

Old Trafford Youth Centre and Sports Barn

Pre-Feasibility Report

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The Voluntary, Community, Faith and Social Enterprise Sector Specialists

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1. Introduction

A small Stakeholder Group including: The Urban Fitness Collective; Friends of Seymour Park; Trafford Council; and Trafford Leisure wish to consider how Old Trafford Youth Centre and Sports Barn can be brought into community ownership and developed as a community asset for local people.

The Group are keen to consider a community led approach to the future management and operation of the Old Trafford Youth Centre and Sports Barn which may lead to its transformation as a **Community Owned Asset**, complementing new local developments including the proposed new Stretford Leisure Centre and UA92. The Group's initial consideration is that this could be realised through:

- Working with local communities, local stakeholders, partners, and community groups to explore the potential redevelopment of the Old Trafford Youth Centre and Sports Barn for increased community use and impact
- Beginning negotiations with Trafford Council regarding the potential for community asset transfer of the Old Trafford Youth Centre and Sports Barn to a Community Management Group
- Undertaking a feasibility study and develop a costed business case for the site
- Developing a funding strategy to raise funding for any redevelopment

The following Pre-feasibility Report provides the detail of the pre-feasibility work undertaken, to gauge the thoughts among community partners, local stakeholders, partners and community groups about a community led approach to the future of the Old Trafford Youth Centre and Sports Barn.

1.1 Method of Approach

The approach was agreed with representatives of the Group and has been undertaken through a combination of research (both fieldwork and desk based). Key elements have included:

- Meetings with Trafford Council and Trafford Leisure
- Meetings with other key community and partner organisations
- Review of key strategic documents of relevance to the project
- Review of the competitive supply of community buildings within the local area

2. Current Situation

Old Trafford Youth Centre and Sports Barn opened in 2006. It is located in Seymour Park in Old Trafford, with vehicle access from St Hilda's Road.



2.1 Community Spaces

A number of spaces remain available for hire for community/ other use which are listed as follows:

- Youth Centre (currently used as a pre-school nursery) – brown building in the image
- Sports Barn (4 x Badminton courts) – white building in the image
- Outdoor artificial 3G floodlight pitch
- Outdoor hard courts
- Changing facilities
- Car parking

2.2 Current Activity

No programmes of usage have been provided by Trafford Council or Trafford Leisure. From anecdotal evidence, a number of comments can be made in relation to current use, compared with usage in past years:

- Community use has decreased in the Sports Barn in recent years, In particular, there is no day delivery of community activity, Monday to Friday in the Sports Barn. Through a service level agreement Greater Manchester Police have exclusivity of use of the Sports Barn during this time (7am – 3pm weekdays).

- Historically, the facilities have a reputation for positive, proactive youth activity. Trafford Council disbanded Youth Services in 2014, which meant the end of formal provision in the Borough and delivery from the Youth Centre, although community groups have run sessions from the building.
- Old Trafford Library was housed in the Youth Centre, as a temporary measure whilst its new home was built at Limelight on Shrewsbury Street.
- The main use of the Youth Centre is the privately owned Park Playgroup which is relocated from Old Trafford Community Centre when the building closed.
- The Urban Fitness Collective occupies a small office within the Youth Centre.
- There are currently a limited number of community hires of the facilities by individuals and community groups.
- Because of the layout of the existing facilities there is some connectivity between the buildings that make up the current site, with a connecting set of doors which, if required gives access to the Sports Barn and use of the changing rooms.
- There is limited organised use of the outdoor facilities.
- The Sports Barn does retain some high-profile users, most notably The Michael Carrick Foundation who run their Street Reds programme from the venue and Lancashire Cricket Foundation which provides a summer community cricket project.
- During the COVID-19 lock down Urban Fitness Collective was authorised to manage the outdoor spaces, following reports of misuse and damage being caused. A structured programme of community use was established and delivered

2.3 Condition Survey

A Condition Survey was undertaken on the Sports Barn in 2012 which highlighted that £112,000 of long-term work was required, approximately 45% of which related to mechanical and electrical services. No indication has been given as to whether any of that work has been undertaken.

No Condition Survey has been provided for the Youth Centre.

2.4 Financial Survey

No historic financial information was provided for review as part of the Pre-feasibility Study.

2.5 Funding Assessment

No information was provided in regard to previous funding agreements relating to the development of the site for review as part of the Pre-feasibility Study.

2.6 Comment

Anecdotal evidence suggests, the type of usage of the Old Trafford Youth Centre and Sports Barn has changed significantly from the anticipated uses when the facilities were first developed. Currently there is no regular youth activity in the Youth Centre and community use of the building is limited.

If in the future, a principal focus of the new development is a facility that provides for the activities of the local community. The facility clearly will need to take a more “outward looking approach” providing space that encompass a wider range of community activity and increase the role and contribution the Youth Centre and Sports Barn can make to supporting local community needs in the future.

A Condition Survey, historic usage information and a detailed review of historic financial information will be required as part of any long-term plans should the potential transfer of the buildings into community ownership be considered.

3. Local Context

3.1 Local Area

Old Trafford has undergone something of a major transformation in recent years with a number of high profile projects either complete or underway, which will have a significant impact on the local community offer and the future role of Old Trafford Youth Centre and Sports Barn, and service provision for residents and visitors to the area.

- **Proposed Stretford Leisure Centre** – Trafford Council are considering future options for their leisure centres. Consideration is being given as to how leisure centres can make a greater contribution to wider health and well-being priorities (particularly around early intervention and prevention) for the Council, linking with health providers and directed to increasing attendance from those most in need (in-active, socially isolated, mental health conditions). Plans exist to replace the existing Stretford Leisure Centre with a significantly improved facility. The new Centre would be owned by Trafford Council but managed by Trafford Leisure
- **Limelight** – Opened in 2018, on the site of Old Trafford Community Centre, the building offers a range of facilities including: GP and other health related clinics; 81 Extra Care apartments; Multi-use event, meeting and working spaces; Children’s nursery; Hairdressers; pharmacy; opticians; Library and a café. The building is owned and Managed by Trafford Housing Trust
- **UA92** – Is a new University designed to accelerate careers in the world of media, business, sport and computer science thanks to a curriculum designed through the experience and connections of the Class of 92. Opened in September 2019, UA92 is backed by Lancaster University and aims to offer places to students who might not necessarily access Higher Education

These new developments need to take account of the existing community offer in the local area. There are a number of facilities that are well established and have provided opportunities for people of all ages for a number of years. These are considered in more detail at Section 4.5.

3.2 Demographic Profile

Information from the Indices of Deprivation indicates that the catchment in which Old Trafford Youth Centre and Sports Barn (made up of three Local Super Output Areas) is now ranked the 16% most deprived area out of 32,482 Local Super Output areas in England based on 2015 figures. .

Indices of deprivation are compiled from seven key statistics, and the rank in each domain is outlined in the following table and a percentage is given to illustrate deprivation of each domain.

Local Demographics – SOA Level						
Local Super Output Area	01006111		01006112		01006185	
	IMD Rank	% Deprived	IMD Rank	% Deprived	IMD Rank	% Deprived
Overall Deprivation	5,086	15.66	3,436	10.57	4,399	13.54
Income	1,538	4.73	1,857	5.71	4,099	12.61
Employment	4,000	12.31	3,396	10.46	4,029	12.40
Health	8,246	25.38	3,545	10.91	5,624	17.31
Education, Skills and Training	9,067	27.91	9,386	28.90	12,629	38.88
Barriers to Housing/Services	18,507	56.98	17,789	54.77	15,882	48.89
Crime	15,961	49.14	3,362	10.35	3,495	10.76
Living Environment	14,643	45.09	14,024	43.17	3,561	10.96

Note: 1 is the most deprived and 32,482 is the least deprived

Note: 1% is the most deprived and 100% is the least deprived

Analysis highlights that the Sports Barn is located in an area where all Local Super Output Areas are within the top 13% deprived wards for income and employment and the top 26% for health.

Old Trafford is the most densely populated and diverse area in Trafford with the highest Black and Minority Ethnic (BAME) populations in the Borough. Placing the future management into local community management is likely to mean delivery of services and activities that respond to local priorities, particularly relating to health and wellbeing and that take account of the fact that Old Trafford has a hugely diverse population.

3.3 Strategic Influences

A number of strategic documents were reviewed, highlighting how the future development of the Sports Barn must be consistent with the strategic intentions of Trafford Council and its regional partners.

These documents include the following:

- Trafford Locality Plan
- Trafford Leisure and Trafford Council Investment Strategy
- Trafford Health and Wellbeing Strategy
- Trafford Playing Pitch Strategy

In the following table, we review the strategic documents and their relevance.

Strategy	Notes
Draft Trafford Locality Plan (2020)	<p>Prior to Covid-19 the Strategy was based on six pillars (prevention; children's health; living well at home; planned care; urgent care and mental health).</p> <p>Through Covid-19 a more flexible and dynamic approach has been adopted to health and social care recovery and reform and the future of health and social care will be designed upon 4 key principles:</p> <ul style="list-style-type: none"> • Living well at home • A step closer to home • Living well in my community • A short stay in hospital <p>The aim of Living Well in My Community is people are connected to their local communities, to community leaders, and to a diverse range of groups and services that exist in their area.</p> <p>Key for delivery of the future Trafford Locality Plan is the need for high quality community spaces managed by local people, delivering services. The plans for increased community activity delivered within a community management structure of Old Trafford Youth Centre and Sports Barn fits with this ambition.</p>
Trafford Partnership Future Trafford Campaign (2020)	<p>Future Trafford is about embarking on a wide-scale place based vision for the future of Trafford sees Trafford Council and its partners work closely together to close the inequality gaps and maximise Trafford's huge potential so that no-one is held back or left behind</p> <p>In February 2020 Trafford Partnership set out to launch our FutureTrafford campaign but the lockdown and pandemic meant it was put on hold. Future Trafford has now been relaunched, to guide how the Borough will recover from the pandemic. There are four key themes to the campaign:</p> <ul style="list-style-type: none"> • Employment and skills • Business Recovery • Children and Young People • Living Well in My Community <p>Clearly redevelopment of Old Trafford Youth Centre and Sports Barn can make a significant contribution to the priorities of the campaign, all of which are important to the local Old Trafford area.</p>
Trafford Leisure and Trafford Council Investment strategy (2019)	<p>The £54 million leisure investment was approved in October 2018 by the Council and will cover the following indoor leisure facilities:</p> <ul style="list-style-type: none"> • Urmston – £6.95m • Altrincham – £22.38m • Stretford – £24.46m

	<p>The investment has plans to increase to cover Sale and Partington. The key focus of investment is primarily to improve the buildings but to also be customer focused increasing the customer experience to be on a par with private leisure facilities. The timeline for the future development of Stretford Leisure Centre is 2022.</p> <p>There is a clear need and will for community involvement in development and delivery of future services on a localised footprint in those areas not identified within the investment strategy. Whilst investment in Stretford Leisure will attract some Old Trafford residents, there will also need to be a more local offer for people who might not want to travel, or who want to access services in a different way.</p>
<p>Trafford Health and Wellbeing Strategy (2014-2020)</p>	<p>Three distinctive programmes of work have been identified, reflecting the different support people need at different stages of their life.</p> <p>Starting well:</p> <ul style="list-style-type: none"> • To promote healthy pregnancy • To reduce infant mortality • To reduce childhood obesity • To support children with long term conditions • To support vulnerable families and children <p>Living Well</p> <ul style="list-style-type: none"> • To promote healthy settings, healthy workforce and economic development • To promote mental wellbeing and healthy lifestyles • To reduce avoidable deaths • To improve outcomes for people with learning disabilities <p>Ageing well</p> <ul style="list-style-type: none"> • To promote independence • To reduce social isolation and loneliness • To better manage long term conditions • To reduce emergency admissions and direct admissions to residential care • To support carers and families who care for family members <p>New community facilities can play a leading role in delivery of activities and services for all ages and make a significant impact, particularly in those areas with the greater health inequalities such as Old Trafford.</p>
<p>Trafford Playing Pitch Strategy (2017)</p>	<p>The purpose of the Playing Pitch Strategy (PPS) is to provide a strategic framework which ensures that the provision of outdoor playing pitches meet the local needs of existing and future residents across Trafford. The review highlighted the need to retain All Weather pitch for community use, whilst also ensuring that deterioration of the playing surface is avoided through continued maintenance. The report highlighted the need to seek to resolve issues regarding land ownership and maintenance responsibility.</p> <p>Putting the facilities into community ownership will enable issues of maintenance to be resolved with a plan put in place to ensure there is no further deterioration in the facilities, through identifying future partner responsibilities.</p>

3.4 Comment

The review of the local context has highlighted a range of factors that will impact on need for the future development:

- **Development of the Local Area** – It is clear there has been a number of new facility developments (some complete/some planned) in recent years. Nevertheless, development of Old Trafford Youth Centre and the Sports Barn can make a significant contribution on a local footprint going forward. The development of the Old Trafford Youth Centre and the Sports Barn as a building with “fit-for-purpose” community facilities can complement new developments such as Limelight and other well established community provision such as the St Johns Centre.
- **Demographic Profile** – There will be a need for deliver services and activities that respond to local priorities, particularly relating to health and wellbeing and that take account of the fact that Old Trafford has a hugely diverse population.
- **Delivery of Strategic Priorities** – The strategic review clearly highlights a strong resonance between existing strategic priorities at both a local level and the proposed considerations of future community management. In particular, there is a strong recognition of the role that community organisations and facilities can play in combating issues which are at the core of the local community through provision of facilities for wider community use and delivery of activities and services

4. Summary Market Review

What is also key to establishing needs for future facility provision is the impact of market trends and the existing supply of facilities of relevance in the local area.

4.1 Changing Role of the VCSE Sector

There is recognition from Trafford Council, as there is from all local authorities, that public service delivery has struggled to keep pace with demographic pressures. Reducing local authority budgets and increasing demand for public services means the way in which services are delivered is changing at both local and national levels, with increased emphasis on providing a mixed provider model to deliver key services in the future, with the VCSE sector increasingly required to help meet needed and deliver more. The role of the VCSE sector in service delivery is only likely to increase in the aftermath of Covid-19.

Government Policy in recent years has recognised that communities will need to play an increasing role in the future:

- **The Localism Act 2011** – the flagship legislation from the previous Coalition which aims to move decision making from central Government to local communities. This creates opportunities for communities in a range of areas including service delivery in their communities
- **The Public Services (Social Value) Act 2012** – calls for all public service commissioning to factor in social value, so that tenders are not just considered in terms of price and quality of the service, but also in terms of broader economic, environmental and social well being
- **The Health and Social Care Act 2012** – recognises the Voluntary Community and Social Enterprise (VCSE) sector is an important partner for statutory health and social care agencies and can play a key role in improving health and well-being and care outcomes

As outlined within the strategic review, Trafford Council has made it clear that they wish to adopt a partnership model to service delivery in the future. This creates challenges and opportunities for the VCSE sector for service delivery in a range of areas in the future, but also provides challenges and opportunities with regard to managing community buildings in the future to enable them to flourish sustainably in the long term.

4.2 The Role of Community Buildings

For many years' community buildings/ centres have provided a focal point for a wide range of activities, and they play a major role in strengthening their local communities, providing public space to enable communities to socialise. Research carried out by 'Community Matters' identified that there are a number of critical factors to the success of a community building including:

- The Fabric of the Building – it must be attractive, flexible for a variety of uses and in a good state of repair
- The managing committee / group must have a vision for the building
- Respected Leadership – an individual / small group must be able to make a commitment to ensuring the long-term success of the building
- The local community must have a stake in the building and play a role in deciding on any future development and management
- There must be a balance of activities between commercial lets and, where necessary, subsidised community use

These principles remain key to achieving successful community projects today. This potential return of Old Trafford Youth Centre and Sports Barn to community management is very much a part of delivering benefits for the local community, however any future options have to take into account the above factors to ensure its long term success.

4.3 Impact of Covid-19

In the short term, Old Trafford, like other areas, will be in a recovery period and assessing the impact of Covid-19. During this period, the way in which people live their lives and the way in which vulnerable people access services in the community have changed. This has been characterised by the following:

- The temporary closure of Community Buildings and places of worship
- The upsurge of people wishing to volunteer in their communities
- The central role the VCFSE sector has played, stepping up to develop and lead the response in communities to Covid-19 despite their own pressures (e.g. loss of key revenue streams)
- The need to quickly embrace the digitalisation agenda, both in the workplace and in communities
- The need to develop a coordinated emergency response for the most vulnerable (e.g. St John's role as the Old Trafford Community Hub)
- The VCFSE sector working together with statutory organisations to develop better relationships and new ways of working
- The need to develop support in key areas, in particular, employment support, social isolation and mental health

It is clear that the VCSE sector has shown strong leadership in Old Trafford during the response and recovery to Covid-19, There is increased acknowledgement as the role that the VCSE sector has to play in the delivery of the future health and social care agenda going forward, which is only likely to increase the demand for preventative and community based solutions in the future in community settings.

4.4 Asset Transfer of Community Buildings in Trafford

Support for the Community Asset Transfer of buildings is not a new concept for Trafford. Most recently, Trafford Council has approved recommendations for the transfer of George Carnell Leisure Centre (GCLC) in Davyhulme to a newly established Community Interest Company, George Carnell Community Group (GCCG) CIC.

Originally, Trafford Council had proposed the closure of GCLC as part of a wider programme of leisure investment in the Borough, which included the investment in Urmston Leisure Centre. During the consultation process undertaken in May 2019, the public consultation demonstrated that the immediate community wanted to keep GCLC open as an operational community / leisure centre as well as continuing with the health services currently provided from GCLC. An ongoing conversation commenced with GCCG, who expressed a desire to keep GCLC open as an operational community leisure centre and who were subsequently invited to explore the potential for taking a Community Asset Transfer (CAT) of GCLC.

GCCG has been established as a Community Interest Company which is registered with Companies House as 'George Carnell Community Group'. The Group has developed an initial business plan for the transfer of the building into community ownership

GCCG's aims are to deliver a sustainable social enterprise, providing sports and leisure facilities for the local community of Davyhulme and the wider borough of Trafford via a number of objectives including:

- Delivering a programme of health and wellbeing activities
- Creating social cohesion and resilient communities that support people to improve their own lives.
- Reducing the reliance on public services, for example addressing health and wellbeing through community activity
- Offering services which support people of all ages to engage in physical activities
- Ensuring the sustainability of the community building
- Collaboration with key partners to deliver services and facilities without duplicating existing provision where possible (in particular, this includes Manchester Foundation Trust Teams who deliver a wide range of community-based services from the building)

A proposed package of support has been put in place to enable the smooth transition to community management, that includes:

- A transition period of six months whereby Trafford Leisure would support the management of GCLC with GCCG supporting and learning over the period
- Capital expenditure to meet short term condition works of £23,500
- Trafford Council to provide an element of capped support for a period of two years from the date of transfer to cover any other significant capital maintenance works, which are capital in nature and on an individual basis more than £10,000. There will be a cap of £50,000 on these works per year
- Further business planning support to ensure that this is a deliverable model and further work will need to be undertaken to secure more permanent and sustainable income streams

Plans also exist in Sale West to develop a new community centre, replacing the existing Centre which is no longer "fit-for-purpose". A Community Benefits Society has been established by local residents and community groups, to take on the future management of any proposed centre and to secure the necessary capital funding to develop the project.

Opportunity exists to learn from the experiences GCLC and Sale West to develop the most appropriate model of community ownership for Old Trafford Youth Centre and Sports Barn in the future.

4.5 Existing Supply of Community Buildings in Old Trafford

Within Old Trafford there are a number of community buildings which form the basis of service delivery for the area, which are illustrated in the following table.

Venue	Notes
Limelight	The building offers a range of facilities including: GP and other health related clinics; 81 Extra Care apartments: Multi-use event, meeting and working spaces; Children's nursery; Hairdressers; pharmacy; opticians; Library and a café.
St Johns Centre	St John's Centre, Old Trafford, is an independent, community based, voluntary organisation. Through their centre they provide education and recreation opportunities to promote good relations within the community and give individuals the opportunity to realise their full potential.
Ogaden Centre	The Ogaden Community of Greater Manchester run a community centre building with an office accommodation, main hall, four classrooms/meeting rooms and Computer/teaching/training room
Seymour Park Primary School	Community Primary School offering a wide range of facilities and programmes for community use
Blusci Wellbeing Centre	A community hub, that connects people to the resources which support wellbeing in Old Trafford. The centre provides creative opportunities for social interaction and a culture of learning, encouraging individuals to try something new or rediscover an old interest, or take on a new responsibility or challenge.
The Globe	The Globe Community Fitness & Activities Centre provides services including Events, Education, Activities and a Food Pantry tackling food poverty for any individual; no matter their circumstances.
Sharron Youth Centre	A youth facility for youth and community groups to access that will support the development of confidence, self-esteem and social skills for young people from diverse backgrounds.

4.6 Comment

The Summary Market Review has highlighted the key market trends that would impact on the development of a new building, together with an assessment of the key supply of other community facilities and activities within key markets. The Review has also highlighted a growing trend of Community Asset Transfer in Trafford.

The research has highlighted a number community facilities in Old Trafford where community activity currently takes place. The development of Old Trafford Youth Centre and Sports Barn needs to take account of other community activity in order to increase the range of services and activity locally and make the biggest impact in the local community in the future. The type of community usage is explored in more detail in the following section of our report.

5. Review of Demand

In determining potential community management and usage the Steering Group set out a number of principles to guide the project which can be summarised as follows:

- The ambition is for a building which can provide a range of services and activities that respond to and meet local community need and that are delivered within premises that are fit for purpose.
- The building could become a focus for local community activity, with a 'community centre' feel created to attract new groups that need to hire space to deliver from.
- The building needs to take account of existing local provision and involve local providers in the future decision making.
- The building can significantly enhance the attractiveness of Seymour Park as a place to visit and can provide facilities to support users of the Park.
- The ambition is that the facility might be managed locally in the future. The local community must have a stake in the building and play a role in deciding on any future development and management.

Building on these principles, a consultation programme has been undertaken with representatives of a range of local organisations which are summarised below, together with other relevant surveys which have been undertaken.

5.1 Key Consultation

A review of the key issues arising from the consultation with key organisations is summarised within the following table. It should be recognised that consultation was undertaken prior to Covid-19.

Organisation	Consultee	Key Issues
Limelight	Audra Brandy	<ul style="list-style-type: none"> • Supportive of the idea of community ownership • When Limelight was being built, The Sports Barn was supposed to provide a local sports facility' although that didn't happen • The Nursery does well • Can be a facility for the whole community, although a focus on young people/youth activity and community sports would be great • Potentially a number of user groups (schools, young people, older people, community groups) • Sports Barn should be part of a network of local facilities working together to make Old Trafford better • Innovative business model required • Would be happy to be part of future discussions re project
St Johns Centre	Elaine Eland/Emma Wilton	<ul style="list-style-type: none"> • Supportive of the idea of community ownership • Future focus on activities for youth/young people and outdoor sport • A café is unlikely to make money but could provide other benefits • Potential gap locally is a larger events space • Building needs to be looked at as one building and needs to take account of its park setting • Would be happy to be part of future discussions re project • Need to determine future purpose and values/ethos – is it a community or commercial facility? How do you encourage local usage?
Seymour Park Community Primary School	Jacqui Hanrahan	<ul style="list-style-type: none"> • Supportive of the idea of community ownership • Use existing facilities (Nov to Feb use outdoor facilities). Would like to use more but pricing prohibitive • Going forward we would predominantly use it for after school (in particular space for dance/drama is appealing) • Other potential is as an events space (both school and community) and as a training centre • Huge potential to be used by the whole community • Sure there would be demand from parents for sessions such as Bollywood or yoga which have disappeared • Could involve the School Parliament in the future project group • School has an important role to connect Sports Barn to the community • Sports Barn needs to complement rather than compete with other local facilities

Friends of Seymour Park	Steering Group	<ul style="list-style-type: none"> • Supportive of the idea of community ownership • As well as activities in the Park, members attend activities at the Sports Barn • Park has “a good vibe”, it is well used and if it is developed • Can be a venue for all ages. • Booking system would need to be improved under community ownership • Need to establish an understanding of who is responsible for what • Connectivity with the rest of the park is essential • Consideration of a community cafe • Improving the lighting is a key issue • Better programming and signposting to other community activity • Ambition is that Sports Barn no longer the “forgotten child” of local community assets
Bluesci	Stuart Webster	<ul style="list-style-type: none"> • Supportive of the idea of community ownership • Clear vision and values for the Building need to be established for the building • Need to be very careful about putting the right management structure in place – don’t want to set something up to fail • Potential to offer a different type of facility in Old Trafford that can connect communities and support better health and wellbeing • Needs to take account of what is going on locally and complement/signpost to other activity in the area.
The Urban Fitness Collective	Mike McKenzie	<ul style="list-style-type: none"> • Wish to lead community ownership • Original community partner • Owned by all community • Innovative community shared option • Requires investment inside and out • Young people led activities • Explore YP accommodation option • Multi use functionality • Embrace digital future • Local people employed

Community Junior Football Team/Club	Jerome Samuels	<ul style="list-style-type: none"> • Outdoor space in need of investment and upgrade • Welcome community ownership • Centre need investment • Changing room and facilities need to be accessible when main building is closed • Can the building and areas be fully accessible (disabled people)
Zumba Instructor	Tania Wilson	<ul style="list-style-type: none"> • Enthused by community ownership model • Inside need major investment • Changing Facilities outdated • Needs a multi-functional activity space • Suitable for women only sessions with appropriate space separation • Secure storage for regular users required • Equipment for hire/use by different instructors
Young People (11-17yrs)	Focus Group	<ul style="list-style-type: none"> • Need to have good internet access • Not just a sport venue • Place to learn and do courses • Work experience • Local jobs for local people • Young people in charge of the Youth Club/ Young Person provision • Good to have community ownership / young people need to be part of it • Café is a good idea • Building need to have a good young people atmosphere • Offer loan of equipment for outdoor space (3G/MUGA/Skate Park) • YP activities need to be affordable
DJ/Music Producer	Marvin English	<ul style="list-style-type: none"> • Great to have the youth centre open again • Upgraded music room and quiet space required • Digital space required • Lots of scope to do innovative digital things for young people • Employ local people • Future proof

5.2 Other Surveys

5.2.1 Friends of Seymour Park Sports Barn Survey

Friends of Seymour Park undertook a survey about the future use of the Sports Barn. The key findings from the survey are as follows:

- 95 people took part
- 93.68% based in Old Trafford
- 72% Female/28% Male
- Key age groups of responses:
 - 35-44 – 45.26%
 - 45-54 – 26.32%
- The most popular time to take part in activities was evenings and at weekends
- The most popular activities (respondents were asked to choose 5) highlighted were:
 1. Yoga
 2. Core and resistance training
 3. Pilates
 4. High intensity interval training
 5. Zumba
 6. Dance classes
- The most popular activities respondents identified for their children (respondents were asked to choose 5) were:
 - 1 Indoor football
 - 2 Roller Disco
 - 3 Dance Classes
 - 4 Martial Arts
 - 5 Tennis
 - 6 Indoor basketball
- 46.81% of respondents stressed the need for activities for the whole family
- 41.49% of respondents highlighted the opportunity to develop outdoor activities
- In terms of booking activities, the preference was to drop in and pay for activities on the day
- Of those respondents who were familiar with the Sports Barn
 - 41.3% of respondents rated the facilities as “SO-SO”
 - 43.8% of respondents rated the cleanliness of facilities as “SO-SO”
 - 43.5% of respondents rated the customer service as “Good”
 - 43.2% of respondents rated the the value for money of the facilities as “Good”
- A Summary of other comments from the Survey highlights:
 - People don't know that the Sports Barn is open to public
 - People are not aware of the current offer at the Sports Barn
 - There is a need for a proper communication and engagement strategy with the local community
 - Online access to the timetable, information on cost of hire, better booking & paying system were highlighted
 - Better cooperation with other local community centres like St John's Centre & Limelight to offer joint activities
 - People want more variety of activities at different times for a wider range of user groups
 - People are also interested in outdoor activities ie. cycle training on paths around Seymour Park for children and adults and green gym
 - Local residents wish Sports Barn was more involved with community hosting cultural and

community events

- The Sports Barn should be more inviting from the outside and better lit. It should have better ancillary facilities (e.g. toilets)
- Lack of care about entrance, paths and basketball/football courts outside were noticed
- Potential for other facilities to support the park (e.g. café)
- Good value for money on existing classes was highlighted

5.2.2 Friends of Seymour Park Survey

Friends of Seymour Park also undertook a wider survey relating to Seymour Park. Key findings of the survey can be summarised as follows:

- 104 people took part
- 90% from the M16 postcode
- 63.7% Female
- Key age groups of responses:
 - 36-45 – 47.1%
 - 25-34 – 23.1%
- Frequency of usage:
 - 26.9% of responders used the park every day
 - 46.2% of responders used the park a couple of times a week
- The most popular activities (respondents were asked to choose 5) highlighted were:
 - 74% walking
 - 57.7% using skatepark and/or playground for bigger kids
 - 57.7% relaxing by walking or sitting to get sun & fresh air
 - 51.9% using the playground for smaller kids
 - 37.5% picnicking
 - 35.6% cycling
 - 33.7% running
- Responders were asked about how Seymour Park could be improved. The top five responses were as follows:
 - 1 (339 pts) **CLEANING** (campaign against food dumping, new bins with separation of recyclables, monthly litter picking sessions, cleaning signage, benches painting)
 - 2 (328 pts) **PLANTS & WILDLIFE** (bird & bat boxes, bug hotel, plants & fruit trees attracting butterflies & bees, herb garden)
 - 3 (316 pts) **OTHER FACILITIES** (family friendly park cafe, picnicking tables & benches, accessible toilets, softplay area for kids at the barn, dogs only area)
 - **4 (290 pts) SPORTS (more classes at the barn, outdoor gym, extended skatepark, BMX track, better-maintained pitches)**
 - 5 (253 pts) **DECORATIONS** (murals, water features, outdoor art, sculptures, more flowers)

46.81% of respondents stressed the need for activities for the whole family
- Responders were asked whether they attended classes at The Sports Barn
 - 42.3% No, I didn't know there are any
 - 34.6% No, existing classes are at the time not suitable to me
 - 19.2% No, existing classes are not to my liking
 - 8.7% Yes
- Responders were asked whether they agreed with the following statement- "The Old Trafford Sports Barn is underused, and I'd like to have it used to its full capacity with more classes for young & adults"
 - 67.3% of responders strongly agreed or agreed with the statement

5.3 Key Themes

A number of key themes have emerged from the consultation which can be summarised as follows:



The themes are consistent with principles of the Steering Group and illustrate how any local development structure could contribute to a wide range of initiatives to provide services and activities for the local community.

5.4 Comment

The review has highlighted a range of potential demand generators for the new community facilities. From the consultation it was clear that new facilities could deliver:

- **A ‘cradle to grave ethos’** – The opportunity to develop a facility that benefits all ages and sectors of the local community. There is a strong local catchment made up of different communities and groups, who all might benefit from a community led facility
- **Future activity** – The consultation process has highlighted a range of potential opportunities for future activity. This would both permanent stakeholders (some existing and some new) interested in space in the Centre and other users willing to use the centre on an ad hoc basis. The consultation has also highlighted potential gaps in the local area (e.g. events venue), that the future Youth Centre and Sports Barn could take advantage of
- **Youth Services** – In particular, it was felt that there was a need to provide facilities for young people. The building has always been associated with youth provision and that should be a strong focus for the future
- **Connectivity** – The opportunity to develop facilities that link with other provision in the local area. Other local stakeholders, in particular, Limelight and St Johns see huge value in a partnership approach to facility provision in Old Trafford
- **Seymour Park** – The facility can also place a strong role enhancing Seymour Park, as a place to visit. Opportunity exists to consider facilities that support activity in the Park and make it a more attractive place to visit
- **Community Management** – There is a clear appetite for community management of the Youth Centre and Sports Barn, A number of local stakeholders would happily be part of any group wanting to develop the most appropriate community management structure for the future
- **Stronger Communities** – The facility can play an important role in delivering initiatives aimed at promoting stronger communities in Old Trafford

6. Options for Future Delivery

6.1 Future Options for Project and Service Delivery

A number of options have been identified for future project and service delivery:

- **Community Management** – There is a definite will among community stakeholders to progress a project that will develop Old Trafford Youth Centre and Sports Barn as a building for local community activity, that is run by the local community
- **Future Management Structure** – Consideration needs to be given as the most appropriate structure for future Management of the Sports Barn. Previous buildings that have been transferred have adopted different structures (e.g. George H Carnall Leisure Centre – CIC, Stretford Public Hall – Community Benefits Society)
- **Long Term Sustainability** – There is a need to develop a Business Plan to support the long-term sustainability of Old Trafford Youth Centre and Sports Barn. The starting point for that is to understand the current situation of the Sports Barn. To date, no information has been provided with regard to current usage, financial performance or conditions attached to existing funding agreements.
- **Long Term Building Redevelopment** – Whilst there is likely to be some short term capital work needed, a long term solution is required as to how the building can operate as one building, rather than two separate buildings which is currently the case. An Options Appraisal will need to be undertaken.
- **Links to Seymour Park** – The building occupies a prominent position in Seymour Park. Potential exists for the building to support the activities and groups using the park, and to enhance the profile of the park, giving additional reasons for visiting.
- **Links to the Wider Old Trafford Community** – There is considerable affection for the building among key partners in Old Trafford. Other organisations and existing community buildings have offered support to develop the community structure.
- **Physical and Mental Health Initiatives** – The existing Sports Barn already offers a limited range of well-being initiatives. Opportunity exists to extend the range of activities offer (which would fit with the early intervention health and well-being prevention agenda of the Council with regard to Living Well in My Community). This might include a regular day of activity each week that includes confidence building, relaxation, yoga, dance and keep fit for local residents.
- **Events Venue** – A clear gap has been identified by a number of consultees for the opportunity to develop the role of Old Trafford Youth Centre and Sports Barn for events. Existing local venues are unable to cater for larger community events, whilst both the school and Friends of Seymour Park have highlighted the opportunity for need for a space to enable them to host events.
- **Training and Learning Centre** – A number of consultees have highlighted the potential to develop the building for training and learning. The flexibility and design of the centre would allow delivery of different types of community learning (which would need to take account of other learning programmes in the area) should there be a wish to enter that market.

- **Café in the Park** – Some consultees consider there is an opportunity to develop a café which could serve both building and park users. Consideration would need to be given to:
 - Aims – What is the aim or reason for establishing the business (ethos)? Is it for community development, healthy eating message, training, or income generation? What is the social purpose, and will it make money?
 - Food Offer – what will be the food offer and how will it relate to the local community?
 - Other Customer Offer – What else might attract café usage (e.g. internet café, family offer)
 - Management and Legal Structure – How will decisions be made, and profits distributed?
 - Staffing – What staff will be used and will/how will volunteers be used?
- **Develop Volunteering Opportunities Through Links to the Community** – Which would increase the number and capacity of volunteers within the area to deliver additional projects. This remains a huge opportunity and will help ensure the long-term sustainability of the development.
- **Social Prescribing** – Social prescribers are being embedded in communities with the aim of connecting people to communities to improve their health and social wellbeing. The building can become a focus for activity that supports social prescribing. In addition, since Covid-19 there has been growth in the green social prescribing agenda which given the location of the building in Seymour Park, could be developed.
- **Youth Support** – There is a strongly held belief locally that provision of support and activities for young people is a priority and should be a central focus of the building in the future. Youth provision has always been historically connected with, and remains closely associated with the building, despite Trafford Youth Services being disbanded and TUF*C no longer being on-site and involved in the management. The strength of the Old Trafford Youth Partnership would help ensure the buildings success offering a wide range of activities and services for young people going forward.
- **Sport** – When Limelight was developed as a replacement for Old Trafford Community Centre, facilities previously accessed for sports activities were not replaced. The intention was the Sports Barn would potentially take on the role as the centre for sporting activity in the area, although that has never really materialised. It is clear from the consultation that sport is a priority for the area and the building and outdoor facilities has a strong role to play in delivering both regular programmed activity and holiday activity in the future
- **Young Children** – Continued provision and development of the pre-school or stay and play nursery/ services for children would not only provide a facility that supports giving children the best start in life, but would also provide a strong tenant.
- **Embracing the Digital Agenda** – The consultation has highlighted the need for the building to embrace the digital agenda. This need has been further emphasised through Covid-19.
- **Strengthening Families** – Partners are keen on the development of projects that help strengthen the family unit.

6.2 Comment

Community Management and development of the Old Trafford Youth Centre and Sports Barn would represent a powerful focal point in the local community. The projects and services proposed reflect identified demand and both strategic and market trends.

Community management of facilities would support the development of local existing groups and meet demand from a range of market sectors, all with the common aim of strengthening the local community. The Pre-Feasibility work has confirmed the desire to undertake more detailed feasibility work to understand the implications of moving towards a community management structure which in turn would:

- Expand the **community work**, meeting identified demand within the local community and encouraging more people to access the resources
- Developing **purpose-built resources** to meet the identified needs of a number of community groups in the local area but with flexibility in design to meet as yet unidentified future community needs
- Develop facilities that overall are **commercially viable** and will contribute to long term sustainability

Fundamental to the success of the project is the principle of clarity of community purpose between a range of community organisations and partners, thereby optimising the chances of success.

7. Next Steps/ Recommendations

The Pre-Feasibility Report has confirmed the opportunity for a new approach to the future management and development of Old Trafford Youth Centre and Sports Barn and to help satisfy local community need.

A number of key action areas/ next step recommendations will need to be addressed to ensure the project progresses, which are summarised below.

1. All key stakeholders to consider the report and decide whether to proceed to a Full Feasibility Study.
2. Further conversations with Trafford Council/ Trafford Leisure to confirm willingness for a potential Community Asset Transfer and the conditions that will need to be satisfied for this/ potential arrangements/ procedures.
3. Explore funding and agree how the Full Feasibility Study work needed can be resourced.
4. Form a Project Steering Group to take the project to the next Stage.
5. Develop a brief/ undertake detailed Feasibility Study work which as a minimum will need to include:
 - **Project Scoping/ Terms of Reference** – Agree outline objectives with all parties (setting out the broad expectation of each party) and a timeframe for the feasibility work and key milestones.
 - **Data Review** – Agree on the key information for review (to include management accounts, staffing information, current usage, funding agreements, condition surveys).
 - **Site and Area Appraisal** – Undertake an up-to-date condition survey for the property and develop options for the short/ medium and long term for the site.
 - **Strategic and Market Review** – Detailed review of strategic influences, market trends and community consultation that will impact on the development of the project.
 - **Development Options Appraisal** – Taking into account the above develop a range of options for the future use of the site.
 - **Preferred Option** – Determine the most appropriate option for further development.
 - **Future Management and Operation** – Undertake an options appraisal of the most appropriate future legal and governance structure.
 - **Financial Review** – Undertake a detailed financial appraisal of the options to determine the financial sustainability of the project.
 - **Funding and Delivery Review** – Undertake a review of capital and revenue funding and investment sources to support the options.
 - **Social Impact** – Undertake an assessment of the social impacts of the project.
 - **Risk Assessment** – Consider the key risks and develop risk reduction/ mitigation plans.
 - **Implementation Plan** – Develop a timed Implementation Plan to deliver the preferred option.