

Value Management Option Definition (VM1) Workshop Report

Project Name: LHBL Community Building

Project Manager: TBC

Sponsor: Chairman of the Board

Version 1.3

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Context

Current Project Lifecycle Stage:	1
Stage(s) to which this report relates:	1-8
Estimated start of significant physical works:	As yet unknown

1. Executive Summary

The project under consideration is the development of a central, accessible community building to accommodate and support activities and events in the Little Hulton area

- Information in this report was drawn from
 - Work carried out by the LHBL Community Researchers
 - Local relevant FB page discussions

- Summary of key conclusions drawn
 - There is a need for a community hub, from which a variety of groups could meet and operate, and (depending on the option chosen) the asset would help with addressing a number of issues in the area as well as enhancement of the environment and existing amenities.
 - Key gaps have been identified with current community buildings, underuse of amenities and insufficient provision for many sectors of the community.

2. Background

Little Hulton Big Local's (LHBL) aim is “to Unite Little Hulton as a Community and to Enhance Local People’s Wellbeing”.

In July 2010 the Big Lottery launched its Big Local programme and awarded £1million to 150 local areas across the country. The Neighbourhood Manager from Salford City Council liaised with Lottery Commissioners on behalf of Little Hulton to apply for the investment.

In November 2012 the Big Local Partnership Board was formed. The first Board meeting was held in December 2012. The first Big Local Plan was endorsed in July 2014.

This plan was developed through consultation with local residents and stakeholders

And three priorities for development were identified:

- Young People
- Employment and Wellbeing
- Community Centre/Hub

In response to the original consultation a shop premises number 22 Hulton District Centre was rented from City West <https://www.citywesthousingtrust.org.uk> and transformed into a Community Hub.

Community Hub

- This is a converted shop located right in the centre of the Big Local area. It was opened in September 2015.
- The Hub is busy 4 days a week and at weekends.
- During March 2017 over 60 local residents regularly used the Hub each week.

The main function/areas of activity are now:

- Acting as a venue for community education
- A space for groups to meet
- Office space for Big Local
- Informal meeting place for residents
- Information centre for groups and residents
- Physical reminder of Big Local via the large shop window
- Toilet facilities!
- Sign posting and drop in.

Setting up the Hub has overall been a great success but the current community hub has limitations

- There is limited disability access
- It is not suitable for youth activities
- It too small for some group based activities
- It is cold in the winter.

In the spring of 2017 we started the consultation process to refresh and renew the Community Plan Little Hulton Big Local. We conducted a Resident and Stakeholder Survey checking support for the Big Local existing priorities and three suggested new priorities

We received 525 responses to our priorities questionnaire. They showed clear support for our existing priorities. The idea of a Community Hub again resonated with local residents and stake holder with just over 350 of 525 individuals who responded identifying that a Community Hub as definitely an area Little Big Local Should invest in.

Community Researchers

As part of the consultation process Little Hulton Big Local also worked with The Broughton Trust on a Community Researchers Project

Two researchers attempted to audit existing community assets/ hubs and also community potential assets/hubs. They communicated with existing service providers and key holders. They researched vacant sites and buildings, contacting landlords and agents. They visited a number of asset-based projects outside the area, which offer a range of services and opportunities for personal improvement and change.

Findings:

- there is an impression of a unco-ordinated and inconsistent range of services provided for the community
- there is no sense of permanence, continuity or progression for individuals which reduces motivation and trust
- some effective centre-based provision is limited by location and lack of scope for expansion
- there is very poor communication about physical assets from the people who should know; anything to do with buildings appears 'top secret' and dealt with in a 'cloak and dagger' way
- there is a growing demand for buildings in Little Hulton and the supply of rented buildings, suitable as a community hub offering a range of co-ordinated services, seems very limited
- fewer front line services appear to be offered locally e.g. drug and alcohol services are offered elsewhere necessitating travel
- many potential community activities would struggle to find suitable accommodation or land e.g. pop-up cinema, summer school, skate park
- Little Hulton is denied asset-based services that have impacted effectively in other areas such as Langworthy (Cornerstone) or Kersal (Garden Needs)

Youth Hub

In March 2017 Little Hulton Big Local Youth Unity Task launched a youth club at Little Hulton Library.

The club provide immediately popular with young people with over 50+ attending each week

Originally the Youth Unity Task Group explored the option of further capital investment in Little Hulton Library to enhance it use as a youth hub but quiet quickly two major weakness in regard to developing the Library as a youth hub emerged

The weaknesses being:

- Lack of outdoor space and limited options to develop an outdoor space due to the Library's proximity to Little Hulton precinct
- It's proximity to the precinct is also the second weakness as there are residential maisonettes above the shops spaces and a busy youth club is not welcomed by all residents

Young People's Consultation

Children and Young People has always been a priority area for Little Hulton Big Local and we felt it was essential that the views of young people shaped our new plan. On the General Election day, 8th June, we asked young people at Harrop Fold School and at the Youth Unity session a set of questions designed as voting cards.

99 young people answered the question *"If there was a perfect place for young people to hang out in Little Hulton what would it look like?"*

For some young people this would be a free or inexpensive Youth Club. It would be spacious, clean, safe, eye-catching and friendly with loads of activities on offer:

- Football, cricket and other sports
- Music and dance
- Arts and crafts
- Gaming/PC and internet access
- Picnic area/ice cream seller/café or snack bar

For some young people this would be a fabulous park (or an improvement of an existing park). A big field or park with a shelter and benches, somewhere for the girls to sit and talk, with loads of activities.

- Sports pitches
- Bike/BMX/skate Park
- Water Park
- Rides/zip wire/trampoline

For some young people this would be a fabulous Sports and Leisure facility:

- Children having fun
- Swimming and Sauna
- Basketball
- Pool tables
- Table tennis

For some young people this would be a range of commercial outlets catering for young people:

- Food and Drink outlets
- Phone shop
- Gaming shop
- Clothes shop

91 young people answered the question “*Little Hulton Big Local has approximately £900,000 to invest in our area. Adults tell us that we should invest in activities for children and young people. What are your ideas?*”

The responses to this question closely reflected the ideas of those who described the perfect place for young people to hang out – youth club, park, leisure centre and retail outlets and also suggested supporting after school clubs (that were not about school subjects) as well as support for those in school and college.

If you are a young person in Little Hulton there is no quality place to hang out and if you are a family in Little Hulton there is nowhere to go. We do not even have a McDonalds, a family pub or major supermarket.

The young people’s consultation echoed views identified in our priorities survey and identified by our Community Researchers

“There is nothing for the kids to do here. Every weekend we're off work we travel out to find something to do, every holiday we're away we never stay in the area, there's nothing for the kids or the whole family to do here.”

Local resident’s response to our priorities survey

Our Community Researchers also researched success stories around capital investment in other Big Local Areas

Skate Park- Ipswich

In 2016 Ipswich consulted with their community and together with the local council decided that young people were the main priority. Many members of the public expressed their interest in developing a skate park. They began their research into this idea and visited other skate parks and interviewed many of the skaters. They also spoke to other Big Local teams who had had similar success with this type of project. They noted that many people were sceptical to the idea at first. But the further the investigations went along it became clear that people began to be of the opinion it would be of benefit, especially in reducing anti-social behaviour. All of the responses good and bad are expected when you are spending public funding. Having said this they decided that it would be a sustainable investment for their community so the works began. They note that it has been in continuous use since its opening and believe it is an incredible success. In the last half term Walden Community worked with the Rio Ferdinand Trust and together brought a pop up Skate Park to one of Walden's larger spaces. This was also a great success. Many teenagers appreciated the fact that for once their needs were being addressed. Bolton is also home to an £180,000 skate park. This opened in 2015. Again this is also very successful, although it is owned by the council as opposed to a Big Local team.

Sports Hub Thurcroft

Thurcroft were approached for potential invested by a member of the public. He had asked for £1,000 to help give the local pavilion a facelift. Unfortunately it soon became apparent that it was beyond repair. They held numerous research events and quickly realised that they were missing sports facilities. They decided to invest over £500,000 and created a multi-use sports hub. They involved 12 members of the community within this process. With this they are able to apply for funding from Sports England. This can obviously will benefit the community further. The hub boasts a football pitch for children and adults, it also provides a cricket pitch for all. Other facilities include a multi-use sports hall, changing facilities, a conference room and a sports bar with kitchen facilities. This has allowed the community to come together and be a part of activities that they would usually struggle to attend to.

When you look at the above success stories you begin to get a picture of what could be possible in Little Hulton. With all the available land the potential for development ideas is huge. Each location was previously in a similar situation. This proves that with correct research and planning, anything is possible.

■ High level project scope

- At this early stage, the scope is to explore the requirements of a community hub that should be considered and benchmarked against during the project lifecycle through to operation.
- Priorities for the project are
 - Youth,
 - Elderly,
 - Families,
 - Community,
 - Health and Wellbeing,
 - Utilising redundant / underused facilities,
 - Central location,
 - Accessibility
 - Flexibility
 - The ability to support hunger issues and the future population growth and widening diversity.

■ Reasons for carrying out the VM option definition study

- To establish the need for the project
- To ensure the requirements of stakeholders are identified and defined
- To ensure the scope at this stage covers those requirements
- To establish the primary and secondary objectives of the project, which will then translate into a stage 1 requirements document (remit)
- To identify the requirements that need to be met by options considered in later stages
- To identify assumptions, dependencies, constraints, threats and opportunities
- To support the demonstration of requirements that have been included in the consideration
- To circulate to stakeholders and allow review, challenge and amendment to considerations where required

3. Methodology

3.1 Output Definition Protocol and Techniques Used

The information in the report pulls from information gathered during the following activity

- Little Hulton Big Local Community Research
- Little Hulton Now and Then Facebook page discussions
- Little Hulton Big Local planning days in 2016 and 2017
- Youth Unity Election Night

The information was reviewed as a whole and the wants, needs and desires of the community were pulled together to form the business drivers and objectives of the project.

3.2 Output Definition Activity Objectives



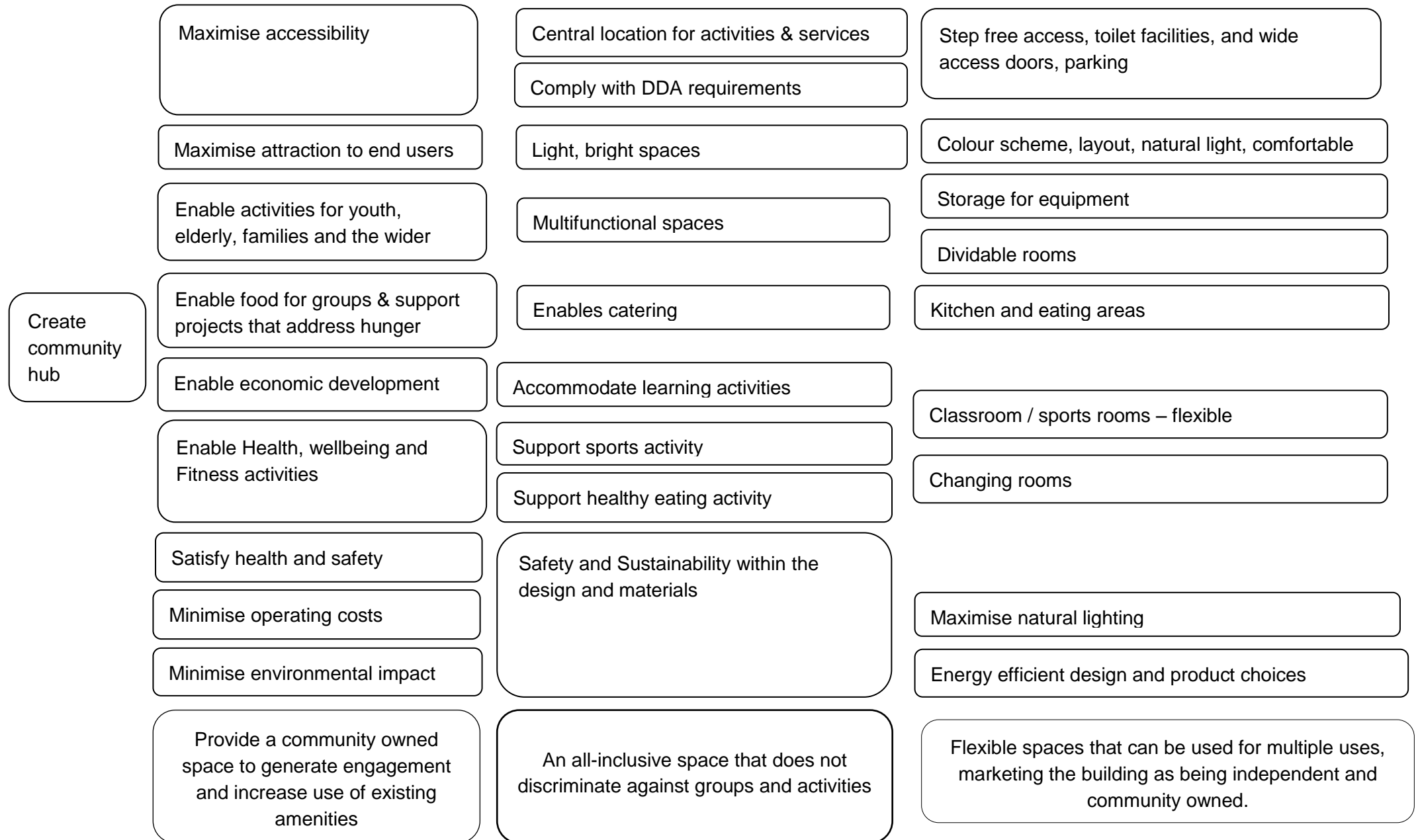
IDENTIFY FUNCTIONAL REQUIREMENTS OF THE COMMUNITY BUILD PROJECT

To provide an accessible community hub with flexible use

The objectives were broken down into further detail as follows:

- Define functional requirements of the project
- Undertake stakeholder analysis
- Identify requirements/ outputs for the project and associated issues
- Undertake assumptions, uncertainty, dependencies, constraints, threat and opportunity analysis
- Identify high level risks
- Determine critical success factors for the project
- Allocate final action plans, owners and timescales

4. Functional Requirements – Function Analysis System Technique / Value Tree



5. Stakeholder Analysis

Stakeholder analysis was undertaken for the project. For the purpose of this report the “Needs” are defined as those requirements that the stakeholder must have as a minimum, whereas the “Wants” are those items that are desirable but not essential (the “nice-to-haves”) that could be added if additional funding became available.

Table 5.1 Stakeholder Analysis Table

Stakeholder	They Need	They Want	We need	We Want
Local Groups				
Residents Associations	•	•	•	•
Salford Dadz	•	•	•	•
Rotary Club	•	•	•	•
Youth Unity	• Premises to hold Youth Unity nights	• Sufficient capacity for number of young people, wifi, indoor space for activities and equipment, open space for outdoor activities. The ability to provide food.	•	•
Cleggs Lane Church	•	•	•	•
Parish Hall Groups (Drama, Healthy Heart, Brownies, Playgroup)	•	•	•	•
Friends of Peel Park	•	•	•	•
Walkden Community Group	•	•	•	•
ASSP	•	•	•	•
Sports clubs	• practice and game space	• changing facilities, pitches, meeting rooms,	• to understand requirements and work together	• collaboration, joint funding applications
Dance clubs	•practice space	• changing rooms, mirrors, bars,	• to understand requirements and work together	• collaboration, joint funding applications

Residents				
Children	<ul style="list-style-type: none"> ● age appropriate activities 	<ul style="list-style-type: none"> ● Low costs, their own youth club 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●
Youth	<ul style="list-style-type: none"> ● Somewhere to go, something to do, someone to talk to 	<ul style="list-style-type: none"> ● activities, wi-fi, facilities to support activities 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●
Elderly	<ul style="list-style-type: none"> ● Opportunities to leave the house, meet people, stay active 	<ul style="list-style-type: none"> ●bingo, craft, memory / history groups, cooking, bowling or other outdoor activities, 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●
Families	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Cooking classes / low cost recipes / somewhere to take young children 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●
Community as a whole	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● appealing community events 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●
End users	<ul style="list-style-type: none"> ● accessible building, flexible spaces 	<ul style="list-style-type: none"> ● parking, toilets suitable for baby change, disability groups 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●
Organisations and Businesses				
Schools	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ●
Local startup business – including those supported by LHBL grants	<ul style="list-style-type: none"> ●office and marketing space 	<ul style="list-style-type: none"> ● office facilities, shop window, notice boards 	<ul style="list-style-type: none"> ● to understand demand and existing barriers that could be alleviated 	<ul style="list-style-type: none"> ● to understand market rates and affordable rates
Local Trust	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● funds 	<ul style="list-style-type: none"> ● guidance and access to lessons learned from other Big Local areas
Salford Council	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Planning permission 	<ul style="list-style-type: none"> ●
Councillors	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Support and to gather support from others including local business and the council 	<ul style="list-style-type: none"> ● Visibility of funding available from developer planning conditions
Junction 4 and other local business	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● Corporate sponsorship towards the build e.g. sponsorship of a room / facility / piece of equipment 	<ul style="list-style-type: none"> ● To understand the appetite for and value of sponsorship
City West	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● 	<ul style="list-style-type: none"> ● support 	<ul style="list-style-type: none"> ●

Neighbourhood Management	•	•	• support	•
Salford City Leisure	•	•	• support	•
Broughton Trust	•	•	• support	•
Seddons	•	•	• support	• Support with the feasibility study for a capital build
Health Improvement Team / Health Trainers	•	•	•	•
CVS	•	•	•	•
Police	•	•	•	•
Salford Youth Service	•	•	•	•
Sure start	•	•	•	•
Food bank	•	•	•	•
Job Centre	•	•	•	•
Banana Enterprise	•	•	•	•
Mustard Tree	•	•	•	•
Salford City college (skills & apprenticeships)	•	•	•	•
Credit Union	•	•	•	•

6. Requirements/Outputs for the Project (to be transferred to the Requirements Document / remit)

The following requirements and outputs were brainstormed by the workshop delegates.

Requirements/Outputs for the Scheme	Issues/Actions
Location	
1. Central 2. Safe road crossing 3. Light walking route 4. location that secures planning and avoid objection	1. 2. 3. 4.
Build phase	
1. safe construction 2. avoid public disruption during build 3. low cost construction 4. avoid complex construction 5	1. 2. 3. 4.
Maintenance	
1. reduce ongoing maintenance activity and cost 2. easy to maintain	1. 2.
Building use	
1. flexible space – e.g. multifunctional dividable rooms 2. light and bright space 3. accessibility 4. catering facilities 5. leisure / sports / dance space indoor and out 6. office facilities 7. meeting room / classroom facilities 8. secure storage facilities 9. toilets	1. 2. 3. 4. 5. 6. 7. 8. 9.

7. Assumptions, Uncertainties, Dependencies, Constraints and Opportunities Analysis

The following assumptions were made for the project. These assumptions are potential risks that could occur and actions should be taken to reduce their likelihood of occurrence or impact. Similarly there could be opportunities that flow from these assumptions.

Table 7.1 Assumptions Analysis Key

Stability / Level / Rigidity	Support	Objection	Sensitivity / Impact
A B C D			A B C D
A – Very Confident / comfortable	Very supportive	Low	A – Minor Impact
B – Fairly Confident / comfortable	Fairly supportive	Fair	B – Manageable Impact
C – Uncomfortable	Fairly unsupportive	Medium	C – Significant Impact
D – Very Uncomfortable	very unsupportive	high	D – Critical Impact

Assumptions

Category	Assumption	Stability	Sensitivity	Justification / Mitigation
Project	Assume that planning will be granted for a building			
Project	Assume that planning conditions can be fulfilled			
Project	Assume that a venue can be found with sufficient parking / potential to create parking			
Project	Assume that safe road crossing is available / can be created			
Operational	Assume that people want & will use a community building			
Operational	Assume that a community building could be financially sustainable			
Project	Assume that stakeholder groups are willing to collaborate			

Project	Assume that stakeholder groups will not object			
Project	Assume that build costs can be met			
Project	Assume that funding can be found through LHBL, local business, collaboration and other funding streams			
Project	Assume a contractor can be found to support a build / refurb project			
operational	Assume that volunteers and organisations can be found to support the delivery of the activities to be carried out in the building.			
Strategic	Big Local funding won't be a barrier to securing other funding			
Strategic	Assume that LHBL will be a incorporated group to be able to access funding			
Strategic	Assuming people (volunteer / employed) will be available to manage the building.			

Uncertainties

Category	Uncertainty	Level	Sensitivity	Justification / Mitigation
Project	Project costs and affordability			
Strategic	Future population growth in Little Hulton			
Strategic	Plans of other stakeholders for similar projects			
Operational	Annual operating costs			

Operational	Groups who want to occupy			
Strategic	Uncertainty of who would own the building and the risks and rewards of the asset			

Dependencies

Category	Dependency	Support	Objection	Sensitivity	Justification / Management
Strategic	Salford Council				
Strategic	Councillors				
Strategic	LHBL board members				
Project	Building / Land owners				
Strategic	Other community groups				
Strategic	Other community building owners				
Strategic	Local business				
Strategic	Local schools				
Strategic	Local NHS services				

Constraints

Category	Constraint	Rigidity	Sensitivity	Justification / Mitigation
Project	Funding for development			
Operational	Funding for management and maintenance			
Strategic	Ability to access funding – not a registered charity / incorporated			
Strategic	If the building is not owned and a long lease, this may be a barrier to funding streams.			

Opportunities

Category	Opportunity	Security	Sensitivity	Justification / Enablers
Project and operational	Collaboration with other local groups to secure funding e.g. Sports England			
Project and strategic	Secure business contributions through sponsorship of a room / facility / piece of equipment / activity			
Project	Opportunity to use the build stage of the project as “In The Community Training”			
Project	Secure the services of large organisation staff through volunteering schemes			E.g. using organisation staff who are entitled to volunteering days each year – professions services opportunity?
Project	Funding available through local development conditions			
Project	Funding available through local development funds – ANTZ, Co-Op, Bright Ideas			
Project and Strategic	Use the hub to support advertising for LHBL supported businesses e.g. display cabinets for products			
Strategic	Rent out hot desk / office space and facilities to local start-up companies			
Operational	Opportunity to create a community notice board to support communication			
Operational	Opportunity for groups and clubs to display awards for the wider community to view			
Operational	Opportunity to provide local arts and crafts groups to display / sell works			
Strategic	To enhance / increase the utilisation of existing assets (precise opportunities to be explored later at option selection)			

8. High Level Risks

It was agreed to brainstorm high level risks for the project. Due to the early stage of the project, the risks were plotted on a Qualitative Risk Grid, shown below. A more detailed Qualitative Risk Workshop should be held in later project stages

I M P A C T	High	<p>Lack of council support</p> <p>Lack of demand for groups and end users</p> <p>Insufficient number of / drive of / skills of people to support the project.</p> <p>Planning application receives objections</p>	<p>Planning permission</p> <p>Unaffordable project</p> <p>Failure to secure funding</p> <p>Financially unsustainable</p> <p>Lack of volunteers to sustain the opening hours</p> <p>Willingness of people and stakeholder groups to invest in a long term project and take the associated risk.</p>	
	Med			
	Low			
		Low	Med	High
LIKELIHOOD				

Impact

High = Potential show stopper

Medium = Significant Cost

Low = Manageable Cost

9. Critical Success Factors

Critical success factors were agreed for the project. Near the completion of the project, the aim is that these could be used to assess whether the critical successes had been achieved.

Table 9.1 Critical Success Factor - Key

✓	Success Criteria Achieved
?	Yet to be proven
P	Partial Achievement
✘	Unable to demonstrate achievement/evidence of failure

Original Success Criteria (at the start of the project)							
Achieved							
		Start / stop / increase / reduce	Observation	Measure	Baseline	Target	Outcome
1	Well utilised building –	Start	good range of opening hours including mornings and evenings	Daily opening hours	-		?
		Start	Well attended with visitors / customers / groups and other end users	weekly visitor and user numbers	-		
		start	occupied the optimum amount of time e.g. occupation during the working day as well as evening and weekends	Hourly / periodic occupation rates	-		
2	Accessible building	Start					?
3	Facilities provided for multiple user groups	Start					?
4	Enhances the lives of the local community	Start					
		Reduced	Reduced crime rate through activities on offer				?
7	Financial sustainability						?

8	Encourages other local improvements and developments e.g. tidy up of local areas, walking groups, boot camps	Increase	Increase in te number of volunteer hours generate in the area				?
9	Encourages new local community groups through accommodation opportunities	Increase	Increase in the number of groups based in LH				?
			Increase in the number of sessions held by groups in LH				
10	Enhances local area and increases local amenity use	Increase	Increase in the use / footfall of existing shops / services / amenities – depending on the location chosen				?
11	Enhances training and employment opportunities in the local area	Increase					
12							

10. Actions

The following actions were recorded in the workshop. Owners were assigned from people within the workshop.

No.	Action	Owner	Close Out Date
1	Develop templates for project management documentation	C Darlington	Complete
2	Look at examples of other community build projects	A Jones	Ongoing
3	Complete the stakeholder analysis section	Board.	Following issue of this report – all to review section 6
4	Create stakeholder management plan	A Jones	
5	Create and provide a stage 1 remit	Board	December
6	Complete the assumptions analysis	Task Group	December
7	Create a risk register	C Darlington	December
8	Review draft project management plan and templates	Sponsor – TBA	December
9			
10			

11. Appendix A – Abbreviations and Definitions

A list of abbreviations and references used in this report are detailed as below:

Abbreviations and Terminology	Full Description of Reference
VM	Value Management
VE	Value Engineering

12. Revision History

Table 12.1 Document History

Version	Date	Author	Comments
1.0	21 st September 2017	C Darlington	Development of draft ready for circulation and commentary
1.1	3 rd November	C Darlington	Additions following Youth Unity task group meeting to review
1.2	7 th November	C Darlington	Final review prior to circulation
1.3	28 th November	C Darlington	Amendment to the background section