
DETAILED BUSINESS CASE

Field to Fork: Two centuries of Farming at Tatton Dale Farm

<i>Report Date</i>	14/06/16
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<i>Portfolio Holder</i>	<i>Leisure and Open Spaces</i>
<i>Residents FIRST RAG</i>	Green

1 THE STRATEGIC CASE

Cheshire East Council manages and finances Tatton Park on a 99 year lease from the National Trust. The joint vision of Cheshire East Council EC and the National Trust is to 'conserve Tatton Park for the enjoyment of present and future generations'. A four year rolling business plan supports this, providing a framework to develop and maintain the necessary income. The 'Tatton Vision', approved by CEC cabinet in 2011, is a key part of the current business plan and the aim is to fully realise Tatton's potential and present the best possible visitor experience in order to provide additional sustainable income to help manage and conserve the historic estate in the future.

The development of Tatton's farm attraction, Tatton Dale Farm, is one of the key Tatton Vision Programme objectives. The 'Field to Fork'; two centuries of farming at Tatton Dale Farm' project is therefore a significant element of the Vision and there is strong commitment from the Tatton Board, the National Trust and the Heritage Lottery Fund (HLF) to this initiative. The HLF have already provided funding of £76k for project development phase and more recently approved a grant of £974k towards delivery costs for this major capital project. The total capital cost of the project is £1.3m. Ultimately 'Field to Fork' will ensure the conservation and realisation of the Farm's inherent heritage to ensure its long term sustainability and contribution to broader Tatton and Cheshire East Council objectives.

In essence this is a ground-breaking project which will reposition Tatton Park's farm from a young-family orientated animal petting farm to a heritage centred attraction which engages not just a greater number of visitors but also a wider range of audiences with the agricultural, architectural, technological, social and cultural heritage integral to the site.

This will be achieved through a capital works programme including opening up the agricultural feed mill and restoring its machinery (as well as other closed buildings); the construction of a new multi-functional group space building; a cutting-edge, site wide re-interpretation design alongside a high quality interactive activity programme of participative learning for all.

The whole farm will be revitalised to inspire new and increased visitors i.e. from primary to higher education tiers, volunteers, adults, people with health/learning needs, deprived CEC wards, black and minority ethnic groups, corporates and families, with a narrative of food production for a large country estate from the 18th to 20th Centuries and its contemporary relevance to food production and healthy eating.

'Field to Fork' will cost effectively bring buildings into use and ensure their long term care, allow access to heritage, grow audiences, engage communities, build relationships and generate a sustainable revenue base to realise the potential of the farm and Tatton Park.

2 THE ECONOMIC CASE

Initial improvement to the farm attraction was successfully delivered in 2012 with the addition of outdoor adventure play equipment, den building area and maize maze. This resulted in a 12% increase in visitor numbers and improved net contribution. The Field to Fork project is a more fundamental development with significant investment of £1.3m. A comprehensive financial analysis of the farm was conducted in July 2015 by Amion, an independent economic and financial advisory consultancy. The resulting detailed financial analysis has been redacted for reasons of commercial confidentiality but it has been considered and endorsed by TEG and EMB in January 2016 and the Heritage Lottery Fund as part of the successful grant submission.

This shows that visitor number increases (from 85k to 130k over 8 years) are gradual, realistic and sustainable. The extensive audience consultation carried out during HLF round 1 project development stage showed that realising the inherent heritage assets of the farm and the consequent broadening of the visitor offer appeal to the new target audiences. In addition, the costs and methodology for acquiring some of these new audiences are relatively low and resource efficient e.g. 'empty nester' adults not in family groups who are currently already visiting Tatton's Gardens, Mansion and special events like the RHS flower show, but who do not currently visit the farm plus education groups who currently experience learning programmes at Tatton's other attractions.

The use of increased numbers of volunteers (from 10 to 30) to help run the extended farm offer supports future sustainability and value for money. Our strategy to add strength to our delivery structure by investing in consultants in the 18 month delivery phase (for evaluation and learning and development) who will train our staff and volunteer force will also facilitate our ability to function independently in the future and provide value for money and sustainability without adding a permanent post. Learning and Visitor Services casual staff can then be recruited as demand and visitor numbers increase over time.

The other options considered are contained in the Economic case Annex 2.1. 'Do nothing' would not realise the inherent heritage assets of the farm and farm performance would start to be impacted by increasing competition in the visitor drivetime catchment area. 'Cheshire East Council fully fund' project would mean significantly more capital investment from CEC (from £267k to £1.3m). The preferred option: 'to obtain HLF funding and other funding sources for project development and delivery phase' mean that a significant percentage (80%) of total investment is coming from external sources; £974k from the HLF and £107k from the Tatton Park Charitable Trust and other external funding bodies. Expert advice, external knowledge and best practice resources will be provided via the HLF and there is potential for greater publicity and promotion through partnership working.

3 THE COMMERCIAL CASE

The financial analysis and projections produced by Amion Consultancy detail how the project is commercially viable. From the Year 0 baseline the financial model (preferred option) shows a positive annual net contribution with an improved contribution by Year 4 based on 115,000 visitors and a doubling of contribution by year 7 based on 130,000 visitors. On the visitor projections the project is therefore not only sustainable but will provide increased support to the conservation, management and sustainability of Tatton Park as a whole. While 130,000 visitors is considered achievable, the model shows that even on 115,000 visitors, the Farm would fully repay the impact of any drop-off during the construction period and be making an additional contribution on top. The model forecasts a cumulative net contribution of nearly £600k within 7 years.

To do nothing is forecast to result in a gradually declining operating surplus as costs increase but income remains static whilst the fully CEC funded option results in a cumulative operating loss of over £500k.

4 THE FINANCIAL CASE

Annexe 4 details the full project costs and how the project will be funded.

5 THE MANAGEMENT CASE

The project management team will consist of an in-house project team comprising people with experience of similar HLF projects, relevant specialisms and responsibilities, and an external team of professionals including conservation architects, engineers, evaluation, learning and participation and interpretation consultants.

Brendan Flanagan, Head of Countryside, Culture and Visitor Economy, including the daily overall management of Tatton Park, will be the Senior Responsible Officer (SRO) in overall control. He has previous experience of managing successful Heritage Lottery and other funded projects, including the Tatton walled garden restoration. He will report on the project to the Tatton Park Board, the Tatton Park Charitable Trust and Cheshire East Council Programme Management and Economic Growth and Prosperity Portfolio Board meetings.

An experienced Project Manager (PM) will be appointed to take on the delivery of the project. They will be responsible for co-ordination of all aspects of the project to launch including the management of cost, time, risk and quality. They will ensure funder's requirements are met, planning and other legislation is complied with and organise regular project review meetings. They will liaise with project stakeholders, professional advisors and contractors and contribute to the project evaluation process.

The PM will report to the Programme Manager, Carole Mullineux, Tatton Park Business Development Manager, who will be responsible for overseeing detailed planning and development, ensuring continuity and sustainability once the PM role has finished, reporting on progress to the Tatton Park Executive Management team, the Tatton Park Board and Cheshire East Council Project Management Office.

The operational delivery team consists of the Farm Manager, Jayne Chapman, Learning and Visitor Services Manager (LVSM), Laura Armitage and Marketing Manager, Vicky Wilby. They have specialist skills and professional experience of managing work programmes and working collaboratively as project members. Jayne Chapman successfully project managed Phase 1 of Tatton farm developments, with £65,000 worth of improvements.

The professional capital works team will have architects, structural, mechanical and electrical engineers, quantity surveyor, services consultant and CDM advisor. It is anticipated that this element will be project managed by CEC's in-house Assets team and this is in the process of being approved by the HLF.

Freelance consultants will include an interpretation consultant to design and implement all on-site interpretation, an evaluation consultant to design and implement a programme through which outcomes for heritage, people and communities will be monitored and assessed; and a Learning and Participation Consultant who will add capacity to the delivery structure and provide support for the partnership and audience development plan, staff and volunteers. On a day to day basis these people will be coordinated by the PM.

The volunteer team will help on various aspects of the project such as historical and genealogical research, oral history recording, restoring machinery and contributing to preparing the education programmes. They will report to the Farm Manager and Learning and Visitor Services Manager and will be represented at project meetings.

The project will be run through weekly and monthly project board meetings which will usually coincide with contractors' site meetings, so that progress and budgets can be considered together. Any issues including delays, financial matters or risks will be highlighted at these meetings and actions taken to resolve them. Any changes proposed as a result of these meetings will be discussed internally and with HLF. All consultants, contractors and service providers will be appointed in line with Cheshire East Council's and the HLF's procurement rules.

The F2F Project Management Structure is attached.

6 ANNEXES (DETAILED BUSINESS CASE)

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ANNEX 1 – THE STRATEGIC CASE

1.1 Residents First Outcomes

<i>Contribution Towards Outcomes</i>	<i>Critical</i>	<i>Significant</i>	<i>Limited</i>
1. Strong and supportive communities			✓
2. Strong and resilient economy		✓	
3. Life skills and education to thrive		✓	
4. Green and sustainable place		✓	
5. Live well for longer		✓	
6. Quality and value in public services		✓	

Notes

Critical = the proposal makes an essential contribution to major element of this outcome

Significant = the proposal makes a major contribution towards this outcome

Limited = the proposal has minimal or no impact on this outcome

1.2 Investment Objectives

<i>Objective</i>	<i>By how much?</i>	<i>By when?</i>
1. Contribute towards the achievement of the Tatton Vision financial and investment plan	Additional £50k net contribution	2018/19
2. Revitalise the visitor offer from an animal petting farm to a heritage centred attraction to realise the farms potential, increase financial contribution and ensure future sustainability	Increase in Farm surplus from £70k to £143k	2018 – 2023/24
3. Increase visitor numbers	From 84,000 to 130,000	2018 – 2023/24
4. Leverage external grant funding	£1.1m	2016 - 2018
5. Increase number and diversity of volunteers; introduce new farm volunteer programme	From 10 to 30; 4,005 days contributed; 206 training places	2016 - 2018
6. Improve visitor experience with new multi-media interpretation	Increase in visitor satisfaction ratings; usage of interactive models, app take-up, demonstration attendance, guided tour numbers	2018 onwards
7. Bring buildings into use and ensure their long-term care	21 buildings repaired, restored and conserved; 5 closed buildings opened; 1 new building constructed	2017 - 2018

<p>8. High quality learning and participation programmes with new audiences and communities</p>	<p>24,000 school pupils; 150 staff training places; 192 people from deprived wards; 120 people from BME communities; 30 day mental health programme; 120 people with dementia; 540 adult education workshops; 100 FE and 100 HE students; 120 heritage open weekends</p>	<p>2016 - 2019</p>
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1.3 Potential Scope

<i>In Scope</i>	<i>Out of Scope</i>	<i>To Be Determined</i>
Tatton's Farm attraction – Tatton Dale Farm heritage site, drive, disabled car park, outdoor play areas; farm fields	Other Tatton attractions; Farm top yard; Tenant farm; holiday cottages	N/A
Tatton Dale Farm F2F project learning and participation programme	Existing education and learning for all programme	N/A
Farm volunteer programme	Tatton Volunteer programme	N/A
HLF, Tatton Park Charitable Trust and other identified funding sources	National Trust funding	N/A

1.4 Main Benefits Criteria

<i>Investment Objective</i>	<i>Main Benefits Criteria by Stakeholder Group</i>
1. Contribute towards the achievement of the Tatton Vision financial and investment plan	Provide additional £50k net contribution towards reducing the reliance on public subsidy as part of the Tatton Vision and enable Tatton to sustain and enhance the conservation and care of the estate for the remainder of the lease. Measured by CEC/Tatton financial reporting systems.
2. Revitalise the visitor offer from an animal petting farm to a heritage centred attraction to realise the farms potential, increase financial contribution and ensure future	Differentiation from direct competition to ensure competitive advantage (60 farm attractions within 50 miles radius); more authentic proposition utilising inherent heritage in a more meaningful and coordinated way; attract increased visitor numbers and a wider visitor demographic to increase admissions income for the longer term to invest back into the farm and estate and enable Tatton to become more self-sufficient.

sustainability	Evaluation Consultant will devise evaluation system to measure achievement.
3. Increase visitor numbers	Meet HLF targets; provide increased admissions income to enable financial sustainability and contribution towards reducing public subsidy. Measured by EPOS admissions data and management information reports.
4. Leverage external grant funding	External funding of major CEC capital project: HLF already contributed development funding of £76k and approved grant funding of £974k for delivery of the project in November 2015 ; £56k approved and £51k underwritten by Tatton Park Charitable Trust. Specific management, governance and evaluation regimes to be implemented and performance criteria reported upon; publicity and partnership working benefits. Measured by Fundraising Consultants performance targets.
5. Increase number and diversity of volunteers; introduce new Tatton volunteer programme	By increasing the number of volunteers from 10 to 30, broadening the diversity of people volunteering as well as the range of roles and tasks involved, will augment the farms ability to deliver the F2F project and increase the quality of what and how it is delivered. The volunteers will gain from training in new skills, having a sense of purpose and well-being, being part of a team plus other social benefits. Evaluation consultant will devise evaluation system to measure achievement.
6. Improve visitor experience with new multi-media interpretation	Specified project themes communicated and audiences reached by new site wide interpretation scheme. Evaluation consultant will devise evaluation system to measure achievement.
7. Bring buildings and machinery into use and ensure their long-term care	Existing management and maintenance leaseholder requirements to be met; ensure the heritage will be more effectively conserved, restored and repaired; closed buildings will be developed and opened, machinery restored and new spaces provided for participative learning. Measured by Design team's implementation, adherence to HLF targets and successful launch.
8. High quality learning and participation programmes with new	New learnings and participation pilots developed with a wide range of new audiences and communities which are then successfully launched and implemented; generate new

audiences and communities	income streams and partnership working. Evaluation consultant will devise evaluation system to measure achievement.
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1.5 Key Risks, Constraints & Dependencies

1.5.1 Risks

<i>Key Risk</i>	<i>Impact</i>	<i>Likelihood</i>	<i>Risk Score</i>	<i>Planned Action</i>	<i>Risk Owner</i>
1. Economic – increases in capital build costs due to raw material increase or inflation	2	3	5	Contingency and inflationary percentages built into delivery budget. Binding contractual agreements regarding price with main contractor.	Project Manager
2. Economic – visitor targets and resultant income less than anticipated	2	2	4	Visitor research and marketing activity review. Additional (different) marketing communications and promotion trialled.	Business Development Manager
3. Technical e.g. discovering damp	2	3	5	Contingency time built into capital works	Project Manager
4. Managerial – loss of member(s) of project delivery team	2	2	4	Internal communication plan; HR processes followed e.g. regular 121's, appraisals.	Senior Responsible Officer and line management structure
5. Environmental e.g. discovery of additional habitat	2	2	4	Extant through knowledge	Project Manager

				of the entire site; contingency budget	
6. Issues with legal/regulatory permissions e.g. planning consent refused, HLF permission to start requirements	2	3	5	Close working with relevant agencies.	Business Development Manager
7. Time: delays due to unforeseen circumstances e.g. adverse weather	2	3	5	Time contingency built into building works schedule; NEC3 'pain and gain' contract with building contractor.	Project Manager
8. Social: lack of participation from target audience/groups e.g. volunteers, schools	2	2	4	Ongoing consultation; monitor audience feedback and introduce different ways to engage; additional marketing activity.	Farm Manager

1.5.2 Constraints

Heritage Lottery Fund requirements.

Farm stays open during capital build.

1.5.3 Dependencies

New Tatton Park Volunteer Policy introduced.

Recruitment of Project manager; Interpretation Consultants; Evaluation and Learning and Participation, Paint and Machinery Restoration Consultants.

Assets involvement in design and construction process

Fundraising Consultant employed by Tatton Park Charitable Trust

ANNEX 2 – THE ECONOMIC CASE

2.1 The Long List (including SWOT Analysis)

No.	Description	SWOT Analysis Summary	Shortlist? Y/N
1	Do nothing	<p>Advantages: No capital investment required</p> <p>Disadvantages: Farm buildings currently closed to public will fall further into disrepair; increasing competition from equivalent farm attractions (60 within 50 mile geographical radius); additional net financial contribution to Tatton Vision not achieved; Do not meet National Trust leaseholder obligations; inherent heritage assets of farm not protected or realised.</p>	
2	Cheshire East Council fully fund project	<p>Advantages: No requirement to meet HLF criteria</p> <p>Disadvantages: Significantly greater capital investment from CEC</p>	
3	Obtain HLF funding and other funding sources for project development and delivery phases.	<p>Advantages: Significant percentage (80%) of total investment from external sources; Field to fork development phase already completed (including expenditure of HLF development funding £76k) already; Bid submitted and approved for delivery phase including HLF delivery grant funding of £974k; Tatton Park Charitable Trust already contributed £5k for development phase, approved £56k and underwritten £51k for delivery phase. Expert advice, external knowledge and best practice resources</p>	

No.	Description	SWOT Analysis Summary	Shortlist? Y/N
		provided via HLF. Greater publicity potential via partnership working. Disadvantages: project subject to HLF constraints and criteria; Fundraising resource requirement.	

2.2 The Short list (including Investment Appraisals)

No.	Description	Appendix
1	Do nothing	A.1
2	Cheshire East Council fully fund project	A.2
3	Obtain HLF funding and other funding sources for project development and delivery phases.	A.3

2.3 Ranking of Options

No.	Description	Rank
1	Do nothing	3
2	Cheshire East Council fully fund project	2
3	Obtain HLF funding and other funding sources for project development and delivery phases.	1

Preferred Option

1. Obtain HLF funding and other funding sources for project development and delivery phases. HLF grant represents 72% of total capital costs in delivery phase with a further 8% provided by Tatton Park Charitable Trust and other funding sources leaving 20% of total capital costs in delivery phase to be funded by CEC. Additional external resource including Project manager and specialist consultants e.g. Machine restoration and conservation specialists are funded within project costs to support quality of delivery. Option to include CEC Assets resource to help deliver capital build element. All other elements delivered by existing internal Tatton Park resource and increased number of volunteers.

2.4 Sensitivity Analysis

Use of CEC Assets Construction Workstream project Manager is not yet definite therefore any cost allocated for this may be used externally (estimated at £25 - £30k)

APPENDIX A.1

Financial Appraisal	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
	£	£	£	£	£	£	£	£	£
Option 1: Do nothing									
Construction/works	-	-	-	-	-	-	-	-	-
Fit out	-	-	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Inflation	-	-	-	-	-	-	-	-	-
Non recoverable VAT	-	-	-	-	-	-	-	-	-
Total Capital	-	-	-	-	-	-	-	-	-
Staff and payroll	190,000	192,860	194,788	196,736	198,703	200,690	202,697	204,724	1,581,199
Exisiting Operational Cost	69,978	71,661	73,020	74,480	75,970	77,490	79,039	80,620	602,259
Total Revenue	259,978	264,521	267,808	271,216	274,673	278,180	281,737	285,344	2,183,458
Total (Capital + Revenue)	259,978	264,521	267,808	271,216	274,673	278,180	281,737	285,344	2,183,458
Income	- 330,000	- 330,000	- 330,000	- 330,000	- 330,000	- 330,000	- 330,000	- 330,000	-2,640,000
Surplus/deficit	- 70,022	- 65,479	- 62,192	- 58,784	- 55,327	- 51,820	- 48,263	- 44,656	- 456,542

APPENDIX A.2

Financial Appraisal	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
	£	£	£	£	£	£	£	£	£
Option 2: Cheshire East Council fully fund project									
Construction/works	-	33,151	629,866	-	-	-	-	-	663,017
Fit out	-	-	280,000	-	-	-	-	-	280,000
Fees	-	102,101	95,653	-	-	-	-	-	197,754
Contingency	-	30,647	64,289	-	-	-	-	-	94,936
Inflation	-	6,411	42,859	-	-	-	-	-	49,270
Project Implementation Cost	-	21,019	42,676	-	-	-	-	-	63,695
Non recoverable VAT	-	-	-	-	-	-	-	-	-
Total Capital: Requires CEC funding	-	193,329	1,155,344	-	-	-	-	-	1,348,672
Staff and payroll	190,000	192,860	194,788	196,736	198,703	200,690	202,697	204,724	1,581,199
Existing Operational Cost	69,978	70,950	75,885	95,036	100,844	105,359	108,491	111,707	738,251
Continuation of Activity Plan	-	-	-	-	2,500	5,795	6,656	6,789	21,740
Additional Operational Cost	-	-	-	17,879	17,879	17,150	17,164	17,507	87,579
Contingency	-	13,190	14,034	14,939	15,482	15,818	16,085	16,357	105,905
Total Revenue	259,978	277,000	284,707	324,589	332,909	339,017	344,438	350,296	2,512,934
Total (Capital + Revenue)	259,978	470,329	1,440,050	324,589	332,909	339,017	344,438	350,296	3,861,607
Income	- 330,000	- 340,640	- 548,275	- 317,212	- 407,709	- 452,372	- 471,807	- 491,458	-3,359,473
Surplus/deficit	- 70,022	129,689	891,775	7,377	- 74,800	- 113,355	- 127,369	- 141,162	502,134

APPENDIX A.3

Financial Appraisal	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
	£	£	£	£	£	£	£	£	£
Option 3: Obtain HLF funding and other funding sources for project development and delivery phases.									
Construction/works	-	33,151	629,866	-	-	-	-	-	663,017
Fit out	-	-	280,000	-	-	-	-	-	280,000
Fees	-	102,101	95,653	-	-	-	-	-	197,754
Contingency	-	30,647	64,289	-	-	-	-	-	94,936
Inflation	-	6,411	42,859	-	-	-	-	-	49,270
Project Implementation Cost	-	21,019	42,676	-	-	-	-	-	63,695
Non recoverable VAT	-	-	-	-	-	-	-	-	-
Total Capital: 80% funded by external grants	-	193,329	1,155,344	-	-	-	-	-	1,348,672
Staff and payroll	190,000	192,860	194,788	196,736	198,703	200,690	202,697	204,724	1,581,199
Existing Operational Cost	69,978	70,950	75,885	95,036	100,844	105,359	108,491	111,707	738,251
Continuation of Activity Plan	-	-	-	-	2,500	5,795	6,656	6,789	21,740
Additional Operational Cost	-	-	-	17,879	17,879	17,150	17,164	17,507	87,579
Contingency	-	13,190	14,034	14,939	15,482	15,818	16,085	16,357	105,905
Total Revenue	259,978	277,000	284,707	324,589	332,909	339,017	344,438	350,296	2,512,934
Total (Capital + Revenue)	259,978	470,329	1,440,050	324,589	332,909	339,017	344,438	350,296	3,861,607
Income (Inc. HLF & Other Funding Grants)	-330,000	- 484,963	-1,462,174	- 333,484	- 421,186	- 455,380	- 473,807	- 493,458	-4,454,452
Surplus/deficit	- 70,022	- 14,634	- 22,124	- 8,895	- 88,276	- 116,363	- 129,370	- 143,162	- 592,845

ANNEX 3 – THE COMMERCIAL CASE

3.1 Procurement Strategy

The procurement and commissioning of all of the required external consultancy support and construction services will be through the use of framework agreements in line with government best practice guidelines and the Council's procurement regulations. The Council has access to a number of established framework agreements and as the various Consultants and Contractors have already been assessed as suitable (as part of the two stage tendering process that was undertaken to become appointed to the framework), greater efficiencies can be achieved by not having to undertake a full procurement and tendering process. Appointment can be made from the Framework either directly or via a mini competition on an agreed cost / quality basis. The Consultants have already submitted their hourly rates and percentage fee charges, so we can easily determine value for money.

This procurement strategy is in line with HLF requirements and any other services not under a framework agreement will follow Council procurement procedures with a minimum of 3 suppliers providing services and quotes.

3.2 Proposed Contractual Arrangements

Different contracts will exist for different suppliers. Main construction period is April to December 2017.

ANNEX 4 – THE FINANCIAL CASE

4.1 Capital & Revenue Costs

Financial Appraisal	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Total
	£	£	£	£	£	£	£	£	£
Option 3: Obtain HLF funding and other funding sources for project development and delivery phases.									
Construction/works	-	33,151	629,866	-	-	-	-	-	663,017
Fit out	-	-	280,000	-	-	-	-	-	280,000
Fees	-	102,101	95,653	-	-	-	-	-	197,754
Contingency	-	30,647	64,289	-	-	-	-	-	94,936
Inflation	-	6,411	42,859	-	-	-	-	-	49,270
Project Implementation Cost	-	21,019	42,676	-	-	-	-	-	63,695
Non recoverable VAT	-	-	-	-	-	-	-	-	-
Total Capital: 80% funded by external grants	-	193,329	1,155,344	-	-	-	-	-	1,348,672
Staff and payroll	190,000	192,860	194,788	196,736	198,703	200,690	202,697	204,724	1,581,199
Existing Operational Cost	69,978	70,950	75,885	95,036	100,844	105,359	108,491	111,707	738,251
Continuation of Activity Plan	-	-	-	-	2,500	5,795	6,656	6,789	21,740
Additional Operational Cost	-	-	-	17,879	17,879	17,150	17,164	17,507	87,579
Contingency	-	13,190	14,034	14,939	15,482	15,818	16,085	16,357	105,905
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Total (Capital + Revenue)	259,978	470,329	1,440,050	324,589	332,909	339,017	344,438	350,296	3,861,607
Income (Inc. HLF & Other Funding Grants)	-330,000	-484,963	-1,462,174	-333,484	-421,186	-455,380	-473,807	-493,458	-4,454,452
Surplus/deficit	-70,022	-14,634	-22,124	-8,895	-88,276	-116,363	-129,370	-143,162	-592,845

4.2 Funding Summary

Funded by	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	£	£	£	£	£	£	£
Existing Capital Allocation		57,000	210,000				267,000
Grant (HLF and TPCT)		136,328	945,344				1,081,672
Developer & Other Contributions							
Capital Receipts							
Prudential Borrowing							
Revenue Contribution							
Other Income							
<i>Sub Total</i>		193,328	1,155,344				1,348,672
Revenue							
Base Budget							
Grant							
Cost of Investment							
Benefit 1							
Benefit 2							
Other Income							
<i>Sub Total</i>							
Grand Total		193,328	1,155,344				1,348,672

ANNEX 5 – THE MANAGEMENT CASE

5.1 Governance Arrangements

5.1.1 Links to existing programmes

<i>Programme Name</i>	<i>Tick</i>	<i>Programme Name</i>	<i>Tick</i>
1 - Cheshire Pioneer		8 - Science Corridor	
2 - Better Care Fund		9 - Energy	
3 - Live Well For Longer		10 - High Growth City	
4 - Health Integration		11 - Modern Business Architecture	
5 - Tatton Vision	✓	12 - Communities	
6 - Crewe Regeneration		13 - Waste	
7 - Macclesfield Regeneration			
Other: <i>(Please indicate below)</i>			

5.1.2 Project / Programme Management Arrangements

<i>Role</i>	<i>Name</i>	<i>Title</i>
Project Executive / Senior Responsible Owner	Brendan Flanagan	Head of Countryside, Culture & Visitor Economy
Programme Manager	Carole Mullineux	Business Development Manager
Senior User	Carole Mullineux	Business Development Manager
Project Manager	TBC	External appointment
Design and implementation of Activity Plan, recruitment and management of volunteers	Jayne Chapman	Farm Manager
Design and implementation of Activity Plan, recruitment and management of volunteer, recruitment, training and management of learning and visitor services casual staff.	Laura Armitage	Learning and Visitor Services Manager
Design and implementation of Marketing Plan	Vicky Wilby	Marketing Manager
Design Partnership and Audience Development plan and train staff.	TBC	Learning and Participation Consultant
Design and implement Interpretation plan	TBC	Interpretation Consultant
Design and implement Evaluation Plan	TBC	Evaluation Consultant

Assess and advise on appropriate plan for machinery restoration	TBC	Machinery Restoration Consultant
Assess and advise on appropriate plan for paint restoration	TBC	Paint Consultant
TBC - Procurement and tendering of construction work stream and appointment of construction related property services.	TBC	TBC - Construction Workstream Manager

5.2 Enabling Resources Required

Resource	No. of days		When?	Source (e.g. corporate, service, external, ASDV)
	Total	Per wk		
Project Management	360	3	July 2016 to December 2017	External plus internal Assets
ICT	0			
HR	0			
Communications	5		TBC	Service plus Corporate
Consultation (PMO)	2		March to June 2016	Corporate
Planning	0	0		Planning permission already achieved

Resource	No. of days		When?	Source (e.g. corporate, service, external, ASDM)
Procurement	5		TBC	Corporate
Legal	1		TBC	Corporate
Assets	61		2016 - 17	Corporate
Finance	24		2016 - 17	Service
Risk Management	0			
Business Intelligence	3		2017	Corporate

5.3 Key Milestones

<i>Milestone / Stage</i>	<i>Target Date</i>
1. Budget Approval / Gate 1 Endorsement [M]	January 2016
2. Procure external consultants	August 2016
3. Project Manager Appointment	August 2016
4. Procure Design Team and Contractor	October 2016
5. Overall construction period	April 2017 to December 2017
6. Interpretation design, production and installation	October 2016 to December 2017
7. Evaluation plan, training, implementation and review reports	August 2016 to June 2019
8. Partnership and audience development plan	September 2016 to June 2019
9. Internal Communication Plan	August 2016
10. Marketing Activity	January 2016 to June 2019
11. Fundraising Plan	May 2016

12. Official Field to Fork launch	March 2018
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5.4 Benefits Realisation Monitoring

Benefit	Benefit Owner	Review Timescale			
		3 months	6 months	9 months	12 months
Provide additional £50k net contribution towards reducing the reliance on public subsidy as part of the Tatton Vision and enable Tatton to sustain and enhance the conservation and care of the estate for the remainder of the lease. Measured by CEC/Tatton financial reporting systems.	Tatton Park, CEC				✓
Differentiation from direct competition to ensure competitive advantage (60 farm attractions within 50 miles radius); more authentic proposition utilising inherent heritage in a more meaningful and coordinated way; attract increased visitor numbers and a wider visitor demographic to increase admissions income for the longer term to invest back into the farm and estate and enable Tatton to become more self-sufficient. Evaluation Consultant will devise evaluation system to measure achievement.	Tatton Farm attraction				✓

Benefit	Benefit Owner	Review Timescale			
		3 months	6 months	9 months	12 months
Meet HLF targets; provide increased admissions income to enable financial sustainability and contribution towards reducing public subsidy. Measured by EPOS admissions data and management information reports.	HLF, Tatton Park, CEC				✓
External funding of major CEC capital project: HLF already contributed development funding of £76k and approved grant funding of £974k for delivery of the project in December 2015 ; £56k approved and £51k underwritten by Tatton Park Charitable Trust. Specific management, governance and evaluation regimes to be implemented and performance criteria reported upon; publicity and partnership working benefits. Measured by Fundraising Consultants performance targets.	TPCT, HLF				✓
By increasing the number of volunteers from 10 to 30, broadening the diversity of people volunteering as well as the range of roles and tasks involved, will augment the farms ability to deliver the F2F project and increase the quality of what and how it is delivered. The volunteers will gain from training in new skills, having a sense of purpose and well-being, being part of a team plus other social benefits. Evaluation consultant will devise evaluation system to measure achievement.	HLF, Tatton Park				✓

Benefit	Benefit Owner	Review Timescale			
		3 months	6 months	9 months	12 months
Specified project themes communicated and audiences reached by new site wide interpretation scheme. Evaluation consultant will devise evaluation system to measure achievement.	HLF, Tatton Park				✓
Existing management and maintenance leaseholder requirements to be met; ensure the heritage will be more effectively conserved, restored and repaired; closed buildings will be developed and opened, machinery restored and new spaces provided for participative learning. Measured by Design team's implementation, adherence to HLF targets and successful launch.	HLF, Tatton Park				✓
New learnings and participation pilots developed with a wide range of new audiences and communities which are then successfully launched and implemented; generate new income streams and partnership working. Evaluation consultant will devise evaluation system to measure achievement.	HLF, Various audiences, Tatton Park				✓

5.5 Contingency Plans

Preliminaries, contingency and inflation built into delivery budget. A structured monitoring system, weekly project and monthly programme review meetings and regular formal HLF reviews and evaluation reports. Time contingency built into construction works schedule. NEC3 'pain and gain' contract with building contractor.

Supplementary information:



F2F PROJECT
MANAGEMENT STRUC