will be supplied with a laptop and office facilities at 47 Endless Street along with the opportunity to work at the Partridge Way.

This would be cost neutral to this project as funding of up to £6,475 is available for each recruit. In the absence of a coordinator the Community Centre Committee would have to nominate a responsible person to be on hand to manage bookings for the centre. Ideally these employees would be from Old Sarum.

Managing risks

Risks associated with this project are considered to be:

- *Initial funding for this project is not secured...*

Mitigation: A bid for funding will be put to the area board for the maximum amount available of £5,000. Further funding has been identified from the South Wiltshire Learning Partnership of up to £15,000.

- *High turnover of residents at Partridge Way resulting in piecemeal uptake of the centre's facilities and activities...*

Mitigation: A successful centre will make the prospect of living at Partridge Way more attractive as barriers to services will be reduced by the project. Programmes run from the centre will create stability for its users.

- *What happens after the 2/3 years?*

Mitigation: The Community Centre Committee have an interest to raise ongoing funding to support a community centre at Partridge Way. Project income secured now and ongoing income and donations received above the budgeted costs will primarily be used to secure further provision after the 2/3 year period. Any success of this project can also be used as evidence that further investment is needed to maintain the level of service that this project brings.

Agencies/Organisations approached at this stage

- Wiltshire Police: Insp Dave McMullin, Beck Lennane & Henry Clissold
- Wiltshire Fire & Rescue Service: Ian Rennie, Group Manager
- NHS Wiltshire: Jo Howes, Community Engagement Manager & Local Health Visitors (via Action for Children)
- Wiltshire Council – Customer Services: Wayne Smith - Operations Manager
- Citizens Advice Bureau: Kate Godfrey, CEO (also Chairman of South Wilts Action Against Poverty SWAAP)
- Wiltshire College: Bev Flanagan, Vice Principal, Business Enterprise
- Doctor: Dr O'Connor
- Sanctuary Housing Association: Sharon McKnight
- Sovereign Housing Association: Patricia Melia
- Trussell Trust: Mark Ward
- Citygate Church: Pat Woodward
- Sarum Orchestra: Sue Kent
- South Wiltshire Economic Partnership: Alex Sparks, for her Board
- Business Link: Jessica Vallentine
- Job Centre Plus: Jill Annal
- Federation of Small Businesses (FSB): George Trytsman
- Salisbury Chamber of Commerce: Loretta Lupi
- Area Board Steve Milton (head of Community Governance) Mary Cullen (Team Leader), Southern Wiltshire Area Board members
- Parish Council Clerk of Laverstock PC, Steve Hannath
- Action for Children: Alison Wray, Karen Hunt, Martie Stanwell
- Wiltshire Council – Wiltshire Development Service for Young People: Tony Nye

- Wiltshire Council – Library Service: Hilary Glyde
- Shine: Alison Butterfield
- Probation Service – Community Pay Back: Tracey Geiran
- Extended Schools Service: Emma Procter
- Residents Association: Anne Vincent & Jane Williams
- Connexions: Outreach through Connexions Personal Adviser to discuss learning and work or other issues.
- Advice Service for Kids (ASK): Only recently approached.
- Salisbury Multi Agency Forum: Chairman, David Morgan (Head of Pitton Primary) , & Shirley Yeo, Information Sharing and Assessment Coordinator (ISAC), Wiltshire Council
- Stratford Sub Castle CoE Primary School: Headteacher, Miss K Williamson