



The Friends of Chain Bridge Forge

Business Plan 2022

Including

Marketing/Audience Development Plan

Visitor Engagement

Financial Plan 2022 to 2027

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Review Date	April 2023

1.0 Introduction

1.1 Executive Summary

The Forge has 2 themes expressed as follows:

- 1) Blacksmithing - The Chain Bridge Forge offers Blacksmithing and takes on restoration, repairs, commissions and tasters which is integral part of our survival.
- 2) Outreach - The ability to give talks and portable forge plus digital equipment which we can take to events.

The Forge is linked to our charity which is called South Holland Life. This has the following themes:

- 1) Local History - Through our website www.heritagesouthholland.co.uk and social media we offer the community and visitor a view into our past.
- 2) Innovation - Giving the community access to Digital world including 3D printing, CNC, scanning, digital mapping and Augmented/Virtual Reality

1.2 Our Vision

Chain Bridge Forge Museum is a living museum, which earns its living and offers exciting, relevant experiences that move, teach and inspire our increasing diverse audience.

1.3 Forge Objectives

The objectives are summarised as follows:

- Create a sustainable businesses which will be self- financing
- Maintain our collection and retain our Accreditation
- Develop an Outreach programme for the community and schools
- Continue to develop visitor awareness through Marketing
- Increase Volunteers and improve the skill levels
- Ensure the building is maintained
- Develop our Blacksmithing capability
- Innovate and devise projects to attract funding
- Become a recognised tourist attraction and this will help draw people to Spalding.

1.4 Arts Councils goals

- Excellence is thriving and celebrated in museums
- More people experience and are inspired by museums
- Museums are sustainable, resilient and innovative
- The leadership and workforce are diverse and highly skilled
- Every child and young person has the opportunity to experience the richness of museums

1.5 Arts Council Requirements Covered in Plan

- Statement of purpose – This plan para 1.1, 1.2 and 1.3
- The period the plan covers – front page and 1.09
- The key aims you want to achieve over the plan's duration – 1.6
- How you'll achieve these aims - 5
- What you'll need to achieve these aims, including people, equipment and money 5 and 11
- Budgets for your current and subsequent planning year - 11
- A review date – 1.09
- Audiences Development – 6.0
- Visitor/non visitor engagement – 6.0

1.6 Highlights for 2022 – 2023

1. Build on the initial 9 years of operation and review governance, legal status and ownership of the Forge building.
2. Continue to develop our Blacksmithing capability through tasters and the club. Also build on the experience with Perkins Diesel to offer away days or team building.
3. Continue to improve our volunteer offering and training to increase our Volunteers and deliver succession planning, increase the Directors and management to ensure sustainability and fill the roles with skilled people.
4. Audience Development – Continue to promote the Forge and its activities.
5. Partnering – Work with other groups and specialists to further the Forge offering.
6. Visitor Experience - Increase the quality of our offering, interactivity, develop courses and experiences.
7. Maintain our Accreditation

1.7 Date of commencement/expected date of commencement.

- Start Date – April 2022
- Completion Date – March 2027
- Next annual review – Aug 2023

1.8 Legal Structure

Legal status: charitable company limited by guarantee

1.9 Business Plan Review

The Business Plan is reviewed at Directors Meeting and as a minimum reviewed and updated annually

2.0 Terminology

SHDC – South Holland District Council

3.0 Related Documents

- Previous Business Plan
- Documentation set for the Forge
- Risk Assessment
- Quickbook Accounts

4.0 Product and Services

The following outlines the products and services that will be produced as part of this plan. These are listed as follows:

Blacksmithing - Blacksmithing - The Chain Bridge Forge offers Blacksmithing and takes on commissions which is integral part of our survival.

Blacksmithing tasters offered are as follows:

Tasters simple - This is a 30 minute session and the student makes a Coat Hook or similar and takes it home at the end of the day.

Half/Day Tasters – a series of blacksmithing projects which are completed during the day. Visitors take the items home.

Couples Taster – couples come in and share the experience of making items which they take home.

VIP Courses and Team building courses – Engage local businesses to tailored events

Commissions, Restoration, Repairs – Continue to take on work which can be delivered by the Blacksmith

Sale of Product - Blacksmith manufactured items and associated bought in product

Club – A new idea based on a formula that works well in the USA members of the community will be able to use the facilities of the Forge under supervision.

Outreach - The ability to give talks and blacksmithing at events

5.0 Plan for Delivery – Highlights from 1.6 above

This section outlines the deliverables during the year:

- Maintain our Accreditation
 - Review governance, documentation, procedures and customer interaction and feedback
 - Meet Arts Council- guidance
- Celebrate 10 years of operation
- Continue to Mature Management
 - Succession planning
 - Volunteer management and skills
 - So our suggestion is to create a workshop which volunteer sector to help create better volunteering opportunities and to develop adult learning programme to fill this gap. It may be we reinvent the worker institutes and for conducting free training they commit to a number of voluntary hours in the community.
 - Are you happy to be a co sponsor?
- Develop Blacksmithing capability
 - Continue to promote commissions, restoration and repair
 - Continue to promote our tasters through our website and social media. Optimise online booking and gifts.
 - Develop publicity materials for VIP and team building based on Perkins experience
 - Continue to develop club and ensure it covers costs
 - Survey participants
 - Increase our capability and eco friendly credentials with provision of eco friendly workshop
 - Diversify to include silversmith
 - South Holland Life
 - Create Blacksmith inspired community art
 - Update our Virtual Blacksmith
 - Move our offsite store to new location. Ensure contents are documented
- Partnering – Continue to develop themes and look for long term partners to develop cooperative way of working
- Audience Development/Visitor Experience – The Forge has two focuses for its visitors.
 - 1) visitors who come to the forge to experience Blacksmithing or the heritage in the building,
 - 2) online visitors who look at our online collection or want to book a Blacksmithing event.

5.1 Key Links/Partners

- Museum Development East Midlands
- Funders
 - Arts Council England
 - Heritage Lottery Funding
- County and local Councils
- Local Schools
- Local History Groups
- Lincolnshire Heritage
- Local business

6.0 Marketing/Audience Development Plan

Unique Selling Point

- Unique heritage set in Spalding next to the River Welland.
- Memories for the older community who remember the Flower Parade and most of the floats being made by our Blacksmith
- Traditional Trained Blacksmith offering unique capability able to take on a range of work
- Blacksmith able to conduct tasters for the community both in the forge and at events.

Our Marketing Objectives

- Encourage Visitors to Tasters, Products, Events and Demonstration
 - a. Raise awareness of the events programme
 - b. Create marketing artwork and copy to promote events
 - c. Run campaigns that share history and information about the forge
 - d. Share pictures of tasters, products made and atmosphere of the Forge
- Raise Funds for new workshop
 - a. Develop marketing assets to support funding applications
 - b. Develop marketing campaign that informs, inspires and keeps followers up to date
 - c. Develop links from marketing channels to donors to donate funds
- Increase sales on repairs and commissions
 - a. Share recent commissions to showcase expertise and creativity
 - b. Increase awareness of work available through optimising search engine results, social media and advertising
- Build Loyalty and sense of Community
 - a. Encourage positive sentiment through tone of voice and content
 - b. promote community events
 - c. share knowledge & passion for the Forge order to provide a brighter future for all.

Note

Because the building has limited visitor/user access. It might be described as a niche market. It's predicted that our audience is probably limited and possibly can be expressed as potentially 49000 within a 1Hr commuting time of the Forge. See Appendix C.

So visitors numbers are small and don't provide good statical data. The Forge offers free admission and only charges for visitors to experience or work conducted. This means data collected is statistically small and of limited use.

Online data from our websites is far more important.

Therefore the financial balance sheet is a better indicator.

Therefore to grow our audiences we have the following strands.

Content Pillars

Content pillars will inform our social media output. We post on at least one channel [frequency], mixing content from the following categories.

- Our ambitions Vision
- Aspirations to be Eco friendly
- Opportunity for a New workshops which would include silversmith
- Project Updates
- Our fundraising Fundraising projects
- Get involved and build our volunteer base
- Thank you's
- Our heritage Spalding
- Work at the Forge and deliverables
- About Us
- Our programme of events and celebrating 10years
- Highlights from these events
- Link to South Holland Life activity
- Link saleable products to events ie mums day, valentine hearts
- Celebrate our visitors by publishing photos
- Our work Did you know we take commissions publish examples of this work
- Celebrate our volunteers and tell the community what they do
- Other Marketing Activities
 - Google My Business do regular regular posts with events and products
 - Google listing - review keywords for commissions and repairs and list these as services on our google listing
- Media / PR
 - Press Release
 - Appear as opportunities present on local and National Television- Bargain Hunt (2022)
 - We will continue to build connections with local media, particular around events and Ambitions
 - We will look for a local figurehead who can support our fundraising campaign
- Keywords
 - SEO keywords will be identified.
 - SEO keywords will be targeted and utilised in content on our website and social media posts
- Website
 - The website will be used to explain our services, host blogs and link to our other sites.
 - We will add a section on commissions and repairs
 - We will update our content regularly
 - We will explore budgets and opportunities for adwords, particularly around commission work

- Social Media
 - Our content themes will inform social media
 - We will list exhibitions and events as events on Facebook
 - We will seek a social media volunteer
 - We will explore a budget and strategy for paid for advertising targeting geographical areas and target customers for commissions and repairs
 - We will comment on stakeholders posts (local businesses & national organisations)
- Leaflets & Posters
 - Leaflets in local tourist office
 - We will consider leaflets promoting our key messages such as fundraising campaigns and events and exhibitions that can be displayed onsite, at tourism centres and at local hospitality centres
 - We will review opportunities to display posters on site sharing key messages
- Networking
 - We will explore local networking events to consider how we could attract sponsorship from local businesses
- Directories
 - We will make sure we are listed in online directories (yell, business directories etc.) listing our core services including commissions and repairs
- Local Advertising
 - Due to costs and return on investment, we are not considering door to door flyers at this stage
- Town Management
 - We will work with local town centre partnerships, tourism groups and cultural groups to promote Spalding and all its assets.

Proposed Reach to Market Segments

Service	Opportunity	Audience	Marketing
Taster	Working with the Blacksmiths. Take home item made.	All, Young, old, schools and youth groups	Social Media, website, Leaflet, Newspaper, word of mouth Regular posts.
Commissions, Restoration, Repair	Make bespoke items to customer requirement	More affluent in the Community Difficult configuration	Word of mouth, social media, newspaper, website
VIP Tasters and Team building	To create an opportunity which appeals to groups of visitors and appeals to local business	Local companies and groups	Word of mouth, leaflet local companies Website and social media
Club	Appeal to the people in the community who already have skills, we provide support and facilities	Closet Blacksmith	Social Media, website, Leaflet, Newspaper, word of mouth BABA
Outreach			
Talks	Explain the work of the forge	Clubs, young and old people, schools	Word of mouth, social media, website, Letter to schools

Business Plan

Commercial in Confidence

Marketing and Audience Development Plan

Project Plan	Dates to Note											
	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Accreditation												
	Submission						-visit-					
Events												
Celebrate 10 years	2	2	2	2	2	2	2	2	2	2	2	2
Continue to market our Blacksmithing capability												
Post to Trybooking	*	*	*	*	*	*	*	*	*	*	*	*
Social media/website	*	*	*	*	*	C	*	*	*	*	*	*
Posts showing output	*	*	*	*	*	*	*	*	*	*	*	*
Publicity Taster Session		Forge Dir	Local Ptress	Volunteer Day		Local Employers	Councillors					
VIP & Team Builder Tasters										Engage local business		
Special Events	Easter		Father's Day platinum			10 year Anniversary, Heritage open		Meet Volunteers		Valentines		
Commissions/Restoration/Repair												
Weekly photos of process and finished items	4	4	4	4	4	4	4	4	4	4	4	4
Monthly press release		8	*	*	*	*	*	*	*	*	*	*
Club Events												
Social media/website	1	1	1	1	1	1	1	1	1	1	1	1
Photos	1	1	1	1	1	1	1	1	1	1	1	1
Projects Progress												
Arts project	1	1	1	1	1	1	1	1	1	1	1	1
Eco Workshop	1	1	1	1	1	1	1	1	1	1	1	1
Stock Products												
Promote on sales site			1	1	1	1	1	1	1	1	1	1
Audience Dev and Feedback												
Response to tasters	*											
LORIC study	*											
Develop on online survey	*											
Update Trybooking dates	*			*				*			*	
Implement Gifts on Trybooking		*										

7.0 Visitor/non visitor engagement

We use online feedback captured from social media, online feedback and website. Occasional surveys are also conducted.

Note:

The aftermath of COVID has reduced our visitors and we are trying to rebuild these numbers. But it must be noted due to space limitations we must not over commit as they cannot be safely accommodated within the Forge.

7.0 Management and Organisation

7.1 Ownership, legal structure

A company has been established in the name of “The Friends of Chain Bridge Forge”. This company is a Company Limited by Guarantee and the maximum exposure of its members will be a £1. The company is a not for profit company and any surplus will be retained by the business. There will be no paid officials. The company has a Memorandum & Articles of Association, which may be supplemented by a constitution for the friends if needed. The Friends will be an inclusive group being engaged in the business through ownership and participation in its strategic thinking and regular meetings.

The Friends is not intended to become a registered charity as the predictions of revenue fall below its radar.

The Friends will hold a 25year lease on the property and its contents from South Holland District Council and the conditions of the lease will define its acceptable use. In the event of failure SHDC would retake ownership from the Friends and find a new owner.

The assets will be protected while in the ownership of the Friends however these assets will be insured by the Council. The Friends will purchase appropriate insurance to ensure 3rd parties and the activities of the Friends are insured.

The Council will provide an Officer and Member to the Friends. The role of these members will be defined in the Memorandum & Articles of Association.

The Friends will manage the forge and will receive appropriate training to deliver their tasks.

The Friends will also access volunteers through CVS to assist in the historical research and providing educational material.

The roles for the committee are as summarised below:



- c. Any accounts set up must be in the name of the group.
- d. A financial record of funds is to be maintained by the Treasurer and available for members to inspect and must be independently checked before and available at the AGM

Book Keeper.

The role would be as follows:

Keep a record of expenditure at Chain Bridge Forge and give this information to the accountant and Directors The role would be approximately 3hrs per week. It would entail the following:

- 1) weekly visit to Forge to collect expenditure paperwork. Record on spreadsheet and send to accountant
- 2) create invoices for work completed
- 3) reconcile bank account against spend and income
- 4) maintain spreadsheet
- 5) help with creating estimates
- 6) provide special reports and analysis

Skills

- 1) Book keeping
- 2) Microsoft excel/ word
- 3) accounting packages

Blacksmith

- 1. To be responsible for the technical element of Blacksmithing and preparing the forge to become operational
- 2. Demonstrate the work of the Blacksmith and develop training programmes and taster days
- 3. Complete commissions
- 4. Involving young people
- 5. Blacksmithing Volunteers/ increasing our capability
- 6. Outreach

Volunteer Management – Safeguarding- Batal Dangarwalla

- 1. To ensure the welfare of the Volunteers and Directors
- 2. Ensure volunteers have completed induction and understand Health & Safety issues
- 3. Organise training as affordable and possible
- 4. Maintain and improve Collection documentation

5. Continue to develop ways of informing the visitor of our collections
6. Ensure corrective action from initial assessment has been addressed
7. Maintain involvement in Men's Shed movement if relevant
8. Safeguarding

Curator - TBF

1. Maintain the Forge Collection
2. Audit collection
3. Manage Accessions and loans
4. Continued Accreditation

Innovation – Doug Turner

1. Direction and strategy of the Innovation Area
2. Develop process and procedure for the Innovation area
3. Develop new interpretation methods for the forge

Community Engagement - TBF

1. Links to other heritage groups
2. Links to Business

Market/Publicity/ Visitor Analysis - TBF

1. Market the Forge
2. Design Publicity Material
3. Continue to get articles published both in newspapers and online
4. Talks to the Community
5. Distribute leaflet and review effectiveness
6. Develop visitor feedback and work on this information to the betterment of the Museum.
7. Facebook - Maintain and regular updates
8. Twitter - Maintain and regular updates
9. Pinterest updates

Building maintenance - TBF

1. Responsible for the fabric of building
2. Risk Assessments
3. Health & safety
4. Maintenance
5. Bought Assets

Project Management

Deliver projects as funded

Local History - GT

- 1) Continue to grow our local info and memories and involve more people in this
- 2) Conduct more oral histories

- 3) Develop new themes
- 4) Increase online content
- 5) Create a new website which is interactive

Co-opted Members

As required Friends will be co-opted onto the committee

Note: All Friends carrying roles in the forge will be trained and will participate in fund raising.

8.0 Risk Assessment – see separate documents

9.0 Assets

9.1 Premises

The property Chain Bridge Forge is leased on a 25 year lease with the Council. Responsibility of maintaining the fabric of the building is with The Friends of Chain Bridge Forge.

The property will be rented to the Friends at a peppercorn rate of £10 per annum and the friends will be liable for Council Tax at an agreed rate.

Note: The contents of the Forge is owned by the Friends of Chain Bridge Forge. Where these items are of historical interest then they are listed as part of our collection.

Garage for remote storage.

9.2 Purchased Assets

Forge assets purchased are listed in the Forge Asset Register.

10.0 Dependencies

- Ensure governance arrangements are adequate and appropriate.
- Develop the Friends of Chain Bridge Forge and increase community support
- Seek and deliver adequate funding
- Effective Marketing
- Goodwill of supporters and the community

11.0 Finance

The estimated cost and revenue are covered below and it includes an estimate for the next 5 years.

Income	2021/22	2022/23	2023/24	2024/25	2025/26	2025/27
Grant Income						
Eco workshop		150000				
Arts		30000		30000		30000
Grant Income	22715	180000	0	30000	0	30000
Ryan's Work	400	500	600	700	800	900
Sales	21824	30000	55000	60000	60000	60000
Silversmith workshop	0	0	1500	1500	1500	1500
Taster Sessions	3372	4000	6500	6500	6500	6500
Total Income	48311	214500	63600	98700	68800	98900
Cost of Sales						
Blacksmith	8405	10000	12000	14000	16000	18000
Cost of coke	945	1100	250	250	250	250
Direct Consumables	1533	2000	2500	3000	3500	4000
Direct Wages	10200	19700	19700	19700	19700	19700
Employers Pension	212	600	650	700	750	800
Gas	270	350	400	450	500	550
Local History/Books	52	100	100	100	100	100
Materials	8224	10000	11000	12000	13000	14000
Repairs and maintenance	275	300	350	400	450	500
Tool costs	830	1000	1100	1200	1300	1400
Project Spend		140000		28000		28000
Total Cost of Sales	30946	185150	48050	79800	55550	87300
GROSS PROFIT	17365	29350	15550	18900	13250	11600
Expenses						
Accountancy Fees	324	324	324	324	324	324
Accounts Package Costs	234	234	234	234	234	234
Advertising	276	276	276	276	276	276
Computer running costs	300	300	300	300	300	300
Contract Bid Costs	1500	1500	1500	1500	1500	1500
Fire Extinguisher Service	30	30	30	30	30	30
Garage Rent	427	427	427	427	427	427
Insurance	765	850	1000	1000	1000	1000
Legal and professional fees	34	34	34	34	34	34
Office expenses, repairs & maintenance	96	96	96	96	96	96
PaymentCard Costs	155	155	155	155	155	155
Printing, postage and stationery	1996	1996	1996	1996	1996	1996
Software	695	695	695	695	695	695
Subscriptions	430	430	430	430	430	430
Subsistence	56	56	56	56	56	56
Telephone, Electricity & Broadband	882	882	882	882	882	882
Travelling expenses	25	25	25	25	25	25
Volunteer Expenses	615	615	615	615	615	615
Waste Removal	123	123	123	123	123	123
Water	162	162	162	162	162	162
Web Hosting	389	389	389	389	389	389
Website Maintenance	635	635	635	635	635	635
Total Expenses	10149	10234	10384	10384	10384	10384
NET OPERATING INCOME	£7,216.00	19116	5166	8516	2866	1216
Other Expenses Depreciation						
Depreciation	£1,030.00	1030	1030	1030	1030	1030
Total Other Expenses	£1,030.00	1030	1030	1030	1030	1030
NET OTHER INCOME NET INCOME	(£1,030.00)	-1030	-1030	-1030	-1030	-1030
NET INCOME	£6,186.00	18086	4136	7486	1836	186

11.2 Sources of Finance

Own Resources - Reserves

Where possible we will request volunteers contributing their time to the project free of charge but pay expenses as needed.

Blacksmith is employed and will be paid as agreed.

Loan/Investment – Not planned - but might be needed in future to assist with cash flow

Funding/Grants – The Friends will approach funders to fund specific projects and to cover the overhead of training in the Forge.

11.3 Budget Assumptions

- Estimated income and expenditure for 5 years
- Contingency and Inflation has been assumed to be as indicated in the Budget spreadsheet for each year
- Funding needs will be shown
- Estimates are based on best endeavours and actual costs where available. The estimates and cash projections will be refined during the life of the project.
- Volunteers not paid and their contribution will be viewed as payment in kind where needed
- Accountant will be used to compile the year end accounts and post these with HMRC and Companies House.
- In the event of the company failing the directors will be liable for £1 only if you become a company limited by guarantee and the assets will revert to Council ownership or a company selected by the Council
- Worst case scenario based on risk analysis
- There will be no salary costs and work will be done by volunteers.
Blacksmith paid as defined in the Blacksmith MOU.
- Business Rate remain as zero rated

12.0 Monitoring and Evaluation

Financial

The Friends will maintain accounts which will be reviewed each year and submitted to HMRC. The performance against the budget will be reviewed by the Directors.

Measured to be used:

- 1) Performance against budget reported monthly
- 2) Status of orders and value
- 3) Estimation of job costs against actual

Project Performance

The progress will be mapped against the project plan and budget

Measures

- 1) Delivery against timescale

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- 2) Performance of suppliers
- 3) Are project aims being delivered
- 4) Risks and issues
- 5) Completed reports to funders

Social Return on Investment

The forge will have an online record of people who visit and their feedback. This feedback will be analysed and an appropriate measure taken to improve the display experience.

Typical measures

- 1) Days open against prediction
- 2) Active involvement from schools
- 3) Number of visitors
- 4) No of hits on website
- 5) Facebook and Twitter
- 6) Feedback from visitors book
- 7) Non-User surveys
- 8) Income generation against prediction

Awards

The Friends will regularly apply for award schemes so that the forge can be benchmarked against others in the field. Learning from the feedback and improving the information displayed in the forge and its activities.

Appendices

Appendix A – SWOT Analysis

Appendix B - Social Responsibility Statement

Equal Opportunities

Diversity

Health and Safety

Environmental Impact Assessment

Legal Compliance

Appendix C – Mosaic – Customer Profile

Appendix A - S.W.O.T. analysis

Strengths and Weaknesses of the organisation (internal) and the Opportunities and Threats facing it in the future (external).

	Issues
Strengths	<ul style="list-style-type: none"> • A building 200+ years old and is in reasonable condition • Passion • The building has retained many of the original features • Contents are still in place and owned by the Forge • The Forge has won awards • We have an excellent Blacksmith in place • The Forge is unique in Spalding • The best Website and Social Media including online booking
Weakness	<ul style="list-style-type: none"> • Limited space • Burning fossil fuels and unable to employ eco friendly solutions • Reliant on limited number of volunteers and the community to keep the Forge and make it sustainable • Blacksmith a single point of failure • Location is situated on a one-way system and away from centre of Spalding • Poor signage • Parking not obvious • Limited number of skilled Volunteer
Opportunities	<ul style="list-style-type: none"> • Build Blacksmithing capability and opportunities • USP - Interactive experience • Record history for future generations • Demonstrate and train • Involve the community and encourage them to visit • Links to arts project and innovation to broaden the appeal • Create Forge as an experience destination
Threats	<ul style="list-style-type: none"> • Local interest does not translate into support • Local people whom we consult have often not heard about the Forge until we ask them • Local people are not used to supporting local projects • Lack of support from Council • Lack of skills • Funding streams do not materialise and there are hidden costs that will not assist with running costs • Not zero rated business rates

	<ul style="list-style-type: none">• Uniqueness of the work means meeting accuracy of estimate is low• Restricted access to the left of the Forge on the death of Mrs Dodd
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Appendix B - Social Responsibility Statement

Equal Opportunities

The Friends of Chain Bridge Forge support equal opportunities and have procedures in place.

Diversity

The Friends of Chain Bridge Forge support diversity in the forge and have procedures in place to ensure this is achieved.

Health and Safety

The Friends of Chain Bridge Forge comply with Health & Safety legislation and conduct risk assessment to minimise the risk

Environmental Impact Assessment (EIA)

The Friends of the Forge will conduct EIA as part of the planning process

Legal Compliance

Legal status: company limited by guarantee with the opportunity/possibility of becoming a community interest company in the future.

Safeguard- procedures in place and a name Director

Mosaic – Peterborough (Midlands)

Regional Mosaic overview

			Number of Memberships	Number of Households	Penetration	Number of m'ships in fit	Number of households in fit	Penetration of fit households	Memberships in reach	Households in reach	Penetration of households in reach	Headroom	Potential at 30%	Index along Table (Down)	Region
In fit	City Prosperity	Peterborough	6	39	15.38%	6	39	15.38%	0	0		33	6	218	<input type="checkbox"/> East of England
	Country Living	Peterborough	1,782	14,729	12.10%	1,782	14,729	12.10%	413	3,457	11.85%	12,847	2,637	172	<input type="checkbox"/> London and South East
	Domestic Success	Peterborough	622	4,645	13.39%	622	4,645	13.39%	7	29	24.14%	4,023	772	190	<input checked="" type="checkbox"/> Midlands
	Prestige Positions	Peterborough	448	1,968	22.76%	448	1,968	22.76%	17	76	22.37%	1,520	142	323	<input type="checkbox"/> North
	Rural Reality	Peterborough	728	5,638	12.91%	728	5,638	12.91%	71	499	14.23%	4,910	963	183	<input type="checkbox"/> Northern Ireland
	Senior Security	Peterborough	41	188	21.81%	41	188	21.81%	0	0		147	15	310	<input type="checkbox"/> Scotland
Non fit	Aspiring Homemakers	Peterborough	474	7,999	5.93%	0	0		3	70	4.29%	0	0	84	<input type="checkbox"/> South West
	Family basics	Peterborough	104	5,175	2.01%	0	0		1	10	10.00%	0	0	29	<input type="checkbox"/> Wales
	Modest traditions	Peterborough	115	3,305	3.48%	0	0		0	0		0	0	48	<input type="checkbox"/> Postal Town Peterborough
	Municipal Challenge	Peterborough	15	1,831	0.82%	0	0		0	92	0.00%	0	0	12	
	Rental India	Peterborough	75	1,812	4.85%	0	0		1	70	1.43%	0	0	86	Membership Penetration 0.82% 22.76%
	Rural Reality	Peterborough	1,478	25,751	5.74%	0	0		193	3,023	6.38%	0	0	81	
	Senior Security	Peterborough	872	12,059	7.23%	0	0		32	271	11.81%	0	0	103	Hover over the ? for help
	Suburban Stability	Peterborough	589	6,224	9.46%	0	0		3	12	25.00%	0	0	134	
	Transient Renters	Peterborough	248	11,583	2.14%	0	0		3	48	6.25%	0	0	38	?
	Unknown	Peterborough	5	0		0	0		1	0		0	0	172	
	Urban Cohesion	Peterborough	41	339	12.09%	0	0		0	0		0	0	28	
	Vintage Value	Peterborough	134	7,304	1.83%	0	0		3	130	2.31%	0	0	28	
	Grand Total		7,777	110,369	7.05%	3,627	27,207	13.33%	748	7,787	9.61%	23,580	4,535	100	



25% of households in Peterborough are 'In Fit', the national average is 27%.

The following postcode areas are approximately within a 30min drive time of PE11 1TX

PE10
PE12
PE20
PE21

PE10, PE11, PE12, PE20 & PE21

	Households
In Fit	
City Prosperity	0
Country Living	6,374
Domestic Success	2,926
Prestige Positions	873
Rural Reality	3,982
Senior Security	32
TOTAL In Fit	14,187
Non Fit	
Aspiring Homemakers	5,682
Family Basics	3,357
Modest Traditions	2,006
Municipal Challenge	1,256
Rental Hubs	330
Rural Reality	16,108
Senior Security	8,357
Suburban Stability	4,889
Transient Renters	9,064
Urban Cohesion	2
Vintage Value	4,572
Total Non Fit	55,623

The largest Mosaic profile by volume is Rural Reality non fit. The second largest group is Transient Renters.

Rural Reality Non Fit consist of either pensioners or families with young children living in small, affordable low value properties where they have been for many years and generations. Home ownership is below average where house prices are beyond the reach of local salaries. While few people have higher level qualifications – apprenticeships in skilled tradespeople and rural industries and vocational qualifications are more common. With incomes lower than average and savings limited, people can sometimes struggle to make ends meet. Saying that, they are careful with finances and budget carefully. Whilst they probably appreciate the NT as an organisation, membership would not fit into the budgets of this group and be a low priority.

Transient Renters are single people who pay modest rents for low cost homes. Mainly younger people, they are highly transient, often living in a property for only a short length of time before moving on. Households in this group are typically aged in their 20s and 30s and are either living alone or home sharing. Very few Transient Renters are married and there are few children. Many work full-time, however their lower skilled jobs mean that incomes for Transient Renters are often limited, meaning they have relatively low interest in the National Trust

The largest In Fit Mosaic Profile is Country Living . **Country Living** are affluent homeowners who can afford to live in the countryside in pleasant rural locations often beyond easy commuting reach of major towns and cities. Often they live in attractive, detached homes that are period properties or listed buildings. Some are landowners or farmers, others run small businesses from home, some are retired and others commute distances to professional jobs. Incomes are good, either derived from occupational pensions, commuting to well-paid professional jobs or running successful farms or their own businesses. This group contributes 15.8% of Memberships and covers a range of the core days out segments.

Mosaic – Peterborough (Midlands & East of England)

Regional Mosaic overview

		Number of Memberships	Number of Households	Penetration	Number of m'ships in fit	Number of households in fit	Penetration of fit households	Memberships in reach	Households in reach	Penetration of households in reach	Headroom	Potential at 30%	Index along Table (Down)	
In fit	City Prosperity	23	106	21.70%	23	106	21.70%	10	36	27.78%	83	9	264	Region <input checked="" type="checkbox"/> East of England <input checked="" type="checkbox"/> London and South East <input checked="" type="checkbox"/> Midlands <input type="checkbox"/> North <input type="checkbox"/> Northern Ireland <input type="checkbox"/> Scotland <input type="checkbox"/> South West <input type="checkbox"/> Wales
	Country Living	6,016	38,748	15.53%	6,016	38,748	15.53%	733	4,450	16.47%	32,732	5,608	189	
	Domestic Success	3,143	22,472	13.99%	3,143	22,472	13.99%	542	2,757	19.66%	19,329	3,599	170	
	Prestige Positions	3,279	13,740	23.86%	3,279	13,740	23.86%	668	2,072	32.24%	10,461	843	281	
	Rural Reality	3,252	23,199	14.02%	3,252	23,199	14.02%	241	1,255	19.20%	19,947	3,708	171	
Non fit	Senior Security	346	1,644	21.17%	346	1,644	21.17%	107	340	31.47%	1,296	145	256	Postal Town Peterborough
	Aspiring Homemakers	2,772	41,063	6.75%	0	0	0	458	4,087	11.21%	0	0	82	
	Family basics	580	26,748	2.17%	0	0	0	48	963	4.98%	0	0	26	
	Modest traditions	559	13,194	4.24%	0	0	0	47	652	7.21%	0	0	52	
	Municipal Challenge	57	6,494	0.88%	0	0	0	0	94	0.00%	0	0	11	
	Rental hubs	301	9,554	3.15%	0	0	0	80	1,955	4.00%	0	0	38	
	Rural Reality	4,293	64,904	6.61%	0	0	0	238	3,378	7.05%	0	0	81	
	Senior Security	3,131	36,066	8.68%	0	0	0	133	1,145	11.62%	0	0	106	
	Suburban Stability	2,011	20,468	9.83%	0	0	0	160	1,099	14.56%	0	0	120	
	Transient Renters	871	36,209	2.41%	0	0	0	91	1,355	6.72%	0	0	29	
	Unknown	35	0	0	0	0	0	4	0	0	0	0	0	
	Urban Cohesion	186	5,958	3.12%	0	0	0	54	395	13.67%	0	0	36	
	Vintage Value	482	21,217	2.27%	0	0	0	49	1,522	3.65%	0	0	26	
	Grand Total	31,339	381,755	8.21%	16,061	99,909	16.08%	3,672	27,355	13.42%	83,948	13,912	100	

26% of households in Peterborough (Midlands & East of England) are 'In Fit', the national average is 27%.

The following postcode areas are approximately within a 40min drive time of PE11 1TX

PE6 (falls within the East of England Region)

PE9

PE10

PE12

PE13 (falls within the East of England Region)

PE20

PE21

PE22

PE6, PE9, PE10, PE11, PE12, PE13, PE20, PE21 & PE22

	Households
In Fit	
City Prosperity	39
Country Living	14,765
Domestic Success	7,250
Prestige Positions	2,889
Rural Reality	7,976
Senior Security	188
TOTAL In Fit	33,107
Non Fit	
Aspiring Homemakers	9,772
Family Basics	5,874
Modest Traditions	3,523
Municipal Challenge	1,973
Rental Hubs	1,293
Rural Reality	25,883
Senior Security	11,778
Suburban Stability	8,036
Transient Renters	13,141
Urban Cohesion	339
Vintage Value	6,784
Total Non Fit	88,396

The largest Mosaic group has remained the same Rural Reality (Non Fit) – 25,883 households.

The second largest Mosaic Group is now Country Living (In Fit) – 14,765 households

Transient Renters (Non Fit) remains in the top 3 with 13,141 households.