

ITEM 10 APPENDIX 4



Todmorden Town Deals Fund

Memorial Garden, Centre Vale Park Conservatory

Business Plan



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TABLE OF CONTENTS

Number	Heading	Page no
1	Introduction	3-4
2	Outline of Scheme and Options	5
3	Involvement of Todmorden Town Council	5
4	Objectives and Deliverable Outputs:	6-10
5	The Delivery Mechanism	10
6	Asset Ownership	11
7	The investment project:	11
8	Capital Funding	11
9	Sources of funding - Grant Assistance and risk of clawback	11
10	Shortfall in Capital Funding	12
11	Valuations of Capital Works	12
12	Assessments	12
13	Terms and conditions affecting any major assets to be acquired	12
14	Costs of Capital	12
15	Financial forecasts:	12-13
16	Revenue Income and Expenditure	13-14
17	Proposed trading activities:	15
18	Impact on footfall	15
19	Manager competencies	15
20	Staffing plans	15
21	Market Analysis	16-16
22	Member engagement in trading activities	16-17
23	Funding mix	17
24	Capital mix	17
25	Revenue implications	18
26	Fundraising targets - timetable.	18
27	Risk Analysis	18
28	Governance	19
29	Oversight	19
30	Management Agreement	20
31	Operational Management of Conservatory Group	20-22
32	Group Description	22
33	Community engagement	22
34	Project Delivery Plan and Timetable	22-23
Appendices		
A	Outline drawings.	
B	Refurbish and Repair Framework Option Costs	
C	Replace Framework Option Costs	
D	Grant Opportunities – Capital	
E	Outline Project Plan	

1. Introduction

- 1.1 The conservatory is located in the prestigious Memorial Gardens within Centre Vale Park, a beautiful, formal rose garden that incorporates memorials to those fallen in the world wars and since.
- 1.1 Unfortunately, the original conservatory has not been used for many years and is need of complete refurbishment. Doing so, will bring this wasted space back to its proper place as an important cultural and usable asset for Todmorden in the 21st Century, and do justice to this important space.
- 1.3 The collective aim of the Conservatory Group is to carry out a sympathetic renovation of the conservatory using the original footprint but including current environmentally secure methods to cut energy and water wastage, thus providing a much-needed sustainable building for three key voluntary groups; Todmorden in Bloom, Friends of Centre Vale Park and Todmorden Military Veterans Group.
- 1.4 The space will allow them to continue to work and complete projects within the town that further improve well-being for the community, whilst also incorporating a forward-thinking, practical community space that fulfils the needs of local groups or individuals by offering a unique environment at a nominal fee.
- 1.5 The group wish to use this opportunity for a base where they can improve people's skills and understanding of woodland management, simple horticulture, seed bank storage and home growing, as well as techniques for environmental living.

1.2 History

- 1.2a Todmorden in Bloom has been established for 23 years and through their voluntary efforts, they deliver and maintain floral displays in several planting areas across the town, regenerate disused/abandoned spaces, represent Todmorden in national competitions annually, drive community cohesion for both residents and businesses through garden competitions, sponsorship and work with children from the local junior schools.
- 1.2b They have been featured on several national TV programmes and the volunteer pool has been consistent at 15 and have a successful history of applying for grant funding and delivery of one off projects
- 1.2c The Friends of Centre Vale Park have been involved in assisting with maintenance of the planted areas in the park for many years and act as a conduit to consider any matters affecting the park with the aim of the Friends to facilitate, promote, and maintain the recreational use of Centre Vale Park, in order to make it a safe, welcoming and enjoyable environment for all, without discrimination.
- 1.2d They also have successful history of applying for grant funding and delivery of projects
- 1.2e Both the Todmorden in Bloom and The Friends of Centre Vale Park seek to:
 - Work in partnership with Calderdale Metropolitan Borough Council (CMBC) for the general betterment of Centre Vale Park.

- Work in partnership with the local community, local agencies and local organisations to foster a sense of ownership and responsibility for Centre Vale Park.
- Improve and restore the parkland environment, and to help develop new and existing facilities at Centre Vale Park, including community recreation.
- Through education to promote the public understanding and appreciation of the natural environment and history of Centre Vale Park.
- Apply to external funding bodies for contributions towards the costs of educational and environmental improvement projects.

1.2f The Todmorden Veterans Association has been established since 2012 when supporting the towns 100 years of Ww1 centenary events planned by the local RBL.

1.2g Currently consisting of 200 Veterans from Todmorden and surrounding areas they have the breakfast club and continue to do so intermittently .

1.2h There aims are to support military veterans in a wide spectre of ways, from personal issues to physically assisting and contributing to projects within the community, whilst also speaking to schools and the public on the history of the towns military history during past wars on not only why the garden of remembrance exists , but also the contribution the townspeople of Todmorden have made through the last century.

1.2i Past activities have consisted of :-

- Creation of "Tod pals " in 2012.
- Re-enactment of the 1/6 Lancs Fusiliers Todmorden. Detachment.
- Centenary event at Salford cathedral on request of the lord lieutenant of Lancashire
- Participating in the 100 years Gallipoli parade at Bury .
- Creating a military parade in Todmorden for the unveiling of the new bayes statues involving the royal regiment of fusiliers band , brigadier General Nansen and the queens representative unveiling.
- Several talks given on the towns contribution throughout Ww1 , probs clubs , antiquarian society , schools to name a few
- Boxing Day floods , assisting the unfortunate householders in salvaging their homes.
- Assisting the Todmorden in Bloom group on a variety of projects in the build up to Britain in Bloom judging and we continue to assist the group.
- Making of railway station and Robinwood arches commemoration displays.
- Supporting of the Remembrance Day parade and poppy appeal
- Holding monthly breakfast club - oldest member has just turned 100 years of age
- Membership consists of a Korean War veteran POW. (tortured whilst held prisoner) and several Northern Ireland and Falklands war veterans.

1.2j The group is in constant contact with the armed forces covenant where grants and funding are available for development and up keep of veterans social hubs

2 Outline of Scheme and Options

- 2.1 To bring back into use the Conservatory situated into the Memorial Garden in Centre Vale Park and in doing so provide a base for Todmorden in Bloom, Friends of Centre Vale Park and the Veterans Association to take forward their ambitions and provide place of solace.
- 2.2 There is no alternative site to consider and its inclusion within the Memorial Garden is intrinsic to delivery of project outcomes.
- 2.3 The very nature of it being a Conservatory requires glazing with the existing base and part walled exterior defining the footprint.
- 2.4 There is the opportunity to consider some slight change in footprint size to regularise the footprint, but this will be considered as an option at tender preparation stage.
- 2.5 There is also the option to include a Solar Panel scheme to assist with reducing carbon emissions and energy costs. This will form the basis of an additional requirement subject to additional grant support.
- 2.5 At this stage two options have been considered: -
 - Removal of existing wooden window framed structure and replacement of all
 - Retention and refurbishment/repair of existing framed structure
- 2.6 To remove the wooden frame structure and replacement involves extensive demolition works. Like for like replacement is not as environmentally friendly as refurbishing / repair of existing window frames and is substantially less expensive option to take forward.

3. Involvement of Todmorden Town Council

- 3.1 The Conservatory is currently owned by Calderdale Metropolitan Borough Council (CMBC).
- 3.2 On award of Town Deal Funds, the Centre Vale Park Project, itself consisting of six separate projects, required a complex set of changes to be considered and on request by the Town Deal Board, Todmorden Town Council agreed to be “Sponsor” of all six projects.
- 3.3 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.
- 3.4 Initially on a facilitating basis only, as the Centre Vale Park project has developed, it has agreed to recognise voluntary groups concerns relating to liability and ongoing delivery and concerns expressed by CMBC re asset transfer, and has therefore stepped into the breach to act as :-
 - Landowner
 - Grant applicant
 - Underwriter of some premises related costs

4. Objectives and Deliverable Outputs:

4.1 Purpose

- 4.1a To restore and bring back into use the Conservatory in the Garden of Remembrance in Centre Vale Park and in doing so also provide a base for all three groups to us , both as individual groups and or collective use.
- 4.1b To see a public asset renovated, refurbished and improved to provide a mixed use meeting and workshop space for the volunteer groups identified and the wider public

4.2 Objectives

- 4.2a To provide:-
- a space for meetings and holding exhibitions, activity days, workshops and educational visits.
 - a purpose-built space for Veterans to develop skills and social interaction.
 - a greenhouse to help self-sufficiency.
 - home grown plants which would be used to improve neglected areas of the town. Thus, supporting the planting throughout the town.
 - additional usage for further groups outside of the initial three focussing on those linked to Horticulture, Heritage and Education and creating a multipurpose community space
 - to follow up on the park's cultural history
 - improve people's skills and understanding of woodland management, simple horticulture, seed bank storage and home growing, as well as techniques for environmental living
 - to work with community groups to provide exhibitions of local cultural and military history.
- 4.2b To support Health and Wellbeing through a variety of outdoor and inhouse activities to the town residents and visitors.

4.3 Outputs

The Vision

To bring this wasted space back to its proper place as an important cultural and usable asset for Todmorden in the 21st Century.

Aim is to carry out a sympathetic renovation of the conservatory using the original footprint but including current environmentally secure methods to cut energy and water wastage, thus providing a much-needed sustainable building for the three groups. T

he space will allow them to continue to work and complete projects within the town that further improve well-being for the community.

To incorporate a forward-thinking, practical community space that fulfils the needs of local groups or individuals by offering a unique environment at a nominal fee. Examples of these groups are: The Antiquarian Society, U3A, Art Group, School Groups, Natural History Society.

This project aligns with the Calderdale Metropolitan Borough Parks Policy and the Social Care and Wellbeing Hub.

Objective	
Visitor Economy	<ul style="list-style-type: none"> • Bloom Town well known throughout Lancashire and Yorkshire and attracts many visitors. • Park attracts substantial number of visitors to enjoy existing facilities. • People visiting or using the park and Conservatory will generate income for the town by using local facilities and businesses and transport services.
Culture	<ul style="list-style-type: none"> • Displaying and sharing local history relative to the park. • Displaying and sharing local history relative to the conservatory's location (Garden of Remembrance) and British Legion stories and memorabilia • The war memorial and names of Todmorden's fallen from WW1 to present day education etc via the veterans • Demonstrate the historical value not only of the park and symbolic rose garden but • Promoting knowledge on local history, culture and horticulture.
Arts	<ul style="list-style-type: none"> • Communal space to be used as Art Gallery, displaying of work by local artists.
Horticulture	<ul style="list-style-type: none"> • Growing and propagating of plants to sustain floral displays around town and park. • Improve, promote and enhance the park.
Food sustainability	<ul style="list-style-type: none"> • Grow and produce herbs and fruits.
Healthy Lifestyle	<ul style="list-style-type: none"> • Provide opportunities to gain knowledge of plant growing whilst providing exercise and movement in undertaking this. • Providing information on volunteering in the park to promote physical activity and encourage changes in lifestyle to appreciate and understand the outdoors.
Mental Health	<ul style="list-style-type: none"> • Encourage and provide opportunities to engage both physically and mentally as individuals and families through gardening activities, embracing local history, craft activities whatever age or ability. • Share conversation and activity with others. • Local community groups will be able to use the space for activities such as art classes.

	<ul style="list-style-type: none"> • Contribute towards healing of PTSD and other mental health issues experienced by veterans.
Rest and Respite	<ul style="list-style-type: none"> • Provide opportunities through gardening, craft activities, local history and park work for those who need “time out” and provide a pleasant environment for those who may just wish to relax.
Green Space	<ul style="list-style-type: none"> • The Conservatory is set within the park which provides a natural open and green environment.
Youth Engagement	<ul style="list-style-type: none"> • Encourage and provide opportunities for younger members of the family to experience the above. • Promote the building and its purpose to local schools. • Link youths with veterans who will use the building for the aforementioned activities and share some of their knowledge and experience with young people. • Provide educational opportunities for partner schools and groups as a space to hold workshops and talks about heritage and natural history.
Elderly Activity	<ul style="list-style-type: none"> • Encourage and provide a safe and comfortable space for the elderly to enjoy the aforementioned or host existing groups they are part of in the building. • Veterans (via British Legion) will be encouraged to use the building to occupy their time, share conversation and develop skills.
Promoting Employment	<ul style="list-style-type: none"> • No direct employment but it may be attended by those who are undertaking work experience or may develop a skill which leads to employment. • Provide volunteering opportunities through all three groups.
Building Skills	<ul style="list-style-type: none"> • Promote and help gardening skills. • Promote and help skills within groups who may host their club in the building. • Involvement in any of the three groups and share skills as part of volunteer work or committee.
Events	<ul style="list-style-type: none"> • Plan a launch event. • Various events as approached by other users/groups. • Link into events already held on the park. • Hold specific exhibitions and talks.
Town Centre Vitality	<ul style="list-style-type: none"> • Growing plants for the town to enjoy and appreciate in numerous areas and improve the visual appearance of the town. • Encouraging use of the park as an extension of the town.

	<ul style="list-style-type: none"> • Enhancing park areas and other green spaces. • Enhancing park areas through volunteer park work. • Increase in feeling of belonging, well-being, and pride in the local environment.
Community Sport	<ul style="list-style-type: none"> • Gardening groups • Park volunteer groups. • Veterans Club
Physical Wellbeing	<ul style="list-style-type: none"> • Promoting movement thorough gardening, walking in the park, cultivating, digging, weeding. • Encouraging use of the parks heritage trail. • Undertaking craft and recreational activities.
Individual development	<ul style="list-style-type: none"> • Promote personal development and skills by engagement, I,e. Skills development, gardening, crafts, working with the Friends of the Park group and other users of the building.
Social Contact	<ul style="list-style-type: none"> • Socialising with like- minded and new people. • Engaging in conversation with users. • Developing friendships • Offering companionship.
Reducing social isolation	<ul style="list-style-type: none"> • This is particularly important to ex-military persons, but all space has easy access to all.
Volunteering	<ul style="list-style-type: none"> • All three groups are volunteer based. • People can choose to engage as little or often as suits then and in various capacities.
Diversity/Equality	<ul style="list-style-type: none"> • As inclusive as possible and offering the same opportunities to all.
Accessibility	<ul style="list-style-type: none"> • Endeavouring to ensure all can access and discuss any try to accommodate any physical or emotional barriers. • Work with Calderdale Council.
Climate Impact/Net Zero	<ul style="list-style-type: none"> • Lowering carbon foot print by propagating and planting plants. • Explorer sustainable and ecological technology options for the building to allow the facility to be as self-sufficient as possible.
Veterans	<ul style="list-style-type: none"> • British Legion will encourage their members/veterans to use the building for hobbies, group activities and social interaction.
Civic Pride	<ul style="list-style-type: none"> • Todmorden has a long history of community groups whose volunteer work continually improves the town. We live in a beautiful landscape, with many handsome buildings linked to our industrial heritage and Centre Vale House was one of these that has been lost, only parkland and the kitchen garden remain. This

	is where the conservatory is situated, and it is very important that we do not lose this last link to the house.
Community Involvement	<ul style="list-style-type: none"> • Promote the use of the facility within the community. • Encourage other community groups to use the facility on agreed days and times.

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 Conservatory Project Delivers on four of these

- ❖ 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

If the scheme were to include Solar Panel provision it would also deliver on reduced co2 emissions.

5 The Delivery Mechanism

- 5.1 There are currently formally constituted group for Todmorden in Bloom and Friends of Centre Vale Park but does not protect individual members from liability.
- 5.2 The Veterans Association is affiliated through the British Legion.
- 5.3 There will be a need to create an overarching group "Centre Vale Park Conservatory Group" to agree how each group will manage its use of the facility and financial contribution to meeting operational costs of the facility
- 5.4 The new group may benefit from becoming a Charitable Incorporated Society with individual members being protected from a personal liability point of view.
- 5.5 Future structure has yet to be established and may be dependent upon what structure potential funders would expect.
- 5.6 Individual Groups will retain their own identity in order for them to continue their core remits and retain financial independence.
- 5.7 Once the details of the capital funding prospects (i.e. the need for external grant assistance in addition to Town Deal Funding, and the stipulations regarding applicants made by any potential grant sources) and the future operational activities of the group are confirmed, the focus will be on choosing and pursuing the most appropriate legal structure.

6 Asset Ownership

- 6.1 Legal ownership of the Conservatory is proposed to rest with Todmorden Town Council with then a management agreement entered into with the newly formed group for recharge of costs

7 The investment project

7.1 Capital Requirement

Whilst it is anticipated that Tender processes will tighten down these costs it is nevertheless felt prudent to restate costs to deliver initial ambitions prior to making any reduction in offer.

7.2 Restated budget costs

- 7.21 Preferred option – refurbish and repair – involving reduced demolition had been priced by Turner Townsend at £157,314

8 Capital Funding

- 8.1 The Town Deals Fund had earmarked a sum of £80,000 towards project costs initially projected of circa £125,000.
- 8.2 Total project cost of £157,314 needs to be provided for. After restating the Town Deal Fund contribution to £77,314 external grant funding of £80,000 will still be required. At 49% matched contribution this should be acceptable to obtain grant assistance .
- 8.4 Prices were obtained as of July 2022.

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 Whilst the individual groups have history of delivery, as a new group involved in the Conservatory project this has no track record.
- 9.3 Whilst it is highly likely that Todmorden Town Council will need to act as the principal grant applicant and landowner to meet potential grant funder requirements, there may be an opportunity for the new group and or individual groups to either partner in such grant applications and or apply for lower-level grants to enable such items as equipment purchase
- 9.4 Whilst grant funds will be sought that ideally require no clawback, a risk-based approach by Todmorden Town Council has determined that grant funding will be taken if available.
- 9.5 Research by Action Panning (grant finders commission) indicate a good likelihood of achieving grant application success , without the need for clawback .
- 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.
- 9.8 Details of potential grant funders is provided in Appendix 4c.

10 Shortfall in Capital Funding

- 10.1 At a shortfall of £80,000 there will be a need to apply for other grant funding

11 Valuations of Capital Works

- 11.1 In terms of initial asset value this will be transferred to Todmorden Town Council by way of peppercorn value - £1. Cost of construction will determine the value to be entered into the town Council Asset Register with equipment values separately detailed, again at cost.
- 11.2 Architects Certification of value of works will be submitted prior to payment made.

12 Assessments

- 12.1 Whilst no rateable value is applied to the Conservatory at the moment as within the Park itself, on transfer to Todmorden Town Council this may trigger a business rates liability and will need to be considered in terms of revenue costs.
- 12.2 Below £12,000 there is no charge and if above than as a Registered Charity 80% rates relief can be gained with possibly also the 20% balance discretionary to waive by the rating authority.
- 12.3 For the purposes of this plan a liability of £600 (£15,000 full charge) per annum has been assumed.

13 Terms and conditions affecting any major assets to be acquired.

- 13.1 Whilst formal Heads of Terms have not yet been negotiated, Calderdale MBC has agreed to replicate the terms of the recent Wheelspark Lease, which in practice provides a mechanism to “hand back” the site should future maintenance costs become prohibitive for the Town Council/the new group to sustain. A 25-year lease is proposed.

14 Costs of Capital

- 14.1 Through grant awards it is not anticipated that Capital will have any interest burden applied.
- 14.2 Should the Centre Vale Park Conservatory Group decide to raise working capital initially to meet future running costs then it is likely that this will be through a crowdfunding exercise rather than establish any formal community share offer.

15 Financial forecasts:

- 15.1 The intention is for the Centre Vale Park Conservatory Group to be financially viable from day one through the generation of income derived from a combination of sponsorship, membership subscription, room hire, running workshops, growing of plants and fundraising activities.
- 15.2 Initially however there may be a need to seek funding to enable particularly the taking over of the Conservatory and with it any capital equipment purchase necessary for growing plants and or meeting room furniture.

- 15.3 This may be achieved by a combination of grant funding - capacity building funding- as well as seeking revenue pump priming grant funding.
- 15.4 New facilities will encourage new membership but this may take time to build and hence why a shortfall shown for year 1 and 2 . Todmorden Town Council will underwrite premises related costs to cover off this if needed should the Centre Vale Park Conservatory Group not be able to meet initial recharge costs.

16 Revenue Income and Expenditure

- 16.1 It is anticipated that a fair proportion of revenue expenditure will be fixed but as more activity takes place, energy costs will be directly related to such use.
- 16.2 Consideration will be given to installation of PV solar panels as part of this project as will rain harvesting through use of gutters into water butts/storage.
- 16.3 In arriving at initial estimates assumptions have to be made about initial activity and a cautious approach made, including income generated.
- 16.4 A three-year forecast is produced below adopting this cautious approach. As Landowner If Todmorden Town Council are the landowner they will initially be responsible for premises related costs pending recharge mechanisms being in place to recoup such costs from the Centre Vale Conservatory Group.
- 16.5 In practice therefore TTC effectively underwrites a significant element of expenditure enabling the Centre Vale Park Conservatory Group to be financially viable at the outset.

Expenditure			
Inflation		7%	7%
	Yr1	Yr2	Yr3
Maintenance and Redecoration	£1,000	£1,070	£1,145
Admin costs	£600	£642	£687
Premises licence	£100	£107	£114
Energy Costs	£2,500	£2,675	£2,862
Water	£1,000	£1,070	£1,145
Business Rates	£600	£642	£687
Cleaning	£750	£803	£859
Materials	£250	£268	£286
Insurance	£1,000	£1,070	£1,145
Promotion	£750	£803	£859
Alarm Monitoring	£500	£535	£572
Fire Extinguisher	£500	£535	£572
Legionella	£500	£535	£572
Electrical Testing	£0	£0	£1,000
Auditing	£500	£535	£572
Equipment Mtce	£750	£1,000	£1,000
Cost of refreshments	£563	£688	£813
Cost of plants	£250	£250	£250
Workshop costs	£625	£875	£1,125
Contingencies	£200	£214	£229
Annual Costs	£12,938	£14,315	£16,495

Income			
Members Fee	£25	£30	£35
No of Members	200	240	240
Room hire cost per min 3 hr	£15	£17	£20
No of room hires per annum	100	120	140
Workshops no	25	35	45
Workshops charge per head	£10	£10	£10
No per workshops	5	5	5
Sponsorship	£500	£500	£500
Refreshments room hire	100	120	140
Attendess per room hire	10	10	10
Refreshments income per event	£2	£2	£2
Plant recharge to TTC	£1,000	£1,000	£1,000
	Yr1	Yr2	Yr3
Adult Members Fees	£5,000	£7,200	£8,400
Room Hire income	£1,500	£2,040	£2,800
Workshop income	£1,250	£1,750	£2,250
Sponsorship	£500	£500	£500
Refreshment Income	£2,250	£2,750	£3,250
Grants Ward forum	£500	£500	£500
Annual Income	£11,000	£14,740	£17,700

Net Surplus	-£1,938	£425	£1,205
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Underwritten costs - met by TTC if income not generated and unable to be recharged			
Maintenance and Redecoration	£1,000	£1,070	£1,145
Energy Costs	£2,500	£2,675	£2,862
Water	£1,000	£1,070	£1,145
Business Rates	£600	£642	£687
Insurance	£1,000	£1,070	£1,145
Alarm Monitoring	£500	£535	£572
Fire Extinguisher	£350	£375	£401
Total underwritten cost by TTC	£6,950	£7,437	£7,957

Residual to be met by Centre Vale Conservatory Group if income insufficient.	£4,050	£7,304	£9,743
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All groups have a track record of successfully applying for grants to assist with specific projects and some specific equipment grants will be applied for.

The opportunity to join with the park projects on considering some joint crowdfunding exercise will be considered.

17 Proposed trading activities:

17.1 Description of trading activities;

- 17.1a Todmorden in Bloom currently purchase plants from CMBC and other nurseries in order to supply plants for Town Centre floral displays.
- 17.1b There is an opportunity to grow from seed in order to reduce the need to source at retail price.
- 17.1c There is an opportunity to develop workshops on how to grow plants and potentially vegetables for fundraising sale.
- 17.1d There is opportunity subject to the local market's agreement and CMBC as landowner, to hold an occasional plant and flower market in the nearby coach house area
- 17.1e There is opportunity to promote use of a meeting room for community use as well as holding of workshops.
- 17.1f There is an opportunity to enable members to learn about recycling and repairing of items with onsite workshop space.

18 Impact on footfall

- 18.1 There is no current footfall generated.

Estimates are based on the financial forecasts with an expectation of generating an additional 3625 visits to the park per annum.

Conservatory membership	2500
Room Hire	1000
Workshops	125
Total Conservatory Footfall	3625

19 Manager competencies

- 19.1 The facility will require regular maintenance as use is expected to grow. Structurally post construction should last for around 10 years before any major refurbishment is necessary.
- 19.2 Use of the existing facility will expand and therefore there will be a need to manage use of the facility and particularly that of energy cost given heating costs for winter growing of plants.
- 19.3 Within the groups are individuals with practical knowledge. From a building perspective Todmorden Town Council as landowner will have the experience to call on supplier support for service if needed.

20 Staffing plans

- 20.1 The three individual groups are all voluntary and therefore no formal staffing requirement is needed for the wide Conservatory Group.
- 20.2 With a total membership expected of over 200 members, it is not unreasonable to count on 20 volunteers to help deliver the groups practical requirements.

- 20.3 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 This is unique provision to provide social space for the proposed uses and especially to help with providing a tranquil area for reflection, relaxation and improving mental health.
- 21.1b A unique opportunity for Members to participate in growing of plants, park weeding and recycling projects for a dedicated workshop space.
- 21.1c There are alternative use for hire as meeting rooms, including the proposed extended Bowling Pavilion but none with the setting within a remembrance garden.
- 21.1d Offering a smaller room venue – max 10 for room hire – this may provide an opportunity for smaller groups to use on a regular basis.

21.2 Target Market

- 21.2a Whilst initial use will revolve around recruiting members from within the individual groups into an overall membership, it is also intended to widen the interest to the general public by offering some form of general membership.
- 21.2b Through this it is also hoped to attract the interest of young people to use this opportunity to volunteer to help with operational delivery and social interaction with veterans.

21.3 Pricing Strategy

- 21.3a In not looking to compete with larger venue providers and what is provided, a low pricing strategy or room hire can be adopted.
- 21.3b At £15 for a three-hour hire this compares well with other providers, often at £15 plus per hour. It may be possible if there is onsite presence anyway to even allow a per hour hire basis use,
- 21.3c Membership subscription at initially just £25 per annum, is more about support and availability to simply drop in, as well as any arranged activity that may be taking place and is deliberately kept low.

21.4 Availability to use

- 21.4a It is likely that this will reflect seasonal use and necessary for a rota of opening and closing to be agree between volunteers, to not only provide access for general social use , but also prebooked room hire and cleaning/maintenance as well as plant growing and workshop based activities.
- 21.4b Alternatively of general use could be facilitated through the introduction of a key code to allow entry.

21.5 Marketing Plans

21.5a There will be a need to develop a web site help encourage use, to attract Members and from which to receive room booking enquiries.

21.5b There is further opportunity to develop social media in order to attract new Members.

21.5c There is the opportunity to introduce advertising panels in and around the Conservatory with a view to attracting increasing level of sponsorship.

21.5d Focus on attracting sponsors will revolve around a physical project being delivered but potential motivations for companies to sponsor are:-

- Community involvement
- Local Asset
- Youth development- volunteering

21.5e The opportunity to engage with this project for potential sponsors can be through:-

- Employees
- Corporate use
- Quality of local life

21.6 Strategy

21.6a This could focus on a combination of three opportunities:-

- Gold package- boards, conservatory naming (“ the xxx conservatory”)
- Silver – Team sponsorship (branded tops) and boards
- Bronze – boards.

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 Conservatory and encouraging greater membership and build awareness of room hire options by physical presence onsite to inform passing footfall of what the project is about

23 Funding mix

23.1 Sources of capital available to the Centre Conservatory Group will depend upon its purpose Capital Spend or Revenue Spend.

24 Capital

24.1 For capital the options are grant funding – Town Deals Fund and or in combination with external grant providers.

24.2 The project construction cost of £176,395 requires a shortfall of £96,395 to be found from other grant sources and or use of any surplus contingency across the projects in Centre Vale Park .

25 Revenue

- 25.1 Whilst the intention is to be self-financing, the reality is that this may take a few years to achieve and hence the support of Todmorden Town Council in its early stages is helpful.
- 25.2 At this early stage of consideration, the Centre Vale Conservatory Group could look to raise between £5,000 to £10,000 through crowdfunding.

26 Fundraising targets - timetable.

- 26.1 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:-

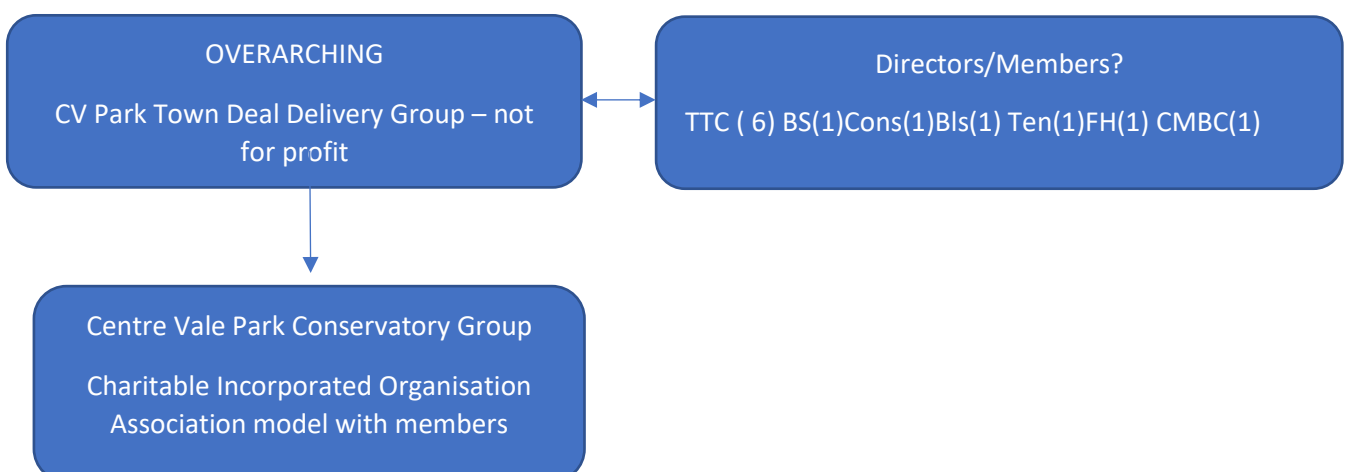
Risk	Reducing Risk
Grant funding schemes may not be available for the Conservatory	Grant funding consultant appointed to initially determine availability of funding.
No grant funding is available for Conservatory Scheme	Continuance will depend upon then funds being released from other projects that may underspend.
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 need
Planning Permission not given	This is possibly a proposed slight widening of a building line on the existing area of the footprint and less that 10% increase and possibly under schedule 12 re permitted development Planning Permission is likely to be given.
Environment Agency Work Permit	There is no proposed increase in mass/volume of construction and is on edge of perimeter of Flood Alleviation Area. Once outline scheme details available can be approached for EA view as to whether permission is required ahead of commissioning further project costs post business case approval.
Fields in Trust Permission	As part of overall land ownership Fields in Trust will need to provide permission for development in Centre Vale Park. Given recent precedent with the Wheelspark, it is not anticipated that there will be any objection
Transfer of land from Calderdale MBC	"In principle" agreement given to Community Asset Transfer to Todmorden Town Council but details of lease and terms to be agreed but agreement to work along lines of recent Wheelspark lease agreement
Todmorden Town Council not agreeing to assume Land Ownership or applying for grant funds	Resolution passed at Full Council on 15 th June 2022 to assume land ownership responsibility through formal lease terms and to act as principal grant applicant if required.

28 Governance

- 28.1 The Centre Vale Conservatory Group will need to be formally constituted .
- 28.2 As part of work commissioned to identify potential grant funding opportunities advice will be given as to the likely type of “constituted body” that would be acceptable in future and more likely to gain grant funders support, if it should appear that there are benefits to the Conservatory Group taking on the role of grant applicants rather than Todmorden Town Council.
- 28.3 The option currently under consideration is that of :-
- Charitable Incorporated Organisation Association Model with Members
- 28.4 Prior to commitment an independent piece of work will be commissioned to ensure that all structures are considered, and groups advised accordingly.

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 as a whole.
- 29.3 Given its role as land owners, and the associated risk, it is likely that proportionately Todmorden Town Council will have greater representation on this group.



29.4 Access to the rules of the society will be by formal constitutions relevant to the type of structure eventually chosen will be transparent which will include

- explanatory notes for these rules;
- details of the management committee composition and competencies

30 Management Agreement

30.1 It is proposed that a management agreement is entered into made to determine financial and operational responsibilities and by way of example a schedule of cost apportionment could be as follows:-

Area	Building/Equipment	Specific	Responsibility	
			CVCG	TTC
Conservatory	Internal Decoration	Keep internal appearance in good decorative order and repair	CVCG	No
Conservatory	External Decoration	Keep external appearance in good decorative order and repair- TTC to provide materials and equipment CVCG to provide <u>labour</u> to carry out.	CVCG	TTC
Conservatory	Internal Flooring	Keep in good repair and any replacement cost	CVCG	No
Conservatory	Internal Fixtures and Fittings	Keep in good repair and safe for use	CVCG	No
Conservatory	External Guttering	Clean Annually and repair as required	CVCG	No
Conservatory	External Walkways	Keep in good repair	No	CMBC
Conservatory	Electrical Supply to distribution /board	Maintain supply to Conservatory and Bowling Green areas if required	No	CMBC
Conservatory	External Lighting	Repair and maintenance	CVCG	No
Conservatory	Distribution Board	Ensure Electrical safety compliant and Electrical safety Certificate as required	No	TTC
Conservatory	Electrical supply from distribution Board	Infrastructure wiring – no new supply points without prior agreement of TTC and at CVLG expense	CVLG	No
Conservatory	Internal Electrical	All PAT Testing with certificates	CVCG	No

31 Operational Management of Centre Vale Conservatory Group

31.1 Monthly meeting to take place to update all members re:

- Finances, accounts
- Room bookings
- Volunteer assignments
- Safety
- Promotional activity
 - Social media
 - Website (when in place)

Name	Duties
Chairperson	Impartial Figure Head First Point of Call and Key holder Chair all meeting: 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 physical group activities where possible Attend marketing and official events where possible Ensure that good lines of communication are open to all the group members
Vice Chair	As above if the chair is unavailable
Treasurer	Responsible for incoming and outgoing expenses Control of all financial matters Collection of all receipts, sponsorship, cash from donations and collection boxes Preparation of accounts for auditing at the end of the financial year Update the members of the financial situation at each Bimonthly 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
Fund Raiser	Seek funding/grants from various sources and grant application
Technical (online booking person) Marketing	Oversee all online bookings and weekly update on social media and share to all members via the diary. Updates, website, and other social media for marketing purposes update current information in local buildings eg, information centre, library etc Passes on relevant information to the group, eg door code, terms and conditions, security alarms information Members to give specific information to the marketing person to upload onto the website Report marketing activities to the group at each bi-monthly meeting
Housekeeping	Each group must be responsible for their own area A cleaning rota to be put into place for the shared areas throughout the groups and reviewed at each meeting. Ensure cleanliness of the property: focus on kitchen and toilet area Inspection sheet to be completed after use.
Building Maintenance and Security	One person to inspect the building for the upkeep and report any damage or areas in need of attention to the groups. Any issues to be reported to the maintenance person as soon as possible and reported in the incidence book.
H&S and Child Protection Officer	Government Guidelines Health and Safety Officer Checking accident and insistent books and following up any accident required Makes sure all health and safety policies are met and documented and

	<p>updated at each meeting.</p> <p>Any matter arising from the incident book must be reported to the management committee.</p> <p>Responsible for updating policies and procedures</p>
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32 Group Description:

32.1 The members of the three groups will in their own specialism organise educational lectures, discussion groups and meetings on the history of the garden and the war memorials, parkland, and woodland.

32.2 They will also

- Hold sessions on planting, propagation and maintaining of plants, flowers, and herbs.
- Grow a variety of plants to use in area of the Town Centre keeping the carbon footprint to a minimum
- Promote and encourage public engagement within the three groups.
- Encourage use of the space to promote arts, heritage, local military history and culture.
- Provide educational opportunities with partner schools and groups
- Provide a practical opportunity for veterans to engage in the workshop which will provide social, craft and horticultural opportunities.
- Rental of workshop/meeting space to local groups.

33 Community engagement:

33.1 The Centre Vale Conservatory Group will seek to build on the positive support it already receives as individual groups from the public and through a combination of web site, social media and face to face encourage use of the facility and sign up for membership.

33.2 Once the Business Case is approved and more detailed plans are available it is proposed to hold an initial open public meeting about the Town Deal Funded Centre Vale Park Project plans including the Conservatory project..

33.3 At this meeting there will be the opportunity for the Centre Vale / Conservatory Group to present their own ideas and to encourage recruitment to their group.

34 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.

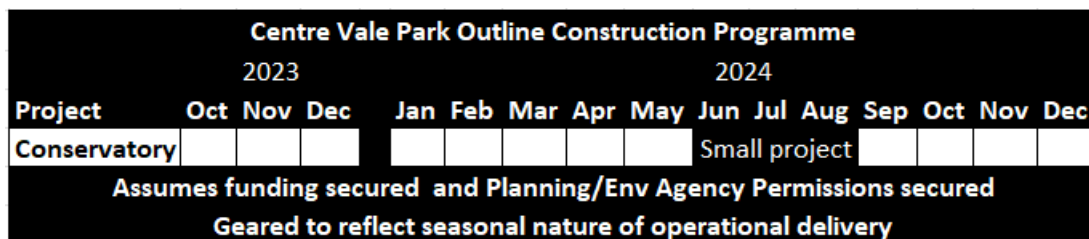
34.2 Until grants are secured there is a balance between commissioning further works to arrive at fully worked up schemes that may indeed be required as a prerequisite for even being able to apply for grants in the first place.

34.3 Land ownership and organisational structures will also need to be agreed.

34.4 All Centre Vale Park Projects face similar challenges detailed below .

Non construction	Construction	Financial
Land ownership	Flood Risk Assessments	Securing Grants
Organisations Structure	Design Stages	Town Deal Fund Sponsor Grant Agreement
Field in Trust Permission	Planning Permission (LBC re Bandstand)	Payment and monitoring
Environment Agency Permission (Flood Alleviation Area)	Tender and contract award	
	Commencement	

- 34.5 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.
- 34.6 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 4E.
- 34.7 Construction activity is anticipated to be as follows:-



draft