



MAINDEE TRIANGLE

FULL BUSINESS CASE + PROJECT PLAN

This document is Maindee Unlimited's business case and project plan for a funded capital investment of £915K in Llyfrgell Maindee Library and Maindee Triangle (Chepstow Road Public Toilets and surrounding amenity land) and an associated funded revenue investment of £250k over three years to support the successful development of these assets as a sustainable social enterprise, to be managed by Maindee Unlimited.

Newport City Council is requested to consider approval of :

- a) this business case
- b) subject to CAT2 funding, the transfer of these community assets to Maindee Unlimited on January 2nd 2017 under the agreed terms of a 99 year lease,

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a) Executive summary

It's Summer 2026....

It's Summer 2026 and, with the weather warming up, Maindee Triangle is buzzing. Ten years ago a community regeneration programme had established a vision to *“transform Maindee into a sustainable community with a strong local identity, strong local economy and a reputation as an attractive, safe, culturally vibrant and cohesive place to live, work and relax”*. At the time it seemed ambitious, but a decade later things have really moved on.

The closure of Maindee Library in August 2015 was a huge blow. In many ways that acted as the catalyst for local people to get together and begin to sort things out for themselves. After all the renovation work on the old library building and the land opposite, the grand opening was held in November 2017. What a day that was!

Now we have a lovely tree lined outdoor space for people to relax and play in. Some cool public toilets - those old ones were really disgusting. It all feels so clean and well maintained. The weekly food market is great for older people and we all enjoy a drink from the summer kiosk when the weather's like this.

There is so much going on in the old library building too. You can still borrow books but there are shows, clubs, baby clinics, classes, kids parties, keep fit, films, plays – all sorts of stuff there - plus the best coffee and snacks in Newport.

Maindee needed a good makeover and, little by little, it has really had one. It's a much nicer place to live in. The shops have picked up, the streets are cleaner and generally people seem to know each other better and have more local pride.

b) Organisation summary

Legal Status

Maindee Unlimited is a CIO, established in October 2014 and registered with the Charities Commission in February 2015.

Vision and mission

Our **vision** is “*to transform Maindee into a sustainable community with a strong local identity, strong local economy and a reputation as an attractive, safe, culturally vibrant and cohesive place to live, relax in and work*”.

We see *Maindee Triangle* as one of the main catalytic projects to propel this vision forward. By transforming a tired and neglected outdoor space and one of Maindee’s very few indoor public spaces into a contemporary, well serviced, flexible and attractive new resource, we want to send out a clear message of sustainable success from the geographic heart of our regeneration programme.

Our **mission** is to achieve this through a well governed organisation, running an broad programme from attractive and safe indoor and outdoor spaces where new micro business, community spirit and social enterprise can flourish.

Our Values

- **Fairness:** We are committed to the principles of social justice, and will oppose prejudice, dishonesty, and injustice. Our staff and volunteers will be accepting of all people, from all backgrounds.
- **Inclusiveness:** We want everyone to be able to join in our activities and shape our organisation. We will carefully consider our community to ensure that everyone knows what we are doing and how they might get involved.
- **Active participation:** We are a community-led regeneration organisation and we want our community to feel confident, happy and embrace a ‘can do’ attitude. We have a strong desire to motivate and empower people.

- **Sustainability:** We want to help build a sustainable Maindee through improving open spaces and air quality, reducing waste, greening transport solutions and supporting the economic viability of local enterprises.

Trustees and Partner Development

Our Constitution¹ allows for up to twelve Trustees. We currently have six Trustees who are all local residents. We are advised by an active consortium of partner organisations who are routinely represented at Board meetings in a non-voting capacity. The role of partners is defined in a Memorandum of Understanding ([See Appendix 6](#)) and further discussed in [Section 8](#). Although our partners prove highly beneficial as close advisors to the Charity, our Board of Trustees is keen to develop its own competencies and has identified a number of skills gaps in these (prioritised) areas:

- Qualified accountant, possibly with audit or charity experience
- Facilities / energy / waste / recycling / estates management
- Running a successful business / employing staff / personnel
- Arts / entertainment / library / venue management
- Equalities / minority communities
- Safeguarding and inclusion

We are currently (May 2016) advertising for new Trustees ([See Appendix 12](#)) in time for our next AGM on June 7th 2016. Subject to the outcome of AGM elections, we will co-opt additional Trustees to address any critical remaining skills gaps.

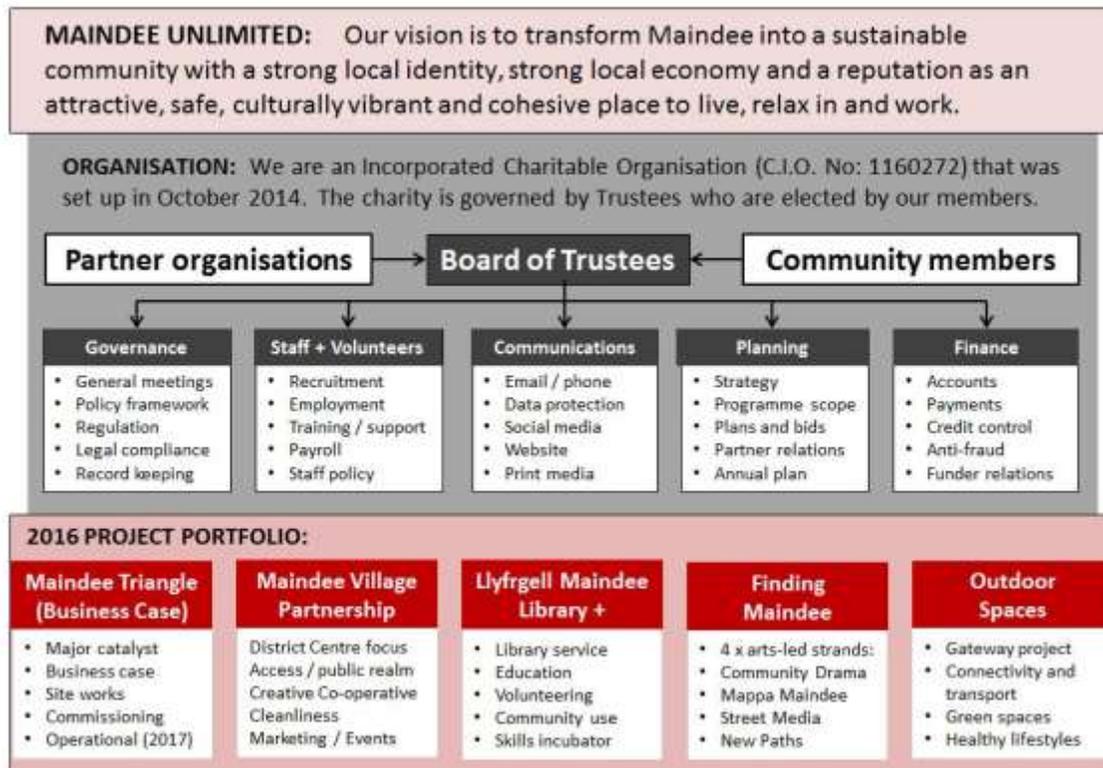
Structure and Governance Framework

The framework diagram below summarises our vision, governance structure and our current project portfolio which includes:

- *Maindee Triangle* (CAT2 final business case stage)
- *Maindee Village Partnership* (District Centre retail focussed group)

¹ See: <http://festival.maindee.org/uploads/unlimited/MU%20CIO%20Constitution%20-%20Approved%20October%202014.pdf>

- *Llyfrgell Maindee Library* + (Interim business plan to April 2017)
- *Finding Maindee* (ACW funded “Ideas People and Places” project)
- *Outdoor Spaces* (scoping stage)



As part of the current CAT2 development phase we were audited against “Fit for Purpose”, the Development Trust Association’s healthcheck for community enterprise organisations. This audit² showed a mixture of strengths and development needs. We have responded to this audit by improving our governance and policy arrangements in order to support the increasing turnover and risks that *Maindee Triangle*, and other future developments, will create for our Charity.

Over the last six months we have:

- Registered as a HMRC Employer and taken on our first directly employed staff.
- Contracted an experienced finance person to implement an anti-fraud policy³, financial procedures and record keeping systems.
- Introduced an electronic membership system
- Developed a manual booking system and hire terms for space rental .
- Approved new policies for sustainability⁴ and equality⁵.

² <https://public.3.basecamp.com/p/9n7ecT5LjEuNbWKKiHp9nruJ>

³ <http://festival.maindee.org/uploads/unlimited/Anti%20Fraud%20Policy%20&%20Response%20Plan%20-%20%20Dec2015.pdf>

⁴ <http://festival.maindee.org/uploads/unlimited/MU%20Sustainability%20Policy%20-%20April%202016.pdf>

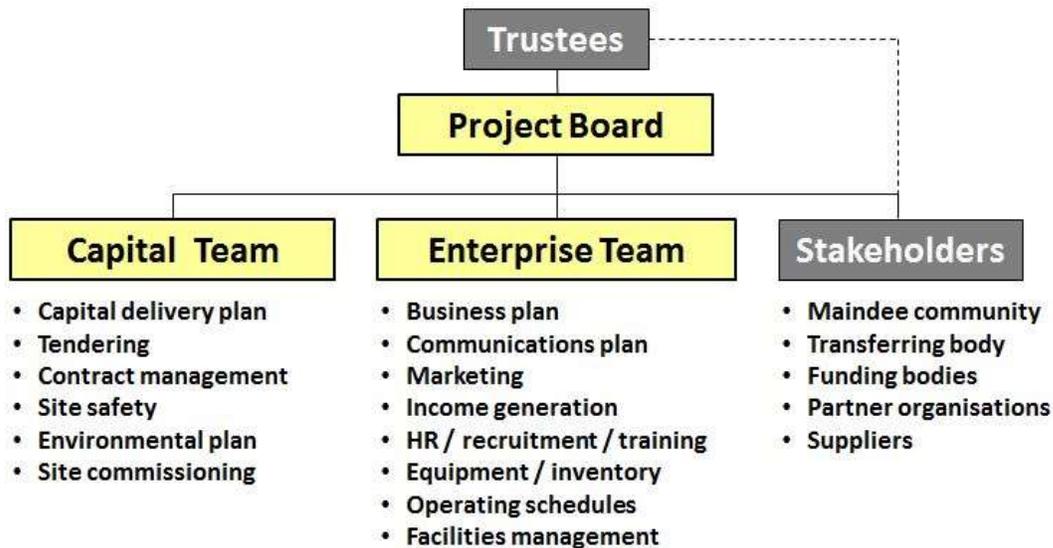
- Introduced a standard agenda for Trustees meetings.
- Interviewed two potential new Trustees for appointment at our AGM.

Over the next six months, in the run up to the implementation phase of *Maindee Triangle*, we will continue to strengthen our governance arrangements:

- Trustee/s named responsibilities for Maindee Triangle (post June AGM)
- Welsh and Minority Language Policies (July 2016)
- Completed Financial Procedures Handbook (July 2016)
- Complete finance management reporting framework (September 2016)
- Sustainability and Equalities Monitoring Plans (October 2016)
- HR Policies, including Recruitment and Performance (October 2016)

Project Management Arrangements

(See [Appendix 13](#) for further details of key personnel and role definitions)



Project Board: A Project Board will be established under David Moses, Chair of MU Trustees, acting as Senior Responsible Officer (SRO). The Board, which will meet monthly, will be administered by the Project Manager. The Project Board provides direction and management for the project. The Project Board is the overall authority

⁵ <http://festival.maindee.org/uploads/unlimited/MU%20Equalities%20Policy%20-%20April%202016.pdf>

for the project and is accountable to Trustees for its success or failure. The Chairs of the Capital Team and Enterprise Team will sit on the Board.

Capital Team: The Capital Team will be chaired by Alison Starling (Secretary of MU Trustees) and will meet at least monthly. It is responsible for contracting suppliers and the overall management of all capital aspects of the project. The Lead Professional, Mike Greenwood, will hold day to day responsibility and will sit on this team. The Team will be responsible for commissioning, and equipping the assets in consultation with the Enterprise Team. The Team will be administered by the Project Manager.

Enterprise Team: The Enterprise Team will be chaired by a Trustee (to be nominated after our AGM in June) and will meet at least monthly. It is responsible for all aspects of the successful delivery of the operational plan for *Maindee Triangle*. It will lead on all public facing communications, marketing and stakeholder relations. It will appoint the operational manager and other paid staff, who will join the team. It will be administered by the Project Manager. Following project closure, the Enterprise Team will be reformed and retained as the ongoing management team for Maindee Triangle .

Stakeholders: Stakeholder relations will be generally managed by the Enterprise Team via the communications plan and, for partner organisations, via our existing Memorandum of Understanding . These arrangements will be escalated to Project Board or to Trustees as required.

Experience to date and lessons learned

Governance: Although only registered as a CIO just over a year ago, Maindee Unlimited has quickly built up an impressive record in attracting funding, developing and running projects, and operating in a professional and transparent way. This rapid development has taught us the importance of developing policy and governance mechanisms that keeps pace with increasing scope and levels of risk.

Need for paid staff: We are now in the second year of *Finding Maindee*, a 3 year arts led regeneration programme funded by the Arts Council of Wales (£365000), Esmée Fairbairn Foundation (£50,000) and the Garfield Weston Foundation (£20,000). One of the lessons learned from *Finding Maindee* is the importance of securing resources for paid project staff. These did not form part of our original bid to ACW. Securing additional resources from the other funders for this delayed progress. With this additional funding now in place, the appointment of paid project staff in early 2016 has markedly increased the pace of delivery and our ability to fully meet our objectives.

Testing out plans and volunteer training: In August 2015 Newport City Council closed our local library and invited us to take it over as a community resource. We re-opened the library to the public in October 2015. Since then we have recruited a developing team of over thirty volunteers who open, run and close up the library four days per week, support the letting of rooms to several local organisations, clean and maintain the building and develop local systems and procedures. This experience of running the library for the last six months has thrown up a wide range of operational issues that were not considered in the “interim business case” we prepared in July 2015. Apart from the general experience of running the library, which has proved an invaluable test bed for this plan, we have learned about the importance of training and support for volunteers, the difference between cost centres and profit centres, and the need for a small team of paid staff to work alongside volunteer staff to ensure long term sustainability.

Regulation of outdoor markets: In March 2016 we worked with Jan Walsh of Cotyledon Business and Management CIC to run a “tester” market on the outdoor space. The tester market greatly helped us learn about requirements to comply with Local Authority regulations on outdoor trading. The significant physical constraints on the site, its poor current image with locals (See [Appendix 5](#) – “*Outdoor space local residents and shopkeepers survey*”) and complex regulatory requirements for this new use of the land all proved a challenge. However the delivery of the event on

the day was straight forward. We attracted a good group of traders and Jan's feasibility study is proving very helpful as we develop our plans further (See [Appendix 15](#)). The current issues over physical constraints and image will be dealt with by our planned transformation of the physical space and a lease on the land will greatly simplify consent issues.

Premises License: In January 2016 we had a helpful site meeting with Alastair Dearling, the Local Authority's Principle Licensing Officer, to go through our plans for sale of alcohol and entertainment. This has helped us learn about licensing requirements and for the sale of alcohol and regulated entertainment . Mr Dearling was helpful and, in principle, was supportive of our proposals from a premises licencing perspective. Once the lease is in place, we shall be applying for a single Premises License to cover the indoor and outdoor spaces.

Local Authority Policy: We have been in discussion with many officers from many sections of the Council on the capital and enterprise aspects of this plan. Achieving planning consent within the available time was challenging. We had to deal with several objections and our plans to narrow a section of the highway had to be pared back. We have learned that prevailing policy in areas such as Planning, Street Trading and District Centres can stifle innovation and may need to be reviewed or relaxed to support a more joined up approach to the regeneration of local high streets

Economic sustainability and relationships with local traders: In the run up to forming Maindee Unlimited in 2014, we had invited Mary Clear, the founder of Incredible Edible Todmorden, to come and speak to us. We learned from Mary that whatever social and environmental plans we developed, it was vital to get the support of the local business community and have a clear focus on economic issues. We took her advice and ran with it. At first a little guarded, the local business community is now supporting "Maindee Village Partnership", an informal forum we have set up for local shop keepers and startups.

Dear Sir

I am writing on behalf of Maindee Village Partnership - a group of residents, businesses and volunteers who are seeking to breathe new life into this currently run down district centre. It has suffered perhaps more than most with some closures of significant businesses over the years like Peacocks, the Cooperative and more recently, one of the high street banks.

In order to halt the decline, the Village Partnership has been set up as a loosely incorporated collaboration between those with an interest in Maindee.

We are more than pleased to see a programme of work being thought through and worked up from small arts based projects to the larger capital and infrastructure projects and welcome the success of the bids for funding which will make a huge difference to this area.

We know that the retail offer can never be as it was and so it is great to see that Maindee Unlimited is seeking alternative ways to increase the footfall in Maindee with events, markets, art based projects. The Maindee Triangle proposal will transform an unattractive and under utilised area into a gateway to the district centre that will be multi purpose and bring back the community space that we can all enjoy.

Best regards

Julie Price for Maindee Village Partnership
Tel: 07801 968445

Consultation and Communication: We have delivered over 5000 door to door newsletters, been highly active of Facebook, put up posters and held numerous events to inform people about our plans and listen to their ideas. Despite these extensive communications and consultations ([See Appendix 5](#)) we think that up to 90% of local people either no nothing of our plans or only have the vaguest idea! The 500 or so people who are more engaged represent around 10% of our catchment population in the geographic “area of benefit” ([See Appendix 16](#)). We have learned from this that a) you cannot never communicate too much b) word of mouth is a very effective medium, c) a significant proportion of local people have poor skills in spoken or written English.

c) Project need and background

This section described why this project is needed and a range of background work we have doing over the last 18 months to get to where we are now.

(See [Appendix 9](#) for a summary of our “key milestones”)

Why is this project is needed?

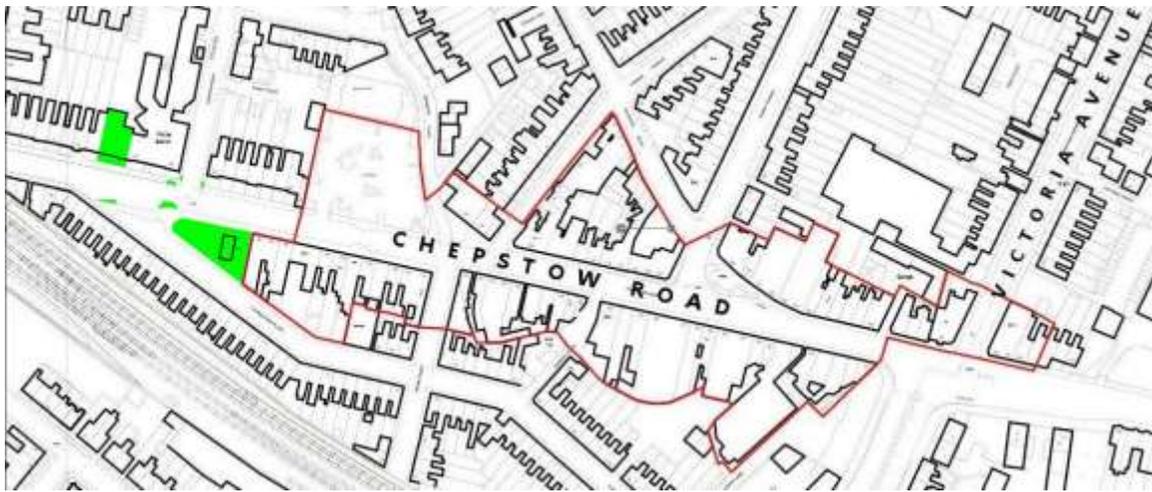
Maindee is an inner city district in East Newport. Historically distinct from its western neighbour, it became subsumed into Newport during the rapid expansion of local industry in late 19th Century.



To measure the impact of Maindee Triangle we have defined the [geographic area of benefit](#) as the whole of Victoria Ward and those parts of surrounding areas in Newport East lying within a 1 Km radius of the project site.

The Ward is characterised by dense Victorian terraced housing dissected by trunk roads and railway lines. (See [Appendix 19](#) for demographic breakdown). It became a Communities First area in 2013, illustrating a period of general decline over the last 5-10 years. It suffers from higher than average unemployment (approximately 8%) and about a quarter of working adults are welfare claimants. Crime has decreased recently but the number of community safety incidents has markedly increased.

All of Victoria Ward’s Lower Super Output Areas (LSOAs) scores rank in the top 7% “most deprived in Wales” on the measure for physical environment. By a significant margin, Victoria Ward has the [least amount of recreational space](#) of any Ward in Newport and a clear deficit of indoor space for community use . The map below shows the location of proposed development (marked in green) and the Maindee District Centre boundary (marked in red).



What background work have we done to get ready?

Cynefin Maindee: From 2013-16, the Cynefin Maindee programme was an initiative bringing together different parts of a community – local residents, community groups, local businesses, youth groups and organisations that deliver services – to help to improve the place in which they live or work, making it cleaner, safer and generally nicer to live in as well as more flourishing in terms of opportunities for business and for people to work and improve their incomes. A large planning event was held in summer 2013 that was attended by over 70 people who either live or work in Maindee or whose role could help in the work to regenerate the area. This brought together grassroots and professional knowledge and expertise. Issues were ranked in order of priority and a range of project ideas were generated. This gave a very sound steer to the embryonic Maindee Unlimited group that came out of this initiative and provided an agreed basis from which to work.

Arts Roadshow: In 2014, Maindee Festival Association ran an Arts Roadshow whose results reiterated the outcomes of previous consultations. Four areas within Maindee were targeted over a week by 'Mr & Mrs Clark', a performance arts team.

They toured the streets, encouraging people of all ages to stop and articulate their thoughts about Maindee. What we found out was that everybody has a different idea of where Maindee's boundaries are and what it's like to live there. Some say that the people are friendly with a good sense of community and others have concerns around social cohesion, anti-social behaviour and substance abuse that impinge on people's lives. This preparatory work helped achieve a major ACW award for *Finding Maindee*, a three year arts-led regeneration programme that has kickstarted our overall programme.

Working with local traders: In 2014 local traders and businesses were canvassed and we conducted a detailed survey that was published in December 2014. We also started to hold public meetings and workshops with local traders to help them identify common priorities. This led to the formation of the Maindee Village Partnership, which has drawn up its own action plan. Our plans for the Triangle would very much complement traders wishes to see environmental improvements and increased footfall. In early 2016 this survey was updated revealing a slight upturn in footfall and increased perception that things are improving, despite a slight decrease in employment.

Partnerships: In developing this bid, we have drawn on the support of an extensive partnership of Maindee and Newport based organisations ([see Appendix 6](#)). It also builds on our current major programme of arts-led regeneration work funded by Arts Council of Wales. This fund is enabling us to engage with the local community and businesses in some very innovate ways. The ACW fund is also making £80,000 available towards the costs of project implementation. (See [Section 8: Partnerships](#) for further information on partnerships)

Interim Business Plan: Alongside our existing (ACW funded) "*Finding Maindee*" project, over the last 9 months we have been implementing an "interim business plan"⁶ for the temporary use of the Maindee Library building, which we re-opened

⁶ The Interim Business Plan can be downloaded here: <http://festival.maindee.org/uploads/unlimited/NCC%20-%20Maindee%20Library%20Interim%20Business%20Case%20-%20Final%20-%20July%202015.pdf>

as a public library and community resource at the end of October 2015. This hands on experience (in the very same indoor space we want to redevelop), has given us invaluable knowledge to inform this project plan. It has also enabled us to build up the skills and experience of the excellent team of volunteers who we have recruited to date.

Market Research: Between August 2015 and March 2016 we have completed an extensive series of consultation events and surveys ([see Appendix 5](#)). A recent market research exercise canvassed the views of local residents about the future of the Library and Triangle. The results of this reiterated the views expressed in many earlier exercises: that there is a strong desire for community-based events that will bring people together, and for places that will allow this to happen. There's an acknowledgement that young people need 'things to do' and for a regenerated area that's enjoyable to live in, very much reinforcing the legitimacy of Maindee Unlimited's aims. We have also identified similar problems experienced by older people, and that one of the keys to making a meaningful future for Maindee is to use their experience and knowledge, thereby also strengthening social cohesion.

Working with our Lead Professionals: In November we completed a tendering exercise to appoint the lead professionals to develop the capital side of things. We appointed a team which includes a visual artist, two architects, landscape architects, a quantity surveyor, an M&E engineer and, subsequently, a highways engineering consultancy. We look forward to the opportunity to work with members of this team again to put our plans into action.

We have been building up for this over the last two years: We have had a range of experiences to learn from and grow more confident from. This plan demonstrates that Maindee Triangle, the catalytic solution our local community wants and need, is realistic. We are now ready and keen to get going.

d) Strategic context

Business development options

In considering the income generation potential of our enterprise, we have looked at the following questions to appraising the options:

- How do we know they're needed
 - What's the competition
 - What are the advantages and disadvantages
 - What will success look like
 - What are the risks
 - What are the implications for management
 - What are the implications for the building and/or site
-

Inside Space - *How do we know it's needed?*

- As part of a market research exercise we carried out a community survey over the month of February 2016, to assess the appetite for the activities and services we hope to offer ([Appendix 5](#)).
- We had responses from 161 households and there is a huge amount of support for our proposals. At the moment 63% say that they use the library, primarily as a library or as a pick up point for recycling bags. Those who don't use the library are either not aware that it has re-opened, despite much publicity, or can't come during opening hours.

- Most want to be able to carry on borrowing books, but around two thirds say that they would be interested in other activities such as arts and crafts, language and other classes or in using a café if there was one open. Our library volunteers are thinking creatively and are extending out-reach libraries to local schools and community centres.
- 46% of respondents want to use the computers, reflecting the fact that many people now, come in to use the IT facilities, which we see as an additional draw to run alongside our café activity.
- As part of our research we visited other projects, such as Insole Court in Cardiff and Tylorstown Welfare Hall, a community run building in the Rhondda Fach. The Welfare Hall serves a similarly deprived area in the Rhondda Fach and has just reached the point where they are able to pay their manager from income generated from their activities. Besides the usual clubs and groups, they have opened a coffee bar that utilises their bar area during the day. They have invested in a commercial espresso machine, and although they offer 'posh' coffee at almost 3 times the price for a 'normal' (instant) coffee, 80% of people choose to pay £1.50 for the 'posh' coffee and it is proving to be a draw with more people dropping in. They also train people up to be baristas and this has already helped at least one individual into a job.
- Another big 'earner' for the Welfare Hall is prize bingo, which is now well established and generates £1k per month profit from the sale of cards, refreshments and a kids' tuck shop. Apart from the Manager and caretaker, the centre is run entirely by volunteers.
- In Maindee, since taking over the library in October 2015, we have hosted Baby Club, computer classes, a Spanish language group and Job Club. Several people have come forward volunteering to start running maths club for kids, and during the school holidays volunteers have run ad-hoc craft classes for local children.

- Our research also indicates that there are several local groups looking for a home, such as **Wales Pre-School Providers Association**, who want to set up a baby and toddler group for young Dads through Dads Can and are definitely considering the library as an option. At least two ethnic minority projects are looking to the Library as back-up accommodation - **Minority Ethnic Elders Minority Project** currently meet at Community House, Eton Road and **Sudanese Association of Newport** This group isn't meeting regularly at the moment but is interested in a monthly women's group and also holds Eid celebrations at Community House (CH) and a weekly Saturday Arabic school at the Share Centre. CH isn't always available when they need it and they would be interested in using the library. **Ashianna** is an advocacy and social group for ethnic minority women that is run by MIND and runs twice weekly. MIND is moving the sessions from CH to their own premises in Commercial St from June but it is likely that the women who are very local will not want to go into town for the sessions.
- "Finding Maindee", our successful arts-led regeneration project, is currently being hosted in the Library. We recently appointed a project manager to develop the project and library-based activity generally .
- We have a very strong team of volunteers who run the library. We have recently have taken on two work experience placements for people developing back-to-work skills and earning qualifications.
- **Charter Housing Association** is often short of meeting rooms and has used the library a few times for one off training sessions/events.
- In May 2016 the library was used as a polling station for Welsh Assembly elections and it is booked again for the Referendum in June.

What's the competition in Maindee?

- **Community House** on Eton Road in southern Maindee provides community facilities where multicultural and arts based activities flourish; there has been a strong partnership between Community House and MU. Community House enjoys a regional, almost national reputation as an exemplar of good practice in intercultural and interfaith work and we very much complement each other's work.
- **Eveswell Community Centre** – one of NCC's community centres covers east Newport but not convenient for many people further west in Maindee, It provides a range of parent & toddler sessions twice a week, art classes, pensioners activities, scouts & beavers and a home for TOC H. However, it is possible that NCC may close this and if so, TOC H would be keen to use the library as an alternative venue.
- **Beechwood House**, another NCC facility, also offers a range of clubs, classes and events such as wedding fayres, but is even further away than Eveswell.
- **GAVO** – they have meeting rooms but they are actually looking for other venues to supplement their space.
- **Church Halls** – there are various churches dotted around Maindee such as the small church hall in the Riverside area that provides some very local facilities. St Matthews in Church Road closed two years ago and all the groups operating from there had to find new homes elsewhere.
- **Bingo** – since the Maindee's bingo venue was taken over by Weatherspoons, local people have to go into town to Castle Bingo, at least a 20-30 minute walk or bus ride away, or up to Eveswell, also a long walk for some.

- Community activities and classes – Newport CC’s directory of community classes etc shows that the spread of activity across the city is quite impressive, but within Maindee is very poor.
- **Neon** (former Odeon, Clarence Place) – an iconic art deco cinema recently reopened as major performance venue complements our activity in Maindee.
- **Other cafes** – there are many take-away food shops along Maindee high street, and there are several cafes and restaurants. None of these can provide a cup of ‘real’ coffee with a quality snack.

What are the advantages and benefits?

- Keeping the library open provides a service to the local community, and it also serves to bring people into the building who are then able to find out what else is on offer.
- Running a café alongside the library will be an additional draw allowing us to attract in people who would not otherwise visit the building.
- We will be running activities that are currently either over-subscribed elsewhere, or not available in Maindee.
- We will provide job experience, volunteering and training opportunities.
- We will provide a multi-cultural venue for the people of the area and build on the work of other initiatives such as Maindee Festival

Disadvantages?

- Difficult to make a profit from a small café
- Impossible to make a profit from a free library service
- Require a lot of dedication from volunteers
- Trendy / healthy food may not be attractive to all

What will success look like?

- A building that is hosting activities for at least 75% of its potential opening time.
- A strong team of volunteers
- A café/coffee bar that is drawing in its own distinct clientele and making a profit / and able to employ a F/T manager

What are the risks?

- Losing momentum during shut down
- Not attracting enough users to run or attend classes and activities
- Cessation of library function

What are the implications for management?

- Managing and sustaining enthusiasm of volunteers
- Attracting groups and hirers for all spaces
- Ensuring the building continues to offer attractive facilities

What are the implications for the building?

- Flexible space is required that can easily be modified to accommodate a range of activities ranging from bingo to counselling.
 - Requires additional spaces to accommodate several activities at once.
 - A kitchen with enough space and storage to support a café
-

Outside Space - *How do we know it's needed?*

- In our community survey, people said they would use a food market (77%) and a craft market (74%). There is also enthusiasm for performances & events (73%), street food (73%) and a coffee bar (67%), and people even said they would use new toilets (57%).
- As part of our discussions we talked to the Maindee Village Partnership – the traders group – and there was a feeling that if there were a market or activity in the library that would help attract people to Maindee high street, then they would be supportive.
- At present there is no fresh fruit and veg shop on the high street, although there is a good baker, a butcher, a Polish supermarket and fast food outlets and cafes.
- People also indicated an interest in craft markets and other specialist markets. Cotyledon Food and Craft Markets have two years' experience in developing community markets throughout Caerphilly, and they worked with us to help develop a tester market. Their model is similar to the farmers' markets but includes a range of crafts, ethically sourced, high quality produce and fair trade. Moreover it includes local charitable and community activity wherever possible and at least 80% of the market consists of local producers from within a 20 mile radius of the market. There is a growing interest among consumers to buy locally and have a different shopping experience. (see [appendix 15 Market Feasibility Study](#)). Besides finding stall holders and people who want to buy from them, Cotyledon stresses the need for product safety, food labelling, trading standards and so on.
- On 19th March we ran a 'tester' market which was held partly outside on the Triangle, and partly inside, in the Library (see market feedback report in

[Appendix 5](#)). Feedback was very positive both from the people who came, and from the stall holders, who said they would be willing to attend future markets on a regular basis. At least two local people came forward expressing an interest in running stalls in future. It wasn't possible to gauge numbers of visitors due to the split site, but the 'outside' part of the market was able to benefit from people passing on their way to Rodney Parade for a football match, and stallholders were pleased with the steady flow of people through the Library. We have evaluated the day and learnt some very useful lessons for the future.

WCs

- One of the key points to come out is the need for WC provision for people who are there all day. The WCs are currently in very poor condition and this means that they appear to be only used in emergencies! Over 3 random hours over the month of February only 2 or 3 people were seen to use the loos. However, in our Traders Survey, it became clear that they are still in use. En Dep Qua, Images on Skin, Ty Hafan, and Deli Delicious all direct their clients to the public loos, as they either don't have their own toilet or they are not permitted to let customers into the back of the shop. One driving instructor said it is used regularly by the local driving instructors and two taxi drivers said they were used by local taxi drivers and fast food deliverers

Who else is doing it?

- Newport City Centre has a well established indoor provisions market but the Newport buses doesn't stop near it since the redevelopment of the shopping centre, and parking is difficult. We are talking to stallholders there about having a stall in Maindee as well – we don't want to compete, we want to make sure that local people have access to good food.

- Local traders welcome the idea of anything that will bring people to their high street, although there is some concern expressed by some food shops. For example, the local butcher does not want a meat wagon at the market.
- There is nowhere in Newport currently offering traditional budget goods of the type to be found at most outdoor markets.

Advantages

- A successful market will bring people in from outside the area as well as serve the community, thus helping to regenerate the high street.
- Provides additional volunteering opportunities as well as training.
- Utilizes a currently unattractive space which will be transformed to provide the new face of Maindee

Disadvantages

- Regular burden on volunteers as the market will need to be erected and disassembled each time.
- Potentially a lot of red tape to be untangled with different agencies and departments within the local authority.
- May upset some neighbours as parking is at a premium

Implications for management

- Right skills
- Relations with traders
- Volunteer management
- Continual promotion of market
- Management of regular events

e) Project delivery

Business Model - How it will all work:

The current library space and its ancillary accommodation will be modified to create:

A large multi-use space that for seven sessions a week that will function as a library with Coffi, its own café / tuck shop facility. Books will either be on shelves along the walls or on moveable shelving that is easy to clear away. There will be charging and computer points, free WIFI etc.

For the other 14 sessions a week, the space will function as a café and /or for other activities requiring this type of facility – keep fit, bingo, dance classes, seminars, conferences, events, children’s parties and so on

The existing small meeting room will be extended to provide more generous accommodation for existing and new users such as Job Club, Baby Clinic and small meetings, or classes

To the rear of main space, a larger Studio / Art Room will be created that can be used for art and craft type activity, but also rented out for seminars, larger meetings and larger classes.

The Triangle site will host a regular market – initially monthly rising to weekly for food and general market goods, with additional monthly specialist markets.

There will also be one-off events and regular annual events such as the Christmas Fayre, Christmas Tree light-up, concerts, installations and so on.

What we're going to do

The Maindee Triangle will be redeveloped as attractive indoor and outdoor spaces that better reflect the contemporary needs and interests of our community. We will remodel both these spaces which will include the demolition and replacement of outdoor public toilets on the outdoor space, with associated landscaping, and the remodeling of the library building opposite in order to create a modern, fit for purpose community hub.

The Inside Space

This well-loved Edwardian building, originally a fire station, has served as a public library since 1931 and with some adaptations will be ideal for its latest role as a flexible multi-use community facility. This is what local people have said they want and need most and the closure of the library provided a rare opportunity to address this need.

The main space, which is served by a small café kitchen, will continue to provide library services for seven sessions a week. The balance of the time this space will be rented out as a community resource. The studio space will be created to the rear of the building, providing a lettable usable multi-use space suitable for 20-30 people. This will be complemented by a smaller meeting room (10-15 people) which will also be rented out. (see plans). Using the space under license for the last six months has given us greater insight into how it can be best used.

In response to the numbers of people in the area from other countries we will be seeking to build on the fact that many languages are spoken, which provides us with all kinds of opportunities for strengthening people's linguistic skills. The South Wales Hispanic Latino Association is already running meetings and functions from here, French lessons are starting and the Bangladeshi and other communities have identified the need for Arabic and other 'home' language classes that people will pay for. Provisions for young people will be another focus.

SEWREC, our regional equality council partner, has identified demand for good quality ESOL provision in the area. There is the potential for even larger numbers on non-english speakers coming into the country at a time when language classes are being slashed. We intend to work with others, such as the WEA to fill the gap in language provision in the area and are hoping to pilot a joint initiative with SEWREC and Families First that will provide childcare alongside appropriately timed ESOL classes.

Volunteering in the library



Volunteering is at the very heart of our project and the current team of library volunteers have changed the narrative from "*doom and gloom*" to "*things are happening*". For most current volunteers, providing a valued service for the benefit of the community is the main thing. We are also finding volunteers looking for other specific things:

- Learning new skills, such as; in developing & managing a community facility, librarianship, running a café, barista work,
- Working with and supporting other people, setting up and running new clubs, community services etc.
- Making new friends! Our group is already helping people from our community to come together via our café and library project. Within our own facility we will be able to do and offer so many more opportunities to socialise informally.
- Taking the first step into / back into employment. We already know that for many people, volunteering offers a safe way of building the confidence required to get back to work. We will be carefully designing our volunteer roles so that those who want to can access the training & development they need to progress.

We are currently testing a system of time-banking⁷ administered by our Communities First team to further incentivise engagement in community activity.

The Outside Space

This aspect of the project encompasses a range of potential activities that could be developed on the former amenity site to realise community and local enterprise opportunities that meet locally identified needs.

We will build on the resurgence of local markets to develop a regular outdoor market on the space as a tool to both promote local business and enhance it, whilst providing an income.

Over time, a range of specialist markets, such as a Sunday morning bric a brac, or Spring gardening, are envisaged.

Outdoor seasonal events, such as Winter food fairs or al fresco arts performances will feature in the programme.

⁷ <http://www.timebankingwales.org.uk>



Illustration: The new low impact accessible toilets and services building on the outdoor space

Our first ‘tester’ market was very successful attracting a dozen stallholders selling a range of goods. We carried out an evaluation of the event (see [Appendix 5.1](#)) and have learned some useful lessons for future activity. We see this as a means of becoming a centre for a range of markets (and other events) including antique, bric a brac sales, foodie events, and so on.

f) Project outcomes and activities

Outcome 1:		
Indoor and outdoor space will be greatly improved to increase community spirit, enhance service provision and increase community opportunity		
Indicators	Level	Timescale
Percentage of local residents and traders surveyed who say improvements to a) indoor space and b) outdoor space have “greatly”: i) increased community spirit, ii) enhanced service provision and iii) increased community opportunity.	60%	on completion of capital works in Autumn 2017
	80%	Autumn 2018
Outcome 2:		
The community will increase its capacity to organise activities contributing to the regeneration and the long term sustainability of Maindee		
Indicators	Level	Timescale
% weekly occupancy of main indoor space :	25% / 50% / 75%	2017 / 2018 / 2019
% weekly occupancy of meeting room :	25% / 50% / 75%	2017 / 2018 / 2019
% weekly occupancy of art room :	25% / 50% / 75%	2017 / 2018 / 2019
Number of annual events on outdoor space :	8 / 20 / 28	2017 / 2018 / 2019
Outcome 3:		
Increased footfall, supporting the revitalisation of Maindee Triangle and Maindee District Centre		
Indicators	Level	Timescale
Annual percentage variance from baseline (measured for one month annually in November) of footfall count into indoor space	0%	Nov 2016 (baseline)
	+200%	Nov 2017
	+1000%	Nov 2018
Maindee District Centre Annual Survey (See Appendix 18) This is an existing broad survey with a range of measures that we baselined in Dec 2014 and resampled in Jan 2015		Until Dec 2019
Outcome 4:		
Maindee Triangle is a sustainable community enterprise		
Indicators	Level	Timescale
Percentage of earned income ⁸ / full costs	40 / 75 / 110	Yr 1 / Yr 2 / Yr3
Litres ⁹ of trade waste sent to landfill	3000/2000/1000/500	Yr1 / Yr2 / Yr3 / Yr4
# sustainable enterprises created ¹⁰	3	Nov 2019

⁸ Trading income.

⁹ One 1100 Litre Euro Bin has a capacity of 15-18 plastic sacks (Source: NCC Streetscene Services)

¹⁰ Maindee Unlimited aims to support the development of small enterprises to the provision of goods and services to Maindee Triangle and other customers. Development work on this will start in late 2017. Such enterprises may include home baking, small scale food production, cleaning services and maths tuition.

Project activities

This table summarises the broad activities we will deliver during the build up to the launch and how they will support the four project outcomes shown on the previous page

When	Activity	Link to outcomes
Oct 16	Communication Plan – to support a quarterly news cycle to explain the capital works and introduce the enterprise	3) confidence 4) early marketing £
Nov 16	Appoint Project Manager – first task to develop a marketing plan for space rental	4) first space rentals booked £
Nov 16	Volunteers start a regular quarterly cycle of programming future events up to nine months in advance.	2) increased capacity to plan in advance
Mar 17	Project Manager, Trustees and volunteers begin six month work on the operational plan	2) Community empowerment
May 17	The regular quarterly newsletter is delivered to over 5000 homes in Maindee. (This started in February 2015)	1) feelgood factor 2) people know what's going on
July 17	Triangle Manager is appointed and begins work the next month. Induction. Starts commissioning and staff recruitment. Supports space marketing.	4) more space rentals booked £
Aug 17	Coffi manager, caretaker and administrator start work. Menu designed. Teambuilding, commissioning and training begins in earnest to get ready for launch and Year1 operations. Countdown for launch starts	2) teambuilding strengthens social capital
Oct 17	Final month's preparation for spaces buildings, equipment, systems and processes. Tested with some pilot sessions and events. Library moves back. Building management plan initiated	1) Capital work is finished. People see the results
Nov 17	LAUNCH – all hands on deck	1) 3)
Year 1	All other advance plans are activated, tested and reviewed throughout the year. We're in business!	1) 2) 3) 4)

[See timeline of major milestones – Appendix 9](#)

g) Project resources

Our aim in recruiting staff, consultants, freelance workers, volunteers and board members to our project has been, and will be, to ensure an open and transparent process based on our **values** of fairness, inclusiveness, active participation and sustainability.

In the furtherance of this we have developed policies collectively through workshops and circulation of documentation to trustees, committee members, volunteers and staff. Policies have been developed as they have come to be required and others are works in progress. We have policies that are overarching, such as Equalities, Health & Safety, and Sustainability, and which inform all our operations, and we have policies that have been developed in relation to specific areas of our work. ([See Appendix 4](#))

At present, all aspects of recruitment and management are undertaken by the relevant project board ([see Appendix 11](#)) with overall responsibility by the Chair and Trustees.

Consultants

Our (currently unapproved) Procurement Policy ([see Appendix 4](#)) outlines the procedures for ensuring a **fair, competitive and auditable** process. In the appointment of major contracts thus far we have identified a range of individuals or firms capable of carrying out the tasks to be done within the budget and timescales required. Depending on the scale of service required we may ask for expressions of interest and shortlist, or ask for tenders / bids and shortlist those for interview.

In the future we are looking into TR&T (Targeted Recruitment and Training) as outlined in CiH's Can Do Toolkit as a means of ensuring community benefits through procurement. This is about ensuring that wider social and economic issues are taken into account when negotiating contracts to maximise the investment as widely

as possible. TR&T is one of the elements in a wider range of community benefits that could include small business start-ups, community consultations, business/ education partnerships etc.

We may consider LM3 Online, which enables any organisation to measure its economic impact by analysing any expenditure on any geographic area using current data. This can help to evidence the value generated by grants and contracts to the local community.

Volunteers

Volunteering is at the core of our operation. Even with staffing, the overall management and day to day running of both Inside and Outside elements of the Project will be reliant upon the efforts of our volunteers, whether they are keeping the library going or developing organisational policy as a Trustee. To that end we have developed our **Volunteer Policy** ([see Appendix 4](#)) that outlines the expectations, roles and responsibilities of both volunteers and the organisation. This policy was developed and written by volunteers and there is a section on recruitment and selection that reinforces our commitment to equal opportunities.

Apart from the original group of local people who came forward to form Maindee Unlimited, we actively recruited people to take over the running of library services when we took over the library building. We have a high profile on social media and keen activists who deliver leaflets. We also ran an advert in the South Wales Argus which also attracted many people from all over Maindee to a library open day.

Since August 2015 the library volunteers have developed the service considerably. They hold a monthly minuted meeting to discuss policy and operational issues. Three members of this group also now attend Trustee meetings (non-voting) and we hope that one of our library crew may stand to become a Trustee at our forthcoming AGM.

Our links with Communities First and other local agencies means that we have been able to offer work experience opportunities to local unemployed people – they are volunteers also.

Trustees

During the course of developing this Project it has been necessary to review the skills we require as a Board of Trustees moving forward with a large capital project and all that entails. We have carried out an audit by reviewing the skills we have and the expertise we need. We are now in the process of actively recruiting new trustees to the Board, through social media and at the library asking for people with a range of different expertise but with a common interest in Maindee. ([See Appendix 12](#))

Recruitment of staff & freelancers

Our recruitment and selection activities will be carried out in a fair, consistent, effective and professional manner, ensuring that our policy and procedures (in development) comply with all relevant legislative and other related policy requirements. In particular we stress our commitment to Equalities and Sustainability, which are applied to all stages of recruitment and selection.

Normally appointments must be made in accordance with this policy and must, therefore, be subject to advertisement and interview. The Board must approve any exceptions in advance of formal appointment. We will require two written references and any offer of employment will be conditional on this being satisfactory. On our ACW funded project we have included them in the recruitment process and are happy to extend this facility to other funders.

Our aim at all times will be to ensure that

- The best candidate is appointed for the vacant post, with regard to objective criteria, which includes qualifications, skills, knowledge and quality of experience.
- Vacancies are filled within agreed timescales and in the most cost-effective manner. Our recruitment procedure does not unlawfully discriminate at any stage of the process.
- All recruitment and selection is standardised for audit purposes.

The same process will be applied to freelancers, unless the work is time-limited, in which case it may be executed through procurement guidelines.

Induction and training plans for volunteers and staff

All staff and volunteers are formally inducted into the organisation, currently by the Chair or Chair of a specific project board, or by the senior member of staff (at present only on ACW funded project).

There are regular monthly volunteer meetings where issues are raised and dealt with in an inclusive and participative manner, sometimes through workshopping specific issues (for example on Market Debrief and Feedback), and a key volunteer is also a librarian and able to provide invaluable help.

We have a CPD budget and training needs are identified during supervision sessions and where possible and practicable, we seek to meet those needs. For example, two library volunteers are undergoing training as accredited ESOL tutors, Trustees have been on project visits and exchange trips, and there have been training workshops at key stages of this project's development.

The role of volunteers in the running of the project

At present, there are 28 volunteers signed up on our register. Of these, 12 are regular library volunteers, with 3 people who are providing classes for local people on a regular basis once a week.

In the future, we anticipate needed to increase the number of volunteers in order to deliver the starter enterprises in the Triangle, thus, besides our regular Library volunteers, we will be seeking:

- Coffi Team – volunteers willing to develop the coffee bar and catering
- Market Team – people willing to help on market day, putting up, taking down, acting as stewards.

In the same way that we have attracted people to help with library services because they have an interest in books and people and learning, we anticipate attracting a different group of people who will be interested in developing the coffee bar and the market.

Key training areas

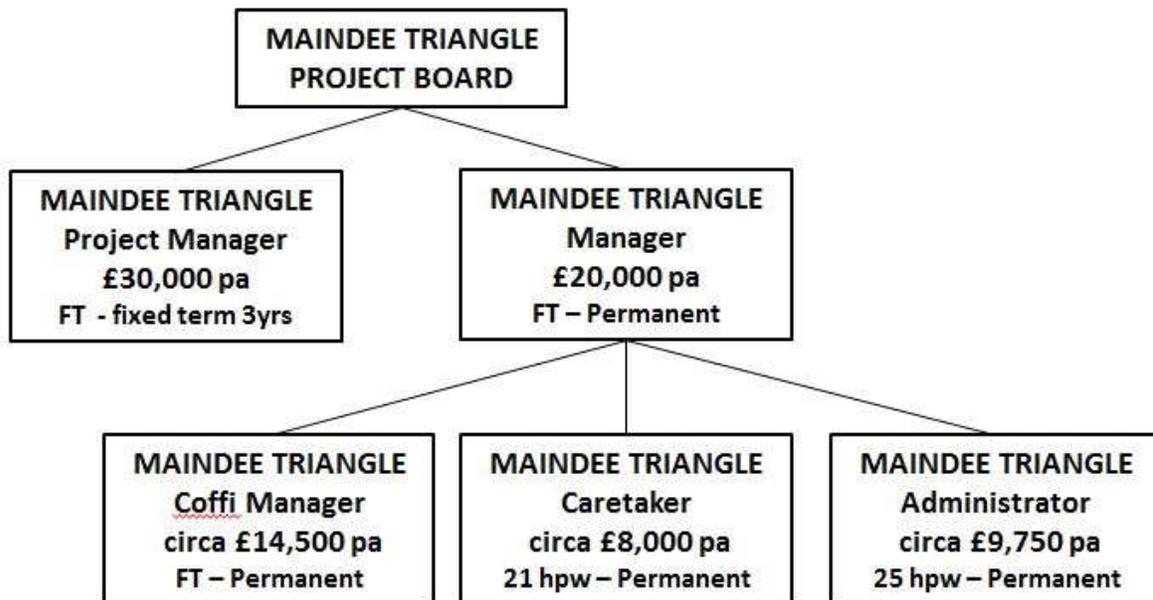
- Food Hygiene certificates, through Communities First
- Barista training via coffee supplier
- Developing food business via food consultant
- H&S training
- Steward training
- First Aid

Timescales and costs

In the two months run up to the launch in October/November we have scheduled an initial intensive training phase and then on rolling programme as new people recruited.

Many key courses are available to us at no cost to us from our local Communities First Team and other social-funded training providers, such as GAVO. We have an additional budget of £3000 a year for training costs.

Staffing Arrangements ([see full staffing structure diagram at Appendix 11](#))



We will be employing four new permanent members of staff for Maindee Triangle:

- Manager, Full time, £20000 pa
- Caretaker, Part time 21 hpw, £8000 pa
- Administrator, Part time, 25 hpw, £9750 pa
- Coffi Manager, Full time, £14500 pa

We will also employ one other fixed term member of staff:

- Project Manager, Full Time, £30,000pa (3 years)

The details for these five posts are shown below.:

Job title	Project Manager.
Number of posts	1
Employed by	Maindee Unlimited.
Reports to	David Moses Senior Responsible Officer
Responsible for	none
Project role	Directing the Enterprise Team and the Lead Professional on the Capital Team Managing the project plan maintaining the risk register, issue and change control logs reporting on progress to the SRO and stakeholders liaise with Evaluation Team at all stages
Any other roles	none.
New or existing role	New
Working hours	37.
Project working hours	37
Salary	£30000
National Insurance	on costs @ 15%
Pension	1% - 3%
Redundancy	No.
Funded by	100 per cent funded by Big Lottery Fund (3yrs)

Job title	Maindee Triangle Manager
Number of posts	1
Employed by	Maindee Unlimited
Reports to	David Moses Senior Responsible Officer
Responsible for	Administrator, Caretaker, Triangle volunteers
Project role	To undertake all general management, H&S lead, to recruit, coordinate and manage volunteers To oversee development of new activities, manage staff, report to trustees, cover for staff as required
Any other roles	N/A
New or existing role	New.
Working hours	37
Project working hours	37
Salary	£20,000
National Insurance	on costs @ 15%.
Pension	1% - 3%.
Redundancy	No
Funded by	100 per cent funded by Big Lottery Fund.(3Yrs)

Job title	Maindee Triangle Caretaker
Number of posts	1
Employed by	Maindee Unlimited
Reports to	Maindee Triangle Manager
Responsible for	none
Project role	Security and maintenance of assets, routine building management, minor repairs, market day traders, waste management, hygiene, storage and equipment maintenance.
New or existing role	New post.
Working hours	21
Project working hours	21
Salary	£8000
National Insurance	on cost @ 15%.
Pension	1% - 3%.
Redundancy	No.
Funded by	100 per cent funded by Big Lottery Fund (2yrs).

Job title	Maindee Triangle Administrator
Number of posts	1
Employed by	Maindee Unlimited
Reports to	Triangle Manager
Responsible for	none
Project role	General administrative and clerical duties, including maintenance of accurate data on hires and bookings, diary, rosters, receipts, payments, including petty cash, on-line services, membership records, activity and footfall.
New or existing role	New post.
Working hours	25
Project working hours	25
Salary	£9750
National Insurance	on costs @ 15%.
Pension	1% - 3%
Redundancy	No.
Funded by	100 per cent funded by Big Lottery Fund.(2 yrs)

Job title	Maindee Triangle Coffi Manager
Number of posts	1
Employed by	Maindee Unlimited
Reports to	Triangle Manager
Responsible for	Coffi volunteers
Project role	Preparation and service, Food management system, supply chain, cash, training and supervision of volunteers, Coffi rosters, licensing, DPS, food hygiene
New or existing role	New post.
Working hours	37
Project working hours	37
Salary	£14500
National Insurance	on costs @ 15%.
Pension	1% - 3%
Redundancy	No.
Funded by	100 per cent funded by Big Lottery Fund.(3 x yrs)

h) Partnerships

Maindee Unlimited was established in 2014 as the legal entity to govern and manage a local development programme and to take full responsibility for the governance and running of projects such as *Maindee Triangle*. As such, the only formal external relationships we envisage are with funders (eg: The Big Lottery and Arts Council of Wales), with contractors and with Newport City Council as the landlord and transferring organisation.

We have an existing Memorandum of Understanding (see Appendix 6) with a range of local organisations who actively support the Charity's programme. This arrangement will be maintained for the life of the project. Our current supporting organisations, who routinely attend Trustee meetings in non-voting capacity, are:

- Charter Housing Association (Now part of Pobl)
- Gwent Association of Voluntary Organisations
- Maindee Parish Council
- Community House Eton Road
- Communities First Newport Central Cluster
- South East Wales Regional Equality Council
- Maindee Festival Association
- Maindee Action Group (representing local residents)
- Maindee Village Partnership (representing local traders)
- Cynefin Maindee (until project closure in March 2016)

Two Local Authority Members, Cllr Deb Davies and Cllr Majid Rahman, became inaugural Trustees of Maindee Unlimited when we formed in 2014. Both continue to sit on our Board in an individual capacity. This supports an informal link to the LA at senior level and has proved helpful in establishing and maintaining good communications. We recently discussed the possibility of establishing a more formal relationship between ourselves and the Local Authority with our senior NCC Officer contact (Bev Owen, Head of Regeneration). This could entail the appointment by the

Local Authority of a Member to sit on our Board as a Corporate Trustee of the Charity. There would be many obvious benefits in this, as we inevitably work closely with many sections of the Council on a wide range of issues. It would also give the Local Authority a clearer oversight of our work. However conflict of interest is a potential future risk with such an arrangement. So we see the proposed lease for *Maindee Triangle* assets as the best formal mechanism to manage our mutual interests in the project.



Maindee Village Partnership planning workshop in Llyfrgell Maindee Library - September 2015

i) Project budget

OUTGOINGS	year 1	year 2	year 3	year 4	year 5
staff					
project manager FT inc	28000.00	34000.00	35020.00	-	-
caretaker - 21 hrs inc	1600.00	9300.00	9579.00	9866.37	10162.36
admin - 25 hrs inc	2000.00	11100.00	11433.00	11775.99	12129.27
Triangle manager FT inc	4000.00	24000.00	24720.00	25461.60	26225.45
Coffi manager FT inc	2800.00	16500.00	16995.00	17504.85	18030.00
volunteer training	3000.00	3000.00	3000.00	3000.00	3000.00
pensions: 1% rising to 3%	414.00	1964.00	3031.68	2037.81	2098.95
building & equipment					
rent		0.00	0.00	0.00	0.00
rates	200.00	200.00	206.00	212.18	218.55
maintenance consumables	500.00	1000.00	1030.00	1060.90	1092.73
heat & light		3000.00	3090.00	3182.70	3278.18
water rates		3000.00	3090.00	3182.70	3278.18
waste management		300.00	309.00	318.27	327.82
insurances	1000.00	2500.00	2575.00	2652.25	2731.82
postage / stationary		1000.00	1030.00	1060.90	1092.73
telephone broadband		500.00	515.00	530.45	546.36
software licenses	500.00	500.00	500.00	500.00	500.00
IT maintenance		1500.00	1545.00	1591.35	1639.09
maintenance / repairs		1000.00	1030.00	1060.90	1092.73
start-up stock	3000.00				
equipment refresh					3000.00
publicity and marketing					
identity & signage		5000.00	0.00	0.00	0.00
launch promotion	5000.00				
quarterly newsletter		3000.00	3090.00	3182.70	3278.18
translation fees		500.00	515.00	530.45	546.36
posters		1200.00	1236.00	1273.08	1311.27
website design	3500.00			0.00	0.00
website maint. & hosting		500.00	500.00	515.00	530.45
fees					
auditor		1500.00	1545.00	1591.35	1639.09
evaluation M&E	8000.00	8000.00	8000.00		
legal	1000.00	500.00	515.00	530.45	546.36
licenses, street trading, PRS etc		400.00	412.00	424.36	437.09
inspections		400.00	412.00	424.36	437.09
consultancy food, access, FM	8000.00				
café/market					
café costs (ex salary)		7500.00	16500.00	24200.00	31200.00
ppe/stalls/etc	6000.00				
TOTAL OUTGOINGS	78514.00	142864.00	151423.68	117670.97	130370.10

INCOME	year 1	year 2	year 3	year 4	year 5
inside space rental		17800.00	35600.00	53400.00	53400.00
café gross taking		14000.00	34250.00	48000.00	62500.00
triangle		3000.00	5500.00	9500.00	9785.00
grants & projects		3000.00	3000.00	3000.00	3000.00
fundraising & events		3000.00	3000.00	5000.00	5000.00
TOTAL INCOME		40800.00	81350.00	118900.00	133685.00

SHORTFALL	year 1	year 2	year 3	year 4	year 5
outgoings	78514.00	142864.00	151423.68	117670.97	130370.10
income	0.00	40800.00	81350.00	118900.00	133685.00
Total Shortfall / Surplus	-78514.00	102064.00⁻	-70073.68	1229.03	3314.90

NOTES

- All costs are inclusive of non-recoverable vat
- Inflation at 3% has been applied where appropriate

Shortfall

We are requesting a CAT2 revenue grant of £250,000 based on our calculated shortfall of £250651.

We have not included any contingency.

How we worked out these costs

Staff salary costs are based on comparative salaries for similar enterprises in comparable communities first areas in Wales. On costs are applied at 15% of salary. Pension costs rise from 1% of salaries in Year 1 to 3% in Year 3 as shown here:

	Year1	Year2	Year3	Year4	Year5
Percentage of salary as pension	1%	2%	3%	3%	3%

Building and equipment costs are mainly based on our experience of current costs in the library building, uplifted (eg for water) for anticipated additional costs attributed to the outdoor space and for the planned 7 day /week operation of the indoor space (currently approx. 4 days / week)

Some costs, eg for food consultancy and M&E, are bases on **indicate quotes** we have sought.

Some costs are budgetary figures, based on web research and professional judgement.

Catering I&E

This table shows are income and expenditure forecasts for Coffi:

	Year1	Year2	Year3	Year4	Year5
expenditure					
staff	2800.00	16600.00	17100.00	17600.00	18100.00
food costs	600.00	7500.00	16500.00	24200.00	31200.00
	3400.00	24100.00	33600.00	41800.00	49300.00
income					
Sales	900.00	10000.00	26250.00	39000.00	52500.00
catering & events	200.00	4000.00	8000.00	9000.00	10000.00
	1100.00	14000.00	34250.00	48000.00	62500.00
profit	-2300.00	-10100.00	650.00	6200.00	13200.00

Room rental income

This table shows room rental rates, based on comparative rates, and forecast income by percentage hire occupancy. Our sustainable occupancy level is 75%.

	rate / session	100%	25% hired	50%	75%
Main space	£40.00	25000.00	6250.00	12500.00	18750.00
art room	£30.00	27720.00	6930.00	13860.00	20790.00
meeting room	£20.00	18480.00	4620.00	9240.00	13860.00
total	£90.00	£71200.00	£17800.00	£35600.00	£53400.00

There is further analysis of income estimates in the following section.

j) Financial planning and sustainability

Staffing

We recognise that our strength lies in the commitment and enthusiasm of our volunteers, but equally we acknowledge that there is limit to what can be expected of people giving freely of their time. We seek to employ a team who will carry the hard slog of keeping a centre up and running, and who will have the time to do necessary but sometimes tedious tasks such as managing bookings and finance, looking for new business, cleaning the toilets, putting up and taking down the market. and so on.

We are aiming for break even by year four when our activities will generate income to support these functions, although we recognise that we will employ people with specific project funding from time to time. Our principal concern is that our core activity doesn't become fund-chasing for salaries. Our staff should be there to support the volunteer activity that is at the heart of what we do.

To that end we intend to keep staffing low and anticipate needing the following:

Caretaker / janitor P/T, role to open and shut the building, cleaning, setting up markets,

Administrator P/T role to undertake routine admin
coordinate volunteers

Manager F/T role to establish systems, develop new business, publicity, manage building, staff & volunteer training

Coffi Manager F/T all aspects of catering, coffi volunteers, licensing, Food management systems, hygiene, stock

Caretaker and Admin paid @ £7.20/hour, 37 hours per week 52 weeks per year = £13900 + 15% NI etc

Caretaker @ 60% (approx 3 hours / day) is therefore £9600 inc NI.

Admin @ 25 hours = £10800 inc NI

Manager - £20k salary + 15% on costs

Coffi Manager £14,500 salary = 15% on costs

Buildings & equipment

Our business rates have been discounted this year and are subject of business rate relief; for the future we are assuming 20% of actual rate.

Our consumables are based on budgets provided by similar organisations and our heat & light is based on figures supplied by NCC and 6 months experience. in the future we anticipate lower heating bills as more economical boiler and insulation kicks in.

Our insurances are currently quite low but will increase after all the building works are completed and we take on responsibility for the outdoor space .

Publicity and marketing

We appreciate the need for a reasonable budget for this, highest initially as we set up the web-site and commission branding etc but reducing over time. Our biggest ongoing commitment will be the print of our quarterly newsletter, currently £800/quarter

Fees

We anticipate requiring the services of an auditor on an annual basis, occasional legal advice, regulatory inspections and licenses – again these are calculated in line with the experience of similar organisations.

Income

Our business model sees each indoor and outdoor space as a profit centre.

Space rental will be dependent on room-size and on what kind of activity is going on – some start up community groups may get a discounted rate for example .

As we build up use of all the spaces throughout the week , Coffi income will rise accordingly. A carefully designed short snack menu will maximise margins and minimise waste.

This table show our gross income forecasts (we open at the start of year 2, year 1 being the capital side of things)

INCOME	year 2	year 3	year 4	year 5
inside space rental	17800.00	35600.00	53400.00	53400.00
café gross taking	14000.00	34250.00	48000.00	62500.00
Outdoor triangle space gross	3000.00	5500.00	9500.00	9785.00
grants & projects	3000.00	3000.00	3000.00	3000.00
fundraising & events	3000.00	3000.00	5000.00	5000.00
totals	40800.00	81350.00	118900.00	133685.00

Space rental

The assumption is that each space could in theory be let for three sessions per day (session = 2-3 hours), seven days per week i.e. 21 sessions overall (see below) .

Sessional rates £20-40/session (or £10-20 per hour) – this is comparable with other facilities in the area¹¹

Thus the Main area, Art room and Meeting room could generate the following levels of income. It is assumed that in the early years this will be at 25% rising to over 75% by year 3.

100% is assumed to be 21 sessions per week over 44 weeks.

income from room rental	rate / session	100%	25% hired	50%	75%
Main space	£40.00	25000.00	6250.00	12500.00	18750.00
art room	£30.00	27720.00	6930.00	13860.00	20790.00
meeting room	£20.00	18480.00	4620.00	9240.00	13860.00
total	£90.00	71200.00	17800.00	35600.00	53400.00

¹¹ GAVO meetings facilities directory

Coffi

The Library Team currently provides limited refreshment facilities when the library is open for seven sessions a week. At present a “good day” means serving between 10-20 people with a cup of tea and a biscuit, for which they charge £1. We know that if we hold an event, or people are bringing in their children for an activity, there will be more people. We also know that if we are able to provide a more conducive atmosphere with better food, then we will attract in more people and sell more snacks.

Coffi will retain a strong volunteer input on library days, but with an enthusiastic FT manager in place, with a menu developed by an innovative food consultancy, we aim to open 7 days a week. A new team of Coffi volunteers will be developed. People with an interest in food and service, or perhaps needing a starting point for paid work. If we open 7 hours per day for 5 days per week, we require a minimum of 70 hours per week staffing.

Whilst accepting that we are trying to create jobs, we are also trying to create interesting volunteering and work experience opportunities. Volunteers will work alongside permanent staff, who will be responsible for developing the café and overseeing routine tasks.

- *Our model will be similar to the successful Savoy Theatre in Monmouth – a charitable trust running a historic theatre, employing 4 staff but relying on volunteers to help run both cinema and live shows. Volunteers help with publicity, bar, kiosk, ushering and other front of house duties, and they receive access to special events, training and social events.*

Thus, whilst we accept the need for a paid member of staff to oversee Coffi activities at all times, we will satisfy our volunteering and H&S requirements by ensuring that there is always at least one volunteer working with the café manager. The Coffi manager salary will be £14.5k (plus on costs).

Coffi's Aims

To increasingly act as a magnet for Maindee Triangle.

To provide the best coffee in Maindee in an interesting and quirky venue.

To provide a contemporary short menu of high quality, medium priced plates backed alongside cheaper items, such as hot toast and preserves.

Coffi's target markets:

Casuals – library users, people waiting by the bus stop, people coming in to classes, people having meetings

Captives – those attending meetings and seminars and requiring in-house coffee and lunch and break services.

Curious - people who like to discover interesting independent cafés

Kids – low cost, good quality food for kids - and parents on a tight budget

The Main Space needs to generate nearly £28k per year in rental income by year 4, and Coffi's presence will contribute to this. For the purposes of this model we are assuming that it needs to generate at least a third, the other two thirds coming from compatible activities running in the Main Space.

Traditionally, the usual economics of a commercial cafe are that cost represents takings in the ratio of 33% each for overheads, staff and food costs. Profit comes from reducing food costs by buying in season, using raw materials rather than processed etc. also from careful staffing with part-time staff for peaks.

Our premises cost will be our contribution to running costs of the centre and we will have our volunteer team to assist. Food costs for coffee and tea are low in relation to cost, but any bought in canned / bottled drink will have a low margin as would bought in sandwiches.

Cost v income

Assuming 20 covers	Number of covers per day	average cost of materials	average selling price	Total cost x 20	Total sales income
Breakfast	1	£1.00	£3.00	£20.00	£60.00
Lunch	1	£1.25	£3.75	£25.00	£75.00
Tea / coffee	4	£0.20	£0.60	£16.00	£48.00
Sandwiches	3	£0.75	£2.25	£45.00	£135.00
Cans / sweets	2	£1.00	£2.00	£40.00	£80.00

Income v profit

Yr	customers per day	number customers/ week	spend £	weekly income	yearly income	other income	total income	profit at 50%
1	10	50.00	2.00	100	5000	3000	8000	4000
2	20	100.00	2.00	200	10000	4000	14000	7000
3	30	150.00	3.50	525	26250	8000	34250	17125
4	45	225.00	3.50	780	39000	9000	48400	24200
5	60	300.00	3.50	1050	52500	10000	62500	31250

Over 5 years

Year	1	2	3	4	5
Expenditure					
staff	2800.00	16600.00	17100.00	17600.00	18100.00
food costs	600.00	7500.00	16500.00	24200.00	31200.00
total	3400.00	24100.00	33600.00	41800.00	49300.00
Income					
sales	900.00	10000.00	26250.00	39000.00	52500.00
event catering	200.00	4000.00	8000.00	9000.00	10000.00
total	1100.00	14000.00	34250.00	48000.00	62500.00
profit	-2300.00	-10100.00	650.00	6200.00	13200.00

By year 4 we need to be serving 45 people a day in order to generate a realistic contribution to staffing and overheads. However we won't be making a contribution to the building 'rental' until year 5. This will be supplemented from other income

generated from buffets, catering, events, markets. We have already hosted seminars and training courses in the library space without marketing the service, and had to buy in catering, so we are confident that we will be able to build this aspect of the buildings potential use. We are also confident that with appropriate kitchen facilities we will be able to provide interesting and healthy buffets.

On market days and other events, we should be able to make up for quiet days, although we see the gradual development of our café space as attracting a specific clientele looking for an interesting venue, with good coffee and tea, and quirky food. We will be using the next few months to trial different approaches and test menus during the events we run.

We know from talking to other community venues that it is possible to run a successful small-scale café with the help of volunteers. Tylorstown Welfare Hall has installed a state-of the art coffee machine that attracts customers, and Somerton community Centre used to provide a weekly lunch club and snacks for local children during the school holidays. Both organisations also provide 'tuck shops' for young people's events, which generate profits.

The challenge is to ensure that this business grows. So that by year 4 we have a turnover of £60k per year resulting in a profit that allows us to pay a full time member of staff and make a rental contribution to the Main Space of £9k.

- *We have been watching the development of Cwtsh on Stow Hill in Newport (formerly the Handpost Community Library) which has been operating as a mini-local arts venue for the last two years, since a local community group took over the building when NCC closed it in 2014. They are now operating 5 days per week offering gallery and meeting space and run events. At present they have around 19 hours per week 'regular room lets including French And Welsh classes - both running for regular blocks over several months at a time. We also have two regular volunteer run classes, ukulele, and creative*

writing where the whole of the income is given to Cwtsh. There are regular arts classes, a book club, an early morning use as a rehearsal space for a local operatic singer. On Saturday morning we have a Welsh language group meet for a couple of hours and on Sunday evenings we have regular Phoenix film club seasons, finally on income generation there are regular one off art, music and miscellaneous creative workshops.

Library services

We are keen that the Library should continue as a Library. This is essentially a non-income generating activity and means it needs to raise income in other ways to continue to provide Maindee with this important service. Workshops have been carried out with library volunteers and they are totally on board with this concept, and in fact are driving it in all kinds of innovative ways.

Volunteers see the Library as more than just a library. They will create a 'Coffi team' to develop this income stream during library hours under the guidance of the Coffi Manager.

In order to cover the nominal rental value of the library space (the equivalent of 7 sessions @ £40 x 44 weeks = £12300 per year by year 3) subsidiary activities will be needed. There are further opportunities for volunteers to contribute through their own fundraising activities, which could include craft workshops for children, holiday activities, poetry nights and so on

Discussions with local groups such as Newport Access Group and Newport Alzheimer's have indicated an interest in the venue. Anondho Dhara says that a place for Arabic classes is needed in the area and the library is perfectly located. Indeed, many providers of language classes are looking for a home in Newport. Eveswell Community Centre runs a full programme of activity for a cross section of the local community to the east of Maindee and has indicated that local pensioners are looking for additional places to meet.

Centres such as Tylorstown Welfare Hall have found activities such as Bingo to be useful income generators – Tylorstown makes £150 profit per week with regular attendance from 40-60 people, and have installed a professional coffee machine that draws people in. They have also developed ‘party packages’ run by their young people – something that people in Maindee say they are interested in and something they intend to offer – possibly themed to include art / craft options.

Parties are another option. The library provides a large welcoming space suitable for a range of functions and providing party packages that include access to the space plus optional food for party goers has been shown to work in other venues. Kids R Us in Tredegar is a specialist charitable enterprise running dance and drama workshops for local children. They use their theatre space to support income generating activities.

“We offer a standard 2 hour party which includes room hire, themed party, printed themed invitations with selected menu and your contact details, main meal and dessert, complimentary snacks for the family and at your request, we will open our licensed bar! All for just £5.50 per child! If you prefer to do your own food, then you can hire the room for just £50.00 for £95 your party can include a childrens entertainer”

Kidz R Us

Art Room

The Art Room or Studio will have facilities to support practical arts and craft activities whilst providing a comfortable room for teaching, meeting or seminars. We already have the Hispanic Latino Association of South Wales using the library as its base for social and educational events, and we anticipate attracting other similar organisations. GAVO who traditionally provide meeting spaces is directing custom elsewhere as they are so well used. Several artists have already indicated that they want to run classes and courses from our Art Room.

Meeting Room

Without any overt publicity or advertising we have already secured custom from Communities First (Job Club and IT classes), the NHS (mother and baby clinic), as well as CAB. We will build on this

Typical year 1 time-table

Library	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Am	Café	Café	Library & café	Library & café	Library & café	Library & café Maths Club	Café Sunday morning papers
Pm	Café Newport Access group	Café OAP & silver surfers	Library & café	Library & café	Library & café	Parties Monthly indoor market	Parties
Eve	Keep fit	Drama	After school club		Folk club		

Art Room	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Am	seminar			Alzheimers			Art club
Pm	Seminar	Art class				Hispanic latino assoc	
Eve			Arabic club				

Meeting Room	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
Am		IT class		Welsh class		Language class	
Pm	CAB	Job Club	Baby clinic				
Eve					Gamers club		

Markets

Our first market proved very popular with both stallholders and punters hoping that they will become a regular feature of Maindee life. The new outdoor space has been designed to accommodate a range of layouts, of 3m covered stall traders and open tables. An example layout is shown below:



On-site support services for traders include: drinking water supply, hot water, grey water drainage, 16amp exterior mains electricity points and accessible toilets. Storage for kit and janitorial supplies, together with a market day coffee kiosk and managers office, are included in the plan.

We appreciate that we won't be able to command high pitch rental in the early years (see Cotyledon market feasibility study at [Appendix 15](#)) and ideally would want to see a weekly food market combined with traditional market stalls, and a bigger monthly craft market that will make use of the library facilities also. Income is likely to be in the order of:

Market	Trad + food	Trad + craft	Antique, craft, vintage etc
Weekly	16 stalls @ £10 = £160		
Monthly		25 stalls @ £10	
Quarterly			Specialist markets
Annual income (year 3)	£5500	£3000	£1000

k) Financial controls

Management responsibilities

David Moses, SRO, will have senior oversight of all project finance. This will be delegated on a day to day basis to John Hallam, Programme Manager, who will report to the SRO / Project Board / Trustees on all aspects of project capital and revenue .

John Hallam, Maindee Unlimited Programme Manager. had over fifteen years senior management responsibility for a £6m annual revenue budget and £0.5m - £1m annual capital budget within NHS Wales (Information and IT). John will delegate day to day responsibility for capital expenditure to Andy McCaw.

Andy McCaw, Senior Partner at AM:PM Associates, will control capital expenditure. Andy has over 25 years experience within the construction industry. A practicing QS for 20 years working with major PQS practices such as Franklin & Andrews, Chandler KBS, E.C. Harris and Lewis and Lewis. His experience covers all aspects of traditional pre and post contract estimating, surveying, construction management and CDM coordination.

Alesya Duque, Maindee Unlimited Finance Officer, will be in charge of maintaining project accounts and financial record keeping. Alesya is a qualified accountant. Before moving to the UK to undertake her MBA, Alesya worked for several years as the Finance Director of Russian company.

Authorisation levels

All orders over £10K will be authorised by the Board of Trustees. Orders between £3K and £10K may be authorised by David Moses or, in his absence, by Alison Starling, Chair of Capital Team. Orders under £3K may be authorised by John Hallam. All payments issued must be authorised by any two of these officers : Chairperson, Treasurer, Secretary

Procurement rules

Contracts estimated to cost £10,000.00 or more will normally follow a **competitive procedure** based on invited proposals from a short list of qualified firms. The selection process will normally involves the following steps:

- a. defining the scope, objectives and estimated budget, timescales, including any anticipated follow-on services and determining the selection procedure to be followed (the brief)

- b. identifying consultants / suppliers that are qualified to perform the required services and preparing a short list of qualified firms / people
- c. inviting proposals from the short-list
- d. evaluating and comparing capabilities and proposals and selecting the preferred consultant / supplier
- e. negotiating a contract with the selected consultant / supplier
- f. managing the process properly

Short lists shall normally include no less than three and no more than six suppliers

Some of these steps may be simplified, depending on the value of the contract or services to be performed, for example:

- a) For contracts estimated to cost less than £3k with individuals or firms, a supplier may be selected directly, without the requirement to prepare a shortlist, and a contract negotiated with the supplier.
- b) For contracts estimated to cost £3-10k, selection may be made on the basis of an evaluation of short-listed, qualified candidates and the rationale for the choice must be recorded.

Fund management

All project receipts and payments will be managed through our "Maindee Unlimited" current account with Barclays Bank.

A profit centre, "MT-OPS", will be maintained for revenue receipts from Big Lottery, earned income, donations and revenue costs associated with the social enterprise

A cost centre, "MT-CAP", will be maintained during the lifetime of the project for capital receipts and payments.

Transactions will be coded by:

- a) Source (eg Fund, Earned, Donation)
- b) Income Type (eg Capital grant, Revenue grant, Trading)
- c) Expenditure Type (aligned with budget headings)

Value Added Tax

Maindee Unlimited is not VAT registered. We do not envisage our VAT taxable turnover exceeding the £83,000 mandatory threshold for registration in the foreseeable future.

We have taken advice from our external examiner, Jan Pritchard of Arthur Gates and Co. and have considered the costs and benefits of registration at this stage.

Under VAT Notice 701/7¹², the costs directly associated with preparation, making good and supply of outdoor and indoor accessible toilets and washrooms are zero rated. We made an allowance for this in our costs.

State Aid

We have discussed our position regarding State Aid with Sarah Armstrong, Newport City Council EU Funding Officer and Martin Price, of Consultancy Coop.

We have also studied prevailing guidance from The Big Lottery and UK Government.

Maindee Triangle is not within an Assisted Area¹³.

Our interpretation is that elements of Big Lottery Funds receive will provide assistance granted through state resources to an undertaking, which might mean that State Aid applies.

However State Aid does not apply in this case as this assistance :

a) does not affect trade between Member States

and as the undertaking will not have the potential to distort competition it:

b) does not give an advantage to one or more undertakings over others

¹² See <https://www.gov.uk/government/publications/vat-notice-7017-vat-reliefs-for-disabled-people/vat-notice-7017-vat-reliefs-for-disabled-and-older-people#grant-funded-building-work>

¹³ <http://www.ukassistedareasmap.com/>

I) Partnership funding

a) Arts Council of Wales

We have secured £84,000 capital (£70,000 + £14,000 non-recoverable vat element) partnership funding from the Arts Council of Wales (ACW) Ideas People Places Fund for capital work on the outdoor space.

We evidenced this partnership fund at Stage 1 when we sent a copy of our ACW contract covering this grant together with the project budget that is referenced in that contract. These documents remain valid and can be resent on request.

The total ACW grant is for £365,000 over three years. The start date for the funding is April 1st 2015. A £70,000 element of this capital grant has been identified with ACW for “outdoor space” development.

It is this element of the total ACW grant, together with an additional £14,000 for non-recoverable vat, that is available as CAT2 partnership funding.

An ACW officer sat on the interview panel for the appointment of our lead technical professional team for CAT2 Stage 2 and we are keeping ACW apprised of our work on this CAT2 Stage 2 development phase.

b) Newport City Council Landfill Tax Fund

One of our partners, Maindee Festival Association, has recently secured . £49,000 from the Newport City Council Landfill Tax Fund as partnership funding for project capital works on the indoor space .

As a registered Environmental Body with ENTRUST, Maindee Festival Association was able to register a project on our behalf (“*Llyfrgell Maindee Library No: 456311.3*”) with ENTRUST in February 2016.

A subsequent successful application was made for Landfill Tax Funds from Newport City Council, our local landfill operator in March 2016.

To evidence this fund we have included in [Appendix 8](#) :

- a) ENTRUST Project Approval Letter
- b) A copy of a MFA bank mini-statement showing the £54,000 credit
- c) Letter from MFA confirming the funding arrangements

m) Equalities

All our policy is approved by our Board of Trustees and can be reviewed at any stage, or at least every two years.

Equalities Policy

Maindee Unlimited is committed to promoting equality of opportunity for all and to ensuring that no individual is discriminated against in the planning and delivery of any of our activities. We therefore aim to ensure that the values of equality, diversity and respect for all are embedded into everything that we do.

Our policy demonstrates our commitment to eliminating discrimination and encouraging and valuing diversity among members, staff, volunteers, partners, suppliers, users of our services and Trustees.

We recognise our responsibilities under the Equality Act 2010 and are committed to meeting them in full. We believe that a culture that embraces equality and values diversity will help us to ensure that everyone feels involved and included in our plans, programmes and activities.

We aim to create an environment which respects and welcomes everyone, and in which no form of bullying, harassment, disrespectful or discriminatory behaviour is tolerated by anyone towards anyone. This particularly, but not exclusively, applies in relation to the 'protected characteristics' named in the Equality Act 2010:

Age, disability, gender reassignment, income, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

General implementation

We will educate and inform our members, staff, volunteers, partners, suppliers, users of our services and Trustees about equal rights.

We will review progress and report on this to annual general meetings.

Cultural diversity and language skills

Our partner organisations, in particular Maindee Festival Association, have over 20 years' experience of promoting local events and activities in a culturally diverse community. In accordance with policy, all public facing publicity will be available in Welsh and English, but our experience is that seeking to reflect the actual linguistic diversity in Maindee in any written publication has very limited benefit, high cost and fails to address real needs. The reason for this is that many local people are not able to read at all, or read well, in their first language (First language English speakers included).

This educational constraint is not “a protected characteristic” in legislative terms, but we feel is one of most important local considerations in terms of equality, especially as we going to be running a library and are passionate about the opportunities that literacy and literature can create.

So one of activities we have been researching as a feature in our programme is language and literacy education. We have made a start on this. We now offer “drop in” sessions to work on your English every Saturday morning and Charter Housing Association (another partner organisation) has supported two of our library volunteers to complete the first steps on the training ladder to become ESOL teachers. There is an inevitable focus on English here, but we have also discussed an developing cultural problem for local South Asian heritage communities where second and third generation immigrants are losing the ability to read and write in their first language.

We also like Plain English¹⁴. So we will try to follow the guidelines¹⁵ of the Plain English Campaign in our published work.

¹⁴ See <http://www.plainenglish.co.uk/>

¹⁵ See <http://www.plainenglish.co.uk/files/howto.pdf>

Welsh¹⁶

- We will promote Maindee Triangle in Welsh and produce Welsh versions of all publicity materials, including publications and websites.
- We will ensure that all posts paid for by Big Lottery are advertised bilingually and we will consider whether the post needs to be filled by a Welsh speaker.

Physical and mental ability



We want Maindee Triangle to be open and welcoming to all. So we have asked Trevor Palmer¹⁷ to be our access advisor. Trevor came for a site visit and meeting with us in November 2015. This picture shows Trevor (unsuccessfully!) trying to negotiate his way into the existing toilet and washroom. His advice on all aspects of physical and sensory ability is informing our design and we plan to continue to draw on his considerable expertise.

We invited Clare Davis and Brian Lovett, from Newport City Council's Social Services department to a design workshop for the indoor space that we held in January 2016. Clare is Head of Adult Services for East Newport and Brian is a project manager looking to increase community access for people with learning disabilities. They are both interested and supportive of our plans and we intend to meet them again in 2017 to discuss programming and access issues for the client groups they serve.

¹⁶ See recent examples of our publications in the Welsh language here:

- <http://festival.maindee.org/uploads/unlimited/Llwybrau%20Newydd%20Ffurflen%20gais.pdf>
- <http://festival.maindee.org/uploads/unlimited/Volunteer%20Form%20-%20Ffurflen%20gwirfoddoli.pdf>
- <http://festival.maindee.org/uploads/unlimited/Maendy-Cylchlythyr-y-Gwanwyn%202016.pdf>

¹⁷ Trevor Palmer has been a full-time wheelchair user since 2001. In 2000 he became a director of Disability Wales, and became a member of the Access Panel for Wales. In 2004 Trevor was recruited to establish and run the Disability Advisory Group of the Wales Millennium Centre during the final year of construction and fitting out. He undertakes disability access consultation work for a number of bodies, including Newport City Council. He has been a Dynamo Project Role Model since 2005 and a Young Enterprise Business Mentor.

n) Marketing and communications strategy

Door to door targeting of local market

Our most immediate target audience are the 6500 people who live and work in Victoria Ward. A demographic breakdown is shown on the table below.

In February 2016 we introduced a quarterly door-door newsletter with a print run of 6000. It was a big success. Many people have joined in activities they saw promoted in the newsletter and the “*Things are Happening in Maindee*” strapline is proving effective. Online copies of this first issue can be downloaded here:

[Newsletter Spring 2016 \(pdf\)](#)
[Cylchlythyr y Gwanwyn 2016 \(pdf\)](#)

The blanket coverage of “door to door” media has the highest penetration level for local enterprises and the quarterly issue is now permanent feature . The second issue will be distribution in June 2017 with an increased print run of 7000. This second issue will be earning us £1400 from advertising sales.

Resident Group	No	%	Key Features
Lower income workers in urban terraces in often diverse areas	2035	31%	Few Qualifications, Routine occupations, Young singles and couples Some young children Ethnic Diversity, Small homes, Crowded, Below average income, Sport.
Middle income families living in moderate suburban semis	1402	21%	Manual and White collar, Married, Middle Age, Children, Leafy suburbs, Comfortable affordable Housing, Home Improvement, Family life, Industrious, Mainstream Brands.
Owner occupiers in older-style housing in ex-industrial areas	1112	17%	Traditional, Married, Below average incomes, approaching retirement, Outgrown homes, Personal responsibility, manufacturing industries, Careful with Money, Reliant on Cars, Manual Skills
Couples and young singles in small modern starter homes	736	11%	Young People, Single Professionals, Some couples with Children, Setting up home, new starter homes, Secure Jobs, Takeaways and ready meals, car Ownership, Pubs and clubs
Residents with sufficient incomes in right-to-buy social housing	619	9%	Council Tenants, Right to buy, Comfortable lifestyles, Few Qualifications, Hard Workers, Self Reliant, Little Anti Social Behaviour, Value for Money
Young, well-educated city dwellers	325	5%	Young Singles, Students, Degree level education, Creative jobs, Diversity, Ethical products, Internet searches, Theatre/arts, Cinema
Others (all groups)	382	6%	-

Posters

Short run (<100) posters will continue to be produced for one off events and to list seasonal programmes. We will draw on our existing goodwill with local traders and organisations for free poster sites.

On line marketing to target wider audiences

Our widest target audience for more specialist events, such as antique markets or live music and theatre, are the 650,000 people living in Newport and its neighbouring Local Authority areas. Of this total, 145,000 people live in Newport. For cost reasons, we are most unlikely to buy any press or broadcast media advertising (other than Facebook “boosts”) and so will principally target the additional broader market with direct e:mail, social media and via our website.

Email: Our current email marketing list of over 800 residents, partners, opinion formers and will be maintained and extended over time. Data capture will happen on the website, where we are using Wild Apricot as our membership management system, and via offline and other online forms. A quarterly grid based version of the newsletter will be emailed. We plan to segment the list to reflect more specialist interests.

Facebook: We are administering several FB pages at present and will maintain these. All content is being passed through these. All monthly gathered news will be posted to a facebook group. The facebook group will be moderated by key staff and partners however will be encouraged to be an open platform for discussion for local Maindee residents. Other pages and profiles that have been made in the past will be used to strengthen the reach in the area.

Twitter: All content will be passed through a twitter page. It will be another portal for public engagement for any polls, surveys. One of the outcomes we need to develop though twitter is engaging influential local people and encouraging them to share positive and insightful information across Newport. This platform has not been widely adopted by the Maindee area but there are a few key business' engaged.

Website: Our current website (www.maindee.org) is currently going through a makeover to reflect the outcomes of a branding and identity commission (see below). The new site will be launched in June. We will be using the embedded booking functions of Wild Apricot on the new site for on-line sales. The website will carry an online calendar and be used as a source of “for further info” clicks on social media.

Branding and Identity

We commissioned Webber Design to research Maindee’s identity (See Appendix 5 [Survey and Consultation Results](#)). Our overall brand identity, using a triangulated “M”, together with our “building a new Maindee” strapline is now starting to be used. We will be doing further work with Webber Design on the specific brand identity and signage for Maindee Triangle.



Street Media - Communications Team

Led by Fez Miah, who we are currently employing for one day a week, *Street Media* is our dedicated communications team. It’s a creative partnership between artists, graphic designers, writers, film-makers, performers and young people, who came together this Spring. Delivering across a range of digital and printed channels, local young people are working with Fez to learn a wide range of skills and put these into practice on live briefs.

Welsh Language

We are committed to offering all our services in both Welsh and English. We will ensure that all our public facing written communications, leaflets, posters etc will be produced in both languages, and that there is a Welsh language version on our Facebook site and website. We will have a Welsh speaker available should we have any media requests, and when producing videos or podcasts for radio will produce a Welsh version. All Maindee Triangle project posts or any work that is commissioned around the project will be advertised in both Welsh and English. We will endeavour to place these advertisements in Welsh medium publications ie local Welsh Medium community newsletters, or specialist magazines.

Other minority languages

We are sensitive to the different language needs of our community. Maindee Primary School has up to 30 different languages spoken within the school. While it wouldn't be practicable to offer translations in all these languages (particularly as significant numbers don't read in their first language) we will translate a summary of the project in key languages, including Bengali and Urdu, as well as Welsh. The chief executive of the South East Wales Regional Equality Council is a regular member of our governing committee. Through SEWREC we have access to people who speak a wide number of different languages and can offer both a translation and interpreting service, as required.

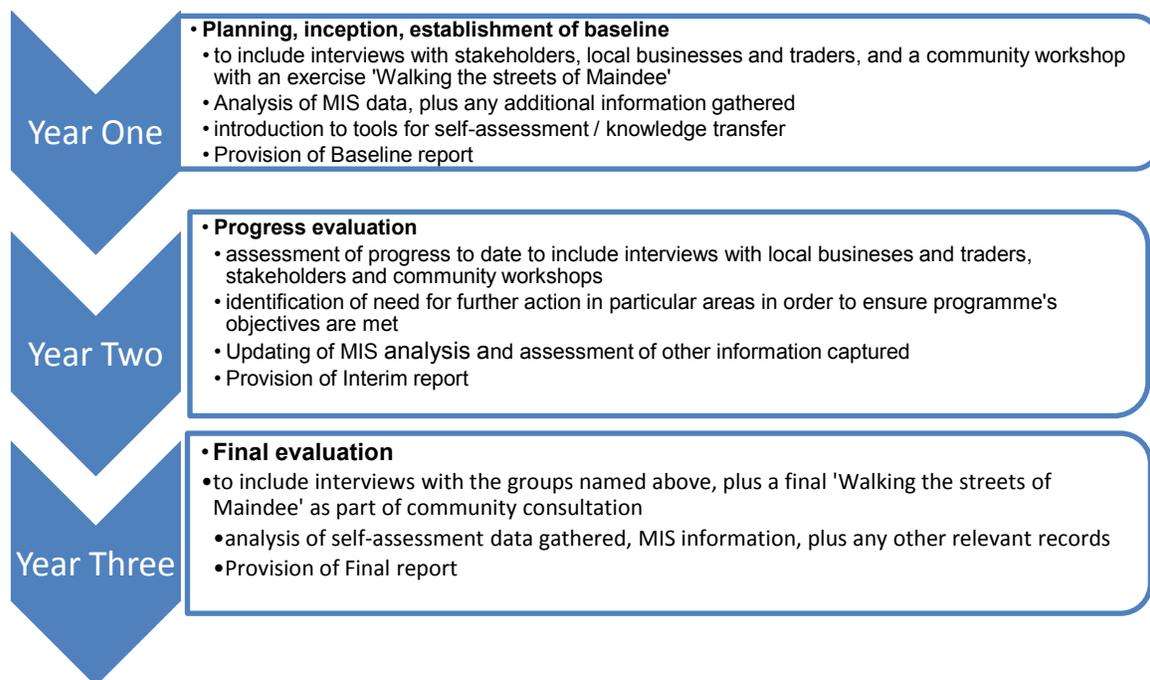
Space Hire Marketing Plan

In February and March next year we will be developing a specific marketing plan for the three rentable indoor spaces and the outdoor space. The occupancy rates on the indoor spaces in particular will have a major effect on our overall economic sustainability. This work is scheduled to follow the granting of a Premises Licence for indoor and outdoor spaces, that we apply for once the asset leases are signed.

o) Monitoring, evaluation and learning

Tendering for M&E consultants

We plan to issue invitation to tender for our M&E partners in October and appoint in November 2016. We will want our evaluation partner to support us to create a thought provoking, stimulating evaluation that all of our participants and stake holders can take part in and absorb. We are now looking for a consultancy to support this and have, so far, made informal contact with one potential supplier, [Miller Research](#), who we feel are representative of the type of experienced and innovative research consultancy to deliver against these requirements:



What “monitoring, evaluation and learning means to us

We all can suffer from a bit of “groupthink”¹⁸ and Maindee Unlimited is no exception. So in setting out our project proposals for *Maindee Triangle*, we all like to believe that this is a plan that cannot fail. But life can be cruel and we don't always get what

¹⁸ Janis (1982) defined groupthink as —”a mode of thinking people engage in when they are deeply involved in a cohesive in-group, when the members striving for unanimity override their motivation to realistically appraise alternative courses of action.

we want. So to keep us on right on track we need to be able to honestly reflect on what we do and if our plans are healthy, need a tweak, major surgery or an early grave – and then act on the outcomes. This is what “*monitoring, evaluation and learning*” is all about to us.

Getting the foundations right with solid baseline data

Although we will be appointing an independent specialist consultancy to support and guide the overall process, we expect to be doing most of the spade work ourselves. One of the early tasks we have been focussing on is the collection of baseline data.

We started collecting structured baseline data in December 2014 and over the last six months have re-measured that work (See [Appendix 18](#)).

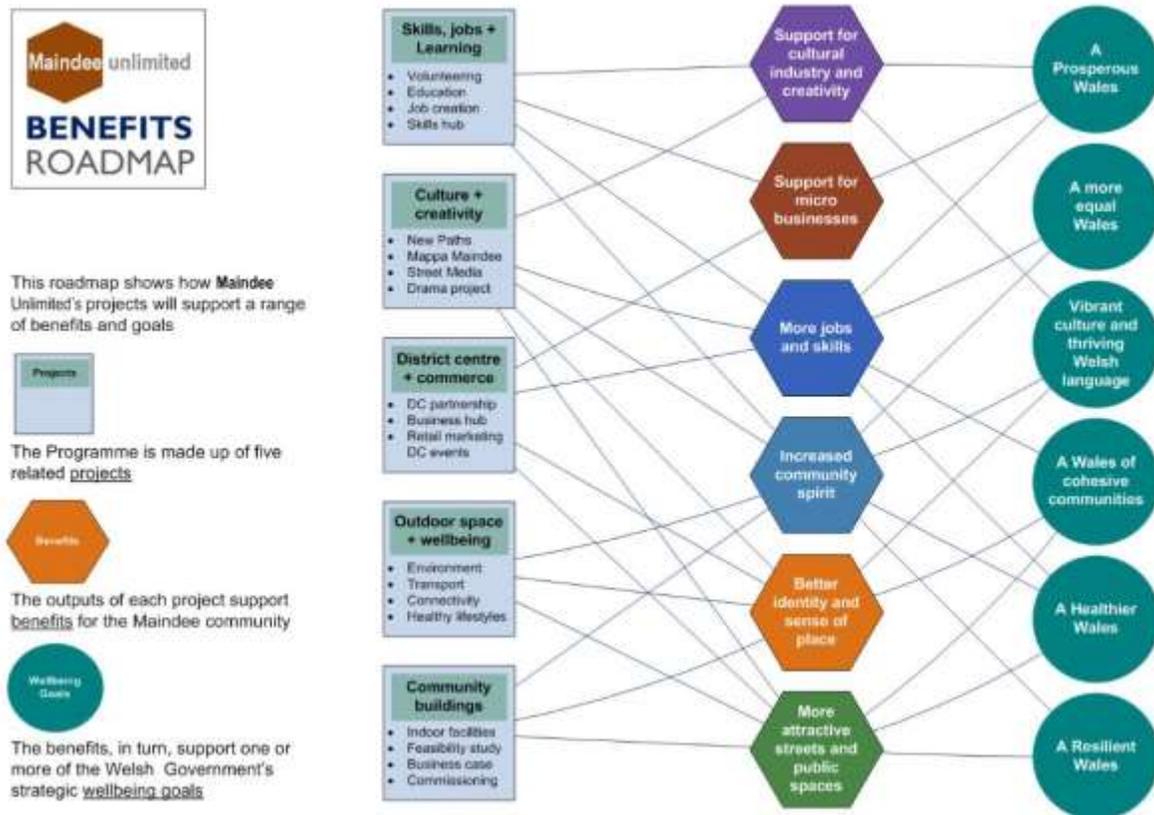
In preparing this plan, we have completed a further range of general and specific surveys as part of our consultation exercise. Much of the data from these will now feed into baseline measurements (See [Appendix 5](#)).

A benefits led approach

We have adopted a benefits-led approach to programme delivery and worked with partner organisations, funders, local politicians, services and members of the public in 2014 to define and validate these six overarching programme benefits:



These benefits have been mapped to Welsh Government wellbeing goals¹⁹ as shown on this roadmap below:



The long view

Our vision, as set out in Section (b), is “to transform Maindee into a sustainable community with a strong local identity, strong local economy and a reputation as an attractive, safe, culturally vibrant and cohesive place to live, relax in and work”.

Community change is slow. Achieving this vision will take many years and will require a concerted and sustained effort by many civil and civic organisations, local residents, businesses and the wider community. We probably will not know, or be able to fully measure, what we have achieved until years after the event.

So, as far as possible, we want to capture common and consistent data to monitor and evaluate change over the longer term.

¹⁹ See: <http://gov.wales/docs/dsjlg/publications/140218-wales-we-want-en.pdf>

When we begin the project, the four project outcomes and measures as set out in [Section \(f\)](#) of this plan will be added to our current benefits register:

Benefit	What we will measure	Target
Increased support for cultural industries and creativity	# creative businesses based in Maindee (trading for six months or more)	15
	# hours creative learning or activity completed as a result of the programme	2000
Support for micro businesses increased	% of business owners in Maindee Retail District who identify programme as a positive factor in supporting increased business prospects.	60%
	Annual # of visitors to programmed events held in District Centre and Chepstow Road during retail hours	3000
More jobs and skills	# people who complete formal and informal training / skills development sessions as part of the programme and report increased skill	500
	# years of FTE equivalent employment created as outcome of programme	20
Increased community spirit	% of residents surveyed in Maindee who identify programme as a positive factor in supporting increased community spirit	60%
Better identity and sense of place	% residents surveyed who "strongly agree" or "agree" that the programme has <i>"helped put Maindee back on the map"</i>	60%
More attractive streets and public spaces	December 2014 baseline study - # completed annual reviews	4
	# square metres of public space the programme has improved where >60% of those surveyed say the public space <i>"is more attractive"</i>	2000
Community resources will be improved	# indoor and outdoor spaces developed for community use	4
	# of quality rated improvements made to the area by community groups.	20
Increased capacity to self-organise	# of local people volunteering to support community projects and assets.	500
Marginalisation of minority communities reduced	% of BME residents surveyed who feel more involved in the local community as a result of taking part in Finding Maindee.	60%

A note on film and photography

Much of the impact of our project will be visual, and much will be less tangible ie how people perceive the area in which they are now living five years on. Do people have a better identity and improved sense of place?

The ideal media or capturing all these differences may be film and photography. For example, as part of our baseline work in December 2014 we commissioned Lianne Bowen to complete a photographic survey of every shopfront and all business premises in Maindee District Centre. This tells a story already, but when repeated every few years, as we intend, it starts to become a document of change.

Likewise with film. Our media team, who are part of our *Finding Maindee* project, are about to start conducting video diaries with residents and businesses. They will also film the area as it is now. Filmed interviews with the same participants will be carried out at the end of the Maindee Triangle project. The team has already filmed and will continue to film general street shots, which we can compare with how Maindee will look in 2021.

How will we recognise M&E success?

- We will know that we have succeeded in our aims because we will have in place a monitoring and evaluation system that will allow us to monitor activity on an annual basis, so that subsequent years' work can be tailored to requirements.
- We will use the data we collect, both quantitative and qualitative, to measure the degree to which our enterprise has succeeded and our local communities have increased in community spirit and appreciated the changes in their environment.
- We have already carried out a shops audit and will be measuring the degree to which our activities influence future trading.
- The full M&E system will be reviewed during the first few months of the project.
- We will employ an independent M&E consultant to work with us over the life of the project to ensure objectivity and ongoing improvement.

p) Risk analysis

Risks will be actively managed throughout the project lifecycle. The Programme Manager, John Hallam, will hold day to day responsibility in the current period (Summer 2016). This will transfer to the Project Manager on appointment.

Risk Management will be a standing agenda item for the Project Board who will approve the Risk Register and manage it on an exception basis.

We shall continue to maintain the Risk Register on Basecamp, in a same format as we have already established in the development stage:

(Download at: <https://public.3.basecamp.com/p/HWv6gjCnzqYTPiRKkxwPbSGu>)

The main risks associated with the project plan and subsequent operational plan are set out below. Lead responsibility currently mainly sits with the Project Board and will be delegated as the project structure matures :

Description	Impact	Probability	Existing Controls	Action Required	Lead
Not hitting project milestones	H	M	Effective project management. Plan broken into relevant stages with appropriate milestones. Project leads to report to Project Board each month stating whether they are on target and if not, the steps that are being taken to stay on track.	-	PB
Asset owner will not transfer	H	L	Newport City Council has agreed to transfer subject to a) BL CAT2 funding and b) NCC approval of business case.	Submit BC to NCC for approval by Oct.	JH
Closure of indoor space during building works will dissipate volunteer momentum	M	L	We have made provision in our project plan to decant the current library and room hire service into temporary accommodation between February and October 2017	-	PB
Dependencies on volunteer	H	M	We have tested a 100% volunteer-run indoor space for 7 sessions a week for	Employ paid staff to roster	PB

labour will reduce reliability and quality of enterprise			a period of six months, with positive outcomes. A well managed rostering system by a dedicated person has proved an asset.	and manage recruitment, training and support	
Failure to meet income targets for room hire bookings	H	M	<ul style="list-style-type: none"> • Space hire marketing plan (Feb 2017). • Maintain existing customer base during building works in temporary accommodation. • Refurbish each rental spaces to a high specification • Actively promote space hire to local organisations over Summer 2017 and beyond. 		PB
Failure to meet income targets for Coffi (café)	M	M	<ul style="list-style-type: none"> • Commission highly attractive short menu. • Maximise margins on snacks by on-site production and avoiding wasted stock • Actively promote Coffi in seasonal programming • Introduce systems and processes to achieve Level 5 food hygiene rating • Introduce sale of alcohol at appropriate events 		PB
Operating an overhead costs escalate and threaten financial viability.	H	M	<ul style="list-style-type: none"> • Maintain detailed financial records • Minimise stock levels on JIT basis • Regularly review suppliers / utilities to ensure best value • Minimise energy waste 		PB

q) Appendixes of supporting information:

- 1 [Financial procedures](#)
 - 2 [Annual Accounts 2015/16](#)
 - 3 [Project changes since Stage 1 application](#)
 - 4 [Organisational policies](#)
 - 5 [Survey and Consultation Results](#)
 - 6 [Partners' Memorandum of Understanding](#)
 - 7 [Letters of support from stakeholders](#)
 - 8 [Evidence of partnership funding](#)
 - 9 [Timeline of key milestones to date](#)
 - 10 [Project timetable](#)
 - 11 [Staffing structure of existing and new posts](#)
 - 12 [New Trustee recruitment campaign flyer](#)
 - 13 [Project Roles](#)
 - 14 [Food consultancy proposal](#)
 - 15 [Local Market Feasibility Study](#)
 - 16 [Geographic area of benefit](#)
 - 17 [Conditional CAT agreement from Local Authority](#)
 - 18 [Maindee District Centre Annual Survey](#)
 - 19 [Demographic data on resident mix in area of benefit](#)
-

Appendix 1 - Financial Procedures

1. Overview of Financial Processes

1.1 Financial records will be kept so that Maindee Unlimited can:

- a). Meet its legal and other obligations, e.g., Charities Acts, Inland Revenue, Customs& Excise, Companies Act, Common Law, Data Protection Act.
- b). Enable the Trustees to have control of the organisation's finances.
- c). Enable the organisation to meet the needs of its users, contractual obligations and the requirements of funding bodies.

1.2 The organisation will keep proper books of account via an electronic finance system

1.3 The Maindee Unlimited financial year will end on 31st March each year.

1.4 Accounts will be drawn up after each financial year, within 2 months of the end of the year, and be presented to the next Annual General Meeting.

1.5 Before the start of each financial year, the Board will approve a budgeted income and expenditure account for the following year.

1.6. A paper comparing actual income and expenditure with the budget will be drawn up at least every 3 months and be presented to the Trustees.

1.7. The AGM will appoint an appropriately qualified person/company to examine the accounts for presentation to the next AGM, depending on legal and charitable obligations.

2. Roles and Responsibilities

2.1 Finance Committee

Developing budgets and their coordination, producing an annual budget, overseeing, planning and implementation of any fundraising. Being accountable, to funding agencies, through reporting and provision of information as required.

2.2 Administration / Financial Assistant

Manage petty cash. Input all expenditure and income information into the financial system
Carry out regular petty cash analysis and monthly bank reconciliation Assist in preparation of regular financial reports for the Trustees. Carry out banking duties including paying in/cashing cheques and general account liaison Prepare payments against invoices, salaries, expense claims and other orders. Liaise with the accountant for the annual accounts and examination Liaise, payroll and other bodies as required.

2.3 The Treasurer

Guide and advise the Trustees in the approval of budgets, accounts and financial statements. Advise the Trustee's on the financial implications of Maindee Unlimited's strategic plans and key assumptions included in its operational plan and annual budget Formally present the accounts at the AGM Approve the monthly bank reconciliation

2.4 The Finance Committee of Maindee Unlimited work with the treasurer to address finance issues, monitor levels of financial reserves and report on it

2.5 Trustees - Approve the budget for the year. Approve initial cheque signatories, and any later name changes, to the bank account Monitor the financial position based on quarterly reports with advice from the Treasurer and the Finance Committee. Agree a reserves policy and review it.

3. Bank

3.1 Maindee Unlimited will bank with the Barclays Bank Maindee. Where the accounts will be held in the name of Maindee Unlimited. Maindee Unlimited will have a current account and a reserves account.

3.2 The bank mandate (list of people who can sign cheques on the organisation's behalf) will always be approved and minuted by the Board of Trustees, as will all changes to it.

3.3 Maindee Unlimited will require the bank to provide statements every month. The Financial Assistant will reconcile the statements with the electronic finance system and the statements must also be signed off by the treasurer or another trustee who is a cheque signatory.

3.4 Maindee Unlimited will not use any other bank or financial Institution or use overdraft facilities or invest speculatively unless authorised, approved and minuted by the Board of Trustees.

4. Income

4.1 All monies received will be recorded within three working days in the electronic finance system and banked as soon as possible. Maindee Unlimited will maintain files of documentation i.e. letters from funding bodies to back this up, keeping them for the legally required period.

4.2 All fundraising and grant applications undertaken will be done in the name of Maindee Unlimited with the prior approval of the Board Trustees or in urgent situations through the approval of the Chair and by email to the board. Full details will then be presented at the next board meeting.

4.3 All sales invoices should be raised by the finance assistant on Maindee Unlimited headed invoices. This will be in an appropriate format and will be sequentially numbered following a system of year/3 digit invoice number (e.g. 20i6/001). It is the responsibility of the finance assistant to follow up outstanding invoices.

5 Expenditure - Payments by cheque

5.1 Money will only be spent in pursuance of the Objectives of the Maindee Unlimited and the current business plan / projects.

5.2 The finance assistant is responsible for preparing all payments of invoices and other orders. Before an invoice can be paid it must be authorised and signed off by the budget holder.

5.3 Every payment out of the organisation's bank accounts should be supported by a purchase order and original invoice (never against a supplier's statement or final demand) and an expenditure approval form. The expenditure approval form should be signed by the budget holder. These will be filed and kept for seven years

The purchase order will contain details of the item / service to be purchased, the cost of the item including VAT. The budget heading from which the monies should be taken and must be signed by the budget holder or if they are unavailable the treasurer. This should be forwarded to the treasurer when the goods / services are ordered.

When the invoice is received by the treasurer they will request the budget holder to complete an expenditure approval form.

The expenditure approval form will state that the goods or services have been received and they and the payment are correct. This will be signed by the budget holder or if they are unavailable the treasurer.

5.4 The only exceptions to cheques not being supported by an original invoice would be for such items as advanced booking fees for a future course, venue hire deposits, etc. Here a copy of the booking form must be taken and kept as documentation and an expenditure approval form must be filled in.

5.5 The finance assistant holds the cheque book, which must be kept under lock.

5.6 The relevant payee's name and payment amount must always be inscribed on the cheque before signature and the cheque stub must always be filled in at the same time.

5.7 All cheques must be signed by two signatories, at least one of which must always be a trustee. No cheques will be signed without original documentation. Blank cheques will NEVER be signed.

5.8 Any single expenditure exceeding £2000 (unless already in the approved budget) or an overspend on a particular budget heading of more than 10%, should be authorised by the finance committee before an order is placed and it should be minuted at the next Board meeting.

5.9 Maindee Unlimited does not accept liability for any financial commitment unless properly authorised.

6 Expenditure - Petty cash

6.1 Petty cash will be maintained on an 'imprest' system with a starting float of £25. Petty cash is only intended for smaller items normally up to a value of £15, anything over this amount should be paid by cheque. The only exception is cleaning materials which can be purchased up to a value of £25. Travel expenses should always be claimed through the proper expenses claim procedure to ensure authorisation is given. A petty cash request form must always be filled in and receipts should be attached. The petty cash balance will be reconciled when restoring the imprest balance.

6.2 The finance assistant is responsible for maintaining the system and reconciling petty cash into the finance system on a regular basis.

6.3 The petty cash box must always be kept under lock.

7 Expenditure - Salaries

7.1 GAVO will provide payroll support and will process all Maindee Unlimited salary payments via BACS IP. All employees will be paid within the PAYE, National Insurance rules. It is the responsibility of the financial assistant to input salary payments into the electronic finance system.

7.2 Advances on salaries cannot be made, unless in exceptional circumstances as agreed by Chairman and Treasurer.

7.3. Expenses/Allowances – Maindee Unlimited will reimburse expenditure paid for personally by staff and volunteers, according to the terms set out in the Maindee Unlimited expenses policy.

8. Debit Card

8.1 Maindee Unlimited will hold one debit card which will be issued in the name of the treasurer. Maindee Unlimited staff can use the card to pay for certain expenses. The card should normally only be used for online purchases and only when there is a definite advantage either financially or time wise, e.g. travel bookings are often cheaper when made online, or quick payments might be needed to secure a place at an event . The card cannot be used for paying regular invoices. The card cannot be used for taking out cash.

8.2 There must be documentation for any payment made on the card. The financial assistant will check all bank statements against the documentation..

8.3 The card must always be kept under lock.

8.4 Internet Banking. Maindee Unlimited will have a view only internet banking account.

9 Fixed assets

All fixed assets costing more than £100 will be recorded in a fixed assets register. The register will record details of date of purchase and costs and in due course disposal. An inventory list will also be kept of all smaller items owned by Maindee Unlimited.

10. Reserves

The Trustees will consider the level of reserves that it is prudent for Maindee Unlimited to have. Consideration will be given to redundancy liabilities, lease agreements and any other significant factors that should be taken into account were Maindee Unlimited to close (see template reserves policy)

11 Confidentiality

11.1 The confidentiality of employees' financial circumstances will be respected at all times.

11.2 Trustees, partners, volunteers and employees will at all times act in the best interest of the organisation and if they experience a conflict of interest they must declare it and they must not divulge sensitive information.

12. Review of procedures

The procedures will be reviewed at least every 2 years.

Appendix 2 - Annual Accounts 2015/16

nb: These are the most recent accounts (in draft). They are subject to approval at our AGM in June and are currently (May) being independently examined.

Maindee Unlimited (Charity number 1160272) Annual report & Financial Statement 2015-16

Report of the Trustees for the year from 01 April 2015 to 31 March 2016

Maindee Unlimited was formed at an inaugural general meeting held on 1st October 2014. This Annual Report and Financial Statements relates to our first full financial year from 1st April 2015 to 31st March 2016.

Reference and Administrative details

Charity Name	Maindee Unlimited
Charity Registration Number	1160272
Registered office	Community House, Eton Road, Newport NP19 0BL
Bankers	Barclays Bank, 159/161 Chepstow Road, Newport NP19 8XP

Trustees and Committee

The Trustees of the charitable incorporated organisation (the charity) that served during the period are:

David Moses	Chairman	Trustee
Angela Lloyd	Treasurer	Trustee
Alison Starling	Secretary	Trustee
Jhons Ramirez		Trustee
Deb Davies		Trustee
Majid Rahman		Trustee

The Trustees are grateful to the following people who have been active members of Management Committee during the year:

Bron Lloyd	Charter Housing Association
Peter Willis	Cynefin Maindee
John Hallam	Voluntary Programme Manager
Sarah Goodey	Gwent Arts in Health
Sharon Smith	Church in Wales
David Phillips	South East Wales Regional Equality Council
Jane Shatford	Gwent Association of Voluntary Organisations
Lee Robson	Communities First Newport Central Cluster
Karen Baverstock	Communities First Newport Central Cluster
Brian Selby	Community House Eton Road

Structure, Governance and Management

Governing Document

Maindee Unlimited is a Charitable Incorporated Organisation (CIO) inaugurated on 1st October 2014 and registered as a CIO with the Charities Commission on 2nd February 2015. The Charity was formed under a constitution which established its objects and powers. Under the terms of the constitution the Trustees have no liability to contribute to its assets and no personal responsibility for settling its debts and liabilities.

Appointment of Trustees

The current Trustees were appointed at an inaugural general meeting held on 1st October 2014. At the first annual general meeting of the members of the CIO all these Trustees shall retire from office and may put their names forward for re-election at that time. Thereafter, at every subsequent annual general meeting of the members of the CIO, one-third of the elected charity trustees shall retire from office. If the number of elected charity trustees is not three or a multiple of three, then the number nearest to one-third shall retire from office, but if there is only one charity trustee, he or she shall retire. The minimum number of Trustees is three and the maximum number allowed is twelve.

Trustee induction and Training

The existing Trustees are familiar with the work of the charity, having been involved from the outset in setting up the charity. Each Trustee was provided with Charity Commission guidance advising them of their obligations under charity law.

Any new Trustees would be invited and encouraged to attend a session to familiarise themselves with the charity and the context in which it operates. This would include a brief on their legal obligations under charity law, the content of the constitution, the decision making process and the latest financial position as set out in the published accounts. Each Trustee would also be provided with the latest Charity Commission guidance on becoming and undertaking the Trustee role.

Objects

The objects of the charity are the promotion for the benefit of the public of urban or rural regeneration in areas of social and economic deprivation (and in particular in Newport East) by all or any of the following means:

- (a) the relief of financial hardship;
- (b) the relief of unemployment;
- (c) the advancement of education, training or retraining, particularly among unemployed people, and providing unemployed people with work experience:

(d) the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help: (i) in setting up their own business, or (ii) to existing businesses:

(e) the creation of training and employment opportunities by the provision of workspace, buildings, and/or land for use on favourable terms:

(f) the maintenance, improvement or provision of public amenities:

(g) the preservation of buildings or sites of historic or architectural importance:

(h) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, have need of such facilities:

(i) the protection or conservation of the environment:

(j) the provision of public health facilities and childcare:

(k) the promotion of public safety and prevention of crime:

(l) the maintenance, improvement or provision of public amenities in the vicinity of a landfill site:

(m) such other means as may from time to time be determined subject to the prior written consent of the Charity Commissioners for England and Wales.

Risk Management

The Trustees will develop and a risk management strategy which will comprise:

- An annual review of the risks the charity may face
- The establishment of systems and procedures to mitigate those risks identified in the plan
- The implementation of procedures designed to minimise any potential impact of risks

The main risk identified in 2015-16 related to the strengthening of governance arrangements and financial procedures to support increasing financial turnover and associated risks from our expanding arts-led regeneration programme and the planned Maindee Triangle capital project and associated business risk that will become the responsibility of the Charity from 2016/17 onwards.

Partnerships

The Charity has a Memorandum of Understanding (“MoU”) with a group of partner organisations to commit to collaboration in the planning and governance of our regeneration programme in the Maindee area of East Newport. The MoU defines the relationship between the parties and sets out their roles and responsibilities within the consortium. It is not a contractual document and does not impose any legal obligation on any of the parties, the overall relationship described in the MoU being of a voluntary nature. The MoU is independent of any other agreements signed by or between these partners organisations listed below:

Partner organisation	Lead contact
Maindee Festival Association	Alison Starling, MFA Secretary
Maindee Action Group	Angela Lloyd, MAG Chairperson
Charter Housing	Bronwen Lloyd, Head of Community Regeneration
Maindee Parish Council (CIW)	David Moses, Maindee Parish (CIW)
South East Wales Regional Equality Council	David Phillips, Chief Executive Officer
Cynefin Maindee	Peter Willis, Cynefin Place Coordinator
Newport Communities First Central Cluster	Lee Robson, Cluster Manager

Gwent Association Voluntary Organisations	Jane Shatford, Senior Development Worker
Community House Eton Road	Brian Selby, CHER Trustee
CREW Centre Regeneration Wales	Andrew Dakin

Benefits

The collective aim of the Charity and its partners is to maximise the following benefits to the community of Maindee and its environment within available resources:

- Increase support for micro retail business
- Increased support for cultural industries and creativity
- More jobs and skills
- Increase community spirit
- Better identity and sense of place
- More attractive streets and public spaces

Financial Review

The accounts show total receipts of £55,086 (of which £48,123 is restricted) and total payments of £48,698 including £1890 of asset purchases.

This is a significant increase in the £7100 income in (part year) 2014/15 and marks our first full year of financial activity. We are forecasting further increases in activity in 2016/17 and 2017/18 (when we expect our turnover to exceed £0.5m and thus exceed the £250K upper threshold for Receipt and Payment accounts).

During 2015/16 we have developed our routine financial management procedures. Our bills are paid, and cash banked, in a timely manner. We have implemented a spreadsheet-based ledger, a paper based record keeping system for invoices paid and implemented relevant codes for receipts and payments.

We have approved an Anti-Fraud policy and Petty Cash procedure.

Trustees routinely discuss finance at our monthly meetings and standard management reports have been introduced.

Responsibility for financial statements

Trustees are required to prepare financial statements that give a true and fair view of the state of affairs of the charity at the end of the financial year and of its surplus or deficit for the financial year. In doing so, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue on that basis

Receipts and Payments Accounts 2015/16

Receipts	Unrestricted Funds (£)	Restricted Funds (£)	Total Funds (£)	Last Year (£)
Arts Council of Wales	-	10,083	10,083	-
Garfield Weston Trust	-	20,000	20,000	-
Big Lottery Fund CAT2 Development	-	17,840	17,840	-
Newport City Councillor	-	200	200	-
Newport City Council TCP	-	-	-	5,250
Maindee Festival Association	-	-	-	1,650
Communities First (NCC)	3,000	-	3,000	-
ASDA Community Foundation	2,000	-	2,000	-
Rental income	1,484	-	-	-
Trading income	536	-	536	-
Donations	198	-	198	-
Fundraising activities	-	-	-	200
Total Receipts	7,218	48,123	55,341	7,100

Payments	Unrestricted Funds (£)	Restricted Funds (£)	Total Funds (£)	Last Year (£)
Wages/Salaries and NI	1,740	1,847	3,587	-
Artists Fees	-	3,580	3,580	-
Professional fees	-	22,770	22,770	-
Grants paid	-	7,626	7,626	-
Cost of events	120	839	959	-
Room Hire	700	140	840	-
Repairs and Maintenance	135	356	491	-
Water and sewerage	20	-	20	-
Telephone, Internet and Postage	236	-	236	-
Marketing, Printing	38	715	753	-
Stationary and Consumables	1,167	782	1,949	-
IT subscriptions and software	483	2,096	2,579	-
Business rates	92	208	300	-
Transport	-	421	421	-
Insurance	703	-	703	-
Payments Subtotal	5,435	41,380	46	0

Assets purchased	Unrestricted Funds (£)	Restricted Funds (£)	Total Funds (£)	Last Year (£)
Digital equipment + printer	782	1014	1,796	-
Library books	94	-	94	-
Assets Subtotal	876	1014	1,890	0
Total Receipts	7,218	48,123	55,341	7,100
Total Payments	6,311	42,394	48,705	-
Net of receipts / payments	907	5729	6636	7,100
Cash funds last year end	200	6,900		7,100
Cash funds this year end	1,107	12,629	13,736	
Bank balance at year end			13,562	
Petty cash in hand			174	
Total carry forward funds			13,736	

These accounts are a true and accurate record

Angela Lloyd, Maindee Unlimited Treasurer

Date

Appendix 3 : Project changes since Stage 1 application

Reduced Highways element

Big Lottery had agreed to consider funding a highways narrowing in the plan to land that would not be transferred. This was conditional on the Local Authority being able to provide assurances on the long term security of this investment.

We are now proposing a reduced highways element in the capital plan, with no overall narrowing of the highway but instead a new uncontrolled crossing point with a build out and some associated dropped kerbs and kerb realignments.

The reason for this change is that, since Stage 1, broader plans for the development of a Bus Rapid Transport (BRT) element to the South Wales METRO scheme have started to emerge. These plans are still some way off, but our understanding at this point is that there is a chance that they may impact on the highway by Maindee Triangle. Because of this the Highways Authority and the Local Authority feels constrained to offer the assurance over investment that Big Lottery would require.

Catering proposal amended

At Stage 1 we had proposed to include the development of an off-site social enterprise providing catering services. The rationale for this was partly based on the lack of potential space for food preparation and service in the re-modelled indoor space.

We have now removed the off-site catering proposal for our plan Instead, we are proposing “Coffi” - a small internal catering kitchen for the production of hot and cold drinks and bread based snacks for users of the building.

This change recognises Big Lottery’s concerns about the original off-site proposal. It also reflects the experience we have gleaned about street food cart design and menu development by Nic Bash of Grapefruit Co, a young chef and food consultant who now specialises in menu and food production design. ([see Appendix 14](#))

Removal of reliance on social funding

Our Stage 1 financial plan has a high degree of reliance on grants and social funding. Whilst we have been successful in attracting social funds, and can reasonably expect for this to continue for some years to come, we have now significantly reduced the level of social funding in our financial plans.

Revenue budget increased

Big Lottery commented that our Stage I revenue costs “*appeared low both generally and for the salary budget specifically*” and advised that “*further consideration should be given to utilising the revenue budget more fully*” adding that “*The forecast running costs appear to be light and revenue costs for staff only constitute 60hours of paid staff time*”.

We have given this a lot of consideration. We are a community-led organisation, so in terms of the overall future sustainability of Maindee, we see the voluntary action on increasing numbers of local people as a critical success factor to the wider programme. However we appreciate that over-reliance on volunteers is a risk.

As already noted, we have reduced social funding in our income forecasts, which increased pressure on overall income. So we are wary about increasing long term staff costs too much.

We consider that the “volunteer risk” can be managed by:

- a) Reduced reliance on volunteers by increasing % paid staff, especially in Yrs 1 and 2.
- b) Invest increased BL revenue support in volunteer recruitment, development and training.

We are proposing a combination of the two and have increased the revenue grant proposal to £250K.

Capital partnership funding

At Stage 1 we had identified £80K capital partnership funding from Arts Council of Wales

Since then we have secured an additional £49K capital funding from Newport City Council Landfill Tax Fund

Appendix 4: Maindee Unlimited policies

Equalities policy

April 2016

1. Policy Statement

1.1 Maindee Unlimited is committed to promoting equality of opportunity for all and to ensuring that no individual is discriminated against in the planning and delivery of any of our activities

1.2 We therefore aim to ensure that the values of equality, diversity and respect for all are embedded into everything that we do.

2. About our Policy

2.1 This policy demonstrates our commitment to eliminating discrimination and encouraging and valuing diversity among members, staff, volunteers, partners, suppliers, users of our services and Trustees.

2.2 We recognise our responsibilities under the Equality Act 2010 and are committed to meeting them in full. We believe that a culture that embraces equality and values diversity will help us to ensure that everyone feels involved and included in our plans, programmes and activities.

2.3 We aim to create an environment which respects and welcomes everyone, and in which no form of bullying, harassment, disrespectful or discriminatory behaviour is tolerated by anyone towards anyone. This particularly applies in relation to the 'protected characteristics' named in the Equality Act 2010:

Age, disability, gender reassignment, income, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

3. Implementation

EDUCATION: We will educate and inform our members, staff, volunteers, partners, suppliers, users of our services and Trustees about equal rights.

REVIEW: We will review progress and report on this to annual general meetings.

Health and Safety Policy Statement

September 2015

It is the policy of Maindee Unlimited to protect all persons including volunteers, employees, customers, contractors and members of the public from potential injury and damage to their health which might arise from work activities.

The Charity will provide and maintain safe and healthy working conditions, equipment and system of work for all employees and provide such information, training and supervision as they need for this purpose.

The Charity will give a high level of commitment to health and safety and will comply with all statutory requirements.

Anti Fraud Policy & Fraud Response Plan

December 2015

1. POLICY STATEMENT

1.1 We take a zero tolerance approach to fraud and will uphold all laws relevant to countering fraud in all the jurisdictions in which we operate. We welcome all efforts, national and international, to stamp out fraud. As a UK registered charity (No.1160272) we remain bound by the laws of the UK, including the Fraud Act 2006 and the Bribery Act 2010, in respect of our activities both at home and abroad. We undertake due diligence on our partners, grant recipients, and associates and take reasonable steps to ensure that they apply all applicable anti-fraud laws.

1.2 The purpose of this policy is to:

- a) set out our responsibilities in observing and upholding our policy on fraud; and
- b) provide information and guidance to our employees and partners, grant recipients and their associates on how to recognise and deal with fraud issues.

1.3 This policy and the Fraud Response Plan forms the first part of a series of related policies and procedures developed to provide sound internal financial controls and to counter any fraudulent activity. These will subsequently include: codes of conduct for staff and trustees; anti corruption and bribery policy; sound internal control systems; effective internal audit; effective recruitment and selection procedures; disciplinary procedure; public interest disclosure (whistleblowing) procedures; register of interests for trustees; and training.

2. WHO IS COVERED BY THE POLICY?

2.1 This policy applies directly to our Trustees and to all individuals working within or on behalf of Maindee Unlimited as employees, volunteers or agents. The policy is provided to our other partners, grant recipients and associates, who will be required to take reasonable steps to ensure that in carrying out their activities related to Maindee Unlimited they and their employees, directors and associates comply, with all applicable anti-fraud laws.

2.2 In this policy, "third party" means any individual or organisation you come into contact with during the course of your role.

3. WHAT IS FRAUD?

3.1 The Charity Commission gives the following definitions:

"Fraud is a form of dishonesty, involving false representation, failing to disclose information or abuse of position, undertaken in order to gain or cause loss to another" and "Theft is dishonestly appropriating property belonging to another with the intention of permanently depriving the other of it".

3.2 For practical purposes of the application of this policy, fraud may be defined as the use of deception with the intention of:

- a) gaining an advantage, financial or otherwise, personally and for family or friends; or
- b) avoiding an obligation; or

c) causing a financial loss to the Foundation.

3.3 A fraudulent act can take many forms, for example, theft – removal or misuse of funds, assets or cash; false accounting - dishonestly destroying, defacing, concealing or falsifying any account, record or document required for any accounting purpose, with a view to personal gain or gain for another, or with the intent to cause loss to Maindee Unlimited or furnishing information which is or may be misleading, false or deceptive; or abuse of position – abusing authorities and misusing resources or information for personal gain or causing loss to the Charity.

3.4 Those engaged in fraud can include an employee, officer, volunteer or trustee, any person acting on behalf of the Charity i.e. our agents, individuals or organisations who authorise someone else to carry out these acts, government or public officials whether foreign or domestic.

4. PREVENTION

4.1 Fraud is costly, both in terms of reputational risk and financial losses, as well as time-consuming to identify and investigate, disruptive and unpleasant. The prevention of fraud is therefore a key objective. Measures should be put in place to deny opportunity and provide effective leadership, auditing, employee screening procedures, which deny opportunities for fraud.

4.2 Fraud can be minimised by carefully designed and consistently operated procedures which deny opportunities for fraud.

4.3 The internal financial controls help to ensure that at all times the financial management of Maindee Unlimited is conducted in accordance with the highest standards. Regular management review of systems and reports by internal audit in line with the agreed annual audit programme should assist in preventing and detecting fraud; and should also result in continuous improvements. The risk of fraud should be a factor for consideration in audit plans.

4.4 The credibility and success of the Anti-Fraud Policy and Fraud Response Plan is dependent largely on how effectively it is communicated throughout the organisation. To this end, details of the Policy and Fraud Response Plan will be provided to all staff, volunteers and trustees.

5. YOUR RESPONSIBILITIES

5.1 You must ensure that you read, understand and comply with this policy.

5.2 The prevention, detection and reporting of fraud are the responsibility of all those working for the Charity or under our control. You are required to avoid any activity that might lead to, or suggest, a breach of this policy.

5.3 You must notify a Trustee or trusted colleague as soon as possible if you believe or suspect that a conflict with this policy has occurred, or may occur in the future.

5.4 Any person who breaches this policy will face disciplinary action, which could result in dismissal for gross misconduct. We reserve our right to terminate our contractual relationship with our partners, grant recipients, and associates if they breach this policy.

6. RECORD-KEEPING

6.1 We must keep financial records for six years and have appropriate internal controls in place which will evidence the business reason for making payments to third parties.

6.2 You must ensure all expenses claims relating to hospitality, gifts or expenses incurred to third parties are submitted in accordance with our financial operations procedures and specifically record the reason for the expenditure.

6.3 All accounts, invoices, memoranda and other documents and records relating to dealings with third parties, such as clients, suppliers and business contacts, should be prepared and maintained with strict accuracy and completeness. No accounts must be kept "off-book" to facilitate or conceal improper payments.

7. HOW TO RAISE A CONCERN

You are encouraged to raise concerns about any issue or suspicion of malpractice at the earliest possible stage. If you are unsure whether a particular act constitutes fraud, or if you have any other queries, these should be raised with the Chairperson, the Treasurer or another Trustee. Concerns should be expressed as a protected disclosure to the Chairperson. Statutory protection of whistle blowers is afforded under the Public Interest Disclosure Act 1998.

8. PROTECTION

8.1 Employees who raise concerns or report another's wrongdoing are sometimes worried about possible repercussions. We aim to encourage openness and will support anyone who raises genuine concerns in good faith under this policy, even if they turn out to be mistaken.

8.2 We are committed to ensuring no one suffers any detrimental treatment as a result of refusing to take part in fraud, or because of reporting in good faith their suspicion that an actual or potential fraudulent act has taken place, or may take place in the future. Detrimental treatment includes dismissal, disciplinary action, threats or other unfavourable treatment connected with raising a concern. If you believe that you have suffered any such treatment, you should inform the Chairperson immediately.

9. TRAINING AND COMMUNICATION

9.1 All employees will receive relevant training on how to implement and adhere to this policy.

9.2 Our zero-tolerance approach to fraud will be communicated to all partners, grant recipients, associates, suppliers, and contractors at the outset of our relationship with them and as appropriate thereafter.

10. WHO IS RESPONSIBLE FOR THE POLICY?

10.1 The Board of Trustees has overall responsibility for ensuring this policy complies with our legal and ethical obligations, and that all those under our control comply with it.

10.2 The Charity's finance officer has day-to-day responsibility for implementing this policy and for monitoring its use and effectiveness and dealing with any queries on its interpretation. Management at all levels are responsible for ensuring those reporting to them are made aware of and understand this policy and are given adequate and regular training on it.

11. RISK ASSESSMENT, MONITORING, AND REVIEW

11.1 As part of its annual risk assessment process the Board of Trustees will monitor the effectiveness and review the implementation of this policy, considering its suitability, adequacy and effectiveness. The Finance Officer will carry out regular audits of our control systems and procedures to provide assurance that they are effective in countering fraud.

FRAUD RESPONSE PLAN

The purpose of this plan is to define authority levels, responsibilities for action, and reporting lines in the event of a suspected fraud. This plan may not be appropriate for concerns that are not fraud related such as bribery, anti-competitive behaviour or other irregularity.

1. All actual or suspected incidents should be reported without delay to the Chairperson, or the Treasurer or another Trustee, who should as soon as possible convene a project group of the following people or their nominees to decide on the initial response:

- Chairman, who shall chair the meeting;
- Treasurer
- Finance Officer
- Others as determined by the Chair such as legal experts.

The project group will decide on the action to be taken, normally an investigation. If necessary, external specialist investigative auditors and/or legal experts may be appointed to carry out the investigation.

2. Our external auditor or external examiner should be advised at the earliest stage when an investigation under this procedure has been initiated.

3. Where an investigation is to take place, and the matter implicates any of the individuals mentioned in (1) above, another person with senior responsibility shall be appointed by the external auditor or examiner.

4. Prevention of further loss: where initial investigation provides reasonable grounds for suspecting a staff member of fraud, the project group will decide how to prevent further loss. The staff member under suspicion will be suspended on full pay.

5. In these circumstances, the suspect(s) should be approached unannounced and should be interviewed about the allegation prior to being informed of their suspension. They should be supervised at all times before leaving the Charity's premises. They should be allowed to collect personal property under supervision, but should not be able to remove any property belonging to the Charity. Any keys to premises, offices, and furniture should be returned. Computers, mobile phones, iPads etc and associated hardware/software must also be returned. The person responsible to IT should be instructed to immediately withdraw access permissions to the Charity's computer systems.

6. The project group will consider whether it is necessary to investigate systems other than that which has given rise to suspicion, through which the suspect may have had opportunities to misappropriate the Charity's assets.

7. Recovery of losses is a major objective of any fraud investigation. The project group will ensure that, in all fraud investigations, the amount of any loss is quantified. Repayment of losses will be sought in all cases. Where the loss is substantial, legal advice may be obtained about the need to freeze the suspect's assets through the court, pending conclusion of the investigation. Legal advice may also be obtained about prospects for recovering losses through the civil court, where the perpetrator refuses repayment. The Charity will normally expect to recover costs in addition to losses. If appropriate, the Charity will liaise with its insurance brokers to process a claim.

8. Reporting to the Board of Trustees: any incident shall be reported without delay by the Chairman to the Board of Trustees and updates shall be given on a regular basis on the investigation.

9. On completion of the investigation, a written report shall be submitted to the Board of Trustees containing a description of the incident, including the value of any loss, the people involved; the means of perpetrating the fraud; the measures taken to prevent a recurrence; and any action needed to strengthen future responses to fraud, with a follow-up report on whether the actions have been taken. This report will represent the definitive document on which management (in a disciplinary situation) and possibly the Police (in a criminal situation) will base their decision.

Examples and Indicators of Fraud

Examples of fraud, which are neither exclusive nor exhaustive, include the following:

- Misappropriation of cash;
- Fraudulent encashment of payable orders or cheques;
- Misappropriation of other assets including information and intellectual property. This would also include unauthorised use of the charity's property e.g. computers, other equipment;
- Purchasing or purchase ledger fraud (e.g. approving/paying for goods not received, approving/paying bogus suppliers, approving/paying inflated prices for goods and services, accepting any bribe);
- Travel and Expense claims overstated or falsely claimed. This may include advances not recovered or forging of counter-signatories;
- Accepting pay for time not worked (e.g. false claim for hours worked, failing to work full contracted hours by any member of staff, false overtime claims, or falsification of sickness self-certification);
- Computer fraud (e.g. altering or substituting records, duplicating or creating spurious records, or destroying or suppressing records), where IT equipment has been used to manipulate program of data dishonestly, or where the use of an IT system was a material factor in the preparation of the fraud.

Whilst by no means being proof alone, the circumstances below (warning signs) may indicate fraud, and should therefore alert staff:

- Altered documents (correcting fluid, different pen or handwriting);
- Claim form details not readily checkable or properly approved;
- Changes in normal patterns, of cash takings or expense claim details (for example);

- Delay in completion or submission of expense claims;
 - Lack of vouchers or receipts in support of expense claims, etc;
 - Staff seemingly living beyond their means;
 - Staff under constant financial or other stress;
 - Staff choosing not to take annual leave (and so preventing others becoming involved in their work), especially if solely responsible for a “risk” area;
 - complaints from staff.
-

Sustainability policy

April 2016

Policy Statement

Maindee Unlimited is working to transform Maindee into a sustainable community with a strong local identity, strong local economy and a reputation as an attractive, safe, culturally vibrant and cohesive place to live, relax in and work.

We are committed to reflecting this vision of sustainability in the way we organise and run our charity and in the way we provide services.

Implementation

PARTICIPATION: We will encourage and support everyone who lives or works locally to voluntarily support the transformation of Maindee into a sustainable community within their available resources of time and effort.

EDUCATION: We will educate and inform our members, employees, volunteers, customers, suppliers and the wider community about sustainable practice.

ACTION: We will adopt the targets set out in this policy and develop operational processes and procurement practices that support the achievement of these targets.

REVIEW: We will set sustainability targets, collect relevant data to monitor and review progress and report on this to annual general meetings.

Aims

We will:

- Actively recruit, train and support local volunteers to help build and run our programme and meet their personal development needs .
- Use a wide range of media and communication systems, creative arts projects, and language that is sensitive to peoples’ needs to support and enable all local people to know what is going on, express their views and have their say in decision making processes.
- ensure that the governance of our charity and its programme is locally controlled by a core of trustees who live or work in Maindee
- Always be aiming to achieve “zero waste” by following the waste hierarchy, actively promoting recycling and reuse, using packaging, marketing materials and consumable items that minimise the environmental impact of production and distribution in order to minimise the amount of commercial waste send to landfill/incineration

- minimise emissions through the promotion of low carbon transport for staff and deliveries.
- monitor and understand our use of energy and water across our operations;
- use the maximum amount possible of renewable energy
- eliminate the use of chemicals or other materials that are harmful to the environment.
- meet or exceed all environmental legislation that relates to the Charity
- use an accredited carbon offset programme to mitigate any greenhouse gas emissions generated by any air travel conducted by staff or members.
- where possible, use renewable construction materials from sustainable sources, and where it makes sense, to design for dis-assembly, circular design, reuse or recycling.
- source produce, materials and labour from local suppliers or contractors where possible and generally seek to support the local economy through such activities as the outdoor market and joint marketing efforts.
- support local time banking schemes, such as the one administered by the Community First Newport Central Cluster.
- Build on our experience of running a book library to encourage further shared use of common resources, for example by implementing a local tool and equipment library.

Policy for the protection of children, young people and vulnerable adults

November 2015

Policy Statement

The important thing is to act on your concerns!

Abuse of vulnerable people of all ages is a global phenomenon. It occurs in all countries and in all societies. It can involve physical, sexual, emotional abuse and neglect. It is nearly always preventable.

Maindee Unlimited (“The Charity”) believes that:

- Children have the right to a happy, healthy and secure childhood
- The abuse of children is an abuse of their rights as set out in the UN Convention on the Rights of the Child
- The abuse of any child or vulnerable person is *never* acceptable.

The Charity will take all reasonable steps to ensure the safety of all children, young people & vulnerable adults participating in any activity we are responsible for.

THE PROBLEM OF ABUSE

The Charity works with a full cross section of people who live or work in Newport, South Wales. Sadly, a proportion of these people will have experienced abuse, or will be at risk of abuse in one form or another. This policy recognises this fact and aims to ensure that the problem of abuse and how to prevent it is addressed in every aspect of our work.

CHILDREN'S RIGHTS AND CHILD ABUSE

The Charity supports the vision of a world where the lives of all children reflect the international standards set out in the UN Convention on the Rights of the Child. This includes the right to freedom from abuse and exploitation. This policy aims to translate this commitment to children's rights into a practical reality through our work with children.

SAFEGUARDING CHILDREN

Through its emphasis on prevention, the policy aims to minimise the risks of children being abused. The Charity will also do all it can to ensure that children who are being abused, or who are at risk of abuse, are supported and given protection. It is also possible that, on occasions, staff, volunteers and others engaged by The Charity or its partners to work with children, may pose a risk to children and abuse their position of trust. The policy demands the highest standards of practice in work with children and describes the values and principles that must underpin our approach to children.

POLICY COMMITMENT

This policy covers all contact with children, young people and vulnerable adults at any event or activity. We will ensure that our staff, volunteers, contractors or partners:

- are aware of the problem of abuse
- safeguard children from abuse through good practice
- report all concerns about possible abuse
- respond appropriately when abuse is discovered or suspected.

WHAT ARE MY RESPONSIBILITIES UNDER THE POLICY?

All staff, volunteers and other representatives of The Charity must be familiar with the policy and be aware of the problem of abuse.

Everyone is responsible for defending everyone's rights and, where possible, preventing any abuse.

This means raising any concerns you may have about the safety of children, young people and vulnerable adult and/or the behaviour of adults.

WHAT SHOULD I DO IF I SEE OR SUSPECT POSSIBLE ABUSE?

Beyond immediate action to intervene to protect a child in cases where actual or potential harm is directly witnessed at that time, as a small Charity we do not have the expertise or authority to act on behalf of a child at risk. You therefore should:

- discuss the matter as soon as possible with a colleague, or another member of The Charity, or a trusted adult in the first instance to clarify your concern and then:

- Contact Newport Social Services Duty Desk on 01633 235407 (office hours)
 - If there is a need for intervention out of hours, contact the police.
- Concerns for the safety and well being of people can arise in a variety ways and in the whole range of different settings in which we work. For example, a child may tell you or display signs that they are being abused; someone may hint that a vulnerable adult is at risk or that a colleague is an abuser; you may witness or hear about abuse in another organisation.

If you have any suspicions or concerns regarding possible child abuse, or if there is anything with which you feel uncomfortable, you should raise these concerns with an officer of Maindee Unlimited or a trusted adult and then contact the Newport County Borough Council Social Services Duty Desk (01633 235407).

The important thing is to act on your concerns!

Volunteer Policy

September 2015

1. Introduction

Maindee Unlimited is committed to involving volunteers in appropriate positions and in ways which are encouraging, supportive and which develop volunteering. This policy described the principles for voluntary involvement in Maindee Unlimited. We will arrange volunteering efficiently and sensitively so that volunteer's time is best used to the mutual advantage of all concerned.

The policy applies to all volunteers, members and those elected or appointed to positions of responsibility. It is approved by the Trustees of Maindee Unlimited and will be reviewed periodically to ensure that it remains appropriate to the needs of our volunteers and Maindee Unlimited.

2. Definition

Volunteers are people who are unpaid and, of their own free will, contribute their time, energy and skills to benefit the community.

3. Rights and Responsibilities

The organisation recognises the rights of volunteers to:

- know what is (and what is not) expected of them
- have adequate support in their volunteering
- receive appreciation
- volunteer in a safe environment
- be insured
- know their rights and responsibilities if something goes wrong
- receive relevant expenses

- receive appropriate training
- be free from discrimination
- be offered the opportunity for personal development

The organisation expects volunteers to:

- be reliable
- be honest
- respect confidentiality
- make the most of training and support opportunities
- carry out tasks in a way that reflects the aims and values of the organisation
- carry out tasks within agreed guidelines
- respect the work of the organisation and not bring it into disrepute
- comply with the organisation's policies

No enforceable obligation, contractual or otherwise, will be imposed on volunteers to attend, give or be set a minimum amount of time to carry out the tasks involved in their voluntary activity. Likewise the organisation cannot be compelled to provide either regular tasks, payment or other benefit for any activity undertaken by the volunteer.

Although volunteers offer time freely and willingly without binding obligation, there is a presumption of mutual support and reliability. Reciprocal expectations are acknowledged – both of what the organisation expects of volunteers and what volunteers expect of the organisation.

Volunteers will not be used during times of industrial action to do the work of paid staff.

4. Volunteer Co-ordination and support

All volunteers will have a nominated person to offer guidance and advice to help the volunteer carry out tasks effectively. Volunteers will be informed of who this person is a Trustee, or other nominated person within the organisation will hold overall responsibility for the development of voluntary activities within the organisation. This person is responsible to Trustees for the maintenance of this policy and the general management and welfare of the organisation's volunteers.

Volunteers will have regular access to support and supervision. This will enable both the volunteer and the supervisor to identify, monitor and evaluate the volunteer's involvement, recognise achievements and identify individual training needs, including that relevant to their particular volunteering role and to their wider personal development. The frequency, duration and format of these sessions will be negotiated between the volunteer and the designated officer referred to above.

5. Recruitment & Selection

Maindee Unlimited is committed to equal opportunities and believes that volunteering should be open to all regardless of race, gender, religion, sexual orientation, political beliefs or an offending background that does not create a risk to vulnerable groups including children. The acceptance of volunteer assistance for a particular role is made on merit, the sole selection criterion being the individual's suitability to carry

out agreed tasks. Information about the volunteer not relevant to the performance of the volunteering tasks concerned will be disregarded by the organisation in terms of recruitment and selection.

Volunteering opportunities will be widely promoted in ways that makes them accessible to all members of the community.

Volunteers who are considered unsuitable for a particular task will either be offered alternative voluntary involvement with us or referred to a more suitable alternative organisation.

If the volunteer will be carrying out activities with vulnerable groups (children and/or adults) there may be other safer recruitment procedures carried out including asking a volunteer to undergo an enhanced Disclosure and Barring Services (DBS) check. More detailed information will be made available specific to legislative requirements and to the particular volunteer position.

Volunteers will receive clear and concise task descriptions, which will be kept up to date as required. Task descriptions will be prepared in conjunction with the volunteer and their supervisor.

New volunteers will be properly inducted into the organisation.

Volunteers will be properly briefed about the activities to be undertaken and given all the necessary information to enable them to perform with confidence.

6. Training & Development

All volunteers will be made aware of and have access to all the organisation's relevant policies, including those relating to volunteering, health & safety, safeguarding vulnerable groups and equal opportunities.

The development of training and support for volunteers is a high priority for the organisation in order to equip them with the necessary information and skills to carry out their tasks. It will be the responsibility of the designated person referred to above to see that this training is provided. It is the responsibility of the volunteer to attend relevant training.

Training in the supervision of volunteers will be provided for all those who have direct responsibility for volunteers.

7. Expenses

The reimbursement of expenses incurred in traveling to and from the place of volunteering or in the course of volunteering helps ensure that all individuals have equal access to voluntary opportunities.

The organisation's volunteers are able to claim reasonable out of pocket expenses, subject to the production of receipts as evidence of the expenditure. What can be reclaimed from the organisation and the calculation of expenses will be explained to the volunteer before they start any activity likely to give rise to expenses.

The organisation has a consistent approach to the reimbursement of expenses for both volunteers and paid staff.

It is the responsibility of each volunteer's supervisor to make volunteers aware of the procedure for the reimbursement of expenses.

8. Insurance

Maindee Unlimited will insure all the activities of volunteers and liabilities towards them with a reputable insurance company, but does not typically insure volunteers personal possessions against loss or damage.

Welsh Language Policy (unapproved)

Draft Version 0.2 April 2016

1. Policy Statement

Maindee Unlimited is working to transform Maindee into a sustainable community with a strong local identity, strong local economy and a reputation as an attractive, safe, culturally vibrant and cohesive place to live, relax in and work.

The Welsh Language:

Maindee Unlimited recognises that the Welsh language has a legal status in Wales where residents and stakeholders have a statutory right to conduct their public life through the medium of Welsh.

Our commitment to the Welsh language reflects the importance we place on equality of opportunity in our community.

Through this Welsh Language Policy, Maindee Unlimited makes clear to the public and stakeholders what services they can expect to receive through the medium of Welsh.

Opening up our services to ensure these are fully available to individuals in their own language, where this is Welsh, will help us reach out to more members of our community – with this aim as our focus, we also recognise that Maindee is a vibrant mix of nationalities and ethnicities and we seek to communicate effectively with all and facilitate the learning of core language skills.

The latest Census information shows that Victoria ward has the fourth lowest number of Welsh speakers in Newport at 8.2%. This compares with a Welsh average of 19%. Newport has the third lowest number of Welsh speakers (after Merthyr and Blaenau Gwent).

2. Implementation

Maindee Unlimited supports the principle that in the conduct of its business, it will treat Welsh and English on an equal basis where this is appropriate and practical. We recognise that enabling individuals to access our services in their preferred language is a matter of both good practice and equity.

As an incorporated charity, reliant on grant funding, volunteer time and the conditions of grant funders, it must be recognised that our ability to deliver on our intention depends on our success in attracting partners, both to finance some of our proposals and to help with the practicalities of pursuing them.

We will incorporate Welsh language provision in funding bids and sponsorship proposals. Where funding has been secured, **we will** promote any project activity bilingually and be ready to provide bilingual versions of all publicity materials, including publications and websites, paid for by respective grants. Where appropriate, **we will** supply tilt and turn bilingual publications/promotional material.

We will advertise all posts paid for by external funding in both English and Welsh in the press other channels and consider whether the post needs to be filled by a Welsh speaker.

We will consider the linguistic make-up of Maindee throughout the life of any funding.

We will consider and review this policy every year at our Annual General Meeting.

3. Our planned actions/Targets

Contracts:

When we issue contracts, successful contractors will be asked to ensure that services provided through any agreement are compliant with this Welsh Language Plan.

Communicating:

When we communicate with services users - we will encourage all members of staff to answer the phone bilingually. We will introduce a standard bilingual greeting 'Bore da' ('good morning') or 'Prynhawn da' ('good afternoon')

We will monitor the number of telephone calls received in Welsh and utilise the data to update our policy and procedure

Any telephone answering service will include a Welsh language version of any message.

Our board currently includes no Welsh Speakers, but the Welsh Language will be included in all board recruitment considerations.

We welcome correspondence and emails in English and Welsh and the response will be answered in the language of the original correspondence as far as finances allow. Where a member of the bank of volunteers/staff is unable to understand Welsh correspondence a professional translator service will be used if the correspondence relates to a funded project where funding for translation is available.

Email signatures - All our staff/volunteers have bilingual email accounts which include bilingual email signatures

A customer or service user is able to receive a Welsh language service if requested. Please see caveat in Written Correspondence above.

All staff/volunteers will be made aware of the requirements of this Welsh Language Plan.

Translation Arrangements – where Welsh-English or English-Welsh translations services are required, we will use the Welsh Language Commissioner's approved translators.

Corporate Image and Marketing materials – we adopt a bilingual corporate image. Current provision includes bilingual format - logos, email signatures, and other corporate material including NEW publicity banners/pop ups.

Publications - we produce publications on a planned and an ad hoc basis depending on the project or its funding or sponsorship. This can include leaflets, posters, guides.

Publications for use by members of the public are produced bilingually where possible or necessary and funding for translation and printing and design incorporated into funding bids.

We will always aim to produce bilingual publications on a tilt and turn basis where funding allows and when specifically requested.

Press Releases - we will issue bilingual press releases to the media in Wales where funding allows and where appropriate. Occasionally it may be necessary to issue press releases in English only, but in all other circumstances the translation process and timescales will be incorporated into the planning schedule to allow for a bilingual release at the same time.

Website and social media - our pages are not currently bilingual.

Recruitment & Staffing:

We recognise that the Welsh language is a valuable skill when recruiting. Our board of Trustees will assess whether Welsh skills are designated as essential or desirable when any new position is advertised. In accordance with our funders' requirements, we will advertise any roles to be filled bilingually.

We currently have fewer than 5 Welsh speaking volunteers/members of staff. We will identify and review training needs for each member of staff/volunteers at individual performance and appraisal reviews.

Staff are able to submit training requests via our staff performance processes.

Procurement Policy (unapproved)

May 2016

Procurement means the way that we buy the goods, services and work needed to deliver our project. The intention is that at all stages of the project's development, the Charity has followed procedures that are **fair, competitive and auditable** and that meet the relevant legislation.

This policy covers:

- appointment of consultants, such as architects, contractors, artists etc
- production work
- any equipment needed for the project.

Our policy is based on the fundamental principles of non-discrimination, fairness and transparency. They are designed to be open and fair and to promote efficiency and effectiveness and to minimise risk in the implementation of the Charity's operations.

Contracts with firms / practices estimated to cost £10,000.00 or more will normally follow a **competitive procedure** based on invited proposals from a short list of qualified firms. The selection process for consultants / suppliers normally involves the following steps:

- g. defining the scope, objectives and estimated budget, timescales, including any anticipated follow-on services and determining the selection procedure to be followed (the brief)
- h. identifying consultants / suppliers that are qualified to perform the required services and preparing a short list of qualified firms / people
- i. inviting proposals from the short-list
- j. evaluating and comparing capabilities and proposals and selecting the preferred consultant / supplier
- k. negotiating a contract with the selected consultant / supplier
- l. managing the process properly

Some of these steps may be simplified, depending on the value of the contract or services to be performed, for example

a) For contracts estimated to cost less than £3k with individuals or firms, a qualified consultant may be selected directly, without the requirement to prepare a shortlist, and a contract negotiated with the selected consultant.

b) For contracts estimated to cost £3-10k with individuals, selection may be made on the basis of an evaluation of short-listed, qualified candidates and the rationale for the choice must be recorded.

Short lists of consultants shall normally include no less than three and no more than six qualified and experienced consultants (individuals or firms, as the case may be). Ideally the list shall normally comprise at least one qualified consultant from the local area.

Evaluation and Selection

When formal proposals are requested from a short list of firms, the invitation for proposals must clearly state the criteria for evaluating them. The evaluation of consultants should normally be based only on technical considerations including, but not limited to,

experience in similar assignments, local experience and presence, qualifications of key personnel proposed for the assignment, and suitability and quality of the work plan.

For some assignments of a straightforward technical nature, the price of the services can be a secondary consideration but **quality** should remain the principal factor in selection. When formal proposals have been requested, the consultant that submits the highest rated proposal should be invited to negotiate a contract with the client.

In some circumstances it may be necessary or advantageous to engage or continue with a specific consultant where:

- a) the consultant has unique expertise or experience; or
- b) the consultant has been or is involved in the early phases of the project such as feasibility or design and it has been determined that continuity is necessary and no advantage would be gained from following competitive procedures; or
- c) additional services not included in the original contract have, through unforeseen circumstances, become necessary for the performance of the contracted services, on condition that those additional services cannot be technically or economically separated from the original contract without major inconvenience to the contracting authorities or when such services, although separable from the performance of the original contract, are strictly necessary for its completion.

Governance and organizational capability

In the planning and development of major (capital) projects, it may be necessary to review the organisation's capacity skills and experience. The Charity should assess the strengths and weaknesses of the Board or Management Committee, as well as of staff and volunteers

It may be necessary to set up a **dedicated management group** that has collective responsibility for overseeing your project and monitoring its progress and to take into consideration the following:

- being clear about the roles and skills required to oversee a complicated project
- being confident you have these skills on the management group
- establishing a process for ensures this

Monitoring

- Regular monitoring meetings initially
- Regular site meetings with appropriate representation.

M&E plan

Appendix 5 – Survey and Consultation Results

5.1 Outdoor Space - Market Day Trading Survey

To test the outdoor market concept, a one-off “tester event” was held on Saturday 19th March 2016 between 10am and 3pm on the outdoor site under a Street Trading Consent issued by Newport City Council. It was a dry but bitterly cold day. A planned Fruit and Veg stall did not show. The current poor layout and quality of the outdoor site (See 5.2 below) made it a challenging location. Twelve traders’ operated from 10am to 3pm and all completed the survey. An additional six shoppers were also surveyed. The event was promoted on Facebook and A3 posters and by word of mouth. The outcomes of the survey are summarised in the table below.

Survey Proposal	Summary of Responses	
	Stall holders (12)	Shoppers (6)
I am enjoying the market and would like to support it in the future	Yes (100%)	Yes (66%)
It would be better with extra stalls such as:	Food, local produce, honey, bread, <u>meat cheese</u> , Hot food (eg pasties), coffee, Pillow stall	Food, Veg, Cakes books
I think it should run a) monthly, b) bi-weekly c) weekly	Stall holders prefer regular monthly	At least monthly, possibly twice / month
I think it should be on d) Saturday e) Sunday f) week-day	Saturday x 11 Definitely a set day	Saturday eg 2nd sat of month (Weekday x 1)
I would come to g) Antique / vintage h) Craft i) Car boot / other?	Most would be willing to support specialist markets	
I would be prepared to pay for pitch rental no more than £20 £25 £30	Most prepared to pay £10-15 – depends on footfall At least two said they expected to pay £10 for small table £20 for big stall. 10% of profit is reasonable (£10 if make £100)	
As a stall holder we need the following resources on site:	Toilets, Parking, Unloading space	
Other Comments	People are freer with money after a lunch-time pint! Some stalls have own ‘followers’ eg wood-man, cheese man, Build Newport County home match days into programme.	

5.2 Outdoor space - local residents and shopkeepers survey

Survey method

A door-to-door survey of the 68 business and residential premises in closest proximity to the outdoor space was completed on 5th August 2015. We wanted to find out at an early stage what those people living or working nearest to the outdoor site, and therefore most affected by it, thought about its current use and future potential as a community asset.

Several shops in the survey area were empty (*See Appendix 18 for vacancy rates data*) and several households were in multiple occupancy. 24 people completed the survey. Each interviewee was asked six questions. The survey locations are marked in red on this map:



Discussion on results

The results data below indicate overwhelming support for environmental improvements, especially to address the general sense of neglect.

Anti-social use of the land (especially drug use and flytipping) and the sense that it is a rundown, neglected space were identified as major problems.

It is assumed that local residents have no need to use the public toilets so it was noteworthy that nobody said they should be removed.

Results data

1. Would you like to see improvements made in this area of land between Chepstow Rd and Livingstone Place?

22 people (91.7%) replied "yes". 1 person said "no". 1 person said "I like the flower beds".

2. What are the problems with the area as it is?

This was an open question. Interviewees could identify any number of perceived problems. Similar results have been grouped:

Drug use / Needles / Dealers	9	Alcohol use	1
Flytipping / Rubbish	7	Too many food outlets	1
Rundown / unkempt	5	No supermarket	1
Empty shops	4	Old fashioned	1
Toilets / smelly	4	Land not used	1
People congregating	3	Vagrants	1
Anti-social behaviour	2		
Not attractive / plain / dirty	2	No particular problems	2

3. Would you be happy to see community facilities on this spot?

22 people (91.7%) replied "yes". 2 people did not respond or were not sure.

Additional comments: "It needs something - a focal point"; "would be good to see the area planted up"; "yes - if managed"; "anything that's an addition is welcome"

4. Do you think creating a town square is a good idea?

20 people (83%) replied "yes". 2 people replied "not sure". 1 said "no"

Additional comments: "That would be good"; "More of a focal point"; "It's too late"; "Yes - if you could keep the drunks off it"; Yes - but it's a busy road so might be dangerous"

5. How would you feel if there were regular activities held here - like a weekly food market / bric a brac event etc?

23 people (95.8%) replied "yes". 1 person replied "no charity shops".

Additional comments: "It would help local business"; "good - but it's too late"; "brilliant"; "I love boot sales, even food markets"; "food market would be good"; "live music - jazz band would be good"; "would use it and have a browse"

6: Do you have any other thoughts and ideas?

"Small library for pensioners"; "Library as community centre"; "Too many outsiders bringing problems"; "Shop fronts done like in Pill"; "Need shops to create business"; "Local meat van - like in Pill"; "Communal garden"; "Get rid of the telephone box"; "Police Station open longer"; "Parking already a big problem"; "We feel unsafe"; "Drop a bomb"

5.3 Community Wide Market Research Survey



5.3.1 Survey Method

We commissioned [Sue Barlow Associates](#) to manage a widespread community market research survey in February 2016. It was available online, as a paper based questionnaire within the library and as part of a door-to-door survey of Livingstone Place residents on 13th February.

By the closing date of 29th February 158 responses were received – 97 through the weblink and the rest completed at the library and Livingstone Place.

The aim of the survey was to inform the business case by establishing current usage of the indoor and outdoor spaces and potential interest in a range of future activities that could be offered. A £50 prize incentive was offered to encourage participation. The survey was promoted widely on social media, via an advertisement in 5000 door to door leaflet drop, by word of mouth and on banners.

5.3.2 Results

Question 1: Do you or a family member use Maindee Library?

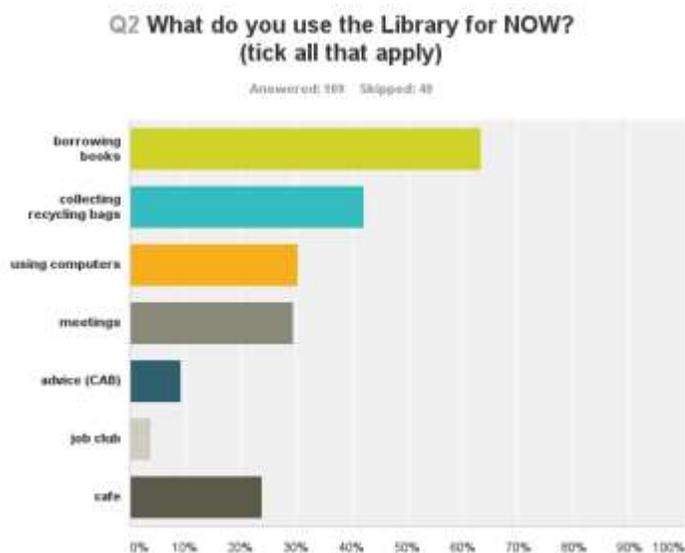
66% of people said that they did, and although the other 33% said they didn't use it, some completed the next question indicating that they came to the building for other reasons.

Question 2: What do you use the library for now?

At the moment, most people come into the library to borrow books (63%) and collect recycling bags (42%) – the things they have always traditionally come to the library to do.

About 30% also come in to use the computers or attend meetings with smaller numbers using CAB, Baby Club and the Job Club (all new activities).

Nobody who responded uses the 'café' as just a café – they just buy a coffee and biscuit while they are using the building for something else.



Question 3: If you don't use the library, why not?

50 people answered this even though many in fact use the library. 50% said that they are busy during opening times, while others said that there was nothing interesting on offer, or that they didn't know that the library had re-opened and was offering more. 26 people contributed explanations and comments indicating that they use other libraries, or find the access difficult,

Question 4: What other facilities in Maindee or nearby do you use regularly?

Most of our respondents use the shops (70%), particularly the banks and post office. 58% say they use local cafes and restaurants and about 25% use local community centres - 17% attend Community House Eton Road and 9% use Eveswell Community Centre – only 3 people use both.

Question 5: Do you think you or a family member would use any of the following if they were available at the library?

Most people said they would borrow a book (71%) with 18% saying they may possibly. 60% say they are interested in arts and crafts, with another 27% saying possibly. 58% said they would use a café, with 27% saying possibly. 46% would use the computers and printers etc. At present there suggests some interest in Homework Clubs, Parties, counseling services and support groups and language classes.

Question 6: When would you and your family use the centre?

89% of people indicated that they would use the centre at weekends, with 18% of these indicating that this is the only time that is convenient and another 6% saying they could only attend in the evening. Mornings are the least popular option – 38% with 7 people indicating that this is the only time they could use it.

Question 7: Use of Maindee Toilets and outdoor space.

Overwhelmingly (72%) people don't use this area at all, with 15% saying they use the WCs and 19% waiting for a bus. Only 4 people said they sit and pass the time of day there – and they are the

people most likely to use the WCs or catch a bus. 28 people left comments, generally focusing on the state of the space and state of the toilets.

Question 8: Do you think you or a family member would use the following if the site were revamped?

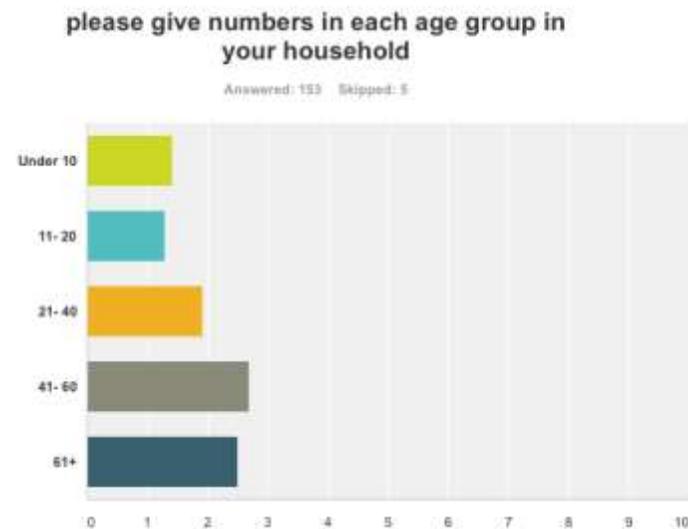
People said they would use a food market (77%) and a craft market (74%). There is also enthusiasm for performances & events (73%), street food (73%) and a coffee bar (67%), and even more people said they would use new toilets (57%).

Question 9: Gender mix

More women than men took part in the survey (68% v 32%)

Question 10: Household numbers.

153 people completed this section, representing 598 household members, or 6% of the total catchment population in our area of benefit. .



Question 11: Postcode analysis

85% of respondents were from the NP19 (Newport East) post code, and 9% from NP20 (Newport West). Other responses were from random individuals who happened to be visiting the library.

Question 12: Do you know of clubs or groups looking for a venue?

18 people responded to this, suggesting groups and activities such as:

- Dads Can Dad group
- C1st interested in running IT classes
- Stay & Play activities for Parents & toddlers
- Local history groups
- NCC carers group
- South Wales hispano latino community – HISLA
- Fundraising venue for air ambulance
- Coleg Gwent welsh classes
- GAVO meeting place
- Newport International Airspace (local performance arts group)
- WOW cinema
- Access group

5.3.3 Analysis and Recommendations

Inside Space

85% of respondents were local, i.e. lived in the Maindee post code area and so we are confident that although this is a relatively small self-selecting sample, it does reflect the views of local people.

At the moment, most people come to the inside space to borrow books and collect recycling bags – the things they have always traditionally come to the library to do. Many say they're not aware of what else is on offer.

Usage and perceptions of the inside space need to change if people are going to come here. Holding the Market there helped to begin this process, as are the classes and new activities being run there. Renovations will ensure that access and facilities are improved, and the café will ensure that the building is always open.

Most people go to Maindee high street to use the shops and it's important to find a way of bringing them into the space. It's also important to offer a range different activities as there doesn't seem to be a culture of using local community centres.

It's also important to raise the profile of the library's opening on Saturdays as this is the day most people want to use it, whereas mornings are least popular.

Inside Space Recommendations:

Continue to use this time, before major capital works, to acquaint people with the Library's new role and to test out different activities, but in a more focused manner. For example,

- *Set up the Kitchen Team now. Investigate fully the implications of expanding the café offer now to test local tastes – get people used to the idea that they can come here to get a coffee and read the papers, as well as search for a job online.*
- *Promote other activities more obviously through black boards and notice boards outside the library. Aim for 1000 likes on facebook.*

Llyfrgell Maindee Library already has a different and unique 'offer' that other community facilities don't have. Build on this difference and use it to draw in traditional non-users.

- *Trial more activities, including those that could be income generators, such as children's parties and bingo.*
- *Direct people from Maindee High street into the library especially on Saturday mornings – BOGOF coffee?*
- *Develop some morning activities as this time seems less popular for library visitors.*

- *Build on contacts provided through this survey for additional groups and activities including Dads Can Dad group*
 - *C1st IT classes*
 - *Stay & Play activities for Parents & toddlers*
 - *Local history groups*
 - *NCC carers group*
 - *HISLA*
 - *Fundraising venue for air ambulance*
 - *Coleg Gwent welsh classes*
 - *GAVO meeting place*
 - *NIA*
 - *WOW cinema*
 - *Access group*

Outside Space

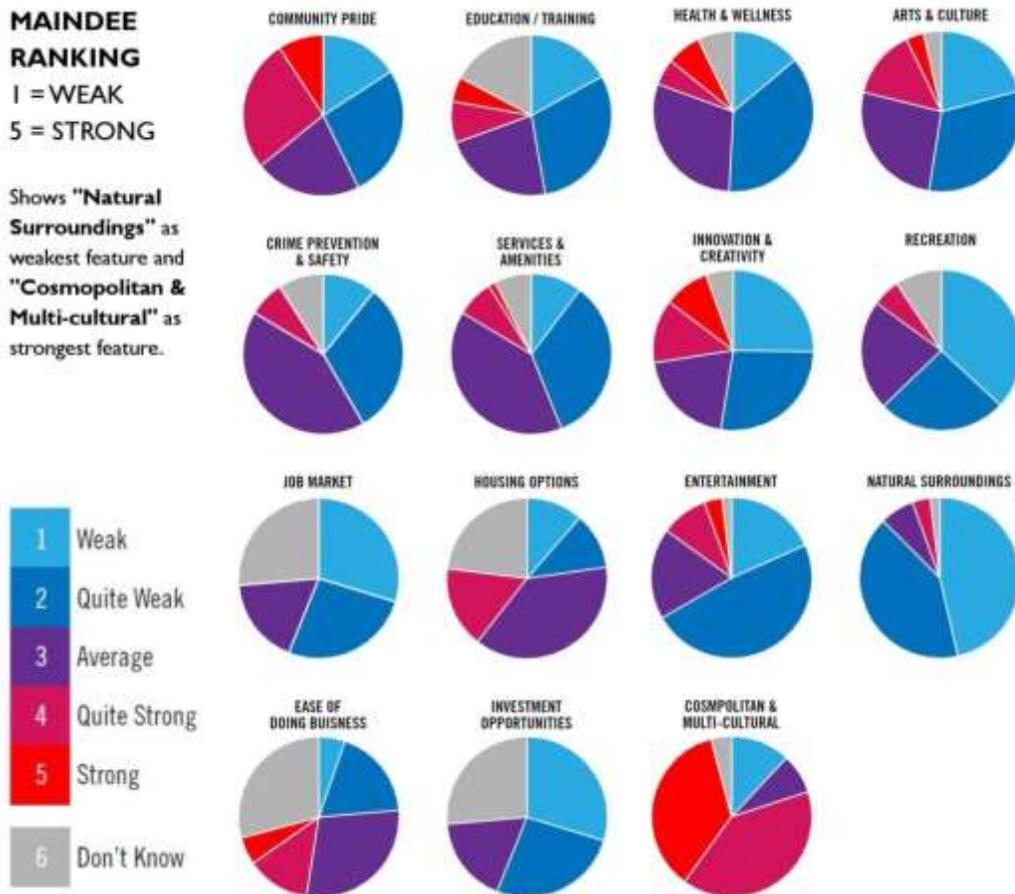
The Triangle amenity site is generally regarded as an eyesore and embarrassment that will definitely benefit from a revamp and clear purpose. The tester market showed an appetite for this type of activity and there is interest in other outside activities. The layout and condition of the site precludes very much pre-renovation activity though.

Outside Space Recommendations:

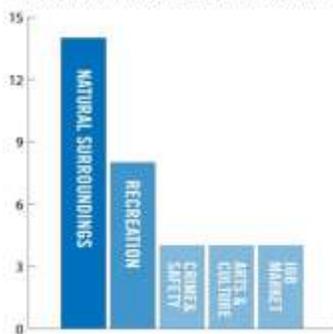
Run one or two more before renovation to test the provision of food stalls and traditional market stalls. Several people indicated they would be interested in renting a stall.

5.4 Maindee area identity survey

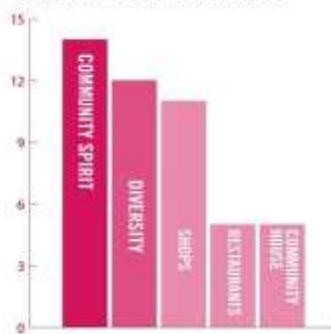
We commissioned Webber Design to run an online and paper-based survey to explore public perceptions of the Maindee area. The survey was completed by 75 people between the 16th and 26th February 2016. The pie charts show how respondents saw the relative strengths and weaknesses of Maindee against fifteen broad criteria. The bar chart below show Maindee's **main** weaknesses, strengths and differences.:



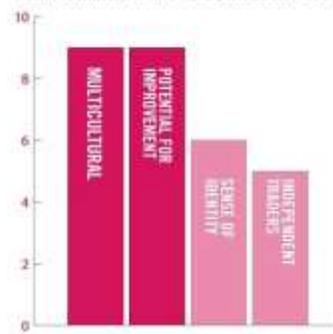
Where is Maindee **WEAKEST** overall?



What I like **BEST** about Maindee



What makes Maindee **BETTER** or **DIFFERENT**?



Appendix 6 – Partners’ Memorandum of Understanding

1. What is this about?

Maindee Unlimited (“The Charity”) is Charitable Incorporated Organisation run by its Trustees on behalf of its members and for the benefit of the general public. These members include a consortium of supporting partner organisations and individual community members.

To provide all partners with a clear understanding of their roles and responsibilities within MU, and to ensure good governance, we have agreed this Memorandum of Understanding (MoU) .

2. Purpose and Scope

This Memorandum of Understanding (“the MoU”) forms the basis of an agreement between a number of parties’ to commit to collaboration in the planning and governance of Maindee Unlimited’s regeneration programme in the Maindee area of East Newport.

The MoU defines the relationship between the parties and sets out their roles and responsibilities within the consortium.

This MoU is not a contractual document and does not impose any legal obligation on any of the parties. The overall relationship described by the MoU is a voluntary arrangement. The MoU is independent of any other agreements signed by or between the organisations concerned.

3. Governance Group

The Charity is governed by its Trustees and advised by a broader consortium made up Trustees (marked “T” on the table below) other organisations and individuals. The aim of the consortium is, by working cooperatively together in good faith, to maximise the following benefits to the community of Maindee and its environment within available resources:

- Support for micro retail business increased
- Increased support for cultural industries and creativity
- More jobs and skills
- Increased community spirit
- Better identity and sense of place
- More attractive streets and public space

4. Membership

Organisations	Lead contact & organisational role
Maindee Festival Association	Alison Starling, Secretary (Resident) T
Maindee Action Group	Angela Lloyd, MAG Chairperson (Resident) T
Charter Housing	Bron Lloyd, Director of Community Regeneration
Maindee Parish Council (CIW)	David Moses, Maindee Parish (CIW) T
South East Wales Regional Equality Council	David Phillips, Chief Executive Officer
Cynefin (until project end in April 2016)	Peter Willis, Cynefin Place Coordinator
Newport Communities First Central Cluster	Nathan Davies, Cluster Manager
Gwent Association of Voluntary Organisations	Jane Shatford, Senior Development Worker
CHER (Community House Eton Road)	David Phillips, CHER representative
Individuals	
Cllr Deb Davies	(Resident) T

Cllr Majid Rhaman	(Resident) T
Jhons Ramirez	(Resident) T
Alex Coopey	(Resident) MU Volunteers Group, Chair
Amanda Wicks	(Resident) MU Volunteers Group Librarian
Kim Lambert	(Resident), MU Volunteers Group, Secretary
Aled Singleton	Regeneration Advisor, ACW Fund manager
John Hallam	Funding and Programme Advisor
Mohamed Miah	(Resident), ACW Fund Media/Comms lead
Julie Price	(Resident) Maindee Village Partnership lead
Alesya Duque	Financial Procedures / Book keeper

5. Specific Roles and Responsibilities

All consortium members will be responsible for:

- Appointing a representative to sit on the Governance Group (organisations only).
- Working in good faith with partner organisations to support the realisation of planned benefits and projects.
- Communicating any requirements clearly and in a timely manner to other organisations;
- Providing constructive feedback on the overall partnership experience.

MU Trustees (David Moses, Chair; Angela Lloyd, Treasurer; Alison Starling, Secretary; Jhons Ramirez, Deborah Davies, and Majid Rhaman) will be responsible for :

- Approving major changes to programme and project plan.
- Receiving monthly financial reports and quarterly highlight reports.
- Providing community assurance and overall governance for the programme and projects.

6. Accountability

It is the responsibility for all partners involved within the consortium to share, inform and secure agreement within their own organisational governance arrangements for the consortium and any obligations this may impose on any partner. It will be each partner's obligation to highlight any discrepancy between their own governance arrangements and the model as set out in this MoU, as and when any discrepancy arises, so that any issues can be assessed and acted upon in a timely manner.

7. Consortium Values

The consortium relationship will be based on equality; mutual respect and trust; open and transparent communications; co-operation and consultation; a commitment to being positive and constructive; willingness to work with and learn from others; shared commitment to providing excellent outcomes to the community and a desire to make the best use of resources.

8. Communications

The Parties to the consortium commit to communicating openly and constructively and to sharing good practice. The sharing of good practice can extend beyond the partnership, but where specific information is shared, this should be communicated through the Governance Group.

The Parties agree that they will consult and co-operate together in order to achieve the maximum benefits for the community. This co-operation will include the sharing of appropriate information and maintaining effective communication, where this will inform and improve the delivery of services and

enhance the learning. The parties also commit, so far as is reasonably possible, to communicating relevant information regarding progress to the wider set of stakeholders and interested parties.

9. Confidentiality and Data Protection

The Parties to the consortium agree to share information with each other. The Parties to the consortium may at times acquire information that has not yet been made public and/or is confidential. The Parties must not disclose confidential information for commercial advantage or to disadvantage or discredit other parties to the consortium or anyone else.

- Any personal data obtained or used by any of the Parties in the course of the project shall be processed in accordance with the Data Protection Act 1998.
- The only personal data held by any party will be data which is relevant to the care needs of the individual.
- There is an expectation that personalised data, reflecting individuals' need, will be collected with **informed consent** from the outset. Informed consent will normally include a signed consent form.

10. Amendments and Dispute Resolution

- Once agreed, the MoU may only be amended by mutual agreement, signed by the authorised signatories of all parties. Once approved, amendments should be attached as annexes to the original MoU.
- The MoU will be reviewed annually or earlier if required. Any changes will be mutually agreed and signed by the Parties.
- Any issues or disputes which cannot be immediately resolved to all parties' satisfaction should be escalated to the Governance Group.
- The MoU is not intended to be legally binding, nor to give rise to any liability of any kind whatsoever. The Parties will therefore be individually liable for any costs arising from amendments to the MoU.

11. Termination

If any of the Parties wishes to dissolve the consortium, or withdraw from membership of the consortium, a minimum of two months' notice must be given in writing to the other parties in the consortium, with reasons for the termination. This clause applies only to the partnership arrangement covered by the MoU and does not affect any commercial contracts for the supply of goods and services which may exist between the Parties.

Appendix 7 – Letters of support from stakeholders



JESSICA MORDEN MP

Labour Member of Parliament for Newport East
Room 2, 7th Floor, Clarence House, Clarence Place, Newport NP19 7AA
T 01633 841 725 F 01633 841 727
mordenj@parliament.uk

To whom it may concern

Our Ref: LG/MAIN01012/01160670

22 April 2016

Dear Sir or Madam,

I am writing to support the application of Maindee Unlimited in relation to the 'Maindee Triangle' project.

Maindee unlimited is a extremely hardworking community-led regeneration charity in my constituency. All the trustees live in the constituency and care about the area. I have known the programme manager, John Hallam, for many years. The work they are involved in is leading to real benefits for the Maindee area.

They have already saved the local library by recruiting a team of local volunteers that led to the re-opening of the library in October 2015. They are now planning the redevelopment of the Library, the adjacent Chepstow Road public toilets and surrounding land as "Maindee Triangle".

I am delighted to support this innovative, well managed and resident led project and I urge you to give your financial support. If I can provide you with any more information about the project and the reasons for my support I would happily meet with you.

Yours sincerely

Jessica Morden MP
Newport East

PS - I believe it is important to provide you with relevant information about my work as an MP therefore I will keep your details on file and may contact you from time to time. If you do not wish to receive further correspondence from me please write to me at the following address Jessica Morden MP, 1st Floor Clarence House, Clarence Place, Newport, NP19 7AA.

From: Jane Shatford [mailto:Jane.Shatford@gavowales.org.uk]
Sent: 03 May 2016 16:33
To: Maindee Unlimited (info@maindee.org)
Subject: FAO - David Moses, Chairman, Maindee Unlimited

Dear David,

Proposed Refurbish Llyfgrell Maindee Library, replacement of Chepstow Road public toilets and landscape the surrounding “Maindee Triangle” land.

I am writing in support of Maindee Unlimited’s application for funding for the above programme of work.

As Third Sector Development Manager for Gwent Association of Voluntary Organisations I have worked in Newport area for over nine years. During this time I have worked with several groups in the Maindee area. The emergence of Maindee Unlimited as a registered charity focusing on the regeneration of the area is extremely timely and has brought together many groups and individuals who feel passionately about Maindee and what it has to offer.

Numerous consultations with residents, groups and businesses over the years have identified the need for better community facilities. In an area where the population is culturally and ethnically diverse there is little to bring the community together. So when the opportunity to acquire the library building arose in 2015 it provided a catalyst for re-establishing the lost identity of Maindee, which decades ago was made up of a cluster of schools, shops, banks, pubs, police station, library, swimming baths and residences.

‘Maindee Triangle’ will now provide a focal point for the re-branding of Maindee into a more vibrant centre and help link other parts of the community together. The charity itself is made up of diverse and talented group of trustees bringing with them much needed skills and enthusiasm from project management, arts, business and community. It also has support from other groups and organisations that have a role to play in the regeneration of the area including the Council and Communities First.

In my role as development support officer I attend regular board meetings and provide assistance with policies, procedures and other advice as required. I am happy to support this application.

If you require any further information please do not hesitate to contact me.

Yours sincerely,

Jane Shatford
Third Sector Development Manager – Newport
Gwent Association of Voluntary Organisations (GAVO)
Ty Derwen, Church Road, Newport, NP19 7EJ



David Moses, Chairperson
Maindee Unlimited
Community House
Eton Road
Newport
NP19 8BY

5th May 2016

Dear David,

RE: MAINDEE UNLIMITED APPLICATION TO THE BIG LOTTERY FUND

This letter is written in support of the Maindee Unlimited grant application to The Big Lottery Fund.

Llyfrgell Maindee Library Plus is a volunteer run library, café and social enterprise centre in the Maindee area of Newport that has been open since October 2015. We are highly enthusiastic about the proposed improvements to Maindee Traingle and the existing Library, and are looking forward to supporting the delivery of creating a safer, more attractive and enjoyable environment where the local community can flourish. In establishing a new community space, this community led regeneration programme will also support local businesses in the Maindee District Centre, providing a boost to the local economy.

We are proud to support Maindee Unlimited in this project.

Yours sincerely,

Alexandra Coopey
Chairperson, Library Volunteers Group
alexandra@coopey.me

Cynefin Programme
Severn Wye Energy Agency
C/O Newport City council
Regeneration and Regulatory Services
Civic Centre
Newport
31 March 2016

David Moses
Maindee Unlimited
Community House Eton Road
Newport NP19 0BL

Dear Mr Moses

This letter is in support of Maindee Unlimited's Maindee Triangle proposal.

Cynefin is a Welsh Government place making programme interested in positive changes that can be made around place. The Maindee Triangle scheme presents an opportunity for a flag ship project for the Maindee area and a very visible statement of intent of the power of community led regeneration.

Maindee Unlimited is at the vanguard of creating a new way of working in Newport and there has already been a palpable culture shift in the local authority through this work. The negotiations that have taken place as part of the Community Asset Transfer application have led to a maturing of the relationship between the local authority and Maindee Unlimited. There appears to be a growing appreciation for the significant role dynamic community based organisations such as Maindee Unlimited can play in an era of ever shrinking budgets. Newport City Council have acknowledged that Maindee Unlimited are currently the most successful community based organisation in Newport and this has given them the confidence to test the community asset transfer model for the first time. The Maindee Triangle scheme will provide a step change for the community led work that is progressing in Maindee. Not only will it galvanise this partnership working and transference of power, it will provide the facilities to allow the community to self determine the services it wants and needs.

The foundations of the Triangle scheme lie in the well documented need for improved amenity space in the Maindee area. Bringing together complementary indoor and outdoor amenity space will provide a new heart for the area and the space for the community to be enriched culturally, socially and economically through the formal and informal activities the spaces will enable.

The potential for this has already begun being demonstrated in the diversification of the activities organised, and services provided, in the library since it was taken over by the community on licence in late 2015. This building has started to become the community hub the area was lacking and usage has increased markedly as a result. Crucially it has been volunteers in the community who are seizing the opportunity to deliver these activities for the benefit of the wider community.

Renovations to the library building will allow its usable space to be maximised and so too the activities that can be delivered. Coupled with the transformation of the neglected public realm, this scheme will significantly transform the Maindee offer for its residents and businesses. It will instil belief that change is possible and empower the community to believe they can part of the process that brings about that change.

I am convinced both by the benefits the Maindee Triangle scheme will bring to the area and by Maindee Unlimited capacity to successfully deliver the scheme.

I look forward to hearing a positive outcome with the application.

Yours sincerely

Peter Willis

Cynefin Place Coordinator- Newport

From: Julie Price [mailto:julie.sparkles@icloud.com]
Sent: 04 May 2016 17:25
To: John Hallam; Aled Singleton
Subject: Maindee Village Partnership - Maindee Triangle

Dear Sir

I am writing on behalf of Maindee Village Partnership - a group of residents, businesses and volunteers who are seeking to breathe new life into this currently run down district centre. It has suffered perhaps more than most with some closures of significant businesses over the years like Peacocks, the Cooperative and more recently, one of the high street banks.

In order to halt the decline, the Village Partnership has been set up as a loosely incorporated collaboration between those with an interest in Maindee.

We are more than pleased to see a programme of work being thought through and worked up from small arts based projects to the larger capital and infrastructure projects and welcome the success of the bids for funding which will make a huge difference to this area.

We know that the retail offer can never be as it was and so it is great to see that Maindee Unlimited is seeking alternative ways to increase the footfall in Maindee with events, markets, art based projects. The Maindee Triangle proposal will transform an unattractive and under utilised area into a gateway to the district centre that will be multi purpose and bring back the community space that we can all enjoy.

Best regards

Julie Price for Maindee Village Partnership
Tel: 07801 968445

Dear Big Lottery Team

Re: Maindee Unlimited, Community House, Eton Road, Newport, NP19 0BL

My name is Francy Ramirez Chairperson of the South Wales Hispano-Latina Community "HISLA" a group originated here in the Maindee area of Newport. I'm writing in support of the grant application to the Big Lottery made by Maindee Unlimited to further develop our local library and the Maindee triangle, two vital assets to our local communities and Newport.

Maindee Unlimited is just such a fabulous and vital local organization which carries out a great deal of amazing work here in Maindee, we "HISLA" are very fortunate to work together and have had their unconditional and valuable support in a number of different times.

Maindee Unlimited have helped us to make our local library the centre and beating heart of the local area and for our "HISLA" organization the library is a beacon of hope shining a very welcoming light to everyone locally and specially to our community; with their support we have had the chance to do local events promoting our culture, we have had the chance to integrate, collaborate and take a more active role in the community aiming to make Maindee a better place to live.

The library have already enable us to promote a harmonious integration between Hispano-Latinos and the local community by raising awareness of each other's history, customs and culture

For 2016 we have plans to provide Spanish classes and we are currently preparing a number of costume making workshops in the library and we are certain that we could do much more with their support.

Maindee Unlimited exiting plans to further develop the library and Maindee triangle is just what our marginalised and disadvantage area currently needs.

We hope Maindee Unlimited Big Lottery bid is successful and as a result we look forward to see the positive transformation to our area and local community.

Yours sincerely,

Francy Ramirez

South Wales Hispano-Latina Community "HISLA"

Community House, Eton Road, Newport, NP19 0BL



To whom it may concern

I am writing on behalf of Maindee Library volunteers in support of Maindee Unlimited's funding bid to Big Lottery.

As local residents, we were concerned that Maindee, a deprived but lively suburb of Newport, had lost yet another community resource when the council closed the library. Over the last number of years we have seen commercial and leisure premises close, and this seemed to be a symbol of the neglect which has come to dominate the area recently.

We have worked hard to build a thriving hub for local residents. Our intention has been to use the contents of the library, its space and surroundings, to enable them on a practical level, and to enrich their lives.

In the last six months alone, we have not only continued to lend books to individual customers, local schools and nurseries, but we now provide free wifi and internet access, space for meetings and workshops, a small café, children's art and craft sessions during the school holidays, and work experience both for young jobseekers and for Welsh Baccalaureate students.

There is real local interest in this redevelopment plan. This bid will help to combat poverty and disadvantage, and improve the quality of life for communities, groups and individuals in Maindee.

Amanda Wicks
Lead Volunteer Librarian

John Hallam
Maindee Unlimited
The Library
Chepstow Road
Newport
9/5/16

Re: Letter of support for Maindee Unlimited CAT2

Dear John,

I am just writing to confirm support for the Maindee project from the Pobl (formerly Seren) Group.

The project is an example of local people coming together to drive significant change to their neighbourhood which had suffered considerable decline over many years.

The innovation and energy I have witnessed as a partner organisation is inspiring. The group is ambitious but realistic in what they want to achieve and have gathered round them an impressive list of professionals with the expertise to help them learn and achieve their ambitions.

If awarded, the CAT 2 funding and the support this brings will ensure a key element of the plans for the future of Maindee are realised.
Best Wishes

Bron Lloyd
Director of Community Regeneration
Charter Housing,
Exchange House,
The Old Post Office,
High Street,
Newport, NP20 1AA
bron.lloyd@charterhousing.co.uk
Tel: 01633 678546 | 07814 231909

Ask her/Coysuwrch ar
her tel/lla Cyf
Ynys De/llan Cyf
Tel/ffôn
Myned Bwl/llan De
M
E-bost/Post
Beverly Owen
01633 658656
01633
99463 Newport (Gwent) 3
beverly.owen@newport.gov.uk

Regeneration, Investment and Housing
Adfywio, Buddsoddi a Thai

Civic Centre/Canolfan Ddinesig
Newport/Casnewydd
South Wales/De Cymru
NP20 4UR



12 May 2016

Dear Mr Hallum

I confirm the support of Newport City Council in the development of your project for Maindee Library and Toilet Block.

Newport City Council view this as an exciting community led project, which could be used as an exemplar for other Community groups across Newport.

We hope that you receive a positive response from your Community Asset Transfer bid and look forward to working with you in the future.

If you require anything further, please do not hesitate to contact me.

Yours sincerely

Beverly Owen
Head of Regeneration, Investment and Housing / Pennaeth Adfywio, Buddsoddi a Thai
Newport City Council / Cyngor Dinas Casnewydd

Appendix 8: Evidence of partnership funding

a) ENTRUST Project Approval Letter:

Mr John Hallam
Maindee Festival Association - 456311
Community House
Eton Road
Newport

Newport
NP19 0BL

25 February 2016

Dear Mr Hallam

Project approval

Thank you for your recent application for project approval. We have reviewed the information you provided and your project proposal conforms with the requirements of the Landfill Tax Regulations 1996 (Regulations), subject to any caveats that may be stated below. Your project has now been approved and has been entered on our database as follows:

Number:

The project approval number is **456311.3**. Please quote this number in all correspondence with us concerning the project.

Title:

LLyfrgell Maindee Library

Estimated Start Date: April 2016

Estimated End Date: March 2018

Object type:

D. Public Parks and Amenities

Description:

Refurbishment of a former council-run library as a community run library and arts centre in the Maindee area of Newport

Please note that you remain responsible for ensuring that delivery of the project is fully compliant with the Regulations. If Landfill Communities Fund (LCF) monies are used for the purchase of assets, your Environmental Body (EB) must ensure they comply with guidance as outlined in the [EB Guidance Manual](#). You should also obtain any planning approvals or similar consents necessary for the completion of your project.

All expenditure of LCF monies on this project must be between the estimated start and end dates.

You are required to inform us within seven days when any contributions from Landfill Operators (LOs) are received. If you receive funding for this project from another EB via a transfer of monies, the transferring body will notify us, but you should keep a record of the receipt of these funds.



THE REGULATOR OF
ENVIRONMENTAL BODIES
UNDER THE LANDFILL TAX
REGULATIONS 1996

Head Office
60 HOLLY WALK
ROYAL LEAMINGTON SPA
CV32 4JE

TEL: 01926 488 300
FAX: 01926 488 388

www.entrust.org.uk



INVESTOR IN PEOPLE
The Environmental Trust
Scheme Regulatory Body
Trading as ENTRUST

Registered Office:
60 Holly Walk,
Royal Leamington Spa,
CV32 4JE

Company Registration
Number 3221000

Our EB Guidance Manual provides additional advice and guidance to support your EB to comply with the Regulations and is available on our website (www.entrust.org.uk).

If you have any questions or would like any clarification regarding your obligations as an EB, please contact me on 01926 488 300.

Yours sincerely



Ann Davies
Registrar

anndavies@entrust.org.uk

UK Landfill tax in Scotland ended on 31 March 2015. This means that Scottish Landfill Operators will not make further contributions to the Landfill Communities Fund (LCF) once they have stopped paying UK Landfill tax.

The remaining LCF monies held in Scotland must be spent by 31 March 2017 and all LCF projects in Scotland must be completed by 31 March 2017. Environmental Bodies (EBs) can still register LCF projects based in Scotland with ENTRUST until March 2017, but the projects must have a completion date no later than 31 March 2017.

Spending LCF monies on projects in Scotland after 31 March 2017 will not be compliant. After this date EBs can only spend LCF monies on projects in the rest of the UK. Where an EB based in Scotland does not plan to fund projects in England, Wales or Northern Ireland after 31 March 2017, it will need to transfer any outstanding LCF monies to an EB which will fund projects in the rest of the UK or return those outstanding LCF monies to the contributing Landfill Operator.

Guidance Manual:
http://www.entrust.org.uk/assets/uploads/documents/Word_Version_Guidance_Manual_-_January_2014_v4.pdf

The Scotland Act: <http://www.legislation.gov.uk/ukpga/2012/11/contents/enacted>

Landfill Communities Fund, Scotland: <http://www.entrust.org.uk/landfill-community-fund/landfill-communities-fund-scotland/>

b) Copy of a MFA bank mini-statement showing £54,000 credit:

Mini Statement			
at 13-Apr-2016 11:49:29			
BUSINESS CURRENT			Newport South Wales 560059
Account No. 29441323			
Date	Description	Amount(+/-)	
15-Jan-2016	Cash & Deposit Machine	£2750.00+	
15-Jan-2016	Cash & Deposit Machine	£40.00+	
18-Jan-2016	Cheque Serial Number 001251	£2200.00-	
22-Mar-2016	Automated Pay In	£30.00+	
04-Apr-2016	Automated Pay In	£500.00+	
11-Apr-2016	Automated Pay In	£54000.00+	
BALANCE		£59243.91+	
Items with today's date have still to be confirmed and are included for information purposes only.			For Bank Use Only : Cash Number 71
National Westminster Bank Plc Registered in England No 929027 Registered Office: 135 Bishopsgate, London EC2M 3UR			NWB 1390 0/29830

c) Letter from MFA confirming the funding arrangements



Maindee Festival Association
c/o Community House
Eton Rd, Maindee
Newport NP19 0BL
www.maindee.org

April 29th 2016

David Moses
Chair, Maindee Unlimited
Llyfrgell Maindee Library
79 Chepstow Road
Newport NP19 8BY

Dear David,

Newport City Council Landfill Tax Fund Award for Llyfrgell Maindee Library

On behalf of Maindee Festival Association, I am pleased to confirm to Maindee Unlimited that:

- a) The Association received a sum of £54,000 in April towards the capital and associated costs of refurbishing the Library building from the Newport City Council Landfill Tax Fund.
- b) That the Association will, as advised by yourselves, directly provide goods and services towards your Library refurbishment works as set out in the table below and up to the value stated:

£2000	Professional Fees
£34000	Disabled toilets and fixtures and fittings
£13000	Catering kitchen

- c) That the residual sum of £5000 (10%) will be retained by ourselves for additional associated costs.
- d) All money from this fund must be spent by March 31st 2018.
- e) We will retain accountability to the funder and to ENTRUST.
- f) ENTRUST are aware of Maindee Unlimited's benefit in this respect.

Regards

A handwritten signature in black ink that reads 'Alison Starling'.

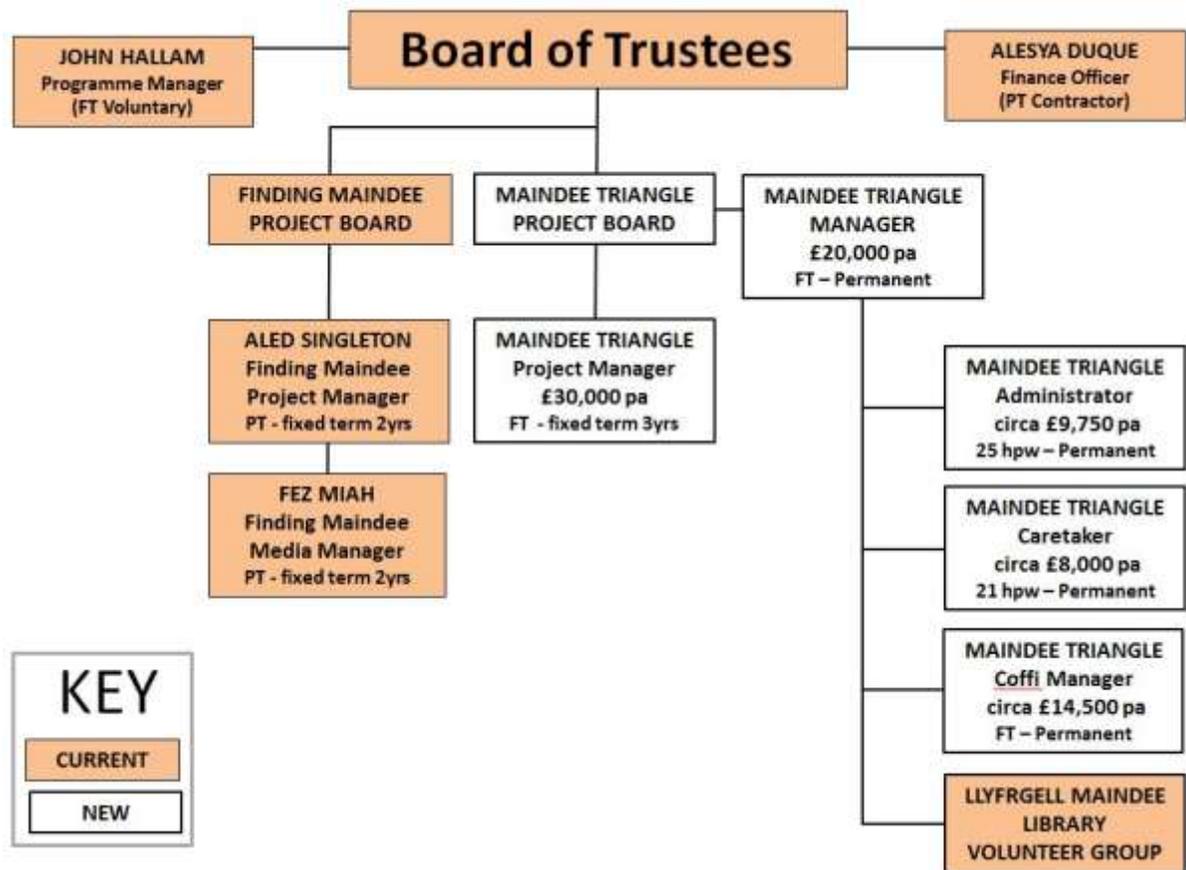
Trustee, Maindee Festival Association

Maindee Festival Association, c/o Community House, Eton Rd, Newport, South Wales NP19 0BL, UK
Tel: 01633 762155 email: info@maindee.org web: www.maindee.org charity No: 1137611

Appendix 9: Timeline of key milestones to date

Date	Milestone
Oct 2014	Maindee Unlimited formed at inaugural general meeting
Feb 2015	Maindee Unlimited registered with Charity Commission as a CIO
April 2015	Stage 1 CAT2 client team formed
May 2015	Outline CAT agreement with Newport City Council (NCC) (owner)
May 2015	Stage 1 CAT2 application submitted to Big Lottery (BL)
Aug 2015	Formal agreement to CAT (subject to funding) by NCC
Aug 2015	NCC closes Maindee Library
Oct 2015	Award of £50K development funding by BL and Stage 2 invitation
Nov 2015	Tendering and appointment of Lead Technical Team
Mar 2016	Community consultation stage ends
Mar 2016	Submission of planning application to NCC
Mar 2016	Highways consultancy appointed
April 2016	Final negotiations with NCC on highways, planning, lease
May 2015	Conditional planning permission granted by NCC
May 2015	Completion and submission of Stage 2 plans to BL

Appendix 11: Staffing structure of existing and new posts



NOTES

- The Project Manager will be appointed in November 2016 on a fixed term contract that will end at project closure.
- The Maindee Triangle Manager will be appointed 3 months before launch
- The Coffi Manager, Caretaker and Administrator will be appointed 2 months before launch.
- Following project closure, the Triangle Manager will report directly to the named Trustee with HR responsibility on the Board.

Appendix 12: New Trustee recruitment campaign flyer



Maindee Unlimited is looking for new Trustees

We are particularly interested in applicants who have interest and experience in any one or more of the following areas:

- **Live locally with strong local connections**
- **Qualified accountant, possibly with audit or charity experience**
- **Running a successful business / employing staff / personnel**
- **Facilities / energy / waste / recycling / estates management**
- **Arts / entertainment / library / venue management**
- **Equalities / minority communities**
- **Safeguarding and inclusion**

Trustees need to be able to offer between two and ten hours a month of their time and be committed to broadly promoting the welfare and best interests of everyone who lives or works in our diverse Maindee community.

As a Trustee you would become a member of our Board that has collective responsibility for setting strategy, providing good governance and directing and steering the organisation in line with our long term vision:

“to transform Maindee into a sustainable community with a strong local identity, strong local economy and a reputation as an attractive, safe, culturally vibrant and cohesive place to live, relax in and work.”

Our meetings are held in English. Documents are typically sent by e:mail.

To arrange an informal discussion on becoming a Trustee , send an email with your contact details to our Chairman, David Moses, at info@maindee.org or write to David at:

Llyfrgell Maindee Library, 79 Chepstow Road, Newport NP19 8BY

Maindee Unlimited is a Charitable Incorporated Organisation (Reg No: 1160272) www.maindee.org

Appendix 13: Project roles and responsibilities

Senior Responsible Owner (SRO) – David Moses

David Moses is the Chair of Maindee Unlimited. He is a retired senior Police Officer with significant executive experience, including in financial management and project management methodologies. His natural authority has provided clear leadership for the Charity to date. He has been very closely involved in the development of the Maindee Triangle project at all stages since its inception and has chaired the client-side team that has developed this project plan.

As SRO, David is ultimately accountable for the success or failure of the project and has to ensure that the project is focused on achieving its objectives and delivering the forecasted benefits. He has to ensure that the project gives value for money and adopts a cost effective approach which balances the demands of the business, funders, users and suppliers. Throughout the project David will be responsible for the business case and needs to be able to take a balanced view of the project on behalf of the wider Charity.

- *Securing budgets and ensuring appropriate financial controls are in place*
- *Appointing other members of the Project Board (who will include the Chairs of the Capital Team and the Enterprise Team)*
- *Advocating the project both internally and externally*
- *Supporting the project manager to successfully deliver the project*
- *Signing off project deliverables on behalf of the Project Board*

Project Manager – CAT2 funded post for 1.5 years (TBA)

The Project Manager will run the project from day to day on behalf of the SRO. The Project Manager ensures that the project deliverables are of the required quality, i.e. are capable of delivering the benefits defined in the business case, and produced within the agreed time and cost.

The responsibilities of the Project Manager include:

- *directing the Enterprise Team and the Lead Professional on the Capital Team*

- *managing the project plan*
- *maintaining the risk register, issue and change control logs*
- *reporting on progress to the SRO and stakeholders*
- *liaise with Evaluation Team at all stages*

Senior User – Trustee / Chair of Enterprise Team (to be nominated after our AGM in June)

The Senior User will represent the wide range of groups who will use or gain benefit from Maindee Triangle. She/he will be responsible, via the Enterprise Team, for realising the business benefits during the project lifecycle.

The responsibilities of the Senior User include:

- Ensuring user needs are understood and accurately specified
- Committing user resources
- Communicating between the user community and the project team
- Ensuring that the solution meets user expectations, satisfies user needs and contributes towards realising the business benefits

Programme Manager – John Hallam

John Hallam is the Programme Manager for Maindee Unlimited. He is a recently retired senior manager in NHS Wales. He has extensive programme management experience at all levels in major IT and information projects in NHS Wales, with a special interest in benefits-led approaches. He has been an active volunteer with Maindee Festival Association since 1999 and was a founder member of Maindee Unlimited.

The Programme Manager is responsible for the overall integrity and coherence of the programme, and develops and maintains the programme environment to support each individual project within it.

The Programme Manager is responsible for successful delivery of the programme of which the project is part. The role

requires effective coordination of the projects and their inter-dependencies, including resources, and any risks and other issues that may arise.

Project Board

The Project Board provides direction and management for the project. The Project Board is the overall authority for the project and is accountable for its success or failure. Membership will include David Moses (Chair), Alison Starling (Trustee / Chair of Capital Team) and the nominated Trustee who will Chair the Enterprise Team. The Board will be serviced by John Hallam, Programme Manager.

The collective responsibilities of the Project Board members include:

- Accepting and demonstrating ownership for the project
- Working as a team to provide collective and unified direction
- Effective delegation with appropriate project tolerances and exception management processes
- Facilitating cross functional working ensuring that the project structure is recognised and respected.
- Committing all of the resources required to successfully complete the project
- Effective decision making including risk, issue and change management
- Project assurance and quality control
- Ensuring timely and effective communication within the project and with external stakeholders
- Ensuring that the project deliverables are reliable, sustainable and can be maintained efficiently

Appendix 14: Food consultancy for Coffi

We have identified £4K in the budget for menu design and food prep training supported by this indicative quote from <http://www.grapefruitco.com/>:



May 1, 2016

Proposal: Grapefruit Co is pleased to provide this quote to Maindee Unlimited to design the menu, build the food and operations plan, and generally consult in the launch of "Coffi" in the refurbished Llyfrgell Maindee Library on Chepstow Road, Newport NP19 8BY

Goals:

Menu: Design a menu fit for the clientele visiting the library and the surrounding library.

Deliverables: Sandwich menu, light bites/snacks, takeaway and coffee & espresso options. To include physical menu mocks, digital assets, photography, and branding. **Budget: £750.00**

Menu Execution / Day to Day Operation Preparation: Once a menu is approved, Grapefruit Co. will build and design the execution of the menu and day to day operations for the catering facility. *Grapefruit Co. will be onsite for this part of the project* **Deliverables:** Staff training, payment processing, food production/ prep scheduling, management and storage, safe handling, and ensuring the cafe launches with success. **Budget: £2500.00**

Valued Partnership: After discussions with Maindee Unlimited, it is clear that our values align. Grapefruit Co. strives to build long lasting food businesses and drive positive impact in their communities. Helping in the development of "Coffi" will hopefully be the first of many projects in what we hope will become a great partnership.

Budget:

Menu Design:	£750.00
Menu Execution / Operations Support:	£2500.00
Total Fee:	£3,250.00

Nick Bash, Grapefruit Co

Appendix 15: Local Market Guide and Feasibility Study

Introduction

This appendix document is an edited version of a longer report produced for us by Jan Walsh of [Cotyledon](#). Jan is an expert on the development and management of local outdoor markets, She has provided us with a step by step guide and worked with us to present a “tester” market on the outdoor site to help assess the feasibility of organizing and running a regular local market on the outdoor site.

1.1 What makes local markets distinctive?

There has been a large number of rural and farmers markets set up in Wales during the past decade or so. They were originally supported or organised by local authorities, funded through regeneration or rural development funds because they meet tourism or sustainable development policies. Farmers markets typically consist of local producers, farmers and smallholders selling food and other produce directly to the public. [FARMA](#) supports trading at farmers markets through a certification process providing evidence can be provided that the producer grows it and sells it without wholesaler or reseller intervention.

The definition of rural or local markets adopted by [Cotyledon](#) is that it has a similar ethos to farmers market but includes a range of crafts, ethically sourced, high quality produce and fair trade. Moreover it includes local charitable and community activity wherever possible and at least 80% of the market consists of local producers from within a 20 mile radius of the market.

There is a growing interest among consumers to buy locally and have a different shopping experience. This has the benefits of:

- reduced food miles
- support for local crafters, hobbyists and those seeking to expand into self-employment
- improved pride in the local community
- increased local identity and tourism offer
- increased social and economic activity,
- a more pleasant and social shopping experience for customers
- bespoke and unique items
- promotion of fair trade and ethical shopping
- increased communication and interaction within locality
- attracting additional custom to other local businesses
- a stimulated local economy
- allows time for customers to enquire about their purchase and receive tips on usage, cooking etc.

1.2 The growth of interest in local markets

There has been a significant growth in interest and business opportunities for local food producers and crafters over the last ten years. Our market research in South East Wales

show that over 95%²⁰ of traders and producers attending the markets operate more than 2 markets in any one month with 60% seeking at least one per week. Consumer interest is also growing in obtaining fresh produce directly from farm or locally. Despite price wars within the top supermarkets, it has been shown that consumers are interested in supporting local markets for specialty products and, in the local south east Wales markets, organisers have insisted on making available smaller packages or taster items of the same high quality products to suit all budgets thereby reducing perceived cost barriers. Some of the markets are delivered in regeneration areas and therefore price as well as quality is of prime importance. In market research, 88% of consumers surveyed during local rural markets²¹ indicated satisfaction with prices and 93% had bought items during their visit.

1.3 Local Markets as an opportunity for social cohesion

Local, rural and craft markets offer more to a locality than the craft and produce on offer. They offer the chance for links to educational and recreational activity. In the Cotyledon Markets, links have been made with Communities First clusters. These are Welsh Government funded organisations designed to remove barriers to work and learning for some of the most disadvantaged groups. The opportunities offered through the markets have been practical selling, volunteering and information sharing alongside a healthy, affordable choice of fresh local produce.

1.4 Observations and local considerations to note

From the Maindee Triangle tester market, the following considerations have been noted:

- There appears to be a need to increase the identity and presence of Maindee as a location in its own right rather than an extension to Newport.
- Maindee was seen originally as a thriving and bustling area which is not quite the case in recent years.
- The difference to be made is to build cohesion within the area which has new settling communities within its traditional layout.
- A complementary offer to that which is already available to the locality is important and a market could make a positive difference. A number of families visited the market and ambled the stalls. Feedback – again was positive.
- The current arrangement is not best suited to more than 6 stalls unless part of the pavement area is used. However, the proposed designs from the architect demonstrate a much more open and viable multi-purpose space.
- Close liaison with the local businesses and responding to the requests of some concerns will support future markets because local businesses will not feel they are being displaced or challenged.
- The space would lend itself to more specialist markets than say boot sales. The stall that looked less specialist than the others did not make any sales and the lesson to be learned here is about raising the bar of a shopping experience in the area - eclectic, chic, individual items will sell – at affordable prices. Unattractive amateurish stalls will neither enhance the market nor be profitable.
- Rural and local markets need the impetus and drive of a core of volunteers and without additional funding are not stand alone viable options in the early years – particularly if there is not a network. Weather, events, unreliable traders are

²⁰ Machen Rural Market and Crumlin Navigation Market Surveys 2014

²¹ Machen Rural Market and Crumlin Navigation Market Surveys 2014.

some of the pitfalls. However it was shown in the market that the band of volunteers have sufficient drive to make the market a community activity worthy of note and over a year, the location – it being very prominent in the area for passing trade – and the infrastructure (ie parking) should facilitate a better outcome than in other places. With the new and exciting design, there is no doubt that the space will further lend itself to being more viable in the long term.

1.5 Market SWOT Analysis

Strengths	Weaknesses
A dedicated band of volunteers Connected and energetic leadership Adaptable and flexible space in the design Access to funding through variety of resources Opportunity for sponsorship and local business buy-in through activities already engaged in Skills and abilities across a broad range within MU	Part-time staff and other activities competing for attention and energy. No single coordinator pulling everyone together in terms of the market.
Opportunities	Threats
Connections and network to connect with local groups and further consolidate MU as a local driving force	New Friars Walk development could impact negatively on Maindee footfall even further, causing the market to be more prominent and under pressure to succeed sooner.

1.6 Finding Traders and Producers

Probably the most important element in determining the success of a local market is the availability of a sufficient quantity and quality of stallholders.

If the number and range of stalls does not hold customer interest, the producers will not earn enough to sustain their attendance and the market will wither. When asked for suggestions to improve rural markets, one of the most frequent responses from customers is for more stalls and more variety. However, getting the right balance between variety and competition is a key consideration for traders.

Cotyledon market surveys indicate that **key issues** for producers and stall holders are:

- Date clashes with other markets
- Saturday being the most popular day followed by Sunday and Friday, would be good to have markets during the week
- Frequency of markets – needs to be regular and consistent so they can build up a following
- Getting a good pitch
- Signage

Keeping a master database of potential producers is a good way to keep track of who you have on your list and how often they have attended.

1.7 Physical Location and condition of existing site

The area is bounded on two sides by one very busy main road and another, quiet cul-de-sac road used as access and for parking for residents. It is blocked at one end which means cars will be required to turn in a narrow space. However, this also offers an opportunity to engage with locals, provide dropping off space for traders and creates a sense of space. The new design will maximize the look and feel of this once further developed.

The plot is triangular in shape and has a number of structures in various stages of decay situated on it currently but again the area is set for redevelopment. There are trees of mature and semi-mature nature including shrubbery. There is a pathway of flagstones traversing the area and some of these are raised possibly owing to tree roots. In all the location is not ideal currently for a market but the tester market held in March 2016 proved an ability to accommodate around 8 stalls.

Situated close to the site are a number of commercial outlets and traditional residential homes. The commercial outlets offer food in the main and provided views on the type of stalls on offer. The butchers and the local café were two offering comments, the proprietor of the latter was fully supportive and was noted to be encouraging customers to attend the market. The former was listened to and no meat stall was offered on the day. Additionally, owing to the fact that a number of good quality food outlets, the tester market sought to ensure no competition was made available.

The availability of drop-off and local parking for traders and customers was very beneficial for the tester and will continue to be. Good accessibility for prams and wheelchairs was made possible and toilets were accessible in the Library.

1.8 Getting Started

It is important to allow sufficient time for the market. This will depend on whether you require licences or permissions. Some local authorities ask for up to 12 months of forward planning for major events whilst 2 months would be a normal amount of time for a regular market on a recognised and acceptable site. The [Health and Safety Executive](#) has a lot of guidance in terms of getting started, managing and closing an event. The following is meant

1.9 Risk Assessment

As an event organiser, you have a responsibility to ensure that your event is safe and you should undertake and document a risk assessment for all your proposed activities. This means you need to think about what you intend to do which might cause harm to people and decide whether you are taking reasonable steps and sensible measures to prevent that harm.

With fewer than 5 employees there is no legal requirement to write this down. However, it is good practice to conduct one and may be a requirement by your local authority prior to their agreement that a market is a safe and feasible activity to support.

There is not a prescribed way for presenting your Risk Assessments, but it is accepted practice to work to the principles contained within the Health and Safety Executive document '[5 steps to Risk Assessment](#)'.

1.10 Market Rules

- 1) Maindee Unlimited reserves the right to determine the eligibility of a trader to participate as a stall holder.
- 2) All traders must have appropriate insurances Public, Product and/or Employer's Liability insurances please provide a copy either electronically or at the first market of the year. If you are a hobbyist and the above does not apply, Machen Rural Market has the relevant insurances and you can, by agreement, market your products under the banner of MRM. However, this is subject to separate agreements and needs to be put into place prior to market day.
- 3) Maindee Unlimited reserves the right to locate traders in any configuration, indoor or outside, to improve the look and feel of the market. Traders can, however, make recommendations to us.
- 4) Stalls must be fully set up by 9:20am, and not removed prior to 2.05pm and vehicular access to stall will not be permitted between 10.00am and 2.00pm
- 5) We rely on you to contribute to the general impression with colourful cloths and displays. The content of the material you exhibit is your responsibility
- 6) You have the right to change your mind about attending. However, to receive a refund of fees you will need to let us know 7 clear days before the market. This will be so an attempt can be made to fill your vacated space.
- 7) Should Maindee Unlimited need to cancel a market, all fees paid for registration etc will be refunded.
- 8) All boxes and equipment not in use must be safely stored under tables to avoid any tripping hazards, and ideally for presentation purposes, hidden from view by a table covering.
- 9) Any display boards must be safely erected and not pose a risk to other traders or customers.
- 10) The area around your stall must be left in a clean and tidy manner. Traders are responsible for removing all rubbish from their own area at the end of the day.
- 11) Traders are expected to minimise the amount of waste they produce and to take away from site after the event. Traders selling food for consumption at the market must bring bins for use by the public.

1.11 Stallholder and Market Insurance

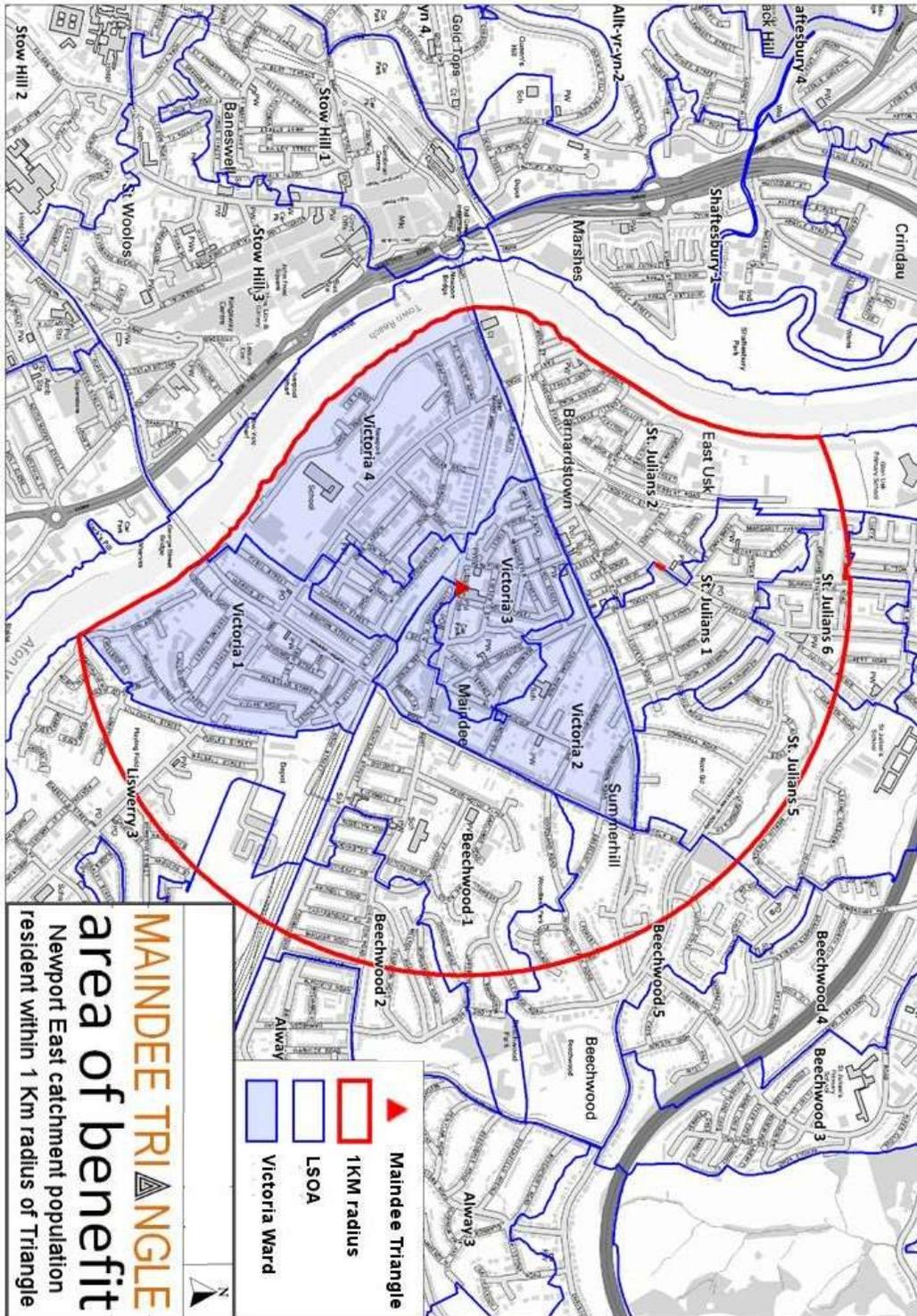
All stallholders must have sufficient Public and Product Liability Insurance, and this will need monitoring on a regular basis by the market co-ordinator.

It is also essential that your market is fully insured to protect you from potential accidents, and each market co-ordinator will need to satisfy themselves that this is in place. It needs to cover those running the market, the venue and any advertising elsewhere, such as roadside banners, which in particular may not be covered by the venue's existing insurance policy.

Appendix 16 Geographic area of benefit

This area represents a 10,000 catchment population

See [Appendix 19](#) for demographic breakdown by household .



Appendix 17: Conditional CAT agreement from Local Authority

Cabinet Member for People & Business Change

TO ALL MEMBERS OF NEWPORT CITY COUNCIL

Decision Schedule published on 28 August 2015

The Cabinet Member took the following decision on 26 August 2015. It will become effective at Noon on 7 September with the exception of any particular decision(s), which is (are) the subject of a valid "call-in".

P&BC 10/15

Maindee Library

Options Considered/Reasons for Decision

Within the current Library review Maindee Library was due to be surplus to requirements. The Community of Maindee, through their Councillors, have developed an approach based around taking over Maindee Library as a Community Asset on licence for the next 18 months, with a view of a longer term arrangement if the community asset transfer bid is successful (99 year lease), which would allow for a £800k capital investment and £500k revenue investment into the building.

Maindee Unlimited, a registered charity whose aim is to regenerate Maindee, have approached the Council to ask for a licence for 18 months in order to run a number of pilot community programmes and to develop a full bid to Community Asset Transfer application (Big Lottery). This would mean the Council providing Zero rent and maintaining internal and external maintenance for a further 18 months at a maximum of £2500 per annum (£3750 total).

It was important to state at the outset that the building remaining open for an extended period was only predicated on the basis of the bid. The potential opening date for the Maindee Community Facility was 1 October 2015.

The interim business case set out a number of key objectives for the use of the building including:

- Establishing a new community space – Within Maindee Library
- Supporting local businesses in Maindee District centre – providing support through the facility
- Improving the street environment – working on the perception of Maindee Library
- Increasing and improving green space provision – offering projects
- Reducing fuel poverty and energy use – offering support and projects

These were currently the core principles of the Interim Business case and provided a strong picture of the steps Maindee Unlimited are taking during the 18 month period.

Decision

To offer an 18 month licence to Maindee Unlimited and continue the maintenance budget with a payment of up to £3750, with an in principle agreement to pass the building to Maindee Unlimited on a longer term lease basis if the Community Asset transfer bid was successful.

Consultation

Monitoring Officer, Head of Finance, Head of People & Transformation and Ward Members

All Members were consulted and provided with an opportunity to comment. Any comments received and responses thereafter are set out in the report.

Implemented By: Head of Regeneration, Investment & Housing
Implementation Timetable: Immediate

COUNCILLOR GILES, CABINET MEMBER FOR PEOPLE AND BUSINESS CHANGE

Appendix 18: Maindee District Centre Annual Survey

In December 2014 Maindee Unlimited completed a baseline survey of district centre activity along Chepstow Road. This included resident and trader surveys, footfall counting, car park usage monitoring and an audit of businesses. The full 2014 survey and report can be downloaded here:

<http://festival.maindee.org/uploads/unlimited/Maindee%20District%20Centre%20Appraisal%20-%20Dec%202014%20.pdf>

In January 2016 a follow up survey was conducted using the same measures. This resampling will be repeated annually for a further three years to identify longer term trends .

The table below summarises results from the two annual surveys to date. Positive changes are marked in green and negative changes in red .

Indicator	Dec 2014	Jan 2016	Var.
Vacancy Rate	25%	22%	-3%
Footfall (1 hr sample period x 2 locations)	387	407	+5%
Number of vehicles entering Chepstow Rd car park (1 hour sample period)	94	49	-48%
Percentage of traders and residents who think the street /trade is better than a year ago	7%	21%	+14%
Proportion of people rating the look and feel of the street to be good or very good.	12%	18%	+6%
% of businesses VAT registered	66.67%	61%	-5%
Total number of people employed	60FT 85PT	54 F/T 70 PT	-10%FT -18% PT

Notes:

Vacancy Rate

The headline finding is that the vacancy rate has dropped since the baseline appraisal was conducted in 2014 from 25% to 22%.

Footfall and car park use

While footfall is slightly up, car park usage is significantly down. This may be in part explained by the closure during this period of Nat West bank which was situated opposite the car park and was well used by its customers.

VAT registered businesses and total number of people employed

These show a reduction in the number of businesses that are VAT registered and a reduction of both full and part time staff employed. Further analysis is recommended to more accurately compare these findings.

Appendix 19: Demographic data on resident mix in area of benefit

Resident Group	No	%	Key Features
Lower income workers in urban terraces in often diverse areas	2035	31%	Few Qualifications, Routine occupations, Young singles and couples Some young children Ethnic Diversity, Small homes, Crowded, Below average income, Sport.
Middle income families living in moderate suburban semis	1402	21%	Manual and White collar, Married, Middle Age, Children, Leafy suburbs, Comfortable affordable Housing, Home Improvement, Family life, Industrious, Mainstream Brands.
Owner occupiers in older-style housing in ex-industrial areas	1112	17%	Traditional, Married, Below average incomes, approaching retirement, Outgrown homes, Personal responsibility, manufacturing industries, Careful with Money, Reliant on Cars, Manual Skills
Couples and young singles in small modern starter homes	736	11%	Young People, Single Professionals, Some couples with Children, Setting up home, new starter homes, Secure Jobs, Takeaways and ready meals, car Ownership, Pubs and clubs
Residents with sufficient incomes in right-to-buy social housing	619	9%	Council Tenants, Right to buy, Comfortable lifestyles, Few Qualifications, Hard Workers, Self Reliant, Little Anti Social Behaviour, Value for Money
Young, well-educated city dwellers	325	5%	Young Singles, Students, Degree level education, Creative jobs, Diversity, Ethical products, Internet searches, Theatre/arts, Cinema
Elderly people reliant on state support	128	2%	Older People, Retired, Public rented, Nursing homes, Grandchildren, Bingo, Familiar brands, Post Offices, TV and newspapers
Residents of small and mid-sized towns with strong local roots	85	1%	Strong roots, Lower incomes, Varying ages, Home improvement, Mixed housing, Small Towns, traditional, id-Market papers, Grandchildren
Couples with young children in comfortable modern housing	58	1%	Families, young Children, Good incomes, Comfortable homes, Home life balance Ethical products, Consumer credit, Reliant on cars, Internet and telephone banking
Young people renting flats in high density social housing	48	1%	Young singles, Low incomes, Renting small public flats, High unemployment, Low qualifications, urban, Low car ownership, High rise buildings, High ethnic diversity
Successful professionals living in suburban or semi-rural homes	34	1%	Suburban or Semi-Rural, Executives and managers, Small Businesses, Senior positions, Significant equity, Married with children, Comfortable, Good education, Theatre/arts, Car ownership
Active elderly people living in pleasant retirement locations	17	0%	Retired, Seaside, Bought a smaller property, bungalow, Pensions, Specialist shops, Pay off credit card in full, Grandchildren, Heritage sites
Families in low-rise social housing with high levels of benefit need	17	0%	Disadvantaged, Low incomes, Unemployment, Long Term illness, Low rise council housing, one parent families, High TV Watching, Dependent on state
Wealthy people living in the most sought after neighbourhoods	8	0%	Successful, rewarding careers, Substantial wealth, Influential, Luxury items, Specialty advice, Professional, Well educated.
Residents of isolated rural communities	7	0%	Small villages, isolated farmhouses, Community spirit, Farmers, Small businesses, Married, Large buildings, High motor costs, Country pursuits, Middle age

Source: Newport City Council Data mapping service 2015