



ROYAL PARK
COMMUNITY CONSORTIUM

Royal Park Hub business plan november 2010



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RPCC objectives

The Royal Park Community Consortium will work with residents to build a safe, sustainable and vibrant community in Hyde Park, Leeds.

- 1** Acquire local facilities for the use of social enterprises, local businesses and as a resource for the whole community.
- 2** Develop local resources, talents and skills by supporting them and using them wherever possible and practicable.
- 3** Foster respect for the diversity of our community and each individual within it.
- 4** Promote pride in the people and the neighbourhood of Hyde Park.
- 5** Build balance and encourage connection between those who live, work and study in the community.



the concept

The Royal Park Community Consortium (RPCC) have undertaken a project to restore the former Royal Park School (RPS) building and transform it into a vibrant community, business and enterprise centre right at the heart of our local area.

When the RPS building closed as a school in July 2004, local opposition was strong. Residents viewed the building as the heart of the community, hosting social events as well as classes, and they turned out in their hundreds to protest the closure. Having stood empty ever since, the building is a stark reminder of the neglect that is felt by the community as a whole.

Over the past few years the RPCC's efforts have come to a head with heightened media attention, waves of new supporters, significant political developments and a membership of over 300 and growing.

We intend to capitalize on this support and transform the former RPS building into a vibrant and exciting hub, transforming the community as we do so. Our vision is to create a supportive environment for local businesses alongside flexible, community-focused space and long-term term office space for businesses predominantly within the high growth areas of the Creative, Digital and Environmental industries. The delivery of the project will be achieved through the application of a phased development model. The initial phase will focus on making water tight and securing the main building, as well as refurbishing certain spaces and the former caretakers house located on the



grounds. The subsequent stages will develop the community spaces on the ground floor and a business and enterprise centre on the first floor.

the location

The former Royal Park School building is located in the heart of Hyde Park a district of Leeds approximately three miles North of the City Centre.

Hyde Park is the most crowded area in Leeds. Hyde Park has a higher population density than the poorest areas of Moss Side (49 people per hectare) or Tower Hamlets (99 people per hectare). There are an average of 186 people per hectare living in Hyde Park where the average in Leeds overall is 12.

The school itself is situated between King's Rd, Royal Park Rd and Queen's Rd. On the forth side of the school building is the local Multi Use Games Area (MUGA) and an area of green space. Royal Park road is a busy bus route into the city centre and a bus stop is located opposite the school building. This route is also a popular walking route used by hundreds of students - making their way to and from the main university campus situated a short distance away - and numerous other residents and professionals who work in the city centre.

Placed between the majority of Hyde Park and the city centre limits is the large area of parkland called Woodhouse Moor.

Within the area there are a high number of cafés and small restaurants as well as fast food outlets, garages and taxi ranks. Continuing North down Queen's Road leads to a Sainsbury's local and cash machine facilities as well as the ornate independent cinema: 'Hyde Park Picture House'.

The people living in Hyde Park come from wildly different population groups. There are long-term (mainly British) residents, a strong community of South Asians (some newly immigrated and some who have been in the area

for generations), and a very large and growing student population. These groups have very different customs, needs and living styles and this can provoke high levels of tension in the area.

The number of students and young people has been growing each year for the last 10 years and the rest of the population has been declining. Over 80% of the population in Hyde Park is aged 16-29. A quarter of the population leaves the area every year – to be replaced with newcomers. This indicates a very weak level of commitment to the neighbourhood by a large portion of the population. Such low levels of commitment can be evidenced by the lack of care for houses and gardens, rubbish and rubbish bins strewn on the streets and the detritus and debris left after a weekend spent partying.

Hyde Park also has a hidden layer of poverty. Although it is not one of the very lowest Super Output Areas (as per the last census), the transitory population of students skews the characteristics of the neighbourhood. Once people aged 18-24 are removed from the equation, Hyde Park may compare with some of the most impoverished areas of Leeds. The jobless rate of 25 to 49 year olds is 1.5 times the average in Leeds. For those aged 50-65 the jobless rate is more than twice the Leeds average. Only 21% of the population in Hyde Park is counted as being economically active.

Crime, especially burglary and theft from vehicles, is a problem in Hyde Park. Where crime in Leeds overall has been reduced by over 9%, in Hyde Park, it grew by 11% in 2009. Theft from vehicles has increased by 90%. In month-by-month comparison, during ten months of this year crime had increased over 2009. The amount of anti-social behaviour has also risen this year.

Hyde Park is a diverse, vibrant and colourful community that faces significant social problems and lack of common space. This lack of space is



one of the factors holding the community back and preventing the tremendous potential that it contains from being cultivated.

the site

The Royal Park School building is a large Victorian school with a two main storeys, a mezzanine floor and a partial lower ground floor. It sits on a slightly inclined site of approximately .75 acres with a three-bedroomed caretaker's house within the grounds. Parts of the school yard had become overgrown and unsightly until the RPCC's recent community efforts saw them restored to some form of tidiness and allowed preparations for the community gardening aspect of the development project to take place.

The school itself, built in 1892, has classrooms accessed directly from two central halls and two main entrances (labelled 'Boys' and 'Girls') with

two staircases. Upper floor extensions were built in 1968 on the Eastern and Western ends of the building. The school has a series of pitched roofs at differing levels, while the windows are predominantly wooden framed single glazed units.

the impact

The main areas which this project will impact upon are social cohesion, community facilities and the local economy.

By transforming the the iconic Royal Park School building we will be sending out a clear message to individuals often disillusioned with their community that this area is about more than mass development and a transient population. By providing a space for community groups to run services, a base for local businesses and a space where residents can relax and socialise, we will break down the



barriers between the different aspects of the community and create an accessible, inclusive environment where positive relationships can flourish.

Local residents will be included in as many stages of development and planning as possible and volunteer labour from the community will be called upon wherever practical. In doing so we will foster the existing sense of local ownership of the project and establish the Royal Park Hub as a powerful catalyst for increased social cohesion in Hyde Park.

This project will also have a huge impact on the scale and potential of community facilities available within Hyde Park. There are no other buildings within the area comparable with the school's size, history, prime geographic location and functionality; as such it presents the perfect opportunity to meet the demands for space for an increasing range of activities desired by the community and local businesses. The large performance space is unique to the area. It offers a huge range of social and cultural possibilities for the community. The Royal Park Hub will be flexible enough to ensure that the needs of smaller organisations and companies are also met. The cafe and market areas create an important social hub within the area.

For the local economy, the project will provide a much-needed boost. One of the main economic problems in Hyde Park is the lack of appropriate facilities and support for small businesses and the exodus of training and wealth that occurs every year when students take the knowledge they have learned in Leeds to other cities and wealthier areas. By encouraging graduates to stay and work within their community, and providing the facilities to make that a viable and attractive option, we can foster positive economic and social relationships between traditionally disparate sections of the population. This will also ensure that the community benefits from the skills they have learned during their time here and the money and innovation those skills can bring.





What the RPCC intends to offer is a spectacular combination of vibrant community space, creative office space, usable workshop space, with a market area and a conference hall in a multi-purpose building that will become the hub of the Hyde Park community.

commercial product

There are a number of Commercial products on offer within the proposed Royal Park Hub. The top floor will house a multi-space business centre comprising of eight offices and a 150 seated capacity conference hall with a stage. A large event-catering kitchen is also located on this floor.

The business centre will house one large 'anchor tenant' as well as smaller individual businesses and an incubation space for fledgling businesses on this floor. As such office space is available to rent both as individual units and as large 'clusters'.

Other spaces will be let throughout the building but it is anticipated that the top floor offices will form the mainstay of the rental income.

In physical and monetary terms the RPCC are offering approximately 733m² of office space across the building that will be let at prices between £100 – £150 m² per year.

In renting office space within the Royal Park Hub our tenants will realise the business benefits of an enterprise centre based in the



heart of a community. The collaborative spirit of the centre, the media attention and the iconic prestige of the building will help those housed in the centre to thrive. In this spirit the RPCC aims to collaborate with its business tenants in the delivery of its many projects to a mutually beneficial end.

There will also be a number of office spaces located within the incubator centre that will be available to rent. This start up space will have access to the centre's business support worker and other resources as part of their rental agreement.

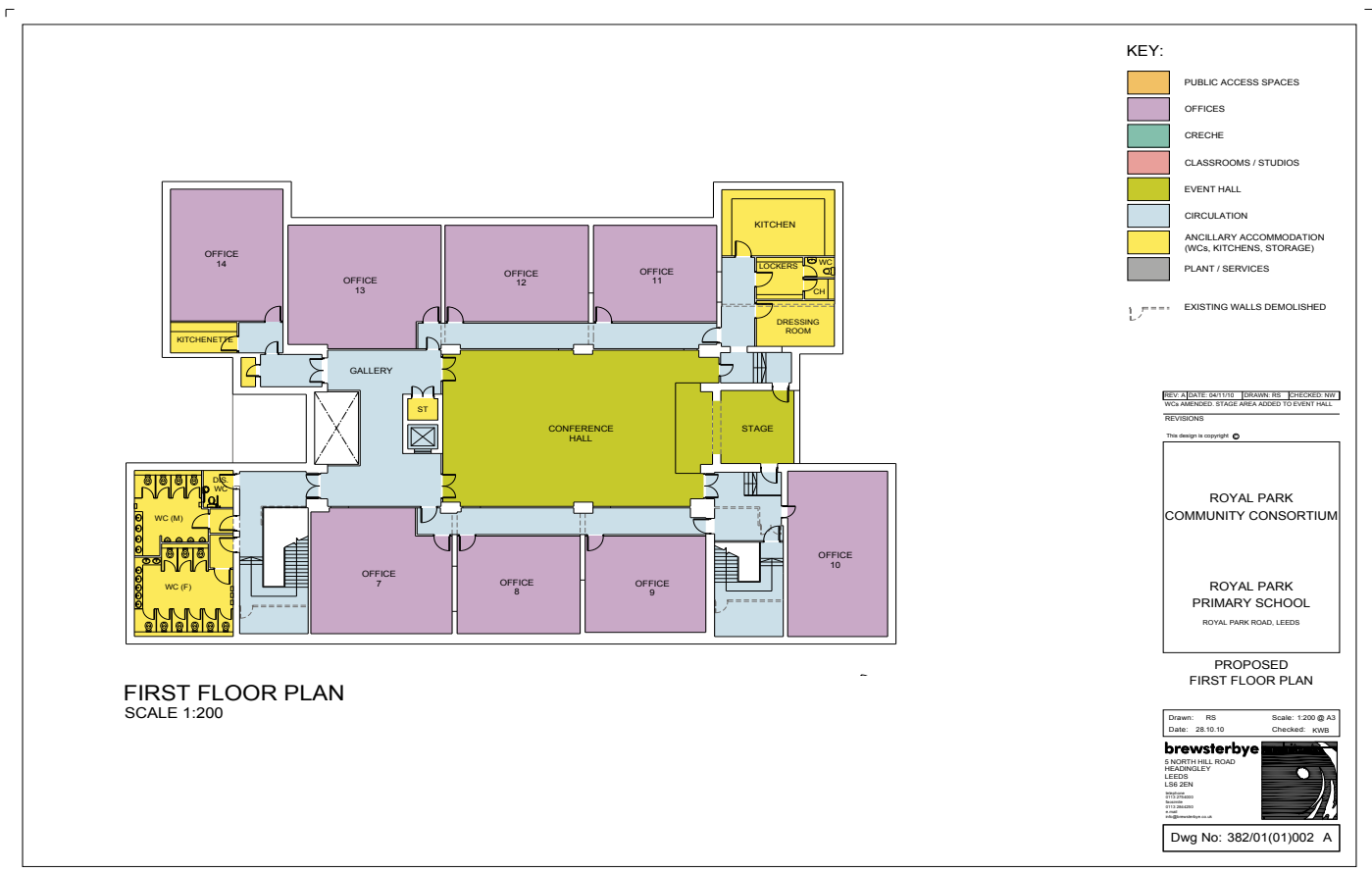
In addition to the office space available for rent the Royal Park Hub will have one shop unit and two workshop units available. These will be available at proportionally lower rental price than the offices. The shop unit will be located in a prime retail position with high visibility from the busy Royal Park Rd. The workshops will be self contained, accessible from the Queen's Rd

car park at the exposed basement level during the first phase of development and will be equipped to a basic standard to suit the market.

So who will use the space?

In line with the RPCC's business and funding strategies, businesses within the Creative, Digital and Environmental industries will be favoured. In addition to this, preference will be given to businesses that help to achieve its core objectives. For example, local business will be favoured as long as a balance between upholding the objectives of the RPCC and creating financial security and longevity can be reached.

One large commercial tenant will provide financial security for the wider aspects of the project whilst not compromising our core aims. Social enterprises and smaller businesses will also form a key role in the rental mix both as start up businesses entering into individual



tenancy after moving through the incubation centre and as stand-alone organisations requiring office space.

It is our intention that a large portion of the start up businesses accessing the centre through the incubation space will be university graduates who are being encouraged to settle in the area. Strong links to the Universities are already being forged to this end.

community

The flexible spaces will be available to hire an a number of configurations:

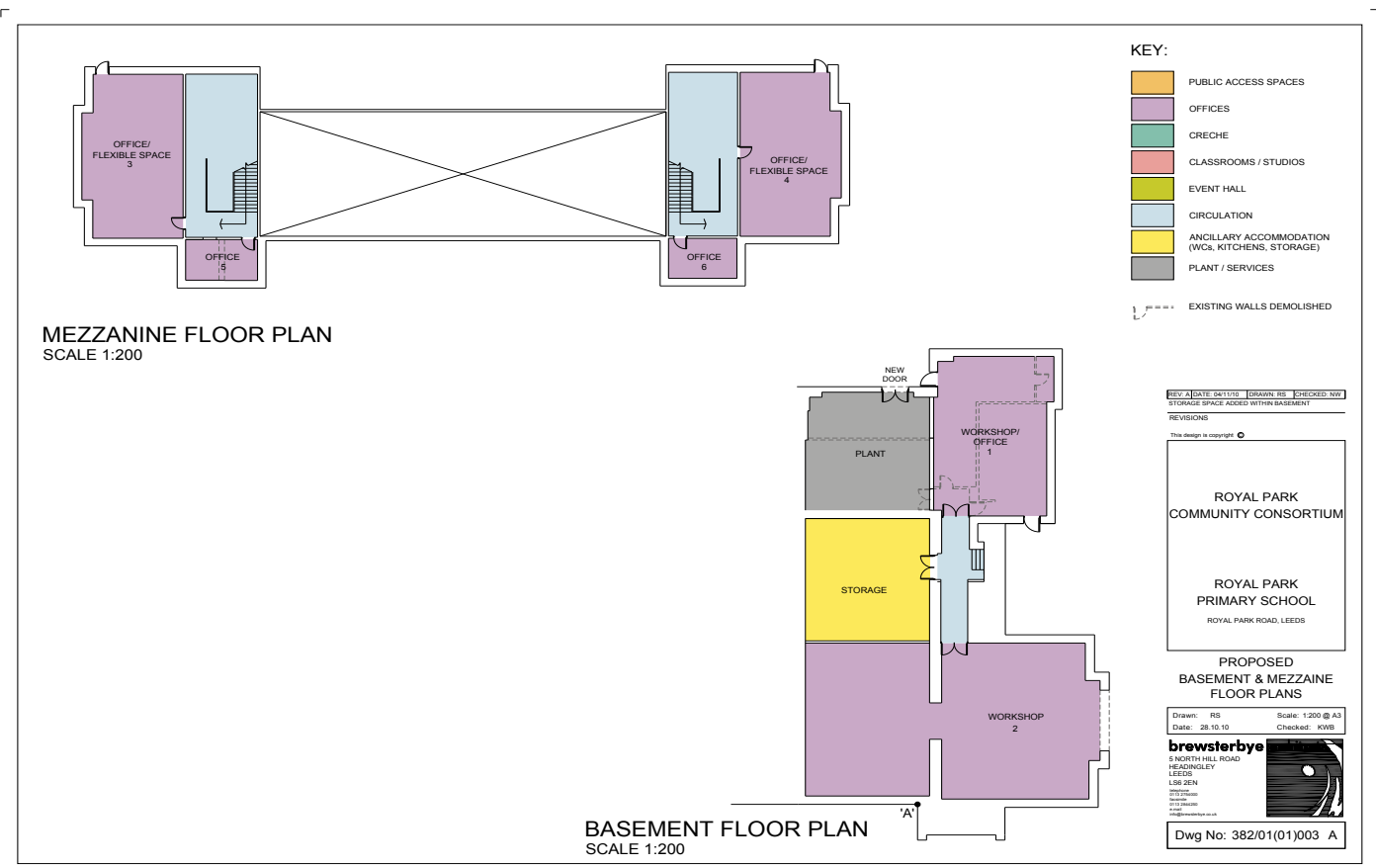
- Meeting room configuration with central tables, chairs, flip chart etc available upon request.
- Rehearsal configuration with no tables or chairs and cd-player facilities available on

request

- Lecture configuration with rows of chairs, flip chart and white board etc.
- Activities configuration with classroom style separate tables and chairs for the users

RPCC will aim to strike a balance between lucrative bookings from funded organisations and small local groups needing access to space at low cost.

The market and conference halls will also be available for community use in a number of guises. Functions extending over both floors of the building can utilize these two spacious halls allowing weddings and other celebrations to be held in the Royal Park Hub as they once were. The conference hall can also house theatre productions or large classes and the downstairs hall can regularly be used as a market place with filled with stalls from local businesses.





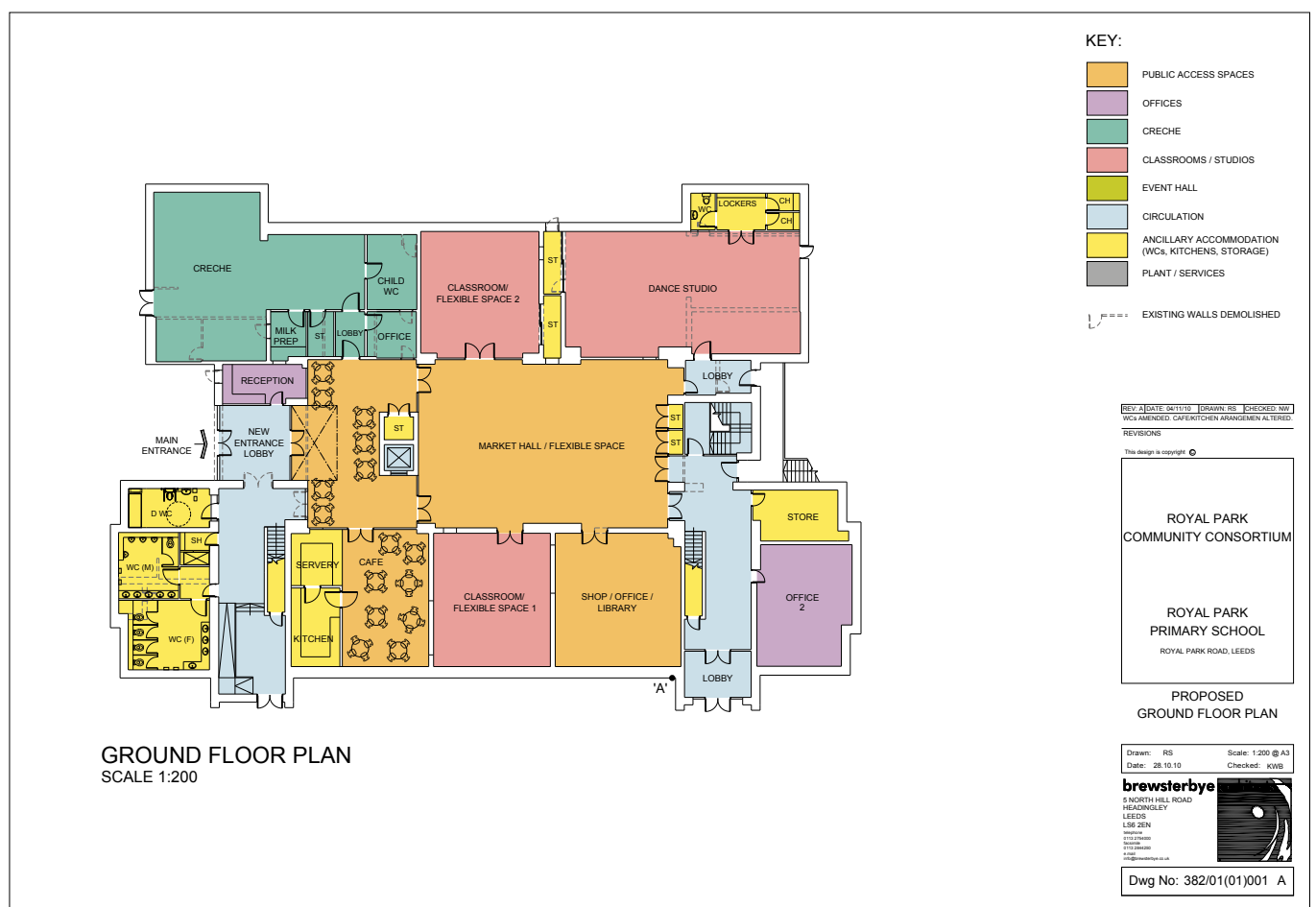
Projects delivered or supported by the RPCC will be able to access the flexible and hall spaces in the Royal Park Hub at discounted rates. This will allow individuals, other organisations and RPCC members to use the Hub and its facilities to deliver services that positively effect the local area and or provide services that would otherwise be inaccessible.

The centre will also provide space for independently-run services that will benefit the local community. The dance studio will act as a great connective space between the student and local resident communities. By programming classes ranging from yoga to contemporary dance it will help to promote a healthy lifestyle for Hub users as well as providing much sought after rehearsal and training space.

The cafe space will also be run by a local business and will represent an affordable and healthy dining option for the area and an accessible social space at the heart of the Royal Park Hub.

The incubation space and the conference hall will function as part of the business centre but will be dedicated to fulfilling the RPCC's core aims for providing space for local use and fostering start up businesses to promote local economic growth.

Outside the centre, the community garden and caretaker's home will be a showcase for environmental and sustainable living. The garden will be maintained by volunteers and community groups and will provide composting facilities and educational programmes. The former caretaker's house will utilize volunteer labour during its refurbishment and upkeep, serving the dual purpose of educating



volunteers in environmentally sustainable living and serving as a permanent example for these techniques after its completion. The community refurbishment and letting of this space will serve as a symbolic progression for the regeneration of the area and will aim to illustrate the first step of many needed to readdress the balance between student housing and long-term residential lettings in the area.

users

The services that we are offering will be used by all elements of the community. Individual people and groups of all ages, genders, races and religious backgrounds who require space, from individual desks to a room for a large gathering, will find their needs met in an affordable and supportive manner. By providing them with both a physical space and the support of a creative, inclusive environment, we will empower the community and allow exciting new projects showcasing fresh talent to emerge. Local people and members of the RPCC looking to improve on their skills and employability will benefit from the opportunities to get involved in volunteer projects both inside and outside the building. They will also benefit from the many events and activities that will take place within the hub, and from the various sociocultural benefits associated with housing successful, flourishing businesses within the heart of their community.



overview

Leeds is a diverse, vibrant and growing city. As the most densely-populated part of the city with a largely transient population, Hyde Park attracts many newcomers - both students and immigrants. For many who come to live in Leeds and the surrounding area, Hyde Park is the portal to the city.

We have combined data from residents of our community, community centres, office lettings listings and commercial property research in order to develop an analysis of demand for the Royal Park Hub project.

The RPCC will be targeting two main markets for its offerings: businesses looking for office spaces, and organisations or people looking for space to hold events, meetings or classes.

office space market

The RPCC will be looking across Leeds to attract established businesses into the first floor business centre. As part of our mandate to promote high growth industries, we will network with and target the creative, digital and environmental business communities in Leeds. We expect that our smaller local businesses, such as small creative home-based businesses from within Hyde Park, will take up the small office spaces. We also will make

inroads into the graduate and post-graduate student communities to support new business ideas from Leeds students looking to stay in Hyde Park.

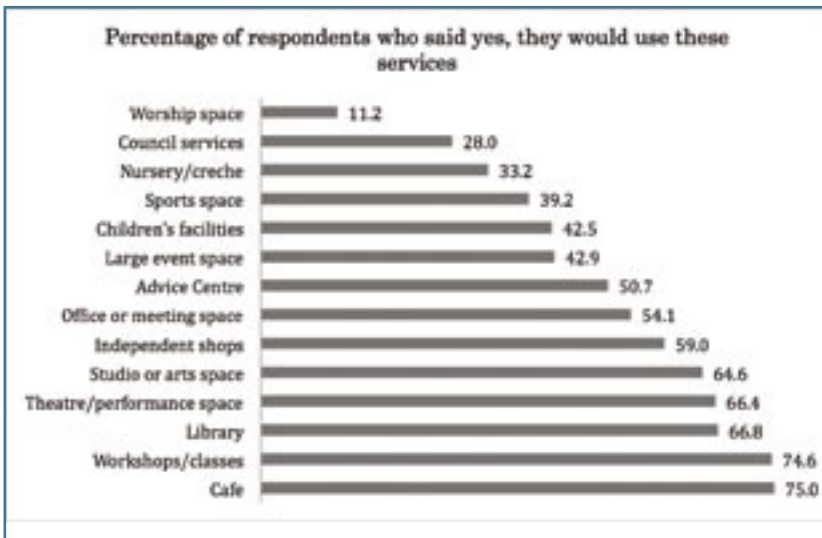
community space market

The Royal Park Hub may attract organisations from the wider Leeds area, but our primary market for flex space will be from the local community and from within the university and college communities. A secondary market may be from larger organisations with classes elsewhere looking to expand into the Hyde Park area. We also expect that the two halls will attract local people and former students looking to host weddings and other social events.

demand data

overall demand

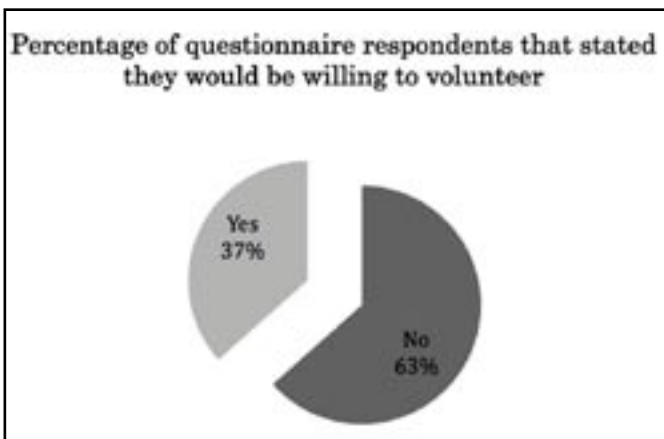
Although we are still feeling the effects of one of the deepest recessions in decades, recent growth across the UK is expected to continue in the coming years. The Office of Budget Responsibility (OBR) forecasted that GDP growth would rise to 2.9 in 2013. Similarly, in an October 2010 report, PwC explained its outlook for the UK economy, "The Q2 and Q3 data suggest that the UK has continued to climb out of recession with cumulative growth of around 2.8% over this period of recovery." We can expect



that across the UK demand for commercial property will also increase. The OBR suggests that commercial property prices will continue to grow strongly to reach a peak in 2012-2013.

Regionally, Yorkshire Forward reports that “Overall performance has remained stable or improved for a majority of businesses.” and states that encouragingly, “a clear majority of businesses expect to maintain their future levels of investment”.

Leeds is the centre of economic activity for the Yorkshire region and as such we can expect that trends for growth will emerge here. GVA Grimley says that in Leeds by 2012 an ‘undersupply rather than oversupply is likely to be a market feature’ and that ‘the current lack



of new-build development raises the likelihood of grade-A supply shortages when the occupier market returns’.

As we move out of recession, we see a rising level of demand for commercial property supported by steady growth in the UK economy, with commensurate levels of growth both regionally and locally.

community demand

Our market research (for the full report see the appendix) showed that Hyde Park residents overwhelmingly believed the area had a need for

resources or facilities that could potentially be housed in the former Royal Park School. They suggested that spaces be made available in the community for activities such as: dance, arts and crafts, child care, adult education, outdoor activities, independent shops, theatre space, a cafe, studio space, and many more uses. Over a third of respondents were willing to volunteer in the building. This shows that their interest is in more than passive usage.

To determine the level of demand and competition for community spaces, community centres and halls in the North West Leeds area were contacted and asked about their pricing and demand levels. This data is amassed and tabulated below.

Demand for halls and meeting spaces	
Average demand rating (10 = fully booked)	7
Price range per hour	£0 - 150
Average lower price	£20
Average upper price	£27
Median price	£16

There is strong demand and a healthy price level for event and meeting space in North West Leeds, and room in the market for further spaces.



Leeds Office Pricing

Location	price per sq m	price per sq ft
City Centre	£175.84	£16.34
Burley/Little Woodhouse	£136.06	£12.64
Hyde Park/Headingley	£156.68	£14.56
Chapeltown/Meanwood	£150.19	£13.95
Roundhay	£177.60	£16.50
Armley	£103.60	£9.63
Outer Leeds	£133.50	£12.35

Our full expressions of interest are available in the appendices, but the table below shows the amount of space requested by each potential tenant. This level of interest shows a clear gap in the market within this area of Leeds for a dynamic and vibrant space at the centre of Hyde Park.

competitive overview

Currently, there are few large buildings offering office space in the immediate area. The largest office development in Hyde Park is the Headingley Office Park with uninspiring

medium-rise office buildings set back from the street and separated from the community. There are also smaller-scale buildings that house offices along Headingley Lane.

The Leeds Innovation Centre is within a short distance from the Royal Park School and also offers similar business support to Leeds University students. However, their offering is targeted towards scientific and technical businesses - with lab facilities and an 'innovation hub' - instead of towards creative, digital and environmental businesses. The innovation centre has strong ties to Leeds University and does not provide support directly to students or graduates of other educational institutions.

In the wider Leeds area there are some interesting spaces developed - particularly as part of the Holbeck Urban Village, at Shine and Hillside and in some smaller developments in redeveloped mill and warehouse spaces. None of these spaces will offer the same mix of artistic and creative business, community involvement and high-spec accommodation.

price for office space

While the average cost of office space in the Hyde Park and Headingley area is below the average cost for Leeds city centre, we believe that an iconic and beautiful high spec space can overcome some of the price barriers due to distance and neighbourhood.

We found records of 112 office properties in Leeds and compared the cost per square metre.

The full list of office prices can be found in the appendix, however a list of average prices by neighbourhood is below.

expressions of interest

In recent weeks we have received over 15 expressions of interest covering more than 240% of the office space, 4 households interested in renting the caretakers house, and several organisations - from large educational institutions to theatre groups and community groups - looking to regularly hire spaces for events. Expressions of interest and letters of intent continue to be solicited and received from businesses, organisations and people for spaces within the proposed Royal Park Hub.

the attraction

The Royal Park Hub will offer fresh and creative working spaces for innovative and inspired businesses in Hyde Park in an unrivalled mix at the beating heart of a thriving community.

youth & intellect

Our neighbourhood is overwhelmingly young, with 80% of the population between the ages of 16 and 29. The large number of students also affords a strong connection with the universities in Leeds. With several expressions of interest from educational institutions it is evident that there will be a large number of young, urban and educated people using the Royal Park Hub.

- a supply of young, educated and local employees for our business tenants
- many student volunteers and dozens of student organisations as part of the community using the flex spaces

beauty & excitement

There is also strong core of artistic and creative people in the Hyde Park area. The facilities of the Royal Park Hub will attract the creative focus - not only through community spaces, but also in the creative and digital office areas above.

- a vibrant population within the building with hosting entertaining and exciting events will bring in foot traffic and generate buzz to encourage further happenings in the Royal Park Hub
- creative and innovative companies inspire and are inspired by being surrounded by creative and artistic endeavours

people & partnerships

The mix of tenants, users and customers at the Royal Park Hub is key to the success of the project. We have already seen potential tenants enthuse about the possibility of working with

Expressions of interest					
Tenant	Space interested in/usage	Space size		Price (m2/yr)	Other price structure
		Flex Space	Long term		
Rockstar Leeds	All of top floor offices		1025	£151	
Leeds Music College	The flex spaces- assumed 12 hrs per week +	119.1			
Leeds City College	The flex spaces- assumed 12 hrs per week +	119.1			
Sri Baba Vishvarkarma Sabha	Office 6 and office 4		72.5	£100	
Leeds Hackspace	Office 2		41.8	£124	
Re-cycle engineering	Basement (workshops 1 + 2)		240.3	£100	
Scrap, Recycle, Reuse.	Basement space		150	£80	
The Dance Studio Leeds	Dance studio		112.5	£125	
Butterfingers	Shop unit		63	£125	
Butterfingers	Market stall				£50 per day
Talia	office 5		11.5	£150	
Faz	Dance studio- holistic health and fitness		112.5	£125	
Baraka (Gym)	Basement (workshops 1 + 2)- Gym		228.9	£100	
Page Catering	Catering/café		140	£75	
Baraka	Café		59.2		
Cloth Cat	studio		185	£81	
Ladybird Project	under negotiation, 12 hrs+)	119.1			£3000 per year
Leeds University Union	Flex space	250			
Suzi Marsh	Caretaker's house				900
Elizabeth Page	Caretaker's house				900
Tara Cleveland & family	Caretaker's house				900
Andy Ross and Stella Darby	Caretaker's house				900
TOTAL			607.3	2442.2	£111
Total Event space (m2)				186	
Total flex space (m2)				468	
Total long-term office space (m2)				942	

each other. We have already had hundreds of people in the community jump in to help with our volunteer events. As a 'hub' and not just another office space or community centre, the RPCC hopes to facilitate connections between business, community, and individuals for the benefit of all in Hyde Park.

- facilitated collaboration on projects
- building-wide collaborative programmes advantageous to tenants and centre users



The RPCC is a company limited by guarantee. It was incorporated in June 2009. Before incorporation the RPCC existed for 5 years as a group of campaigners and local residents. During November 2009 the RPS building was occupied by local residents and opened to the public to demonstrate its potential use for the community. This generated a new wave of support for the RPCC and its work towards securing the RPS building and transforming it into a community hub.

A year later and the RPCC is governed by a board of directors and run by a management committee. Steadily growing in size and capability the organisation is moving towards development trust status and intends to become a registered charity with trading arm in 2011. Currently the management committee also includes two part-time development workers.

the management

the board of directors

Sue Buckle

Community leader having taught in Leeds High schools for 37 years, active campaigner within Hyde Park for over 20 years.

Tara Cleveland (Financial Director)

Web and graphic designer, fundraiser, with skills in marketing. Has run own international business for 14 years and is studying development management and accounting

Jake England-Johns (Chair)

Media spokesperson, Artistic director of award winning company with back ground in tour booking and PR.

Stella Darby

Project manager with previous council and school redevelopment experience, event co-ordination and financial administration and experienced in volunteer management.

Maged Hanna

Building engineer specializing in sustainability, consultant specializing on the design and modeling of low carbon buildings

Paul Hudson

Experienced treasurer, governor, teacher and head of department for fifteen years with strong knowledge of financial planning

Mohammed Ismail

Experience working for Leeds City Council administering community projects, Local businessman and experienced property developer currently working in the area, ex pupil of the Royal Park School and young muslims youth club worker

Dr. Andrew Ross

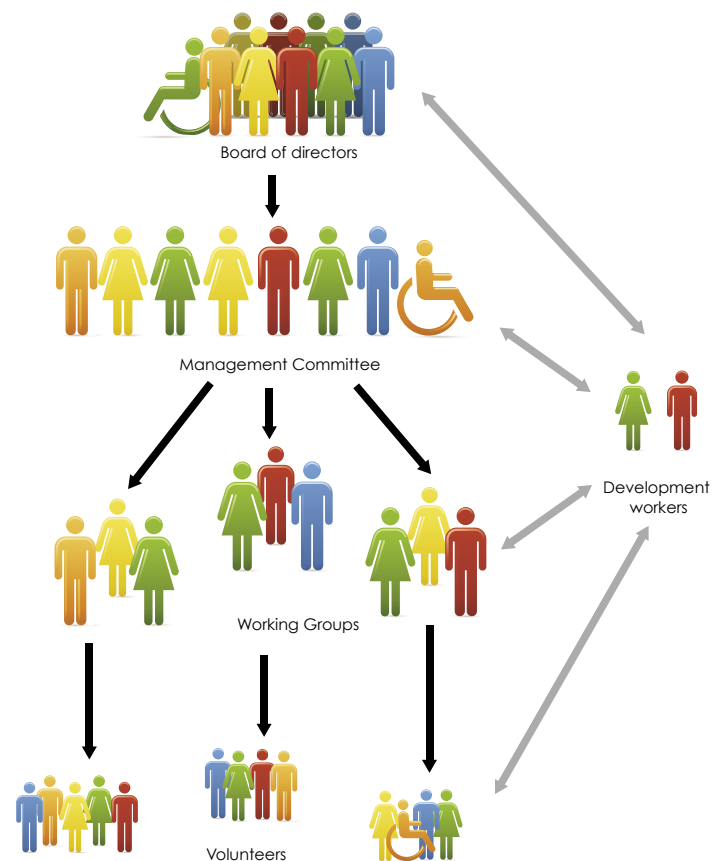
Lecturer and researcher for University of Leeds in low carbon energy techniques, previously a sustainability officer who specialised in grant writing

Maggie Dawkins

The board of directors is made up of nine professionals from the local community whose experience and skills allow them to steer the company through its current path of development.

The board itself is governed by the companies articles of incorporation and by the directors code of conduct.

The RPCC has an ongoing dedication to strengthening its board of directors through a process of acquiring additional training for existing directors as well as seeking new board members to join our team.



The board of directors meets monthly and its decisions are passed down to the RPCC management committee. Some individuals are members of both the board of directors and the management committee.

the management committee

Committee positions are listed below with the main aims of the role outlined beneath them.

Volunteer Coordinator

Responsible for developing and maintaining a strong and dynamic volunteer program that benefits both the RPCC and the wider community.

Communications and Publicity Coordinator

Responsible for the development and implementation of marketing strategy and for maintaining and building upon the RPCC's existing media contacts.



Meetings Coordinator

Responsible for the administration requirements of all RPCC meetings, including booking rooms, taking notes and writing and distributing minutes.

Funding Coordinator

Responsible for supporting the development workers in researching and writing funding bids for the RPCC.

Membership Coordinator

Responsible for developing and implementing a recruitment drive within the community with the aim of reaching 2000+ members by the end of 2012, as well as administration of the member database.

University Liaison

Responsible for developing and maintaining ongoing relationships between the RPCC and the student population at all levels, as well as promoting the RPCC and its projects within the university.

Events Coordinator

Responsible for developing, promoting and overseeing all events held under the banner of the RPCC.

Community Outreach Coordinator

Responsible for developing and implementing a community outreach strategy aimed at maximising engagement from all sections of the community.

Compliance Officer

Responsible for overseeing the RPCC's policies and procedures, ensuring compliance with existing laws and regulations and updating and reviewing them wherever needed.

Development Workers

As well as the nine roles listed above, two freelance part-time development workers are currently engaged by the RPCC and form part of the management committee.

The Development Workers have been engaged specifically to meet the needs of the Royal Park Hub project and to facilitate the RPCCs further development. They are responsible for overseeing all aspects of the project's development on a day-to-day basis. More specifically their role requires them to identify sources of funding, develop business strategies and conduct research as well as functioning as the visible face of the RPCC.

Daily they act as the RPCCs first point of contact for funders, local authorities and the project design team and other consultants. This means that they are sanctioned to perform their day to day roles with the necessary freedom and flexibility, however they are still governed and steered by the management committee and the board of directors to whom they report. They are also responsible for delegating tasks to volunteers and workers where applicable, and ensuring that the project's development targets are met. One of the primary aims of their role is to ensure the longevity of the RPCC by accessing funding for the Royal Park Hub project and for the salaries of the staff required to deliver it.

Management committee decisions are made at weekly briefings and via online systems. Briefings are informed by the day-to-day actions of the development workers and RPCC volunteers.

work groups

In addition to the board of directors, management committee and development workers, the RPCC draws on various workgroups and advisors to complete tasks and deliver support.

Decisions and tasks are disseminated to the workgroups via either the committee member responsible, a working group representative attending the weekly briefing or the online communication systems. Responsibility for seeing tasks delivered however falls to the committee member who leads the working group that will be delivering it. The workgroups

each consist of between 2-10 RPCC Members who regularly donate time within their area of expertise on an ad hoc basis.

Working groups exist for the following areas: Publicity and media, Events, Community Projects, Grant writing and Legal advice. Other work groups are created dependant on the needs of the RPCC.

the staffing

During phase 1 the RPCC will require only the development workers as point of contact for the tenants due to the small rental space available, the self sufficient nature of the units on offer and the lack of need for management of the building itself.

During the development phases the project will require additional staffing in the form of a construction project manager and towards the end of the final development period a marketing and sales manager.

Once the refurbishment is completed in August 2012 the centre be run and managed by a centre manager, and full-time receptionist. The receptionist will act as front of house for the Royal Park Hub and the role will also include general administrative tasks.

Housed in the Business Centre in the top floor, the incubation space will require a full-time business support worker to oversee the start-ups moving into the building and their programmes initiated.

A part-time Caretaker will also be employed to service mechanical aspects of the building, secure the property at the end of the day and re-open it in the morning.

In addition to the paid staff there will be volunteer staffing roles within the Royal Park Hub. These roles will be designed to support areas of the centre management that either

require more occasional attention or that allow the centre to remain frugal in its initial stages of development.

the operational model

This operational model reflects the near completed refurbishment of the Royal Park Hub building from the end of phase 2 development onwards.

Royal Park Hub opening times

8 am – 9pm weekdays (sometimes later for classes and events)

9 am – 9pm weekends (sometimes later for classes and events)

Business Centre opening times

The business centre will be accessible by electronic key card system to our business tenants 24 hours a day 7 days a week. However, normal hours of operation for the centre would be:

7 am – 6 pm weekdays and as required at weekends

The building will be unlocked at 7am by the caretaker or early-start reception staff dependant on their shift patterns. This will allow staff for the various ground floor tenants to arrive and for the building to be up and ready for public opening at 8 am.

On weekends the centre will be opened in a similar fashion to the weekdays though slightly later.

The reception staff and part-time caretaker will have primary responsibility for the opening of the building and disabling of alarms etc and the same will be true of the building's close down procedures. In order to allow a system of flexible working hours the centre manager and business support worker will also be able to close the building for the night.



In addition to this, volunteer staff will be employed to 'fill in the gaps' and allow sufficient staff to be available at high use periods and to ensure that the paid workers are not over stretched. None the less a flexible work pattern will be required in order to allow sufficient paid staff to be present during normal high use periods or to accommodate events held in the building.

Volunteer workers will be afforded benefits including subsidised use of services within the building to reflect their hours worked at the Royal Park Hub.

The business support worker will work regular office hours of 9 – 5.30 and will for the most part deliver their role from within the incubation centre full-time. At times of high business usage, for example conferences and during the initial start up period, the business support worker will be able to perform roles outside of the centre and provide support to the center manager.

The centre manager will also work the conventional hours of 9 – 5.30 but will be likely to move between this and a flexible working pattern to accommodate the later evening events and weekend demands as necessary. The manager's responsibilities will include the delivery of a smooth running Hub overall, balancing the different needs of the community elements and the business centre and managing the staff to that effect. They will also act as the face of the Royal Park Hub and represent the RPCC's flagship presence in the Hyde Park area. The center manager will also form part of the RPCC Management committee in the same way that the development workers currently do.



the asset

Royal Park School was built in 1892. By the time of its closure in 2004, it housed approximately 140 pupils, ranging in age from 4 to 11 years old.

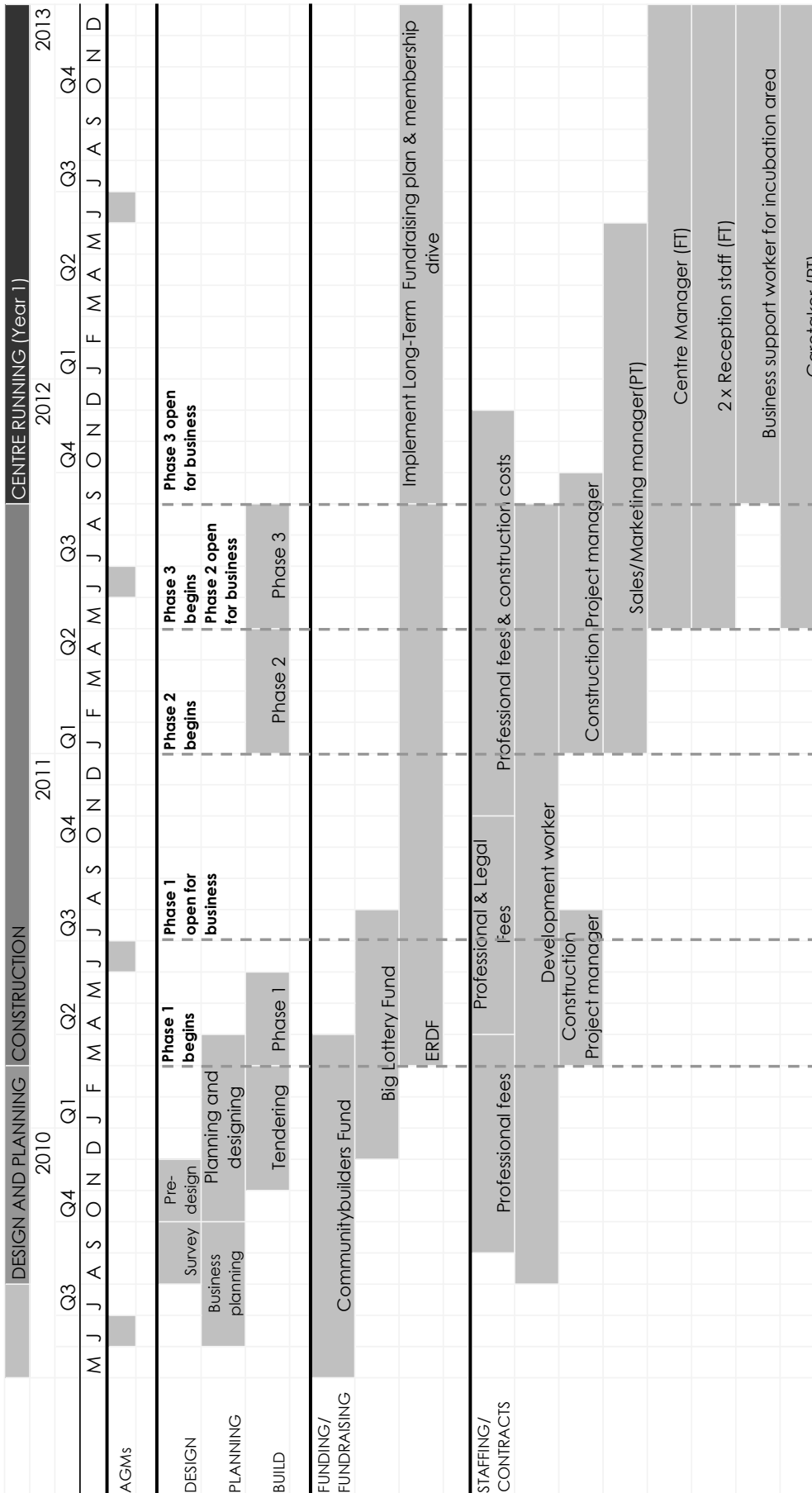
Purpose built as a school, the building is a two storey Victorian structure built on a sloping site. A third storey extension was added in the 1960s. There are playgrounds to both sides of the school and a good-sized Victorian caretaker's house within the grounds. Both the school and the caretaker's house are constructed from load bearing 9" thick solid brickwork. The school has a series of pitched roofs at differing levels, while the windows are predominantly wooden framed single glazed units.

The net internal area of the building is approximately 2450.6 m²; the gross internal area is approximately 2633.8 m². Within the building are a number of classrooms ranging in size from 45 m² to 97 m², two large halls of approximately 222 m² and a variety of smaller store rooms and ancillary spaces.

The building is not listed and does not fall within a conservation area.

With six years of neglect and disuse, the building has fallen into a state of disrepair. Our structural engineer concurs generally with the 2004 Condition Survey report commissioned by Education Leeds before the school's closure. He suggests that 'the failed window head lintel to the rear elevation being the only item in need of remedial action'. He also says that although there is some water damage, that both halls have joist timber in 'good condition' and that the load bearing masonry 'appears to be generally in good condition.' The engineer's survey brought up the following points that may need addressing:

- a specialist timber survey be carried out at some stage to determine if there is any fungal



project phases

The project to refurbish the former Royal Park School and transform it into the Royal Park Hub will occur in 4 stages.

- 0** Setting it to rights
 In this phase we will purchase the building, achieve planning permission, complete surveys and fix the roof and the external windows and doors.
- 1** Start Up
 Phase 1 will allow us to bring parts of the main building into use and refurbish the caretaker's house. This partial refurbishment will allow us to seek further funding, while ensuring that we can service our debts and occupy the building.
- 2** Community Centre
 This phase sees the ground floor of the building complete and in use. The ground floor of the building includes the child care area, the dance studio, flex spaces, market hall and the community cafe.
- 3** Business Enterprise Area
 The final phase of the build process will be the first floor and mezzanine floor business offices, start-up spaces, business support areas and conference hall.

damage to the timber

- the dance studio floor for the frequency/response of the construction
- a more in-depth condition check of the joist filler concrete slab on the mezzanine floor
- a condition and construction survey to verify the roof structure

David Moor, an experienced chartered surveyor, has valued the building currently at £250,000.

He says,

I have been given a projected income stream producing an annual income of £343, 412 per annum and in my opinion this figure is a realistic reflection of a potential rental income for the building taking into account voids. The running costs projections have been calculated at £81,317 or £5.04 per sq metre. Again in my opinion these costs are realistic in today's market place. The total net income exclusive of loan repayment costs lies in the order of £262,095 per annum.... Indications of interest have given rise to the belief that there would be a good take up of space within the proposed unit. In my opinion the yield for this type of property would be 8.5%.

the build process

type of build process

We intend to use a traditional build process for the Royal Park Hub project, using separate teams for the design and build stages of the process.

We have consulted with a highly experienced local design team including an architect, a mechanical engineer and sustainability consultant, a structural engineer, and a quantity surveyor as part of the feasibility stage of the project. We have still to start the procurement process for the full architectural and survey works and the construction and repair of the building.

construction costs

Through the phases of the project the costs of the building lease/purchase, construction, professional fees and related surveys plus contingencies and VAT. we estimate to be as outlined in the table below. A total build cost of £2.65 million over 2 years is estimated.

Phase	Cost
Phase 0 (building purchase and fabric repair)	503,750
Phase 1 (refurbishment of basement and caretakers house)	247,691
Phase 2 (refurbishment of community areas)	757,020
Phase 3 (refurbishment of office space and conference hall)	1,141,543
Total	2,650,004

procurement process

As we intend to apply for funding from the European Regional Development Fund (ERDF), our procurement process must meet their exacting standards. We plan to use a procurement panel to tender for works to be completed by our major suppliers. A procurement panel will ensure the process is completed speedily and with a minimum of hassle.

our consultant team

We have currently engaged a consultant team to provide advice and design work. Our professional team have been recommended by Keith Brewster and have agreed to work at risk in return for the opportunity to bid for tender when funds are secured to proceed further with the project.

Architect - Brewster Bye Architects

Brewster Bye Architects is an award winning architecture and design practice based in Headingley, Leeds with a reputation for producing high quality, creative and cost



efficient design solutions across Residential, Health, Education, Community and Commercial sectors.

Quantity Surveyor - Bernard Williams Associates

Bernard Williams Associates (BWA) are a firm of Cost Consultants and Building Economists with over 35 years experience of Arts, community and publicly funded projects. The practice was established in 1969 and currently comprises 30 qualified surveyors based in Leeds, Barnsley, and London.

Mechanical and electrical engineers and sustainability consultants - Leeds Environmental Design Associates Ltd

The engineering input LEDA can provide to clients and architects goes beyond standard building services design. Their knowledge of design issues such as solar gains, daylighting, natural ventilation and air tightness helps the design team create low-energy buildings with a pleasant and healthy internal climate.

Structural and civil engineers - Adept Consulting Engineers

Adept are an experienced Chartered Civil & Structural Engineering company with hands on experience in the design and project management of multi-storey steel and concrete framed buildings, warehouses and major refurbishment projects.

RPCC input

As part of the implementation of the project, two part-time development workers and one part-time building project manager will be employed. They will make day-to-day decisions and ensure the project runs smoothly while protecting the interests of the RPCC and the wider community.

The main decisions about the construction of the Royal Park Hub will be guided by decisions from the Board of Directors and strategic decisions will be made by the RPCC management committee in weekly meetings.

Ongoing community consultations will ensure that the project meets the needs and aspirations of the Hyde Park community.

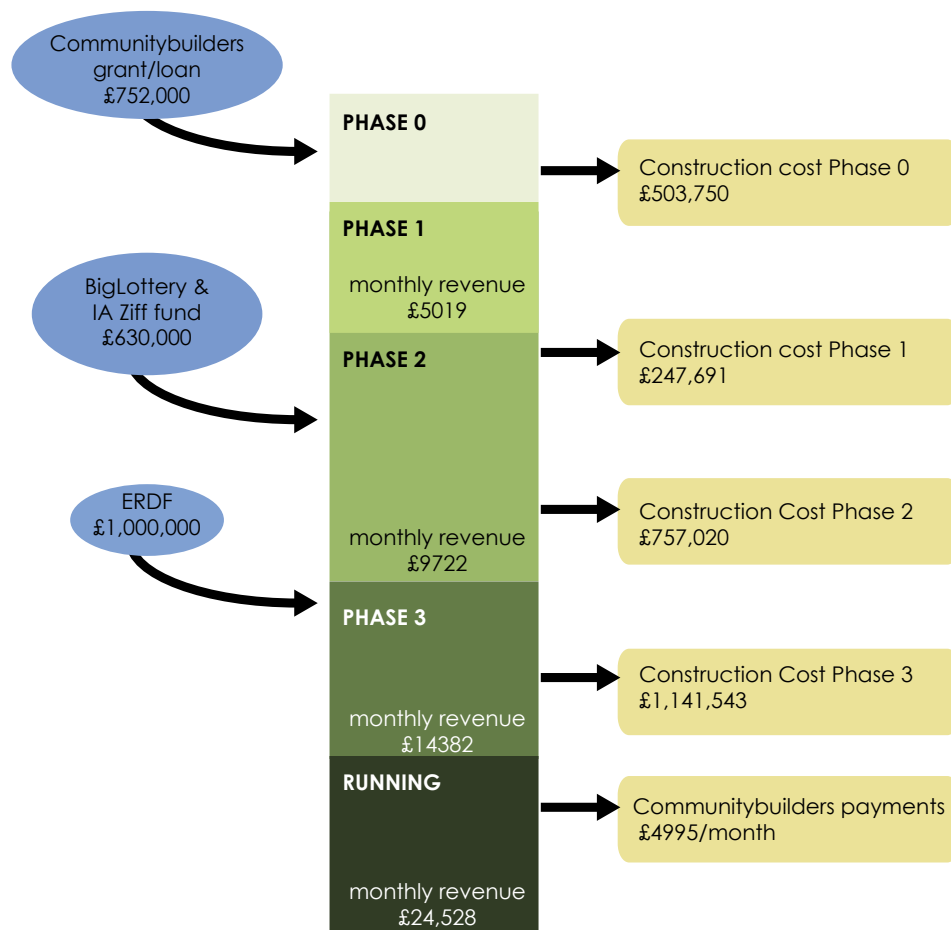
risk management

Some level of risk is inherent in any project of this size and complexity. The key to project success is to identify and mitigate risk before damage occurs.

To the right is a table of identified risks and strategies for mitigation. Also included are contingency plans in cases where mitigation may not be sufficient to eradicate the impact of risk.

RISK MANAGEMENT PHASE 0 and PHASE 1

Risk Rank	Threat	Probability	Impact	Mitigation & Contingency Plan
0.625	CommunityBuilders rejects application	medium	high	<ul style="list-style-type: none"> ensure that conditions from LCC include a provision for time to secure further funding work closely with advisors to meet the requirements of Communitybuilders
0.625	delay in delivery of windows & doors	medium	high	<ul style="list-style-type: none"> * start tender process for procurement of windows and doors as early as possible * prioritize a topographical survey to allow for early ordering of windows and doors
0.5	further deterioration over the winter due to water damage requires remedial works	medium	medium	<ul style="list-style-type: none"> * work with council to cover roof to temporarily stop water ingress * work with surveyors to identify possible works and develop a contingency plan and budget to deal with potential problems
0.5	tender process does not fit timescales	low	high	<ul style="list-style-type: none"> use a procurement panel to cut down on tendering time forewarn all partners and stakeholders of the tight timescales and address them ahead of time
0.5	cost overruns	medium	medium	<ul style="list-style-type: none"> develop contracts and responsibilities to ensure that cost increases are minimized and that risk of cost increases is shared
0.5	our plans lose support of the wider community	low	high	<ul style="list-style-type: none"> continue with a regular plan of community outreach, communication of our plans within the community and consultations with the community to ensure that the wider community is aware of our plans and has input into the project
0.5	planners require major changes to plan	medium	medium	<ul style="list-style-type: none"> meet with planning department and design team to ensure problems are dealt with early in the process lobby councillors on plans panel for their support have a 'Plan B' for all flagged planning concerns ensure Plan B meets budget requirements
0.375	small groups from the community who disagree with our plans cause disputes and delays to the project	medium	low	<ul style="list-style-type: none"> develop relationship management plan for key stakeholder relationship develop a public relations and lobbying strategy to deal with dissenting voices outreach to members of the community that support other uses of the building governance, policies are adhered to by management



the model

The RPCC intends to combine a vibrant community-focused centre with creative, digital and environmental businesses in high spec office spaces in the dynamic and iconic Royal Park Hub.

The capital stages of the project involve purchasing the building, repairing it so that it cannot deteriorate further, refurbishing the first areas to ensure the sustainability of the project, constructing the community centre, and finally building the business centre.

phase 0: setting it to rights

This phase is about acquiring the building involves completion of detailed surveys to complete RIBA stage D, purchase of the building, legal and other professional fees involved.

phase 1: start up

Phase 1 involves refurbishing 169 m2 of office space, 353 m2 of workshop space and the low-carbon refurbishment of the caretaker's house. This phase will result in a total possible monthly rental amount of £5019. The revenue from the rental available from the areas refurbished under Phase 1 of the project will satisfy the Communitybuilder loan payments.

There has been very strong demand expressed through multiple expressions of interest for the spaces available in phase 1 (please see the appendices for a detailed table of interests and the copies of letters from potential tenants). We expect that these areas will be filled almost immediately upon completion.

Rental Revenue Breakdown						
	What's included?	2011	2012	2013	2014	2015
flex space						
profit-making (50% of usage)	multimedia facilities, flip chart, catering available, pens & paper, tea and coffee facilities		£24,638	£62,963	£65,700	£65,700
non-profit/charity (50% of usage)			£12,319	£31,481	£32,850	£32,850
workshops	utilities, security	£8,010	£27,787	£35,300	£35,300	£35,300
office space	utilities, security	£16,930	£32,980	£78,244	£96,300	£96,300
conference/event hall	lecturn, PA, seating, tables, catering available		£10,950	£29,054	£31,390	£36,464
market space/flex space			£20,075	£29,054	£31,390	£31,390
services (café/creche)	utilities		£8,325	£11,100	£16,356	£16,356
caretaker's house	utilities	£6,400	£9,600	£9,600	£9,600	£9,600
Total Revenue		£31,340	£146,674	£286,796	£318,886	£323,960

phase 2: community centre

Phase 2 will be primarily financed with a grant of £500,000 from the new buildings stream of the BigLottery Reaching Communities fund. Phase 3 will be financed primarily by an ERDF grant for just under £1million. As Phases 2 and 3 are completed, the revenue from these additional areas will go towards running costs, program costs for the business support area and when the loan is completed, towards funding additional community initiatives.

In Phase 2 it is assumed that the occupancy rates for the flex spaces and market hall will slowly increase over the first year to 18 months with seasonal variations including a slowdown during university holidays and an increase over the Christmas period. We have also had expressions of interest from several individuals for running the service areas (café and childcare). Various types of interest have been expressed in the dance studio area - including possible long-term tenancies as well as flexible hourly rentals for weekly classes. We expect that all areas in the community centre will progress to a satisfactory level of capacity.

Fund	Phase	Amount
LEGI	All	10,000
Caird Bardon	All	60,000
Communitybuilders	0 & 1	800,000
BigLottery Fund: Reaching Communities (Building stream)	2	500,000
IA Ziff fund	2	160,000
Lankelly Chase Fund	2	75,000
Leeds Community Foundation ERDF fund	3	10,000
Wade's Charity	2	5,000
Tudor Trust Grand	All	27,000
R&S Cohen Foundation	3	75,000
John Armitage Trust	2 & 3	62,000
ERDF	3	995,955
Total		2,779,955



phase 3: business centre

Upon completion of phase 3 the Royal Park Hub will contain:

- 642 m2 of office space
- 353 m2 of workshop space
- 182 m2 of flex space
- 242 m2 conference hall
- 158 m2 of flex hall/market space
- a cafe
- a creche
- a low-carbon, energy efficient 3-bedroomed house

Our goal is to secure an anchor tenant for Phase 3 of the project. Several businesses and organisations have met with us or expressed a formal interest in a large portion of the Phase 3 space and would serve as the main tenant. (please see appendix for the letters of intent and expressions of interest). We currently have expressions of interest accounting for :

- 184% of the office space,
- 4 potential tenants for the caretaker's house,
- and several compelling tenants for the flex space.

after construction

Once the construction phases are complete, we anticipate that flex space capacity and rental uptakes will increase over the following years. We hope that any profits will allow the RPCC to continue to invest in projects and events that improve Hyde Park for all of its residents and visitors.

appendix a: cashflow forecast

Cash Flow Forecast - 2011

Month:	Pre-Start	7	8	9	10	11	12	Totals	Sub-Totals
Receipts									
Other Income									
Fundraising		-	-	200	400			600	
Grants				1,000				1,000	1,600
Total Receipts	0	0	0	0	1,000	200	400	1,600	1,600
Payments									
Business expenses									
		380	80	80	80	190	140	950	950
Professional fees - Brewster Bye								0	
BWA (QS)								0	
Structural								0	
Services								0	
CDM								0	
Sundry fees- Business planner								0	
Surveys								0	
Measured								0	
SI								0	
Traffic								0	
Ecological/ Environmental								0	
Flood								0	
Statutory Fees - Planning								0	0

Month:	Pre-Start	1	2	3	4	5	6	7	8	9	10	11	12	Totals
Receipts														
Other Income														
Fundraising		5,100	5,300	5,100	5,300	5,100	5,300	5,100	5,300	5,100	5,300	5,100	5,300	62,400
ERDF funding													54,130	54,130
Communitybuilders		-	752,000											752,000
Big Lottery Fund						500,000								500,000
Grants		10,000	65,000	10,000	10,000	27,000	160,000	62,000	75,000	-	-	-	-	409,000
Rental income														
flex space														
profit-making														0
non-profit/funded charity														0
workshops						1,001	1,001	1,001	1,001	1,001	1,001	1,001	1,001	8,010
conference hall														0
market space/flex space														0
services (café/ creche)														0
caretaker's house rental						900	900	900	900	900	900	900	900	7,200
Total Receipts	0	15,100	822,300	5,100	15,300	36,118	669,318	71,118	9,318	84,118	9,318	9,118	63,448	1,809,670
Payments														
Business expenses														
Running costs														
cleaning common areas		190	140	190	140	190	140	190	140	190	140	190	140	1,980
window cleaning														0





Cash Flow Forecast - 2012

Month:	1	2	3	4	5	6	7	8	9	10	11	12	Totals
Receipts													
Other Income													
ERDF funding	21,130	87,547	108,231	80,897	61,526	1,338	73,747	92,661	114,688	133,085	78,964	78,074	931,888
Communitybuilders													
Big Lottery Fund	-												0
Grants	5,000	75,000											80,000
Rental income													
flex space													
profit-making				1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	12,319
non-profit/funded charity				684	684	684	684	684	684	684	684	684	6,159
workshops	2,003	2,003	2,003	2,003	2,003	2,003	2,003	2,003	2,942	2,942	2,942	2,942	27,787
office space	2,116	2,116	2,116	2,116	2,116	2,116	2,116	2,116	4,013	4,013	4,013	4,013	32,980
conference hall									1,825	1,825	3,650	3,650	10,950
market space/flex space				1,825	1,825	1,825	1,825	1,825	1,825	1,825	3,650	3,650	20,075
services (café/creche)				925	925	925	925	925	925	925	925	925	8,325
caretaker's house	900	900	900	900	900	900	900	900	900	900	900	900	10,800
Total Receipts	34,449	170,866	118,049	96,019	76,648	16,460	88,869	107,783	135,070	152,867	104,397	103,506	1,204,983
Payments													
Business expenses													
	110	60	110	60	110	60	110	60	110	60	110	60	1,020
Running costs													
cleaning common areas	901	901	901	901	901	901	901	901	901	901	901	901	10,812
window cleaning	239	239	239	239	239	239	239	239	239	239	239	239	2,868
waste management	305	305	305	305	305	305	305	305	305	305	305	305	3,660
pest control etc	261	261	261	261	261	261	261	261	261	261	261	261	3,132





Cash Flow Forecast - 2013														
Month:	Pre-Start	1	2	3	4	5	6	7	8	9	10	11	12	Totals
Receipts														
Other Income														
ERDF funding														
Big Lottery Fund														
Grants														
Rental income														
flex space														
profit-making		1,369	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	31,481
non-profit/ funded charity		684	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	15,741
workshops/studio space		2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	35,300
office space		4,013	6,019	6,019	6,019	6,019	6,019	6,019	6,019	8,025	8,025	8,025	8,025	78,244
conference hall		1,825	1,825	1,825	1,825	2,409	2,409	2,409	2,409	2,409	2,409	3,650	3,650	29,054
market space/ flex space		1,825	1,825	1,825	1,825	2,409	2,409	2,409	2,409	2,409	2,409	3,650	3,650	29,054
services (café/ creche)		925	925	925	925	925	925	925	925	925	925	925	925	11,100
caretaker's house		900	900	900	900	900	900	900	900	900	900	900	900	10,800
Total Receipts	-	17,782	21,842	23,342	23,842	25,010	25,010	25,010	25,010	27,616	27,016	31,498	31,498	304,474
Payments														



Business expenses	110	60	110	60	110	60	110	60	110	60	110	60	1,020
Running costs													
cleaning common areas	901	901	901	901	901	901	901	901	901	901	901	901	10,812
window cleaning	239	239	239	239	239	239	239	239	239	239	239	239	2,868
waste management	305	305	305	305	305	305	305	305	305	305	305	305	3,660
pest control etc	261	261	261	261	261	261	261	261	261	261	261	261	3,132
building fabric maintenance	740	740	740	740	740	740	740	740	740	740	740	740	8,880
grounds maintenance	131	131	131	131	131	131	131	131	131	131	131	131	1,572
M&E maintenance	1240	1240	1240	1240	1240	1240	1240	1240	1240	1240	1240	1240	14,880
energy costs	2960	2960	2960	2960	2960	2960	2960	2960	2960	2960	2960	2960	35,520
insurance	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Permanent Staffing Costs													0
centre manager	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
reception staff (2 FT)	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	26,400
business support worker	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	18,000
caretaker	750	750	750	750	750	750	750	750	750	750	750	750	9,000
NIC	457	457	457	457	457	457	457	457	457	457	457	457	5,484
Loan repayment													14,985



Month:	Pre-Start	1	2	3	4	5	6	7	8	9	10	11	12	Totals
Fundraising		3,300	3,300	4,800	5,300	5,300	5,300	5,300	5,300	5,900	5,300	7,300	7,300	63,700
flex space														
profit-making		2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	32,850
non-profit/funded charity		1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	16,425
workshops		2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	35,300
office space		8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	96,300
conference hall		2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	31,390
market space/flex space		2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	31,390
services (café/creche)		1,044	1,392	1,392	1,392	1,392	1,392	1,392	1,392	1,392	1,392	1,392	1,392	16,356
caretaker's house		900	900	900	900	900	900	900	900	900	900	900	900	10,800
Total Receipts	-	25,135	25,483	26,983	27,483	27,483	27,483	27,483	27,483	28,083	31,965	31,965	31,965	334,511
		110	60	110	60	110	60	110	60	110	60	110	60	1,020
		176	176	341	176	176	341	176	176	341	176	176	341	2,772
cleaning common		901	901	901	901	901	901	901	901	901	901	901	901	10,812

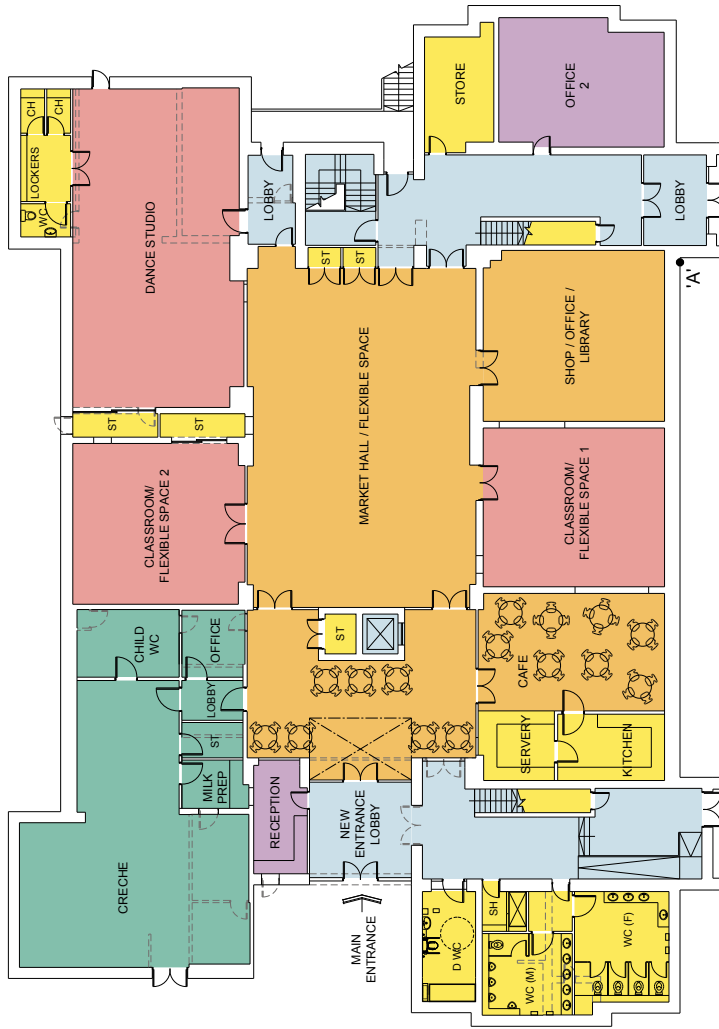


Month:	Pre-Start	1	2	3	4	5	6	7	8	9	10	11	12	Totals
Receipts														
Other Income														
Fundraising		3,300	3,300	4,800	5,300	5,300	5,300	5,300	5,300	5,900	5,300	7,300	7,300	63,700
Grants														0
Rental income														
flex space														
profit-making		2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	2,738	32,850
non-profit/funded charity		1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	1,369	16,425
workshops		2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	2,942	35,300
office space		8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	8,025	96,300
conference hall		1,095	2,738	2,738	2,738	2,738	2,738	3,614	3,614	3,614	3,614	3,614	3,614	36,464
market space/flex space		2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	2,409	3,650	3,650	31,390
services (café/ creche)		1,044	1,392	1,392	1,392	1,392	1,392	1,392	1,392	1,392	1,392	1,392	1,392	16,356
caretaker's house		900	900	900	900	900	900	900	900	900	900	900	900	10,800
													24,628	
Total Receipts	-	23,821	25,811	27,311	27,811	27,811	27,811	28,687	28,687	29,287	28,687	31,928	56,557	364,213
Payments														
Business expenses		110	60	110	60	455	395	455	395	455	395	455	395	3,740
		176	176	341	176	176	341	176	176	341	176	176	341	2,772
Running costs														
cleaning common areas		901	901	901	901	901	901	901	901	901	901	901	901	10,812
window cleaning		239	239	239	239	239	239	239	239	239	239	239	239	2,868



KEY:

- PUBLIC ACCESS SPACES
- OFFICES
- CRECHE
- CLASSROOMS / STUDIOS
- EVENT HALL
- CIRCULATION
- ANCILLARY ACCOMMODATION (WCS, KITCHENS, STORAGE)
- PLANT / SERVICES
- EXISTING WALLS DEMOLISHED



GROUND FLOOR PLAN
SCALE 1:200

REV. A DATE: 04/11/10 DRAWN: RS CHECKED: NWJ
WCS AMENDED: CAFETERIA/RANGE ALTERED

REVISIONS

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ROYAL PARK
COMMUNITY CONSORTIUM

ROYAL PARK
PRIMARY SCHOOL
ROYAL PARK ROAD, LEEDS

**PROPOSED
GROUND FLOOR PLAN**

Drawn: RS Scale: 1:200 @ A3
Date: 28.10.10 Checked: NWJ

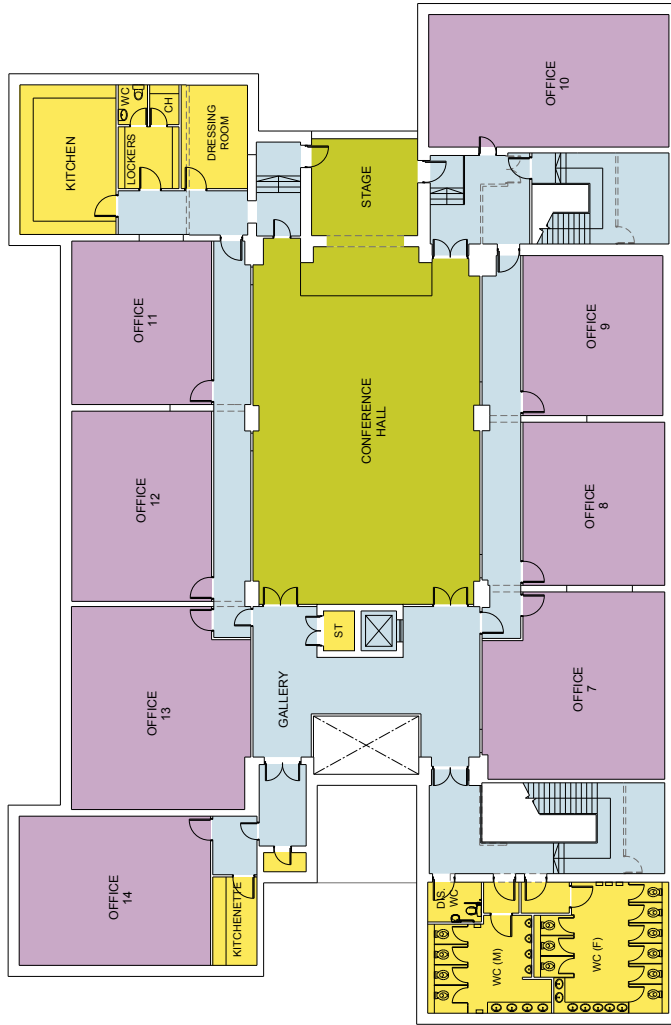


Dwg No: 382/01(01)001 A



KEY:

- PUBLIC ACCESS SPACES
- OFFICES
- CRECHE
- CLASSROOMS / STUDIOS
- EVENT HALL
- CIRCULATION
- ANCILLARY ACCOMMODATION
(WCs, KITCHENS, STORAGE)
- PLANT / SERVICES
- EXISTING WALLS DEMOLISHED



REV. A	DATE: 04/10/10	DRAWN: RS	CHECKED: NWJ
WCS AMENDED STAGE AND GALLERY OVERVIEW HALL			
REVISIONS			

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ROYAL PARK
COMMUNITY CONSORTIUM

ROYAL PARK
PRIMARY SCHOOL
ROYAL PARK ROAD, LEEDS

PROPOSED
FIRST FLOOR PLAN

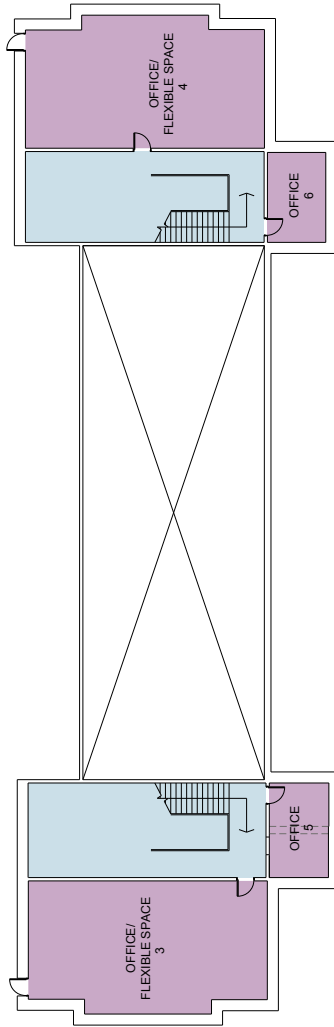
FIRST FLOOR PLAN

SCALE 1:200

Drawn: RS	Scale: 1:200 @ A3
Date: 28.10.10	Checked: KWB

brewsterbye
5 NORTH HILL ROAD
HEADINGLEY
LEEDS
LS27 7LW
0113 275 1234
www.brewsterbye.co.uk

Dwg No: 382/01(01)002 A

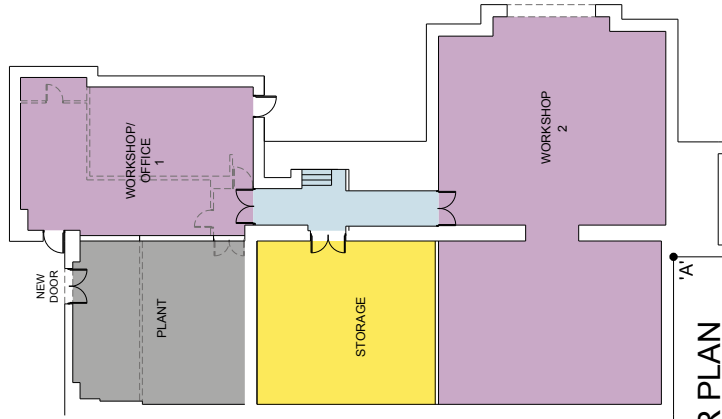


MEZZANINE FLOOR PLAN
SCALE 1:200

KEY:

- PUBLIC ACCESS SPACES
- OFFICES
- CRECHE
- CLASSROOMS / STUDIOS
- EVENT HALL
- CIRCULATION
- ANCILLARY ACCOMMODATION (WCs, KITCHENS, STORAGE)
- PLANT / SERVICES

EXISTING WALLS DEMOLISHED



BASEMENT FLOOR PLAN
SCALE 1:200

REV./A	DATE	DMT/1/10	DRAWN: RS	CHECKED: NWJ
STORAGE SPACE ADDED WITHIN BASEMENT				

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**ROYAL PARK
COMMUNITY CONSORTIUM**

**ROYAL PARK
PRIMARY SCHOOL**
ROYAL PARK ROAD, LEEDS

**PROPOSED
BASEMENT & MEZZANINE
FLOOR PLANS**

Drawn: RS Scale: 1:200 @ A3
Date: 28.10.10 Checked: NWJ

brewsterbye
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LEEDS
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0113 275 1100
www.brewsterbye.co.uk

Dwg No: 382/01(01)003 A



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REV./A/DATE/04/1/10 DRAWN: R/S CHECKED: NWJ
PROVISIONAL PARKING LAYOUT INDICATED

REVISIONS

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ROYAL PARK
COMMUNITY CONSORTIUM

ROYAL PARK
PRIMARY SCHOOL
ROYAL PARK ROAD, LEEDS

Drawn: R/S Scale: 1:500 @ A3
Date: 28.10.10 Checkset: KVB



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5 NORTH HILL ROAD
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LEEDS
LS26 5JN
www.brewsterbyes.co.uk
0113 275 0000

Dwg No: 382/01(01)100 A



appendix c: detailed cost plans

PHASE 0 - PUTTING THE BUILDING TO RIGHTS

Item	Cost	Details
Building purchase/leasehold	250000	
Legal fees and surveys	27250	RPCC and LCC legal fees
Roof	57,500	Repair roof
External doors and windows	95,000	overhaul/replace windows throughout, replace doors.
Professional Fees	50000	includes architect, mechanical surveyor, environmental consultants etc.
Surveys	18000	includes traffic, flood, measured surveys etc.
Statutory fees	6000	building regulation fees
TOTAL	503,750	

RUNNING COSTS

ITEM	COST per m2	YEARLY COST	MONTHLY COST
cleaning common areas	£ 13.30	10,809	901
window cleaning	£ 1.10	2,873	239
waste management	£ 1.40	3,656	305
pest control etc	£ 1.20	3,134	261
building fabric maintenance	£ 3.40	8,879	740
grounds maintenance	£ 0.60	1,567	131
M&E maintenance	£ 5.70	14,885	1,240
energy costs	£ 13.60	35,515	2,960
Total Costs	£ 5.04	81,317	6,776



PHASE 1 - START UP			
Element	TOTAL COST	PHASE 1 COST	Brief Scope of Works
Sanitary and plumbing installations	7,500		New incoming water supply (PS £7,500)
Electrical installations	20,000		Upgrade electrical switch gear adjacent to the incoming supply (PS £20,000)
Drainage installation	5,000		Overhaul surface water drainage (PS £5,000), new foul drains including drains, manholes, etc
External repairs	32,500	32,500	
Demolitions and alterations	8,500		Form and block up sundry door openings, remove internal walls, hack off loose plaster.
External doors and windows	4,500		New double doors to plant room, aluminium powder coated louvres and sundry new windows.
Internal walls	2,250		New blockwork walls
Internal doors	2,250		New internal paint grade double and single doors.
Wall finishes	3,500		Thermal board dry lining to external walls, plaster to new blockwork walls, overhaul existing plaster, ceramic tile splashbacks to two toilets, service riser.
Floor finishes	2,500		Vinyl throughout, softwood skirtings
Decorations	5,500		Gloss and emulsion decorations.
Fixtures and fittings	1,750		2 No teapoints (PS £1,500), sanitary fittings (2 No wc, 2 No basins – PS £1,000), signage – building and statutory (PS £250).
Sanitary and plumbing installations	2,500		Hot, cold and waste water pipework to 2 No wc's, 2 No basins and 2 No sinks (PS £2,500).
Heating and ventilation installations	13,000		Individual basement boiler and radiators (PS £12,500) – note assumed separate system to the rest of the building as the work is intended to be completed in advance of the other floors. Ventilation to two toilets (PS £500). No allowance for any other ventilation.
Electrical installations	22,500		New power, lighting, emergency lighting, fire alarm, etc – assumed basic specification only (385m ² - PS £22,500)
Special installations	1,250		Fire alarm to two workshop units (260m ² - PS £1,250). No allowance for sprinklers, pa system, window cleaning cradles, mansafe system, etc.
Builder's work	2,000		Builder's work associated with services.
Basement refurbishment	72,000	72,000	
PHASE 1 COSTS		@	19.7%
Element	TOTAL COST	PHASE 1 COST	Brief Scope of Works
Demolitions and alterations	22,500	4,433	Remove internal walls, form and block up openings in walls, remove defective plaster, remove sundry fixtures, wall linings, etc

Internal walls	17,500	3,448	New stud and plasterboard walls.
Internal doors	45,000	8,865	Single and double veneered doors, glazed screens, wc cubicles, automatic lobby entrance door.
Wall finishes	16,000	3,152	Thermal board dry lining to external walls, overhaul existing plaster, ceramic tile splashbacks to toilets, full height tiling to kitchen, laminated duct panels to wcs, service riser.
Floor finishes	45,000	8,865	Vinyl to wcs, dance floor to dance studio and flexible space, entrance mat, vinyl to café and reception, carpet tiles elsewhere, mdf skirtings.
Ceiling finishes	42,500	8,373	Mdf plasterboard throughout.
Decorations	17,500	3,448	Gloss and emulsion decorations.
Heating and ventilation installations	5,000	5,000	Individual radiators (PS £5000) – note assumed separate system to the rest of the building as the work is intended to be completed in advance of the other floors.
Electrical installations	110,000	21,670	Power, lighting, emergency lighting, fire alarm, etc (1,095m ² - PS £130,000)
Special installations	7,500	1,478	Security alarm (PS £5,000), card key locks (PS 2,500). No allowance for sprinklers, pa system, mansafe system, induction loop.
Builder's work	10,000	1,970	Builder's work associated with services.
Phase 1 ground floor fit out (19.7% of ground	338,500	70,700	
PHASE 1 BUILDING SUBTOTAL	175,200	175,200	
Caretaker's house refurb	30,000		
Data and telecoms	7,500		
Contingencies	16,644		
VAT	18,348		
PHASE 1 TOTAL	247,691		



PHASE 2 - COMMUNITY CENTRE

Element	TOTAL COSTS	PHASE 2 COSTS	Brief Scope of Works
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FABRIC REPAIRS AND CONVERSION (38% of fabric repairs)

PHASE 2 COSTS		@	38%
Demolitions and alterations	125,000	47,500	Remove ceilings and floor finishes, strip roof, remove windows, remove sundry fixtures and fittings. Remove electric, plumbing and heating services. Remove kitchen, form openings in floors for lift and feature void, form/adjust external wall openings. Note: assumed internal walls adjusted in section 6.02 – 6.04.
Substructure	12,000	4,560	Form a new lift pit (PS £7,500). No allowance for any underpinning or replacement of slabs. Allowance for an injected damp proof course.
Frame	65,000	24,700	New steel beams to openings in floors and walls. Allowance for strengthening works to mezzanine floors (PS £40,000).
Floors	42,000	15,960	Take up 50% of floor boards, replace defective joists, replace defective floor boards, timber spray, insulate underside of ground floor, install acoustic insulation to first floor.
Stairs	7,500	2,850	Overhaul stairs (internal and external) and balustrades (PS £15,000).
External walls	45,000	17,100	Clean brickwork locally, repoint throughout. Replace defective lintols (say 3 No), replace defective sills (say 3 No), replace defective brickwork (say 25m ²). Allowance for work to mezzanine floor lintols (PS £10,000)
Internal walls	6,500	2,470	Allowance for sundry minor structural repairs (PS £2,500), new blockwork lift shaft walls. Note: all other new walls included elsewhere.
Ceiling finishes	30,000	11,400	Under board ground and first floor with two layers of fireline board for fire protection.
Decorations	2,500	950	Decorate doors and sundry timberwork externally. All other decoration included elsewhere.
REPAIRS SUB TOTAL		127,490	
PHASE 2 GROUND FLOOR FIT OUT (80.3% of ground floor)			
UNPHASED COSTS			

Fixtures and fittings	18,500	18,500	· Kitchen and servery (PS £30,000), serving shutter (PS £1,000), reception desk (PS £1,500), disabled wc (PS £750), sanitary fittings – wcs (10 No), basins (15 No), urinals (4 No) (PS £7,000), showers (4 No – PS £2,000), sundry built in worktops, shelving, teapoint and sundry built in furniture to the crèche (PS £5,000), mirrors to dance studio (PS £500), building and statutory signage (PS £750). No allowance for any other built in furniture.
Gas installations	1,000	1,000	· Gas pipework to kitchen.
Heating and ventilation installations	75,500	70,500	· Boiler, radiators, pipework, etc (PS £50,000), kitchen extract (PS £5,000), kitchen hood (PS £5,000), wc ventilation (25m ² - PS £4,000), supply and extract ventilation to market hall/flexible space (15m ² - PS 7,500), ditto to crèche office (9m ² - PS £500), ditto to market hall 'lobby' (75m ² - PS £3,500). No allowance for any heat recovery ventilation or cooling.
Sanitary and plumbing installations	20,000	20,000	· Hot, cold and waste water pipework to wc's (11 No), urinals (4 No), basins (16 No), sinks (3 No), showers (4 No) (PS £20,000).
PHASE 2 COSTS		@	80.3%
Demolitions and alterations	22,500	18,068	· Remove internal walls, form and block up openings in walls, remove defective plaster, remove sundry fixtures, wall linings, etc
Roof	-	-	· No allowance for any works – see section 6.01
Stairs	1,500	1,205	· New powder coated steel balustrades to disabled access ramp (6m – PS £1,500)
Internal walls	17,500	14,053	· New stud and plasterboard walls.
Internal doors	45,000	36,135	· Single and double veneered doors, glazed screens, wc cubicles, automatic lobby entrance door.
Wall finishes	14,000	11,242	· Thermal board dry lining to external walls, overhaul existing plaster, ceramic tile splashbacks to toilets, full height tiling to kitchen, laminated duct panels to wcs, service riser.
Floor finishes	45,000	36,135	· Vinyl to wcs, dance floor to dance studio and flexible space, entrance mat, vinyl to café and reception, carpet tiles elsewhere, mdf skirtings.
Ceiling finishes	42,500	34,128	· Mdf plasterboard throughout.
Decorations	17,500	14,053	· Gloss and emulsion decorations.
Gas installations	1,000	803	· Gas pipework to kitchen.
Electrical installations	110,000	88,330	· Power, lighting, emergency lighting, fire alarm, etc (1,095m ² - PS £130,000)
Special installations	7,500	6,023	· Security alarm (PS £5,000), card key locks (PS 2,500). No allowance for sprinklers, pa system, mansafe system, induction loop.
Builder's work	10,000	8,030	· Builder's work associated with services.



GROUND FLOOR SUB TOTAL	334,000	268,202	
PHASE 2 SUB TOTAL	505,692	505,692	
Contingencies	48,041		
Professional Fees	63,212		
Sundry Professional Fees	7,500		
Surveys	0		
Data and telecoms	5,000		
Statutory fees	2,000		
Furniture and fittings	69,500		
VAT	56,076		

PHASE 2 TOTAL	757,020	757,020	
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PHASE 3 - BUSINESS ENTERPRISE

Element	TOTAL COST	PHASE 3 COST	Brief Scope of Works
FABRIC REPAIRS AND CONVERSION			
UNPHASED COSTS			
Substructure	12,000	12,000	Form a new lift pit (PS £7,500). No allowance for any underpinning or replacement of slabs. Allowance for an injected damp proof course.
PHASED COSTS			
		@	62%
Demolitions and alterations	125,000	77,500	Remove ceilings and floor finishes, strip roof, remove windows, remove sundry fixtures and fittings. Remove electric, plumbing and heating services. Remove kitchen, form openings in floors for lift and feature void, form/adjust external wall openings. Note: assumed internal walls adjusted in section 6.02 – 6.04.
Substructure	12,000	7,440	Form a new lift pit (PS £7,500). No allowance for any underpinning or replacement of slabs. Allowance for an injected damp proof course.
Frame	65,000	40,300	New steel beams to openings in floors and walls. Allowance for strengthening works to mezzanine floors (PS £40,000).

Floors	42,000	26,040	Take up 50% of floor boards, replace defective joists, replace defective floor boards, timber spray, insulate underside of ground floor, install acoustic insulation to first floor.
Stairs	7,500	4,650	Overhaul stairs (internal and external) and balustrades (PS £15,000).
External walls	45,000	27,900	Clean brickwork locally, repoint throughout. Replace defective lintols (say 3 No), replace defective sills (say 3 No), replace defective brickwork (say 25m ²). Allowance for work to mezzanine floor lintols (PS £10,000)
Internal walls	6,500	4,030	Allowance for sundry minor structural repairs (PS £2,500), new blockwork lift shaft walls. Note: all other new walls included elsewhere.
Ceiling finishes	30,000	18,600	Under board ground and first floor with two layers of fireline board for fire protection.
Decorations	2,500	1,550	Decorate doors and sundry timberwork externally. All other decoration included elsewhere.
Sanitary and plumbing installations	7,500	4,650	New incoming water supply (PS £7,500)
Electrical installations	20,000	12,400	Upgrade electrical switch gear adjacent to the incoming supply (PS £20,000)
			No allowance for a new electrical incoming supply.
REPAIRS SUB TOTAL	658,500	225,060	

FIRST FLOOR FIT OUT

Demolitions and alterations	27,500	Remove internal walls, form and block up openings in walls, remove defective plaster, remove sundry fixtures, wall linings, etc. Remove roof covering to stage area.
Frame	4,000	New beams above stage to roof and to support lights, etc
Upper floors	3,000	Overboard floors with 12mm thick plywood, raised floor to stage constructed from softwood joists and plywood.
Roof	7,500	Allowance for a softwood flat roof covered with Sarna felt above the stage including upvc rainwater goods.
Staircase	6,000	Softwood half height stairs and balustrades to stage, powder coated steel balustrading to void in floor.
External walls	2,750	Cavity brickwork wall to stage.
Internal walls	17,500	New stud and plasterboard walls.
Internal doors	35,000	Single and double veneered doors, glazed screens, wc cubicles.
Wall finishes	32,000	Thermal board dry lining to external walls, overhaul existing plaster, ceramic tile splashbacks to toilets, full height tiling to kitchen, laminated duct panels to wcs, service risers, acoustic linings to conference hall walls (300m ² - PS £20,000)
Floor finishes	40,000	Vinyl to wcs, kitchen, kitchenette. Hardwood dance floor to stage, maple floor to conference hall, carpet elsewhere, mdf skirtings.



Ceiling finishes	40,000	Mf plasterboard ceilings to mezzanine floor. Plasterboard to the underside of the roof, curved plasterboard to the hall area. Allowance for repairs to plaster features (PS £20,000). Note: assumed localised repairs only and not complete repairs to all areas.
Decorations	30,000	Gloss and emulsion decorations.
Fixtures and fittings	40,750	Kitchen (PS £25,000), kitchen hood (PS £5,000), kitchenette (PS £1,000), sanitary fittings – wcs (14 No), basins (12 No) and urinals (4 No) (PS £7,500), disabled wc (1 No – PS £750), showers (1 No – PS £500), store shelving (PS £500), signage (PS £500). No allowance for stage curtains, specialist stage equipment or any other built in furniture.
Sanitary and plumbing installations	18,000	Hot, cold and waste water pipework to wc's (15 No), basins (14 No), urinals (4 No), showers (1 No), sinks (2 No), (PS £18,000).
Heating and ventilation installations	88,500	Boiler, radiators and pipework, etc (PS £56,000), kitchen extract (PS £5,000), wc ventilation (80m ² - PS £4,000), supply and extract ventilation to gallery (75m ² - PS £3,500), supply and extract ventilation including cooling to conference hall (195m ² - PS £20,000)
Gas installations	1,000	Gas pipework to kitchen.
Electrical installations	145,000	Power, lighting, emergency lighting, fire alarm, etc (1,245m ² - PS £150,000). Allowance for cabling, etc to stage (PS £20,000)
Special installations	8,000	Security alarm (PS £5,000), card key locks (PS 3,000). No allowance for sprinklers, lighting rig, theatre lighting, pa systems, mixing desks, induction loops, mansafe system.
Lift installation	15,000	Allowance for a disabled hoist (PS £15,000)
Builder's work	15,000	Builder's work associated with services.
FIRST FLOOR SUB TOTAL	576,500	576,500

PHASE 3 SUB TOTAL 813,560 813,560

Contingencies	77,288
Professional Fees	101,695
Sundry Professional Fees	22,500
Surveys	9,500
Data and telecoms	12,500
Statutory fees	4,500
Furniture and fittings	100,000
VAT	91,324

PHASE 3 TOTAL 1,141,543

The Royal Park Community Consortium
9 Quarry Mount Terrace
LEEDS
LS6 2JG

Our ref: DHFM//LE/179

30 November 2010

Dear Sirs

**Re: Bid for Community Funds
The Former Royal Park Primary School, Queens Road, Leeds, LS6 1NY**

In accordance with instructions received I carried out an inspection of the above property on Tuesday 16 November and have pleasure in reporting to you as hereunder:-

1. D A T A

My instructions were to prepare a market valuation which I understand is to be utilized to obtain finance for the purchase of the former Royal Park School, Queens Road, Leeds, LS6 1NY to convert into a community centre. The Royal Park community Centre Mission Statement is

“To utilize the premises of the former Royal Park School, Queens Road, Leeds, LS6 1NY to make available affordable space to house local community groups and provide other recourses and activities which are beneficial to residents living in the Hyde Park area”.

2. MARKET VALUE

The definition of *Market Value* as contained in practice statement 3.2 of the RICS Appraisal and Valuation manual is as follows:

“The estimated amount for which an asset should exchange on the date of valuation between a willing buyer and a willing seller in an arm’s length transaction after proper marketing, wherein the parties had acted knowledgeably, prudently and without compulsion.”

David Moor is a Fellow of the Royal Institution of Chartered Surveyors having qualified in 1972 and has a wide experience of property values and sales of commercial and residential properties in the Leeds and Yorkshire area, having been a Partner in a major West Yorkshire practice prior to establishing his own business in 1980. In April 2002 David Moor merged his practice with Feather Smailes & Scales Harrogate. In December 2009 he established David Moor Chartered Surveyors who are independent of any interested party and therefore there is no conflict of interest.



3. THE PREMISES

The Royal Park School was closed in 2004 and since that time has been subject to vandalism on an ever increasing scale. I was not instructed to carry out a full building survey on the property however, my inspection revealed a substantial degree of damage to the premises. Effectively the roof is not wind or watertight, windows have been vandalized the premises have been stripped of metal and have been used for illegal activities including drug usage.

4. THE PROPOSAL

The Royal Park Community Consortium proposals are attached by way of addendum based on a series of plans produced by Brewster Bye Architects, 5 North Hill Road, Headingley, Leeds, LS6 2EN being drawing numbers 382/01(01)001A, 382/01(01)002A, 382/01(01)003A, 382/01(01)100A.

5. THE ACCOMMODATION

On completion of works the property will comprise accommodation as per architects drawings no's: 382/01(01)001, 382/01(01)002, 382/01(01)003 and 382/01(01)100.

GROUND FLOOR

Room	Area(m ²)	Area (sq.ft)
Market Hall/Flexible Space	157.9	1700
Shop/Office/Library	63.0	678
Classroom/flexible space 1	59.0	635
Cafe	44.7	481
Cafe within lobby space	65.0	700
Kitchen	14.5	156
Servery	10.6	114
Dance Studio (incl. store)	112.5	1211
Ancillary space attached to the above	15.0	161
Classroom/flexible space 2(incl. store	60.1	647
Crèche	98.4	1059
Ancillary space attached to the above	38.5	414
Reception Office	12.0	129
Store (next to office 2)	16.2	174
Office 2	41.8	450
Circulation	146.2	1574
WCs & Showers	56.4	6.7
Net internal floor area total	1011.8	10891
Internal walls/partitions	89.2	960
Gross internal floor area total	1101.0	11851
MEZZANINE		
Room	Area (m²)	Area (sq.ft)
Office 3	61.8	665
Office 4	61.8	665
Office 5	11.5	124
Office 6	10.7	116
Circulation	90.04	973
Net internal floor area total	236.2	2543
Internal walls/partitions	4.5	48
Gross internal floor area total	240.7	2591

FIRST FLOOR

Room	Area(m ²)	Area (sq.ft)
Event Hall	162.7	1752
Stage	22.8	245
Kitchen	29.4	317
Lockers/Changing	12.9	139
Store adjacent the above	14.0	151
W/Cs	64.7	696
Kitchenette	8.0	86
Office 7	65.7	707
Office 8	47.3	510
Office 9	45.8	493
Office 10	65.2	701
Office 11	46.8	503
Office 12	54.4	586
Office 13	71.2	767
Office 14	58.5	629
Circulation	221.9	2389
Net internal floor area total	991.3	10670
Internal walls/partitions	62.7	675
Gross internal floor area total	1054.0	11345
BASEMENT		
Room	Area (m²)	Area (sq.ft)
Workshop 1	71.0	764
Workshop 2	169.3	1822
Plant Room	56.4	607
Storage	59.6	642
Circulation	15.8	170
Net internal floor area total	372.1	4005
Internal walls/partitions	18.2	196
Gross internal floor area total	390.3	4201
NET INTERNAL FLOOR AREA GRAND TOTAL	2611.4	28109.2
GROSS INTERNAL FLOOR AREA GRAND TOTAL	2786.0	29988.0

TO THE OUTSIDE

It is proposed that part of the area will be utilised for parking, storage of cycles and play area for the crèche.

CARETAKER'S HOUSE

A Detached house constructed of brick under a blue slate roof requiring full modernisation and updating. The accommodation comprises:-

Ground floor: entrance hall, lounge, dining room, and kitchen.

First floor: 3 bedrooms, bathroom/WC.

6. SERVICES

All mains services are installed or available.



7. TOWN & COUNTRY PLANNING.

For the purposes of this report my instructions were to assume that a valid planning consent for the proposals existed. My valuation is produced on the basis of the plans and details attached and would be subject to revision in the light of any substantial changes to the proposals.

8. COMMUNITY BUDGET ESTIMATE FOR THE PROPOSED REFURBISHMENT AND REDEVELOPMENT

I have inspected a preliminary budget estimate prepared by Bernard Williams Associated dated 16 November 2010. In preparation of the estimate the following information had been used:

- 1) Existing Building Plan Title Survey 2004
- 2) Leeds City Council Survey and Condition Report dated April 2004
- 3) Brewster Bye Architects drawings 382/01(01)001A, 002A, 003A AND 100A.

The costs contained within the report exclude any allowance for professional fees, VAT and inflation. In summary the totality of the costs is as follows:-

Fabric Repairs	£1,157,500
Replacement works	£140,000
Ground floor works	£985
First floor works	£1,292,500
Total	£3,575,000

Following the preparation of the preliminary budget I understand that the costs have now been further vetted and for the benefit of this report are calculated as follows:

PHASE 1 – START UP

Element	TOTAL COST	PHASE 1 COST
External repairs	32,500	32,500
Basement refurbishment	72,000	72,000
Phase 1 ground floor fit out (19.7% of ground floor)	338,500	70,700
PHASE 1 BUILDING SUB TOTAL	175,200	175,200
Caretaker's house refurb	30,000	
Data and telecoms	7,500	
Contingencies	16,644	
VAT	18,347	
PHASE 1 TOTAL	247,691	

PHASE 2 – COMMUNITY CENTRE

Element	TOTAL COST	PHASE 2 COST
FABRIC REPAIRS AND CONVERSION (38% of fabric repairs)		
REPAIRS SUB TOTAL		127,490
Phase 2 GROUNJD FLOOR FIT OUT (80.3% of ground floor)		
GROUND FLOOR SUB TOTAL	334,000	268,202
PHASE 2 SUB TOTAL	505,692	505,692
Contingencies	48,041	
Professional Fees	63,212	
Sundry Professional Fees	7,500	
Surveys	0	
Data and telecoms	5,000	
Statutory fees	2,000	
Furniture and fittings	69,500	
VAT	56,076	
PHASE 2 TOTAL	757,020	757,020

PHASE 3– BUSINESS CENTRE

Element	TOTAL COST	PHASE 3 COST
FABRIC REPAIRS AND CONVERSION		
REPAIRS SUB TOTAL	658,500	225,060
Phase 2 GROUNJD FLOOR FIT OUT (80.3% of ground floor)		
FIRST FLOOR FIT OUT FIRST FLOOR SUB TOTAL	576,500	576,500
PHASE 3 SUB TOTAL	813,560	813,560
Contingencies	77,288	
Professional Fees	101,695	
Sundry Professional Fees	22,500	
Surveys	9,500	
Data and telecoms	12,500	



Statutory fees	4,500	
Furniture and fittings	100,000	
VAT	91,323	
PHASE 3 TOTAL		1,141,543
GRAND TOTAL COSTS		2,146,254

9. INCOME STREAM

At the time of this report the premises are not legally owned by The royal Park Community Consortium and consequently no contractual relationships can be entered into. However expressions of interest for space within the building have been forthcoming and the following is a brief summary of the interest expressed.

Applicant

Rock Star Leeds	All of the top floor offices
Leeds Music College	The flexi spaces
Leeds City College	Flexi spaces
Sri Baba Vishvarkarma Sabha	Office six and office four
Leeds Hackspace	Office two
Recycle Engineering	Basement workshops one and two
Scrap, Recycle, Reuse	Basement space
The Dance Studio Leeds	Dance studio
Butterfingers	Shop unit
Butterfingers	Market stall
Talia	Office Five
Faz	Dance Studio Holistic Health and Fitness
Baraka	Basement workshop one and two – Gym
Baraka	Cafe
Cloth Cat Studios	Offices recording studio
Ladybird Project	Flexi space

Clearly as a community hub some of the tenants will be start up businesses, some of the tenants will be funded either by a charitable institutions or local authority or government funding whereas some of the tenants will be self financed complimentary businesses. Rock Star Leeds forms one of the largest video game company in the world, recent releases including Grand Theft Auto China Wars Beaterator and Grand Theft Auto Liberty City Story/ City Stories and as such Rock Star Leeds would be an excellent anchor tenant for the proposed development. They have indicated a willingness to take all of the top floor offices at an indicative rent of £10 to £14 per sq ft per annum.

Currently Leeds City Centre has a wide range of office suites available however once one leaves the city centre most office spaces tend to be either around the university or in the local shopping centres such as Headingley, Horseforth, etc. The nearest office complex to the development would be Headingley Office Park, off Victoria Road, Headingley where units in Stockdale House let from £7 a sq ft to £12.50 a sq ft dependent on space and floor. In my opinion therefore it is not unreasonable to anticipate rentals from £10 to £14 being paid for the refurbished community hub offices.

I have also made enquires as to the availability and costs with regard to flexible fitted out office space for start up businesses. Currently Leeds Innovation Centre offer flexible terms for three months for various offices sizes. The fees including car parking for one car, business rates, heating, lighting, water, general repairs and maintenance, daily cleaning contract, reception and management services, furniture, security/CC TV, name board to reception, air conditioning and have the following units available.

Size	Approximate Name	Person	Guide Price plus vat
650 sq ft	G4	9 people	£1,995
733 sq ft	S1c	10 – 11 people	£2,450
290 sq ft	F18	4 - 5 people	£950

I have no doubt that these costs could be negotiated upon but nevertheless are indicative of what is available and the pricing in the market.

In addition to the office space there is a three bedroom detached caretaker's house which would be available to let. Expressions of interest for this unit have been made at £900 per calendar month inclusive of services.

In the light of the foregoing I have been given a projected income stream producing an annual income of £343,412 per annum and in my opinion this figure is a realistic reflection of a potential rental income for the building taking into account voids. The running costs projections have been calculated at £81,317 or £5.04 per sq metre. Again in my opinion these costs are realistic in today's market place. The total net income exclusive of loan repayment costs lies in the order of £262,095 per annum. Interest costs are currently calculated at £5000 per month giving a net income of £202,095 per annum.

10. VALUATION

There is no doubt that the commercial market in Leeds has undergone a period of retrenchment following the collapse of the Northern Rock Bank and subsequent credit crunch. Leeds is a major financial and legal centre and the advent of the credit crunch with the subsequent collapse in the property market has had a major impact on these institutions. However, over the last few months it is clear that the market has stabilised and there have been some encouraging take ups of office space in recent weeks.

Hyde Park lies close to the universities and affords easy access to the city centre. The subject premises are on a regular bus service. Indications of interest have given rise to the



belief that there would be a good take up of space within the proposed unit. In my opinion the yield for this type of property would be 8.5%.

In my opinion on the basis of the figures and assumptions provided to me the value of Royal Park School in its present condition as at the 18 November 2010 lies in the order of,

£250,000 (Two Hundred and Fifty Thousand Pounds)

I trust that this is the information you require and if I can be of further assistance then please do not hesitate to contact me.

Yours faithfully

David H F Moor, FRICS, FNAEA, FICBA, FNAVA
David Moor Chartered Surveyors

appendix e: expressions of interest

Expressions of interest

Tenant	Space interested in/ usage	Space size		Price (m2/yr)	Other price structure
		Flex Space	Long term		
Rockstar Leeds	All of top floor offices		1025	£151	
Leeds Music College	The flex spaces- assumed 12 hrs per week +	119.1			
Leeds City College	The flex spaces- assumed 12 hrs per week +	119.1			
Sri Baba Vishvarkarma Sabha	Office 6 and office 4		72.5	£100	
Leeds Hackspace	Office 2		41.8	£124	
Re-cycle engineering	Basement (workshops 1 + 2)		240.3	£100	
Scrap, Recycle, Reuse.	Basement space		150	£80	
The Dance Studio Leeds	Dance studio		112.5	£125	
Butterfingers	Shop unit		63	£125	
Butterfingers	Market stall				£50 per day
Talia	office 5		11.5	£150	
Faz	Dance studio- holistic health and fitness		112.5	£125	
Baraka (Gym)	Basement (workshops 1 + 2)- Gym		228.9	£100	
Page Catering	Catering/café		140	£75	
Baraka	Café		59.2		
Cloth Cat	studio		185	£81	
Ladybird Project	under negotiation, 12 hrs+)	119.1			£3000 per year
Leeds University Union	Flex space	250			
Suzi Marsh	Caretaker's house				900
Elizabeth Page	Caretaker's house				900
Tara Cleveland & family	Caretaker's house				900
Andy Ross and Stella Darby	Caretaker's house				900
TOTAL		607.3	2442.2	£111	

Total Event space (m2)	186
Total flex space (m2)	468
Total long-term office space (m2)	942



November 18, 2010

Tara Cleveland

Financial Director
Royal Park Community Consortium
17 Gainsborough Avenue
Leeds, West Yorkshire LS16 7PG
tara@royalparkschool.org

Dear Tara Cleveland,

We are in support of the Royal Park Community Consortium's (RPCC) endeavours to secure Royal Park School for community use. We have met with RPCC members and discussed their plans for the building. If the RPCC were to be successful in securing the building for community use, we would be interested in the possibility of acquiring space for Rockstar Leeds. We have identified space in the building that we would be interested in occupying once refurbishment is completed.

A lease of approximately £12-14 per square foot for rent each year is an acceptable cost. We would be interested in potentially occupying a total of 4 -10000 ft square in the school, dependant on how our discussions progress and agreed usage. Currently, to mo□

would seek the Consortium's permission to install additional security measures. A second, probably more realistic option (from your point of □

and recording studio within it. This would probably involve modification of your current floor plans, which we would be interested to discuss before any final planning permission is sought.

We are happy for this expression of interest to be used in your bid for the building.

This expression of interest in no way constitutes an offer or any binding agreement.

Yours sincerely,

I J Bowden
Art Director
Rockstar Leeds
City West Office Park
Leeds
LS12 6NU
0113 203 2024

Leeds University Union.

PO BOX 157. LEEDS. LS1 1UH TEL: 0113 380 1400

Expression of Interest for Royal Park Community Consortium

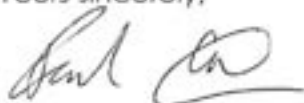
At Leeds University Union, we have over 300 sports clubs and student activity groups, and therefore a very high demand for space. We have a diverse range of groups which are organised into the following categories:

- Volunteering,
- Political & Campaigning,
- Faith & Culture,
- Dance,
- Martial Arts,
- Outdoor Sports,
- Sport,
- Media,
- Performance,
- Departmental,
- General Interest.

As a result, the type of space that we require ranges from meeting space, rehearsal and performing spaces and workshop space. At present, demand for our six meeting rooms and one performance space is consistently more than what we can cater for, and so we would actively encourage our groups to make use of the space created by the Royal Park Community Consortium.

We look forward to working with the Royal Park Community Consortium so that our activity groups can enjoy the space that is right on their door step.

Yours sincerely,



Paul Gold

Community Officer
Leeds University Union

(t) 01133801242

(e) P.Gold@luu.leeds.ac.uk



Leeds City College



BLACK STAFF FOCUS GROUP

12th November 2010

Dear Mr England-Johns,

Following our meetings with you and your team we would very much like to express our interest to utilise a couple of the rooms or office spaces and other resources available.

As we would be offering training, teaching and workshops in the spaces there will be scheduled timetables for each project or programme. This would mean that we would require a minimum of (12) twelve months rental agreement. Planning beyond this period of time is much more suitable for the needs we require in order to remain consistent in recruiting clients.

The location of the building is suitable for the clients we have identified and potentially want to start recruiting. We already have an established relationship with the local community and recognise the need to facilitate more teaching, learning and development within the area. This would be a great opportunity to help to achieve this.

Please keep us informed of any progress being made with regards to your intended plans as we are keen to start drafting plans and writing all literature packs.

I look forward to your response.

Yours Sincerely

Shaun Gittens

Chairperson

Black Staff Focus Group

Peter Roberts
Principal & Chief Executive

Park Lane Campus
Park Lane
Leeds LS3 1AA
t: 01141 045 7273

www.leeds.citycollege.ac.uk

**LEEDS
COLLEGE
OF MUSIC**

.....
3 Quarry Hill
Leeds LS2 7PD
.....

Telephone
+44 [0]113 222 3400
Fax
+44 [0]113 243 8798
Email
enquiries@lcm.ac.uk
www.lcm.ac.uk
.....

18th November 2010

Dear Sir / Madam

RE: Letter of intent for academic instruction of the Musical Arts:

I can confirm as a representative of the Institution, that we intend to have a role with regards to the delivery of Music focused courses. This role will be fulfilled in various ways, provided by lecturers whom are fully registered with the institute for learning and higher learning. The lead teaching team consists of four lecturers with years of practical industry & teaching experience, both at an further education level, and an higher education level.

As you will understand that we are still in the early stages of negotiations but would just like to clarify the intent of our involvement with such a project. If you require any further information please do not hesitate to contact my self on the details below.

Yours Sincerely

Marlon Hodelin (Lecturer)



Email: M.Hodelin@lcm.ac.uk
Mobile: 0791- 443-0384

.....
Principal Philip Meardon
BMus, MBus, FRGO, FTCL,
Hon FTCL, ARAM
.....

Honorary Patrons
The Earl and Countess
of Harwood



Friday, 12 February 2010

To whom it may concern,

In support of the community initiative to preserve Royal Park School as a community resource, we would like to state that Schumacher North would be seriously interested in using the building for events, conferences and workshops on issues relating to sustainability, ecology, action on climate change and similar concerns.

Over the last few years, Schumacher North's annual conferences have regularly attracted audiences of 2-400; we have also held a number of smaller day and weekend workshops and intend to expand this programme over the next few years. We are particularly keen to forge strong links with community-based organisations and to explore convergence between issues of environmental sustainability and local economic and social regeneration.

For these reasons we are keen to work closely with the Royal Park Community Consortium and would be highly likely to make use of the building and facilities for our events. At present Schumacher North does not have permanent office space, but we are seeking funding to expand our operations and would be keen to explore the possibility of renting space at the School if the Consortium bid is successful.

David Midgley
Programme Director,
Schumacher North

28/11/10

Dear Mr England-Johns,

I wish to express my interest in setting up a café in the Royal Park School building. I currently work as head chef in a well-established restaurant in Leeds and have several years experience in the catering industry. I'm looking to serve simple, affordable dishes made with fresh, locally-sourced ingredients, with an emphasis on home-made desserts and cakes as well. It could be a place for social groups to hold meetings and for local artists to exhibit their work. There would also be the potential for hosting special events such as poetry readings, jazz nights and cookery classes, possibly with the involvement of others working in the building. I also wish to express my interest in renting the former-caretaker's house on the premises. Please find attached the forms concerning both the café and the house.

Yours sincerely,

Elizabeth Page
lizhfpag@hotmai.co.uk

October 18, 2010

Tara Cleveland

Financial Director
Royal Park Community Consortium
17 Gainsborough Avenue
Leeds, West Yorkshire LS16 7PG
tara@royalparkschool.org

Dear Tara Cleveland:

I am in the process of starting up a small fashion design label. I am still in the beginning phases of starting up the business, but in time hope to be selling my knitwear into the high end department stores and also selling directly to customers online.

At this stage of my project, finding affordable office/studio space is vital, but also surprisingly difficult. I have looked at a variety of properties in the Leeds area, but found that many were unsuitable and overpriced. There are few affordable spaces available, and those are generally full with waiting lists.

I support the Royal Park Community Consortium's (RPCC) endeavours to secure Royal Park School for community use. I have met with RPCC members and discussed their plans for the building. If the RPCC were to be successful in securing the building for community use, we would be very interested in the possibility of space for my start up business. I have identified space in the building that we would be interested in occupying once refurbishment is completed.

A lease of approximately £150 per square meter (or £14 per square foot) for rent each year is an acceptable cost. We would be interested in occupying a total of 10-20 m² (or 100 -200ft square) in the school.

We are happy for this expression of interest to be used in your bid for the building.

This expression of interest in no way constitutes an offer or any binding agreement.

Yours sincerely,

Talia Hussain



Expression of Interest for Royal Park Community Consortium

Name of organisation: RE-CYCLE ENGINEERING

Type of organisation (check all that apply):

- Charity
 Community Group
 Student Group
 SME business
 Other BICYCLE BUSINESS

Purpose of organisation:

- Theatre/Dance/Art/Music
 Education
 Marketing/Communications
 Housing/Estate
 Other SALES + REPAIR
 Digital/Technology
 Environment
 Community/Social sector
 Government

Who are your users or customers?

- immigrants/asylum seekers
 students
 children
 other EVERYBODY.
 families
 elderly people
 professionals

Type of premises required (ie. Office, shop, studio, etc):

WORKSHOP + RETAIL + STORAGE

Functions carried out in premises:

BICYCLE SALES (PARTS + ACCESSORIES + BIKES) + REPAIRS (ALSO PRE-LOVED BICYCLES.)

Approximate size of premises (m²) required:

MIN 130m² AND WITH GROUND FLOOR ACCESS. (PREFERRED)

Amount of rent budgeted for premises (per m² per year):

PRESENTLY PAYING £42/m²/YR - WILLING TO PAY A LOT MORE IF IN ROYAL PARK SHOPPING

Signed _____

Date: 11/11/2010.

Also willing to look at % of profit rent payment.



<http://leeds.hackspace.org.uk>

Leeds Hackspace
Cleveleys Street
Holbeck
LS11 0AF

To Royal Park Community Consortium,

Please consider this communication a letter of intent, in our support of your bid for Royal Park School.

About us

Leeds Hack Space is a subscription-funded "maker" workshop, providing a dedicated space and resources for technical endeavour.

We are organised as a not-for-profit limited company, whose direction and growth is directed by three founding members with input from other subscribers. Our group was created in 2009 by attendees of various technical user groups and social events from around the city who met to discuss and work on projects. Our goal, now achieved, was to create a permanent laboratory where we could share tools, components and knowledge whilst undertaking our own projects, and to collaborate with each other and outside groups to work larger, more impressive projects. We currently rent a combined garage and office unit in Holbeck, which we have renovated into a heavy materials workshop (woodworking, metalworking etc.) and an electronics laboratory.

In support of RPCC

It is now our goal to grow in membership and capability, and to gather funds in order to work on large projects. It is to this end we write in support of the Royal Park Community Centre initiative. In light of our recent discussion, we believe that our presence at the proposed RPCC would prove beneficial to all involved, given that;

- We are able to provide financial support through rent or fees
- Our members' technical/IT experience can be shared to yourselves and other tenants
- We are keen to collaborate with other community groups on projects, especially those with educational or social aspects
- A high proportion of local residents express an interest in our group

Considering costs, a lease of approximately £11.5 per square foot for rent each year is acceptable. We would be interested in occupying a space of between 400 and 600 square feet in the school, and perhaps more if our membership grows as planned.

We wish you well in your bid.

Regards,

Jonathan Powell, Jonathan Stirling, Channon Powell (directors) and on behalf of our subscribers and supporters.

Expression of Interest for Royal Park Community Consortium

Name of organisation: Baraka

Type of organisation (check all that apply):

- Charity SME business
 Community Group Other _____
 Student Group

Purpose of organisation:

- Theatre/Dance/Art/Music Digital/Technology
 Education Environment
 Marketing/Communications Community/Social sector
 Housing/Estate Government
 Other Health + fitness

Who are your users or customers?

- immigrants/asylum seekers families
 students elderly people
 children professionals
 other _____

Type of premises required (ie. Office, shop, studio, etc):

Dance Studio.

Functions carried out in premises:

Possibility of weights - depends on floor. Preferably circuits, medical arts + light physical activity

Approximate size of premises (m²) required:

112.5m²

Amount of rent budgeted for premises (per m² per year):

125

Signed

J Ahmed

Date:

18.11.10

FA2 wants to provide a holistic service and knows several suppliers who want to provide services and need flexible space.



Expression of Interest for Royal Park Community Consortium

Name of organisation: The Dance Studio Leeds _____

Type of organisation (check all that apply):

- | | |
|--|--|
| <input type="checkbox"/> Charity | <input checked="" type="checkbox"/> SME business |
| <input type="checkbox"/> Community Group | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Student Group | |

Purpose of organisation:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Theatre/Dance/Art/Music | <input type="checkbox"/> Digital/Technology |
| <input type="checkbox"/> Education | <input type="checkbox"/> Environment |
| <input type="checkbox"/> Marketing/Communications | <input type="checkbox"/> Community/Social sector |
| <input type="checkbox"/> Housing/Estate | <input type="checkbox"/> Government |
| <input type="checkbox"/> Other _____ | |

Who are your users or customers?

- | | |
|---|--|
| <input checked="" type="checkbox"/> immigrants/asylum seekers | <input checked="" type="checkbox"/> families |
| <input checked="" type="checkbox"/> students | <input checked="" type="checkbox"/> elderly people |
| <input checked="" type="checkbox"/> children | <input checked="" type="checkbox"/> professionals |
| <input type="checkbox"/> other _____ | |

Type of premises required (ie. Office, shop, studio, etc):

Dance Studio

Functions carried out in premises:

Dance classes, rehearsals, meetings etc

Approximate size of premises (m2) required:

120m2

Amount of rent budgeted for premises (per m2 per year):

Currently looking at around £8-10 per sqft for future premises

Signed Katie Geddes Date: 17/11/10

Information from Organisations wanting to rent space in the Royal Park Building

Name of organisation: Cloth Cat Studios Ltd

Contact person - name, email address, telephone number

Mike Jolly

mike@clothcatleeds.org.uk

0113-244-2773

What is the minimum amount of space you need to carry out your project? (in square feet)

Min: 1500 sq ft

Max: 2500 sq ft

What core funding is attached to your project and how long is it for?

We are currently funded by the Brelms Trust for core costs. However, this slice of money runs out in April 2010. We have our final payment from them in November 2010 which will take us to April 2011. We have sent various applications out for funding for a number of things including rent (£15,000 for 2000 sq ft at £7.50 per sq ft) A bit vague at the moment I know but until we have positive decisions from the funders it's really hard to say!

How much rent do you pay and does it include utilities?

At the moment we pay £450 per Quarter. We sub-let an office and shared meeting space from another community group and includes all utilities including landline.

Brief summary of your project

Cloth Cat runs a programme of (usually) free community based music courses for people living in disadvantaged areas of inner city Leeds. In addition, we work with specific groups which currently include the homeless, youth and those with mental health problems.

We aim to find new routes in to positive activity for those who don't normally get the chance and we are willing to take this as far as people want. This could include developing peoples' skills in music, guiding them in to further education, accessing employment opportunities or simply bringing people together and developing confidence and life skills whilst doing something fun. We promote local talent through events and other supportive projects.

Any other information you think is relevant

Cloth Cat is looking for space to develop the project. We feel as though we have taken our aims as far as we can in our current premises and want to develop:

Recording facilities

In-house training room

Resource library

Office space

1 to 1 interview type room

The space needs to be open to the public (unlike where we are now), on decent transport routes and obviously up to health and safety specifications

fazzi@blackberry.orange.co.uk

0780 703 6902

Also interested in running
the cafe.

Expression of Interest for Royal Park Community Consortium

Name of organisation: Baraka 45 Queens Road. L56 1HY

Type of organisation (check all that apply):

Charity

SME business

Community Group

Other _____

Student Group

Purpose of organisation:

Theatre/Dance/Art/Music

Digital/Technology

Education

Environment

Marketing/Communications

Community/Social sector

Housing/Estate

Government

Other Health + Fitness

Who are your users or customers?

immigrants/asylum seekers

families

students

elderly people

children Young people

professionals

other _____

Type of premises required (ie. Office, shop, studio, etc):

Concrete floor with open space preferred for gym.

Functions carried out in premises:

Weight training, + physical exercise

Approximate size of premises (m²) required:

Basement workshop + storage = 228.9m²

Amount of rent budgeted for premises (per m² per year):

£100

Signed

J Ahmed

Date:

18-11-10



Name: Susan Marsh

Occupation: Writer

Address: 9 Quarry Mount Terrace, Leeds, LS6 2JG

Email: suzimarsh@hotmail.co.uk

Do you wish to rent the former caretakers house located on the Royal Park School grounds? YES

Would you be willing to pay £900 inclusive of utilities per month? YES

Could you move in between June/July 2011? YES

Who would live with you in the building if anyone? Housemates

Are you happy for this information to be used to further the RPCC's bid and plans to take over the former Royal Park School building? YES



Dear Interested Parties,

If you are interested in renting the former caretakers house located on the Royal Park School grounds that please provide the following details and return the form to the address below or preferably via email.

Name: Elizabeth Page

Occupation: Chef

Address: 9 Quarry Mount Terrace, Leeds, LS6 2JS

Email: lizhpage@hotmail.co.uk

Do you wish to rent the former caretakers house located on the Royal Park School grounds? YES

Would you be willing to pay £900 inclusive of utilities per month? YES

Could you move in between June/July 2011? YES

Who would live with you in the building if anyone? ie. Housemates, partner

Are you happy for this information to be used to further the RPCC's bid and plans to take over the former Royal Park School building? YES



Name: Tara Cleveland and Walter Jaquiss

Occupation: development worker/web developer and sound engineer

Address: 24 School View, LS6 1EN

Email: tara@taracleveland.com

Do you wish to rent the former caretakers house located on the Royal Park School grounds? YES

Would you be willing to pay £900 inclusive of utilities per month? YES

Could you move in between June/July 2011? YES

Who would live with you in the building if anyone Tara Cleveland, with partner Walter Jaquiss and step-daughter Stella Jaquiss.

Are you happy for this information to be used to further the RPCC's bid and plans to take over the former Royal Park School building? YES

Name: **Stella Darby & Andy Ross**

Occupation: **Project Co-ordinator & University Lecturer**

Address: **222 Kirkstall Avenue, Leeds LS6 3DS**

Email: stella.darby@gmail.com; a.b.ross@leeds.ac.uk

Do you wish to rent the former caretakers house located on the Royal Park School grounds? **YES / NØ**

Would you be willing to pay £900 inclusive of utilities per month? **YES*** / NØ

*** We would be looking to share the house with others but would be willing and able to pay a proportionate amount of rent.**

Could you move in between June/July 2011? **YES/ NØ**

Who would live with you in the building if anyone? ie. Family, housemates, partner, etc..

Housemates – we can find these ourselves to make up the rent or we are open to suggestions from others expressing an interest.

appendix f: board of directors biographies

Sue Buckle

Sue is a retired teacher. She taught in Leeds high schools for 37 years. She has been a Hyde Park resident since 1964 and is a member of the Hyde Park Unity Day management team. She is active in many community groups. She is extremely skilled at engaging all members of the community in the Royal Park school project to create community cohesion and has been heavily involved in community outreach.

Tara Cleveland (Financial Director)

Tara is Canadian and moved to Leeds two years ago. She has been a web designer and developer for 14 years and has built her own business with a clientele of Fortune500 companies, local businesses and not-for-profit organizations. Her skills include graphic design, marketing, development and fundraising. Tara has decided to pursue a career in community development and is currently studying full-time towards an MSc in Development Management. Tara has been actively involved in community and volunteer organizations for over two decades and is a trained peer mediation facilitator.

Stella Darby

Stella has lived in Hyde Park for three years, and has strong family ties to Leeds. She has a BA (Hons) in Political Science; from September she will be pursuing an MA at the University of Leeds. Stella has professional experience of project management and documentation, event co-ordination and financial administration. She has also been employed building international links between civic and community groups. She is involved in community cohesion activities such as mentoring a refugee in Leeds and helping host 'Eat for Peace' meals through Together for Peace's 'Leeds City of Welcome' campaign. She has taught English as a foreign language in France and the USA, where she taught migrant farm workers. She has worked as an elections officer in both the USA and Leeds and also has experience of managing volunteers.

Jake England-Johns (Chair)

Jake is an award-winning physical theatre actor. He has run his own theatre company, Chotto Ookii, for five years and specialised in programme management. He was previously a teaching assistant and mentor at a Pupil Referral Unit; he also has a passion for teaching children circus skills. In the past, Jake was a charity fundraiser and relationship marketer. He is an active workshop facilitator for the Ladybird Project, a not-for-profit arts organization that teach arts and crafts to children and young people, and promotes artists and performers based in LS6. His background in tour management, public relations and funding (Arts Council) has been invaluable for the RPCC. He has worked (unpaid) full time for the RPCC as the development coordinator, spokesperson and chair for the last six months.

Maged Hanna

Maged is a Building Engineer specialising in Sustainability. He has a Masters in Engineering. He is a consultant at AECOM and focuses on design and modelling of low carbon buildings. In his spare time he is interested in cycling and is a member of a cooking collective with a passion for teaching Arabic food.

Paul Hudson

Paul was an art teacher for thirty years and Head of Department for fifteen years. He has been a school governor for ten years and been on the financial committee of his governing body. Paul has a strong knowledge of financial planning and has been a financial officer and management committee member for the West Yorkshire print workshop for five years. He is currently a LS6-based artist.

Mohammed Ismail

Soon after finishing his Diploma in Management Studies in 1990, Mohammed worked at Leeds City Council, as an administrator on their community programmes. This involved costing the various community programmes



that the LCC was running. Soon after that Mohammed set up his own property company which he still runs as his main occupation. He has undertaken developments ranging from small extensions to 300msq three storey new builds and was also heavily involved in the development of the Local Makkah mosque, delivering the ground works. Current projects include the refurbishment and conversion of an ex nursing home.

One of the earliest immigrant arrivals in Leeds he attended the Royal Park school, has always lived in or around the locality and was involved in running the young muslims youth club , at Belle Vue Road, from an early age, before it was closed down.

Andrew Ross

Andy has previously been a sustainability officer and specialised in gaining funding. He is currently an academic research fellow at the University of Leeds where he teaches and researches low carbon energy technologies. He is also experienced at managing health and safety. In his spare time he has a keen interest in theatre and in art installations.

Sue Buckle

Membership Coordinator

For biography see Appendix F.

Liz Boyd

Meetings Coordinator

Liz has previously been a community centre assistant and is also a former primary school teacher. She has worked in a home for people with learning difficulties and is currently an administrator for a mental health charity. Liz was a resident of Hyde Park for 27 years and still lives locally. Liz was chair and member of the management team for Unity Day for 4 years and a committee member and chair of the South Headingley Community Association for eight years. She is experienced in financial management and book-keeping.

Charlotte Coleman

Community Outreach Coordinator

Charlotte is currently a PhD researcher at Leeds University Business School. Her research interests include community organisations, environmental and sustainable practices and business in society. Prior to this she was a market researcher and marketing consultant for start-up companies, government and non-profit organisations. She has worked for the Department of Health and NHS Leeds. She has an MSc in International Marketing Management and a postgraduate certificate in Digital and Direct Marketing. She has been a mentor at City of Leeds School.

Stella Darby

Volunteer Coordinator

For biography see Appendix F.

Lauren-Frances Hill

University Liaison (joint)

Lauren Frances is an undergraduate student at the University of Leeds reading Human Genetics (BSc.) Lauren Frances wanted to be an active member of her community after being a prominent charity organiser at school before moving to Leeds to study. She volunteers for the

Leeds University Union as a Union Community Representative. The role enables her to liaise between students and local community organisations. Lauren Frances is involved in maintaining relationships with organisations known to LUU. She actively searches for new organisations for LUU to liaise with. She participates in open community meetings and reports back to the students on the outcomes. Her final role is investigating projects for people to be actively involved in. Lauren Frances is proactive and enthusiastic to be involved in interesting and exciting community groups.

Maged Hanna

Events Coordinator

For biography see Appendix F.

Paul Hudson

Funding Coordinator

For biography see Appendix F.

John Lawrence

Governance Coordinator

John has been based in Hyde Park since he came to Leeds University to study an MA in 1996. He has been a teacher of English as a foreign language for 20 years, working in the UK, France, Germany and Mexico. In Mexico John also volunteered for human rights work as a peace observer. His last job was in Libya where he helped set up and manage language centres in Libyan universities, and provided training for university teachers. John is also a qualified translator. John has volunteered for several organisations in the area, including the Burley Lodge Centre's after school club, the Cardigan Centre for Older Active People, and Seagulls Re-Use recycling. He has been a volunteer since the early days of Hyde Park Unity, and recently played the Duke of Wellington in the Unity Christmas Panto. At present John is volunteering in Quarry Mount Primary school with a view to training to become a primary school teacher.



Suzi Marsh

Communications and Publicity Coordinator

Susan Marsh is a freelance marketing professional with two years' experience working with a leading agency. She runs her own company providing marketing support for small businesses and social enterprises, and has worked as a professional writer for the past five years. She is also a Director and Public Relations Officer for the Ladybird Project, a Leeds-based not-for-profit arts organisation.

Andrew Ross

Communications and Publicity Coordinator

For biography see Appendix F.

Professional consultants

Our professional team have been recommended by Keith Brewster (who was contacted upon advice from Jeremy Morton at the Hillside centre) and have agreed to work at risk in return for the opportunity to bid for tender when funds are secured to proceed further with the project.

Architect - Brewster Bye Architects

Brewster Bye Architects is an award winning architecture and design practice based in Headingley, Leeds with a reputation for producing high quality, creative and cost efficient design solutions across Residential, Health, Education, Community and Commercial sectors.

Brewster Bye Architects' strength lies in offering a Director-led service, tailored to meet the client's objectives, and in design quality. The practice has received numerous awards, including: Best Residential Architect - Resi Props awards 2004; City Island, Leeds - Best Residential Development 2005 and a Commendation in the Leeds Award for Architecture 2006; The Galleries - Best Redevelopment, Daily Mail 2007 UK Property Awards and the Platinum Award for Green Apartment, Hot Property Awards 2007; Hellifield Peel, N Yorkshire – Grand Designs Award.

The practice in recent years has established a reputation for undertaking Community regeneration projects, completing the conversion of Hillside School for Tiger 11 and Park Lane Community Centre, Bradford. Current projects also include Headingley HEART Project. Alongside this work the practice has also become known for its expertise in Conservation and Historic Buildings, being commissioned for this work across the UK.

Relevant project experience includes:

- Headingley HEART project – conversion of former primary school to Community Arts

Centre.

- Hillside Centre, Beeston - conversion of former primary school to Business Enterprise Centre.
- Park Lane Community Centre, Bradford – newbuild Community Centre.
- Tenant Hall Middleton – newbuild Business Enterprise Centre
- The First Floor, West Yorkshire Playhouse – Refurbishment project to form a workshop and rehearsal space for young people.
- Eastbrook Hall, Bradford – conversion of listed former chapel to residential/commercial use.
- Mechanics Institution, Huddersfield – conversion of grade 2 listed building to live/workspace.

Quantity Surveyor - Bernard Williams Associates

Bernard Williams Associates (BWA) are a firm of Cost Consultants and Building Economists with over 35 years experience of Arts, community and publicly funded projects. The practice was established in 1969 and currently comprises 30 qualified surveyors based in Leeds, Barnsley, and London.

The practice can offer advice at every stage of a property's/ building's life cycle from initial site acquisition strategies and development appraisals through to the traditional cost consultancy stages of budget estimating, preparation of tender documents and post contract cost control.

The expertise and added value BWA will bring to the project includes: -

- Cost Control and Quantity Surveying
- Local Construction market knowledge
- Programme and cash flow advice
- Experience of working with Community groups and public/charitable funds.

Relevant project experience includes:

- Hebden Bridge Town Hall – Conversion and new build extension to form a community



hall, café, workshops and community facilities for a Community Association.

- Anns Grove, Sheffield – Conversion of a former school building into community facilities and managed workspace.
- Ravenscliffe Community Centre – new build community centre and Surestart nursery.
- Shirecliffe Community Centre, Sheffield – refurbishment and new build community facilities, Surestart nursery and managed workspace.
- Arc Light, York – new build residential hostel for a charity to help people reestablish themselves including café, training areas, etc.
- East Street Arts, Leeds – Refurbishment project supported by the Arts Council and various other publicly funded bodies.
- The First Floor, West Yorkshire Playhouse – Refurbishment project to form a workshop and rehearsal space for young people.

Mechanical and electrical engineers and sustainability consultants - Leeds Environmental Design Associates Ltd

The engineering input LEDA can provide to clients and architects goes beyond standard building services design. Our knowledge of design issues such as solar gains, daylighting, natural ventilation and air tightness helps the design team create low-energy buildings with a pleasant and healthy internal climate.

LEDA engineers aim to provide buildings that meet the client brief in a sustainable way. In contrast to the “belt and braces” approach to services design, we prefer to develop a “lean” strategy for energy efficient building services: one that that complements the overall architectural design rather than conflicts with it. As well as sharing an enthusiasm for designing low-energy developments, we aim to provide buildings that are easy to maintain and simple to operate. Every project, large or small, is under the direct supervision of a LEDA director.

LEDA also provide advice on meeting BREEAM and the Code of Sustainable Homes targets, carry out Code for Sustainable Homes assessments and issue Energy Performance Certificates for new dwellings. LEDA are able to deal with projects where a high level of sustainability is called for. With extensive experience in small-scale renewable energy installations, including ground source heat pumps, solar heating, biomass, wind turbines and photovoltaics, LEDA can provide a zero-carbon solution when required.

Relevant project experience includes:

- Headingley HEART project, – conversion of former primary school to Community Arts Centre.
- Bootham School, York – conversion and extension of grade 2 listed building.
- Kings School, Worcester – upgrading and remodeling of four school buildings.
- Attenborough Nature Reserve, Nottingham – newbuild visitor centre

Structural and civil engineers - Adept Consulting Engineers

Adept are an experienced Chartered Civil & Structural Engineering company with hands on experience in the design and project management of multi-storey steel and concrete framed buildings, warehouses and major refurbishment projects.

The practice offers the following services:

- Structural surveys and reports for existing

- properties
- Geo-Environmental Desktop Studies, Site Investigations and Reports
- Flood-Risk assessments
- Preparation of conceptual schemes
- Detailed designs and drawings of foundations
- Superstructure and drainage for new build and refurbishment projects
- External works and highways

Relevant project experience includes:

- Douglas Mills, Bradford – Major refurbishment and upgrade of Victorian mill building for Bradford and Airedale PCT.
- The First Floor Project, West Yorkshire Playhouse – refurbishment to form a workshop and rehearsal space for young people.
- Leeds Design and Innovation Centre, The Calls, Leeds - additional storey on former mill structure to form new offices
- Yorkshire Dance Studio, Leeds – Office conversion
- Valley Court, Leeds – Conversion and extension of existing manor house to form social housing units for LYHA.
- 30 Sovereign Street – Conversion of existing Victorian building to offices
- Various school extension and refurbishment projects for the Diocese of Middlesbrough in and around Hull

Professional advice

Professional advice regarding this project was sought from the people listed below. We anticipate expanding and further developing our network of advisors as the project advances.

Alex Sobel

General Manager, Social Enterprise Yorkshire & Humber

- advice about the needs of social enterprises
- information about quantity of social enterprises potentially interested in space

within Royal Park Community Centre

- contacts for further assistance

Carlos Chavez

Leeds Community Foundation

- information about accessing ERDF and other funding

Chrissie Slater

Director, Camberwell (Shine)

- information about costs and experiences involved during development of Shine project, including sharing project programme/timeline
- tour of centre and demonstration of facility standards
- advice about funding
- contacts for further help

Duncan Millard

Community Liaison Oblong

- advice about development trusts
- information about services offered by Oblong, and its boundaries

Emma Bosworth

Funding manager/fundraiser private employer

- advice about arts funding sources

Hannah Greenslade

Community Officer, Leeds University Student Union

- advice on student volunteering, local demographics, housing and student affairs

Jeremy Morton

Centre Manager, Tiger 11 - Hillside centre (Beeston)

- tour of Hillside centre highlighting standard of



facilities

- background and details of refurbishment project
- capital and revenue cost information
- staffing information
- advice about company structure
- funding advice

Kathy Faulks

Small Groups Development Worker, Voluntary Action Leeds

- advice about accessing funding and support for community groups; help with FunderFinder search

Kim Johnston

Development Worker, Headingley Development Trust

- information about development trust set-up and running
- information about HEART organisation
- advice about funding and project management process
- information about standards and quality to be achieved in future refurbishment of centre

Neil Berry

Regional Development Manager, Development Trust Association

- advice about criteria and set-up process of development trusts
- information about typical costs and project processes for similar organisations

Paula Shelley

Yorkshire Forward

- information about accessing ERDF funding

Penny Bainbridge

Centre Manager, Cardigan Centre

- information about services offered locally
- advice and discussion about interface between local centres serving community
- stated support for project

Pete Tatham

Community Development Worker, Oblong

- assistance with funding applications
- information about running a community centre and working with volunteers

Philip Marken

Director, Ladybird Project

- advice on Health and Safety policies and procedures, specifically involving volunteers

Rebekah Caputo

Director, Ladybird Project

- advice on volunteer management, specifically involving volunteers working with children and constructing equipment

Susan Marsh

Director

Ladybird Project

- advice on publicity and marketing strategies

Taira Kayani

Chief Executive Officer, Burley Lodge Centre

- information about services offered locally
- advice and discussion about interface between local centres serving community
- stated support for project

Jeppe Graugaard

Jeppe holds an MSc in Climate Change from the University of East Anglia and has worked for a year in environmental consultancy before returning to UEA for his PhD this year. He has developed a framework for environmental valuation in the Social Return on Investment (SROI) tool for nef consulting (consulting branch of the new economics foundation) and is a trained practitioner. Jeppe's PhD research focuses on innovations developing

novel ideas and socio-technical practices such as currencies, low carbon communities, Transition Initiatives and cooperatives.

Todd Hannula

CEO Camberwell

- delivering support from Social Investment Business
- advice and support regarding restructuring business case, design processes, council lobbying etc
- feedback relating to documents and SIB bid
- attended meetings with RPCC and LCC to provide support and advice

Cassandra Tongue

Camberwell

- delivering support from Social Investment Business
- help with procurement processes in relation to ERDF and other funders
- Market research and demand work
- general advice and business support

Marc Collett

Burns Collett

urns Collett is a research and organisational development consultancy specialising in the UK's creative economy. Our work focuses around public sector research and policy development in the arts and digital & creative industries as well as third sector and social enterprise organisational development

What do local people think ?

This market research considers how Hyde Park residents feel about the Royal Park School. The research was carried out between January and May 2010. This research was overseen by an experienced and qualified (MSc) market researcher and a team of four people (two psychologists, one marketer and one business consultant).

It used a wide-range of qualitative and quantitative research methods, including projective techniques such as asking people to draw how they felt about the area, focus groups carried out at a public event held in February at All Hallows Church, in-depth interviews with local residents following door-to-door information gathering, and a door-to-door and online questionnaire conducted in May.

Results have been triangulated and there was not a significant difference in responses from the various methods used. The quantitative research was based on the qualitative research results and was conducted to ensure that the research was generalisable, especially as some of the focus groups were carried out by those interested enough in the project to give up their Saturday afternoon.

Focus groups with residents of Hyde Park took place between January and May 2010. In total, fifty people were consulted. The questionnaire was conducted door-to-door by local members of the community, so that people were not intimidated. 10 volunteers conducted the research in a range of Hyde Park locations. Furthermore, an online questionnaire was also conducted. The results were not significantly different, although people provided longer written responses, probably because they were answering the questionnaire at a time convenient to themselves. In total, 268 people responded to the questionnaire.

This research has involved more than 300 people from all backgrounds represented in the community. The over-whelming majority

of people were supportive of the project. Three people felt that the project was too ambitious, and one retired man declined to talk about the project or answer the questionnaire on his doorstep because “he wasn’t interested in the community”.

This market research focused on:

- what services they would like in the area
- what benefits they perceived
- what concerns they had about the project
- what services-providers they already used
- whether they would be willing to volunteer



What services and activities do people want in the building?

We asked those at the focus groups to come up with the kinds of spaces/services they would like in the former school building. Their answers are compiled below:

Facilities desired

Cafe/restaurant
Storage
Recycling facilities and education
Market space
Gardening space
Incubation for talent (whether business or creative)
Social hub/somewhere that is a central meeting place
Studio space
Arts/crafts space
Big multi function room

They were asked what kinds of activities they would like to see in the building. 268 people were surveyed, and these people were asked what services they would use, and to list services they would use, or could offer. The table below is a compilation of this information.

The questionnaire research shows that a major reason people wish to have the Royal Park School as a community centre is so that they can run and attend activities from the building.

More than a third of those questioned said they would be able to offer between 1 and 20 hours per week in volunteer help to run such activities.

What services do people currently use?

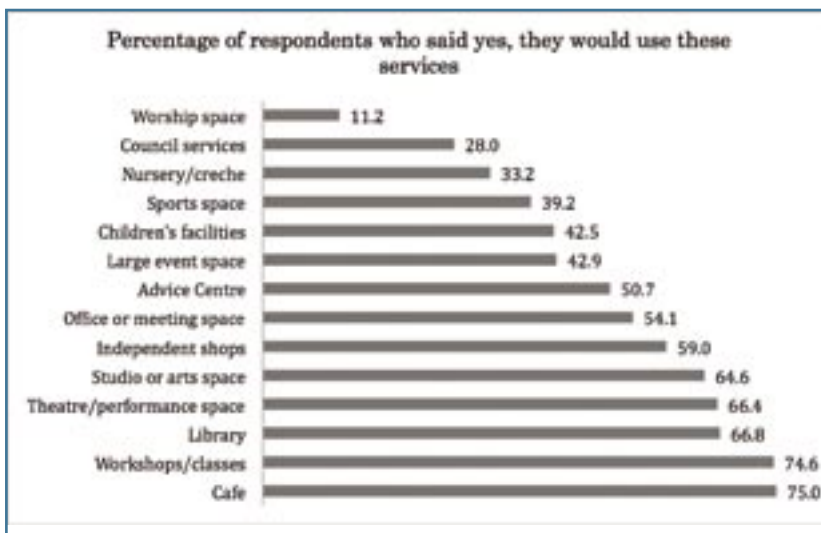
The questionnaire also asked people which services they currently use. People either used several services or none at all. Below is the list of the services that people used. Those with children used these services most. Only a one or two people mentioned the other services.

Community service provider	Percentage of people who attend
Cardigan Centre	31
Burley Lodge Centre	27
Oblong	24
Woodsley Road Multicultural Centre	5



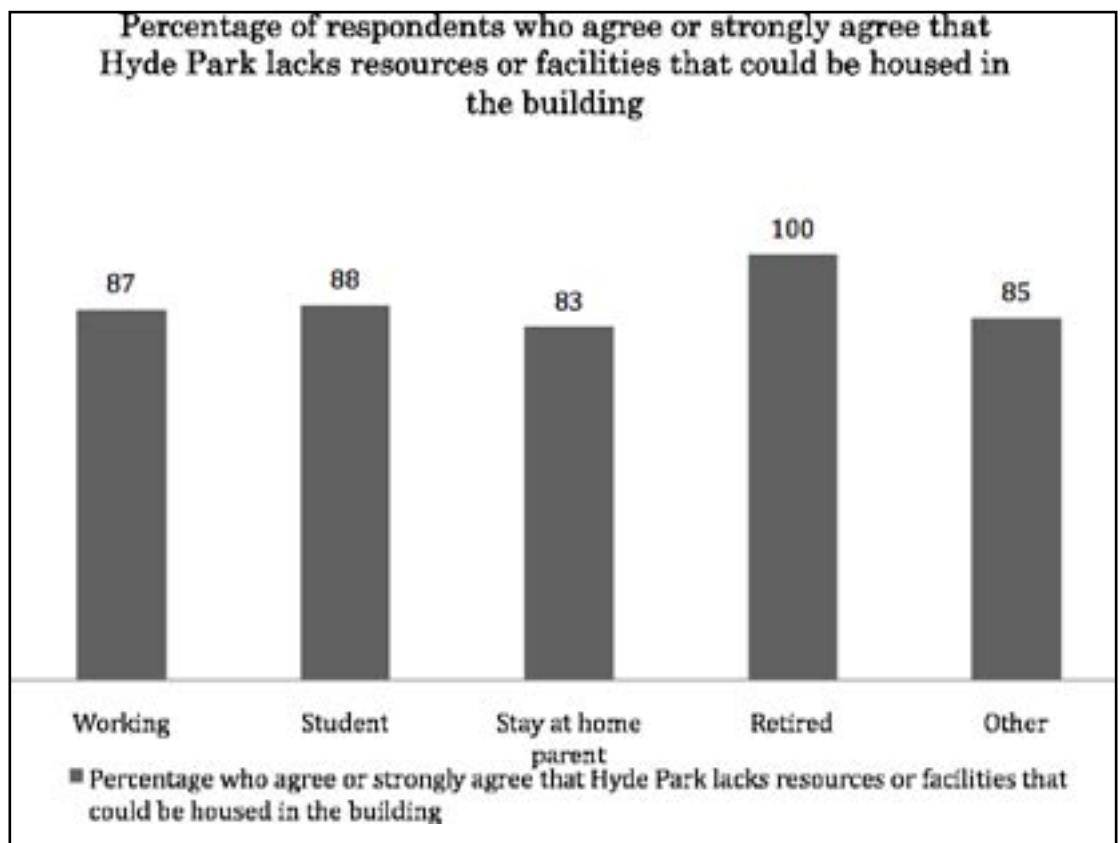
Other services that people suggested included churches, Burley Road Library, and Left Bank. However, the number of people that suggested these places were very small.

We gave people the opportunity to comment on the questionnaire. Two people surveyed stated that they felt that there was already enough provision for community activities provided by the Burley Lodge Centre. Two other people, however, stated that community activity space was hard to find. One person stated:





Below is a list showing the activities suggested by respondents, and the types of activities they would be willing to organise. People were not prompted to offer particular kinds of volunteering help on the questionnaire; they were offered a space to state what they could do.



I use a lot of the other centres but often find difficulty in finding time when they are available and have had to cram large activities in too small spaces, or found that people are put off joining activities because of the connotations of the venue.

Three people who attended the focus groups stated that they felt there was a shortage of space at the existing community centres.

Two people who attended the focus groups stated that there was a perception that the community centres currently favour particular parts of the community, and that the Woodsley Road centre was primarily “a space for Kashmiri Muslims, and not someone like him” [a Pakistani-origin Muslim]. There was also a comment from a middle-aged white woman that exercise classes at the Burley Lodge Centre were Asian-women only. This may be mere conjecture, but there was a feeling that the centres were not inclusive to all groups in the community.

Notably, a large number of questionnaire respondents stated that they agreed or strongly agreed that the area lacked resources or facilities that could be housed in the building. This included all the retired people who responded.

Several of the activities suggested for the building were ideal because of the large, drop-in nature of the centre, especially the information aspects. Several people stated that the school had previously been used every day (after school) as a community resource, and that “the community resource that it provided has never been replaced and is still sorely missed” especially for the provision of adult exercise and sports activities.

Another appeal of the school was the large space it offers, which is unparalleled with the other community centres. All year round events were suggested, including amateur drama, and a Christmas pantomime, Weddings and

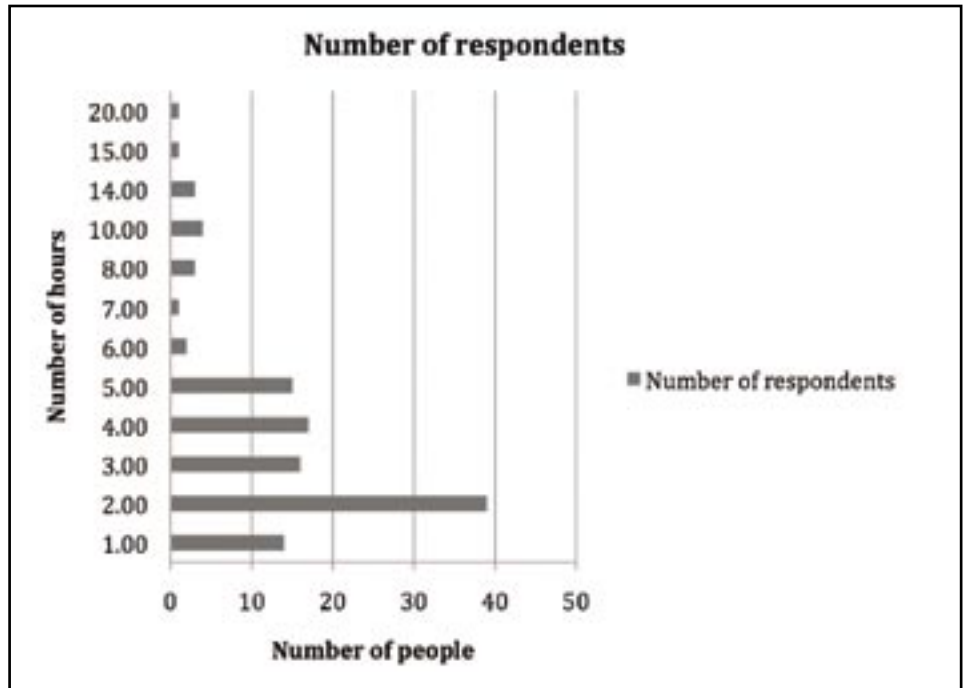
community meetings. Another appeal was the idea of a comfortable “hanging out space” that would appeal to the community at large because it would be alcohol-free, an “alternative to the pub” as one man put it.

The community centre would attract activities that are currently being undertaken, often in unsuitable, such as the Ladybird Project skill-share (a community arts organization that meets weekly to offer free crafts workshops) or hard-to-get-to locations, such as start-up business advice, that one person surveyed travels to Harehills to get. There have been several people at both focus groups and on the questionnaire who stated that ESOL English language classes are over-subscribed in the local colleges, sorely needed and could be offered in the RPS. It is also noteworthy that during the questionnaire and focus groups, the central location and emotional-appeal of the local landmark meant local people were inspired to consider new activities that they would like to start, such as activities for older people, Brownies (because they were a Brownie-leader before they moved to Hyde Park) or community gardening projects. Unlike the existing community centres, feedback from the questionnaire made it clear that people embraced the idea that the Royal Park School would run by volunteers, “for the people by the people” as one respondent put it.

Another point of consideration that came up frequently was people’s desire to use the outside of the school, in particular for gardening, allotments or food growing and educational purposes. This is something that is not being currently provided by other community centres.



- As a hub to spark more pride and activities going on around the school and in the playgrounds
- Community gardening (of the outside space but also into their own streets and gardens)
- Tool share to encourage people to take care of their properties
- Recycling (including education to improve the existing recycling that takes place in Hyde Park)

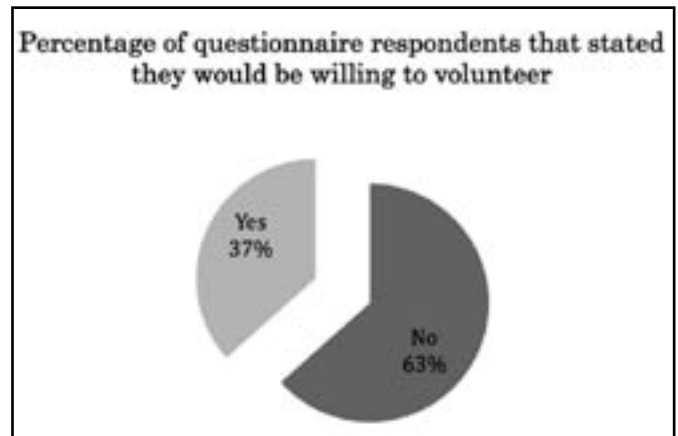


Are people willing to volunteer in the building?

Another key aspect of this research was to find out if people would be willing to volunteer. Of those questioned, over a third said they would want and be able to volunteer.

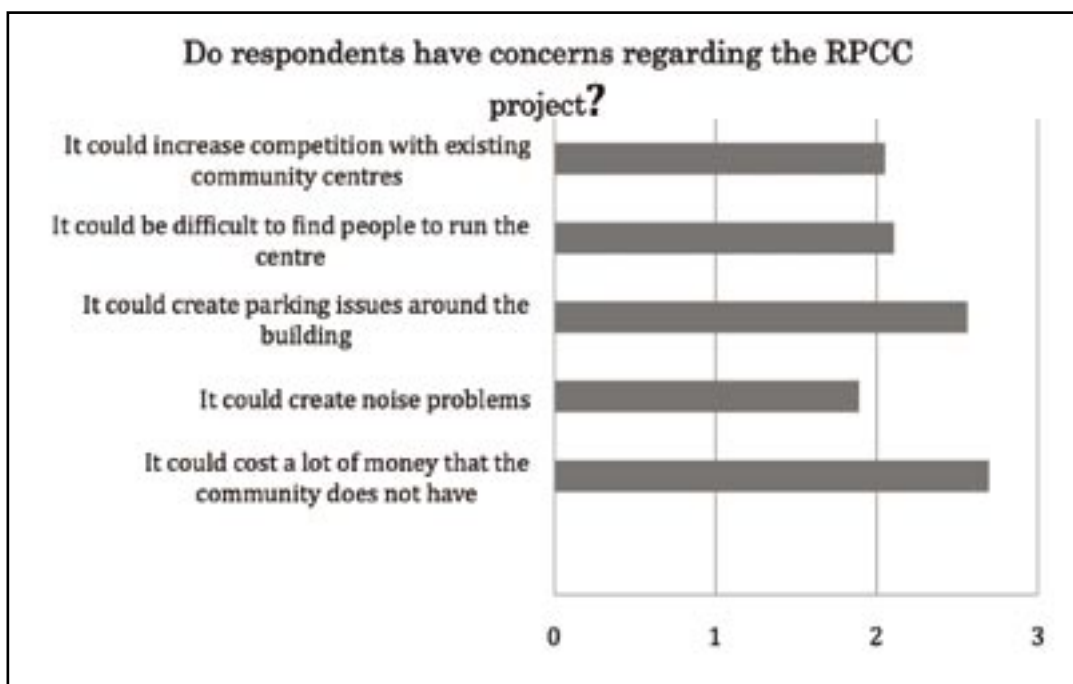
The average (mean) amount of time offered is 4.5 hours per week. Notably, however, the mode amount of volunteer hours pledged was 2. Some people are able to spend a significant amount of time volunteering at the centre; 13% of those who volunteered were able to offer more than a day a week.

Therefore, for volunteering to work effectively, the school will need some volunteers to work all day, and some volunteers to work in a drop-in capacity. This appears especially to be the case as so many people responded on the questionnaire that they wanted to carry out a specific activity in the building (see second column of the blue table).



What concerns do local residents have regarding the RPCC project?

During the focus groups people mentioned anxieties regarding parking, noise and other community centres and how the RPCC was going to gain funding for the project in a poor area with a large student population “unlike Headingley”. When asked in the questionnaire, the average response was to disagree with the proposed concerns. The RPCC needs to ensure that they manage the community’s expectations regarding the cost of the project, without lowering the enthusiasm for finding people to run the building.



We also gave respondents the space to write additional concerns. Most of these concerns were regarding lack of council support for the project, for the poor state the building has been in, and worries regarding the building being turned into student flats.

Concern regarding the student flats alternative
People do not support the RPCC project solely because they do not want student flats. However, they are concerned about this

alternative. More than 200 people showed up before the Council’s Executive Board meeting to show their anger at the suggestion. Key concerns are that:

- There is already enough housing (with 4000 spare houses according to Unipol)
- There would be increased pollution – both noise and litter caused by another student housing complex
- That this would “show that the area really had become a student ghetto” because the building is in such a prominent location, and the building is such a landmark
- That the council was changing its previous stance on student housing plans

Students also felt that the building should not be turned into student flats. This is shown by Hannah Greenslade, Community Officer at Leeds University Union, and therefore students’ representative in Hyde Park, speaking outside the Council Executive meeting and writing to both council and the RPCC,

and by the number of students who stated that they were opposed to student flats on the questionnaire. 91.6% of students who answered the questionnaire stated that they disagreed or strongly disagreed with turning the building into student flats.

Notably, the respondent’s occupation did not play a role in determining their opinion regarding concern about student flats going into the building.

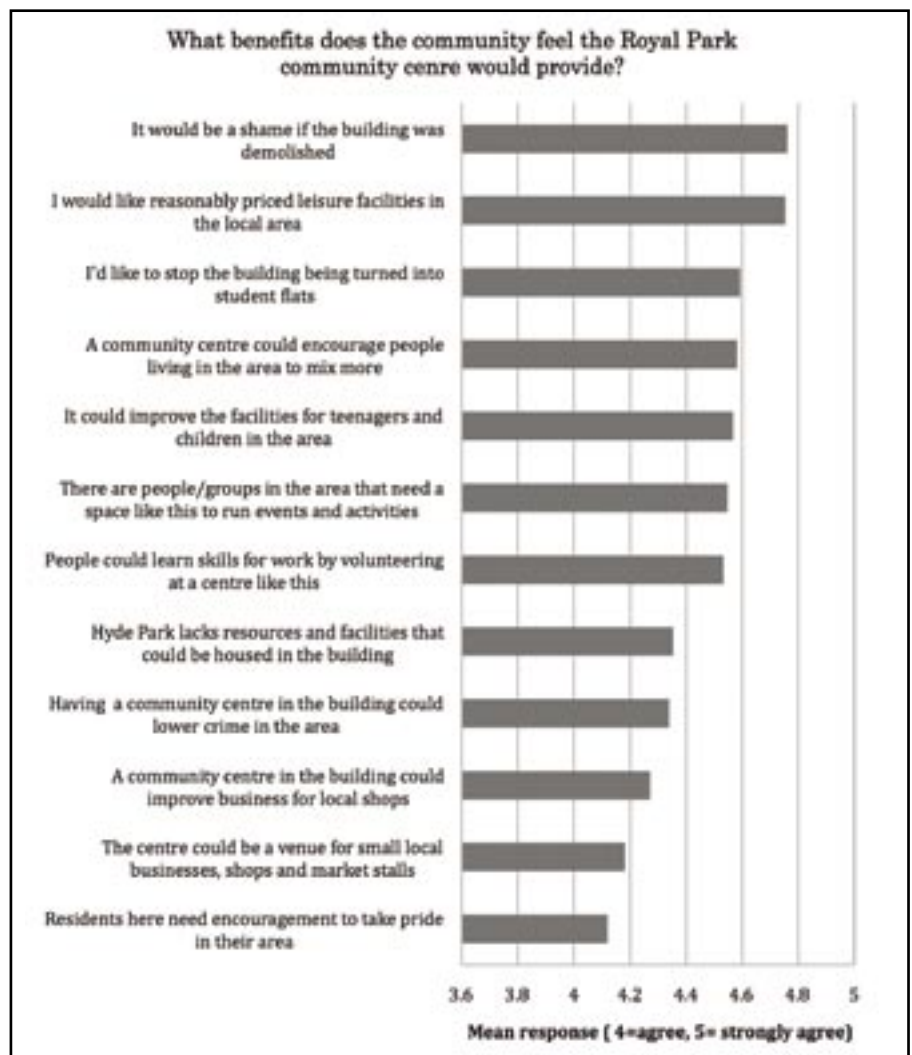
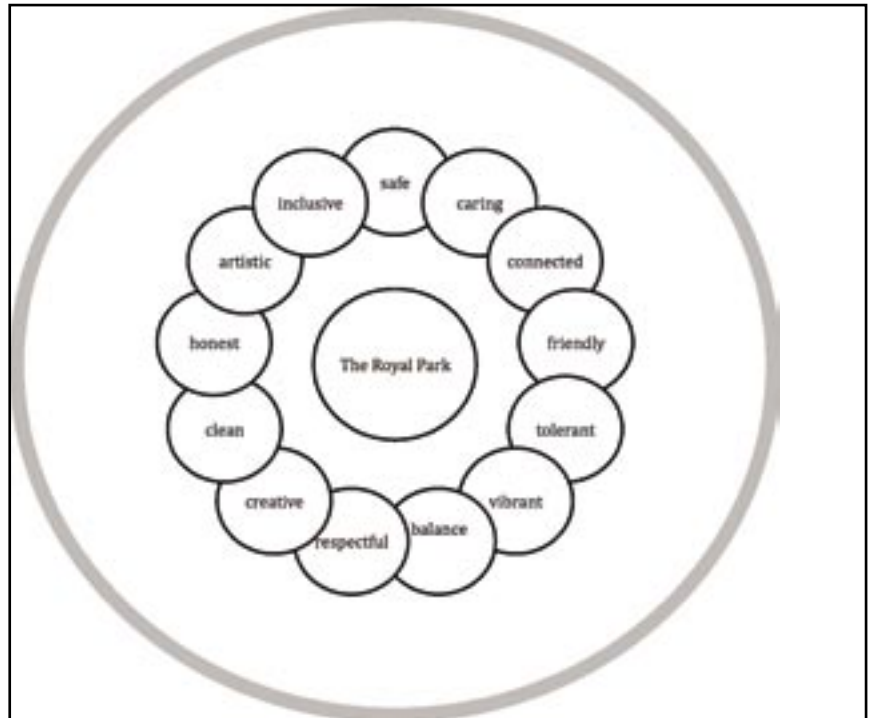


How would the Royal Park Community Centre benefit the community?

During the focus group we asked people to describe how they wanted the Royal Park Community Centre to be. To the right is the description they came up with:

The second graph below shows the benefits that the community felt the project would provide. They agreed or strongly agreed with all the benefits proposed on the questionnaire. This suggests that the RPCC management committee who originally discussed these benefits at their own focus group meeting, feel similarly to the community at large about the benefits. We have also received positive feedback about the improve benefits of this centre from local religious leaders, head teachers, community centre managers, the Police and both local MPs (Hilary Benn and Greg Mulholland).

In addition, we asked people to add other reasons they had for supporting the school to the questionnaire. This is the combined response that we received. Following the aims and benefits evening, in which the management committee were asked to state their own feelings about the building, project and stakeholders in the area, some aims and benefits were drafted. Based on these, we then used the questionnaire to check whether the community felt similarly about the project's benefits to the community. The results below show that the community did feel similarly.



Reasons why questionnaire respondents support the school (their comments given in italics)

Social cohesion

- *Create a greater community feeling*
- *Greater community cohesion, promote friendship between people of different backgrounds and cultures*
- *Great place to bring people together*
- *A place for local residents and students to mix*
- *Bringing students and local residents together*
- *Will help to stop the disintegration of the community of the area*

Activities

- *Great space for theatre performers and artists to make use of*
- *It could be the home of longstanding professional groups*
- *Theatre of the Dales*
- *ESOL classes*
- *Teach basic religious values*
- *A creche service will make the area more attractive for people with young children*

Landmark of Hyde Park

- *Part of the area's history*
- *Community building for over a century*
- *Positive imagery of Hyde Park*
- *Attract people to the Hyde Park area*

Royal Park and the Council

- *Great opportunity for the council to show that they listen to the community*
- *If Royal Park School is made into a community centre the council would build a better relationship with the people of the*

area

Dislike for student flats

- *There are too many student flats already*
- *Lower risk of the area becoming a student ghetto*

Area's identity

- *Create a feeling of permanence in a somewhat transient community*
- *Sense of belonging*
- *Strong identity for the area*
- *Create sense of achievement for the community*
- *Raise morale of residents*

Space in the heart of the area

- *Make it the centre of the community*
- *A community hub is good for the community spirit*
- *Need for local amenity*
- *It used to be a place for the whole community*
- *We need Royal Park School for community purposes*
- *It could become the heart of Hyde Park*

Children of Hyde Park

- *Reduce vandalism*
- *Getting our children off the streets and doing something more productive*
- *Make it a place for children to get involved in different activities preventing them from committing crimes*
- *Give youths an alternative to gangs*

Quality of Life

- *Reduce crime and increase well-being of the people*
- *Improve psychological and physiological well-being*
- *Environmental benefits*
- *Source of green space and plant life*
- *Good for the people*
- *Help groups working on improving community life and promote sustainability and resilience*
- *Evidence of people can create economies and organise by themselves in very democratic ways*



Recommendations and conclusions

Recommendations

- Produce a database of volunteers and their contact details as there was much support, often for particular activities, such as administration, or running a sports or arts class from the building. There is one already but many more people in the community would like to come forward to volunteer.
- Discuss how the RPCC will overcome any concerns that the community may have as the project continues. The website and local media would be a particularly good place for such information to be given, but further events need to be organised to keep the community an active stakeholder in the project.
- Meet with the community centres in the area to ensure that there is no overlap in the services provided currently by these places. Many activities sought by the community are very different, such as gardening/food growing and sports classes.
- Continue to organise events that share information with the community about the project and during the summer months organise some of the activities that will be in or around the building outside in a “Summer Showcase”. This could also be done in association with Unity Day.
- Share the Council bids and plans with the community (online and at events) so that they are aware of the ongoing process, costs and plans for the building.

Conclusions

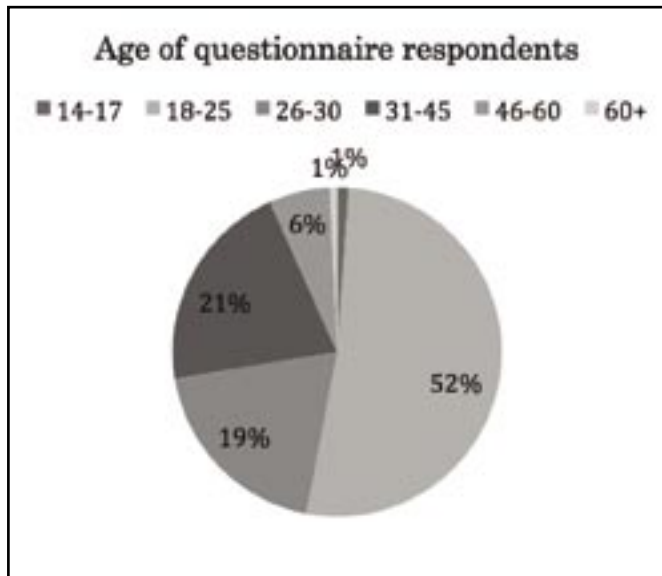
Those who answered the questionnaire and took part in the qualitative research had a strong feeling that there was a community in Hyde Park. They felt this community was artistic, tolerant of the large number of students but also long suffering and that the different parts of the community needed to mix more to improve understanding and social cohesion.

There is optimism and support for the RPCC project to turn the school building into a community centre. This was because they felt the community could come together and improve community cohesion, that they had skills and activities they could share, and because they are fiercely opposed to having more student flats in this densely populated area. The building is seen as a local landmark, and respondents would not want the building to be knocked down; many people said the building was beautiful. It is also seen as a metaphor for council and landlords’ neglect of the area. The community’s biggest concern about the RPCC project is that the council will not support it.

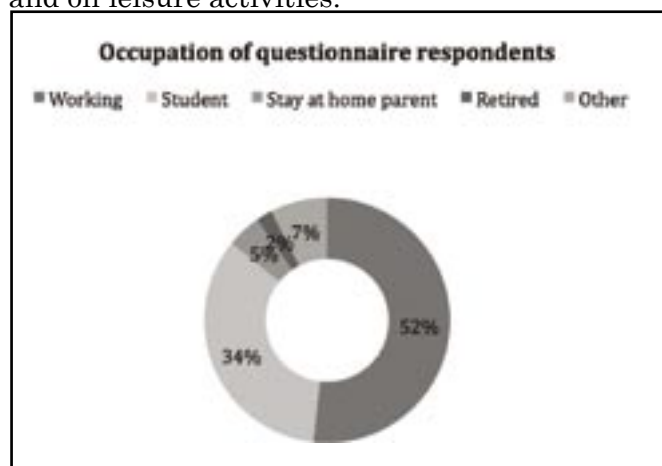
A third of those questioned offered to volunteer in the building and many more could think of events and activities they would want to attend in the building. The building has a large emotional appeal, particularly with parents and older people in the area, who remember, and often attended, the school and the community activities that went on when the school was open. The community strongly supports the RPCC’s aims and sees benefits in having the centre for the whole area.

Demographics of those who responded to the questionnaire

Demographics questions were minimal as we did not wish to be intrusive and to discourage people from answering the questionnaire. 57% of those we interviewed were female. 50% of those who responded to the questionnaire were



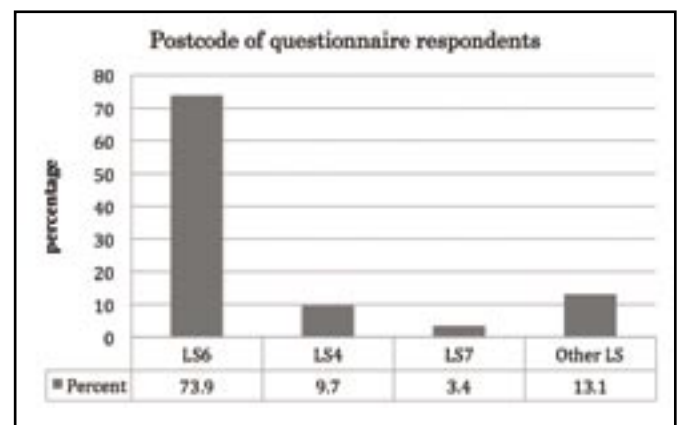
18-25 but only 34% were students. According to the 2001 census, 44% of the area is 20-29 (Leeds Statistics, based on the census, 2001). This may have increased since 2001, as student housing in LS6 has been capped to 60% of the population. Alternatively, the project may be more popular with those aged 18 to 30 as they may have more time to spend volunteering and on leisure activities.



14% of those questioned are neither working nor studying, with 7% stating they are “other”. Clark, in his 2007 research Connected Lives, put this statistic at 10%. This could have increased due to the recession.

Nearly 10% of the population are neither working nor studying, Clark speculates that this could show a large number of people registered as having long term illness or caring for others (Clark, Connected Lives, 2007). These people are likely to benefit from a community space that can offer them support, respite and activities they may not be able to travel to. Only 19.85% of the population are employed full-time,

The majority of those who responded to the questionnaire lived in LS6. Notably, other postcodes were LS4 and LS7.





Questionnaire

The Royal Park Community Consortium (RPCC) is a group of concerned members of the community who come together under the Royal Park School (RPS) in 2004. The RPCC have been working on a long term plan to improve the building for the community use. We are currently holding a questionnaire of interest in order to take the building to the next community, health and educational Agency. Thank you.

1. Do you support turning the old Royal Park School building into a community centre?
 Yes No

2. What kind of activities/facilities would you use?
 (Tick as many as you want)

<input type="checkbox"/> Library	<input type="checkbox"/> Café	<input type="checkbox"/> Space for workshops/classes
<input type="checkbox"/> Independent shop	<input type="checkbox"/> Studio/Workspace	<input type="checkbox"/> Theatre/performance space
<input type="checkbox"/> Advice centre	<input type="checkbox"/> Office/meeting space	<input type="checkbox"/> Sports facilities
<input type="checkbox"/> Council services	<input type="checkbox"/> Space for large events	<input type="checkbox"/> Children's activities
<input type="checkbox"/> Nursery/creche, early years services	<input type="checkbox"/> Worship space	What else?

3. This section considers to what extent you support the aims of the Royal Park Community Centre project. (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree)

Residents here need encouragement to take pride in the area.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
It would be a shame if the building was demolished.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
It'd be a loss if the building being turned into student flats.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
A community centre in the Royal Park School building could improve business for local shops.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Hide Park lacks resources and facilities that could be housed in the building.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
A community centre could encourage people living in the area to mix more.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
It could improve facilities for teenagers and children in the area.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Having a community centre in the building could help lower crime in the area.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
I would like to access reasonably priced leisure activities in the local area.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
People could sign up to work by volunteering at a centre like this.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
The centre could be a venue for small local businesses, shops or market stalls.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
There are people/groups in the area that need a space like this to run events and activities.	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

What other reasons do you have for supporting the school?

The RPCC meet every Tuesday 7-9pm at the Buries Lodge Centre
www.rpccparking.org

4. This section considers concerns you might have about the project. (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree)

It could cost a lot of money that the community does not have	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
It could create more problems	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
It could create parking issues and the building	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
It could be difficult to find people to run the centre	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
It could include competition with existing community centres	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

What other concerns do you have about the project?

5. Do you use other services in the area?
 Buries Lodge Centre Woodley Road Multi-cultural Centre Carriage Centre Coburg

Other centres or services:

6. The centre would be run with volunteer help. Would you be interested in volunteering? (anything from an hour a week)
 Yes No If yes, please state how many hours you could give:

7. Is there an activity you would like to run from the centre?

8. This section considers your demographics. These will never be passed on and will be used solely for this questionnaire analysis.

Are you:
 Female Male
 14-17 18-25 26-35 31-45 46-60 65+
 Working Student Stay at home parent Other

Your postcode:

This is space for you to include any other comments regarding the project:

Thank you for taking the time to complete this questionnaire.

The RPCC meet every Tuesday 7-9pm at the Buries Lodge Centre
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