



Business Plan 2010-2012

Holt Area Partnership

'The Holt Area Partnership is committed to creating a better place to live, work and have leisure opportunities in a sustainable environment - for all sections of the community.'



Contents List

1. Overview
2. Partnership Details
3. Partnership Description
4. Partnership Personnel
5. Structure, Status and Management
6. Vision Statement and Objectives
7. Meeting the Local need
8. Action Plan and planned outputs summary
9. Community Support
10. Public interface
11. Partnership funding and capacity building
12. Cross partnership working
13. Monitoring and evaluation
14. Sustainability
15. Risk Register

Appendices Content List

- App 1. Map of Area with Parishes
- App 2. Job descriptions of Partnership remunerated staff
- App 3. Partnership organisation structure
- App 4. Board member profiles
- App 5 Structures, status and management
- App 6 Policies – Communications & Equal Opportunities
- App 7 Current Action Plan (2010-11) Performance and Outputs
- App 8 2011-2012 Action Plan and Forecast Outputs
- App 9 Terms of Engagement and Terms of Funding signed
- App 10 Audited Accounts for Jan-Dec 2009 and Jan-Mar 2010
- App 11 Budget Forecast for 2010-2011 including cashflow projections
- App 12 NNCP Performance Indicators for current year
- App 13 Activities towards sustainability

1) Overview

1.1 The focus of HAP is on improving the quality of life for people in Holt area by supporting and delivering projects that provide tangible benefits in response to need. We aim to develop and facilitate community-led sustainable projects (social, economic and environmental) for Holt and surrounding area. We also have a role in strategic planning for future local activities and promoting events and opportunities. The key functions are stated in our Memorandum and in Section 6 of this Business Plan: Vision Statement and Objectives.

1.2 Holt Area Partnership (HAP) is one of seven Area Partnerships set up in market towns in North Norfolk to help deliver the Local Area Agreement's Action Plan. We receive core funding through North Norfolk Community Partnership (NNCP). HAP was set up in April 2006 and became a Company Limited by Guarantee in 2007, however we are currently looking into becoming a Community Interest Company. HAP stakeholders include both statutory and non- statutory groups and we have representatives from key organizations such as the local Town and Parish Councils (20 in total), local youth clubs, Children's Centres and schools, Police, businesses, CAB, other voluntary and community groups as well as two District Councillors.

1.3 A further purpose of the partnership is to support improving service delivery through feedback about needs and concerns from communities to NNDC or other relevant statutory bodies.

2) Partnership Details

| | | |
|----------------|--|--|
| Name: | Holt Area Partnership Holt Library 9 Church Street Holt Norfolk NR25 6BB | |
| Telephone: | 01263 713456 | |
| Website: | www.holtareapartnership.org.uk | |
| Email: | office@holtareapartnership.org.uk | |
| Company Number | 6429126 | |
| Bank Address: | Barclays Fakenham | |
| Sort Code | 20-30-81 | |
| Account Number | 63129748 | |
| Chair | Colin Kemp (Chairman) High Kelling PO and Store Old Cromer Road High Kelling | |

| | | |
|---------------|--|--|
| | Holt, NR25 6AJ 01263 715818 (W) & 711582 | |
| Co-ordinator | Lara Williamson | |
| Mobile | 07717 269754 | |
| Administrator | Deborah Shearly | |

3) Partnership Description

3.1 The Holt Area Partnership (HAP) covers 18 parishes, a market town and a further “adopted” parish of Aldborough and Thurgarton (**appendix 1: Map**). There are 11,950 people in its area living in 5340 households (CACI data 2007). 50% of the population are over 50 and 35% of the population in the area is over 60 (HA patient register).

3.2 HAP employs one part time coordinator (25 hours per week) and a part time administrator (15 hours per week) and its activities are overseen by a board of directors made up from representatives of the local community. At present it receives core funding by the North Norfolk Community Partnership (NNCP).

3.3 The core funding received 2006-2009 enabled HAP to support bringing a further £130,000 of funding to its area as follows:

- Holt Country Park, £10,000 grant received from Awards for All
- Holt Youth Project, £56,500 grant obtained from North Norfolk Community Partnership
- Local Community Project Fund 2007, total of £2115 of grants given,
- Local Community Project Fund 2008, total of £6500 of grants given,
- East of England Development Agency, Cut your Carbon £54,000

There was an interregnum from March 2009-November 2009.

A new co-ordinator was appointed in December 2009 and in 2010 the following funding has also been achieved with HAP support:

- Holt Area Community Bank £1243 grant received from Victory Housing towards setting up Credit Union facility in Holt, held by Norfolk Credit Union.
- Higginbottom Trust £2 000 grant received from Norfolk Community Foundation (NCF) grant towards refurbishment of community space in Briston, has been paid direct to applicant organization.
- Holt Community Centre £1 000 grant received from NCF to upgrade signs and lighting in the centre. We helped draft that application and we also wrote a reference for their application for solar panels/insulation that was successful in securing a £11 200 grant from Community Sustainable Energy Programme. We have helped with the draft of the application for a further £9 000 from the Geoffrey Watling Charity to match this initial grant so as to make the Holt Community Centre’s Green Energy Project succeed, currently awaiting response to that application.

- We have also aided Hunworth Village Hall in their search for funding for vital disability access works and they have been granted £1000 from NCF.
- Community Chest 2010 total of £2 000 grants given to 11 organisations.
- We have helped with Holt CAB's application to the Big Lottery for a 5 year outreach programme concerned with debt poverty (application in process)

We also supported Aldborough with the drafting of a grant application for new playground equipment for £47 000 from Playbuilder funds, this was initially declared successful (March-July 2010) however the funding has since been cut and so the plan now is to apply to a lottery scheme to enable the project to proceed.

4) Partnership Personnel

4.1 HAP employs 1 part time co-ordinator (25 hours per week) who manages the daily operational activities and also provides strategic guidance to the Board. The coordinator also acts as Company Secretary for HAP and is, with administrator, responsible for all HAP finances. The administrator is also part time and engaged for 15 hours per week. Both Job Descriptions are in **Appendix 2**.

4.2 At present we have no direct volunteers although we work with CAB volunteers on administration of Holt Area Community Bank. We also call on voluntary expertise with specific projects as and when needed – eg website photography and leafleting. Furthermore all the community projects that we have supported with the Community Chest grants involve in kind contributions of time and involve working with and supporting volunteers. We also promote volunteer placements with Voluntary Norfolk at Kelling Hospital and are actively seeking funding to cover expenses costs of volunteers at Holt Hall and opportunities to support training for volunteers at the Holt Youth Project.

4.3 The HAP office is a shared space within the Holt Tourist Information Office on the Market Place in Holt. The partnership does not lease or own any land.

5) Structure, Status and Management

5.1 HAP is currently a Private Limited Company (no. 6429126) registered with Companies House (16/11/2007). We are starting to look into becoming a Community Interest Company as a way to better reflect the nature of HAP and improve our ability to attract funds. Partnership organisation structure is in **Appendix 3**.

5.2 HAP has eleven board directors selected from the local community and including two District Councillors. We are in the process of establishing working subgroups within the Board and we have nominated Board members to the following subgroups: Finance, Website, Environment, Health, Housing and Transport. Board Member profiles are in **Appendix 4**.

5.3 We aim to have 2 public meetings per year provided that there is sufficient need. Parish Clerks and Parish Newsletters are sent regular (at least monthly) updates of relevant local information and the Co-ordinator's bimonthly report is available to all stakeholders on request. We had our AGM in May 2010 which was an Open Meeting and we launched our new website in July 2010 which includes a page for each of the twenty parishes. We also issued two double-page spread newsletters within the Holt Chronicle in March 2010 and September 2010. These are distributed to all 2000 households in Holt and to a further 3000 in the surrounding parishes. The Minutes of all Board meetings and copies of our Newsletter are accessible from the Resources section of our website. Our Equal Opportunities Policy and Communication policy are in **Appendix 6**.

5.4 Operational decisions are made by the coordinator with reference to the partnership chairman if necessary. Two signatories are required for each cheque and thus members of the Finance subgroup are informed of all spend immediately. More significant decisions involving the budget, large expenditure, legal matters or high level priorities are referred to the board, which meets at least every 2 months. There is a finance update at each Board meeting.

5.5 General public notices are issued as adverts in local publications when vacancies for Board Members arise, individual applications to become part of the Board then require further nomination by their local community and then election at the AGM. The aim has been to get a good representation of different members, particularly at parish, town and district level. Re-elections in line with Company House regulations took place at the AGM in May 2010 and will be scheduled again for the AGM in 2011.

5.6 An Annual Stakeholder membership fee of £10 is being launched in the autumn of 2010 (to start 1 January 2011) to formalise the membership and clarify to Stakeholders their entitlements – ie to vote at AGM and receive regular updates of activity as well as get support with grant searches and applications. All fees collected will be placed in Community Chest Account to be redistributed to community in grants.

6) Vision Statement and Objectives.

A better place to live, work and have leisure opportunities in a sustainable environment for all sections of the community.

The aim of the partnership is fundamentally to deliver cost effective projects, based on need that bring real, tangible benefits to the local community. This aim links also with the NNCCP Community Strategy which is derived in conjunction with the Local Area Agreement and Norfolk Ambition. Our key objectives are stated in our Memorandum as follows:

1, To generate and support projects to benefit people who reside in, work in and visit the partnership area of Holt.

- 2, To provide a forum for members of the Partnership to work together and coordinate their activities.
- 3, To identify the particular needs of the Holt partnership area and to draw up, and action, plans to address them.
- 4, To advance and promote the Health and Education of the residents of the Holt area.
- 5, To improve and promote the provision of suitable housing and transport in Holt area.
- 6, To promote the cultural and leisure activities available to all residents and visitors in the Holt area including those with special needs due to age, infirmity, disability, poverty, etc.
- 7, To undertake, encourage, support and supplement measures for the relief of unemployment in such ways as may be thought fit, including encouraging the development and prosperity of the retail trade.
- 8, To undertake, encourage, support and supplement the promotion of public safety and crime prevention
- 9, To undertake, encourage, support and supplement means to enhance the protection or conservation of the environment and aspects of our heritage.
- 10, To undertake, encourage, support and supplement the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help in settling up their own business or existing business

Summary of Projects 2009-2010 as of September 2010

Current Action Plan (2009-2010) Performance and Outputs **Appendix 7**

- Ongoing support for Holt Community Centre, Holt Youth Project, Holt Hall, and other stakeholders (details in Action Plan) as and when requested eg Holt and Briston Community Centres and Hunworth Village Hall – HAP supported these in getting grants from Norfolk Community Foundation in 2010
- Implement/ administer and monitor progress / completion /publicity of the Community Chest Fund (October 2010)
- Explore ways of addressing high priority issues identified in Health Check such as improved broadband accessibility and speed: promote EEDA feedback sites and Shaping Norfolk’s Future on this topic – link local efforts to these bodies. Also promote residents concerns re access to health facilities and transport systems so as to promote access and equal opportunities.

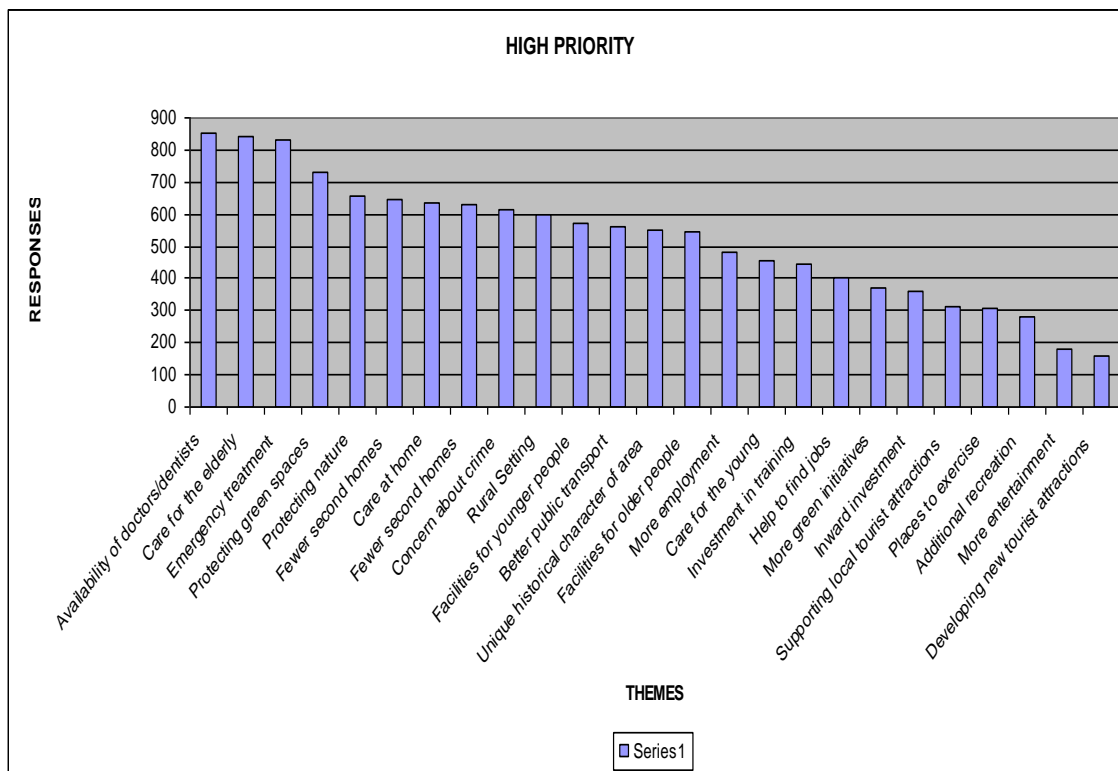
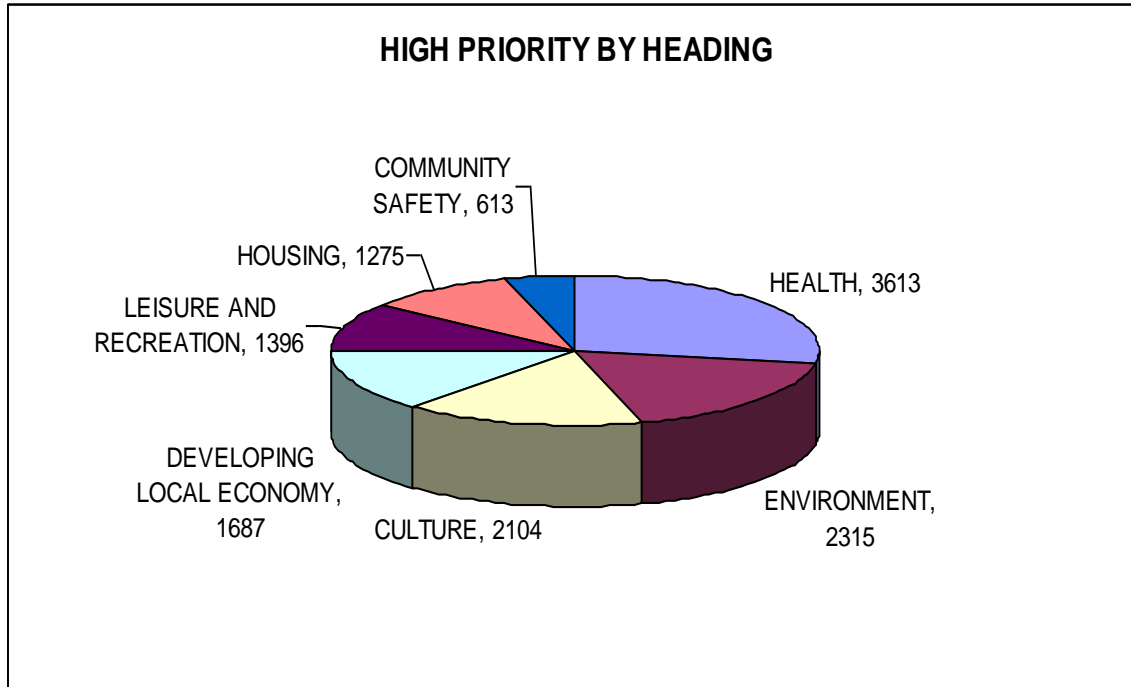
- Continue working with Holt Safer Neighbourhood Team (SNT) and NNDC on initiatives such as Community Liaison in Melton Constable and Briston - ongoing. Support SNT Football Funday in Holt September 2010.
- Solar Street Lighting project in Melton Constable. Funded and completed, however ongoing correspondence to ensure scheme fully effective.
- Work with Norfolk Credit Union and Holt Citizens Advice Bureau to set up, promote and run Holt Area Community Bank. Launch completed April 2010. Work with Fakenham Area Partnership and Holt Library in further promotion of this facility (scheduled for February 2011).
- Support Holt CAB Big Lottery bid to offer outreach debt poverty support. Application in process September 2010.
- Work with Voluntary Norfolk to promote volunteering opportunities at Kelling Hospital. Uptake/engagement of volunteers has increased. Ongoing.
- Stay aware of opportunities for additional funding separate from NNCP. Achieve over £200k cumulative funding for projects in HAP by 2011. Ongoing.
- Work with Skills Partnership to develop IAG (information and advice gateway) in Holt. Use office and website to promote opportunities including Victory Housing updates, Green Weekend, Eco teams events, SNT Football Funday, Vocal Local, Community Heroes, NNOPF Forums, Voluntary Norfolk and Red Cross training opportunities, Census job opportunities.

7) Meeting the Local Need

7.1 HAP carried out a local Health Check in 2007 to help identify needs and guide our activities. 7835 leaflets were distributed and 1057 were returned giving a response rate of 13.4%, at a cost of £3687. The results gave indicators of where the partnership should be concentrating efforts. The high priority responses are not easily remedied however the strength in the partnership is through working with partner organisations to look at these issues.

7.2 At the same time local needs evolve and many of the partnership's activities are based on more recent requests from local groups who have engaged with HAP and become part of the stakeholder group.

7.3 Health Check Summaries of High Priorities:



7.4 All projects included in the 2010-2011 Action Plan continue to address the issues identified by the community, either from this Health Check or further consultation. They also aim to contribute to the North Norfolk Community

Partnership priorities of Affordable Housing, Good Jobs with Prospects and Quality of Life. The projects link with Local Area Agreement Indicators, and will contribute to District and County- wide targets at a local level.

8) Current Action Plan and Outputs Summary 2010 (appendix 7)

8.1 Overview linked to NNCP themes as subtitled:

Improved Housing

- Affordable homes in Bodham, Phase 2: Broadland Housing Association plan a further 15 houses
- HAP promotion of Victory Housing availability listings through display of 'Your House Your Choice bulletins and promote opportunities such as Community Heroes.
- HAP link with Holt Housing Society to promote their housing availability

Better Jobs

- Support training needs of staff and volunteers at Holt Youth Project, Holt Hall and other HAP stakeholder organisations.
- Promote Adult Education, Voluntary Norfolk and Holt Library opportunities for skills development and volunteering.
- Work with Holt and District Chamber of Trade to promote local businesses and tourism.
- Work towards improving Broadband speeds in rural areas.
- Involvement in Holt Visioning plans – which has the potential to be a regeneration project, we are supporting as part of the consultation the gathering of feedback on local employment /training needs.

Nice place to live

- Achieve £200K of cumulative funding for a range of projects supporting local community and voluntary groups and activity. These grants and the Community Chest Fund grants support community projects at a grass roots level and are able to encourage volunteer involvement and thus strengthen communities.
- Continue to support Parish Council with ensuring solar street lighting installed is working effectively in Melton Constable

- Support Holt Youth project with range of projects including Reaching Out to Elderly.
- work with North Norfolk Older People's Forum to organise Forum event at Holt Community Centre, September 2010. Support and promote NNOF future events and help with finding funding for their newsletters. Ongoing.
- Promote, manage and monitor local Community Chest fund in 2010 and 2011 if further grant offered. Add HAP stakeholder membership fee to that Community Chest pot.
- Continue to develop further joint projects with Holt Safer Neighbourhood team and the Community Cohesion officers at NNDC
- Continued involvement with progressing Holt Visioning plans
- Explore possibilities for Transition Town schemes
- Continue to support and promote the Holt Area Community Bank local Credit Union facility
- Continue to develop schemes with other partnerships
- Work with Thematic Groups

Governance and communications

- Carry out HAP board elections as per Articles of Association during AGM
- Carry out returns and audit for Companies House
- Publish a Newsletter twice a year
- Frequent (at least monthly) updates to Blogs on website and keep Parish Pages information up-to-date.
- Adhere to Equal Opportunities and Communications Policy (**Appendix 6**)
- Aim to visit every Parish Council over the forthcoming year.

8.2 In the first six months of 2010 the HAP Coordinator attended at least one parish council meeting in each of the following parishes: Aldborough and Thurgarton, Baconsthorpe, Bodham, Briston, Corpusty and Saxthorpe, Edgefield, Gunthorpe and Bale, High Kelling, Holt Town, Letheringsett with Glandford, Matlaske, Melton Constable, Sharrington and Brinton (ie 13 out of 20).

9) Community Support

9.1 Of the 19 Parish Councils and the Holt Town Council in the HAP area we have a good relationship with 14 of them, and are continuously look to increasing this to all Parish Councils in our area. This has been achieved to date through canvassing to be invited to visit and speak at town / parish meetings, sending regular updates of relevant local information, or sources of possible funding and supporting grant applications, and finally and significantly: working together on local projects through the Community Chest fund that we administer as well as on other funding streams.

9.2 We send out information to all 20 Parish Clerks on a regular (at least monthly) basis and have had correspondence with all of them to ensure the information on their parish page of our website is current. This also ensures that the work of HAP is publicised across the area.

9.3 Four Parish Councils and the Holt Town Council are represented on the HAP Board (two Chairs and three Parish/Town Councillors). Two District Councillors also sit on the HAP Board.

9.4 We aim to attend at least one Parish Council meeting in each parish 2010-11.

9.5 We have successfully completed many projects and have ongoing activities with most of the following: the Police, Holt Youth Project, Voluntary Norfolk, NNDC Arts Department, TIC, Holt First Responders, Age Concern UK, Holt Community Centre, Holt CAB, Holt Hall, Melton Constable Land Trust, Hunworth Village Hall, Briston Community Centre, North Norfolk Older Peoples Forum, Holt Library, Friends of Open Green Spaces, Norfolk Credit Union and Victory Housing (and others). HAP stakeholders are also linked to our website and we send regular updates of HAP activities.

9.6 Through regular communication with Parishes and stakeholders we aim to more effectively deliver the Action Plan and strengthen relationships between statutory bodies and the voluntary and community groups as well as the business sector.

10) Public Interface

10.1 HAP has a small shared office space with one desk in Holt Tourist Information Centre on the Market Place in Holt. Footfall from the public is around 40000. We are looking at other available spaces within Holt that would continue to raise HAP profile as well as have more room so that the Coordinator and administrator can work together. HAP work interaction has to take place at meetings in pre arranged locations.

10.2 HAP communicates with its stakeholders and the public through frequent updates to blogs and other parts of its website and regular mailouts and emailouts. HAP's AGM is an open public meeting and HAP Board producing twice-yearly newsletters which are published as instalments in a local publication as well as a pdf on website. HAP further meets with stakeholders directly whenever needed.

10.3 HAP Coordinator supports local public events and frequently gets feedback from stakeholders at these occasions as well as using such events as an opportunity encourage community engagement, by promoting information about other local events or projects, including volunteering vacancies.

10.4 HAP has recently supported a joint public Forum with North Norfolk Older People's Forum as well as supporting the Holt Summer Festival, Holt Community Centre's launch of Development Fund, Holt Hall's Public Consultation, Holt SNT's Football Funday,

11)Partnership Funding and capacity Building.

11.1 The core funding provided by NNCP fund 100% of HAP costs. Without this core funding HAP would not be able to operate. HAP has the lowest core funding of all the Area Partnerships.

11.2 During 2008 – 2009 Hap received £950 from Awards for All for Management of budget.

11.3 Other grants accessed with HAP support

| Grant received from | Grant for | Total |
|--|--|--------------|
| Awards for All | Holt Country Park | £10 000. |
| NNCP | Holt Youth Project | £56 500. |
| EEDA Cut Your Carbon | Solar Lights, Melton Constable | £54 000. |
| NNCP | Local Community Projects Fund 2007 | £ 2 115. |
| NNCP | Local Community Projects Fund 2008 | £6 500. |
| Victory Housing | Establishing Holt Area Community Bank (Credit Union) | £1 243. |
| Norfolk Community Foundation (NCF) | Higginbottom Trust for Briston Community Centre | £2 000. |
| NCF | Holt Community Centre | £1 000. |
| Community Sustainable Energy Programme | Holt Community Centre | £11 200. |
| NCF | Hunworth Village Hall | £1 000. |
| NNCP | Community Chest 2009-10 | £2 000. |

We are awaiting word on three grants that have been applied for: a further £9000. from the Geoffrey Watling Charity to match the CSEP grant so as to make the Holt Community Centre's Green Energy Project succeed, and Holt CAB's application to the Big Lottery for a 5 year outreach programme concerned with debt poverty. Finally we also supported Aldborough with the drafting of a grant application for new playground equipment for £47 000 from Playbuilder funds, this was initially declared successful (March-July 2010) however that funding has since been cut and other streams are being investigated.

11.4 HAP are introducing an annual membership fee for stakeholders of £5 per organisation. We are hoping that this will raise approximately £200 in it's first year (2011). This fee will be put into the Community Chest pot to be distributed to the community as grants.

12)Cross partnership working

12.1 HAP Coordinator attends bimonthly Local Area Partnership Association (LAPA) meetings with the other six Area Partnerships. HAP Chair also often attends. Bimonthly updates from all partnerships enable information and good practice to be shared.

12.2 HAP jointly delivered Business and Social Enterprise training with Sheringham and Poppyland partnerships in 2007-8. HAP shared its design and format for a health check questionnaire with Poppyland.

12.3 HAP shared a stand at the Simply Outstanding event in March 2010 with all the other Area Partnerships.

12.4 HAP attended Wells Area Partnership's NNOPF event in April 2010. And both WAP and HAP attended the Area Forum event at Fakenham in June 2010

12.5 HAP received support from Upcher Area Partnership when developing its Communications Policy and responding to the LAPA Scrutiny process. We also received advice from Happening and Stalham Area Partnership on the process of applying for Charitable status, and from Fakenham Area Partnership on converting to Community Interest Company. Griffin Area Partnership have helped with information on a number of occasions this year.

12.6 HAP are working with Fakenham Area Partnerships and the Holt and Fakenham libraries on events in early 2011 to promote the Credit Union facilities.

12.7 HAP sent links to all Area Partnerships regarding the opportunity to feedback to the Community Organiser Roundtable held by the Government Office for the East of England in September 2010.

13)Monitoring and Evaluation (appendix 12)

13.1 HAP is a Company Limited by Guarantee and it is regulated under Companies House guidelines. We have an independent accountant (Ian Barber and Co) to whom we submit our annual accounts and annual return for audit. They produce our Annual Accounts that are sent to Companies House. Thus the primary process by which we monitor and evaluate our work is financial. This also consists of measuring our performance to target for grant income achieved and bimonthly budget updates to the HAP Board. The HAP Board Finance subgroup further monitor budget in the time between Board meetings.

13.2 The HAP Board also does an annual appraisal of the Partnership Coordinator to monitor and evaluate the work carried out. A bimonthly update report on projects is given by the Coordinator at HAP Board meetings. We compare progress with objectives in the Action Plan on a regular basis.

13.3 Further evaluation is collected in the form of feedback (often emails, held on file) from stakeholders regarding their opinion on HAP's involvement and support of specific projects.

14) Sustainability plan

14.1 HAP would require approximately £35 000. of funding /annum to be sustainable. We currently believe that HAP offers a very cost effective and efficient service to supporting the community in solving local issues and developing positive community projects. HAP provides a vital link between statutory bodies and the communities they serve.

14.3 Whilst we are very aware second homes funding may not last or be reduced it is difficult for a small organisation in a rural area to identify any lasting alternative funding streams. However we do continue to look for alternative funding opportunities for core costs, through both statutory and non-statutory agencies.

14.4 The local community and voluntary groups and Parishes that we work with do not have the capacity to support HAP much beyond the stakeholder fee that we are introducing, or through cost-sharing of premises to keep overheads low. However we plan to include a management fee into larger grant applications that HAP is pursuing, as occurred with the Awards for All grant in 2008.

14.5 The plan for a Holt Visioning project which will aim to identify projects for the Holt area may potentially raise opportunities for service provision that HAP might be able to bid for, and – if successful - thus might contribute to a future source of income for the Partnership.

14.6 HAP Board give their time voluntarily and their efforts have enabled HAP to work more effectively in its support of community activities. This resource adds value to the public monies currently required to fund HAP.

15)Risk Register

| Description | Category | Potential Impact | Possibility of Becoming Issue | Risk Management | Contingency | Owner |
|--|--|--|--|--|--|---|
| <i>Full description of identified risk</i> | <i>Indicate as High, Medium or Low</i> | <i>Details of possible impact</i> | <i>Indicate as High, Medium or Low</i> | <i>Action to be taken to reduce the risk</i> | <i>Action to be taken if the risk becomes an issue</i> | <i>Person responsible for resolving risk.</i> |
| Core funding discontinued HAP fails to secure other funding for core costs | High | Closure of HAP, projects not delivered, negative impact on community. | High | Lobby NNCP to withdraw funding on a gradual basis over 2-3 years enabling HAP to work towards financial independence | Seek alternative sources of core funding. Have Exit Policy | HAP Board and Coordinator |
| Level of community support for HAP | Low | If community engagement lowered then HAP would not get steer from needs of community | Low | Continue to build links with community through communication and close working with local groups, promoting and developing local projects. | Raise profile of HAP thru increased publicity of success to date, more open meetings | HAP Board and Coordinator |
| Lack of office space | Medium | Need to improve on current situation, so that staff can work in same area. If no other spaces available this limits effective working. | Medium | Discussion with two other potential spaces, if neither then will continue to seek alternatives across area. | Secure alternative office space ideally sharing in Holt in venue that can raise profile of HAP | HAP Coordinator |