

## Policy & Finance Committee 18<sup>th</sup> December 2023

### Town Council Vehicles – Lease /Contract expiry and vehicle requirements

#### Report of the Grounds Manager / Deputy Town Clerk

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The appointment of the Grounds manager has seen a complete review of the grounds department requirements in order to undertake tasks assigned to them and one of these areas has been the review of current leased vehicles. It is recognised that with new services being undertaken (in particular Rangers services and a Dog Bin emptying) the current vehicles (historic contracts) do not now meet the needs of the department due to their size and ability to contain stock and tools etc.

#### **1. Grounds Vehicles at 1<sup>st</sup> April 2024 (Budget Year 2023 / 2024)**

- ▶ 2 x flatbed Citroen Relay trucks 1 on lease until 2025, and 1 lease due to be renewed.
- ▶ 1 x Citroen dispatch van lease until 2025
- ▶ 1 x Can-AM lease July 2023 – returned.

#### **2. Current year Lease Costs on current vehicles & Budget 2023/ 2024**

Table 1

<b>Vehicle</b>	<b>Monthly Cost</b>	<b>Annual Cost</b>	<b>Budget 23/24</b>
Flatbed Truck (1) Citroen Relay WJ21 YYG	£453.58	£5442.96	£5442.96
Flatbed Truck (2) Citroen Relay Tipper W017 HHC	£351.49	£4,217.88	£4,217.88
Citroen Dispatch Van WJ72 XSW	£333.79	£4005.48	£4,005.48
Can – Am	£239.75	£2,877	£2,877
<b>TOTAL</b>	<b>£1,378.61</b>	<b>£16,543.32</b>	<b>£16,543.32</b>

#### **3. Proposal for replacement Vehicles to meet service needs (Full year costs)**

3.1 Following extensive review of options for lease via commercial garages, it was evident that there was a significant increase to that currently being charged on leases still held. This would mean a increase to budget currently for vehicle provisions (23/24) of £6,591 = total budget requirement of £23,134.08

3.2 Working with commercial hire companies we have subsequently accessed an alternative for lease provisions the costs of which is detailed below.

**Table 2**

<b>Vehicle</b>	<b>Monthly Cost</b>	<b>Annual Cost</b>	<b>Budget 23/24</b>	<b>Additional Budget Requirement (Full Year)</b>
Flatbed Truck (1) Citroen Relay (Existing)  WJ21 YYG	£453.58	£5,442.96	£5442.96	£0.00
1 x Isuzu Grafter N35 (T) Tipper with Cage  NEW VEHICLE	£570.16	£6,841.92	£4,217.88	£2,624.04
Citroen Dispatch Van  WJ21 YYG  (Existing)	£333.79	£4,005.48	£4,005.48	
Citroen Dispatch Van  NEW VEHICLE	£570.31	£6,843.72	£2,877	£3,966.72
<b>TOTAL</b>	<b>£1,927.84</b>	<b>£23,134.08</b>	<b>£16,543.32</b>	<b>£6,590.76</b>

## Proposed Vehicles

- ▶ 1 x flatbed Citroen Relay trucks 1 on lease until 2025
- ▶ 1 x Isuzu Gafter N35 (T) Tipper with Cage
- ▶ 2 x Citroen dispatch van lease until 2025



#### **4. Alternative Quotations (TBC)**

Since obtaining costs for new vehicle requirement Assistant Town Clerk (Operational Services) has found an alternative supplier specifically for government organisations through her links with North Somerset Council. We are awaiting a quotation for the two new requirements, from them, which was not available at the time of writing this report.

For the purpose of the budget, costs contained within section two of this report have been included but it should be noted these values could vary and budget saving could be made.

#### **Members are requested to:**

1. Approve the additional vehicle lease provision in principle and agree to the maximum costs contained in Table 2 ( 1 x replacement lease & 1 x new lease ) noting, should a more competitive quote be available, budget savings will be made.



## Risk Analysis - Waterpark Change to Operational Model 2024

### Capital Programme Risks

RISK	How likely is the event?	When might it occur	How serious would the effect be?	Consequence	Action you will take to help prevent the risk	Likelihood of occurrence after action	Who is responsible for dealing with the risk?
<b>Project Management Risks:</b>							
Funding	Low	budget 2024/2025	Medium	Unable to do project.	reduce budget value	Low	WSMTC
Programme delays - kiosk alterations	Medium	implementation stage	High	Unable to operate as a kiosk at the beginning of the season	undertake works in march 2024 or between April and summer holidays	medium	WSMTC
External cost changes - kiosk alterations	Low	implementation stage	Low	Unable to operate as a kiosk at the beginning of the season	working with appointed PPM contractor to undertake works, so no procurement required	low	WSMTC
Design changes or variation to suggested operation model	Medium	implementation stage	medium	Delay to programme, Cost variations	unable to introduce operational model at start of waterpark season April 2024	low	WSMTC
Discovery of unknown structural problems - kiosk alterations	low	implementation stage	low	inability to alter café structure to kiosk operation	already met with PPM contractor to discuss viability which has been confirmed from visual inspection (only) as being possible	Low	WSMTC
Poor standard of work - kiosk alterations	low	implementation stage	low	Will result in poor quality project, may require remedial works, may adversely affect completed project.	PPM contractor known and worked with the council for many years	Low	WSMTC
Project completion delayed (Work related delays)	Medium	implementation stage	high	Delay to programme and insufficient budgets may adversely affect completed project.	budgetary provision 2024/2025 includes budget costs / working with PPM contractor will programme physical alterations march 2024 subject to budget availability	Medium	WSMTC
<b>Design risk</b>							
Design changes	N/a	implementation stage	N/a			N/a	WSMTC
Planning refusal	N/a	implementation stage	N/a			N/a	WSMTC
Statutory requirements	N/a	implementation stage	N/a			N/a	WSMTC
Tendering delays	N/a	implementation stage	N/a			N/a	WSMTC
<b>Construction:</b>							
Working on an existing building	Medium	Throughout Project Construction Phase	Medium	Design in to cover - changes during construction	Careful design to encompass existing features	Low	WSMTC
Access restrictions	Low	Throughout Project Construction Phase	Medium	Design in to cover - changes during construction	Careful design to encompass existing site restrictions	Low	WSMTC
Existing shared services	Low	Throughout Project Construction Phase	Low	Design in to cover - changes during construction	WSMTC control site	Low	WSMTC
Shared boundary constraints	n/a	Throughout Project Construction Phase	n/a			n/a	WSMTC
Delays by statutory undertakers	n/a	Throughout Project Construction Phase	n/a			n/a	WSMTC

## Risk Analysis - Waterpark Change to Operational Model 2024

RISK	How likely is the event?	When might it occur	How serious would the effect be?	Consequence	Action you will take to help prevent the risk	Likelihood of occurrence after action	Who is responsible for dealing with the risk?
Contractual problems	n/a	Throughout Project Construction Phase	n/a			n/a	WSMTC
Bankruptcy	n/a	Throughout Project Construction Phase	n/a			n/a	WSMTC
Substandard workmanship	n/a	Throughout Project Construction Phase	n/a			n/a	WSMTC

### **Environmental Risks**

Noise and vibration from vehicular movements and the operation of site plant	Low	Throughout Project Construction Phase	Low	Minimal alteration works will not require heavy plant or vehicles on site	Site operations will be restricted to normal working hours	Low	Contractor
Litter from waste materials	Low	Throughout Project Construction Phase	Low	Impact on local wildlife including disruption and in some cases physical harm	contractor Waste disposal policy to be adhered to as per procurement of PPM contractor	Low	Contractor
Damage to ecosystems	Low	Throughout Project Construction Phase	Medium	Impact on local wildlife including disruption and in some cases physical harm	follow advise of consultants regarding working on the site. Reengage if new concerns arise	Low	Contractor
Security and Vandalism	Low	Throughout Project Construction Phase	Low	Nuisance and harm to human health and contamination of land. Harm to wildlife	PPM contractor to ensure site is left secure for the duration of the alteration works.	Low	Contractor

### **Operational Programme Risks**

RISK	How likely is the event?	When might it occur	How serious would the effect be?	Consequence	Action you will take to help prevent the risk	Likelihood of occurrence after action	Who is responsible for dealing with the risk?
Lack of volunteer interest/contribution to the project	Low	implementation stage	Low	satellite VIC reduced opening hours.	satellite VIC shared staffing resource via welcome hosts and volunteers	Low	WSMTC
Competition from other café/ kiosks along seafront	Low	implementation stage	Low	reduced income through café concession	Good marketing, signage and publications.	Low	WSMTC
Underestimated revenue projections	Low	implementation stage	Low	reduced income	Prudently construct budgets, allowing for inflation; careful monitoring and budget control.	Low	WSMTC
Failure to collect splash income (visitors)	Medium	implementation stage	High	splash not working, not able to charge	specialist contractor on a maintenance programme. New splash installed 2023	Low	WSMTC
Lack of staff resources	Low	implementation stage	Medium	kiosk / admissions / satellite VIC unable to operate at full capacity	adequate staff resources, better organisation and review project structure.	Low	WSMTC
Communication	Low	implementation stage	Low	reduced income / lack of visitors	Regular consultations with relevant WSMTC staff, monthly progress meetings, separation of duty.	Low	WSMTC
Overspend	Low	implementation stage	Medium	Unforeseen costs.	WSMTC to monitor costs through T+L as required	Low	WSMTC

# **Waterpark Operational Business Model / Feasibility Study**

## **April 2024 proposal**

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## **Tourism and Leisure Committee Extract 17.10.23**

The councils Tourism and Leisure Committee who oversee the provision of parks and play areas resolved:

Minute no 170 Tourism and Leisure Committee 17.10.23

### **Waterpark**

#### **.2 Future Opportunities from the Assistant Town Clerk-Operational Services**

The Assistant Town Clerk-Operational Services reported that the café concession could successfully be ran in house and would provide the opportunity have complete control of the site and avoid people getting in without paying and help with que management.

The café offering would be kept simple selling hot and cold drinks as well as ice-creams and snacks in environmentally friendly packaging, run by casual staff and volunteers. It would require a multi department operation with resources from the Museum, Grounds and VIC being utilized. A small set up investment would be needed to purchase fridges and displays but future profit could be reinvested into the site. Staff on site could also undergo training to carry out the routine daily water testing which would decrease demand on grounds staff. It was also believed this could offer a year-round operation.

The Deputy Town Clerk advised the committee that a business plan would need to be produced and approved by the Policy & Finance Committee ahead of being fed into the upcoming budget.

**PROPOSED BY:** Councillor Simon Harrison-Morse

**SECONDED BY:** Councillor Catherine Gibbons

A vote was taken and accordingly it was **carried**.

**RECOMMENDED:** Members are requested to support the plans outlined and the development of a business plan to enable the Operational Grounds Team to move forward ready for the summer season 2024 to include but not exclusively:

- Feasibility of a 'Kiosk; style café function and waterpark entry point

- Volunteer run VIC satellite supported by Visit Weston staff
- Routine Water Testing to be done by staff on site (overseen by grounds department)

**Executive Summary**

Currently the Town Council undertake the following at the Waterpark:

1. Management and staffing of satellite VIC which includes paid entry point to the waterpark during charged season (April–September).
2. Management of Play area – undertaken by the councils Grounds Department
3. Management of the Splashpad and Plant room – including water safety checks - undertaken by the councils Grounds Department.

**Café Operation.**

The current Café Concession term is due to expire 31.03.24. Notice has been given of the intention not to renew the agreement.

Following review of current resources and exploration of opportunities for service delivery at the Waterpark, undertaken by the Assistant Town Clerk (Operational Services) and overseen by the Deputy Town Clerk. It is suggested that the council should consider changing the current operational model and change the café offer to a Kiosk operation to be run in house.

Budget requirements to allow for this proposal have been included in the draft budget document for 2024/ 2025.

**[Proposal for Waterpark Operations – April 2024](#).....7**

**[1. Play Area Maintenance](#).....7**

**[2. Splash Pad and Plant Room Maintenance](#).....7**

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This investment will allow the site to reopen as a community focused facility supporting Heritage, Arts and Culture. It will address all of the issues that resulted in the need to close in September 2023 whilst also creating a sustainable, environmentally considerate facility that is accessible to the whole community.

There is no cost for the immediate lease agreement as this is coming from North Somerset District Council and as such cannot encroach any double taxation by making a charge to local residents. As such the lease is on a peppercorn basis for a period of 25 years minimum.

WSMTC have secured investment via the Community Infrastructure levy to support this grant application to a value of £200,000 this equates to 29% of the overall project costs (Capital and other).

We believe there are still opportunities for community fundraising. In the past we have found that this works to both raise funds, and also awareness of the project. We do not need any additional funds to be able to carry out the capital costs identified, but long-term redevelopment will require additional funding. We are exploring further grant funding specifically for environmental and Climate initiatives that could be developed in the future at the site. Working with Super Culture who are a National Portfolio Holder with the Arts Council England we hope to be able to access funding to support cultural programmes at the quarry following the refurbishment and reopening, having already acted as a partner to towns overreaching programme in the town.

Further details and timescales for further funding needs can be seen in the attached 10-year strategic plan to support this application. ( Appendix 1 of the Business plan)

## 1.6 Project Programme

If this bid is successful, the provisional project programme is outlined below:

- October 2023 Final documents submitted for Planning permission
- January 2024 Bid Approval
- January 2024 25-year minimum lease signed with NSC to start (01.04.24)
- April 2024 Procurement for contracts for works
- May – July 2024 Construction and first phase refurbishment works period
- August 2024 Events programme developed and started
- September – March 25 Continued refurbishment second phase and further studio openings

Please refer to the 10-year Strategic Plan at Appendix 1 for more information.

## 1.7 Ensuring the Old Town Quarry's Long-Term Financial Future

The Old Town Quarry will be core funded by WSMTC, which raises its funding through its precept. All revenue budgets are reviewed annually within WSMTC's budget setting process. As a parish council the precept is not subject to central Government capping. The Old Town Quarry has received wide-scale support from across WSMTC, which is committed to supporting the Old Town Quarry's long term operation when it re-opens. The net running costs of the Old Town Quarry are guaranteed to be met by WSMTC.

It is WSMTC's intention to review all licence and occupation charges for Artists Studios, working with two established Community partners to manage the site and its operations. The aim is to ensure that the site remains, attractive to Artists, is

affordable and allows for essential growth within this community. This, together with a new operating model and a more commercial approach to income generating activities, will support revenue costs needed to operate the site. Artists will have opportunity to raise income for themselves through sales achieved individually.

WSMTC have formed a dynamic partnership with numerous community partners and NSC to create an ambitious programme for redevelopment and rejuvenation of the Old Town Quarry.

It is envisaged a community partner would operate the Café function and work to manage the Artist Studios in the main building day to day. Capital investment into the café area would be required to bring it up to necessary working standards.

Super Culture working with WSMTC would oversee a comprehensive events and creative programme to run annually year on year. Funding via already established Arts Council England and via WSMTC revenue budgets would enhance this offer and programme.

WSMTC will oversee the general management and operations of the site as a whole and will develop both environmental and wildlife policies together with necessary Arboricultural maintenance programmes which, will work alongside the general grounds and building maintenance, compliance and health and safety schedules

The provision of rentable event spaces, such as the Outdoor area space, will enhance the community offer by having space available for local community groups to hire for their events and for business to use for outdoor functions. Ticketed events, such as Heritage and Wildlife talks, themed drama and music will also add to community engagement and increase income. Improvements to both the café and Gallery/ shop areas will ensure that the Old Town Quarry is a welcoming and attractive venue to meet friends or visit as a tourist, with improved revenue streams coming from each area.

During the closure period, WSMTC will concentrate on developing the Artists studio offer and events programmes working with local artists and community partners to maintain and build engagement with current and potential users, with the aim of growing sustained affinity and support for when the Old Town Quarry re-opens.

A summary of the project operating costs for the Old Town Quarry for the next 4 years is below.

<b>YEAR</b>	<b>NOTES</b>	<b>BUDGETED EXPENDITURE</b>	<b>BUDGETED INCOME</b>	<b>Reinvestment from previous year</b>	<b>NET SURPLUS / DEFICT (including previous year surplus) £</b>
2023/2024	<b>Year before NSC Closing / WSMTC Strategic Development</b>	<b>£20,500</b>	<b>£0</b>	<b>£0</b>	<b>-£20,500</b>
2024/ 2025 Year 1	<b>1<sup>st</sup> year Refurbishment and Part Occupation</b>	<b>£74,400</b>	<b>£74,908</b>	<b>£0</b>	<b>£508</b>
2025/ 2026 Year 2	<b>2<sup>nd</sup> year Full Occupation</b>	<b>£48,574</b>	<b>£77,007</b>	<b>£508</b>	<b>£27,925</b>
2026/2027 Year 3		<b>£49,233</b>	<b>£83,075</b>	<b>£27,926</b>	<b>£5,917</b>
2027 /2028 Year 4		<b>£49,853</b>	<b>£70,609</b>	<b>£5,917</b>	<b>£14,839</b>

The projections from 2025/2026 onwards reflect the studios at full capacity and a full year events programme to be able to attract income. Income projections are cautious and all efforts will be made to minimise the net cost to WSMTC through the income-generating measures summarised above. Please refer to section 6 of this plan for further details.

## 1.8 Main Risks

- Failure to secure sufficient capital funding to undertake the project
- Challenging construction phase delivery timescales
- Volatile construction market conditions may result in tenders coming back in excess of the budget available
- Failure to generate sufficient income during the operational phase to remain sustainable

A full risk register can be found below (Appendix 3).

## Section 2 – About Our Organisation

### 2.1 Description of Our Organisation

WSMTC was established in 2000. The strategic aims of WSMTC are to:

- Deliver services to the highest quality in terms of efficiency, effectiveness and value for money
- Conduct business openly and democratically consulting widely with parishioners and interested parties
- Comply with its Code of Conduct and the Nolan Principles in public life
- Obtain from contractors and partners the best possible service value whether from statutory bodies or sub-contracted services
- Consult with local people regarding the provision of new services and facilities
- Act in the best interest of local people in making representation to:
  - NSC
  - Outside Agencies

- Central Government
- Other appropriate private or public sector groups
- Operate in the letter and the spirit of the Equality Act 2010 and in the exercise of all its functions, have due regard to the need to:
  - (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - (b) Advance equality of opportunity between persons who share a relevant 'protected characteristic' and persons who do not share it;
  - (c) Foster good relations between persons who share a relevant 'protected characteristic' and persons who do not share it.

WSMTC is one of the largest parish council in the country with a total of 31 elected members, all of whom volunteer time and commitment, without remuneration, to WSMTC's aims and objectives.

WSMTC has 65 paid staff employees, 23 of whom are full time, 19 part time and 23 casual members of staff who are called upon to support services when required.

WSMTC maintains the following facilities:

- Weston Museum (since April 2011).
- The historic Milton Road Cemetery (since October 2003). The Bell Tower was repaired and re-opened in November 2010 with the help of a Heritage Lottery Fund grant.
- The Blakehay Theatre (since 2004).
- Various play areas (including the All Inclusive SEND Play Area at Castle Batch), allotment sites and grounds.
- The Water Adventure Play Park, with water fountains and conventional play equipment, opened July 2010 with support from CABE and NSC.
- Visitor Information Services – Satellite location on the seafront



These facilities have specific supervision by staff supported by an increasingly dedicated and growing band of volunteer helpers.

The Old Town Quarry sits within the Great Weston conservation Area. The site is home to a significant amount of protected wildlife and as such is a key environment site which has local and regional significance, the buildings reflect the rich history of Weston-super-Mare and its surrounding area from times of when the Old Town Quarry was in full operation. Over a half a century ago. WSMTC is determined to see this community asset in the heart of the town restored and safeguarded as a community driven local asset.

WSMTC and NSC have now agreed for the signing of a 25-year peppercorn lease for site which will enable us the opportunity to secure its long term future through financial sustainability (Appendix 5). The site was previously managed by an organisation who subleased the studios and café space. There was no day to day oversight of the site, as in the long term this has affected its cohesion and ability to be managed effectively. There is representation of a vast array of skills and artforms on the site, but it was missing the opportunity to showcase this.

The net running costs of the Old Town Quarry are guaranteed to be met by WSMTC. WSMTC is intending to maintain the site as free entry, but will raise income through rental of studios and the café. We envisage the site making a profit (to be reinvested) in the long term. WSMTC is able to raise funding via a precept on the unitary authority (NSC) and there is currently no capping on any precept levy required by WSMTC. Whilst all efforts will be made to keep this to a minimum it does provide security for the Old Town Quarry in the short term whilst establishing its profitability.

## 2.2 Local Strategic Context

Weston-super-Mare has a resident population of over 80,000. With recent placemaking efforts, there is recognition of the importance in the development of asset-based community projects to enhance the offer. The town has grown considerably over the past 40 years and further expansion continues. It is also a very popular seaside tourist destination welcoming 3 million staying and day visitors annually. We work closely with NSC and tourism partners in the town. A key aim of the redevelopment project is to ensure that the Old Town Quarry becomes a must-see visitor attraction for locals and tourists alike, and we will continue to work closely with our partners to achieve this.

WSMTC produced a strategy for the Old Town Quarry (see appendix 1) 2023-2033, which outlines in brief WSMTCs core values for the Old Town Quarry:

- **Weston View** - Measures to promote and better present the Old Town Quarry.

- **Cleaner and Greener** - Measures to improve the local environment at the Old Town Quarry.
- **Healthier and Happier** - Measures to promote the health and wellbeing of visitors and occupants to the Old Town Quarry.
- **A Bright Future** - Measures to support and enhance the local economy.
- **Heritage, Arts and Culture** - Measures to ensure that Old Town Quarry thrives as a vibrant place for arts and culture.

## CURRENT PERFORMANCE

The existence of the Old Town Quarry today is the result of an extraordinary community effort to refurbish and maintain a historic site on a shoe string. The site has been managed through lease by a community organisation since c1999. There has been no capacity or ability for understanding of visitor numbers throughout this period, and as such it is difficult to paint an accurate picture. This information is however, available from the operation of other local sites and organisations, and allows us to set a baseline for the local area and gives ability to understand the community opportunities which lie waiting at the Old Town Quarry.

Beneficiary Type	Weston Museum	Blakehay Theatre	The Stables CIC	Super Culture	Total
Artists, creatives or specialists		34	412	107	<b>553</b>
Staff	9	3	18	13	<b>43</b>
Audience (live)	29,533	4,572	1,440	42,470	<b>78,015</b>
Audience (broadcast, online, in writing)	187,314	280,578	0	250,000	<b>717,892</b>
Other users of your building or services			52,000		<b>52,000</b>
<b>Total</b>	<b>216,856</b>	<b>285,187</b>	<b>53,870</b>	<b>292,590</b>	<b>848,503</b>

## KEY OBJECTIVES ACHIEVED 2023/2024

- Development of community partner relationships
- Community engagement with current artists
- Resolution from both WSMTC and NSC and an agreement to enter a 25-year lease
- Ecological Surveys including bat survey and tree management plan
- Specialist advise specifically regarding the local wildlife – Peregrine falcons, butterflies, bats etc.

- Building surveys and production of site plans both current and aspirational
- Creation of 10-year strategy for the redevelopment of the site
- Submission of planning permissions for refurbishment works

#### KEY OBJECTIVES 0-2 Years (2023/25)

- Develop a programme for the redevelopment of the Old Town Quarry
- Develop a communications plan for the Old Town Quarry
- Carry out essential repairs to main building roof
- Sympathetically redesign and replace studios within main building (to conform with necessary regulations)
- To redevelop the barn for use by WSMTC
- to create a compliance programme for ongoing maintenance of the site
- Day to Day management of the site
- to make good where there is water damage to the small store roof and redecorate
- To develop our online presence on a range of social media platforms in order to publicise our creative work, establish dialogue with other creative communities and practitioners and inform the wider public.
- construction of additional artist studios (wooden cabins)
- to create a site-specific management plan to include (non-exclusive) details of wildlife considerations, plant flora and general maintenance
- To take over management of the grounds

- to relocate WSMTC's Ground Team
- To increase toilet provision for general public and occupants
- to carry out consultation as necessary to aid the process for the redevelopment of the Old Town Quarry
- To create an open day programme for the studios
- to create an artist open day and workshop programme
- to offer exhibition space and develop an exhibition programme
- to develop an outdoor art work programme

#### KEY OBJECTIVES 1-5 Years (2024/2028)

- To work with the TC Climate and Community Development Officer on developing a programme of events regarding environment and climate change
- To work with an Arboricultural consultant to put a tree management plan in place
- To identify opportunities for Health and Wellbeing Events and Activities
- to identify opportunities for educational workshops
- to develop a community events programme
- to maximise café opportunities including events and as a venue for special events
- for the TC's Own "Ever Forward" continue to find new innovative ways to host events and shows at the Old Town Quarry

- To strengthen social cohesion through running and supporting activities events, festivals, youth initiatives and clubs

#### KEY OBJECTIVES 1-10 Years (2024/2033)

- To have regards for accessibility to the site, recognising the TC commitment to being “Disability Confident”
- Deliver services to the highest quality in terms of efficiency, effectiveness and value for money.
- Promote and celebrate the Old Town Quarry as a site of local historical interest
- to carry out conservation works to the historic timber way bridge
- construction of a community arts venue in former Blacksmith area (subject to grant funding)
- creation of an information centre to Worlebury Hillfort

### Section 3 - Development of the Project

#### 3.1 Background

WSMTC restarted discussions to take the lease of the Old Town Quarry over in 2019. At the request of Weston Civic Society, WSMTC agreed to explore taking over the Old Town Quarry as an arts and cultural community facility. The Old Town Quarry is owned by and the responsibility of NSC, following the Civic Society’s lease surrender (September 2023). The site has been closed since the lease was surrendered due to health and safety issues.

The site was home to a group of artists who have informally adopted the name “Guardians of the Old Town Quarry”.

We understand that the Old Town Quarry has a unique, positive identity, however there is opportunity to further transform it as a key destination not only for heritage, arts and culture but for leisure, events, and visiting.

Through this much-loved community asset, we will aim to create a cleaner, greener, safer, more vibrant place to enjoy. Putting a strong emphasis on community.

We believe community engagement is needed to ensure that the people of our community are at the forefront of how we shape the

outcomes we strive to achieve. Working with our partners we will use a range of channels for communication to connect with people, including social media alongside the more traditional methods.

The Old Town Quarry had suffered from a lack of investment over the years. WSMTC will take on responsibility for the Old Town Quarry with a full understanding of fundamental issues around staffing, lack of investment, poor upkeep of the buildings and the urgent need to make the site financially sustainable. WSMTC planned from the outset to look and apply for grant funding to redevelop the Old Town Quarry and to enhance the visitor offer.

### 3.2 Decision to Undertake the Project

The Old Town Quarry has served its community well in recent years under the previous leasehold from their initial takeover and creation of the community asset as it is today. However, it has suffered from a lack of capital investment and minimal management and drive in the last few years to be able to fully realise the community asset and gain essential recognition of its importance to the town with regard to heritage, arts and culture. Visitor facilities are becoming increasingly outdated and in need of significant improvement. There is no dedicated art, cultural, or environmental management or programming to promote the current artists, with this being left to them as individuals with little to no support from the wider community. In short, the Old Town Quarry is not meeting the needs and expectations of the local and wider community.

The Old Town Quarry is also not making the most of its location in a prime tourist destination, or of opportunities to generate income. This will be crucial to ensure the Old Town Quarry 's long-term sustainability, and through this the long-term protection of regionally-significant community asset.

WSMTC planned from the outset to look and apply for grant funding to support its ability to redevelop the Old Town Quarry on its present site and to enhance the community and visitor experience upon takeover, knowing that this was the only solution to ensure the Old Town Quarry 's long-term viability.

### 3.3 Project Objectives

The shorter-term aims are mostly capital works (0-1 years) which includes (non-exclusively):

- Develop a programme for the redevelopment of the Old Town Quarry
- Carry out essential repairs to main building roof

- Sympathetically redesign and replace studios within main building (to conform with necessary regulations)
- To redevelop the barn for use by WSMTC
- to make good where there is water damage to the small store roof and redecorate
- Construction of additional artist studios (wooden cabins)
- to create a site-specific management plan to include (non-exclusive) details of wildlife considerations, plant flora and general maintenance

In the short term these are essential to creating the site we envisage. Longer term aims are more around identity and will ensure that we achieve and sustain growth (0-10 years) which includes (non-exclusively):

- To develop our online presence on a range of social media platforms in order to publicise our creative work, establish dialogue with other creative communities and practitioners and inform the wider public.
- developing a programme of events regarding environment and climate change
- to put a tree management plan in place
- To identify opportunities for Health and Wellbeing Events and Activities
- To have regards for accessibility to the site, recognising the TC commitment to being “Disability Confident”
- To increase toilet provision for general public and occupants
- to identify opportunities for educational workshops
- to work with local business to find opportunities for income generation
- to carry out consultation as necessary to aid the process for the redevelopment of the Old Town Quarry

- to maximise café opportunities including events and as a venue for special events
- To strengthen social cohesion through running and supporting activities events, festivals, youth initiatives and clubs
- to carry out conservation works to the historic timber way bridge
- To create an open day programme for the studios

### 3.4 Development Work

WSMTC has undertaken a number of engagement events both collectively and on individual basis with the current artists at the Old Town Quarry, in order to understand and ask them to help develop ideas on how the site could be improved to meet their needs. They are keen to keep the community essence of the site and help shape the new galleries, art exhibitions alongside artists open days and workshops planned for when the Old Town Quarry has re-opened after refurbishment.

In excess of 200 responses have been made following the temporary closure of the site were received from various targeted audiences including current users and artists, community groups, volunteers, councillors expressing their concern about the loss of this community asset and the importance of art and culture to the town's success. As such interest in the project has been both positive and supportive.

Through WSMTC's development process professional teams have been carrying out building, health & safety, ecological and wildlife surveys to enable the submission of necessary planning permissions for refurbishment works.

Consultation with a Local CIC (The Stable) to explore options for the management of the café and with Super Culture for the management for cultural programming have been positive. A number of pilot activities were developed and held by both WSMTC and Super Culture following the COVID pandemic to showcase the ability to hold community focused events, which included, outdoor cinema, live comedy performance, music, spoken word and craft workshops to name a few. The majority of events were successful with some good evaluation to be able to develop these further.

WSMTC's aspirations for the project sees the majority of the Old Town Quarry only having sympathetic refurbishment to the two main buildings the creation of public toilet facilities and community art studios. Further plans include the part relocation of WSMTC's ground maintenance team to oversee the extensive grounds area along side all compliance and caretaking requirements of the site.



The cost for this plan meant a projected £499,992 shortfall on funding.

WSMTC recognised the need to invest further into the project and a resolution was passed to use Community Infrastructure Levy Funds, for which the redevelopment plans met the pre-agreed criteria, to the value of £200,000.

Applications were submitted to the Arts Council England – Capital Investment programme but unfortunately due to over subscription were unsuccessful.

### 3.5 Community Involvement and ongoing Development:

For the future development a number of future audiences have been identified, these are:

- Local Community Artists and Culture Makers
- Weston College – Art Faculty
- Existing and new community partners
- Local primary and secondary schools
- Existing visitors to the Old Town Quarry
- Surrounding neighbourhood
- Community groups and local wildlife and heritage clubs and societies
- The Multi-Cultural Society
- Town Council Members
- Volunteers

The development of the site and importantly the management, operation and programming will depend on outcomes and needs assessments of the targeted audience.

However initial consultation audiences identified areas felt to be must haves or keeps.

The site:

- The community of local artists
- Dedicated gallery spaces to promote community art
- Artists Open days
- The cafe – but look at improving the kitchen and opening times
- Opening times to include evenings and Weekends (seasonally)
- Access to the site to enjoy its natural surrounding
- Access to wildlife talks and ability to view (managed)
- A Cultural programme of events and activities
- An information hub for Worlebury Hillfort
- The historic fabric of the buildings still being accessible
- The shop

## Section 4 Project Details

### 4.1 What the Project Will Do

The site is home to a community of artists, and is in risk of remaining closed. WSMTC have agreed to take over the lease and want to reimagine the use of the site to ensure growth and longevity. Working with the community we will safeguard the asset within the town and enable growth and expansion to both culture and heritage whilst having regard for the Placemaking objectives set out by NSC. We envisage this would also be a lasting legacy project for other art and creative projects in the south west area where currently there is a lack of usable dedicated space to be able to do.

The Old Town Quarry is popular amongst its visitors and has a committed group of artists and frequenters. We do recognise, however, that the audience has become stagnant, with many noting it is a hidden gem that not many people are aware of. It is a short walk from the centre of the Town and is accessible to all. The site itself is in a neighbourhood amongst the 30% most deprived in the country, and close to neighbourhoods in the bottom 10%. We have an opportunity to engage with members of the community who might not otherwise be able to access the arts. We will create a robust marketing strategy to expand our audience, beneficiaries and access for creative people. We recognise the importance that HAC play in the physical and mental health and wellbeing of our community, with the WSMTC strategy prioritising HAC in our 5 value pillars.

There will be a big emphasis on community engagement for the development of the site, recognising that in order to create a space for a cultural community, we need to ensure we deliver what the community want. This can only be achieved through involving them in the process. This will ensure the activities we deliver are richer and more relevant, resources go further, and we deliver greater civic and social benefits. WSMTC also manager the Blakehay Theatre and Weston Museum and actively support Super Culture and their extensive delivery of cultural activities. We would look to involve them all in the project delivery, hosting outdoor performances and activities. The Museum learning sessions in particular aim to attract our younger audiences.

Through this project we will look to set a national example of how HAC should be inclusive to the fullest possible extent. We aim to find new ways of breaking the cycle of opportunities to establish and sustain a creative career unfairly dependent on personal background. As well as designating a space for artists to create, we want to offer a full circle experience, with artist open days and exhibitions to showcase works. NSC, WSMTC and Super Culture have a track record of showcasing nationally and internationally renowned works (SEE Monster, Upfest's Weston Wallz etc), and bringing the work of local practitioners and artists into the spotlight. This legacy gives us an opportunity to appeal to a broad national audience. We recognise the important of sites such as these in the pursuit of a Creative & Cultural Country.

The community of artists are an important part of the sites Ambition and we would like to expand the opportunities here for more artists, being considerate of accessibility and adaptability for all artforms. We will put in new studios to expand the offer available, and host artist open days to showcase works. Having the right space to work is important for the Quality of works produced.

WSMTC have already recognised our Environmental Responsibility, having declared a climate emergency, pledged to become carbon neutral by 2030 and employed a dedicated climate officer. We will ensure this carries through to our project. The site poses an exciting opportunity, hosting a diverse array of habitats. The site is home to peregrine falcons, bats, door mice and other protected species. We are keen to ensure the activities and projects taking place on the site are both considerate and serve to enhance knowledge.

Representing a town of 80,000 people, WSMTC are dedicated to ensuring all voices are heard. We work to the principles of asset-based community development, recognising that the best ideas and projects are community driven. We recognise that we need to actively engage to ensure the entire community is represented, acknowledging where barriers limit participation and prohibit Inclusivity & Relevance.

#### 4.2 Business Model

WSMTC is taking the opportunity of closure and refurbishment to change the existing operational business model which it would inherit from the existing tenants. This model has not proven sustainable in the long term.

The focus going forward will be delivering a sustainable, accessible and vibrant arts, culture and heritage facility which will meet the demands of the local community and tourist industry within our seaside resort.

Artist Studios – there are artist studios in the main building. We would look to have these occupied again, and create a programme of open days to allow the public the opportunity to see new art forms. This could also take the form of a learning offer, with opportunities for students to shadow artists. As well as the existing studio, we are looking to install new studios on site. A long-term aspiration is the creation of a community arts venue towards the back of the site in the space of the former blacksmith area. We would also like to offer artists opportunities to create exhibitions of their work, with several suitable spaces across the site.

Outdoor Artistic Programme – during the Covid-19 pandemic, there was a need to find new ways of engaging the community in arts and culture. Super Culture rose to the occasion and created a programme of live entertainment at the Old Town Quarry. This included music, comedy, cabaret, theatre, dance, and spoken word. We would like to bring Super Culture on board to make this a standing feature of the site. ‘Live at the Quarry’ ran for 17 days and presented a variety of performances suitable for a range of

audiences, showcasing internationally acclaimed acts alongside some outstanding local and regional talent. In addition, WSMTC also has capacity to programme events. During lockdown, WSMTC's own officers held a 'Comedy at the Quarry' event.

Café – The café at the Old Town Quarry has been in operation for the past 17 years. We want to ensure its longevity. We have begun conversations with a local organisation, who currently run several successful sites including a public house and a café, to understand if they would be a good fit for the site. Using asset-based community development principles we want to understand who is best placed to manage this element of the site.

Information point for Worlebury Hillfort – The Old Town Quarry is a perfect location to introduce an information station. Worlebury Camp is an Iron Age hillfort that occupies 10 hectares of land at Worlebury Hill. It has been designated a scheduled monument since 1915, and is a nationally important archaeological site due to its rare coastal location, size and considerable defences. There is an access route to the hillfort that runs alongside the Old Town Quarry. We see this as an opportunity to educate more people about this important historical site.

Programme of Events – as well as tapping into the HAC sector with events and performances, WSMTC will utilise its Climate and Community and Community Wellbeing Development Officers to offer a series of health and wellbeing events and environment and climate awareness events. The Community Wellbeing Development Officer has previously run a summer long programme of wellbeing events at one of our parks which included yoga, mindfulness walks and litter picking to name a few.

### **Earned Revenue**

Earned revenue will be generated through the business operations at the Old Town Quarry.

We are expecting rental income to increase from previous levels, as there had been no inflation added for a considerable number of years. The new rental rates will be set for a period, but they will be increased to meet a more realistic and currently national rate.

In addition, an upgraded catering/café facility will serve Old Town Quarry visitors and also attract its own users who may not wish to utilise the rest of the site. Whilst it is envisaged that this part of the site will be managed by an external organisation, there will still be rental/concession funds raised.

### **4.3 Total Project Costs**

The total project costs are expected to be £1,581,014 made up as follows:

Project capital build & refurbishment costs	£ 502,992
Fees	£ 57,000
Other project cost	£ 112,000

**TOTAL Capital Costs** **£671,992**

Plus:

Project development costs	£ 28,000
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**TOTAL** **£699,992**

#### 4.4 Capital Funding Strategy

**Value of project works** **£699,992**

Source	Other Amounts	Status	Percentage
WSMTC CIL Funding	£200,000	Secured and in earmarked reserve	29%
Community Ownership Funding	£499,992	Pending successful application	71%
<b>Total</b>	<b>£700,000</b>		

#### 4.5 Construction Phase Delivery

The construction phase will be undertaken in several phases. These are broadly outlined below:-

- Design & Specification
- Procurement
- Authorisation

- Contract Works
- Inspection & Commissioning

Following notification of a successful bid, WSMTC project manager will appoint consultants to support the delivery of the main elements of the construction phase. Procurement will be undertaken in accordance with WSMTC Financial Regulations and Government guidelines.

Further detail on the main elements of the construction phase is set out below under the headings used above:-

#### 1. Strip Out Asbestos

As part of the development stage a refurbishment and demolition survey will be undertaken. Any findings will be dealt with within the construction programme. A specification of works will be prepared by an asbestos consultant.

Prior to asbestos removal, statutory notification will be made to the HSE, upon completion of removal air tests will be undertaken and a removal certificate issued to allow the main works to commence.

#### 2. Refurbishment Works

The main works will be designed and specified by WSMTC 's appointed building surveyor and project lead (see 7.1) upon notification of the bid and based upon the approved plans. The contract works will be procured, following placement of adverts for expressions of interest, financial and health & safety assessments will be undertaken of interested contractors. From this a tender list will be prepared to obtain competitive tenders. The works will be undertaken under a JCT intermediate form of contract administered by the Architect.

The project lead will be responsible for inspecting the work and undertaking snagging at the end of the project before issuing a certificate of practical completion.

3. Occupation of studios following agreement a license to occupy with artists

We will engage local artists who have interest in studio space, first those who previously occupied the site, to agree licenses to occupy.

4. Staff transfer to building

Once the main works are complete the grounds team staff will transfer to the site.

5. Open refurbished site

Final inspections will be undertaken by the professional services team overseen by the project lead and project coordinator to ensure works are to a high standard. Upon receipt of the necessary completion certificates for electrical installation, building regulations, fire alarms, security alarms and any other statutory requirements, the site will be ready for opening.

### Section 5 – The Market

As recognised in 2.4 local strategic context, there is a lack of specific evidence regarding the current audience due to how the site was previously managed. Notwithstanding the demonstrable public support and engagement with pilot events held in the last 2 years. With the level of public outcry over the loss of the site (following its closure in September 2023), and the current visitor and creatives numbers from various services and sites within the town, we are confident in our assumptions for future community growth.



## 5.1 Future aspirational audiences

### 5.1.1 Community

Since the Covid pandemic, the town has seen a surge in community participation and desire for local services. Not only did the lockdown demonstrate an overwhelming level of social isolation within the town, it also highlighted gaps and a lack of links between existing services. Organisations and local providers had been working in silos, with their own community echo chambers ensuring that audiences and engagers were stagnant. Addressing this has been one of WSMTC primary concerns since the lockdown, with the creation of a community resilience team, and an increase in partnership working. Following the principles of asset-based community development has allowed our audiences to expand exponentially, as we have, in effect, knocked down the walls to all the local echo chambers. This project will benefit from this increase audience, and will also ensure that through the ongoing consultation, a wider understanding of the community will be utilised. In utilising this approach, we aim to reach the following demographics within the community:

- local artists
- school and college students
- members of the LGBTQ+ community
- A wide variety of different cultures and ethnic backgrounds, representative of the town, working with local organisations such as Racial Equality North Somerset
- Tourists
- Heritage and wildlife enthusiast
- People facing social isolation

### 5.1.2 Heritage Arts and Culture

The South West has a reputation for bringing in national and international audience. In 2015 the Dismaland arts installation by

Banksy was housed in the Tropicana on Weston Seafront. This was the catalyst of nearly 10 years of large-scale investment and further engagement in the HAC scene in Weston-super-Mare and the south west more broadly. It was certainly credited as a big motivation for choosing the site as home of the arts installation SEE Monster in 2022. Weston-super-Mare has been recognised as a priority place by Arts Council England. With this comes inward investment on infrastructure and businesses, and has certainly informed WSMTC's policy of providing funding for community events which must:

1. To promote activities that have regard for the benefit of local residents
2. To promote activities which aim to support the creative sector of Weston-super-Mare
3. To encourage further investment in the HAC Community

### Glow 2023

GLOW 2023 was Weston 's second annual light festival. Following sell-out success in 2022, it was expanded to new town centre locations, showcasing new commissions & community projects – aimed at local people & visitors, offering free access to spectacular art they might not normally see. Over 4 days, GLOW transformed public space with spectacular and enchanting illuminations with site-specific light and sound installations, projection mapping and live performance, showcasing artwork from renowned national and local artists and the community. It was free to attend, aimed at local people and visitors from the West of England.

Data from the event shows the following:

- 73% of audiences were from WSM. The number of visitors to GLOW 2023 from outside Weston increased by 17% compared to 2022.
- Audiences are less frequent attenders (50% attend a cultural event or participate in arts and cultural activities twice per year or less)

- 93% visit with other people, including friends and family
- 68% of attendees visited with children under 16
- Audiences broadly reflected the gender, age, ethnic and socioeconomic profile of the town.

### *5.1.3 People and Nature*

The 'People and Nature Survey for England: Data and publications from Adults survey year 1 (April 2020 - March 2021)' gives us the following data.<sup>1</sup>

- More than six in ten people had visited green and natural spaces in the last 14 days
- Just over 4 in 10 (42%) people agreed that they had increased their time spent outside during Covid, and nearly a third (30%) agreed that they had increased the amount of time they spent noticing nature and wildlife since the start of coronavirus restrictions.
- 94% of adults felt that spending time outdoors was good for their physical health, and 92% thought it was also good for their mental health.
- Having a lower household income, fewer qualifications, living in a more deprived area and being in bad health (and in some instances being unemployed) were all associated with greater risk of low engagement with and access to nature and the outdoors. This included fewer visits to green and natural spaces in the last 14 days, seeing coronavirus as a barrier to getting outdoors, reduced access to garden space or an allotment, and lower likelihood of reporting that 'being in nature makes me happy'.
- People in the South West were 40% less likely to visit local green and natural spaces compared to other regions.

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<sup>1</sup> <https://www.gov.uk/government/statistics/the-people-and-nature-survey-for-england-data-and-publications-from-adults-survey-year-1-april-2020-march-2021-official-statistics/the-people-and-nature-survey-for-england-data-and-publications-from-adults-survey-year-1-april-2020-march-2021-official-statistics-main-finding>

#### 5.1.4 Tourism

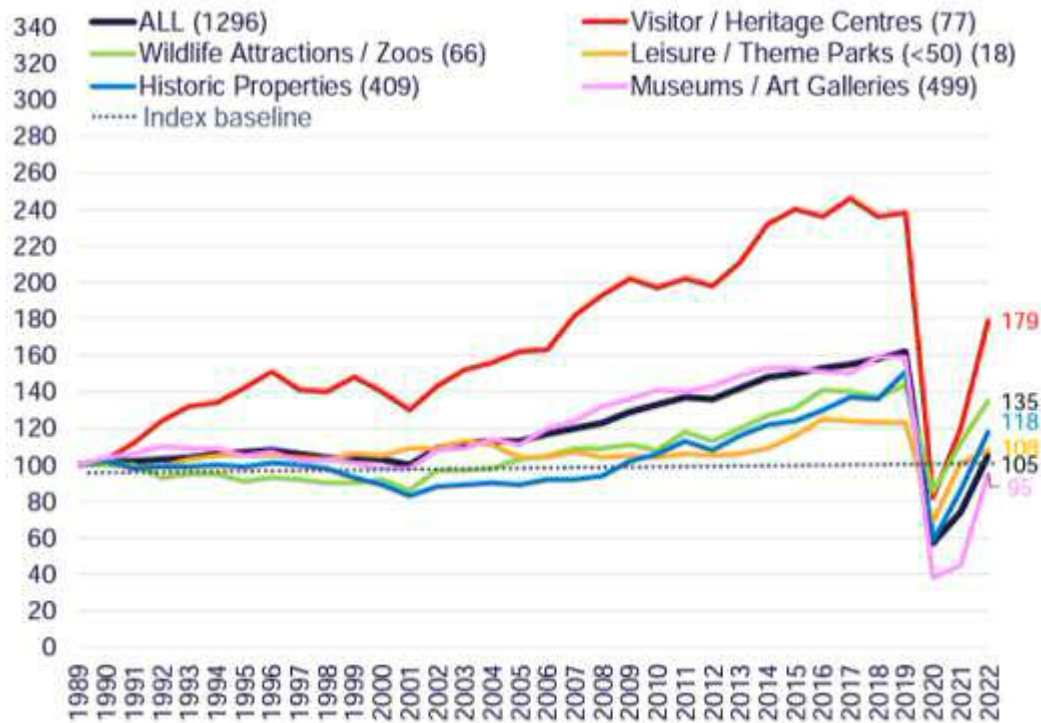
Visit Britain's 'Visitor Attraction Trends in England 2021' gives us the following data.<sup>2</sup>

- Visitor admission trends by attraction - In 2021/22 there has been a 7% increase in visits to public gardens, 51% increase to historic properties, 114% increase to museums/art galleries and a 20% increase in wildlife attractions (since the previous year) Figure 1.
- Visitor Admission Trends 2022: By Region – whilst visitor numbers dropped in the South West by 60%, year one of recovery (2020-2021) saw them increase 52%, and year two (2021/2022) saw them increase a further 20%.
- Visitor Admission Trends 2022: By Admission Charge, Area Type & Attraction Size – Free attractions saw the largest decline in 2020 in visitor numbers (71%), however following the reopening after Covid, in 2022 there was a 79% increase. When cross referenced by attraction type, these numbers increased (figure 2).

With the above in mind, and a regional and national increase in visitor numbers to attractions across the country, we are confident that the Old Town Quarry will benefit from the tourism industry.

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<sup>2</sup> chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.visitbritain.org/sites/default/files/vb-corporate/Domestic\_Research/annual\_attractions\_survey\_2022\_full\_trends\_report.pdf Pages 18 – 35.



### Visitor Admission Trends 2022: Free Attractions

Free Attractions	2021/2022 change [%]	2020/21 change [%]
<b>ALL FREE (414)</b>	+79	+19
Country Parks (23) <50	+4	+3
Farms <10	(<10)	(<10)
Gardens <10	(<10)	(<10)
Historic Houses/Castles (11) <50	+135	+35
Other Historic Properties (23) <50	+14	+27
Leisure/Theme Parks <10	(<10)	(<10)
<b>Museum/Art Galleries (252)</b>	+134	+11
Steam/Heritage Railways <10	(<10)	(<10)
Visitor/Heritage Centres (40) <50	+32	+53
Wildlife Attractions/Zoos <10	(<10)	(<10)
Workplaces <10	(<10)	(<10)
Places of Worship (31) <50	+51	+59
Other (<10)	(<10)	(<10)

Figure 2 - Visitor Admission Trends 2022: Free Attractions

### 5.1.5 Conclusions

The above data regarding community, HAC, people and nature and tourism enable us to set clear goals regarding our future audience.

- By creating a community hub that will provide access to creative arts, education and career development in the art sector, access to information on the towns heritage, which has regard for the environment and the local wildlife, we are enabling community access to a sustainable and resilient offer.
- We want to increase access for people who do not have access to green spaces, which we hope to see an increase in their physical and mental health
- We hope that the steady increase in the growth of tourism will ensure that visitors to the town are aware of the Old Town Quarry
- The example set by previous arts installations provides reassurance that this site will not only contribute to economic growth locally, but also benefit from an audience base that is eager for more opportunities to ensure in HAC locally.

## Section 6 – Financial Appraisal

### 6.1 – Revenue Projections

Please refer to separate spreadsheet at Appendix 6 for a full breakdown of our revenue projections. All projections are shown net of VAT.

### 6.2 Running costs

#### 6.2.1 Open Phase (2025/2026 onwards)

Repairs and maintenance of the site falls into WSMTC 's ongoing 60-year life cycle plan and is further broken down into five-year phases. This plan has been revised to take into account the maintenance of the site and the refurbishments undertaken as part of the project. This programme is overseen centrally within WSMTC, and utilises the current contracted out service to John West Contractors Ltd Weston–super-Mare.

We will have to pay NNDR for the site.

Utility costs are based on current values with increases allowed for inflation.

Any other running costs as a result of new activities will be offset against chargeable income against this activity.

All other running cost provisions are based on known requirements and include health and safety, insurance and security of the building.

The net running costs of the Old Town Quarry are guaranteed to be met by WSMTC. WSMTC is able to raise precept requirements via the unitary authority (NSC). There is currently no capping on any precept levy required by WSMTC, and whilst all efforts will be made to keep this to a minimum it does provide security for the Old Town Quarry service.

## 6.3 Income

### 6.3.1 – Open Phase ( 2025/2026 – onwards)

There is a need to ensure the sustainability of the Old Town Quarry going forward to minimise the cost to WSMTC via its precept levy. We are expecting income to increase from previous levels after reopening. The increase in income has arisen by the following streams having been fully reviewed or newly introduced:

- Cafe function – we expect to raise income through café concession or income.
- Studio license to occupy – will we use a m<sup>2</sup> unit rate for rental of the studios to ensure that the income is reflective of the size. This has been set through research of neighbouring towns and cities to understanding a regional average.
- Other activities include charging for events which will be priced on an individual basis, with income going to the organisation running the event, with a percentage of the ticket sale coming to WSMTC in order to keep it accessible to the community. It is hoped that this will ensure that even the smallest community groups could host events without fear of large overheads, whilst still providing a modest revenue streams to support long term financial stability.

We have been cautious with our income assumptions and have put a reliance on expert advice in relation to cafe and rental

projections.

## Section 7 – Management and Staff

### 7.1 Project Management and Development Phase

WSMTC has in place a dedicated Project Team to oversee the development and completion of the development and refurbishment phase of the project.

The team ultimately reports to WSMTC and Town Clerk as head of service. The team has two main components to ensure delivery of the application, one with a main focus on the Building and Refurbishments – being led by WSMTC’s appointed surveyor Hong Lau of Currie Brown Surveyors, the other with a focus on the development of the business plan and site operations – Sarah Pearse, Fay Powell and Molly Maher will collectively. Co-ordination of the whole plan is being led by Sarah Pearse WSMTC’s Deputy Town Clerk

#### **Malcolm Nicholson - Town Clerk**

Malcolm is head of the paid service and overall Responsible Officer for the project and WSMTC staff.

Malcolm joined WSMTC in 2009 as Town Clerk and head of paid service. He chairs the Senior Management Team and is responsible for the strategic and operational management of WSMTC, legal and administrative matters and the democratic decision-making process. He is a practising Solicitor and holds an upper second-class honours degree of Bachelor of Laws (LL.B) from the University of Warwick, a Diploma in Management Studies, IOSH Directing Safely and the CILCA qualification in Local Council Administration. He has worked in local government since 1981 and was previously Solicitor to WSMTC and Monitoring Officer at NSC.

#### **Sarah Pearse Deputy Town Clerk / RFO – Project Co-ordinator**

Sarah has worked for WSMTC for over 17 years and is WSMTC’s section 151 officer. She is a member of WSMTC’s Senior Management team and is responsible for WSMTC’s financial affairs. Sarah’s qualifications include: BA In Community Governance and Leadership, Full AAT qualifications for accountancy, IOSH Managing Safely, CILCA qualification in Council Administration, she is a Fellow for the Institute of Local Council Management. Sarah has worked with Molly Maher on numerous other grant applications and also oversees WSMTC’s Asset Management Programme and Health & Safety compliance.

#### **Molly Maher, Senior Development Officer**



Molly has worked for WSMTC since 2018 as Senior Development Officer and since this time has worked on key capital projects that WSMTC has undertaken, securing grant funding to enable them to happen. Projects include the hugely successful Blakehay Refurbishments (£323,000 total project value) and more recently the SEND Play refurbishment scheme at Castle Batch to provide a focused SEND community facility (£400,000 total project value).

### **Fay Powell, Assistant Town Clerk (Operational Services)**

Fay joined WSMTC in 2019 as WSMTC's Grounds Manager, for the last two years Fay has been part of the Senior Management team and oversees all of WSMTC's operational services. Fay brings extensive operational knowledge of the local area and delivery of services having worked in local government for 20 years. Fay is currently undertaking her CILCa qualification in Local council administration to further support her knowledge of Community events and facilitation.

### **Hong Lau – Refurbishment Project Lead**

Hong has over 20 years' experience of working in the construction industry delivering building surveying services in the public and private sectors. Hong's skills include: Architectural design, building pathology/defect analysis, statutory compliance (planning, building regulations, party wall, housing, licensing), project management and contract administration of residential and commercial projects.

### **Super Culture – Community Partner**

In 2018 Theatre Orchard (who since merged with Culture Weston to become Super Culture in August 2023) became North Somerset's first Arts Council National Portfolio Organisation. Since becoming an NPO, Theatre Orchard's programme has reached 125,000 people, created paid opportunities for over 400 artists, presented more than 160 productions, 8 festivals, 28 new work commissions and worked with 6,000 people through creative engagement. Super Culture specialise in creative placemaking and community participation – producing ambitious, diverse work with, for and by the people of North Somerset.

### **Hub Weston CIC – Community Partner**

Hub Weston CIC is a not for profit community interest company, responsible for The Stable, The Stable Games Room, Stable Foundations, The Stable Pop Up Shop and Stable Cafe.

The Stable is a community enterprise centre aimed at supporting start up social enterprises and businesses, charities, the VCSE

sector, community projects and employability programmes in North Somerset.

We are home to Artists and Makers, A large variety of VCSE groups and organisations, Health and Wellbeing Practitioners, Design and Build Engineers, Writers and an array of Project Managers

## **Community Artists – Development and Existing**

### 7.2 Operational Phase

We are taking the opportunity to review the existing operation and offer at the Old Town Quarry to maximise community benefit and meet the requirement and planned objectives of the new facility. The focus will be on the community offer and visitor experience whether that is occupying space as a resident artist, visiting the gallery displays, cultural programmes, workshops or events, education information, cafe or outdoor community spaces to soak up the wildlife and environment. The day to day site management will be overseen by WSMTC working with trusted community partners to manage and oversee aspects within the site.

#### *7.2.1 Volunteers and Community Partners*

Volunteers, community groups and community partners and groups are key to the ongoing service delivery of WSMTC 's vision for the Old Town Quarry.

#### *7.2.2 Caretaking & Site Maintenance*

### **Property Maintenance**

WSMTC has in place a fixed term contract for its entire property portfolio with a local building contractor John West. Programmed maintenance on the building will be undertaken as required following WSMTCs 5-year programme. (reviewed annually). John West Contractors (Local Contractor) is also appointed for reactive and emergency maintenance as required. For works over £5,000 a full procurement exercise is undertaken as per WSMTC 's financial regulations. The maintenance contract is overseen by WSMTC 's appointed contract administrator, Hong Lau of Currie Brown, to ensure the work is carried out correctly at each building.

### **Grounds Maintenance**

WSMTC has a dedicated in-house grounds maintenance team who will have a base at the Old Town Quarry to undertake all

general caretaking, and health and safety compliance management. The team have extensive knowledge of grounds and environmental management and consist of 9 members of staff. In addition to support this team WSMTC has a dedicated contract for Arboricultural and tree services due to the importance and significance of the site.

## **Environmental & Wildlife Conservation**

Project development so far has benefitted from several local experts and practitioners. We have a tree management plan for the site, and our wildlife surveys provide guidance on how to care for the various species, including statutory responsibility, during the build stage. We would like to see all of these separate components be combined under one strategy for the site to ensure we have full understanding of all environmental and wildlife conservation responsibilities.

### Section 8 – Monitoring & Evaluation

#### 8.1 Refurbishment Phase

Monitoring and evaluation are two separate processes. Monitoring is the routine assessment of ongoing activities and progress, while evaluation is the periodic assessment of overall achievements. Monitoring looks at what is being done, whereas evaluation examines what has been achieved or what impact has been made.

Regular monitoring of the project and evaluation against key targets and programmes within the business plan and 10-year strategy can allow the early identification of potential problems allowing cost effective solutions to be determined. A comprehensive project evaluation will include the distinct elements listed below:

- **Monitoring:** to assess whether the project is being implemented as was planned. A project monitoring system enables continuous feedback on the status of programme implementation, identifying specific problems as they arise.
- **Process evaluation:** to analyse how the project operates. Focuses on potential problems in delivery of the scheme. Identifies key routes to resolve issues.
- **Cost Evaluation:** to assess project costs to ensure delivery within available budgets
- **Quality Evaluation:** to determine whether the project has delivered the scheme to the required standards, through ongoing monitoring of the construction works.
- **Delivery Evaluation:** to determine whether the project has delivered the scheme within the anticipated time frame, through ongoing monitoring of the construction works.

The construction works are broken down into three key areas that provide information that can be used for monitoring and

evaluation of the project.

## 8.2 Final Development Stage

During the final development stage, the concept for the operation of the site will be the focus for development whilst the refurbishment works are undertaken and all necessary Planning Consent and Building Regulations approval have been obtained.

## 8.3 Procurement

The procurement of the works will be in accordance with the requirements of WSMTC's standing orders and abide by government procurement guidelines.

The works will be tendered with an Expression of interest stage, which will include the initial advert and allow us to ensure our tender list meets standing orders (must be Real Living Wage Employer, must have no enforcement notices under HSE) and pass on aggregate against pre-set criteria.

The second stage tender documents will include a full detailed, specification and schedule of works that will need to be priced as part of the tender, also the requirement to submit a project programme. The tender returns will be compared against the design information for the first stage of the project evaluation.

## 8.4 Construction

The works will be let on a JCT contract as required. As part of the contract negotiation and mobilisation of the work the following documents will be prepared and agreed, these will be used as the baseline to monitor the project against during the contract phase and will provide the information for the second stage of the project evaluation.

- Programme - a detailed project programme will be agreed and regular monitoring of progress on site against the projected programme will be undertaken.
- Cash Flow Forecast - a detailed cash flow forecast will be prepared to predict monthly valuations based on the tendered costs against that projected programme. This will be monitored against the monthly valuations as a second check on programme.
- Detailed Priced Specification- a full breakdown of the project costs will be used to monitor work completed to a satisfactory

standard against the monthly valuations under the contract.

Monitoring and recording of costs, progress and quality during the contract period will be undertaken through:

- Informal weekly site visits by the project manager to monitor progress and quality of workmanship.
- Regular monthly contract meetings ( to be undertaken between project meetings, to ensure formal meetings every two weeks) project manager and contract manager, to discuss and minute progress, costs, material supply, labour availability. Progress and costs to be evaluated against master programme and information.
- Regular monthly project meetings between client, project team and contract team, to discuss and minute progress, costs, material supply, labour availability. Progress and costs to be evaluated against master programme and information.
- Monthly valuations to be undertaken between client 's Quantity Surveyor and Contractor 's Quantity Surveyor to value and agree work completed in last month in line with contract requirements. Valuations monitored against cash flow forecast to evaluate progress.

### 8.5 Operational Phase

A number of monitoring and evaluation methods will be used to track and understand the changes the project has made to the local community and its service delivery.

On completion of the capital project and once the doors have reopened:

- all events will be monitored and evaluated in order to identify potential improvements and develop new ideas
- the Old Town Quarry will encourage visitors to express their opinion by using both traditional feedback forms and electronic responses

- footfall will be analysed for seasonal and event fluctuations and compared to previous years prior to the refurbishment
- periodic meetings will be held to help gauge public and user group feelings towards the improved facility
- income figures will be analysed to understand spend per head
- surveys will be taken to understand where the Old Town Quarry visitors come from, why they have visited and their motivation for their visit.

To evaluate the project through its lifetime, the Old Town Quarry will return to previously consulted groups to gain an understanding of how they saw the project and their evaluation of the finished Old Town Quarry, after being part of the initial consultation and design stages. The continued and increasing engagement of the community will be a key indicator of commitment. Regular meetings will be organised with key target audiences to ensure need is being met.

Customer satisfaction surveys will be undertaken annually to measure and ensure an improvement in ratings and to ensure the basic generic learning outcomes (skills, knowledge and understanding, activity, enjoyment and attitudes) and general social outcomes are achieved.

Staff managed by WSMTC will be asked to complete an annual appraisal which covers personal development, highlighting new things they have learnt, what training they have participated in or identifying new training opportunities, improvements in confidence, knowledge and changes in attitudes such as enhanced social skills and deeper understanding of customer requirements.

Most of all, evaluation will be about telling a story of how the Old Town Quarry was prior to the refurbishment, what process WSMTC and partner organisations took to develop the project, what changes this created and what was the outcome of the

finished project.

Appendix 1 – Old Town Quarry Strategy (2023-2033)

Appendix 2 – 6 Community Outcomes

Appendix 3 – Risk Register

Appendix 4 – Site Plans

Appendix 5 – Letter of Intent – North Somerset Council

Appendix 6 - Costings