

## **SCRUTINY BUDGET AND PERFORMANCE PANEL**

THURSDAY, 2ND JULY, 2020, 2.00 PM

VIRTUALLY VIA TEAMS

### AGENDA

**1 Apologies for Absence**

**2 Declarations of Interest**

Members are requested to indicate at this stage in the proceedings any items on the agenda in which they intend to declare an interest. Members are reminded that if the interest is a Disclosable Pecuniary Interest (as defined in the Members' Code of Conduct) they must leave the room for the whole of that item. If the interest is not a Disclosable Pecuniary Interest, but is such that a member of the public could reasonably regard it as being so significant that it is likely that it would prejudice their judgment of the public interest (as explained in the Code of Conduct) then they may make representations, but then must leave the meeting for the remainder of the item.

**3 Coach House Lottery Project**

Report of the Director of Neighbourhoods and Development attached.

(Pages 3 - 54)

Gary Hall  
INTERIM CHIEF EXECUTIVE

Electronic agendas sent to Members of the Scrutiny Budget and Performance Panel Councillors David Howarth (Chair), Will Adams, Colin Coulton, Colin Sharples and Karen Walton

The minutes of this meeting will be available on the internet at [www.southribble.gov.uk](http://www.southribble.gov.uk)

Forthcoming Meetings  
5.30 pm Monday, 27 July 2020 -

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REPORT TO	ON
COUNCIL	



TITLE	PORTFOLIO	REPORT OF
Hurst Grange Park Coach House Lottery Project	Deputy Leader and Cabinet Member (Health, Wellbeing and Leisure)	Director of Neighbourhoods and Development

Is this report a <b>KEY DECISION</b> (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	<b>Yes</b>
Is this report on the <b>Statutory Cabinet Forward Plan</b> ?	<b>Yes</b>
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	<b>No</b>
Is this report confidential?	<b>No</b>

## PURPOSE OF THE REPORT

1. To bring forward the Hurst Grange Coach House project to full Council to seek approval from full Council to go out and Tender for the project based on the criteria attached to this report as Appendix 1. The project involves the restoration of the Coach House building and surrounding public realm within the Hurst Grange Park with a grant of £513,100 from the National Lottery Heritage Fund, £17,000 raised by the Friends of Hurst Grange Park and a contribution of £253,000 of finance from SRBC as part of an overall project cost of £783,625.

## PORTFOLIO RECOMMENDATIONS

2. That Council welcomes the award of £513,000 from the National Lottery Heritage Fund for the Hurst Grange Coach House refurbishment project.
3. That Council approves officers commencing a formal tender process for the refurbishment of the Coach House building and surroundings at Hurst Grange Park, Penwortham as part of Heritage Lottery project valued at £783,625
4. That Council requests that the tender Criteria as outlined in Appendix 1 to this report is used for the Tender process to ensure that Social value is incorporated into the process.
5. That Council requests that the final award of the Tender is taken to the Council's Cabinet for the final approval in accordance with procurement rules

## REASONS FOR THE DECISION

6. The Hurst Grange Coach House project has been progressing over a number of years and has been included in previous reports:

- Cabinet report for consultation on the Hurst Grange Park Development Plan (October 2005)
- Cabinet report for the formal adoption of Hurst Grange Park Development Plan (September 2006)
- Cabinet report for approval to seek external funding for the Coach House from the National Lottery Heritage Fund (July 2018)
- Green Links Capital Programme report (June 2019) £30,000 allocated to Hurst Grange 19/20 £120,000 allocated 20/21
- Budget Report to Council including project cost as part of Capital Programme (February 2020) Allocated £783,625 full cost of project following Round 2 Lottery success
- Proposed report to Cabinet March 2020 on permission to spend withdrawn due to corona virus

There is now a need to seek formal approval to tender the project based on the criteria outlined in Appendix 1 to this report and award the contract to the winning tenderer.

## CORPORATE OUTCOMES

7. The report relates to the following corporate priorities: (tick all those applicable):

Excellence, Investment and Financial Sustainability	x
Health, Wellbeing and Safety	x
Place, Homes and Environment	x

Projects relating to People in the Corporate Plan:

Our People and Communities	x
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## EXECUTIVE SUMMARY

8. The Coach House within Hurst Grange Park dates to the 1850s and is currently closed to public access. A project has been running for a number of years to seek funding in order refurbish the historic building in order to provide a range of visitor and community facilities to support Hurst Grange Park.
9. A summary of the project's timeline to date is as follows:

**October 2005** – Cabinet report submitted and approved for the Hurst Grange Park Development Plan, outlining strategic improvement options for the park and Coach House, to undergo public consultation.

**September 2006** – Cabinet report submitted and approved for the formal adoption of Hurst Grange Park Development Plan.

**July 2010** – Quotations invited from local architects for plans to be drafted, allowing consultation to take place on the future of the Coach House

**Autumn 2010** – fund raising begun by Friends of Hurst Grange Park for the improvement of the Coach House. **September 2012** – Friends of Hurst Grange register their *Coach House Restoration Project* group as a charity due to the amount of funding raised.

**2016** – Funding options explored for the building but insufficient grants for the type/value of works. Informal discussions with the National Lottery Heritage Fund (HLF) begin.

**2017** - Resilient Heritage Grant bid of £15,000 achieved as forerunner of a large HLF bid.

**January 2018** - Delegated Decision approved for £5,000 to work up initial cost estimates by a Quantity Surveyor for the 2 most popular options identified for the building.

**July 2018** - Cabinet report submitted and approved to seek external funding for the Coach House from the HLF. This involved a 2-stage process and would necessitate achieving full planning and tendering the project without awarding the contract.

**July 2018** - Formal discussions begin with Lottery who confirmed current funding programme was ending after September 2018 resulting in even higher levels of competition. A match funding level of at least 20% recommended to increase the chance of the bid successfully competing with other bids.

**September 2018** - Round 1 Heritage Fund submitted to the HLF by the council in partnership with the Friends Group

**December 2018** – Notification from the HLF that the Coach House bid had received a Round 1 pass.

**February 2019** – HLF confirms project ‘Development Phase’ may begin where outline scheme of Round 1 bid is worked up for submission as a detailed Round 2 Application.

**February 2019** – Budget report submitted and approved by Council containing £50,000 allocated to Hurst Grange Park in the Capital Programme

**February 2019** – Cabinet Member interview broadcast on ‘That’s Lancashire TV’ announcing Development Phase Grant from the HLF and discussing proposals for project Development Phase

**June 2019** - Cabinet report submitted and approved for the Green Links Capital Programme funding including Hurst Grange Coach House which earmarked £30,000 for 19/20 and £120,000 matched funding for 20/21

**25 August & 3 September 2019** – ‘Consensus Check’ Consultation Open Days held at the Coach House to provide opportunity for public to view updated plans and proposals following previous consultation activities.

**16<sup>th</sup> October 2019** – Quantity Surveyor’s updated cost estimate for the building works completed following the project Development Phase which increased costs of project to the current costs shown of £783,625.

**21<sup>st</sup> October 2019** – Round 2 bid costs worked up for application. Appendix 3 provides a breakdown of the project costs at both Round 1 and Round 2 with reasons for the variances. The main cost changes were around the following items:

- Additional detail and content of the construction schedule of works
- Additional exterior surfacing, landscaping and cycle parking works
- Additional provisional sums for drainage – water harvesting tank contingency & replacement of the septic tank with compliant sewage treatment plant
- Increased costs for events and activities to improve the community involvement element of the project/bid
- Increased contingency allowances following HLF feedback at Round 1.

**30<sup>th</sup> October 2019** – Meeting arranged for Local Members to update on the project progress showing the revised costs and to answer questions before submission of the Round 2 application.

**7<sup>th</sup> November 2019** – Full Plans Approval Notice received from Building Control

**14<sup>th</sup> November 2019** – Submission of Round 2 full HLF application bid to the Lottery.

**21<sup>st</sup> November 2019** – Planning Permission granted by Planning Committee

**25<sup>th</sup> November 2019** – Tender process carried out with prices received for the building works element of the project.

**6<sup>th</sup> February 2020** – Presentation of project to National Lottery Funding Committee Member at the Coach House by Council and Friends Group

**26<sup>th</sup> February 2020** – Latest project costs included in the annual budget report to Council as part of the Capital Programme which allocated the full budget for the project including an increased contribution to a total of £253,525 from SRBC

**15<sup>th</sup> March 2020** – notification from the HLF that the Round 2 bid had received a Pass and the grant had been awarded of £513,100

**18<sup>th</sup> March 2020** – Cabinet report submitted seeking approval to proceed with the project but meeting cancelled due to Covid-19 measures.

**2<sup>nd</sup> July 2020** - Presentation of this report to the Council's Scrutiny committee

**10.** The total value of the project is £789,325, with a breakdown as follows:

- National Lottery Heritage Grant: £513,100
- South Ribble Borough Council: 253,525\*
- Friends of Hurst Grange Park: £17,000
- Value of non-cash Volunteer Time contribution: £5,700

We are continuing to look for further sources of funding including:

- A bid for £30,000 to the Lancashire Environmental Fund has been submitted

**11.** The Project Revenue Model provides a conservative estimate for revenue generation by the future operation of a refurbished Coach House building with an income based on room hire and income from a social enterprise or similar operating a café and social enterprise tenant using the first-floor office/studio space. This income is projected at £4,000 in year 1 of operation rising to £5,000 in year 2 and £7,000 thereafter.

**12.** The project match funding requirement by SRBC has increased since the Lottery Bid process was started. Prior to the start of the Lottery Bid the project cost estimate was £446,000. Heritage Grant details stated a minimum of 5% match funding for the project cost and therefore a match funding element of £23,000 was anticipated. As the scheme developed to the Round 1 submission, additional items were required to be added with a resulting additional cost. The Lottery also confirmed that a 95/5% funding split was not likely to be competitive at the assessment and should be revised. As a result, the Round 1 bid total of £655,700 included £120,000 match funding from the council. The £120,000 partnership funding was highlighted and approved in the June 19<sup>th</sup> Cabinet report on the Green links Capital programme

**13.** During the project's Development Phase leading up to the second stage HLF submission date the scheme was worked up in detail with the pre-tender estimate revised to reflect further amendments to the project and increase contingencies provisions were increased following HLF feedback. This did increase the costs of the project. The grant request from the HLF cannot be increased at Round 2 from the Round 1 figure and therefore the additional costs were included in the match funding element which was the Council (See paragraph 49). The total project cost at Round 2 was £789,325 with a proposed matched funding by the

Council of £253,525. Full costings associated with each stage of the project are attached as Appendix 3

14. A full, open tender exercise following procurement rules was then carried out and scored to provide a tender price for the construction works to the HLF. Through this exercise the tender price came in at £60,000 below the final budget submitted at the HLF Round 2. This would reduce the Council's contribution, but this cannot be guaranteed in the final tender process.
15. The scope of the project will include:
  - Full refurbishment of the building to include public toilets, a kitchen, 2 flexible use rooms, a new glazed area in the rear court yard and a first floor/studio space, to be used for a wide range of activities to complement the park and supporting Penwortham generally including working closely with the Town Council and the work of Kingsfold community centre and other local venues.
16. The final stage will be seeking approval from full Council to formally tender the project and award the contract accordingly taking on board comments from Scrutiny. The tender process will include a significant social value element as shown in Appendix 1 with an emphasis of appointing local contractors using a local workforce. At that stage every effort will be made to reduce the cost of the project and therefore reducing the cost to the Council, but no guarantees can be given to this. Any increase in costs can be met by underspends in other projects identified in the Capital programme

## **BACKGROUND TO THE REPORT**

17. The Coach House within Hurst Grange Park dates back to the 1850s and was built along with a large mansion 'Hurst Grange' as a coach house and stables for the former estate. As the last remaining original building of the former estate, the Coach House has been included on the Town Council's List of Buildings that Contribute to the Local Character and Distinctiveness of the Town.
18. Hurst Grange Park has for many years been recognised as Penwortham's principal park, however, unlike the borough's other principal greenspaces, Worden Park, Leyland, Withy Grove Park, Bamber Bridge and Longton Brickcroft Nature Reserve, Longton, the park has no on-site facilities available to the public which limits visit times and the activities that can be supported by the park. The Coach House was identified as a means of providing visitor facilities in the park's first Development Plan submitted and approved by Cabinet for public consultation in October 2005 and then formally adopted by Cabinet a year later in September 2006.
19. In July 2010 quotations were invited from local architects for draft plans for the Coach House to allow public consultation to be undertaken as to the future use of the building. The consultation was positive and in the autumn of 2010 Friends of Hurst Grange Park began fund raising for the improvement of the building through events, a 'buy a brick' campaign and through sales of a book 'A History of Hurst Grange Park'. By September 2012 the group had to register a charity due to the level of funds raised in order to comply with legislation.
20. In 2016 informal discussions were held with the National Lottery Heritage Fund (HLF). The HLF confirmed that the project would be eligible for an application under the Heritage Grant Programme, however, competition was fierce for the funds and the 2-round application process is long and labour intensive.

- 21.** The Friends Group were encouraged by the HLF to initially apply for a Resilient Heritage Grant to allow a consultant to be brought on board to provide an options appraisal and facilitate further public consultation to specifically inform a Round 1 Heritage Grant. A grant of £15,000 was awarded to the Friends and works followed in 2017 with consultation sessions identifying a preferred option for the building's future development alongside discussions with key stakeholders including existing and potential future users of the park and local councillors. Following this work in January 2018, a Delegated Decision was submitted and approved £5,000 to be allocated to work up initial cost estimates by a Quantity Surveyor for the 2 most popular options identified for the building.
- 22.** In July 2018 a Cabinet report was submitted and approved to submit a full bid to the HLF involving a 2-stage process based on the outcomes of the Resilient Heritage Grant work. The round 1 bid was submitted in September 2018 by the council in partnership with the Friends Group and in December 2018 the Coach House bid was confirmed as one of only two bids in the North West region to receive a Round 1 success in that round of HLF grants.
- 23.** In February 2019 the HLF confirmed the project could begin the 'Development Phase' where the outline scheme of the Round 1 bid was worked up to a fully developed project ready for a Round 2 application.
- 24.** In February 2019 the Budget Report submitted and approved by Council included £50,000 capital funding allocated to Hurt Grange Park for improvements and linked to the Round 1 successful HLF bid as partnership funding. The project then moved into the Development Phase. An interview with the Cabinet Member was broadcast on That's Lancashire TV on 28<sup>th</sup> February 2019 announcing the award of the Development Phase grant and outlining the works proposed to take place to progress the project to a Round 2 bid submission. The interview can be seen at: <https://www.youtube.com/watch?v=awWg8ThCD8Y>.
- 25.** In June 2019 a Cabinet report was submitted and approved for the Green Links Capital Programme funding including the council's contribution of £30,000 to the project. In addition, funding was also provided by a Development Grant from the Lottery (£12,500) and non-cash volunteer time contribution from the Friends Group. The Programme also provided an updated estimate for the council's match funding contribution to the 'Delivery Phase' of £120,000.
- 26.** The Development Phase involved architects and consultants developing detailed construction drawings with updated costs. In addition, an Activity Plan was developed which included further public consultation with park users, on-user surveys, an education survey to local schools and an activity planning workshop with a range of key stakeholders and focus groups. Two public consultation open days showing the draft proposals including proposed events, activities and volunteering opportunities and the wildlife garden designs were also held at the Coach House on 25 August and 3 September 2019. People were asked to comment on the project designs and activity plan concepts and a summary of the key findings included in the Activity Plan.
- 27.** In addition, local Member liaison was carried out through the My Neighbourhood Forum with project updates provided for meetings. Prior to finalising and submitting the Round 2 application, a meeting was arranged on 30<sup>th</sup> October

2019 to present the latest position of the project with the revised costs received on the project earlier in October 2019 and to provide Members with the opportunity to ask questions about the project before the 2<sup>nd</sup> stage application was submitted. Cllr Shaw attended the event.

28. During the project's Development Phase, the scheme was worked up in detail with the pre-tender estimate revised to reflect further amendments to project and contingencies were increased following HLF feedback which also recommended an increased contribution from partners due to the competitive nature of the fund. The grant request from the Lottery cannot be increased at Round 2 from the Round 1 figure and therefore the additional costs had to be included in the match funding element. The total project cost at Round 2 application stage was £789,325 matched by a potential £253,525 investment by the council to cover this cost increase as presented at the 30 October local members consultation event highlighted above. This culminated with the submission of a Round 2 HLF Bid on 14<sup>th</sup> November. The project gained Planning Permission and Building Regulations approval later in November 2019. Working through our Procurement Team colleagues, the construction element of the project was openly tendered to get a realistic cost for the project and identify a preferred bidder.
29. Following the Development Phase, the revised total cost of the project's Delivery Phase was included in the report to the Council Budget setting meeting of 26th February 2020 as part of the 2020/21 capital programme.
30. On the 15<sup>th</sup> March 2020 notification was received from the Lottery that the Round 2 Heritage Fund application had been successful and, subject to the acceptance of the conditions of the grant, the project could progress to the 'Delivery Phase' subject to final approval of the project by the Council
31. At the request of the leader of the Council this report has now being brought to Scrutiny to assess the project before going on to full Council for final consideration.

### **PROPOSALS (e.g. RATIONALE, DETAIL, FINANCIAL, PROCUREMENT)**

32. The project scope includes the refurbishment of the historic Coach House building to allow it to be brought back into use providing a range of facilities to support the use of the park and a range of community events and activities. The building, currently little more than a shell, would have the 1960s depot garage extension removed and the original front façade restored, the roof repaired, windows replaced, and the interior fitted out to provide public toilets, available when the building is open, a kitchen, 2 flexible use rooms and a first-floor office/studio space. The building would be primarily heated by an air-source heat pump and the existing septic tank (no longer compliant with environmental regulations since January 2020) would be replaced with a cleaner Package Sewage Treatment Plant.
33. Externally the rear courtyard would have a glazed cover to allow greater year-round use, with an enclosed dementia-friendly wildlife garden beyond as designed by the children at Broad Oak Primary School. The front courtyard would have the original surface restored and new paths, planting and cycle parking would be created along with improved lighting through the park providing lit access when the building is in use.

34. A range of activities would take place during the construction phase including 'hard hat days' for local university students and local youngsters alongside other visitors to see the building conservation works at close quarters. In addition, there are planned conservation skills days and a community archaeology event.
35. Events and activities would also take place in the following 12 months following the construction phase as part of the HLF funded Activity Plan. This will include guided walks and talks, heavy horse demonstrations and organised activities for visiting school groups, in addition to the Park's existing annual events programme.
36. It is proposed the building would open on average 4 days a week with a visitor centre staffed with the assistance of volunteers (on a similar basis to that at Longton Brickcroft). This will be expanded as we develop demand and staff/volunteer resources. A kitchen space has been provided allowing for a catering outlet, preferably run by a social enterprise or similar arrangement. The rooms will be available for hire as outlined in the activity plan (Appendix 2) to generate a modest income rising to £7,000 a year.
37. The newly refurbished Coach House will be managed by the Council as part of the overall Park. We will need to meet the outcomes laid down by the HLF award (See Appendix 2). In addition, it will be important to continue to work closely with Penwortham Town Council and communities within Penwortham to ensure that the newly refurbished Coach House facility and surrounding area complement other facilities e.g. Kingsfold Community Centre and activities that exist within the Penwortham area.
38. The project aims to maximise social value at all stages with measures ranging from engaging local contractors and consultants as far as possible and encouraging them to source labour and material locally as part of their work.
39. The engagement of volunteers and working with a number of organisations and stakeholders throughout the development of the project has reinforced a sense of community and also provides opportunities to work on a number of issues prevalent in the local community. These benefits and work would continue recruiting more volunteers into the project and will assist in the staffing of a visitor centre and running future community events.
40. The quality of parks and open spaces has long been shown to affect the wellbeing of the local residents and the provision of on-site facilities would allow the use of the park to be enhanced for existing visitors and also attract new visitors. The addition of a new enclosed dementia friendly wildlife garden would also provide an additional facility for local residents and complement the existing facilities in the surrounding area.

## **CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

41. Both Round 1 and Round 2 applications required extensive consultation with the local community. This is shown in Appendix 2.

## **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

42. A range of options were considered for the future of the building and a preferred way forward was chosen and developed following consultation. Options of 'do

nothing', residential conversion, commercial use and were rejected at an early stage of the process as a result of consultation feedback.

43. There has always been the option of not taking the Coach House refurbishment and Heritage Fund application forward. However, at every stage through Cabinet reports or delegated decisions, it was agreed to continue the project and associated Lottery bidding process until this point whereby the project can be delivered if given final approval.

## **FINANCIAL IMPLICATIONS**

44. The total project (cash) cost is £783,625 funded as follows:

- National Lottery Heritage Fund Grant - £513,100,
- SRBC match funding - £253,525
- Friends Group funding of £17,000.

A grant bid is also proposed to be submitted to the Lancashire Environmental Fund (LEF) for up to £30,000 which will contribute to the creation of the external spaces around the building. If successful, this will reduce the council's contribution to the project by the amount awarded.

In addition to the project's total cash value, above, there is also a contribution of volunteer time to the overall project valued at £5,700.

45. The revenue implications of the project would be an estimated cost of between £10,700 and £16,300 per year to the Facilities Revenue Budget. This would be primarily for caretaking the building, utility costs and building maintenance, based on the projected usage and proposed maintenance programme.

46. The Project's income and expenditure projection provides a conservative estimate for revenue generation by the future operation of a refurbished Coach House building. The income from the operation of the Coach House has therefore been projected to reach £7,000 by year 3 through a range of activities as outlined in Appendix 1 within the activity plan and linked to the new facilities outlined above

In the future, as the Coach House becomes established and attracts additional organisations and volunteers further income could be generated contribution to the overall parks running costs.

47. The amount of match funding required to be contributed by the Council to the Delivery Phase has increased throughout the project development. Prior to the start of the HLF Bid process, the project cost estimate was £446,000 for the preferred option. Heritage Grant details stated a minimum of 5% match funding would be required for an application to be accepted and therefore a match funding element of £23,000 was estimated.

48. As the Round 1 bid was drafted and the scheme developed in line with the HLF detailed requirements and consultant recommendations, additional costs arose from elements not included in the initial estimate including re-landscaping more of the building's surroundings, inclusion of heritage related activities and events and projected additional professional fees and contingencies. The HLF also confirmed that a 95/5% funding split was not likely to be competitive at the

assessment and should be revised. As a result, the Round 1 bid total of £655,700 included £120,000 match funding from the council.

49. During the project's Development Phase, the outline scheme submitted at Round 1 was worked up in detail with the pre-tender estimate revised to reflect further amendments to the construction elements of the project. Appendix 3 provides a breakdown of the project costs at both Round 1 and Round 2 with reasons for the variances. The main cost changes were around the following items:

- Additional detail and content of the construction schedule of works
- Additional exterior surfacing, landscaping and cycle parking works
- Additional provisional sums for drainage – water harvesting tank contingency and replacement of the septic tank (non-compliant from January 2020) with compliant sewage treatment plant
- Increased costs for events and activities to improve the community involvement element of the project/bid
- Increased contingency allowances following feedback from the HLF at Round 1.

50. The grant request from the HLF cannot be increased at Round 2 from the Round 1 figure and therefore the additional costs were included in the match funding element. The total project cost as shown in Round 2 of the HLF bid was shown as £789,325 was therefore matched by £253,525 by the council to cover this cost increase. An additional £2,000 had also been raised by the Friends Group raising their match funding from £15,000 to £17,000.

51. The Tender process carried out in Autumn 2019 came in lower than the pre-tender estimate at that time. In addition, the project cost also includes provisional sums and contingencies included to protect against a project cost rise following the proposed tender process if approved.

## **LEGAL IMPLICATIONS**

52. The grant comes with terms and conditions that the Council ultimately (assuming a successful procurement exercise) must agree to in order to accept the grant from the Lottery. The council will enter into a contract with the Main Contractor to carry out the construction work. Various other agreements would be set up with suppliers and consultants involved in the 'Delivery Phase' of the project. The planning permission received contains several conditions that would need to be adhered to.

## **AIR QUALITY IMPLICATIONS**

53. There will be no negative Air Quality implications with this project. The building's refurbishment has been designed to reduce its future carbon footprint with technology such as air source heat pump powered heating and other measures to reduce the building's resource requirements.

## **RISK MANAGEMENT**

54. The improvement of the Coach House has been identified as a key part of the park's improvement since 2005. The lack of facilities within the park currently limits the usage and range of activities it can support. It is unlikely that a similar

funding opportunity to improve the building will be forthcoming in the foreseeable future.

55. The grant awarded by the National Lottery Heritage Fund is the result of over 3 years' work by the council and local community groups. If the grant were not to be accepted by the council at this stage, the success of any future bids may be questionable. It would also be very disappointing for the groups and individuals of the local community who have been involved in the fund-raising and bidding process and could generate negative publicity for the council.

56. A range of other project risks have been identified within the project's risk register attached to this report as Appendix 2.

#### **EQUALITY AND DIVERSITY IMPACT**

57. There will be a significant positive effect from the perspective of Equality and Diversity. The project aims to increase the usage of the park by all sectors of the community through physical improvements (e.g. the provision of inclusive toilet facilities) and the provision of activities in and around the refurbished Coach House. There are a number of key Equality and Diversity outcomes required by the Lottery which we will need to report on during and after the project.

#### **COMMENTS OF THE STATUTORY FINANCE OFFICER**

58. As outlined in the report the capital programme includes a budget of £783k for this project.

#### **COMMENTS OF THE MONITORING OFFICER**

59. Clearly this matter has a somewhat long and complicated history. There is no point in reiterating that here. It should be made clear that a procurement exercise for the proposed works has already been carried out. Four bids were received. It is now proposed to commence a new procurement exercise. The evaluation criteria has been updated to give a greater emphasis to social value.

60. Clearly any terms and conditions on the Lottery funding must be adhered to.

61. It goes without saying that we must ensure that all conditions imposed on the relevant planning permission are fully complied with.

#### **BACKGROUND DOCUMENTS**

All the background lottery documents are available through contacting Democratic services

#### **APPENDICES**

Appendix 1. The proposed Tender criteria for taking the project forward  
Appendix 2. The Round 2 National Lottery Heritage Fund Application  
Appendix 3. The Project Cost Breakdowns for Round 1 and Round 2 HLF bids

LT Member's Name: Jennifer Mullin

Report Author:	Telephone:	Date:
Jennifer Mullin (Director of Neighbourhoods & Development)	07779778843	June 2020

**13 TENDER EVALUATION AND AWARD CRITERIA**

- 13.1 You are required to provide a response to this tender by completing all sections of Document 3, (Tender Response Document) and the Schedule of Works (excel spread sheet).
- 13.2 The Council is committed to providing high quality, value for money services and will evaluate each Tender as set out below:

**Checking for Validity & Completeness**

- 13.2.1 Prior to commencing formal evaluation, each Tender will be checked initially to ensure they are fully compliant with all aspects of the ITT and include all documents required in accordance with the Information and Instructions to Tenderers. Failure to comply fully with the Tender Instructions and/or incomplete submissions may result in your submission being excluded.

The Council reserves the right to reject any Tender where the Bidder has failed to return the Tender submission fully completed and signed; however, the Council may request Tenderers whose information or documents appear to be incomplete or erroneous or where specific documents are missing to submit, supplement, clarify or complete the relevant information or documentation within an appropriate time limit, provided that such requests are made in full compliance with the principles of equal treatment and transparency.

The tenders will also be assessed to ascertain whether any alternative products have been put forward in respect of the sand-filled carpet surfacing and boundary fencing/gates and, if so, their suitability:

PASS/FAIL: Compliance with Specification. Acceptability/Suitability of any substitute products put forward in Part 7 of Document 3 (Tender Response Document).

**Detailed Consideration of Tenders**

- 13.2.2 Tenders will be assessed, scored and ranked in order of merit taking account of the following cost & quality criteria and weightings in order to determine the most economically advantageous Tender.

**Cost 60% of Overall Score**

The tenderer with the lowest cost in the Form of Tender / Schedule of Works will be awarded the full 60% cost score. Other bids will be awarded a percentage score pro-rata to this using the following formula:

Total Lowest Bid Cost/ Total Individual Bid Cost x 60 (rounded to two decimal places)

**Quality 40% of Overall Score to include:**

The following criteria will be scored 0-5 marks each with respective weighting, giving a potential maximum total of 40:

No	Criteria	Score	Weighting	Maximum Potential Score
1	Contract Approach & Methodology	0-5	1	5

	<p>A description of the approach to this contract and the methodology to be employed including proposals for mitigating identified risks, protecting the public in the vicinity and safeguarding the surrounding parkland from damage during the works. Also a description of how waste generated from the works will be processed/recycled.</p> <p>Please give details of the key staff who will undertake the project, including their qualifications and relevant experience. Please identify who will lead the project on your behalf, confirming a continuous presence on the project, and who will provide day to day contact for the Council's project manager.</p>			
2	<p><b>Social Value</b></p> <p>Please describe the added social value you will commit to deliver through this contract which will positively impact on the local economy including the total value (£) that will be spent through the Lancashire supply chain and the number of Lancashire people (FTE) employed on the Contract for the duration of the Contract. Please also provide details of any other social value benefits that would arise such as fair working practices, including payment of the real Living Wage, creating jobs, improving skills, increasing local volunteering opportunities or improving environmental conditions.</p> <p>Please include how you will measure and evidence delivery of each of the commitments offered as part of your submission.</p>	0-5	4	20
3	<p><b>Relevant case studies</b></p> <p>Please provide details of 3 case studies of work carried out on historic buildings or projects of similar scale, scope, construction and budget. Case studies must be performed by your organisation within the last five years, specifically demonstrating:</p> <p>Refurbishment, restoration and adaptation of historic buildings utilising both traditional and modern building methods and materials.</p>	0-5	3	15

0	No response
1 Inadequate	<b>Significant indications</b> that the <b>proposal</b> lacks certain requirements in this area to achieve the required standard of service delivery / information totally inadequate
2 Concerns	<b>Some concerns</b> that the <b>proposal</b> may lack certain requirements in this area to achieve the required standard of service delivery
3	Information indicating potential to deliver outcomes with minor concerns

Minor Concerns	
4 Potential	Information indicating potential to deliver outcomes
5 Capable	Comprehensive and strong information indicating <b>proposal</b> capable of delivering outcomes to required standard with added benefits

**If a score of 3 or above is not achieved for each element of the Quality evaluation the tender may not be considered further.**

To enable evaluation of these criteria the tender submissions should include the following:

- **Contract Approach & Methodology**– detailing how the works will be undertaken, the proposed sequence of work, what plant/equipment will be used and how risks will be mitigated, in particular relating to the continued use of the rest of the park by pedestrians during the works, protecting trees around the site to be retained and how waste materials will be processed and recycled. Details of the proposed key staff and Project lead who will be undertaking the project, including their qualifications and relevant experience
- **Social Value Benefits** - Social Value is the additional economic, social and environmental benefits that can be created when the Council purchases from an outside organisation, above and beyond the value of the Services purchased. Delivery of Social Value through procurement activity, in particular, a strong local economy, is a priority for South Ribble Borough Council.

Please describe the added social value you will commit to deliver through this contract which will positively impact on the local economy including the total value (£) that will be spent through the Lancashire supply chain through your delivery of the Contract, and the number of Lancashire people (FTE) employed on the Contract for the duration of the Contract. Additional examples of the types of social value benefits a supplier may offer as part of their bid could include, but are not limited to, fair working practices, including payment of the real Living Wage, creating jobs, improving skills, increasing local volunteering opportunities or improving environmental conditions. Include how you will measure and evidence delivery of each of the commitments offered as part of your submission.

- **3 Case Studies of previous work** - providing a description of the scale and nature of previous works and how this provides the relevant experience for the works to the Coach House to be undertaken. Photos maybe included to demonstrate the nature, scale and quality of finish of the works.
- **Costed Schedule of Works** – the Schedule of Works (appended separately as a spreadsheet) should be submitted with costs inserted. A copy of the schedule of works is also included within Document 2a for information.

Tenderers should ensure that they provide sufficient information to adequately cover the specific points included in the quality evaluation criteria listed above in the relevant section of their Tender Response. Each Method Statement should be addressed separately and should be clearly referenced with the Method Statement number to which it relates if not using the space provided in the tender response document.

If at any time during the evaluation of a Tender, the Council forms the view that any matter requires clarification, it reserves the right to require a Tenderer to provide additional information clarifying their Tender.

The provision of additional clarification information may be obtained by clarification questions issued and responded to through the Chest and/or by clarification meetings with later confirmation in writing.

#### **14 SUITABILITY ASSESSMENT QUESTIONNAIRE OF SHORTLISTED CONTRACTOR**

The Shortlisted Contractor shall be the Bidder who scores overall highest in the above evaluation.

The Council will evaluate the Suitability Assessment Questionnaire of the Shortlisted Contractor on a Pass/Fail basis in order to confirm the Shortlisted Contractors' suitability to undertake the Contract. In assessing the Questionnaire, the Council may request supporting documents from the Shortlisted Contractor in order to verify and confirm the information provided. In particular, the Shortlisted Contractor **will** be required to provide the following information prior to Contract Award:

- Insurance Documentation – Public Liability £5 million, Employers Liability £10 million and Products Liability £5 million (the Client as owner of the building will provide the All Risks Insurance Cover to cover the value of the Works).
- Health & Safety Information – Risk assessment and Method Statements. Risk assessments should include identification of Hazards and include reference to all foreseeable risks and precautions in the context of this contract
- Programme of Works - a construction programme diagram, including proposed start and completion dates and main stages of work based on the provided Schedule of Works. The programme should detail how lead in times for materials, plant and other items will fit into the programme.
- A site security plan which details how members of the public will be prevented from accessing the construction sites both during working hours and at other times until the works are completed (if not included in the Health & Safety Information).
- A plan which details the location of welfare facilities for the contractors (if not included in the Health & Safety Information).
- Proposed Sub-Contracting Bidding Model (if applicable)
- Organisation and any proposed Sub-Contractor(s) Safeguarding Policy or where the shortlisted Contractor/Sub-Contractor(s) do not have a suitable policy in place, written confirmation of compliance with The Council's Policy

The Council reserves the right not to award the contract to the Shortlisted Contractor where the information provided raises any cause for concern, which cannot be explained and/or resolved to The Council's satisfaction. In this event, The Council will then consider the second shortlisted contractor and so on.



## Second Round Application

### Summary

**Name of your organisation**

South Ribble Borough Council

**Project title**

**In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision makers so please ensure that you choose a title that you are happy for a wide range of people to see.**

Restoration and Improvement of Hurst Grange Park Coach House

**Reference number**

HG-18-01967

**Date received**

14/11/2019

**Project summary**

**In no more than 150 words, summarise your project. We will use this text to tell people about your project, including our decision takers.**

The project will regenerate Hurst Grange Coach House, a locally important historic building within Hurst Grange Park, Penwortham, originally built in the 1850s as part of the Hurst Grange estate. The building's front elevation, currently disfigured by a 1960's depot garage, will be restored and the historic fabric repaired. The building's interior, currently closed to public access, will be improved to provide a local heritage and visitor centre interpreting both the built heritage of the former estate and wider area of Penwortham and the natural heritage of the ponds and meadows (designated as a Biological Heritage Site) in the southern half of the park. The building will also provide toilet and café facilities with a wildlife friendly sensory garden and the local community engaged at every stage through a range of volunteering opportunities and an activities and events programme.

**Section one: Your organisation****1a Address of your organisation:**

<b>Address line 1</b>	Civic Centre
<b>Address line 2</b>	West Paddock
<b>Address line 3</b>	Preston
<b>Town / city</b>	Leyland
<b>County</b>	Lancashire
<b>Postcode</b>	PR25 1DH

**1b Is the address of your project the same as the address in 1a?**

No

**Enter the address of your project. Please use the post code look up button to find your address so that the Local Authority and Constituency information is generated in the boxes below.**

<b>Address line 1</b>	Hurst Grange Coach House, Hurst Grange Park, Penwortham
<b>Address line 2</b>	Hill Road
<b>Address line 3</b>	Penwortham
<b>Town / city</b>	PRESTON
<b>County</b>	
<b>Postcode</b>	PR1 9XH

**Local Authority within which the project will take place**

South Ribble

**Constituency within which the project will take place**

South Ribble

**1c Details of main contact person****Name**

Greg Clark

**Position**

Senior Parks Technical Officer

**Is the address of the main contact person the same as the address in 1a?**

No

**Enter the address of the main contact person:**

**Address line 1** South Ribble Borough Council  
**Address line 2** 81 Bison Place  
**Address line 3** Moss Side Industrial Estate  
**Town / city** LEYLAND  
**County**  
**Postcode** PR26 7QR

**Daytime phone number, including area code**

01772 625561

**Alternative phone number**

07966998506

**Email address**

gclark@southribble.gov.uk

**1d Describe your organisation's main purpose and regular activities**

South Ribble Borough Council is a second tier local authority with 50 elected members within the central area of Lancashire. Main services include development control, waste collection, management and maintenance of parks and open spaces, environmental health and council tax/benefits payment administration.

**How many people does your organisation employ?**

250

**1e The legal status of your organisation****Please select one of the following:**

Local authority

**If your organisation is any of the following, please provide the information shown.**

**Company - give registration number**

**Registered Charity in England, Scotland or Wales - give registration number**

**Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number**

**1f Has your organisation undertaken a similar project in size and scope in the last 5 years?**

Yes

**Please provide brief details**

The council has managed a range of complex projects over the last five years. Worden Park in Leyland, a Grade 2 listed park and garden containing a range of listed buildings, has received a range of improvements over the last 5 years including the remodelling and improvement of the main car park and entrance, reconstruction of the vine house within the historic walled garden and other building restoration works including the refurbishment of the historic conservatory within the park's formal gardens. The council has involved the park's Friends Group and other partners in these projects and has spent in the region of £650,000.

**1g Will your project be delivered by a partnership?**

Yes

**Who are your partners? Please provide a named contact from each organisation**

The Friends of Hurst Grange Park - Andrew Allen

**1h Are you VAT registered?**

Yes

**Please provide your VAT number**

155673348

## Section two: The heritage

**In this section, tell us about the heritage your project focuses on and why it is valued.**

### 2a What is the heritage your project focuses on?

Hurst Grange was created as the estate of a Lancashire judge who built the large house and laid out the landscaped parkland in 1850. At this time Penwortham was attracting many wealthy residents preferring to live in rural settings away from the smoke, noise and bustle of the rapidly industrialising town of Preston and led to construction of many genteel high quality residences which continue to contribute to the area's character today.

#### Hurst Grange Coach House

The Coach House was built to the north west of the main residence and housed the estate's coach, stables and accommodation for estate workers. Being located adjacent to the main house and very visible meant the Coach House's front façade had an attractive architectural design to compliment that of the house.

The estate became a public park in 1938 and although the Grange was demolished at this time, the Coach House and Gate Lodge were retained.

Today the Coach House remains largely in its original form on the exterior, albeit in a deteriorated condition, with the once attractive front façade now partly obscured by a 1960s depot garage extension. The interior is little more than a shell, used mainly for storage by the park's Friends Group, with other activities severely restricted by interior conditions/limited facilities.

The Coach House appears on the Penwortham List of important local historic buildings, along with the gate lodge (now privately owned) as a reminder of the former grand estate and early development of Penwortham.

The Coach House is much loved by the local community, demonstrated by the consultation feedback, support for the Friends Group's fund raising efforts including 'Buy a Brick' campaigns, sales of the book 'A History of Hurst Grange Park' and attendance at park events that has raised over £17,000 towards the project.

#### Hurst Grange Park Biological Heritage Site

In addition to the built heritage, the park also includes a valuable example of the area's natural heritage. The park's southern area is designated as a Biological Heritage Site (BHS), the most important non-statutory wildlife sites in Lancashire designated by Lancashire County Council. BHS contain valuable habitats forming an irreplaceable part of our environment and are a major part of the strategy to conserve the biological richness of the county.

The Hurst Grange BHS is specifically for the grassland, which as a result of being maintained as unimproved pasture for many years now supports a wide range of wildflower species. 5 ponds in the BHS area are also mentioned for their wildlife benefit, being managed at 5 different stages of natural succession from open water to almost fully vegetated.

The BHS area of the park is not only an important informal recreational greenspace for the local community but is also the subject of formal studies by students studying ecology at the local university and also informal studies, for example of the site's dragonfly species, by local experts. The site has demonstrated great scope for educational visits by schools currently limited by the lack of on-site facilities.

#### The Heritage of Penwortham

Beyond the park, the township of Penwortham has a rich and varied heritage ranging from the Norman Castle Mott and Benedictine Mediaeval Priory to the 19th century home of John Horrocks, the founder of the textile empire. The project will interpret this heritage within a heritage based visitor centre.

The first historic reference to the parish of Penwortham is a detailed entry in the Domesday Survey of 1086 probably because of the Castle and a Royal Manor. Penwortham includes 13 buildings on the Historic England's List plus 20 buildings on the Penwortham List and 3 Conservation Areas, one of which includes the

township workhouse of 1796. St Mary's church has part of the building dating back to the 14th and 15th centuries and stands on an ancient ecclesiastical site, thought to be formally the bailey to the Castle Mott.

The local community shows great interest in Penwortham's history with guided walks in the past often being oversubscribed and books about Penwortham's historic buildings also proving very popular. There are opportunities to further interpret this local heritage and engage a broader range of people as part of an accessible heritage centre based within the centre of Penwortham.

**2b Is your heritage considered to be at risk?**

Yes

**Please provide information on why your heritage is considered to be at risk and in what way.**

The Coach House's greatest risk is the lack of regular occupation. The internal condition and lack of facilities restricts its use to little more than storage of the Friends Group's tools/equipment for monthly work parties, giving an increased vulnerability to vandalism and fire damage due to its location within the centre of the park.

The majority of the building remains structurally sound with basic maintenance carried out by the council preventing further deterioration and maintaining a weather-proof exterior. The exception is the rear courtyard where parts of the building have lost sections of walls/roofs in the past and now need significant capital investment to secure their repair.

In order to minimise the risk to the building the council has erected temporary fencing around the site although this is an unattractive solution. The Friends Group have assisted by painting the roller shutter doors in an attempt to make the building appear less dilapidated.

**2c Does your project involve work to physical heritage, such as buildings, collections, landscapes or habitats?**

Yes

**Tell us the name of the building(s), collections, landscape or habitat area**

Hurst Grange Coach House

**Does your organisation have the freehold of the building or land, or own outright the heritage items that your project focuses on?**

Yes

**Are there any legal conditions, restrictions or covenants associated with the heritage asset which may affect your project?**

No

**Has a condition survey been undertaken for the heritage asset in the last five years?**

Yes

**Does your organisation have, or are you planning to take out, a mortgage or other loans secured on the building or land, or heritage items?**

No

**Does a project partner have, or are planning to take out, a mortgage or other loans secured on the building or land, or heritage items?**

No

**For landscape projects, please provide an Ordnance Survey grid reference for your landscape.**

**2d Does your project involve the acquisition of a building, land or heritage items?**

No

**Please tick any of the following that apply to your heritage:**

Accredited Museum, Gallery or Archive

Designated or Significant (Scotland) Collection

DCMS funded Museum, Library, Gallery or Archive

World Heritage Site

Grade I or Grade A listed building

Grade II\* or Grade B listed building

Grade II, Grade C or Grade C(S) listed building

Local list

**How many buildings of this type are included in your project?**

1

Scheduled Ancient Monument

Registered historic ship

Conservation Area

Registered Battlefield

Area of Outstanding Natural Beauty (AONB) or National Scenic Area (NSA)

National Park

National Nature Reserve

Ramsar site

Regionally Important Geological and Geomorphological Site (RIGS)

Special Area of Conservation (SAC) or e-SAC

Special Protection Areas (SPA)

Registered Park or Garden

## Section three: Your project

**In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.**

### 3a Describe what your project will do.

The project's proposals are described under the following headings:

- 1) Improvement and restoration of the Coach House building
- 2) Creation of interpretation products
- 3) Interpretation events and activities

In each section there is a breakdown of the proposed work, the methods by which this would be carried out, any associated activities and what outputs will be achieved.

#### 1) Improvement and Restoration of the Coach House Building

Since Round 1 the capital works have undergone detailed design to RIBA Stage 4. These are illustrated in detail on the architect's drawings and include:

- Removal of disfiguring 1960's garage extension and 1990's wall around the front courtyard.
- Restoration of front façade replacing missing stonework, repairing settling elliptical brick arch and cleaning paint from brickwork.
- Repairing/restoring roof, replacing deteriorated timberwork, slates and rainwater goods, reusing suitable original timber/slates. In addition to bat boxes and creation of bat crevices, a bat loft is also to be created in part of building's roof on north east side.
- Repairing/rebuilding lean-to buildings/walls around rear courtyard and repointing brickwork, replacing cement with lime mortar.
- Reinstatement of original window openings by removing blockwork and installing new timber sashes of appropriate style, replacing roller-shutters/ timber panel doors with glazing, installing new bi-folding doors in southern elevation overlooking/accessing park (upgraded from the window suggested at R1) and installation of glazed canopy over rear courtyard.
- Fitting out building interior including dry-lining walls, installing staircase to first floor, new toilet and kitchen facilities, new flooring/decoration throughout and associated new services and drainage.
- Installation of air-source heat pump heating system with eco radiators and two 5kW wood-burning stoves.
- Creation of a sensory garden enclosed by perimeter railings to the building's rear to support wildlife and be Dementia Friendly by design and new hard surfaces and restoration of original cobbled courtyard at front (see doc 57 External Spaces Design drawing).
- Installation of low-level bollard lighting on park's main path to building (see doc 58 Main Drive Lighting drawing).

Proposed method:

- Works have been designed by a conservation architect and a suitably experienced/accredited main contractor is being sought through a competitive tender process with tenders due 25/11/19.
- Works will be subject to planning permission (expected 20/11/19) and overseen by the project manager in consultation with the project steering group and architect. The conservation works will be overseen by the council's Development Control team and their conservation consultant.

Activities associated with the capital works have been planned in detail since Round 1 and can be found in the Action Plan from page 85 of the Activity Plan. These include:

- 'Hard hat days', heritage skills days, conservation in action and managing/maintaining heritage assets training arranged during the Delivery Phase giving volunteers, public, university students and staff opportunities to see ongoing works at close quarters, gain appreciation of traditional techniques and materials and plans being put into practise.
- Training in use of hand tools and planting and pruning workshops will be held as part of the creation of the wildlife and dementia friendly sensory garden allowing greater participation by volunteers and school groups in the creation and maintenance of the new exterior spaces around the building (see doc 57 External

Spaces Design drawing and doc 61 Consultation Report).

- Wildlife walks with a local bat expert and bat detector to engage the Friends, other volunteers and public in the ecology and conservation of local bat populations.

#### Proposed Outputs

- The capital works will deliver a refurbished building with historic fabric/exterior appearance restored and interior repaired/improved to allow building to be brought into regular public use.
- The creation of a new sensory garden to be wildlife and dementia friendly based on the designs of a local school with raised beds for use by Friends and volunteer groups.
- Works will provide two flexible use rooms on the ground floor of 58sq.m. and 25sq.m. with kitchen area and 3 toilet cubicles (2 standard and 1 fitted out as both accessible and family cubicle) accessed from a central lobby of 24sq.m. extended into rear courtyard with an additional 12sq.m. 4 secure storage spaces will be provided in rear lean-to buildings with a glazed canopy projecting over rear courtyard providing sheltered outdoor space. A first floor area of 58sq.m. will be created on building's south side accessed by a staircase from the central lobby and a store 33sq.m. on building's northern side accessed by fold-away loft ladder.
- The refurbished building will have facilities to support a number of visitor services including visitor/heritage centre, display and exhibition space and small café/catering outlet. The larger rooms are designed to allow flexible use, e.g. tables of a café can be folded away to allow other events/activities and would be available for hire by community groups and public to help support events/activities taking place within the parkland. The covered rear courtyard will provide additional sheltered space for year-round activities.
- First floor space on southern side of building lends itself to space for a small social enterprise or similar, with the option to link with the café/catering function operator.

#### 2) Creation of Interpretation Materials

Works will include:

- Manufacture of interpretative panels for the refurbished Coach House's interior providing information about the history of the Hurst Grange Estate, its buildings, owners and staff and life on the estate through the decades (see interpretation proposals document).
- Creation of information panels and interactive displays interpreting park's landscape, wildlife and habitats and how estate's landscape has evolved and been worked over time, with display changes to coincide with seasons.
- Creation of webpages providing remote access to interpretative information presented within building allowing remote access to audiences who are not regular visitors and additional information to visitors by QR codes displayed on panels.
- Creation of virtual 'fly through' of Coach House illustrating how the building and surrounding area would have appeared when in its original use, stabling horses and providing storage of estate's coach and staff accommodation.

Proposed Method:

- An initial set of interpretation panels have been designed in the Development Phase (see doc 08 Interpretation Plan) and will be manufactured for internal display within the building. Panels will be complete with QR codes to link to additional information on webpages.
- Seasonal interactive displays will be produced both inside and outside the building in partnership with local environmental groups such as Pencon, Diggy Sticks and Lets Grow Preston.
- Suitable IT consultants will be engaged to assist with creation of digital media (webpages and building fly-through) with a link with School of Physical Sciences and Computing at University of Central Lancashire if possible.
- Natural heritage interpretation boards within the park complete with QR codes to link to additional information on web pages.

Proposed outputs:

- Design and production of traditional and digital information to interpret built heritage of Coach House, main house and estate and wider Penwortham area plus interactive (i.e. 'hands-on' displays) interpretation of natural heritage of former estate/current parkland.

### 3) Events and Activities

The project's activities are detailed in the Action Plan (doc 01) from page 84 of the Activity Plan and include:

- Community Archaeology event has been included in the project since R1 and will focus on searching for remains of the estate's lost buildings including the main house and walled garden
- Guided walks by local historians/volunteers from Coach House around Hurst Grange Park and wider area of Penwortham, taking in key historic buildings, or sites where notable buildings were once located.
- Talks/presentations within and walks from the Coach House by local experts, both amateurs and professionals, looking at the built and natural heritage of the area, either generally or on specific themes e.g. bats.
- Heritage demonstration days within park including heavy horse demonstrations carrying out work to land showing methods used prior to mechanisation
- Visit days for local schools including pond dipping, mini-beast hunts and other educational activities within park supported by facilities of Coach House
- Use of Coach House as community hub providing space for hire by local community for events/activities, such as craft/farmer's markets, meetings and as a base for annual events programme of Friends Group

#### Proposed Method:

- Coach House will be managed as a visitor/heritage centre and community hub with caretaking carried out by the council with assistance of local volunteers and tenants of building (e.g. café operators/social enterprise occupants).
- Programme of events/activities will be managed by existing borough council staff with input from the Friends Group around their events and other groups/organisations who wish to hold events/activities.

#### Proposed Outputs

The detail of the proposed outputs of the Action Plan can be found on page 84 of the Activity Plan. In summary the project will:

- Give rise to annual events/activity programme centred around Coach House and its facilities with ability to attract a greater range of audiences to engage both directly and indirectly with heritage of Coach House/wider area. Visitors may be attracted to the building for a heritage talk or heritage centred event whilst other visitors, who may not traditionally choose to visit a heritage attraction may visit for a craft market and, whilst on site, be engaged by volunteers in discussion about the site's history and guided through the interpretation displays.
- Provide both physical and organisational infrastructure, currently lacking on site, for community-led activities to be arranged in and around Coach House allowing building to principally be a community building.

### **3b Explain what need and opportunity your project will address.**

#### Management of the Heritage

- Current building condition restricts public access to only a few Friends Group events - mainly tool storage and monthly work party meetings within park.
- Lack of regular presence in/around building means maintenance issues are picked up less frequently e.g. following Friends Group meeting or site inspection rather than on a daily basis.
- Project provides opportunities to increase building's usage and provide regular presence throughout year.
- Building's improved condition following restoration will raise quality and visual amenity of park's centre providing a clearly visible improvement in built heritage's management.
- Improved weather-proofing/heating will protect building's interior fabric and allow building to support much wider range of uses/activities
- Provision of a bat loft will help conserve and increase the local bat populations.
- Moderate income possible from room hire and events contributing to future running and maintenance costs and ensuring future financial sustainability.

## Engagement of People with the Heritage

The project's Activity Plan provides an Action Plan on page 84 detailing activities and events proposed to allow more people to engage with the local heritage.

- Events held within Hurst Grange Park are generally well attended and many people show an interest in history and future of Coach House and wider park.
- Building being closed to public access makes it difficult for existing audiences to engage with site's heritage and consultation has shown lack of visitor facilities limits visit duration greatly, especially in winter months, and prevents site being used by local schools for educational visits (see doc 61 Consultation Report).
- Building's current condition, with unattractive modern garage extension, temporary fencing around perimeter and overgrown planting hides building from park making engaging new audiences difficult, as many assume building is private depot.
- Project provides opportunities to engage existing/new audiences by creation of heritage/community hub within restored building.
- New facilities within building will allow visitors to remain on site longer and visits by local schools
- Improvement of building, including removal of depot extension, will make it much more visible/inviting to visitors.
- Area of Penwortham around Hurst Grange Park currently lacking local heritage/community hub following closure of buildings such as St Mary's Church Hall, now demolished.
- Project will provide community hub set within greenspace of park and provide opportunities for local heritage study and to better interpret built heritage of former Hurst Grange estate, wider Penwortham area and local natural heritage in a coordinated way linking existing local history books and heritage trails with interpretation exhibitions and information in/around Coach House.
- Digital outputs will allow project to remotely reach new audiences who are currently non-users of park and generally would not engage with heritage.

## Project links to Local Strategies and Wider Initiatives

- Council's Hurst Grange Park Management Plan sets out management/maintenance aims over a 5 year period and restoration/development of Coach House has been a key aim over last decade to save the building and improve facilities and interpretation for existing and new audiences.
- The Service Plan for council's Neighbourhood Services Department lists project as a priority to meet corporate objectives.
- Community Strategy, currently being assembled by South Ribble Partnership, to inform development of services/activities of a wide range of partners in the Borough over next 5 years has pointed to a lack of infrastructure for voluntary and community organisations of which projects such as the Coach House would be key in providing suitable spaces.
- A number of council's partners are moving away from centralised services towards locality working, especially in areas of health and wellbeing and are investigating the availability of community hubs within communities, such as the Coach House, to provide a base for their services.

### **3c Why is it essential for the project to go ahead now?**

The Coach House building remains at risk, largely empty and used for little more than storage. Whilst efforts are ongoing to prevent the current condition deteriorating further and it is secured as far as possible, break-ins and damage have occurred in the past and the main concern is the Coach House's vulnerability to destruction by fire due to a lack of regular presence and its empty/derelict appearance. Recent heavy rain has highlighted new leaks in the southern half of the building and rain water now runs under the doors of the modern garage causing ponding reducing the space available for storage and affecting access to the building's toilet.

The maternity bat roost found in previous surveys has now gone, potentially as the building is becoming increasingly unsuitable due to its condition. The project therefore now includes a bat loft to reintroduce suitable habitat to support local bat populations.

Match funding is available - the Friends Group have been working in partnership with the council for over 10 years to promote the park and Coach House increasing public support and to date have raised over £17,000.

Works funded by the 2017 Resilient Heritage grant and Development Phase continues to build the momentum

of public support for the project as the community, many of whom have already contributed through the Friends' 'buy a brick' campaign and by purchasing the 'History of Hurst Grange Park' book, see the planning stages progressing and are keen for physical works to begin.

The council has set aside capital match funding and allocated revenue funds and officer time for Delivery Phase works and activities. Whilst the council remains committed to the refurbishment of the building, capital funds may not be available for a long period of time if a main grant is not obtained.

Recent closure of local facilities e.g. the church hall has seen a number of groups find venues elsewhere. Some have diminished as a result of not meeting locally but could be restored with a new community hub created at the Coach House back within the centre of Penwortham. However, as time passes more groups may diminish further not being locally based which was one of their main strengths, especially those which attracted older members or those without access to transport.

### **3d Why do you need Lottery funding?**

Lottery funding is essential for the project to proceed - without it, the building is very unlikely to be restored and brought into public use.

Whilst the council is able to provide a contribution to the refurbishment cost and contribute staff and revenue funds for maintenance and future activities, the number of financial demands on the authority in this time of austerity means it cannot provide all the capital funding required for the project.

The Friends Group continue working hard promoting the project and fundraising with over £17,000 raised. However, it is not possible to raise the funds needed for the works by these means within a reasonable timeframe.

Other grant funders have been investigated, however, most will not fund capital improvements to buildings and the maximum amounts available do not meet the project cost, even with multiple funders in addition to the council and Friends Group's contributions.

Phasing the works has been investigated, however, the total cost is prohibitively higher and the presence of supporting posts on the building's south side requires both floor and roof works to be done together giving a first phase cost still beyond funds available from the project partnership and other funders.

A fall-back scheme has been considered, converting the garage extension into a tea room and carrying out only minimal works to prolong the life of the remainder of the building. However, not only does this fail to provide the majority of the outcomes of the full scheme but still has a cost estimated at over £260,000.

### **3e What work and/or consultation have you undertaken to prepare for this project and why?**

In 2016 a Resilient Heritage grant was used to pay for an options appraisal to establish appropriate and sustainable future uses for the building, consultation on future uses of the Coach House and a marketing/publicity strategy for the project.

The options appraisal considered 10 options in all, including 8 options ranging from 'do nothing', through various options of a mix of community uses and facilities (a small café for example) to full restoration and refurbishment. Conversion for solely residential and commercial use was also considered but rejected due to the location and lack of public support.

The project progressed the option that addressed the most problems and opportunities including restoring, conserving and improving this historic building and allowing public access, providing flexible use spaces allowing local heritage interpretation, a kitchen for a small café/tea room to operate, community groups to hold activities and local school groups to visit the park and providing public toilet facilities to serve the building and wider park allowing more visits to the park throughout the year with greater dwell times.

The work of Resilient Heritage grant has been continued and built upon since R1 with Community First Partnership being engaged following a competitive tender process to draft an Activity Plan with the Council, Friends Group and other key stakeholders.

The creation of the Activity Plan involved a range of consultation and survey activities which are detailed on page 38 of the Activity Plan and include a visitor and non-visitor survey, education survey, volunteer survey, activity planning workshop, stakeholder consultation and focus groups with key target audiences. A visitor observation survey was also carried out to estimate the annual number of visitors the park receives and record other key demographics including gender, age range and activities observed. Finally 2 open days were held at the Coach House following the various consultation sessions as a consensus check prior to plans being finalised for the Round 2 submission.

**3f How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?**

Following receipt of the Resilient Heritage grant in 2016 the National Lottery branding is already featured on by the main entrance door to the Coach House and on promotional and informational literature produced by the Friends Group. This has been extended to all the literature produced during the Delivery Phase and will continue to all new literature including digital media such as new web pages produced by the Friends, Council and other project partners.

The existing sign on the front of the coach house would be replaced by permanent signage within the refurbished building to mark the funding received.

The National Lottery has also been acknowledged during coverage by the local media and through the regular press releases and social media channels during the Delivery Phase and this would continue throughout and beyond the Delivery Phase by the Friends Group, Council and other project stakeholders.

## Section four: Project outcomes

**In this section, tell us about the difference that your project will make for heritage, people and communities.**

### 4a What difference will your project make for heritage?

The Coach House will be better managed

- Refurbishment will allow regular public use of the building rather than predominantly just a store as at present.
- A regularly open, publicly accessible building will receive more management/maintenance input by council than current storage facility.
- Building will be managed by borough council with assistance from team of volunteers from Friends Group who will help provide staff presence during regular opening times.
- Future management/maintenance will be governed by/evaluated against implementation of new Management and Maintenance Plan and success will also be measured by feedback of Green Flag judges.
- Project will provide opportunity for small café to be established whose operator would occupy building providing a further regular presence. Opportunities for room hire and other community activities will generate modest income contributing to on-going running costs of refurbished building which will be recorded as a measure of success.

The Coach House will be in much better condition

- Project will restore historic fabric of Coach House including repointing walls, roof repairs, reinstating blocked up windows and improving interior, currently little more than a shell in most rooms.
- Removal of 1960's depot extension will restore currently disfigured, but once attractive, front elevation and front courtyard's cobbled surface will be restored.
- Installation of efficient heating/suitable ventilation will protect building's interior and all work will be overseen by conservation specialists.
- Annual building inspections will record condition of building. The success of the project being determined by comparisons with original condition survey plus feedback from visitors in user surveys.

The Heritage of Hurst Grange Park and Penwortham will be better interpreted and explained

- Interpretation displays/activities and webpages will be created allowing visitors to learn more about heritage of Coach House, former estate and parkland and Penwortham area.
- Information provided will be high quality, easy to use, and appropriate for visitors' needs and interests. In addition staff and volunteers will be on hand within the building to answer questions and lead guided walks as part of a programme of events.
- Surveys will show visitors' experience and understanding of both built and natural heritage of local area has improved.

The Heritage of Hurst Grange will be identified and recorded

- Existing layout/construction of Coach House building has been surveyed/recorded in process of drawing up architects drawings. Surveying/recording process will continue throughout project ensuring any interesting features currently hidden are recorded and protected.
- Creation of 3D computer modelled 'fly-throughs' will allow digital restoration of the building's exterior/interior back to its original uses as stabling and storage of the estate's coach and how it appeared in 1850s.
- Community archaeology activities included since R1 will search for any remains of the estate's main house and walled garden and record findings.
- Visitor surveys will show that local people recognise importance of heritage of Coach House and wider area.

Biodiversity/ natural environment will be enhanced through improved nature conservation

- Installation of a bat loft in roof designed to conserve/increase local bat populations.
- Wildlife garden designed by local school and Friends Group will enhance park's biodiversity along with bat/bird boxes provided on surrounding trees.
- Delivery of specific nature and conservation activities to raise awareness include wildlife walks, Big Garden Bird Watch/ Big Butterfly Count / BioBlitz events, animal box making and walks

- Diggy Sticks activities (similar to forest schools) provide access to natural environment/habitats.
- Pencon/ Friends Group will produce/monitor wildlife boards/blogs with species numbers/types recorded.

#### **4b What difference will your project make for people?**

People will have developed new skills

- Key part of project will increase/develop existing volunteers, providing opportunities to develop skills alongside other staff/partner organisations to assist in future care, management and interpretation of Coach House and wider area.
- Achieved through a range of formal and informal activities including 'hard hat days' when groups will have opportunities to see restoration works in action and through demonstrations by local craftsman providing an appreciation of skills/crafts including traditional building techniques/materials.
- Training sessions/workshops to be arranged providing volunteers with skills to build confidence to lead guided history walks and provide information to heritage centre visitors.
- Links with University of Central Lancashire provides opportunities to engage architectural conservation students providing local example of building conservation/adaptation in action that can be studied as part of the set learning programme.
- Success of project will be gauged by surveys of volunteers, visitors and others to assess specific skills they have attained as part of project.

People will have learnt about local heritage

- Project will provide opportunities for learning about local built/natural heritage by attending organised activities throughout and after project or assisting with creation of interpretation displays.
- Following Coach House's refurbishment, people will be able to experience heritage first hand with additional benefit of interpretation displays/information and guided history walks providing further information.
- Provision of visitor facilities will allow wider audience to be engaged including visits from local schools.
- Production of online heritage interpretation through new webpages will make content remotely available allowing information to be accessed anywhere at any time catering for people wishing to learn about local heritage without attending more formal activities.
- Interpretation of park's natural heritage digitally will provide opportunities for species guides that are easily updated throughout seasons of the year.
- Surveys will assess what volunteers/visitors have learnt about heritage following their visit and how they are putting this new/enhanced knowledge to use.

People will have had an enjoyable experience

- Friends of Hurst Grange have for many years worked to fundraise/organise events for the benefit of the Coach House. Involvement in building's restoration would be especially gratifying for members who have volunteered so much time to bring about building's improvement, seeing plans become reality.
- Refurbished building would enhance visitor experience for current audiences and encourage visits from new audiences with visitor facilities allowing longer dwell times and new activities/events to be held throughout the year.
- Volunteer/visitor surveys will establish how enjoyable people's experience has been taking part in project activities or visiting the Coach House.

People will have volunteered time

- As project partners, the Friends Group has already volunteered considerable time to this cause in addition to their work helping to manage/maintain parkland.
- The Houlton family, living descendants of William Adam Houlton, who built Hurst Grange have agreed to be patrons of the Coach House project.
- Opportunities for volunteering will continue and increase with planting of gardens around refurbished building, opportunities for staffing visitor/heritage centre and to lead guided walks/provide information to visitors in/around Coach House.
- Additional volunteering opportunities have been designed to be rewarding experience for those giving their time.
- Hours volunteered will be recorded and volunteer surveys will establish what personal benefits volunteers have experienced through giving their time.

### People will have greater wellbeing

- Provision of visitor facilities will allow wider audience to be engaged, especially young people, families, school children, people with disabilities and socially isolated individuals.
- Project includes specific health & wellbeing activities to improve physical health and mental wellbeing of local community, aimed at wide range of audiences.
- Increased volunteering opportunities aim to reduce potential for loneliness and isolation in local community
- New wildlife friendly sensory garden area is also 'dementia friendly' by design.

### **4c What difference will your project make for communities?**

#### Negative environmental impacts will be reduced

- Project will ensure refurbishment works and renovated building are environmentally sustainable with waste material reduced, reused and recycled as far as possible and new materials sourced locally with consideration given to environmental credentials.
- Resources used will be recorded for reporting at a later stage.
- The refurbished building will be designed to minimise its carbon footprint, operating with minimal energy requirements that are recorded to demonstrate success of the building's services design:
  - heating system will comprise eco radiators heated by air-source heat pump removing need for electric, gas or oil heating
  - Existing wood burning stove will be supplemented with second stove providing additional heating fired by timber sustainably harvested from park
  - Building's roof will be insulated to retain heat reducing amount of heating needed
  - Toilets will have dual flush and aerated taps will reduce water consumption
  - Rainwater harvesting tank will be installed to reduce reliance on mains water for irrigating new planting around Coach House. Proposed to recycle the existing 27,000 litre cess pool tank for this purpose
  - Internal and external lighting will be by LED systems minimising power usage
- New bollard lighting through park to building will be low level and switched off when not needed.

#### More and a wider range of people will have engaged with heritage

- Improving and opening of the Coach House to the public will allow existing/new audiences to engage with site's heritage, either directly by visiting Coach House to learn about site's history from heritage exhibitions, guided walks or other events, or indirectly by visiting park and using building's facilities where they would come into contact with interpretation information and other activities.
- The latter of above offers opportunities to engage visitors who hadn't intended to visit site on the basis of its heritage or who would not generally visit heritage-based destinations, but still have an interest in building/local area's history.
- Provision of indoor space/visitor facilities are key in attracting educational visits to engage with site's built/natural heritage.
- Project is designed to ensure building/wider site becomes more accessible to all potential audiences including people from wider range of ages, ethnicities and social backgrounds with more access and facilities for disabled people and more opportunities for people who have never previously engaged with local heritage.
- Engagement will be assessed through user/non-user surveys throughout the project.

#### Penwortham will be a better place to live, work or visit

- Improvement of building and benefits this brings will contribute to Penwortham becoming a better place to live, work and visit.
- Project will not only restore Coach House, currently viewed as an eyesore, but provision of visitor facilities/activities will improve experience for residents and people from further afield visiting park.
- Provision of new facilities/community space will further strengthen role of park in local community.
- Surveys of visitors, local residents and businesses will tell us the project has brought about a greater sense of pride in local area and show development of community hub has contributed to an increase in community cohesion and inclusivity.

#### Penwortham's local economy will be boosted

- Project will improve Park as a local visitor destination and increased visitor numbers will have potential to increase footfall in nearby Liverpool Road shopping area.
- Providing space within refurbished Coach House for small café/tea room will also make a modest contribution to local economy along with craft/farmers markets hosted on site.
- Events/activities will also engage locally based suppliers/trades for materials/services to boost local economy.
- Economic information will be analysed before and after project to assess benefits it has brought to the local area.

The Friends Group and park will be more resilient

- Increased volunteer numbers/activities with enhanced facilities will strengthen future sustainability of Coach House/park and will enable the site's management and Friends Group to be more resilient.

#### **4d What are the main groups of people that will benefit from your project?**

**This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.**

**If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.**

**If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.**

- ✓ If you are based outside Northern Ireland and your project will benefit a wide range of people and not any particular group, mark this box only

#### **4e Does your project involve heritage that attracts visitors?**

Yes

#### **How many visitors did you receive in the last financial year?**

250

#### **How many visitors a year do you expect on completion of your project?**

8100

#### **4f How many people will be trained as part of your project, if applicable?**

172

#### **4g How many volunteers do you expect will contribute personally to your project?**

60.

#### **4h How many full-time equivalent posts will you create to deliver your project?**

## Section five: Project management

In this section, tell us how you will deliver your project.

Questions 5a-5d are not applicable in the delivery phase.

### 5e Who are the main people responsible for the work during the delivery-phase of your project?

SRBC's Senior Park Technical Officer Greg Clark will be Project Manager and has 17 years experience of project managing restoration/re-use of historic buildings and landscapes. Whilst he is undertaking the role of project manager for the project his existing work is being covered by a combination of internal and external resources. The project team will include:

- Jo Beaman, SRBC Neighbourhood Officer, who has 24 years' experience delivering guided walks, talks, school visits and interpretation to local communities will lead on natural heritage elements including habitat/species surveys and wildlife interpretation.
- Lee Nickson, SRBC's Programme Manager, has 17 years' civil engineering/project management experience and will oversee civil engineering elements, especially design of external surfacing/lighting and assisting with procurement.
- Jason Ascroft, SRBC's Facilities Officer who has 14 years' facilities management and maintenance experience. Current role includes managing the council's portfolio of buildings and the associated maintenance.
- Sue Simpson has 19 years' experience in community safety and engagement. Sue's current roll includes arranging and managing community engagement activities and meetings.
- Howard Anthony, South Ribble Partnership Manager, whose role coordinating SRBC's partnership with businesses and community organisations will be key to strengthening links with businesses and community groups around the design of the proposed heritage/community hub.

Other key staff members will join the core project team as required including representatives from:

- Development Control
- Financial & Assurance Services
- Legal Services
- Community Involvement Team

The project team will also include representatives from the Friends of Hurst Grange Park Coach House Restoration committee as a result of their knowledge and experience. The committee is made up of the trustees of the Friends Groups' Coach House Restoration Project Charity including John Fazakerley (Chair), Audrey Toft (Treasurer), David Slater (Secretary), Peter Wilkinson (also a Preston Historical Society member) and Andrew Allen (also a Friends of Bank Hall member).

The team intend to continue working with the external consultants including Community First Partnership who worked with us to create the Activity Plan, Ian Brew QS Consultancy and Walmsley Service Engineers who have designed the M&E systems. IWA, North West based conservation architects who have produced the drawings and maintenance information to date, are closing the practise before Christmas and so architectural consultancy will be procured for construction phase supervision.

The project team meets monthly with quarterly reports to the Project Board, made up of the members of the council's Extended Leadership Team and key Elected Members, via the SRO, Neil Anderson, Assistant Director of Projects and Development.

**5f Complete a summary timetable for the delivery phase of your project. Use the 'Add activity' button to enter additional rows.**

**Delivery activities**

<b>Activity</b>	<b>Start month</b>	<b>Start year</b>	<b>End month</b>	<b>End year</b>	<b>Who will lead this activity</b>
Provide NLHF Permission to Start Information	March	2020	April	2020	Project Manager
Award building contract to preferred contractor	April	2020	April	2020	Project Manager
Review any planning conditions	April	2020	April	2020	Project Manager
Construction works to building	April	2020	October	2020	Project Manager
Deliver Activity Plan	July	2020	December	2021	Project Manager
Procure interpretation materials	July	2020	October	2020	Project Manager
Building works practical completion	November	2020	November	2020	Project Manager
Construction works to exterior spaces	October	2020	November	2020	Project Manager
Exterior Spaces practical completion	December	2020	December	2020	Project Manager
Project evaluation	May	2020	December	2021	Project Manager

**5g Tell us about the risks to the delivery-phase of your project and how they will be managed. Use the 'Add risk' button to enter additional rows.**

<b>Delivery risks</b>				
<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Who will lead this</b>
Design alteration requests by Members	Medium	High	Design freeze introduced at end of detailed design stage. Cost/programme consequences would be advised	Senior Responsible Officer
Poor performance of main contractor	Low	High	Robust tender process in place ensuring experienced/high quality contractor. Contract documents include detailed specification and tenders (due 25th November 2019) will be assessed on both price and quality	Project Manager
Bids to other funders unsuccessful	Medium	Medium	Funders only accept bids following a S2 pass so a negative outcome remains a risk. As the costs involved are relatively low, the council will increase match funding to underwrite the bid as required	Project Manager
Loss of external consultancy	Medium	Medium	Detailed design complete with only construction phase supervision required. Architectural consultants closing shortly therefore replacement consultancy will be sought. Earlier start on site able due to bat maternity roost no longer being present reducing risk by works completion next year	Project Manager
Slippage of construction programme delaying practical completion	Medium	Low	26 week programme suggested for building works (excluding external spaces) but contractors invited to submit own programme with tender. Programme to include contingency. External works can proceed even with internal works ongoing due to overrun	Project Manager / Main Contractor
Insufficient/ poor quality tenders returned for construction works	Low	Medium	Tenders invited well in advance of proposed start on site (for return November 25th 2019). Tender opportunity advertised on both the Chest (NW procurement portal) and Contracts Finder to reach wide range of bidders. Time to retender in worst case scenario if insufficient quality bids received.	Project Manager
Tenders received significantly over budget	Low	Medium	Delivery phase budget updated during development phase with additional contingency/provisional sums included to cover unforeseen issues	Project Manager/ QS
Failure to discharge planning conditions	Low	Medium	Close management of construction works including regular progress meetings to ensure compliance	Project Manager/Main Contractor
Failure to comply with Building Regulations	Low	Medium	Plans have received conditional Building Regulations approval and provision of additional details plus monitoring on site by Building Control/project team will ensure compliance	Project Manager
Changes to legislation/Building Regulations	Low	Medium	Designs meet all current/upcoming regulations. Existing septic tank (to be non-compliant from January 2020) being decommissioned as part of works and replaced with new sewage treatment package	Project Manager
Building fabric found to be in poorer condition than expected	Low	Medium	Condition surveys recently updated. Very little hidden fabric within building. Contingencies/provisional sums included in budget	Project Manager

Risk	Likelihood	Impact	Mitigation	Who will lead this
Loss of key staff from project team	Low	Medium	Sufficient resources allocated to continue project. E.g. Estates Officer has departed and replaced on team by Facilities Officer.	Project Manager
Lack of volunteers to staff Coach House	Low	Medium	Interest already shown by potential volunteers in getting involved staffing refurbished building. Further publicity in Delivery Phase	Project Manager
Vandalism to building	Medium	Low	All Risk insurance to cover value of onsite works in construction phase. Building maintenance thereafter to repair any damage	Project Manager/Facilities Officer
Failure to find suitable cafe operator	Low	Low	Talks ongoing with local social enterprises. Feedback suggests popularity of site makes cafe function attractive. Council to consider setting up social enterprise to run cafe if required. Kitchen allows self-catering in meantime if needed	Project Manager
Planting in external spaces fails/vandalised/stolen	Low	Low	Design & planting of landscaping heavily community led to provide sense of ownership. Protective railings around sensory garden to help reduce incidences of damage/theft when building closed	Project Manager

**5h When do you expect the delivery phase of your project to start and finish?**

**Project start date**

**Month** April | **Year** 2020

**Project finish date**

**Month** December | **Year** 2021

**5i Are there any fixed deadlines or key milestones that will restrict your project's timetable?**

No

**Section six: After the project ends**

In this section, tell us about what will happen once your project has been completed.

**6a How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?**

Once refurbished, the Coach House will be managed/maintained within the council's existing portfolio of public buildings. Project outcomes will be sustained by the following steps:

- Council, Friends Group and other partners working together to provide regular opening times for public access to building
- Maintenance inspections of building carried out at regular intervals by council's Facilities Management Team with works completed according to requirements of Management and Maintenance Plan
- Ensuring only contractors experienced in historic building maintenance are employed to carry out repairs to building's original fabric.
- Annual programme of events/activities within park contributed to, publicised and managed by council, Friends and other partners throughout year
- On-going user/non-user surveys carried out by council's Neighbourhoods and Community Involvement Departments as part of park's Management Plan to guide future management of Coach House and its facilities
- Promotion of Coach House and wider park by council, Friends and other partners to continue to engage as many audiences as possible
- Hosting educational visits by schools using building facilities and park as outdoor classroom, either independently or with activities organised by Neighbourhood Officers
- Generation of a modest rental income from room hire fees to contribute to management/maintenance costs (funded by council from existing property maintenance budget) contributing to future financial sustainability of building.

**6b Tell us about the main risks facing the project after it has been completed and how they will be managed. Use the 'Add Item' button to enter additional rows.**

<b>After project risks</b>				
<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>	<b>Risk Owner</b>
Lack of interest from public	Low	High	Development phase confirmed public interest/demand for project which continues to increase and will be maintained through ongoing engagement/promotion	Project Manager/Parks Team
Lack of interest from volunteers	Low	High	Current level of interest increasing through Friends Group. Further volunteers to be attracted through Delivery Phase	Friends Group
Change in parkland use limiting access/use	Low	High	Park is designated public open space and therefore the park and public access are protected	Parks/Legal Team
Change in council priorities reducing support	Low	High	Project is based on health/wellbeing, environmental sustainability, biodiversity and inclusivity which are likely to be long-term priorities	Parks Team
Management/maintenance costs exceed estimates	Low	Medium	MMP costs include contingency. Costs met from facilities management budget with room hire contributing to costs	Facilities Officer
Damage/vandalism to building	Low	Medium	External fittings to be robust by design. Building to be maintained to a high standard with repairs carried out quickly	Project Manager/Facilities Officer
Failure of green energy technology	Low	Medium	Heat pump to be of suitable specification and installed/serviced as per manufacturer's instructions	Project Manager/Facilities Officer
Failure of bollard lighting through park reducing winter evening access	Low	Medium	Lighting to be robust/low maintenance by design and maintained with council's existing amenity lighting	Project Manager/Parks Team
Failure to maintain sensory garden area	Low	Medium	Garden to be maintained by volunteers/social enterprise with council support as required	Parks Team
Failure to sufficiently manage/clean building	Low	Medium	Building to be maintained by partnership between council, friends and social enterprise. Council to manage/clean building as required when support is unavailable	Parks Team
Failure/unavailability of online media	Low	Low	Council to maintain online content as required to ensure availability/accessibility	Parks Team
Low levels of room hire	Low	Low	Interest already expressed from a number of groups. Promotion to continue through Delivery Phase.	Project Manager/Parks Team
Unreliable/ Failure of cafe operator	Low	Low	Robust procedure ensuring catering partner chosen is suitable for proposed café and delivers services required. Option for council to create social enterprise directly if required in future	Parks Team

**6c How will you evaluate the success of your project from the beginning and share the learning?**

Working alongside CFP, we collected the baseline and set target data against each of the Heritage Grant outcomes for the project which will assist us with ongoing project monitoring. During the development phase we constructed an evaluation framework that sets out the methods and measures that we will use to measure our success. The measures and baseline data are detailed in the Monitoring & Evaluation Framework - section 9 of the Monitoring and Evaluation Plan. A project toolkit has also been developed for staff and volunteers to use throughout the delivery phase to ensure ongoing and consistent data collection and allows information with regard to of visitor numbers, volunteering and participant data to be captured.

During the development phase we ran an online visitor survey in order to establish baseline data and a visitor observation study with volunteers to establish an accurate profile of the parks visitors. We estimate of the 132,331 visitors who use Hurst Grange Park annually, only 250 currently use the Coach House. We also learnt that only 27.2% of the parks visitors understand the heritage value of the Coach House and parkland.

Project monitoring and data collection will be led by the Council's Parks Team with the current Project Manager in conjunction with the Council's Neighbourhoods Team and the Friends of Hurst Grange Park during the delivery phase of the project. The success of this project will be closely monitored by set standards e.g. visitor satisfaction surveys, post-training and event surveys, enhanced volunteering, excellent maintenance regimes and community engagement.

By December 2021 we hope to achieve the following key targets; 150,000 annual visits per year to the park and 8,100 to the Coach House, increase peoples understanding of the sites heritage to 60%, increase the number of volunteers from 27 to 60 and the hours to 1000 by the end of the project, deliver 23 heritage events and retain an excellent Green Flag Award score of 80+.

In our delivery phase we intend to commission CFP to act as our independent external evaluation consultants and work with our staff, third sector partners and volunteers to ensure that we gather the right data at the right time.

CFP will produce the final report as well as providing an evaluation support service during the delivery phase. The experience and learning from the evaluation of the project will be compiled in an illustrated record that will be submitted to the National Lottery Heritage Fund and shared with key stakeholders, volunteers, elected members, funding bodies and external parties and made available to allow for sharing of best practice with similar organisations.

**Section seven: Project costs**

**In this section, tell us how much it will cost to deliver your project.**

**There is a limit of 20 words per 'description' section when completing the cost tables. A more detailed explanation and breakdown of your costs should be provided as part of your supporting documentation. Please see Section nine: Supporting documents within the programme application guidance for further information.**

**Questions 7a-7c are not applicable in the delivery phase.**

**7d Delivery-phase capital costs**

Cost Heading	Description	Cost	VAT	Total
Purchase price of items or property				0
Repair and conservation work	Restoration & Conservation Works to Coach House	480,290	0	480,290
New building work	Rear Courtyard Glazed Canopy	25,500	0	25,500
Other capital work	New landscaping, surfacing, lighting & services	128,565	0	128,565
Digital outputs	3D building 'Fly throughs' hard/software & web pages	1,500	0	1,500
Equipment and materials (capital)				0
Other costs (capital)	Manufacture of interpretation materials	5,000	0	5,000
Professional fees relating to any of the above (capital)	Ecologist & Architectural supervision	33,500	0	33,500
Total		674,355	0	674,355

## Section seven: Project costs

### 7e Delivery-phase activity costs

Cost Heading	Description	Cost	VAT	Total
New staff costs				0
Training for staff	Building conservation training	1,600	0	1,600
Paid training placements				0
Training for volunteers	Training for Friends Group & other volunteers	4,700	0	4,700
Travel for staff				0
Travel and expenses for volunteers	Expenses/travel for Friends and other volunteers	900	0	900
Equipment and materials (activity)	Equipment/materials for activities/events	3,150	0	3,150
Other costs (activity)	Community Archaeology & other activities	18,650	0	18,650
Professional fees relating to any of the above (activity)				0
Total		29,000	0	29,000

### 7f Delivery-phase other costs

Cost Heading	Description	Cost	VAT	Total
Recruitment				0
Publicity and promotion				0
Evaluation	Evaluation study & visitor monitoring	7,000	0	7,000
Other costs				0
Full cost recovery				0
Contingency	5% of capital costs + £15,000 Gen. contingencies prov. sum	50,018	0	50,018
Inflation	3.50% uplift for Delivery Phase capital (construction) costs (£664,355)	23,252	0	23,252
Increased management and maintenance costs (maximum five years)				0
Non cash contributions				0
Volunteer time	Volunteers for planting, community engagement, interpretation creation & evaluation	5,700	0	5,700
Total		85,970	0	85,970

## Section seven: Project costs

### 7g Delivery-Phase income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Delivery-phase income exactly matches the total of your Delivery-phase costs or the system will not allow you to proceed.

Source of funding	Description	Secured?	Value
Local authority	South Ribble B.C. investment	Yes	223,525
Other public sector			
Central government			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations			
Private donation - Corporate			
Commercial/business	Lancashire Environmental Fund	No	30,000
Own reserves			
Other fundraising	Funds raised by Friends Group	Yes	17,000
Loan/Finance			
Increased management and maintenance costs (maximum five years)			
Non cash contributions			
Volunteer time	As per figure in 7f	Yes	5,700
HLF grant request			513,100
Total			789,325

### 7h Delivery-phase - financial summary

Total delivery costs	789,325
Total delivery income	276,225
HLF delivery grant request	513,100
HLF delivery grant %	65

#### 7i If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

Discussions have been held with LEF and, whilst interested, they cannot confirm funding before Stage 2 pass. The council will underwrite grant and source additional £30k by rescheduling other projects or seek alternative funding if LEF bid unsuccessful.

#### 7j If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

**Section eight: Additional information and declaration**

**This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.**

**If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.**

**If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.**

- ✓ If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.

**Declaration****a) Terms of Grant**

You must read the standard terms of grant for this programme on our website.

By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.

**b) Freedom of Information and Data Protection**

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.

When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000 and have no objection to us releasing sections 2, 3 and 4 of the application form to anyone who asks to see them once your application has completed the assessment process. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:

We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000 and Data Protection Act 1998. In those cases, we will always consult you first.

The Heritage Lottery Fund will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.

When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998, for the following purposes:

- To decide whether to give you a grant.
- To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.
- To share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.
- To hold in a database and use for statistical purposes.
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.
- If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.

**We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund.**

Tick this box if you do not wish to be kept informed of our work

**I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.**

**I confirm that the activity in the application falls within the purposes and legal powers of the organisation.**

**I confirm that the organisation has the power to accept and pay back the grant.**

**I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.**

**I confirm that, as far as I know, the information in this application is true and correct.**

**I confirm that I agree with the**  **above statements.**

**Name** Greg Clark  
**Organisation** South Ribble Borough Council  
**Position** Senior Parks Technical Officer  
**Date** 14/11/2019

**Are you applying on behalf of a partnership?**

Yes

**Please add the details of additional contacts below:**

<b>Name</b>	<b>Organisation</b>	<b>Position</b>	<b>Date</b>
John Fazakerley	Friends of Hurst Grange Park Coach House Restoration Project	Chair	14/11/2019

## Section nine: Supporting documents

Please provide all of the documents listed, unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically.

In addition to numbers 1-12 below, you may also be required to submit further supporting documents that are specific to the programme that you are applying under. For further guidance, please refer to the application guidance Part four: Application form help notes. We will not be able to assess your application if we do not receive all the required information.

### Second Round

For all projects:

**1. An activity plan**

Electronic

**2. A project timetable**

Electronic

**3. Cash flow for the project**

Electronic

**4. Income and spending forecasts for the life of the project and five years following project completion**

Electronic

**5. The project management structure**

Electronic

**6. Spreadsheet detailing the cost breakdown in Section seven: project costs**

Electronic

**7. Calculation of Full Cost Recovery included in your delivery-phase costs (if applicable)**

Not applicable

**8. Briefs for delivery work for internal and externally commissioned work**

Electronic

**9. Job descriptions for new posts to be filled during the delivery phase**

Not applicable

**10. Copies of deeds, leases, mortgages or other proof of ownership if your project involves work to land, buildings or heritage items**

Electronic

**11. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision makers. Please read about images in the application guidance Part three: Receiving a grant**

Electronic

**12. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed**

Electronic

**If applicable, please attach any additional documents as required for the programme that you are applying under. Use the box below to confirm in what format the additional documentation will be submitted.**

Electronic

**Please now attach any supporting documents.**

**When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.**

**Restoration Improvement of Hurst Grange Coach House, Penwortham**  
**NLHF Heritage Grant Application - Section 7 - Project Costs - Supporting Document**

<b>7d Delivery Phase Capital Costs</b>	<b>£</b>	<b>£ Total</b>	<b>£</b>	<b>£ Total</b>	
	<b>Development Phase</b>		<b>Delivery Phase</b>		<b>Notes</b>
<b>Repair and Conservation Works to Coach House Building</b>					
Preliminaries	£ 59,500		£ 78,000		See detailed cost breakdown on Schedule of Works
Schedule of Works	£ 339,300		£ 357,895		Additional items / details included since R1
Prime Cost Sums (Site set up & kitchen installation)	-		£ 5,550		Additional items / details included since R1
Provisional Sums / Dayworks	£ 15,500		£ 27,875		Items separated from main schedule and included as prime costs
					Additional provisional sums included following Development Phase works/investigations. £10,000 for surface water harvesting tank and £10,000 for sewage treatment package included under Services, below, and £15,000 provisional sum for general contingency included under 7F - Contingency
Flooring	£ 12,300		£ 10,970		Details refined since R1
		£ 426,600		£ 480,290	
<b>New Building Work</b>					
Installation of new glazed canopy over rear courtyard	£ 27,000		£ 25,500		Design refined since R1
		£ 27,000		£ 25,500	
<b>Landscaped Garden Area (see additional estimate breakdown)</b>					
Perimeter railings & gates	£ 10,500		£ 15,280		Design refined since R1
Restoration of original front cobbled courtyard	£ 1,500		£ 6,668		Courtyard to be re-laid on new base rather than local repairs
New hard surfacing	£ 20,000		£ 33,952		Design refined since R1
New furniture, sculptures & cycle parking	-		£ 11,170		Additional items / details included since R1
New planting	£ 6,000		£ 3,000		Design refined since R1
		£ 38,000		£ 70,070	
<b>Park Lighting</b>					
New bollard lights along main path to Coach House	£ 20,000		£ 30,000		Additional cabling works required
		£ 20,000		£ 30,000	
<b>Services</b>					
Additional drainage, new sewage treatment package & new surface water harvesting tank	£ 2,500		£ 28,495		Additional items / details included since R1. £10,000 provisional sum included for harvesting tank in case plan to decommission septic tank and reuse for this use is not possible, £10,000 provision sum for new sewage treatment package if existing cess pool unsuitable
		£ 2,500		£ 28,495	
<b>Interpretation</b>					
Manufacture of interpretation materials	£ 5,000		£ 5,000		Including creation of QR codes for webpage link
Digital 3D building 'fly through' & Web pages	£ 1,500		£ 1,500		
		£ 6,500		£ 6,500	
<b>Professional fees relating to above</b>					
Ecologist for bat survey and contractor supervision	£ 3,500		£ 3,500		
Architect / M&E Engineers for construction phase supervision	£ 30,000		£ 30,000		
		£ 33,500		£ 33,500	
<b>7d Total Cost</b>		<b><u>£ 554,100</u></b>		<b><u>£ 674,355</u></b>	

**Restoration Improvement of Hurst Grange Coach House, Penwortham**  
**NLHF Heritage Grant Application - Section 7 - Project Costs - Supporting Document**

<b>7e Delivery Phase Activity Costs</b>	<b>£</b>	<b>£ Total</b>	<b>£</b>	<b>£ Total</b>	
	<b>Development Phase</b>		<b>Delivery Phase</b>		
<b>Training for staff</b>	£ 3,500		£ 1,600		See Action Plan in Activity Plan for detailed breakdown of all Activity Costs
		£ 3,500		£ 1,600	
<b>Training for volunteers</b>	£ 4,500		£ 4,700		
		£ 4,500		£ 4,700	
<b>Travel and Expenses for volunteers</b>	£ 1,000		£ 900		
		£ 1,000		£ 900	
<b>Equipment and materials</b>	£ 5,000		£ 3,150		
		£ 5,000		£ 3,150	
<b>Other Costs</b>	£ 5,000		£ 18,650		Additional items / details included since R1
		£ 5,000		£ 18,650	
<b>7e Total Cost</b>		<b>£ 19,000</b>		<b>£ 29,000</b>	
<b>7f Delivery Phase - Other Costs</b>	<b>£</b>	<b>£ Total</b>	<b>£</b>	<b>£ Total</b>	
	<b>Development Phase</b>		<b>Delivery Phase</b>		
<b>Evaluation</b>					
Evaluation study fees / visitor monitoring	£ 11,000		£ 7,000		Details refined since R1
		£ 11,000		£ 7,000	
<b>Contingency</b>					
5% of capital costs + £15,000 Provisional Sum for general contingency	£ 27,700		£ 50,518		Addition of provision sums in Schedule of Works reduces scope of unforeseen expenses
		£ 27,700		£ 50,518	
<b>Inflation</b>					
3.50% uplift for Delivery Phase capital (construction) costs (£664,355)	£ 36,300		£ 23,602		Current prices updated 16.10.19. 3.5% to cover 6 months inflation to April 2020
		£ 36,300		£ 23,602	
<b>Non-cash contributions</b>					
Tree removal/ground clearance (to be provided in-house)	£ 2,250		£ -		Works to be carried out in-house over winter of 2019/20 outside scope/cost of project
		£ 2,250		£ -	
<b>Volunteer time</b>					
Volunteers for planting new landscaped areas	£ 2,000		£ 2,000		Based on a minimum of 20 persons for 2 days each @£50/day including group from Broad Oak Primary School who provided the original design ideas, Friends Group and other volunteers (Let's Grow Preston, Digg Sticks etc)
Volunteers for community engagement/liaison	£ 2,000		£ 2,000		
Volunteer input into interpretation materials content/design	£ 1,350		£ 1,100		Based on 2 persons for 2 days each @£150/day for the finalising of content/design for interpretation boards and 2 persons for 5 days @£50/day creating and updating seasonal interactive displays including Friends Group and other volunteers during Delivery Phase
Volunteer assistance with ongoing project evaluation	-		£ 600		
		£ 5,350		£ 5,700	Based on a minimum of 2 persons for 6 days each @£50/day including Friends Group and other volunteers assisting with observation surveys, visitor surveys, photography and compiling volunteer/event/activity records
<b>7f Total Cost</b>		<b>£ 82,600</b>		<b>£ 86,820</b>	
<b>Grand Total</b>		<b>£ 655,700</b>		<b>£ 790,175</b>	

**Restoration Improvement of Hurst Grange Coach House, Penwortham**  
**NLHF Heritage Grant Application - Section 7 - Project Costs - Supporting Document**

<b>Project Cost Breakdown by Approved Purposes</b>		<b>£</b>
1	Remove a 1960's garage extension and 1990's wall around the front courtyard.	£ 7,349
2	Undertake capital works including repointing / replacing brickworks; repairing / restoring the front facade and roof; repairing / rebuilding lean-to structures; reinstating original window openings; and restoring / installing decorative railings around a landscaped garden.	£ 292,091
3	Replace roller-shutter / timber panel doors with glazing, installing a new full-height window in southern elevation and glazed canopy over rear courtyard.	£ 63,342
4	Restore an original cobbled front courtyard; installing drainage, new hard surfaces and low-level bollard lighting at the park's main entrance path. Re-landscape exterior spaces with hard paving and planting to create new garden areas.	£ 118,970
5	Fit-out building interior including dry-lining walls, installation of staircase to first floor, toilet and kitchen facilities, new flooring / decoration throughout and associated services. Install a heating system comprising eco-radiators powered by air-source heat pump and two wood-burning stoves.	£ 199,751
6	Provide new interpretation relating to the built and natural heritage, including within the main rooms of the visitor centre and outdoors.	£ 6,314
7	Provide remote access to the built and natural heritage, using a 3-D 'fly-through' of the building via a project website.	£ 1,553
8	Provide community engagement activities, including 'hard hat days' for visitors during conservation work; conservation skills days, community archaeology, constructing and planting a new ornamental / wildlife garden, based on a design chosen by school children engaged in a competition, school group visits for pond dipping and mini-beast hunts and ecology and conservation talks and walks, delivered by experts.	£ 29,000
9	Install integrated bat crevice units in the roof structure and bat boxes in surrounding trees.	£ 8,404
10	Carry out project evaluation.	£ 7,600
<b>Total</b>		<b>£ 734,373</b>

Costs inclusive of relevant professional fees, volunteer time and inflation but exclude contingency

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