



Todmorden Town Deal Fund

Fielden Hall Business Plan



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1. Introduction

- 1.1 Fielden Hall is a beautiful Grade II listed Victorian hall adjoining Centre Vale Park in Todmorden, West Yorkshire. The terrace, which is illuminated in the evening, overlooks the beautiful park, and has direct access to it.
- 1.2 In 1954 the old Art School became overflow classrooms for Roomfield School, and then part of the new Secondary Modern School on Ewood Lane, now Todmorden High School. It was managed by successive Education Departments, and had a brief, but still well remembered spell as a remedial school in the late 1970s until 1982.
- 1.3 In recent years Todmorden High School had little use for a cold damp Victorian building and only a few classes took place here. Lack of maintenance, dry rot, damp, and little heating caused severe deterioration of the building, which was finally declared surplus to requirements. It was boarded up in 1992.
- 1.4 After the building was bought by a private Trust the Fielden Centre was created by local volunteers.
- 1.5 Ten years of restoration and refurbishment took place from 1996 to 2006, with the aid of grants from Heritage Lottery Fund, the Town Council, and many others, including local donations.
- 1.6 The Hall is owned by the Calder Valley Community Land Trust – a Community Benefit Society.
- 1.7 There is an opportunity to showcase Fielden Hall as an exemplar in how to retrofit a listed building to achieve greater energy efficiency, reduce carbon emissions and provide a case study to inform not only other listed building owners of options, but also develop a programme of education and activity participation that reinforces learning of climate emergency solutions delivered at a practical level.

2 Outline of Scheme and Options

- 2.1 Fielden Hall, given its age and construction method, is not energy efficient and provides an opportunity to retrofit environmental improvements to not only reduce co2 emissions, but also assist with future financial viability by reducing energy usage and thereby costs.
- 2.2 All options will deliver reduction in co2 emissions as required but it is the balance between cost and impact that determines which cost will be selected to include on the Business Case submission
- 2.3 The construction nature of the building means that there is no single item fix but a combination of options that when all put in place could have significant impact through: -
 - Insulation
 - Roof
 - Walls
 - Installing a more sophisticated ventilation system to ensure air quality

- Heat recovery
- Air source heat pump
- New floor covering over the main hall space
 - under floor heating
- Secondary glazing
- Solar panel supply

2.3 A detailed feasibility report has been completed by Prewett Bizley Architects, specialist consultants – see Appendix 5a from which they have considered four options. Figures do not allow for:

- Inflationary costs.
- Contingencies

2.3a Option A - The whole approach solution - £563,808 consists of

- ❖ Roof upgrade (Whole building)
- ❖ Roof-mounted photovoltaic (PV) panel array, plus battery storage
- ❖ Mechanical Ventilation with Heat Recovery (hall only)
- ❖ Air Source Heat Pump (ASHP) installation (hall only). Include direct electric hot water
- ❖ Secondary Glazing installation (hall windows only)
- ❖ Ground floor insulation (hall only)
- ❖ Underfloor heating (hall only)
- ❖ Wall insulation (hall only)
- ❖ Photovoltaic (PV) panel array, mounted to boundary wall (facing bowling greens)

2.3a1 Option A total Project costs £571,915 including other costs.

2.3b Option B - Excluding non-roof related items - £318,529 consists of

- ❖ Roof upgrade (Whole building)
- ❖ Roof-mounted photovoltaic (PV) panel array, plus battery storage
- ❖ Mechanical Ventilation with Heat Recovery (hall only)

2.3b1 Option B total Project costs £326,636 including other costs

2.3c Option C - Minimum Minor improvement - £118,053 consists of

- ❖ Ground floor insulation (hall only)
- ❖ Wall insulation (hall only)

2.3c1 Option C total Project costs £126,161 - including other costs deliverable without any external grant support.

2.3d Option C+ - £228,907

2.3d1 This solution is based on an expected success in obtaining external grants for renewable related initiatives and seek to maximise opportunity now within this window of overall funding.

2.3d2 Further analysis will be required to ensure that all these options do complement each other.

- ❖ Basic roof insulation
- ❖ Roof-mounted photovoltaic (PV) panel array, plus battery storage
- ❖ Mechanical Ventilation with Heat Recovery (hall only)
- ❖ Air Source Heat Pump (ASHP) installation (hall only). Include direct electric hot water
- ❖ Ground floor insulation (hall only)
- ❖ Underfloor heating (hall only)
- ❖ Wall insulation (hall only)
- ❖ Photovoltaic (PV) panel array, mounted to boundary wall (facing bowling greens)

2.3d1 Whilst Option C+ total with project costs £237,014 including other costs - deliverable external grant £87,014. Report Appendix E £228,907 plus other project costs £8,107.

23d2 However the selected option in terms of Business Case will be Option C the minimum minor improvement and following updated pricing by Turner Townsend to include all fees, contingencies and inflation is estimated at overall project cost £191,250.

3.4 All options have a positive impact on reducing co2 emissions but clearly it is an all-embracing approach that delivers the most significant impact.

Option	Cumulative Reduction in Carbon emissions
A	86%
B	35%
C	9%
C+	30%

3 Involvement of Todmorden Town Council

3.1 On award of Town Deal Funds, the Centre Vale Park Project, itself consisting of six separate projects, required a complex set of challenges to be considered and on request by the Town Deal Board, Todmorden Town Council agreed to be “Sponsor” of all six projects.

3.5 The role of the “Sponsor” is in essence to make it all happen and that will include ultimately all procurement of services to deliver projects in their completed state, ready then for the voluntary groups to take on and operationally deliver.

3.6 Fielden Hall as an already established concern with strong governance and accountability already owns its property and its demands on the project are not so intense as others.

3.7 There is however a need to consider alternative options, assist with the commissioning of works and to help source grant funds,

4 Objectives and Deliverable Outputs:

4.1 Purpose

To retrofit a listed building to achieve greater energy efficiency and reduce carbon emissions.

4.2 Objectives

To not only deliver energy efficiency improvements and cost reduction but also use this project as part of incremental improvements to act as a case study for other Listed Building owners seeking to retrofit their buildings with similar options.

4.3 Outputs

Visitor Economy	Weddings, Wedding Fairs, other events
Culture & Arts	U3A Art & Craft groups, Toddler Music Group Vocal Highs Choir Vocal coaching, Secret singers Todmorden Book Festival, Music for the Many
Arts	See above
Affordable housing /homelessness	Delivered 2 houses at affordable rents
Healthy Lifestyle	Tai Chai
Mental Health	Meditation group Warm, secure, well-maintained homes at affordable rents contribute to tenants' mental health.
Rest and Respite	Meditation group Northern Lights church
Green Space	Fielden is part of Centre Vale
Elderly Activity	U3A groups
Employability	Environmental and heritage works will serve as an exemplar for Todmorden College students with possibilities of work experience and apprenticeships
Building Skills	See above
Events	Weddings, Wedding fairs and other events
Festivals	Todmorden Book Festival
Physical Wellbeing	Tai Chai
Individual development	U3A groups
Social Contact	Many community groups use the Hall
Reducing social isolation	Carers and client social occasions
Volunteering	Venue for many volunteer-led groups.
Accessibility	Hall fully disabled access. Audit of Disabled access to Hall conducted and minor suggested improvements implemented.
Climate Impact/Net Zero	Energy efficiency improvements and improved flood defences sought.
Civic Pride	One of Todmorden's finest heritage building much valued by local people as shown by the large number of residents who participated in our community share issue.
Community Involvement	Dog training and all the above.

4.4 Town Deal fund Outcomes

There are six expected Centre Vale Park Project outcomes specified in the Town Improvement Plan were as follows: -

- ❖ Improved perceptions of place by residents, businesses, and visitors.

- ❖ Increase in visitors to arts, culture, and heritage events/venues
- ❖ 200 veterans supported
- ❖ Increase in participation in physical activity
- ❖ Reduced co2 emissions
- ❖ Reduced housing inequality.

The Fielden Hall Project delivers on three of these by improved facility comfort

- Improved perceptions of place by residents, businesses, and visitors.
- Increase in visitors to arts, culture, and heritage events/venues
- Reduced co2 emissions

Having already delivered on Reduced housing inequality.

5 The Delivery Mechanism

5.1 The Calder Valley Community Land Trust (CVCLT) was formed in 2014 as a Community Benefit Society, incorporated under the Co-operative and Community Benefit Societies Act and is a Registered Provider of Social Housing (RP).

5.2 The society's objects are exclusively charitable under English charitable law. The objects are:

- to promote for the benefit of the public the conservation protection and improvement of the physical and natural environment
- to continue for the benefit of the community the business of providing housing and any associated amenities for persons in necessitous circumstances upon terms appropriate to their means.

5.3 CVCLT is experienced in delivery of the day-to-day activities and capital-based projects and has already delivered two affordable properties under the Town Deal output requirements.

6. Asset Ownership

6.1 CVCLT already own Fielden Hall having been gifted the freehold ownership of the Hall in 2015

6.2 There are no restrictions to prevent the environmental improvements proposed subject to Planning Permission and Listed Building Consent being obtained.

7 The investment project:

7.1 Capital Requirement

7.1a The total project was originally estimated in 2020 to cost circa £150,000 based on a broad overview of what may be needed.

7.1b After carrying out some initial work regarding heat loss the decision was taken to commission Prewett Bizley Architects, specialist in this field to prepare a report outlining what options should be considered.

7.1c The Prewett Bizley report includes an Appendix E which considers a mix and match of options with different budget costs.

7.1d Not all options considered are financially deliverable and therefore Option C is deliverable with a grant requirement of £41,250 to be obtained.

7.2 It is anticipated that Tender processes will tighten down these costs.

8 Capital Funding

8.1 The Town Deal Fund has earmarked a sum of £150,000 towards project costs initially of circa £150,000.

8.2 Following revised costings this stands at £191,250 with shortfall of £41,250 .

9 Sources of funding - Grant Assistance and risk of clawback

9.1 The amount allocated under the Town Deal Fund has no clawback requirement and is guaranteed funding.

9.2 Todmorden Town Council may need to act as the principal grant applicant or jointly with CVLT depending upon funders requirements

9.3 Whilst grant funds will be sought that require no clawback, a risk-based approach by Todmorden Town Council has determined that unless no clawback or easily achievable outputs are required, no grant funding will be taken.

9.5 Research by Action Planning (grant finders commission) indicate a strong likelihood of achieving grant application success, without the need for clawback of up to £100,000 to be secured. At £41,250 needed chances of success are good.

9.6 Whilst for Business Case stage this is not needed, we will seek to apply for substantive grant funding to enable options that deliver more co2 emissions to be progressed.

9.7 A summary of Capital Grant opportunity is detailed below reinforcing the view that there is a good likelihood of attracting substantive additional grant funding.

	Low	Medium	High	Total	Potential total amts	Min expected % contribution	Preferred "Vehicle" (CIC/CIO)
Fielden Hall	0.5	3.5	3	7	£200,000		30% CLT is what it is.

9.8 Whilst a potential grant figure of £200,000 appears to be feasible, most schemes are limited to renewables as opposed to building fabric changes, and therefore a pragmatic view taken to identify grant opportunities of c £100,000 will be progressed.

9.8 Details of potential grant funders are provided in Appendix 5B.

10 Shortfall in Capital Funding

10.1 Following revised costings this stands at £191,250 with shortfall of £41,250 .

11 Valuations of Capital Works

11.2 Architects Certification of value of works will be submitted prior to payment being made.

12 Assessments

12.1 No changes to CVLT rateable assessment are anticipated to arise from these works.

13 Terms and conditions affecting any major assets to be acquired

13.1 Given ownership already by CVCLT there are no other asset acquisition conditions to be considered.

14 Costs of Capital

14.1 Through grant awards it is not anticipated that Capital will have any interest burden applied.

15 Financial forecasts:

15.1 The CVLT is an already well established and financially viable concern as evidenced by their Annual Accounts - Appendix 5C.

15.2 Key Balance sheet Metrics are

Fixed Assets	£1,100,337
Net current Assets	£41,580
Reserves	£416,431

15.3 Although an operational loss £40,239 was incurred in 2021, this relates to a Standard Accounting adjustments process which has led to costs being charged to the revenue account, but related capital income not able to be brought into revenue income to offset this. Without this technical accounting adjustment CVCLT would have had an operating surplus.

16 Revenue Income and Expenditure

16.1 The project proposed will deliver not only a 30% reduction in co2 emissions but also reduce energy use and consequently future energy cost – subject to price fluctuations.

16.2 Whilst there will be some increase in maintenance costs by introducing new equipment these are not felt to be of significance to materially impact on existing overhead costs.

17 Proposed trading activities:

17.1 This is more fully described in the Annual Report – Appendix 5D

18 Impact on footfall

18.1 Whilst the proposal will improve the comfort of the Hall and possibly encourage more bookings, especially for weddings, its output is to reduce co2 emissions, not generate increased footfall.

18.2 For the purposes of footfall calculation for Centre Vale Park any gain is anticipated to be marginal and therefore excluded from this measure.

19 Manager competencies

19.1 There are two elements that require management attention

- Premises Management
- Energy Efficiency Management

19.2 New additions should be relatively low maintenance and structurally post construction, equipment should last between 10 to 25 years before any major replacement is necessary.

19.3 CVCLT already has experience in managing facilities and will increase their knowledge base to understand the impact of the additions and how to maximise their effectiveness.

20 Staffing plans

20.1 CVLCT has an Executive Manager reporting to a highly skilled board of Trustees who all contribute their time and expertise on a voluntary basis.

20.2 The Hall itself is managed Fielden Centre Association, a local charity charged with the responsibility of managing Fielden Hall through volunteers. No formal staffing requirement is needed. In practice a core volunteer group of around eight active volunteers help run Fielden Hall.

20.2 Training and Instruction will be developed to ensure that all volunteers are provided with the right level of training needed to ensure that all volunteers are competent in what they are asked to do, including Risk Assessments and Method Statement for all activities carried out.

21 Market Analysis

21.1 Competition

21.1a CVLCT is not a commercial enterprise and does not seek to operate in competition with other affordable housing providers but to complement other providers.

21.1b Demand for affordable housing far outstrips supply and rental voids are rare.

21.1c Other activity elements for the Hall face local competition in terms of Wedding Venue use and or Meeting Room hire, but with onsite parking and its unique setting, current expectations are that use will gradually build regardless of other local offers.

21.1d In terms of its environmental improvement focus, CVCLT aims for Fielden Hall to be an example of good practice.

21.2 Target Market

21.2a Other Listed Building Owners and industry influencers will be informed of the successful outcomes of this scheme once operational.

21.2b Education providers will be invited into the Hall to see how practically such improvements can be made and how they lead to a reduction in co2 emissions. It is intended to provide a photographic/video record of activity.

21.3 Pricing Strategy

- 21.3a Pricing for use of the Hall as wedding venue is kept under review. With demand increasing it is deliberately not positioned as the cheapest option.
- 21.3b Its unique setting lend itself to consider premium pricing and potentially to price up to the point of resistance.
- 21.3b Pricing for occasional room hire is kept low.

21.4 Marketing Plans

- 21.4a The Fielden Hall Association has its own web site <http://www.fieldenhall.com/> which acts a general information page.
- 21.4b There is an opportunity to develop this further though more promotional use of the site and in addition use of social media.
- 21.4c CVCLT has its own web site <https://caldervalleyclt.org.uk/> with active interaction and social media use.
- 21.4d A separate page will be dedicated to this project and progress on delivery updated on a regular basis.
- 21.4e The Town Council will feature a page on its website for all Centre Vale Park Projects and will also feature on the Todmorden Information Centre website.
- 21.4d The opportunity to engage with this project for potential sponsors can be through: -
 - Employees
 - Corporate entertaining
 - Energy Efficiency promotion
 - Advertising at events
- 21.4fg Strategy
 - Develop a Sponsors package.

22 Member engagement in trading activities

- 22.1 At this stage it is envisaged that volunteer activity will be focused on encouraging use of the Hall and enabling events to be practically delivered.
- 22.2 Whilst the preferred model is to encourage use by others taking responsibility for putting events on, the Fielden Hall Association periodically deliver events directly.

23 Funding mix

- 23.1 Sources of capital available to the CVCLT in respect of this project will depend upon its purpose, Capital Spend or Revenue Spend.

24 Capital mix

- 24.1 For capital the options are grant funding – Town Deals Fund and or in combination with external grant providers and a small use of contingency funding.

25 Revenue implications

- 25.1 Given a reduction in energy use, based on existing energy pricing revenue costs will be reduced. Even if energy prices continue to rise there will always be a benefit in reducing such costs that would be higher if these energy efficiency improvements not made.
- 25.2 It is anticipated that such savings will offset any minor increase in maintenance cost arising out of additional equipment.

26 Fundraising targets - timetable.

- 26.1 Whilst there is no need to fundraise if external grant support can be secured, once the Business Case is approved and work commences in terms of formal project delivery, planning permission, design stage and tender stage ready, there is a physical project that can then lead to a Sponsorship and Membership drive.
- 26.2 It is anticipated that this commences within 6 months of business case approval or earlier.

27 Risk Analysis

- 27.1 Identification of the key risks facing the investment project and plans for mitigating these risks are as follows:

Risk	Reducing Risk
Grant funding schemes may not be available for Fielden Hall	Grant funding consultant appointed to initially determine availability of funding.
No grant funding available for Fielden Hall Scheme	There is an alternative lower price scheme that can be delivered if no/partial grant funding can be obtained
Increase in construction cost of schemes post Covid/World events	Early intervention to seek updated cost where feasible and elements of discretionary spend that can be removed from project to tailor construction costs to meet budget requirements.
Planning Permission/Listed Building Consent not given	Early intervention with the LPA conservation officer will determine which options are likely to be supported through the Planning Permission / LBC process.
Environment Agency Work Permit	There is no proposed increase in mass/volume of construction and is not in Flood Alleviation Area, but mention will be made
Fields in Trust Permission	There is no proposed external development that encroaches into Centre Vale Park

28 Governance

- 28.1 CVCLT have adopted the Charity Governance Code (previously known as Good Governance: A Code for the Voluntary and Community sector).

<https://www.charitygovernancecode.org/en>.

This Code was endorsed by the Charity Commission in 2017 when it withdrew its own CC10 Good Governance document.

28.2 All trustees have received a copy of the Code, and new trustees receive it when taking up office.

28.3 The key provisions of the Code, as shown in the table below usefully summarise the principal areas of governance where Trustees are concerned to ensure good practice:

Summary of the Charity Code of Governance

1. Organisational purpose	The board is clear about the charity’s aims and ensures that these are being delivered effectively and sustainably.
2. Leadership	Every charity is led by an effective board that provides strategic leadership in line with the charity’s aims and values
2. Integrity	The board acts with integrity, adopting values and creating a culture which help achieve the organisation’s charitable purposes. The board is aware of the importance of the public’s confidence and trust in charities, and trustees undertake their duties accordingly.
4. Decision-making, risk, and control	The board makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control and risk assessment and management systems are set up and monitored.
5. Board effectiveness	The board works as an effective team, using the appropriate balance of skills, experience, backgrounds, and knowledge, to make informed decisions.
6. Diversity	The board’s approach to diversity supports its effectiveness, leadership and decision-making.
7. Openness and accountability	The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is a good reason for it not to be.

28.4 The Trustees undertake regular annual self-assessment of compliance with the Code, the most recent review being conducted in March 2022. As a result, the Board of Trustees can confirm that it is in compliance with the Charity Governance Code.

28.5 The Trustees who comprise the directors of the society are appointed by the members at the AGM.

28.6 Trustees have powers to fill casual vacancies and to co-opt up to two co-optees between AGMs. This power was not exercised during 2021.

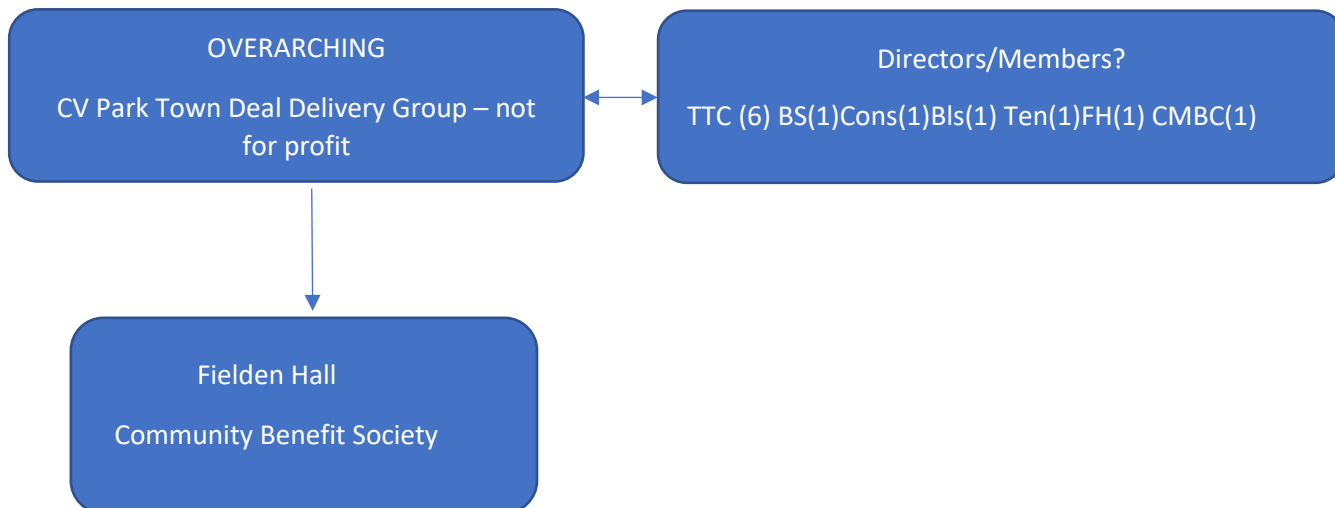
29 Oversight

29.1 All construction-based activity and project management will be overseen by Todmorden Town Council in their role as Sponsor of the Centre Vale Park projects.

29.2 In addition it is proposed that there will be an overarching “not for profit” group, consisting of Todmorden Town Councillors and representatives from each of the individual park sub-

projects. Whilst this group will have no formal executive powers or legal/binding relationship in terms of direct control of construction and development, it will provide a forum for all interested parties to have input and hopefully allow an integrated approach to the park project.

29.3 Given its role as landowners, and the associated risk, for all except Fielden Hall it is likely that proportionately Todmorden Town Council will have greater representation on this group.



29.4 Access to the rules of the society is through formal constitutions relevant to the type of structure including explanatory notes for these rules and details of the management committee composition and competencies

30 Management Agreement

30.1 There are no land ownership responsibilities to need to introduce any form of Management Agreement.

31 Operational Management of CCVLT

31.1 There is an already established structure for managing CCVLT as follows: -

Name	Duties	
Chairperson	Impartial Figure Head Chair all meetings: responsible for the smooth running of meetings Ensuring that all procedures are followed including that Health and Safety policies are adhered to by the group Attend marketing and official events where possible Ensure that good lines of communication are open to all the group members	
Treasurer	Responsible for incoming and outgoing expenses Control of all financial matters Preparation of accounts for auditing at the end of the financial year Update the members of the financial situation at each monthly meeting	

Secretary	Requests items for the agenda from the group, prepares agenda and sends to all members before the monthly meeting Takes minutes at meetings Sends out the results of the meeting and details any tasks agreed at meeting. To pass on to the group any information gained
Executive Manager	Responsible for the daily operation of the organisation.
Task Groups	Responsible for each project.

32. Group Description

32.1 A charitable based concern, working in partnership with others by using the spirit of self-help and self-reliance in their endeavours to deliver their objectives

32.2 CVCLT encourage working in partnership with others

Mission Statement	To work with the people of the Calder Valley to hold property and create sustainable and affordable homes in vibrant communities.
Calder Valley Community Land Trust	Incorporated as Community Benefit Society with exclusively charitable objectives
Aim	To be widely recognised for innovative, vibrant, community-led developments that meet local housing and social needs. The homes and community buildings owned by the CLT will be affordable, accessible and demonstrate best practice in both sustainable building and respect for local heritage.
Objectives	To provide sustainable and affordable homes in the Upper Calder Valley To provide sustainable and affordable homes in the Upper Calder Valley for those in housing need To hold assets on behalf of the community To show innovation To strengthen local communities To be financially stable and resilient
Future Plans	Reducing our carbon footprint Using resources effectively Promote sustainable behaviour

33 Community engagement and activities to date

33.1 It was community engagement that created the land trust. CVCLT have engaged with the community through:

- An ongoing series of public meetings under the heading 'Housing – it's an issue'
- Planning consultations for our new housing developments
- A Community Share Issues that raised £360k to create affordable homes
- Speaking at a wide variety of events throughout the UK

34 Outline Project Delivery Plan and Timetable

- 34.1 The requirement for grant funding to be achieved across all projects within the Centre Vale Park umbrella is integral to delivery of the schemes(s) as a whole.
- 34.2 Until grants are secured there is a balance between commissioning further works to arrive at fully worked up schemes that may indeed be required as a prerequisite for even being able to apply for grants in the first place.
- 34.3 At this stage in project planning terms assumptions have to be made that grant funders will be flexible in allowing submissions to be made subject to all permissions being in place and that Business Case approval will have been given.
- 34.4 It is also assumed that non- construction permissions will also be negotiated and agreed within a reasonable time. Based on these assumptions an outline project plan is detailed in Appendix 5F.
- 34.7 Construction activity is anticipated to be as follows: -

Centre Vale Park Outline Construction Programme															
	2023						2024								
Project	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Fielden Hall			Separate site												
Assumes funding secured and Planning Permissions secured															
Geared to reflect seasonal nature of operational delivery															