

Project Proposal
**Options for the best possible use for the
derelict land in Central Ward, Barrow-in-
Furness**

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Executive Summary

The land immediately to the North and South of Greengate Bridge, Barrow-in-Furness has lain derelict for decades and is an eyesore for the local community. Some local residents have been campaigning for many years to have this derelict land developed due to the lack of green space in the Central Ward of Barrow-in-Furness.

This document presents proposed developments for the areas of land to both the North and South of Greengate Bridge and the Arches underneath the bridge. Professional architectural drawings and costs are included in the proposal, which show options for the uses of the land and arches. The Project Team has addressed issues around governance, sustainability and funding to provide a coherent and structured report into the viability of the proposed development. Where possible support of local residents, charities, schools, local organisations and the Police has been sought and their input is contained in all aspects of the proposal.

The ideas, aims and objectives contained in this proposal are in line with Government agendas on green space.

Phil Hope (Office of the Deputy Prime Minister) said:

“Local Groups are often the driving force in transforming their neighbourhoods to make them places where people are proud to live. The Government is committed to creating cleaner, safer, greener communities and to working in partnership to achieve this.”

Successful Outcome from the Proposal Includes:

- Plot 1(South) developed in accordance with the presented drawings and costs
- The Arches developed to a state where they can be used to bring in a stream of revenue to allow sustainability of the project
- The drawings and costs for Plot 2(North) to be considered by the Council when developing the land in accordance with the Urban Design Framework.

Future phases for this project are:

- To set up a legal body to manage the Project
- To produce a Project Management Plan for Development
- To submit applications for Funding
- The tendering of the Project to suitable organisations

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Introduction

Background

The land that is proposed for development (either side of Greengate Bridge) has been derelict for almost 30 years and the local residents have long been interested in developing the land for use as open, green space. Within the last 8 months the residents have taken the view that the land should be developed for a community garden or a public, open, green space. This type of environmental improvement is very much needed within Central Ward, as it is a densely populated area with virtually no open, green space.

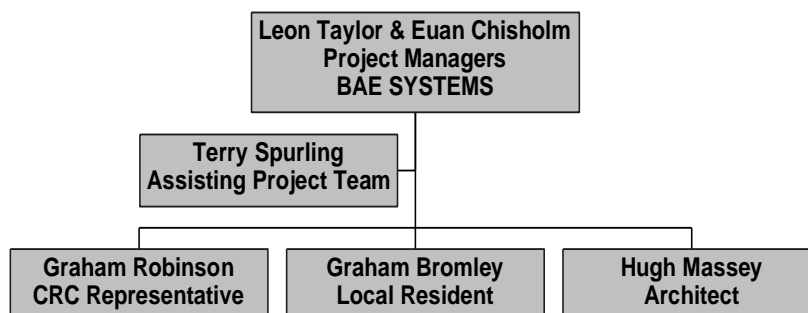
The project had originally been initiated by the Central Community Partnership (CCP), which consists of Central Ward residents, Borough and County Councillors and various agencies working in Central Ward. The interest of local residents in the development of this land led to a local Project Team being created (as described in the following section) with the aim of submitting a proposal to the Council through the CCP. The ideas being proposed by the team have had to change throughout the project, due to certain constraints, but focus has remained on the overall objective of creating open, green space in Central Ward, Barrow-in-Furness. This proposal represents views of many groups within the local community and the hope is that the ideas presented will be fully considered so as to provide local residents with the much needed green space they desire.

Team Structure

The Project Team consists of two graduates from BAE SYSTEMS, a local resident and a CRC Representative (as shown in the Figure below). The team also secured the services of local architect Hugh Massey free of charge during the initial stages, which has helped immensely in producing the design, drawings and costs for the proposal.

The team has worked hard to consult as many members of the local community as possible, including local residents, Councillors, the Council, the Police, local schools charities and local businesses. This 'extended team' has been able to provide information and ideas that have helped in improving the standard of this proposal.

The project has been based at the Central Point office in Central Ward, Barrow-in-Furness. The display of project drawings and ideas in the office has helped increase awareness of the project and support from the local community.



Needs Analysis

The project is situated in Central Ward where there is virtually no public open space. Of the housing in Central Ward 77% is terraced housing. The 2004 Deprivation Indices place Barrow as the 29th most deprived local authority area out of the 354 in England. Central ward is among the six most deprived wards in Barrow and in the 10% most deprived wards in the country (Barrow in Furness Community Action Plan 2003-2006 p2 and 4).

A key aspect to this project is that it is driven from the local community. An essential ingredient to the success and more importantly the sustainability of any kind of Community Project is that it has a sense of ownership from those who will seek to get the most benefit out of it. Therefore including as many stakeholders from the local community as possible is crucial.

In support of local group projects is the need to link in with the wider strategy of the local and central government. The strategies below highlight the support for local groups to pursue projects that aim to benefit the local and wider community in a variety of ways. The development of the land and the archways allow the generation of ideas to be taken into consideration.

Local Strategies and Action Plans

The Cumbria Biodiversity Partnership has given some of its objectives as the following:

2.2.2 Improve access to green spaces in areas where there is currently no access to nature (Cumbria Local Biodiversity Plan).

2.2.3 Enhance the value of open areas in the built environment as wildlife habitats, through appropriate management and dissemination of information and advice (including school grounds, churchyards, town parks and other public open spaces).

From p.12 and p.13 of the Barrow in Furness Community Action Plan 2003-2006.

“In addition to helping to develop individual pride and community spirit, culture, arts and sport can make a valuable contribution to delivering key outcomes of lowering long-term unemployment, reducing crime, improving health and increasing educational attainment.”

From p.13 of the Barrow Borough Council Cultural services Board Barrow in Furness Community Action Plan 2003 - 2006.

2.4.2 Improve quality of life through the provision of library, archive, cultural and recreational services and the promotion of cultural community enterprises for all.”

Barrow in Furness Community Plan 2003-2006 p.16.

In the sports section of the Community Plan there is the following:

2.4.7 Support Barrow Borough Sports Council and its partners to increase participation in sport and active recreation in the Borough.

2.4.8 Support and development of new sports facilities and the enhancement of existing facilities, including helping to meet the demand for sports pitches identified in the Barrow Playing Fields Strategy (2002-2016).

Barrow in Furness Community Plan 2003-2006 p.14.

In the section titled 'Reduce crime and the fear of crime in the Borough':

2.6.1 Provide more for young people and teenagers to do (CDRP Youth Crime Action Plan 2003-2004).

In the section titled 'Fight Deprivation' and 'Involving Communities' Daryl Morgan, the then general manager of The Community Regeneration Company said:

“Building the enthusiasm and confidence of community members to address deprivation issues themselves remain the primary means of tackling the social effects of deprivation in Barrow”. p.17.

4.2.7 Increase the active and appropriate involvement of young people in the planning and decision making process (Developing Youth Work in Cumbria 2004-2006; Barrow Youth Council Consortium) p. 20.

In the section titled 'Improve Health':

In general, poorer health is linked to social and economic disadvantage. Differences in health are shown at ward level, with the most disadvantaged areas of the town generally experiencing markedly poorer health p. 21.

5.2.6 Physical Activity

Increase participation in physical activity by residents in the most disadvantaged areas. p.23.

“Health is influenced by a wide range of factors such as unemployment, housing, education, crime reduction and overall living standards, and so all of the other sections of this Community Plan contribute to improving health”

National Strategies

“Parks and green spaces should be at the centre of the renaissance of our towns and cities”

*Sally Keeble MP, minister for Regeneration.
In her forward from the Urban Green Space
Task Force Report May 2002.*

“ Successful, thriving and prosperous communities are characterised by streets, parks and open spaces that are clean, safe and attractive areas that local people are proud of and want to spend time in.”

*John Prescott, Deputy Prime Minister.
In the ODPM publication titled Living Places:
Greener, Safer, Cleaner. October 2002.*

“Local groups are often the driving force in transforming their neighbourhoods to make them places where people are proud to live. The government is committed to creating cleaner, safer, greener communities and to work in partnership to achieve this.”

*Phil Hope, Minister in the Office of the Deputy
Prime Minister in a news release regarding
Voluntary programmes dated 02/08/04.*

“A high-quality public environment can have a significant impact on the economic life of urban centres big or small, and is therefore an essential part of any successful regeneration strategy”

*In The Value of Open Spaces a publication by
CABE, the Commission for Architects and the
Built Environment.*

“Community involvement in urban parks and green spaces can lead to increased use, enhanced quality and richness of experience and, in particular, to ensuring that facilities are suited to local needs.”

*Taken from page 15 Community involvement
In Improving Urban Parks, Play areas and
Open Spaces.
ISBN 1851125769*

Project Objectives & Benefits

The overall objective is to offer a proposal to develop Plot 1 (South), Plot 2 (North) and the underlying Archways as the "...Best possible options for the use of the land...". The Project Team understands the complexities concerning Plot 2 and therefore the submission of a Proposal for the use of Plot 2 is only offered as a gesture to the Council to be taken into consideration at a later date pending the findings of the Urban Framework design.

Agreed Objectives

- To design the layout and content of the proposed recreational space for both plots of land and taking into consideration stakeholder requirements.
- To have these designs for both plots professionally drawn up and to obtain a rough cost and a breakdown of the work required in achieving this project.
- To consult stakeholders and professionals in developing a project plan that encompasses the necessary requirements to actually undertake this project. This includes issues such as funding a project from charitable sources, fund management, contracting, renting the land from the landlord, governance – setting up the correct legal body to undertake and oversee the project prior and post build, sustainability – how the land shall be managed after it has been built.
- Producing a coherent and well constructed Proposal and Presentation that will express the views of the residents.
- To progress the project and drive onwards in securing the land from the Council for a rental fee and to have a specified contractor to undertake the work to specification.

Benefits Identified

- Increase Green Space in the heavily and densely populated area of Central Ward.
- Provide much needed recreational area for local community.
- Remove unwanted and unsightly derelict land to improve the general look of the area.

Key Stakeholders

An essential part of this project is the inclusion of key stakeholders from initial start-up activities and to maintain a high level of communication throughout the whole project lifecycle. As such the Project Team has worked hard to keep all those involved aware of any progress to project while taking into account the opinions of authorities and specialists who have voiced their concerns.

Stakeholder Identification & Viewpoints

Stakeholders	Requirements
The Project Team	Scope time to provide the workload expected but without overload and distraction from other work priorities. To see this Project succeed for the benefit of the Project Team and local community involved. Although there seems many obstacles in the way concerning Plot 2 the team are determined to put in a Proposal for consideration.
Hugh Massey	Keen to offer assistance, time and effort. Positive about the benefits this project will have on the local community. Keen also to undertake the work should it be successfully passed.
Ward Councillors – Cllr Garside, Cllr Irwin, Cllr Flanagan	Positive about the Proposal and involvement of the local community. Voiced concerns around Plot 2 in light of the Urban Framework, however are supportive in our bid to work upon Plot 1.
Barrow Borough Council – Steve Warbrick David Joyce	Are positive and supportive for the Project Team to submit a proposal for Plot 1 and the Archway development. Adamant that Plot 2 shall not be available for development.
Greengate School - The Headteacher, Mr. Colin Smith	Supportive of our Proposals. Interest in being involved and have generated ideas for the use of the Archways for School activities.
The Cumbria Constabulary	Supportive of our Proposals. Provided vital information around security design aspects.
Surestart	Supportive of our Proposals. Interest in being involved.

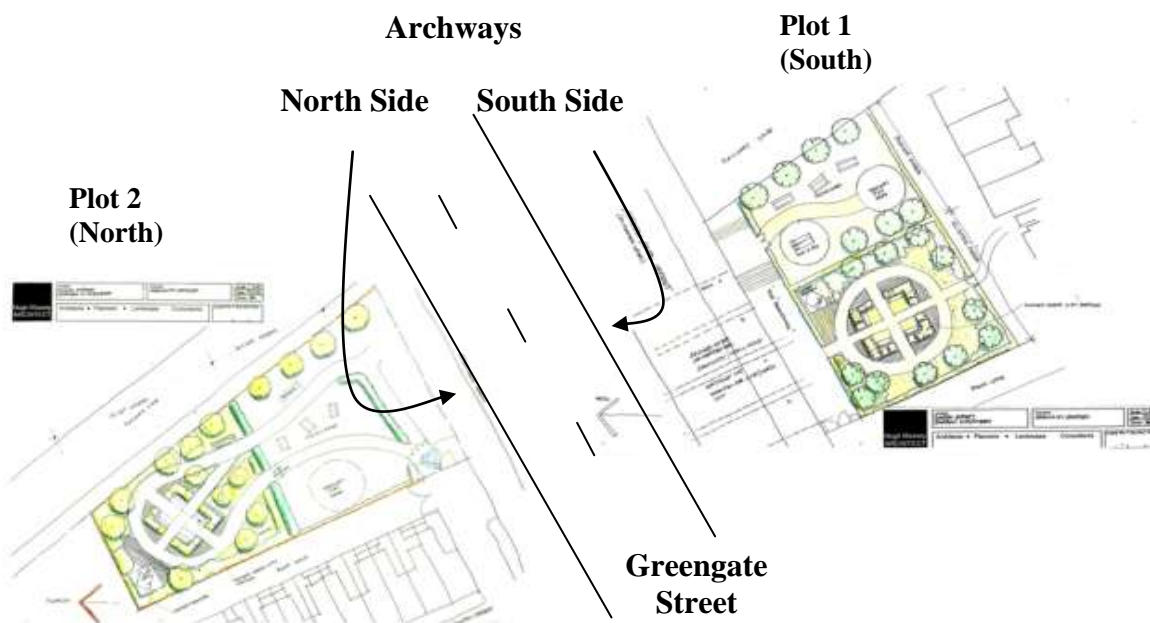
GroundWork UK	Supportive and willing to offer assistance and advice. Possibility of using them to do the work should the Proposal be successful.
John Hutton Member of Parliament for Barrow and Furness	Has visited the land and supported the residents in identifying options for the piece of land.
Shirley Proctor	Supportive of our Proposals. Has given advice on funding and governance issues.
Barrow Community Regeneration Company	Has supported residents in identifying options for this land.
Network Rail	Holds the restrictive covenants at present. Also own the property required for demolition to allow access to Plot 1.
B&Q Barrow	Expressed an interest in being part of such a project with the possibility that they might donate materials and plants to the project.
Youth Project – Drop Zone Café	Ideas and experiences from this project have been shared.
Barrow CRC Sports Development Section	Chris Athersmith has come up with ideas for the Archways and funding for this
Crime Disorder Reduction Partnership	Louise Wilkinson has been consulted.
MAST Community Safety Group	Support
Church Street Community Safety Group	Support
Crime Prevention & Architectural Liaison Officer,	Sharon Livesey has provided recommendations for Secure Design Issues

Developing Partnerships

A network of partners is still being developed in support of creating a community garden or a public, open, green space within Central Ward. Many organisations such as Connexions, the Cumbria Constabulary, Sure Start, Greengate School and others mentioned above have offered clear support to this project and where possible some will play a major part of the executive committee and operational group once set-up. Initiating, developing and maintaining these relationships are seen as vital components to the success of this project.

Proposed Use for the Land

The Project Team had originally identified a redundant, Council owned, former coal yard in central Barrow-in-Furness as having a significant potential for environmental improvement for the benefit of the Community. However due to changes in the scope of the project the Project Team has identified the whole site that is actually straddled by Greengate Street that bridges over both the site and the Railway, forming a series of archways over the site. The sites in question fall into 3 sections, to the southeast of Greengate, referred to as 'Plot 1 (South)', the arches themselves referred to as 'Arches' and a further area to the northwest of Greengate, referred to as 'Plot 2 (North)'.



The Project Team understands the complexities concerning Plot 2 and therefore the submission of this Proposal for the use of Plot 2 is only offered as a gesture to the Council to be taken into consideration at a later date pending the findings of the Urban Framework design.

There is a very evident lack of private garden space in this part of the Town. Although within walking distance of a fine Victorian Park, currently being refurbished, the sort of neighborhood green space required for play or incidental recreation is entirely absent. Although consultants Gillespies', as part of a Town Center consideration, are exploring some more strategic route-way principals, the Group has developed their own consideration for the land.

The Project Team had in 2004 already embarked on work to develop a design for the major part of the site, had visited and participated in a course at The National Tenant's Resource Center, near Chester, and seen examples of Community driven projects including some undertaken by Groundwork, a national environmental charity.

Designs & Drawings

From the original designed drawings as produced by the team from their visit to Groundwork, local architect Hugh Massey has converted these into professional working drawings.

Plot 1 (South)



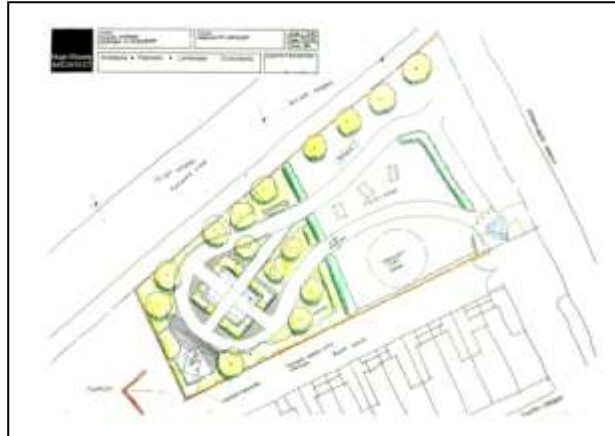
(Enlarged picture shown in Appendix A)

The Plan of the development has been divided into 3 functional zones. To the North a quite garden, more heavily planted with a sheltered seating area with raised beds. The water area is a possibility in the design but will depend upon Health & Safety and Insurance issues being resolved. The water area is planned across the path and will rely on power for a small pump (windmill). The 2m pathways itself will be bound gravel with margins with larger sea washed cobbles. Wheel Chair Access has been considered in the design.

The quieter area will be divided from the busier picnic / plays area by a hedge. The picnic / play area will have considerably less planting with a gravel surface under the picnic tables and a safety surface within the fenced play area. There will be a brick built communal barbecue feature.

Another hedge will separate this area from the 'promenade' or access zone to the Archways, which will be used for a number of purposes. One option for this small strip is to have some seating and this may be incorporated into the design for the Archways in question.

Plot 2 (North)



(Enlarged picture shown in Appendix B)

Plot 2 offers a similar design to Plot 1 with again clear distinct areas and functionality. The dimensions differ considerably and there is scope to elongate either area if necessary.

Archways

There are 4 Archways of approximately 100m² available for development. Currently some of the arches are bricked up but general inspection has shown that there is considerable scope to open each one up and prep to a sufficient standard. The intention is to clear the arches and provide facilities to allow development for future use to bring in a stream of revenue. This includes new floor, isolating layer (thermal/moisture resistant) to existing internal arch/walls, gable glazed screens doors, internal power, heating/mechanical installation, security system drainage, water supply, decoration, floor finish. Through consultation with local stakeholders there have been many suggestions as to how this may be achieved.



There are several options for the use of the four railway arches in such a way that would benefit the community and possibly supply revenue. This would help with the sustainability of the green open space being developed.

Details of some are outlined here.

1: Community Health/Sports/Leisure Facility:

This would follow national criteria to improve health in the most deprived wards of the country. Possibly in the form of a community gym and could include raising awareness to healthy eating by utilising the open space in a way that would highlight the benefits of fruit and vegetables etc.

A cross section of the community, including different age groups, could be approached to see what type of sports features they would like to see included in the hope that this would ensure that the facility was used regularly.

2: Community Arts and craft facility:

This could be a workshop type facility where members of the community, both young and old, could get creative in their free time.

3: Recycling facility:

Fitting in with government initiatives to promote cleaner, greener, safer communities a facility of this kind could provide a central location for the sorting of waste products and provide an income for the maintenance of the green space.

4: Youth facility:

This could include a skateboard feature and a graffiti wall. It is hoped that such a facility would help address youth issues by giving them something to do in a safe environment, especially if it was run in conjunction with present youth projects in the area i.e. KYPS.

Special provision could be made for youths with any form of disability.

5: Office spaces:

This would provide steady revenue and help with the sustainability of the green open space. Care would have to be taken in choosing a potential shared workspace that would not cause conflict with immediate residents i.e. noise and pollution.

Options could include; project base office, architects offices, art workshop/gallery, community advisory offices and include communal toilet/washroom facilities.

6: Storage:

Local businesses could be approached, to rent space, in an attempt to generate revenue for the sustainability of the green space

7: Shelter:

This would give residents the opportunity to enjoy the benefits of the green open space regardless of the weather.

8: Community Gardening Club:

Members of the community, with gardening experience, could help others learn about gardening.

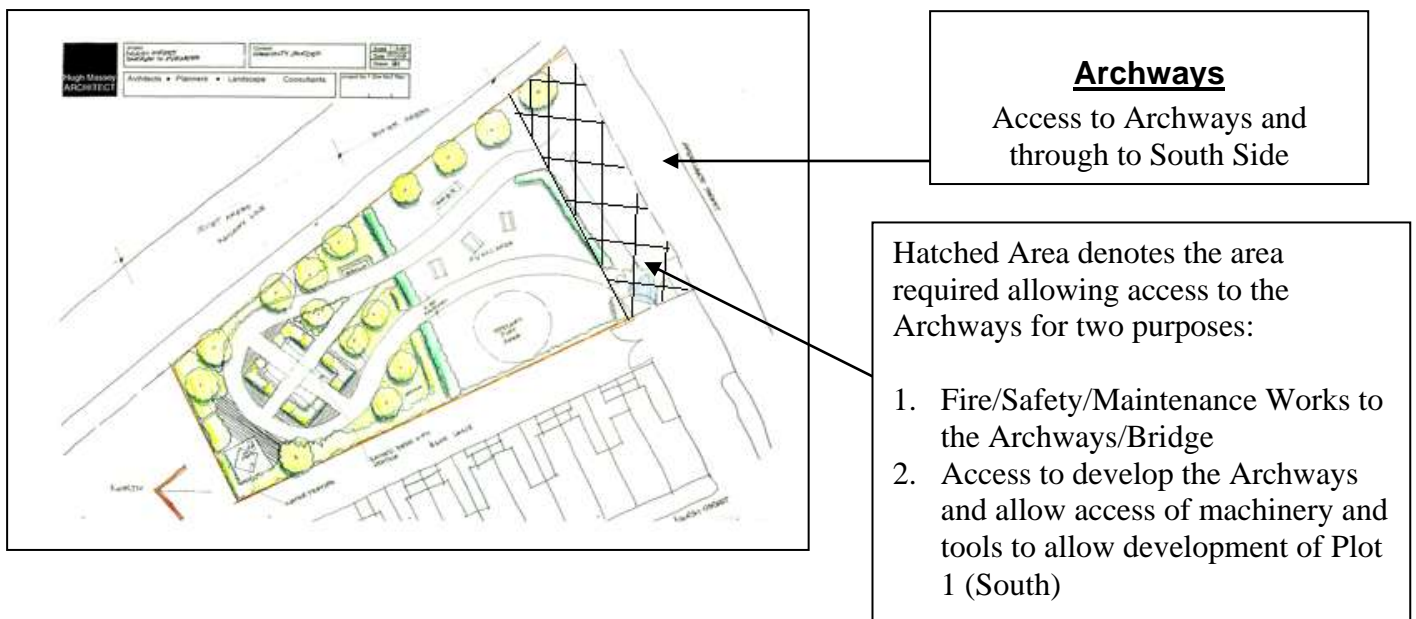
It is hoped that residents interested could then help with the maintenance of the green open space. Such a facility could include the storage of horticulture supplies, lockable tool storage, a changing area and the growing and preparation of plants/seedling indoors.

9: Outdoors Pursuits Centre:

Training and advice could be given for orienteering, rock climbing, canoeing, camping, fell walking and water sports etc. Best practise and safety issues for those involved in these types of pursuits could also be promoted. Again revenue could be generated from this facility.

Pre-requisite for Developing Plot 1 and Archways

As part of the development of Plot1 it is necessary during the construction phase of the build to keep an access area available on Plot 2 (denoted by the hatched area on the diagram below). This area is essential to gain access to the Archways as a thoroughfare to Plot 1. The usual access to Plot 1 has inherent difficulties involved and so access through from Plot 2 may be a necessity.



Secure by Design Issues

To ensure that the proposed development has secure design the Project Team has consulted closely with Crime Prevention Officers. From this recommendations have been put forward to the group to be considered for design, maintenance and sustainability issues. The report and recommendations can be viewed in Appendix D.

The Plots of land shall have CCTV surveillance that could link in with the Local Authority offering an opportunity to add surveillance to Greengate from another angle. It is also the intention to have a lock-up facility with a designated closing time for the land. The land shall also have human surveillance through development of the Arches whereby those involved in using the archways will provide a human presence during the opening times.

Fire and Ambulance Services have also been consulted and the Project Team is awaiting recommendations.

Rough Costs

Marsh Street Urban Gardens Barrow in Furness

Initial outline costings

Plot 1 (South) *

Busier area	
Toddler Play equipment,fencing,safety surface	10,000.00
Picnic area BBQ	1,500.00
Tables	1,200.00
Trees	450.00
Hedging	1,000.00
Gates	5,000.00
Surfacing fine crushed stone	5,000.00
Pathways resin bonded gravel	3,000.00
Builders work in association	5,000.00
Sub Total	32,150.00

Quieter area	
Pathways	7,000.00
Timber Planting Boxes	8,000.00
Gravel garden	3,500.00
Trees	1,650.00
Soft planting, imported top soil	7,500.00
Builders work in association	5,000.00
Sub total	32,650.00

Landscape Sub-total	64,800.00
Prelims @15%	9,720.00
Design Contingencies @ 12%	8,940.00
Total construction costs	83,460.00
Fees at 15% (Arch/QS)	12,519.00
Total excluding VAT	£ 95,979.00

Arches

4no Arches @ c 100m2 each total 400m2, Including new floor, isolating layer (thermal/moisture resistant) to existing internal arch/walls, Gable glazed screens doors, internal power, heating/mechanical installation, Security system drainage, water supply, decoration, floor finish.	85,000.00
Prelims @ 15%	12,750.00
Design Contingencies @ 12%	10,200.00
Total Construction costs	107,950.00
Fees at 15%(Arch/QS)	16,192.50
Total excluding VAT	£ 124,142.50

Grand Total

Grand Total	£ 220,121.50
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T 01229 832073 F 01229 830846 PJ.HM.200205

* Similar costs have been calculated for development of Plot 2 (North).

A second rough quote for development costs for Plots 1 and 2 has been obtained from Groundwork UK as detailed below:

“Groundwork Plc. Manchester confirmed that £80,000.00 is a reasonable sum for the project. Architectural fees would also be added to this figure.”

Richard Clark
Senior Landscape Architect
Groundwork Manchester, Salford & Trafford

Models of Management

Project Management Models for the Construction Phase

1. The Central Community Partnership (CCP) is a properly constituted community group with a constitution, a Treasurer and a history of working with Barrow Borough Council. CCP could apply for funding for the proposed project. In turn, CCP could delegate people to actually steer and deliver the proposed project using people currently part of CCP and or co-opted people. CCP might choose to add people with additional and different skills such as someone from a local business or building society or someone from a local firm of accountants or solicitors. If there is to be a partner organisation in the project then one of the officers, Board Members or Trustees might be part of the project group. For example possible partners in this project might be organisations such as Barrow Community Regeneration Company (CRC) or Community Action Furness (CAF).

2. Local Architect Hugh Massey has a wealth of experience in architecture and construction as well as having a keen interest in improving the local community. As such Hugh Massey could Project Manage the whole development of the Plots of land and also the Archways. Using Hugh Massey Architects would keep the monies invested in the local community. Hugh has also produced the drawings for the development.

3. A nationally recognised organisation such as Groundwork UK or the British Trust for Conservation Volunteers which develops green space projects might be engaged to do the whole project from public consultation, sourcing of funding, construction through to final handover at the completion of the project.

4. One possibility is that Barrow Borough Council, as the landowner, may want to control the development of the site. It is possible that they might want to access the funding through a body such as the Northwest Development Agency (NWDA) and it may be the case that NWDA has a preferred list of contractors for projects such as is being proposed in this paper.

Project Management Models for the Post Construction Phase

The CCP could delegate a group of its members plus some co-opted people to manage the green space after handover from the contractor. One of the important aspects of this project is the need to make it sustainable. By including the refurbishment of the arches under Greengate Street Bridge, these spaces could be used for a variety of activities and the rental income from these arches would be used to generate the necessary income to maintain the green space.

A number of different organisations have been approached for advice on project management models for post construction. Their advice is that there are no hard rules about this. It has been advised to keep things simple and use an existing group, such as the CCP, which has the following characteristics:

- properly constituted
- has a Chairperson, Secretary and Treasurer
- has a bank account
- requires 2 or more officers to sign cheques

Barrow Community Regeneration Company (CRC) has been approached about being the managing agent for the project. The view of CRC is that they would need to charge a management fee of 10% for this service. It was felt that it would be a better use of the project's resources if the project group of the CCP managed the project.

Within CCP's delegated steering or project group for this project, consideration should be given to co-opting a person from a local business such as a building society and/or someone who is a chartered accountant. The project group would need to be professionally audited. The advice of a solicitor would be advisable and this could either be purchased or provided by a co-opted member of the project group.

Governance

An essential ingredient to the success of this project is to ensure that the correct governance is in place. Having the legal vehicle set up to undertake such a project requires careful consideration and consultation. In particular consideration has been made to research aspects such as enabling the group to employ personnel for issues such as maintenance and to guarantee that the correct legal constitution is in place to allow this.

Constitution

A possible constitution has been researched and an outline example is included in the Appendix C.

Ownership

The Project Team would ultimately aim to rent the land from the landlord (Council) on a peppercorn rent. Although ownership of the land would remain with the Council, ownership of the development would rest solely with Project Team.

Employment of staff

The Project Team has explored the idea of employing a warden or caretaker to undertake maintenance tasks and general overseeing of the development post construction. This would require considerable administration costs and it is suggested that consideration be given to contracting out this work to an organisation such as Growing Concerns, a Barrow based Grounds Maintenance and Environmental Improvements Company. It has also been suggested that Accent Homes could provide

this service via their own staff but negotiation would have to be carried out over the work to be done and the costs incurred.

Employment of some staff is a necessity and is a possibility as long as the correct Governance structure is in place to manage funds, etc. Shirley Proctor has been consulted with regard to this, due to her experience of funding charitable employment, and she has provided details of how this can be achieved.

Insurance

Aspects around Insurance issues are still in development and the Project Team has consulted two insurance specialists. However should it be possible then there is a strong case for the Council to add the land onto its own Public Liability Insurance, as the designs for Plots of land have no moving parts or significant hazards.

Safety & Maintenance

The safety and maintenance of the proposed development is another area that is integral to the success of the project. The Project Team has carried out consultation with Sharon Livesey, the Crime Prevention and Architectural Liaison Officer within Barrow Police, and she has provided a comprehensive letter (contained in Appendix D) outlining recommendations for Safety and Maintenance.

The recommendations outlined in this letter are wide ranging however it is felt that these are all achievable and important to consider. These recommendations will be provided as constraints to whoever is designing and building the final development.

Sustainability

Sustainability is an important area for a project such as this. Many projects fail because no consideration is given to how the completed product/development will be maintained and financially backed.

The Project Team has spent a lot of time addressing sustainability issues because of its great importance to the success of the project. The following sections outline how we aim to support the project financially as well as through the local community.

Revenue Streams for Maintenance & Rent

The following ideas have been generated and discussed with stakeholder as providing a source of revenue from the Archways. This revenue could be used for sustainability for the Plots of land and may even go on to source other local projects.

- Community Health/Sports/Leisure Facility
- Community Arts and craft facility
- Recycling facility
- Youth facility

- Office space
- Storage
- Shelter
- Community Gardening Club
- Outdoor Pursuits Centre

If the Archways could be developed and offered to local organisations for use then the revenue stream from this would suffice in covering aspects of rent and maintenance for the Plots of land.

Site Management

The Project Team has consulted various stakeholders to determine aspects of policy on site management. Below are some of the recommendations made.

Contact shall be made with the CCTV Manager at the Town Hall (Chris Jones) to explore the possibility of a hard-wired link to the site for additional camera. Purchase cost, capital expenditure for installation and ongoing maintenance, probably including 'line rental' are issues for consideration. There may be potential for joint benefit of this extra camera being used to monitor Greengate Street area also and not just specifically the park.

"It will be essential to find a "champion(s)" for this park i.e. someone who will encourage others to want to take ownership of the park and establish site management. Only then will it be looked after and territoriality established. Otherwise "an environment which abets crime may unwittingly be allowed to flourish."

It is essential that a programmed management system be in place to maintain the physical development and its environment. Regular grass-cutting, ground maintenance, litter and graffiti removal (this can be done free by Growing Concerns in Barrow through Barrow Police).

Accent Homes management has been consulted and the possibility of their staff being utilized to manage the park following agreements on supplementing wages through funding is being considered. Alternatively the Project Team aims to approach the Local Authority to see if the staff that manage Barrow Park could manage this ground, on a similar joint funding basis."

Sharon Livesey
Crime Prevention and Architectural Liaison Officer
Barrow Police

"A ballpark figure for maintenance would be £1350 to £1800 per annum. Based on 18 visits a year at £75-£100 per visit for grass cutting, weeding, Litter picking, sweeping, etc."

Richard Clark
Senior Landscape Architect

Groundwork Manchester, Salford & Trafford

Rule Setting

Signage – the ‘rules’, times of use and management of the park are to be clearly shown. If CCTV is implemented clear signage is essential. Setting rules makes it easy to ‘police’ communal areas.

Stakeholder and Local Community Buy-in

A thread that has run through this project from beginning to end has been stakeholder and local community buy-in. This was identified early in the project and is essential to the future sustainability of the development.

From the beginning local residents have been the main focus of the project and support of the project has grown. Project ideas and drawings have been on public display in the Central Point for weeks and this has allowed residents, the Police and many others to view our ideas and suggest their own ideas for the area. Presentations have also been made to local schools and organisations to increase support.

This support generated shows that the local community is desperate for a development of this kind and will help sustain the development into the future. The enthusiasm shown from stakeholders and the local community has increased the determination of the Project Team to deliver this development.

Using support from local residents, charities and organisations builds a sense of ownership that will help in achieving the sustainability if members of the local community can contribute.

Funding

Five Stages in Fund Raising

- Agree Aims & objectives and Developmental Plan – including Capital Budgets & Revenue Budgets for 3 – 5 Years.
- Research all appropriate funding sources.
- Prepare suitable funding packages for various groups of potential funders.
- Submit application in accordance with specific requirement of the Trust/Company being approached.
- Develop a relationship with existing and potential funders. Keep good records and evaluate ideas.

Funding Requirements

The success of developing the Plots of land and Archways depends upon the availability of sufficient funding and how this is managed. The Project Team has identified that funding would be required for various phases of the project; design, development, supply, build/construction and post build maintenance. Also, there are options to support sustainability either through direct funding or using funds to invest in options to generate a stream of revenue from the Archways. Along with direct funding, the support of local charities, businesses, institutes and organisations will be a significant factor.

In terms of funding the Project, the best strategy taken would be to secure total funding from variety of sources – ‘cocktail’ funding. The sources of funding would cover cost for design, development and build, and additionally incorporating (where funding permits this use) rent and maintenance contracts for the first three years. The funding could cover rental and maintenance for a sustained period whilst developments of the Arches would be progressed to support a stream of revenue for sustainability.

Charitable Support

Any work that can be undertaken and supported by local charities or businesses is welcomed and the Project Team have already begun to make these connections.

Funding the Archways Construction

Initially funding would be required to get the Archways to a state whereby they were fully prepared with facilities of water and electricity and new flooring. This is included in the Cost Model in this proposal as including: new floor, isolating layer (thermal/moisture resistant) to existing internal arch/walls, gable glazed screens doors, internal power, heating/mechanical installation, security system drainage, water supply, decoration and floor finish.

From this stage funding could be applied for to develop the Arches one after another to ensure that a demand exists to use the Archways. Although the ideas generated have provided options for their use there is a need to research this further in terms of whether these offer realistic opportunity.

Sources of Funding

The following is a brief overview of some of the information that has been gathered from various sources about potential sources of funding for the project.

Northwest Regional Development Agency (NWDA) has announced investment of £6 million towards the reclamation of derelict land throughout Cumbria including Barrow-in-Furness. The programme will help to create wildlife areas, community parks and 18 hectares of woodland, as well as new cycle ways and footpaths.

Steward Swift, NWDA Area Manager for Cumbria said:

‘Restoring this land will significantly improve the local environment for many communities throughout Cumbria. It is hoped that the enhanced image will help to attract more tourists and visitors to the area, raising the profile of the county. New developments will also provide a welcome boost for local businesses, improving the economy and generating further investment’.

A recent issue (November 2003) of the publication *Regeneration and Renewal* gives many potential sources of funding. Some of these that are relevant to this project are as follows.

Community Fund

Aim: To give grants to meet the needs of those at greatest disadvantage in society and improve quality of life

www.community-fund.org.uk

Green Spaces and Sustainable Communities

Funding: Grants are £3-10,000

Aim. To help urban and rural communities throughout the UK care for their natural environment.

www.green-space.org.uk

People's Places Award Scheme

Aim: To enable local groups to make a difference to their community by creating or improving a “peoples place”. This could be an area of land or building that the group wants to turn into an environmental community resource.

Funding. £3-10,000

www.btcv.org/ppawards

Single Pot

This fund that fuels spending by England's nine regional development agencies and the Single Regeneration Budget, is used for economic development goals such as job creation and learning opportunities, as well as brown field land reclamation. It is Britain's biggest fund at £1.798 billion

Land and Property Regeneration Funding

Aim: The funding scheme enables Regional Development Agencies or Local Authorities to support the development of land and property projects.

Neighbourhood renewal Fund

Aim: This is a targeted grant that can be spent in any way that will tackle deprivation in the most deprived neighbourhoods. The grant is intended as time-limited funding to facilitate the more effective, long-term targeting of mainstream resources.

www.neighbourhood.gov.uk

Living Spaces

Aim: To give people the opportunity to make improvements to open spaces in their neighbourhood.

Funding. Grants from £1,000 to £100,000 are available.

www.living-spaces.org.uk

Special Grants Programme

Aim: To support innovative work by voluntary and community organisations exploring ways of involving people in improving the quality of life in towns and cities in England.

Funding. Awards range between £10,000 to £80,000 but larger bids may be considered if this can be justified in applicants proposed work programmes.

www.odpm.gov.uk

Transforming Your Space Grants Programme

The programme is designed to help communities improve their local environment by making them safer, healthier, greener, cleaner, better designed, more welcoming and accessible to all. Grants can vary from £20,000 to £300,000 although grants in excess of £100,000 are only likely to be offered to projects with significant numbers of beneficiaries and a high public profile.

The programme is structured to target the themes of:

- Improving local environments
- Public green and open spaces
- Local access
- Community gardens

Final application date March 31, 2005

Onyx Environmental Trust

Aim: The trust is committed to supporting the environment through funding community projects. Whether you require assistance for the development of community schemes, restoration projects for buildings of historic or religious importance or reclaiming land that has been disused and unavailable for public use for many years.

Social, Economic and Environmental Development Fund. (The SEED Fund)

Aim: Priority is placed on helping disadvantaged communities and projects that actively involve local people in making a real difference to their environment and to

their quality of life. The projects should promote sustainability and local economic development and demonstrate they will have lasting benefits for communities.

The Tudor Trust

Aims: Tudor aims to help break cycles of disadvantage and dependency. Preventing people from being drawn into these cycles is crucially important too. The TUDOR trust are therefore interested in supporting projects that increase peoples capacity to cope, build their confidence and vision and give them greater control over their future.

Priorities for Funding Applications. People living in disadvantaged communities.

Types of Projects. Community developed and managed green spaces in urban areas. Community resources and centres set up and run by local people.

Types of Funding. The Tudor Trust can consider applications for core costs, project costs, building and equipment costs, and another costs crucial to your work. Most grants lie between £10,000 and £60,000 with some grants over the £100,000 level each year.

The Big Lottery Fund

This is the recent amalgamation of the Community Fund and The New Opportunities Fund. Provides grants for large scale projects over £60,000 are available.

www.biglotteryfund.org.uk

Additional Sources of Funding

www.itsyourspace.org.uk

www.barclays-sitesavers.org.uk

www.btev.org/ppawards

www.cleanersaferegreener.gov.uk

www.lotterygoodcauses.org.uk

www.groundwork.org.uk

www.thefundraisingprogramme.org.uk

Fund Management

For contractual build – the sub-contractor undertaking the work would act in Project Managing the process and this would incorporate the notion of fund management. This has been discussed with both Hugh Massey and Ground Work UK who offer the services of Project Managing the whole process from fund application to handover. The Project Team feels that in order to minimise risks, sub-contractors who would project manage the whole process would incorporate fund management.

Failing this as an option, the Project Team would manage the funds ensuring the right governance was set up and members of the committee incorporated a financial specialist.

Phase 2 of the Project

Future steps for this project have been identified such that Barrow Borough Council can have confidence in the Project Team and the future of this proposal. Completion of the four steps identified below will progress the project to a situation where development of the land/arches can commence.

Setting up Legal Vehicle

As outlined within this proposal, there are several options for the legal vehicle used to manage this project. The way forward will depend on the option deemed most suitable but the team has the required information to progress swiftly with this process whatever the option chosen.

Setting up of a legal vehicle will allow the Project Team to apply for funding, start the tendering process and develop a Project Management Plan.

Funding Application

The Project Team has identified many funding options but again the progression of this process depends on the management model chosen for the project.

The option is available for an outside organisation to manage the whole project from funding through to build however this is not the preferred option. The Project Team has researched the application process for each funding organisation and are in a position to progress as soon as Barrow Borough Council give authorisation to proceed with the project.

Sending out to Tender

After consultation with relevant parties it has been identified that the Project Team would be looking for at least 3 bids for this project. Certain companies and organisations have been contacted already who have shown an interest in bidding for the work and it is felt that more interest could be generated. The proposed development is a substantial project and would be good advertisement for any local company. Also, there are many charitable bodies who undertake such projects and this is the type of organisation we would be looking to invite bids from.

The Project Team has realised that the tendering process has to be carried out fairly and professional and as such would be consulting people/organisations who can provide help with this process.

Project Management Plan

The Project Management Plan is a major area for consideration by the Project Team. The tendering process will provide several options for management of the project but we have identified our preferred options and listed them below in order of preference.

1. *Project managed by current Project Team.*

- Funding applications
- Setting up of legal vehicle
- Developing Project Plan

Building work carried out by local company (e.g. Hugh Massey Architects).

2. *Project managed by local company from Start to Finish*

- Funding applications
- Project Plan
- Building work

3. *Project managed by outside organisation from Start to Finish (e.g Groundwork UK)*

- Funding applications
- Project Plan
- Building work

4. *Project managed by Barrow Borough Council from Start to Finish*

- Funding
- Project Plan
- Building work

The Project Management options have been placed in this order of preference because the Project Team would prefer an option that took full consideration of the ideas presented in this proposal. This proposal has taken into consideration the views of many parties within the local community and it is essential that these views are at the forefront of any work being carried out.

Summary

The agreed aims of this project were:

- To design the layout and content of the proposed recreational space for both plots of land and taking into consideration stakeholder requirements.
- To have these designs for both plots professionally drawn up and to obtain a rough cost and a breakdown of the work required in achieving this project.
- To consult stakeholders and professionals in developing a project plan that encompasses the necessary requirements to actually undertake this project. This includes issues such as funding a project from charitable sources, fund management, contracting, renting the land from the landlord, governance – setting up the correct legal body to undertake and oversee the project prior and post build, sustainability – how the land shall be managed after it has been built.
- Producing a coherent and well-constructed Proposal and Presentation that will express the views of the residents.
- To progress the project and drive onwards in securing the land from the Council for a rental fee and to have a specified contractor to undertake the work to specification.

This proposal is the product of hard work of a focused project team who has identified the need for this project to succeed. This is an important project for the local community in Central Ward, Barrow-in-Furness and it is our hope that this proposal leads to a successful outcome.

The benefits to be gained from progression of this project are:

- Increased Green Space in the heavily and densely populated area of Central Ward.
- Provision of much needed recreational area for local community.
- Removal of unwanted and unsightly derelict land to improve the general look of the area.

These benefits are much needed within Central Ward and with the determination of the project team, supported by the local community, it is hoped that these can be realised in the near future. The ideas presented in this proposal are in line with Government and Council policies on green space and every aspect of the project has been well researched to provide confidence for progression.

Appendix A – Plot 1 (South) and Arches

Appendix B – Plot 2 (North)

Appendix C – Example Outline Constitution

A - Name.

B - Administration

C - Objects

D - Power

E - Membership

F - Honorary Officers

G - Executive Committee

H - Determination of Membership of Executive Committee.

I - Executive Committee Members not to be personally interested.

J - Meetings and Proceedings of the Executive Committee.

K - Receipts and expenditure.

L - Property .

M - Accounts.

N - Annual Report.

O - Annual Return.

P - Annual General Meeting.

Q - Special General Meetings.

R - Procedure at General Meetings.

S - Notices.

T - Alterations to the Constitution.

U - Dissolution.

V - Arrangements until First Annual General Meeting.

Appendix D – Safety and Maintenance Letter

CUMBRIA CONSTABULARY

Facsimile: (01229) 848899
Telephone: (01229) 848911

Divisional Commander:
Garry Horlacher

Please ask for:

Sharon Livesey
Divisional Police Headquarters
Market Street
Barrow-in-Furness.
Cumbria LA14 2LE



My Reference:
Your Reference:

21st February 2005

Marsh Street Community Garden

Dear Graham,

I have made the following recommendations regarding the community garden proposal after our discussions and seeing the plans.

From a police perspective, increase in crime risks, anti-social behaviour and the potential for public disorder have been considered. This has been done, in line with the first phase of the development. That is, without the proposed use of the 'Arches' for commercial premises.

Communal areas such as playgrounds, seating or drying areas have the potential to generate crime, fear of crime and anti-social behaviour. As a result of this abuse the investment in these areas, their use and their contribution to quality of life in the community can seriously be reduced. They should be designed to allow supervision from nearby dwellings with safe routes for users to come and go. Boundaries between public and private space should be clearly defined and open spaces should have features, which prevent unauthorised vehicular access. Communal spaces as described above, should not immediately abut residential buildings.

Fencing

I would recommend securing the site around its perimeter with paladin fencing to a minimum height of 2 metres (planning permission may be required) with lockable gates to the same height as the fencing line and lockable bollards to prevent unauthorised vehicle access. This fencing should run alongside the palisade fencing securing the railway line perimeter and the Accent Housing panelled fencing but leave 1 metre gap between the new and existing fences. This void is required to separate the boundary fences from the dwellings as the existing fence is easy to climb and provides little protection to the dwellings and the park area. Gravel or low growing shrubbery/ defensive planting could be placed within this gap. A lockable gate would give access for maintenance to this void.

Initial construction will provide a secure perimeter without access to the arched units. However, if access is required to these when the park is closed, an additional fence and gate must be provided along the boundary to the park and the promenade.

Pathway

The proposed pathway through Accent Housing to the park links both the public space and private space together. It allows visitors to the park to wander unchecked into private garden areas. This allows potential offenders to become anonymous, giving them some legitimate excuse (visiting the park) for being in the area. Problems of anonymity tend to be at its worst where fully public space directly abuts private space with no immediate buffer zone spaces in between. There should be two distinct areas of use private and public space. There are two elements within the built environment that influence crime and anti-social behaviour – community interaction (related to defensible space and territoriality) and crime features that are likely to incorporate elements of anonymity, lack of surveillance and choice of escape routes. Public areas and private areas (housing) should be kept, wherever possible, separate.

In public spaces everyone has a legitimate excuse to be there and wrongdoers become indistinguishable from legitimate users. However, Accent Homes, I understand, support this project and are happy to allow access between the houses. However, I am advised that youths currently access the plot of land by climbing over the panel fencing at the rear of those houses on Fenman Close.

I would suggest that the entrance to the park at this point be brought forward so that it is in line with the rear of the dwellings, and the fencing is positioned so as to create a sterile area between the entrance and the adjacent private gardens. In this position, any visitors will be able to see that the gate is open or closed at the earliest opportunity. This will create an enclosed, sterile ‘corridor’ area between the community garden and houses, discouraging anti-social behaviour and providing defined private space at the rear of the houses. Lockable gates to this fencing should also be installed for residents access to the rear gardens. Keys should be given to appropriate Fenman Close residents and appropriate staff. Please see drawing for clarity.

The Secured By Design guidelines state; "It is preferable that footpaths are not placed to the back of properties. Research studying the distribution of burglary in terraced housing with open rear access footpaths has shown that up to 85% of entries occurred at the back of the house."

Lighting

Good lighting will deter intruders and reduce the fear of crime and should be to BS 5489 and controlled by photoelectric cell (dusk to dawn) or time switch with high-pressure sodium lighting. The use of low consumption lamps is recommended with units positioned to reduce glare, light pollution and possible attack. Lighting as appropriate to facilitate natural surveillance at night and reduce fear of crime. Strategically placed ‘up’ lighting may be a consideration for when the park is not in use as it offers surveillance to householders/passers-by who may notice trespassers and anti-social behaviour.

Planting

The planting of trees and shrubs in new developments to create attractive environments should be done with due consideration for the following;

- ◆ A layout allowing sufficient space to accommodate the planting
- ◆ Future maintenance requirements that are adequately considered at the design stage and mechanisms are put in place to ensure that the maintenance will be properly carried out
- ◆ Have planting design that takes full account of all other opportunities for crime

Open branched and columnar trees can be used in a landscape where natural and formal surveillance is required. Carefully selected trees and shrubs can be used to 'green up' hostile environments providing horizontal and vertical interest without adding to crime risks.

If the wall is to remain, certain species of plants can help prevent graffiti (and loitering) or enhance perimeter security. Planting should not impede the opportunity for natural surveillance and must avoid the creation of potential hiding places. As a general recommendation, shrubs should be selected to have a mature growth height no higher than 1 metre and trees should have no foliage below 2 metres thereby allowing 1 metre of clear field of vision. Trees should not become climbing aids into property or obscure lighting or CCTV.

Site Management

It will be essential to find a "champion(s)" for this park i.e. someone who will encourage others to want to take ownership of the park and establish site management. Only then will it be looked after and territoriality established. Otherwise "an environment which abets crime may unwittingly be allowed to flourish."

It is essential that a programmed management system is in place to maintain the physical development and its environment. Regular grass cutting, ground maintenance, litter and graffiti removal (this can be done free by Growing Concerns in Barrow through Barrow Police)

I understand that Accent Homes management have been consulted and the possibility of their staff being utilised to manage the park following agreements on supplementing wages through funding, is being considered. Alternatively it may be worthwhile to approach the Local Authority to see if the staff that manage Barrow Park could manage this ground, on a similar joint funding basis.

Youth Shelter

Youth shelters are generally used of an evening for youths to have their 'own space.' This could be an issue when this park is closed. It could encourage youths to break into the park out of hours and may discourage other people from using park feeling they could be subject to harassment or otherwise put in fear. Such a shelter should be placed away from the park, in an area open to access at all times. This will help to separate users of the two facilities and prevent potential conflict.

Any equipment, such as swings, placed in parks tends to encourage misuse and there are issues regarding Health and Safety and liability.

CCTV

You've mentioned hoping for a camera system to cover the park and suggested linking it with the Local Authority system. I suggest you contact the CCTV Manager at the Town Hall – Chris Jones contact number 894214. To explore the possibility of a hard wired link to the site for additional camera. Purchase cost, capital expenditure for installation and ongoing maintenance, probably including 'line rental' are issues for consideration. There maybe potential for joint benefit of this extra camera being used to monitor Greengate Street area also and not just specifically the park.

Rule Setting

Signage – the 'rules' of the park, times of use and management of same. If CCTV is implemented clear signage is essential. Setting rules makes it easily to 'police' communal areas.

Other

Finally, a minor issue - there is a dead end at the Promenade towards the railway line. This void area could be a potential problem area due to under-use and collection of debris requiring more maintenance. Again, strategically placed planting here may reduce problems.

Yours sincerely,

Sharon Livesey,
Crime Prevention & Architectural Liaison Officer,
Barrow Police