

BUSINESS PLAN

2023 - 2027
Stretford Public Hall

October 2023



Friends of
**Stretford
Public Hall**

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1. Background

1.1. Purpose of the business plan

This business plan has been developed by the Friends of Stretford Public Hall (FoSPH) - a charitable community benefit society that took on the ownership and running of Stretford Public Hall in 2015.

It provides an overview of our plans to secure the future of the Hall for the long-term. Since bringing the Hall into community ownership in 2015, we have realised our initial vision to transform the building into a *'unique and thriving multi-purpose venue at the heart of Stretford owned and run by the local community'*.

However, to continue to operate in the long-term, the building needs considerable investment to address urgent repairs to the roof and undertake necessary energy efficiency adaptations that can ensure its future as a sustainable asset that can support Stretford to thrive for future generations.

This business plan sets out a renewed business case for a significant capital investment programme over the next five years, that will not only allow us to ensure the building is sustainable in the long-term but also enable us to meet our renewed vision to *'to create space for good things to happen in Stretford'*.

1.2. Vision, Mission and Values

Our initial vision that underpinned our first business plan on acquiring the building was for *'Stretford Public Hall to be a unique and thriving multi-purpose venue at the heart of Stretford owned and run by the local community.'*

In Section 2 of this business plan, we present an account of our achievements so far, demonstrating our success in realising our initial vision. Building upon this progress and considering the significant developments and adaptations we made in response to the Covid pandemic, the leadership team at Friends of Stretford Public Hall embarked on a dedicated exercise to renew our vision and core values in January 2021.

Recognising that our work and reach increasingly stretched beyond the Hall itself, we settled on our **new vision**:

"To create space for good things to happen in Stretford"

To achieve our vision and also reflect the current risks we are facing, we have also refreshed our **mission** to the following:

“As guardians of Stretford Public Hall, we will continue to restore and protect this historic landmark, to ensure it can host a wide range of activities that meet Stretford’s needs for years to come. We will ensure the hall continues to provide accessible community space for our local community to use and enjoy.

In partnership, we will help to improve the lives of residents by providing access to community support services. We will deliver a varied, community-led programme of arts, cultural, heritage and wellbeing activities - both inside and outside of the building.

We want Stretford Public Hall to be an accessible, multi-purpose community space that is widely used by the community of Stretford.”

Our vision and mission are supported by **five new core values** that seek to capture the breadth of our activities:

1. **JOY:** We believe in the power of music, art, community, and celebration to bring joy. We want Stretford Public Hall to be a space where people come to create and learn but also to just have fun.
2. **CREATIVE:** We want to create an adaptable and resourceful space, where people have the power to be creative in all its forms. We recognise that creativity in the workplace leads to innovation and progress.
3. **WELCOMING:** We want Stretford Public Hall to be a welcoming space in which everyone is at home. We aspire to a time when the hall's front door will always be open.
4. **RESILIENCE:** Stretford Public Hall has been a resilient part of Stretford’s history and will be an integral part of its future. We recognise that resilient communities are those with strong connections and a strong community spirit.
5. **COMMUNITY:** Stretford Public Hall is more than just a community-owned building; we connect and are accountable to our community in Stretford.

1.3. 2023 - 2027 Aims and Objectives

To ensure we realise our vision, mission and values, this business plan is underpinned by a series of aims and objectives for the next five years. These

new aims and objectives were co-designed by the board and staff team over the course of 2022:

Aim 1: Financial sustainability

We will secure an injection of capital investment to safeguard, and in certain cases, increase our trading income to not only consistently cover the costs of running the hall, but also able to generate regular surpluses that will allow us to:

- provide some level of subsidy for our arts and cultural events and activities so they remain accessible.
- Maintain the capital investment programme for the building.
- help us build reserves to meet our reserve strategy.
- as well as meet our commitments to service and repay our community investment.

Associated Objectives

- By Q1 2024, we will have secured an initial injection to our capital investment fund, through community shares and grants, that will allow us to undertake emergency repairs and adaptations to safeguard our operations and reduce ongoing maintenance costs and energy costs.
- By Q4 2024, will have built our reserves to cover at least six months operating costs and will maintain this reserves position on an ongoing basis.
- By Q4 2025, we will have established a consistent and stable revenue model to maintain a core staffing model with limited dependency on short-term grants.

Aim 2: Community Engagement

Everyone in the local community knows who we are, what we do and how they can get involved. Our front door will be open as much as possible for residents that want to use our services, and we will actively work with under-represented groups to ensure that the hall is relevant to everyone. Overall, the local community trusts us.

Associated Objectives

- By Q4 2023, we will consistently deliver at least two arts and cultural events / activities per month of our own programming, with active input from the local community.
- By Q1 2024 we will have put in a place a dedicated marketing and communications function to ensure consistent and effective communications.
- By Q1 2025, we will have increased occupancy and usage of all our spaces, so they are in use for an average 80% of available hours.

Aim 3: Social Impact

We will make a positive and meaningful difference to our local community in a number of ways - from reducing social isolation, improving health and wellbeing, promoting art and creativity, and providing skills and learning opportunities to local residents across Stretford.

Associated Objectives

- By Q3 2023, we will have developed a new impact measurement framework, with all operational staff actively contributing to the measurement of social impact.
- By Q4 2023, we will further embed our role as a community hub, establishing long-term arrangements with the local authority and statutory partners to design and deliver 'front-line' services that reflect our community values.
- By Q4 2024, the hall will be established locally as Stretford's Community Hub, with local residents aware of the hub and the services it provides.

Aim 4: Preserving and improving the building

We will continue to preserve the hall as an important historic building for public use as well as extending and improving the space - notably the basement. We will also maintain and improve the local environment on the footprint of the Hall and surrounding areas.

Associated Objectives

- By Q1 2024, we will have secured resources to undertake capital investment to undertake critical repairs to the roof and improve the energy efficiency of the hall.
- By Q4 2027, we will have secured a significant capital grant from National Lottery Heritage Fund (NLHF) to deliver a transformational basement renovation and new extension, alongside a substantial contribution to the improved fabric of the building as a whole.

1.4. About our community

Socio-economic profile

The boundary of the town of Stretford comprises the local wards of Stretford and Humphrey Park, Lostock and Barton, Gorse Hill and Cornbrook, Clifford and Longford, forming the northern tip of Trafford Metropolitan Borough Council. The 2021 UK census found the population of Stretford and Humphrey Park ward to be 12,280.

Trafford is ranked 191 on the 2019 Index of Multiple Deprivation (IMD) out of 317 local authority districts in England where 1 is the most deprived. As a ward, Stretford presents a real mix of levels of deprivation. At ward level, Stretford is ranked 3rd out of 21 wards in Trafford where 1 is the most deprived and 21 is the least deprived on the Index of Multiple Deprivation 2019.

One area of Stretford (LSOA 011C) is the most deprived area in Trafford on the crime domain ranking and is ranked within the most deprived 10% of areas in England. Two other areas of Stretford (Trafford 006D and 006E) sit within the 40% least deprived nationally.

In terms of diversity, Stretford is a mixed area with 26.7% of the population identifying as from Ethnically Diverse Communities in 2021 (Census, 2021), up from 20.39% in 2011.

A significant indicator of social change is the change of types and ranking of occupations in the area and adjoining areas. Demographic statistics indicate a substantial growth in the professional classes in Stretford and adjoining areas. This shift can be seen as a move across the south of Manchester into Trafford as areas such as Chorlton start becoming dominated by residents from professional occupations. Pressure on house prices in these area sees households wanting to

live in or close to these 'aspirational' areas start to buy in adjoining neighbourhoods where house prices are lower.

Professional occupations have been dominant in the residential statistics in Chorlton and Priory over the past two decades and this change has clearly started to take hold in Stretford. The 2021 census suggests that over 36% of economically active adults work in professional occupations.

Community needs

During the campaign to save Stretford Public Hall, FOSPH recruited a team of local volunteers who designed and supported an information campaign to encourage public participation in a range of meetings and events, all held locally. The consultation enabled FOSPH to confidently identify the issues that were important locally, thanks to a 'bottom-up', community-led consultation that involved thousands of hours of dedicated volunteering time given to the project's development.

Our first major consultation activity was a residents' survey of need (designed and distributed by local residents during April-June 2014) which received 374 responses. Since then, we have carried out numerous community consultations (which included local churches, our local Islamic centre and temple, as well as residential homes and schools).

Early consultation exercises identified a lack of affordable space for local groups and individuals to hire, with most existing spaces being attached to either licenced premises (i.e. rooms in pubs) or religious organisations (church halls). Initial consultations identified future uses for the hall and some of these have already been achieved (such as the establishment of artist's studios and affordable coworking / office space).

Most recently, in August and September 2022, we ran a community consultation exercise and gathered feedback on our activities from over 130 local residents. We ran an online survey, and a team of volunteers carried out face-to-face surveys on doorsteps. The findings from the survey were used to develop our winter programme of activities. We are confident that our work at the Hall is meeting local needs. This is supported by the large community consultation carried out by Trafford Council as part of the development of the Stretford Masterplan, which identified a need for more local community services.

1.5. Strategic alignment

Our refreshed business plan for Stretford Public Hall coincides with wider development and regeneration activity in Stretford town centre.

Context

Stretford is situated approximately four miles outside Manchester town centre, in a prominent position along the A56 corridor – a major commuter route into Manchester. Following the opening of the Manchester Ship Canal and the development of the Trafford Park industrial estate in the 1890s, the town developed rapidly. The Municipal Borough of Stretford was formally created in 1933, eventually becoming part of the Borough of Trafford in 1974.

In 1969, Stretford's historic town centre was largely demolished to be replaced by Stretford Arndale, a shopping centre that became the heart of Stretford for over 40 years.

The current town centre is still dominated by Stretford mall, an inward facing shopping centre. As such, the town lacks a traditional 'high street' and other features, such as public squares and historic buildings, which often characterise town centres. Many of the mall's large retail units now sit empty.

The decline of the mall – triggered by the opening of the nearby Trafford Centre and the rise of online retail – has meant that the regeneration of Stretford town centre has been a local priority for over a decade.

Wider development plans

Following years of community consultation, Trafford Council now has a strong vision for the future of Stretford town centre. This was off the back of the Council and local developer Bruntwood entering into a Joint Venture to purchase Stretford Mall, bringing the town centre back into part-public ownership in 2019. Not long after, a Future High Street Fund application was successful, securing £17.8 million capital investment to reconfigure Stretford Mall. *A full timeline of development activity is included in the appendices.*

The regeneration is recognised as a priority, intended to act as a catalyst for a wider Area Action Plan (AAP) being developed in the area. In 2021, a hybrid planning application was submitted setting out a phased approach to the town's redevelopment. The first phase of this masterplan, the redevelopment of Stretford's high street and nearby multi-storey car park, has just begun after a full planning application was approved for the first phase of the master plan.

Overwhelmingly, during public consultation, the residents of Stretford have called for investment in the town centre to reverse years of decline. Other common themes have consistently emerged from consultation over recent years:

- A focus on improved health and wellbeing
- The opening up of King Street (former high street) as it used to be, with the town centre accessible beyond 6pm. The creation of a new public spaces and improved public realm
- A new commercial & retail offer, led by independent local retailers.
- Improved building frontages
- The reinvention of the town's large multi-storey car park
- More tree planting and the creation of more greenspaces

These themes have all informed the current version of the Stretford Masterplan, and the work is now underway. Further details on the Stretford Masterplan and the proposed phases of the town's redevelopment can be found on the new town centre website: <https://stretfordtowncentre.co.uk/>

Stretford Public Hall and community-led development

Community-led development has been a central driver of Stretford's regeneration to date. Across Stretford, successful 'Friends of' groups have been heavily involved in the management of greenspaces, with groups like the Friends of Victoria Park, organising cultural events and delivering community services.

Stretford in Bloom and Gorgeous Gorse Hill are examples of community organisations who have played an active role in improving Stretford's public realm, managing planters and greenspaces, and using art in public spaces.

Although the town lacks an obvious town centre, the area has a strong sense of community and residents have been actively engaged in the area's regeneration for over a decade. Strong community opposition to the Refreshed Stretford Masterplan in 2017 blocked proposals to build high-density student housing in the town centre.

While the Stretford Masterplan sets out a clear vision for the future development of Stretford town centre, there remains great potential for the community to get more involved in the delivery and realisation of these plans.

We are now active in establishing a Stretford Town Centre Forum to allow business and community stakeholders to realise the opportunities of the town centre plans. Friends of Stretford Public Hall is hosting the forum while it develops.

Longer-term, we are hoping the forum could take on some of the common 'footfall' functions of Business Improvement Districts - helping to coordinate events and activities across Stretford. This will likely involve:

- Exploring constituting the forum - separate from the Hall – so it can generate its own income, secure funding etc.
- An external launch of the Forum to raise awareness.
- Organisation of a regular programme of events and activities

Trafford's new Cultural Strategy

Stretford Public Hall also provides people with an opportunity to access arts and cultural events and activities, in a trusted, non-formal space. Trafford Council's new draft Cultural Strategy (2023) identifies the importance of community-led, grassroots cultural activity and proposes the development of a network of community 'culture hubs' across each of Trafford's towns.

The strategy identifies Stretford Public Hall as the most obvious lead organisation to coordinate activities across Stretford, recognising the value in the hall combining its function as a community hub with that of a cultural and arts space.

Staff at the hall have been closely involved in the development of the Cultural Strategy and are continuing to work in partnership with other arts organisations to deliver the ambitions set out in the strategy.

2. Our Track Record

2.1. Overview

When we bought the building in 2015, our vision was for '*Stretford Public Hall to be a unique and thriving multi-purpose venue at the heart of Stretford owned and run by the local community.*' We have gone a long way to achieving this vision. Since 2015, we have raised over £1.25m of funding - the majority of which has been reinvested in building improvements and renovations.

In 2021, our ballroom reopened following a transformational renovation, with new accessible toilets, new kitchen areas, and a fully restored, 300+ capacity ballroom.

2.2. Our impact

Community use of the Hall

The hall is now open and staffed from Monday to Friday, 9.30am - 4.30pm, with events and activities also held in the evenings and weekends. It is widely used by Stretford residents of all ages, as well as by the wider community of Trafford and Greater Manchester. In the first half of 2023:

- 15,735 people have attended events and meetings at the hall, making use of our accessible community space.
- 3,155 people have attended cultural and social activities, including live music events and community cinema events.
- 1,800 people have attended health and fitness classes.
- 606 people have attended the hall for mental health and wellbeing support.

Volunteering opportunities

The hall also provides meaningful volunteering opportunities for local residents. Over the past 12 months:

- 1,228 volunteer hours have been delivered by hall volunteers.
- 83 registered volunteers support the work of the hall and Stretford Community Hub

During surveys and feedback, our volunteers cite a number of reasons for volunteering such as social connection and friendship; wanting to carry out meaningful community work; and wanting to help support a local community

asset. Volunteering also helps to build confidence and develop soft skills (e.g. time-keeping, teamwork, confidence and communication) for those who have been out of work for a long period.

Stretford Community Hub

Stretford Community Hub delivers community support and information and advice services, providing face-to-face support for local residents. Residents contact the hub for help with a varied list of issues, ranging from those in urgent need of help (e.g. facing homelessness), to those who need help with more simple day-to-day tasks, like completing forms online.

Over the past 12 months, we have supported 729 local residents through the community hub. This includes referring 461 residents for financial advice, referring 81 people for digital support and referring 95 people for mental health support.

In addition, 235 residents have accessed the Household Support Fund over the past year, receiving direct financial support to cover the cost of food, fuel and other essential items. Postcode analysis of these residents shows that, although the hub is open to and welcomes residents from across Stretford, the majority of hub clients live in more deprived areas of Stretford, particularly those in the lowest 10% decile as measured by the Index of Multiple Deprivation (IMD).

Citizens Advice Trafford runs a weekly drop-in at Stretford Public Hall, providing an important face-to-face service to support local residents. Over the past six months, since the start of 2023, CAB have provided ongoing support and advice to 96 residents and have signposted and provided advice through 'quick contact' with a further 396 residents. Monitoring data collected by CAB shows that just over 53% of residents supported by CAB identify as White, 23% Asian, 16% Black and 5% mixed race.

2.3. Our activities and services

Community services

We are one of Trafford's six community hubs, providing a wide range of support and advice to the local community, on a range of issues like housing, local services, and welfare rights. We are a referral agency for Stretford Foodbank and local mental health services. We distribute the Household Support Fund (HSF). Residents are referred to us by Citizens Advice, Trafford's Welfare Rights team, adult and social care, and other referral agencies such as social prescribing link workers, to get help accessing food, clothing, bedding, white goods and other

essentials. We use the HSF to support residents experiencing fuel poverty, offering payments to clear debt and top-up energy metres.

We are registered with Good Things Foundation as an Online Centre and currently part of the National Databank Scheme, distributing free data / SIM cards to those who need help getting online. The hall served as a Census Support Centre in 2021, to help people access the digital census. In addition to the delivery of Stretford Community Hub and its associated activities, we also deliver a series of wider community services including:

- weekly Citizen Advice drop-in sessions.
- Online Centre services and digital support.
- Household Support Fund small grants.
- English as a Second Language (ESOL) services.
- information and advice drop-in sessions

In October 2022, in partnership with Trafford's other community hubs, we established Trafford Living Rooms – a network of over 50 'warm spaces'. We run our own 'Weekly Warmer' providing soup and hot drinks every Tuesday. We run fortnightly 'Fish & Chip Fridays' socials for older people, offering a subsidised dinner for free / reduced price. These alternate with a fortnightly cookery class, demonstrating how to use slow cookers.

Our work is supported by a large team of enthusiastic local volunteers who undertake a wide variety of tasks and roles enabling us to run events and activities for our community and supporting the upkeep of our building.

Health and wellbeing

We deliver a range of health and wellbeing activities from the hall, including:

- weekly fitness classes (chairbics, keep fit, yoga, pilates etc).
- art therapy classes and workshops.
- menopause support sessions.
- gardening and ecotherapy.

The hall also provides affordable community space to a wide range of local health and community health services e.g. Greater Manchester Mental Health teams (who use the hall for training); Singing Together (weekly dementia-friendly choir); Dance for Parkinsons weekly group; various addiction support and recovery groups.

Arts & cultural activities

We deliver a varied, community-led programme of arts and cultural activities including:

- *Regular community cinema screenings.* Films are decided by a volunteer 'community cinema panel' who vote on the films to be screened. Films shown vary from popular blockbusters; independent British films; family-friendly films; sing-along screenings and themed screenings (e.g. for Black History Month and International Women's Day).
- *Live music events,* which showcase local artists and musicians from across Greater Manchester. As well as evening events, we regularly put on Jazz Tea Dances, aimed at older people and Stretford's swing dance community. We have recently secured funding to redevelop the Stretford Public Hall car park and we plan to use the outdoor space more often for cultural events and activities (including markets).
- *Arts workshops and project activities.* We deliver a range of workshops and drop-in sessions, to enable residents to practically engage with arts and crafts activities. Recent examples of similar projects include:
 - textile banner making workshops, as part of a women's safety project.
 - Manga drawing workshops for young people.
 - a weekly 'art for wellbeing' class; and,
 - art therapy classes for women experiencing the menopause.

Between January and August 2023, 8,948 people attended cultural and social activities at the hall.

We work in partnership with other arts organisations to deliver projects across Stretford and Trafford, and to take part in wider festivals and activities across Greater Manchester. Free tickets and reduced-price entry to all of our community activities are available through social prescription, and we work closely with link workers from our local GP surgery to ensure people are able to attend our events if their link worker thinks it would be beneficial to their physical or mental health.

Workspace and room hire provision

In addition to those who use the hall as community space, and to access local activities and services, Stretford Public Hall also provides regular workspace to 30 artists, small businesses and creative freelancers, who are based in the hall's artist studio and co-working space. Over the past five years, over 90 small enterprises and individuals have used the hall for workspace.

A number of other local organisations also use the hall on a weekly basis (including Stretford Children's Theatre, Stretford Rock Choir; Hardyards Running club; Parkinsons Dance; Singing Together), with a wide range of organisations and groups also hiring space at the hall on a more ad-hoc basis.

We have a number of large community rooms (each with a capacity of c. 60 people), which are regularly hired out by local community groups, small charities and professional services. We also hire out our recently-renovated ballroom which, with a capacity of 300+ people, is the largest cultural space in Stretford.

The ballroom is used for a wide range of different events, including conferences, dance classes, workshops, music events, filming and photography shoots, markets and theatre productions. We have a small team of casual hospitality staff that enable us to offer bar / cafe facilities at events, and for the past 18 months we have been offering wedding packages as part of our room hire offer.

Free public events

FOSPH are experienced in delivering large scale, free public events, with recent examples including:

- Bring on the Brass - a roaming live music event which saw two brass bands taking music to people on their doorsteps during lockdown.
- the Stretford Wall of Fame - an outdoor exhibition in our pocket park.
- our annual Christmas Fair with diverse local traders and attended by 900+ people, and the Jubilee Street party, with bands and craft activities in our car park.

These events were attended by thousands of people - many who had never been to Stretford Public Hall before - and were successful in attracting diverse audiences, reflecting the rich diversity within our community.

This highlights a need for ambitious, outward facing programming to engage our current audiences, and attract new ones.

2.4. Project delivery

We also have a strong track record of delivering externally funded projects that support our mission and extend our reach and impact. Examples of recent projects we have delivered:

- **Trafford Culture Champions** (2019 - 2021, funded by GMCA). Trafford Culture Champions was part of a wider flagship GMCA age-friendly programme for Manchester, working with people aged over 50 to instigate their own creative projects.

The project was led by a team of 'Culture Champions' who used their local knowledge and experience to advocate, lead and program activities, including an over 50's queer cabaret, a film club for BAME elders and a wall mural in a disused underpass.

- **ELEVATE** (*February - May 2022, Arts Council England, ACE*). ELEVATE was an artist residency and community art project. The project sought to amplify the creative voices and artistic talents of under-represented people through art workshops, creative opportunities, and exhibitions.

ELEVATE was a direct response to the Black Lives Matter protests of 2020; we identified that we must do more to embed diversity within our creative offer in an authentic and responsive way by supporting people from diverse backgrounds to influence artistic decision-making and use creativity as a platform for change. The project included an artist residency for Venessa Scott, who subsequently became a permanent tenant of our artist studio.

- **Thriving Communities Trafford** (*March 2021 - May 2022; funded by ACE and the National Academy of Social Prescribing (NASP)*). The project included eight community partners from across North Trafford and aimed to improve social prescribing within the North Trafford PCN, and Trafford more widely.

We continue to have a close working partnership with Trafford Council link workers and local social prescribers, and we offer free tickets to events and activities, for those referred to the hall by link workers.

- **Trafford Poverty Truth Commission** (*October 2021 - February 2023; Trafford Council & Trafford Housing Trust*) FOSPH were funded by Trafford Council to deliver the Trafford Poverty Truth Commission (PTC), an 18-month project that has sought to bring about a greater understanding of poverty in Trafford. The project brought together local residents with lived experience of poverty, with a commission of business leaders and local decision-makers, who met regularly to discuss the challenges faced by those living in poverty. The recommendations from the Commission were formally accepted by Trafford Council and are currently informing a refresh of the council's Poverty Strategy.

2.5. Community benefits

Based on the activities, events, services and projects we have undertaken and continue to deliver, we can identify a number of key community benefits which we support:

1. **Community pride and perceptions of the local area as a place to live** - Stretford Public Hall is one of few remaining historic buildings in Stretford town centre. Its reopening as a community centre, following a successful community-led campaign to save the hall from sale, has helped to rebuild community pride in the local area. The hall's reopening has been cited by Trafford Council as important to the regeneration of Stretford town centre.
2. **Social trust, cohesion and a sense of belonging** - Stretford Community Hub provides direct support to residents, offering face-to-face support to people who visit the hall, as well as support over the phone and by email. Our work as a community hub has established Stretford Public Hall as a trusted community asset, and residents are increasingly aware of the hall as a place where they can get information, advice and support. The hub provides a referral route to other activities, including volunteering opportunities, which helps to provide people with a sense of belonging. For example, someone who attends the hall to get help accessing a foodbank parcel, might also be referred to one of our community activities, like community cookery classes.
3. **Participation in community life, arts and culture, or sport** - Stretford Public Hall provides affordable access to a wide range of arts, cultural and sporting activities. Community groups like Hardyards Running Club, Stretford Rock Choir, Stretford Children's Theatre, and Stretford Street Art Club - all regularly use the hall as a base for their activities, while FOSPH also deliver community cinema nights, live music events and community festivals. All of our activities are offered on a pay-what-you-can basis, helping to improve participation.
4. **Local economic outcomes, such as employment and volunteering opportunities, and employability and skills** - we have 83 registered volunteers and our Volunteer Coordinator also supports other local VCFSE organisations to recruit and retain volunteers. Through our work as a Lead Partner with Trafford Community Collective, we coordinate a network of local VCFSE groups, helping to strengthen the sector locally. Our establishment and coordination of Stretford Town Centre Forum is aiming to improve local economic outcomes, by bringing community groups and local businesses together, to collaborate and collectively

promote Stretford town centre.

5. **Delivering positive impact in physical and mental health and reducing loneliness and isolation** - we know from our work with social prescribers that social isolation is a problem locally, particularly among older people. We aim to bring people together to tackle loneliness, by offering enjoyable and accessible activities. Examples include Fish and Chip Fridays (a fortnightly social for older people, offering a subsidised fish and chip dinner, together with bingo and other games) and Community Cookery - weekly cookery classes, demonstrating how to eat well on a budget.

2.6. Membership and share capital

We currently have 888 members of our Society who hold a total £258,717 of share capital in the society.

We have been actively building our membership since we established a charitable community benefit society in 2015. In 2016, we launched our membership scheme with over 150 people initially joining for a lifetime membership of £10. We continue to offer this as a low-cost membership option which anyone can apply for at any time - subject to our rules around membership.

In 2017, we launched a community share offer whereby anyone could become a member of Friends of Stretford Public Hall and purchase withdrawable shares, more commonly known as community shares, in the society. The share offer attracted £255,430 of investment from over 800 new members which funded our ballroom renovations.

Around 80% of our membership live in the local Stretford M32 postcode area and a large proportion of the remaining 20% live in neighbouring postcodes.

Since undertaking our share offer, we have had a number of challenging operating years due to the Pandemic and subsequent rising energy costs. As a result, we have not paid interest on our share capital for most years with the exception of 2021, in which we paid 2% interest for those wishing to take interest. However, over a quarter of members have confirmed they were willing to waive any interest payments, which limited our interest payments to £4,206 for the year.

Since our community share offer, we have had a small amount of membership turnover with seven people leaving membership and requesting a withdrawal of

their investments. This is mainly due to the death of a member which has triggered a withdrawal of their share capital. In total, we have had £912 of share capital withdrawn.

We have had over 30 new members join as non-investor members since 2017. However, we will be launching a new share offer in October 2023, allowing both existing members to invest further and as well as encouraging new members to join and invest as part of our capital investment plans, as detailed in this business plan.

The launch of a new Community Share offer has been repeatedly requested at recent Annual General Meetings (AGMs), by both existing investor-members and by new supporters of the hall who are keen to invest. As a result, at the 2022 AGM, the Board of Stretford Public Hall committed to launching a new Community Share offer within the next 12 to 18 months.

2.7. Financial Performance

Friends of Stretford Public Hall has been operating profitably since it took on the building in 2015. The tables below show a Statement of Financial Activities (SOFA).

Our full statutory accounts for the last three years are also available from our website.

We have been successful in growing our trading income over time while continuing to secure grants to support a wide range of projects and activities we deliver, as detailed earlier in this section. While our figures for the year to 31 March 23 show a small deficit, this is due to advanced expenditure of grant funded activity as well as accounting for depreciation costs. We are expecting to report a similar position for this year (2023-24).

Financial Performance

	Apr 22 - Mar 23			Apr 21 - Mar 22			Apr 20 - Mar 21		
	Unrestricted Funds £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Restricted Funds £	Total Funds £	Unrestricted Funds £	Restricted Funds £	Total Funds £
Donations and legacies	2,550	700	3,250	1,322	0	1,322	2,651	326,617	329,268
Charitable activities	226,386	141,099	367,485	139,274	216,638	355,912	90,111	148,497	238,608
Total income	228,936	141,799	370,735	140,596	216,638	357,234	92,762	£475,114	567,876
Expenditure on:									
Raising funds	13,235	0	13,235	£15,382	£0	15,382	0	£0	£0
Charitable activities	189,691	186,010	3375,701	157,706	151,538	309,244	74,720	137,232	211,952
Total expenditure	202,296	186,010	388,936	173,088	151,538	324,626	74,720	137,232	211,952
Net income/(expenditure) for the year									
	26,010	(44,211)	(18,201)	(32,492)	65,100	32,608	18,042	337,882	355,924
Transfer between funds	1,302	(1,302)	0	4,326	(4,326)	0	343,507	(343,507)	0
Net movement in funds	27,312	(45,513)	(18,201)	(28,166)	60,774	32,608	361,549	(5,625)	355,924
Interest paid on shares	0	0	0	(4,206)	0	(4,206)	0	0	0
Net movement in funds for the year after equity movements									
	27,312	(45,513)	(18,201)	(32,372)	60,774	28,402	361,549	(5,625)	355,924
Reconciliation of funds									
Total funds brought forward	459,973	107,064	567,037	492,345	46,290	538,635	130,796	51,915	182,711
Total funds carried forward	487,285	61,551	548,836	459,973	107,064	567,037	492,345	46,290	538,635

3. The society and its partners

3.1. Structure

The organisation is a charitable community benefit society limited by guarantee, incorporated on 5th October 2015 and registered as a charity with HMRC on 9th February 2016.

The Society is governed by a Board of Directors who are volunteers appointed in accordance with procedures set out by the Board. The Board of Directors comprises up to twelve members, including those co-opted onto the Board.

There are no restrictions on how long board members serve on the board (their 'term of office') except that at each Annual General Meeting (AGM), one third of board members must retire and reapply for election. The Directors to retire shall be the Directors who have been longest in office since their last election. Our elections take place in the run up to our AGM.

Our trustees continue to meet every two months to provide strategic oversight and input and receive regular updates and reports from the staff team on the Hall's activities. Furthermore, we have a finance sub-committee that comprises trustees, the hall manager and the hall's finance manager, to oversee financial affairs.

The Society is a form of co-operative with over 800 members. Anyone can become a member, including organisations as well as individuals. Lifetime membership costs £10, and members can join via our website or by contacting staff directly. Members are entitled to attend general meetings and have voting rights at our meetings. They are also eligible for nomination to become a Director / Trustee, and to join our governing Board. Members receive a monthly electronic newsletter, as well as ad hoc email updates and invitations to events.

Our last full members meeting was our AGM in November 2022, which was attended by c. 50 members. Member shareholders receive dedicated investor communications, managed through our CRM system and associated share register.

3.2. Rules

The society was established under rules which established the objects and powers of the charitable society and which set out the proceedings of meetings of directors and members.

The Charitable Objects of the Society as set out in our rules are to:

- a) *Provide or assist in the provision of facilities and service primarily for the benefit of the community and visitors to, and the resident of, Stretford, for recreational and other leisure time occupation in the interests of social welfare, such facilities being provided to the public at large save that special facilities may be provided for persons who by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances may have need of special facilities and services;*

And/or

- b) *Providing, maintaining, improving and advancing public education by the encouragement of culture and arts.*

3.3. Performance and risk management

An organisational structure is in place with clearly defined lines of reporting, accountability and responsibility for planning, executing, controlling and monitoring business operations.

The Board and staff team work together in developing the strategic objectives of the organisation to deliver on its mission. Employee engagement with and understanding of our strategic objectives are regularly monitored and operational planning ensures alignment between our strategy and day-to-day activity.

A comprehensive suite of policies and procedures is in place across the organisation. It is regularly reviewed; compliance is monitored and we provide thorough inductions for new members of staff.

Financial management and procedures

The organisation has a Financial Policy which sets out controls and procedures for monitoring and managing expenditure. *A copy can be found in the Appendices.*

Annual budgets and financial forecasts are approved by the Board and monitored on a regular basis. The Board's Treasurer is responsible for ensuring financial reports are received by the Board at regular intervals, and for making recommendations to the Board on behalf of the Finance Subcommittee. FOSPH employs a bookkeeper who is responsible for ensuring all transactions are reconciled and logged on an appropriate bookkeeping system, and who works

with the Manager and Treasurer to ensure information is kept up-to-date for the purposes of monthly reporting.

Limits are set for expenditure and amounts over £5k require full board approval and tenders, quotes. Applications for grant or external funding are approved by the Board according to agreed criteria.

Risk management

Risk management is an important element of our internal controls and the Board is accountable for these processes. The Board in conjunction with the Hall Manager has the primary responsibility for identifying the key risks to the business. Risk processes embedded within the culture of the organisation involve regular consideration of risk.

Risk management procedures include systems for the identification, evaluation and management of risks to the business. Each risk is allocated an owner and scored in terms of its likelihood and impact before and after documented mitigating actions. The most significant risks to the business have contingency plans in place. *The Risk Register is included at the end of the Business Plan*

The health and safety of our members, tenants and staff is our top priority and we have implemented plans in line with Public Health England's advice. *Our Fire and Health & Safety Policies are included in the appendices.*

3.4. Board and manager competencies

Our organisation is led by a strong leadership team comprising a voluntary board of 11 trustees, a Hall manager who oversees day-to-day operations and a wider staff team. Our staff structure is included in the Appendices and a series of profiles for our board and staff team are presented below.

Overall, we have a wealth of skills, experience and competencies that ensures we can effectively deliver our strategic vision and manage ongoing operations. Our board and staff team are largely based in Stretford and are closely connected to the local community. We have also made good progress in ensuring protected characteristics are represented on a board and senior leadership, with minoritised ethnic, LGBTQIA+, youth representation.

Our track record on project delivery and renovation work to date, as set out in this section, underlines our effectiveness as a team to work together to manage

projects on time and to budget - both in terms of capital projects and service delivery activities.

The Board has an active recruitment and induction strategy for attracting new board members from our volunteer pool, our wider membership and through co-option where specific skills are identified. In the last year we have undertaken a dedicated Risk Workshop with a Risk Consultant and are also in the process of undertaking a discrete piece of Organisation Design consultancy, supported by funding from Power to Change, which will help us improve the structure of our leadership team and which will also cover Board composition and succession planning for the organisation.

Simon Borkin, Chair

Simon is a freelance consultant with a background in supporting co-operative and community enterprises. He spent seven years at Co-operatives UK, where he established and oversaw the work of the Community Shares Unit (CSU) which promotes best practice for community share offers. He has recently become Chair of the Stretford Town Centre Forum which brings together local businesses, community organisations and Trafford Council & Bruntwood to input into the town centre regeneration plans.

Anthony Williams FCA, Treasurer

Anthony is the hall's Treasurer and an experienced financial director, having worked as Chief Finance Officer and Finance Director with several large regeneration companies and property developers.

Petra Morris, Secretary

Petra joined the Board at the end of 2017 and is our Society Secretary. Petra has worked at Co-operatives UK for the past 12 years leading on a range of funded national programmes helping new and existing co-ops and community businesses particularly around their governance.

Dan Williamson

Dan is a founder member of Friends of Stretford Public Hall. He is a Senior Producer for the charity ArtReach and manages a range of creative projects that include newly commissioned artwork, festival programmes, creative consultancy support for a range of public and private sector clients.

Christine Duffin

Christine has worked as a Program Manager in housing development and regeneration projects across the North West and nationally. She is experienced in working with communities to develop and deliver their priorities and to maximise opportunities for neighbourhood regeneration.

Hayley Hughes

Hayley is a Stretford resident with almost 20 years' experience working in the voluntary sector. In her current role as the Assistant CEO at Citizens Advice Manchester, Hayley is responsible for leading on organisational business planning, income generation, fundraising and organisational change management.

Chris Lee

Chris has over 15 years' experience working in the hospitality and events sector in Manchester. He is an Event Manager at Victoria Baths and supports the Events Team at Stretford Public Hall.

Venessa Scott

Venessa Scott is a prolific public artist working across painting, illustration and large-scale murals. She is also a specialist in Creative Education, an official ambassador of The Pankhurst Centre, and has been recognised widely for her contribution to the arts and cultural sector in the North.

Christine Henderson

Chris is a HR professional with strong employee relations skills and 15 years' experience gained in both commercial and public sectors. Chris is a People and purpose consultant at Deloitte and supports the hall manager with HR operational support. Chris advises on the hall's HR policies.

Sarah Higham

Sarah is an Investment Partner for Arts Council England, overseeing every detail of a funding programme - from start to finish. Sarah is also about to embark on an MBA, with a particular interest in finance, as well as being an event planner and originally trained as a Sound Engineer. Sarah leads the Board's work assessing organisational risk.

Staff members

Kate McGeevor, Hall manager. Kate has led the staff team at the hall since joining in 2018. She is responsible for fundraising, HR and day-to-day operations at the hall, working closely with the hall's Board to deliver strategic leadership.

Joanna Jones, Bookings and Events Manager. Joanna manages room hire and events at Stretford Public Hall, responding to booking enquiries and ensuring that the hall meets income targets related to room hire. Jo is responsible for managing the hall's small team of casual event staff, as well as the hall's bar and hospitality offer.

Imogen Butler, Finance manager. Imogen joined the hall in 2021, as the hall's part time finance manager. Imogen is responsible for book-keeping and grant management and works closely with the hall's Treasurer to produce the hall's management accounts, budgets and financial forecasts.

Emma Finn, Community Hub coordinator. Emma joined the hall team in 2022, having previously volunteered at the hall. Emma is responsible for delivering the hall's community hub services, supporting local residents who visit the hall in need of advice and support.

Katherine Bays, Volunteer coordinator. Kaf joined the hall in 2022, having previously worked as volunteer coordinator for Healthwatch Trafford. Kaf is responsible for the recruitment and management of volunteers at the hall. Through Trafford Community Collective, Kaf also supports other VCFSE organisations in Stretford.

Mark Etherington, Caretaker. Mark has been a member of the hall's core team for over 5 years, providing invaluable day-to-day support around the building. Mark retired in 2022 but continues to work at the hall on a casual basis, helping with repairs and maintenance, and assisting with room set up for events.

Samantha Dale, Receptionist / Events assistant. Samantha joined the hall team in 2021, as a Kickstart trainee. She greets visitors to the hall and is responsible for answering the hall's phone and managing the hall's email enquiries, as well as administrative support. Samantha also works closely with Jo, to deliver room hires and events, as well as updating the hall's website and social media.

Vic Payne, Receptionist / Admin support. Vic manages reception on the hall's busiest day - Wellbeing Tuesdays. As well as answering the phone and emails, Vic is responsible for the ticketing and banking for all of the activities that take place at the hall on a Tuesday.

3.5. Partners

Increasingly our work is delivered in partnership with a series of local, regional and national organisations and networks, recognising the added reach and impact we can deliver through collaboration and co-operation.

Trafford Community Collective

Friends of Stretford Public Hall (FOSPH) are one of five Lead Partners for the Trafford Community Collective (TCC), a membership organisation for Trafford's VCFSE sector. As a Lead Partner, we coordinate regular meetings and networking events for Stretford's VCFSE sector, bringing together community groups, small charities and social enterprises, to share ideas and encourage collaboration.

Examples of recent activity supported by this work has included a Stretford Volunteer Fair, which we hosted at the hall in January 2023, and a 'Good as New' event, focused on recycling and repair, attended by a number of local community groups and small businesses.

These existing partnerships with the VCFSE sector mean that Stretford Public Hall has a growing reputation for providing accessible community space for other community groups. This will help our project by increasing income from room hire and increasing opportunities for events and activities delivered in partnership with other groups.

Through our work as Stretford Community Hub, we work in close partnership with Trafford's five other community hubs. We work together to ensure that Trafford's Community Hubs provide a consistent service across the whole borough, ensuring residents have access to community support wherever they live.

Our partnership working will be strengthened further over the next three years, due to a Reaching Communities grant from the National Lottery, secured by Trafford Community Collective. The grant is funding the employment of a Volunteer Coordinator at each of Trafford's Community Hubs. This will support our project by improving our recruitment, retention and management of volunteers at the hall.

Other project partnerships

FOSPH have a proven track record of leading and delivering large, grant-funded community projects in partnership with other organisations. Recent examples have included:

- Thriving Communities Trafford (Arts Council England & National Academy for Social Prescription (NASP); £50k) - a social prescribing project delivered with eight community partners.
- Stretford Tree Trail (GMCA Greenspaces Fund; £45k) - funding to improve Stretford's green spaces, in partnership with six local Friends of Parks groups.

Local and community partnerships

We work closely with partners from elsewhere in Trafford and from across Greater Manchester, to either partner in the delivery of cultural events or to provide a venue for others to use for arts activities. Examples of recent collaborations and partnerships include:

- Partnering with MACfest (Muslim Arts and Culture Festival) to co-host events in Stretford Public Hall, including film screenings and talks.
- Partnering with Rehoboth for Families to run a series of community cinema events to mark Black History Month.
- Working with the George House Trust to exhibit a panel of the AIDS memorial quilt.
- Collaborating with Journeys Festival International, who used the hall's flag poles to display artwork as part of their 2021 festival.
- Working with the Untold Orchestra who ran a series of workshops and performed at the hall, as part of our ballroom opening celebration weekend.
- Partnering with enJOY Arts to deliver the NLHF-funded project 'Mothers in Crisis'.
- Partnering with Trafford Hongkongers, to deliver a number of celebratory events and markets at the hall, to bring together Trafford's Hongkonger community.

4. Securing the future of the Hall - Capital Investment Programme

4.1. About Stretford Public Hall

Stretford Public Hall is a Grade II-listed public hall, situated in the heart of Stretford town centre. It is an imposing building, made of red brick and Gothic in style, with a tall clock tower. The building comprises a mixture of smaller and larger ground and first floor rooms, together with a large 300+ capacity Ballroom. The building was listed in 1987, with the listing description acknowledging not only the Hall's external architecture but its unique Victorian tiled entrance foyer, ornate staircase, historic joinery and the first floor Ballroom / mezzanine gallery.

The Hall opened in 1879, built by the philanthropists John and Enriqueta Rylands. It was intended to serve as a free public hall and was home to Stretford's first public lending library. In 1908, following the death of the Rylands, the Hall was bought by Stretford Council, remaining in public use for a variety of activities including dramatic performances, worship services, boxing tournaments, dance displays and music festivals.

The Hall underwent extensive refurbishment in the post-war years and re-opened in 1949 as Stretford Civic Theatre. It remained a popular venue throughout the late 20th Century, famously holding the Rock Against Racism Christmas Party in December 1977. In the early 1990s, the theatre was converted back into offices by Trafford Council and remained in use until 2014.

The Hall is of huge value to the local community of Stretford, many of whom have fond memories of the Hall over the past 50 years, attending everything from wedding parties and christenings, to break-dance classes, punk gigs and theatre performances. The value of the Hall was made more significant in the context of the slow decline of Stretford town centre, and the loss of public buildings and the closure of popular pubs and community centres.

4.2. Current renovation work to date

Over the past seven years, Friends of Stretford Public Hall have raised over £1.25 million - the majority of which have been reinvested in a series of building improvements and renovations which we have successfully project managed and set out below:

Ballroom renovation, phase 1 (contract value £53.5k; July - December 2018)

The first phase of our ballroom renovation project was a package of work, focused on the renovation of two ground floor rooms and the reinforcement of the floor of the hall's ballroom. The work involved the removal of partition walls, reinforcement of the ballroom floor through the installation of supporting joists, and new lighting schemes and the redecoration of two ground floor rooms.

Friends of Stretford Public Hall (FOSPH) worked with Loop Architects and contractors Archways to deliver the project over a six-month period. The work was funded by community share investment.

Replacement of hall roof (contract value £46k; February 2019)

A package of roofing improvements, to replace the hall's lead roof with a stainless steel roof. This followed repeated attempts of lead theft. FOSPH managed the project, contracting North West Lead to carry out the work. The work was funded by community share investment.

Lift refurbishment (£37k upgrade; April - May 2019)

Full refurbishment of hall passenger lift to ensure the lift complied with all lift-related health and safety, and accessibility requirements; and, to ensure the provision of a reliable, efficient passenger lift for 10 - 15 years. Work completed by Northern Elevators, with additional respraying carried out by Technique Coating. Project managed internally by Stretford Public Hall manager and nominated Board member.

Ballroom renovation, phase 2 (contract value £394k; February 2020 - March 2021)

In 2020, working with a professional team led by Buttress Architects, FOSPH commissioned the contractors Rosslee to deliver a complex package of work to restore the Stretford Public Hall ballroom. The project's professional team included Ian Wilson quantity surveyor; Thomasons structural engineers and Ingleton Wood M&E engineers.

FOSPH contracted Buttress to project manage the professional team, with the Stretford Public Hall manager acting as FOSPH project manager. A small

working group, made up of FOSPH Directors, was established and given delegated responsibility to enable design decisions on the project to be taken quickly. Expert input was commissioned as required - for example, we commissioned Crick-Smith to undertake expert paint analysis, to advise on historic paint schemes.

We worked closely with Trafford Council's Conservation Officer throughout the project, to ensure they were happy that the work proposed did not compromise the building's listed status. Finishes and design details - e.g. colour schemes - were all agreed with the Conservation Officer in advance.

Buttress developed a flexible contract made up of linked work packages, which allowed the contract to be extended as additional funding was secured. This enabled us to complete as much work as possible, while we had the contract team on site. The need to maintain an operational building was stressed to the contractors, with building access maintained for tenanted sections of the building throughout the works.

The work was funded with funding from the Architectural Heritage Fund, Power to Change, Veolia Trust, Viridor Trust and community share investment. The project was delivered on budget and completed on time, with all funders satisfied that their funding requirements were met.

Car park redevelopment (c. £10 - £15k; September 2023 - April 2024)

We have recently secured £5k funding from the GMCA Greenspace Fund, as part of a Stretford-wide project to create and improve greenspaces across Stretford. As part of this project, we plan to redevelop the hall's car park, to create a multipurpose, wildlife-friendly outdoor space, which can be used more often for outdoor events. We are seeking to match-fund the secured grant with a further £5k raised by a Crowdfunder.

4.3. Project Overview

We have identified a critical initial project to underpin our overarching Capital Investment Programme that will ensure the sustainability of the Hall. This initial project consists of the following capital works:

- An extensive package of roofing upgrade works, including the introduction of failsafe guttering outlets that will reduce blockages and leaks; a full re-roofing package for the roof above tenanted areas (artist studio; coworking space) and future-proofing gutters and drainage to withstand

higher intensity rainfall

- Upgrade of insulation to roof voids. We will improve insulation throughout the building by carrying out a package of work to upgrade all roof insulation.
- Upgrade of all lighting to low energy LED lighting. Although LED lighting was installed in some areas during the hall's ballroom renovation, the majority of lighting at the hall remains incandescent strip lighting.

4.4. Summary and basis of costs

The total capital project costs have been informed by a detailed Fabric Condition Report we commissioned in 2021, led by leading heritage architects **Buttress** and supported by Quantity Surveyor **IWSA** and Structural Engineer **Thomasons**.

This team oversaw the successful design work associated with the Ballroom renovations in 2020-21 and have a depth of knowledge and understanding of the building that informed the investigations.

They undertook inspections of the fabric of Stretford Public Hall on an element-by-element basis, which identified a series of recommendations for urgent work and further inspection with associated budget costs, as well as comments on other associated legislation affecting the fabric and advice on improvements to the fabric to increase sustainability and accessibility.

A refreshed estimate of the costs was undertaken in July 2023 by our QS IWSA to ensure costs reflect latest market conditions.

4.5. Project cost breakdown

All costs are exclusive of VAT on the basis that all VAT costs will be recovered by Friends of Stretford Public Hall due to the asset being 'opted into tax' in 2019, which ensures any capital investment into the asset is fully recoverable.

The total value of this capital work package is £300,000 but we are proposing the inclusion of a high (20%) contingency of £60k. In part, this reflects the likelihood of encountering unforeseen costs, particularly given the age and nature of the hall's roof. It also reflects the likelihood of some variance in the total funding secured, depending on the success of our community share offer. If we meet our higher fundraising target and we do not encounter significant unforeseen costs, we will use any further funding to carry out additional retrofit and energy efficiency improvements.

A full breakdown of the costs can be found in the Appendices.

Summary item	Cost
Works to roofs and Gutters	£257,000.00
Upgrade lighting to low energy LED fittings	£25,500.00
Works to upgrade insulation to roof voids	£17,500.00
Sub Total	£300,000.00
Contingency	£60,000.00
Total excluding fees and VAT	£360,000.00

4.6. Revenue requirements

We have identified two key revenue requirements associated with the project which are set out in the table below:

Item	Cost
Professional fees (inc. architect, structural engineer and QS), calculated at 12%	£43,000
Contribution to staffing for project management role	£5,000
Total	£48,000

4.7. Project Plan

The following tables sets the key milestones and timings for this initial scheme of works.

Milestone	Details	Start	Completion
COF submission	COF application submitted		Jul-23
Standard mark achieved	Community share standard mark signed off	Aug-23	Sep-23
COF decision	Funding decision on COF expected		Sep 23

Booster match-funding	Confirmation of Booster match-funding expected		Oct-23
Communications finalised	All marketing & communications for share offer finalised	Aug-23	Sep-23
Community share offer launch	Community share offer goes live & investment begins	Oct-23	
Community share offer closes	Deadline for share offer		Feb 24
Final funding amount confirmed			Feb 24
Professional team appointed	Tendering & appointment of professional team		Mar 24
Works package finalised	Final agreement of capital works package	Mar-24	Apr-24
Appointment of contractors	Tendering & appointment of contractors		Apr-24
Finalisation of contract	Signing of project contract		May-24
Capital works	Completion of project works	Jul-24	Oct-24

4.8. Funding model

Based on our project costs and revenue funding requirements, we have an overall project cost of **£408,000**. Our 'Optimum Scenario' is to fund this principally through a capital funding award from the Community Ownership Fund (COF) of **£240,000**.

COF is a government funding scheme that can support community organisations where an asset is already in community ownership but needs essential renovations to be sustainable for the long-term benefit of the community. On this basis, the works we are seeking to fund are eligible for this funding. This has been reaffirmed by a successful Expression of Interest stage.

COF will contribute up to 80% of total capital required. Applicants are required to raise the remaining 20% from other sources of funding. On this basis, we are planning to raise a minimum of **£60,000** through a community share offer which we plan to launch in October 2023.

FoSPH completed a successful community share offer for our ballroom renovations in 2017, raising over £255,000 from over 800 members which acted as a critical funding source for the capital works. Since then, we have had significant interest from existing members interested in investing more as well as approaches from new members keen to invest. On this basis, we are confident we will raise **£60,000** from the community, which can act as a match to the COF funding.

We have also been successful in securing a development grant from the Community Shares Booster Programme, which is funded by Power to Change, Architectural Heritage Fund and Access Foundation, and run by Co-operatives UK. Under this programme, we have received a business development grant of £5,000 to support the development of the share offer itself.

Furthermore, under this programme £30,000 is available to match applications for shares from the public. This means that for every pound invested by individuals, up to £30,000, another pound will be invested in match shares. We were successful in securing Booster funding for our share offer in 2017 and are hopeful we will be awarded an equivalent equity match for our forthcoming share offer.

With this, we are expecting to secure an additional **£90,000** within our Optimum Scenario, which while it is not required to draw down the COF capital award, is a necessary additional funding source to cover our total capital required.

Finally, we have identified a series of revenue requirements totalling **£48,000** which we are seeking to fund through COF which allows applicants to raise an additional 20% of their capital request as a revenue grant.

Funding breakdown - Optimum Scenario

Our 'Optimum Scenario' is based on our most robust assumptions based on current development work to date and is set out below:

Source	Amount	Status
Community Ownership Fund (capital)	£240,000	Applied July 2023 with decision expected in Sept 2023
Community shares (community investment)	£90,000	Launch scheduled for Oct 2023
Community shares (Booster funding)	£30,000	In principle matched equity investment subject to meeting share offer conditions (decision expected at Sept 2023 panel)
Capital (sub-total)	£360,000	
Community Ownership Fund (revenue grant)	£48,000	Applied July 2023 with decision expected in Sept 2023
TOTAL	£408,000	

4.9. Financial projections

We have developed financial forecasts to 2027, based on the five-year period this business plan seeks to cover. The key assumptions driving the financial projections are as follows:

FOSPH secures funding in line with the Optimum Scenario in 2023/24, combining:

- £240k capital grant from the Community Ownership Fund
- £120k withdrawable share capital (community shares)
- £48 revenue grant from the Community Ownership Fund

These funds will be used to carry out a programme of critical repairs and energy efficiency measures. These measures will reduce our ongoing building and utility costs, and will enable us to increase our trading income to further support our financial sustainability in face of rising costs.

While we expect to report small losses for the next few years, this will largely be a result of depreciation of building works, and as such our cash position will strengthen, allowing us to achieve our financial sustainability aims i.e.

- Provide some level of subsidy for our arts and cultural events and activities so they remain accessible
- Maintain a capital investment programme for the building
- Help us build reserves to meet our reserve strategy as well as meet our commitments to service and repay our community investment

In particular, maintaining a strong cash position over the next five years will allow us to service interest payments to those investors which require cash, as well as facilitating withdrawals in line with our commitment to make approximately 5% of our share capital available for withdrawal per annum.

The details of the financial predictions for next five years are shown below. These forecasts have been fully reviewed and are considered reasonable and deliverable.

Profit & Loss Forecast	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Income £							
Restricted income	216,638	141,799	232,070	174,866	166,123	157,817	149,926
Donations (non charitable)	0	700	0	0	0	0	0
Grants	214,678	140,223	232,070	174,866	166,123	157,817	149,926
Others	1,960	876	0	0	0	0	0
Unrestricted income	140,596	228,936	217,123	227,979	247,866	272,653	299,918
Donations (non charitable)	1,322	2,550	6,394	6,714	7,217	7,939	8,733
Room hire	44,918	75,256	106,221	111,532	122,685	134,953	148,449
License fees	29,027	32,228	36,017	37,818	40,655	44,720	49,192
Rental income	9,240	9,352	10,409	10,930	11,750	12,925	14,217
Services	7,500	62,892	6,666	7,000	7,525	8,277	9,105
Grants	21,251	6,201	0	0	0	0	0
Events and activities	24,764	36,093	47,717	50,102	53,860	59,246	65,171
Equipment hire	2,574	4,228	3,699	3,884	4,175	4,592	5,052
Other income	0	136	0	0	0	0	0
Total income	357,234	370,735	449,193	402,845	413,989	430,469	449,844
Total income from charitable activities	355,912	367,485	442,799	396,132	406,771	422,530	441,111
Total income from other activities	1,322	3,250	6,394	6,714	7,217	7,939	8,733
Expenditures							
Staff & Volunteer costs	142,216	185,243	177,671	186,555	192,152	196,955	201,879
Events and activities	27,182	71,968	36,162	37,970	39,109	40,086	41,089
Equipment	1,100	2,670	258	271	279	286	294
Audit, Bookkeeping & Accountancy fees	10,272	7,291	5,791	6,081	6,263	6,420	6,580
Communications & Marketing	7,149	4,595	7,949	8,347	8,597	8,812	9,032
Depreciation	37,198	35,780	35,780	47,407	47,827	48,247	48,667
Professional fees	43,725	5,033	92,300	42,085	39,981	37,982	36,083
Building running costs	48,600	64,964	106,248	111,561	114,908	117,780	120,725
Building running costs reduction	0	0	0	(20,000)	(20,000)	(25,000)	(25,000)
General expenses	7,179	11,393	8,047	8,449	8,703	8,920	9,143
Interest paid	6	0	0	0	0	0	0

Profit & Loss Forecast	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Expenditure £							
Total expenditures	324,626	388,936	470,207	428,725	437,818	440,489	448,492
Raising funds (non charitable)	15,382	13,235	16,001	13,860	13,446	12,851	12,431
Expenditures from charitable activities	309,244	375,701	454,206	414,865	424,372	427,638	436,061
Expenditures from restricted fund	151,538	186,010	224,878	195,130	189,622	181,527	151,195
Expenditures from unrestricted funds	173,088	202,926	245,329	233,595	248,196	258,962	297,297
Net surplus for the year	32,608	(18,201)	(21,014)	(25,880)	(23,829)	(10,020)	1,352
Movement of restricted funds	65,100	(44,211)	7,191	(20,264)	(23,499)	(23,710)	(1,269)
Movement of unrestricted funds	(32,492)	26,010	(28,206)	(5,615)	(330)	13,690	2,621
Transfer from restricted to unrestricted funds	4,326	1,302	0	0	0	0	0
Share interest paid out of unrestricted funds	4,206	0	6,452	6,561	6,345	6,136	5,933
Net movement of funds for the year	28,402	(18,201)	(27,466)	(32,441)	(30,174)	(16,156)	(4,582)
Movement of restricted funds	60,774	(45,513)	7,191	(20,264)	(23,499)	(23,710)	(1,269)
Movement of unrestricted funds	(32,372)	27,312	(34,658)	(12,177)	(6,675)	7,555	(3,312)
Funds reconciliation £							
Fund balance brought forward	538,635	567,037	548,836	521,370	488,929	458,755	442,599
Balance b/f on restricted funds	46,290	107,064	61,551	68,742	48,478	24,979	1,269
Balance b/f on unrestricted funds	492,345	459,973	487,285	452,627	440,451	433,776	441,330
Funds balance carried forward	567,037	548,836	521,370	488,929	458,755	442,599	438,018
Balance c/f on restricted funds	107,064	61,551	68,742	48,478	24,979	1,269	0
Balance c/f on unrestricted funds	459,973	487,285	452,627	440,451	433,776	441,330	438,018

Cash flow	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Opening cash balance	147,660	206,419	187,948	570,028	201,355	196,091	203,959
Operational cash surplus	110,484	(9,438)	30,413	10,625	23,398	35,914	48,409
Net P&L surplus for the year	32,608	(18,201)	(21,014)	(25,880)	(23,829)	(10,020)	1,352
Depreciation	33,696	32,277	32,277	47,407	47,827	48,247	48,667
Amortisation	3,503	3,503	3,503	0	0	0	0
Decrease / (Increase) in debtors	14,632	(11,747)	790	(11,93)	(2,186)	(2,724)	(2,996)
Increase / (Decrease) in creditors	26,045	(15,270)	14,858	(9,709)	1,586	412	1,386
Investment cash surplus	(25,020)	0	0	(360,000)	(10,000)	(10,000)	(10,000)
Purchase of intangible fixed assets	(1,962)	0	0	0	0	0	0
Purchase of tangible fixed assets	(23,058)	0	0	(360,000)	(10,000)	(10,000)	(10,000)
Financing cash surplus	(26,705)	(9033)	351,667	(19,298)	(18,661)	(18,046)	(17,450)
Increase in Capital Grant	0	0	240,000	0	0	0	0
Increase in Share Capital	100	14	120,000	0	0	0	0
Less share withdrawals	(300)	(714)	0	(19,298)	(18,661)	(18,046)	(17,450)
Less loan repayment	(26,505)	(8,333)	(8,333)	0	0	0	0
Closing cash balance	206,419	187,948	570,028	201,355	196,091	203,959	224,918

Balance Sheet	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28
Assets						
Fixed assets	668,646	632,866	945,459	907,633	869,386	830,718
Intangible	3,503	0	0	0	0	0
Tangible	665,043	632,766	945,359	907,533	869,286	830,618
Investments	100	100	100	100	100	100
Current assets	212,600	593,890	226,410	223,331	233,924	257,879
Debtors	24,652	23,862	25,055	27,241	29,965	32,961
Cash in the bank and in hand	187,948	570,028	201,355	196,091	203,959	224,918
Total assets	881,246	1,226,756	1,171,869	1,130,964	1,103,310	1,088,597

Liabilities						
Total liabilities	72,895	79,420	69,710	71,296	71,708	73,094
Amounts falling due in less than a year	72,895	79,420	69,710	71,296	71,708	73,094
Amounts falling due after more than a year						
Net current assets	139,705	514,471	156,699	152,035	162,217	184,785
Net assets	808,351	1,147,337	1,102,159	1,059,668	1,031,602	1,015,504
Funds of the charity	808,351	1,147,337	1,102,159	1,059,668	1,031,602	1,015,504
Restricted income funds	61,551	308,742	48,478	24,979	1,269	0
Unrestricted income funds	746,800	838,594	1,053,681	1,034,689	1,030,333	1,015,504
Share capital	259,515	385,967	373,230	360,913	349,003	337,486
General funds	78,254	(34,172)	108,321	127,156	161,048	184,885
Property assets funds	409,031	486,799	572,130	546,619	520,282	493,132

5. Our business model

We want Stretford Public Hall to build on what it does well, improve what it doesn't, expand what it could do, and be resilient against challenges. This is our SWOT analysis for 2023.

Strengths	Weaknesses
<p>Co-operative model means we are rooted in the community & values – this is a unique selling point which makes us stand out as an ethical venue.</p> <p>Our historic, Grade-II listed building is unique in Stretford, due to the size of our Ballroom and the historic detailing of the foyer and ballroom.</p> <p>Our small team is agile and can respond quickly to new and emerging needs and opportunities.</p> <p>We are already established as a reliable and high-quality provider of room hire / community space.</p>	<p>We are a small team and reliant on key members of staff and Board members.</p> <p>We lack a dedicated marketing team and do not always market our activities as effectively as we could.</p> <p>We are not always sure of the best ways to deliver and price activities, and sometimes learn by trial and error.</p> <p>Our events team is dependent on casual staff which can lead to staffing challenges and unavailability.</p>
Opportunities	Threats
<p>Diverse audiences – we have successfully engaged with more diverse audiences through our room hire but there are still opportunities for us to improve our offer to diverse audiences.</p> <p>We are aware of 'quick wins' and room hire opportunities which can be delivered relatively easily (e.g. children's party packages)</p> <p>Our marketing of venue hire to date has relied on word-of-mouth, with no dedicated advertising or targeted marketing.</p>	<p>Our heritage building can mean costly, unexpected repairs are sometimes needed.</p> <p>Our small team size leads to pressure on staff and a risk of 'burn out'.</p> <p>The redevelopment of Stretford Town Centre could mean increased competition with other community spaces or entertainment venues.</p> <p>The cost-of-living crisis means people have less disposable income to spend on leisure activities and events.</p>

5.1. Future business development & market opportunity

Our financial forecasts are based on increases of up to 10% of trading income, which we intend to generate across all of our income-generating activities.

In 2023, our rentable rooms and spaces have been booked, on average, for between 20 and 25% of the available booking time, meaning there is considerable scope for increasing income from room hire and associated income from food and drink sales, and from equipment hire (e.g. hiring out projectors and AV equipment). We aim to increase this by 10% each year, aiming for rooms to be booked 75% of the time by 2027/28.

We are familiar with the room hire and wedding packages offered by other venues in Stretford and the wider area (as outlined below) but we remain confident that Stretford Public Hall offers a unique room hire offer with wide appeal:

- The hall has been an important part of Stretford life for over 100 years, and is well known as a local landmark. Our work as a community hub means that local residents are aware of the community benefit of our organisation.
- The hall is one of only a handful of historic buildings in Stretford town centre. Its Grade-II listed Victoria interior, especially the hall's entrance foyer and ballroom, make a beautiful backdrop for events and particularly for weddings.
- The hall's ballroom is the largest hall / venue space in Stretford, with a capacity of 300+. This makes it a unique venue for large public events (e.g. markets)
- The community-owned nature of the hall means that it appeals to social and ethical organisations, who share our values. Examples of organisations that have used the hall for recent conferences include Co-Ops UK; Stir to Action; the Organic Growers Alliance (OGA); GM Moving's Right to the Streets project.
- The hall has excellent transport links, with its own car park and Stretford metro station close by. It is an accessible venue for any events which attendees will attend on public transport.

We also, to date, have invested very little money or staff time specifically into advertising our room hire offer, with the exception of investing in a new website (launched in 2021). Nearly all our room hire bookings and weddings have been as a result of word-of-mouth, or generated by people visiting our venue for meetings and events. This means that we are confident that there is scope to significantly increase room bookings and hire income, with more targeted marketing and advertising.

Our competitors - local room hire & wedding venues

Potential competitors	What they offer	Strengths	Weaknesses
St Matthew Hall, Stretford	Affordable community spaces & a number of large rooms	Well established in the local community; Good range of community groups already use hall; Offers storage to community groups	No longer offers private hire for parties / children's parties; Rooms not as historic / attractive as SPH
Friends of Victoria Park Community Room	One community room available to hire. Comparable room hire rate to SPH. Local, community-run organisation	Cafe which can provide in-house catering; rooms can be booked online automatically.	Maximum 30 person capacity is smaller than SPH rooms.
St Ann's Social Club, St Anns Parish Centre	Local wedding & private party venue. In-house catering.	Local affordable private hire venue. In-house catering means they offer complete party packages. Full bar offer.	Smaller rooms; Function room not as attractive as SPH ballroom.
The Venue, Urmston	Local wedding, party & conference venue. Good reputation locally.	Offers full party packages and in-house catering. Wide range of decorations also available to hire. Licenced for ceremonies	Corporate venue with no social / ethical benefits like SPH. Rooms not as attractive as SPH.
Victoria Baths, Rusholme	Weddings & conference hire; historic Victoria spaces - similar aesthetic to SPH; run by charity	Well established as a wedding venue and events operator; beautiful spaces	Not local to Stretford so may not be as attractive to Stretford residents as SPH.
New community spaces - Stretford Town Centre	As yet unknown - potential that new spaces are created as part of town centre redevelopment	Town centre location; Likely to be high quality as newly built	Commercial rates; may not be affordable. May not offer same AV hospitality offer

We have also identified potential to increase income from leased spaces (artist studio & Lofthouse co-working space), and rental income from the MPs office, which we will do through a combination of increasing rental charges and increasing capacity (artist studio). Although our tenants' contracts make provision for annual increases in rent, we

historically have not always implemented this due to the poor condition of some spaces (ag artist studio, where some areas leak badly or suffer from damp).

In January of each year, our staff team and Board members hold Strategy Days, which provide the team with an opportunity to identify areas for future income generation, cost-savings and improved efficiencies. Our current marketing and business development objectives, which we are confident will enable us to increase our trading income by at least 10%, are set out below.

We also engage our members and volunteers to input into our strategy and offer. We have an active volunteer programme which we promote to members and have regular volunteer meetings where we present initial plans and approaches to sense check new products, services and market opportunities.

Marketing & business development objective	How we will do this & by when	Financial impact
Improve permanent advertising outside of building	<ul style="list-style-type: none"> ● New A0-size A-board, to be used outside the hall to advertise events (Nov 23) ● Produce a new 'Room hire / weddings' advertising banner to permanently display outside the hall (Dec 23) ● Repaint hall's front door to a brighter, more welcoming colour (June 24) 	<ul style="list-style-type: none"> ● Contribute to overall marketing of hall and all income generating activities ● Increased use of community hub - improved social impact & continued securing of grant funding ● Advertising banner specifically aimed at increasing room hire & wedding bookings
Launch new wedding packages including ceremonies	<ul style="list-style-type: none"> ● To launch a revised set of wedding packages, including ceremonies (Nov 23) ● Targeted advertising of venue to wedding celebrants and registrars (Mar 24) ● Develop new venue marketing activities on Instagram - aiming for weekly IG posts about weddings (June 24) ● To hold first wedding ceremony by Dec 23, and 12 wedding ceremonies held in 2024 (by Dec 2024) 	<ul style="list-style-type: none"> ● Increased room hire income - plus associated increased in food & drink income, and Equipment & support hire income (e.g. AV hire)
Develop a dedicated staff resource for marketing	<ul style="list-style-type: none"> ● To review staff structure and identify best way of increasing in-house marketing resource. (Budget allocated for this in 2022/23 budget) (Oct - Dec 23) ● To have a dedicated marketing role in place by April 2024 (1 day per week / 0.2 FTE) 	<ul style="list-style-type: none"> ● Contribute to overall marketing of hall and increased income from all income-generating activities
Targeted business-to-	<ul style="list-style-type: none"> ● Review hospitality offer (e.g. tea & 	<ul style="list-style-type: none"> ● Increased room hire income

<p>business marketing of room hire offer</p>	<p>coffee costings; AV offer) and update website (Nov 23)</p> <ul style="list-style-type: none"> ● New leaflet advertising corporate room hire offer - highlighting ethical / community benefits of SPH venue hire (Jan 24) ● Targeted marketing campaign aimed at local businesses (April - May 24) ● Develop SPH LinkedIn profile to build connections with local business (Jun - Jul 24) 	<p>- plus associated increased in food & drink income, and Equipment & support hire income (e.g. AV hire)</p> <ul style="list-style-type: none"> ● Increase room hire booking capacity, from 20-25% in 2023 to 75% by 2027/28
<p>Building improvements & redecoration of Parliamentary office</p>	<ul style="list-style-type: none"> ● External building improvements to reduce leaks & water ingress (June - Oct 24) ● Replace radiators and improve heating / ventilation in MPs office (Sept 24) ● Redecoration of space (Oct 24) ● Negotiation of new 3 / 5 year contract for MPs office, to cover new parliamentary term. 	<ul style="list-style-type: none"> ● Improvements in quality of tenanted space will enable annual rent increases
<p>Review of leased space in Artist Studio & recruitment of new tenants</p>	<ul style="list-style-type: none"> ● Improvements to hall's broadband system, to improve quality of services to tenants (Sept - Oct 23) ● External building improvements to reduce leaks & water ingress (June - Oct 24) ● Replace radiators and improve heating / ventilation (Sept 24) ● Review of existing studio spaces and revision of m2 space of each leased space (Oct 24) ● Recruitment of new tenants (Nov 24) 	<ul style="list-style-type: none"> ● Building improvements will increase m2 of available studio space - enabling new tenants (or existing tenants to increase studio size) and increased rental income. ● Improvements in quality of tenanted space to enable more regular inflationary rent increases

6. Longer-term plans

6.1. Restoring, reactivating and expanding our building

In 2016, as part of our first community share offer, we set out a phased-approach to the refurbishment and redevelopment of the hall, as illustrated in the drawing below:

- Phase 1 - acquisition of the hall, through community asset transfer
- Phase 2 - initial opening, with activation of co-working space, artist studio and tenanted offices
- Phase 3 - essential work (e.g. upgrade of fire alarm, installation of CCTV etc)
- Phase 4 - Ballroom renovation, including creation of accessible toilets
- Phase 5 - expansion - with the activation of new and restored spaces

Having successfully restored the hall's ballroom, we are now in a position to focus future long-term building development on the expansion and reactivation of new spaces. Phase 5 will itself be split into two parts:

- Phase 5a - essential building work and critical repairs, including retrofitting to improve energy efficiency (2024). It is these essential works that is the focus of this Community Share Offer.
- Phase 5b - reactivation of basement and creation of a new entrance to the building (2025-30)

Further details of the work can be found in the Basement Feasibility Study (Buttress, 2022), which can be found on our website but is summarised below.

6.2. Basement activation and side extension

Summary

The Capital Investment Programme that forms the focus of this business plan is key to the continued sustainability of the Public Hall in terms of its current operations, but it also presents a strong foundation to realise our longer-term aim to develop our basement and side extension, securing the necessary funding to deliver the work by 2027.

Our longer-term aim for the Public Hall is to develop our basement and introduce a new side entrance. The basement area, which extends for the full length and width of the original building, currently houses plant to service the building and provides storage space for activities that take place in the hall. This is a substantial series of spaces with good head heights and a mix of larger and smaller spaces. Access to and egress from (particularly for fire escape) is limited in the basement and there are limitations to the use of the space.

In 2021, we commissioned our architects Buttress to undertake a feasibility study to explore opportunities to transform the basement into new functional spaces, with flexible accommodation and adaptable facilities, as well as an investigation into access and occupancy management.

This study considered four potential options which respond to the confinements of the existing building and surrounding context of the site. A key component to the study is to develop an inclusive access strategy to help unlock the potential of the lower ground space.

Rationale

We believe that the development of the Stretford Public Hall basement and the creation of a new entrance to the hall presents an opportunity to re-connect the hall with Stretford town centre, a connection that has been eroded by the building of Stretford Mall and the widening of adjacent roads and current road layouts.

As the area develops, Stretford Public Hall is an important site and the proposed extension to the hall and improvements to the frontage could contribute significantly to the regeneration of the area. Stretford Public Hall's proposals to bring the basement into use as a venue, particularly the option that links visually and physically to the front of the Mall, will contribute significantly to the daytime offer in the area and to the night-time economy of Stretford.

Equally, ensuring community facilities are still available in the heart of Stretford as the demographics of the area change is critical to meet the wider needs of the local community. Continuing to develop and manage the hall as a high-quality community venue that caters for the diverse needs of the area, which is fully accessible and which provides facilities and services to all sections of the local community will be an important asset for the future of Stretford.

Consultation

At this stage of the viability work, the business case is being built around the identified options for the potential configuration of the basement that have been

developed by Buttress in partnership with Stretford Public Hall staff, Trustees, members, existing users, tenants and engaged members of the general public.

A consultation aimed to understand the wants and needs locally and help identify future uses for the basement. Consultation took place around two themes:

- a) Facilities people would like to see in the basement at the hall
- b) Facilities people would like to see on our site and around the hall

In summary, the responses to a) overwhelmingly focused on space for cinema/film/live music/studio theatre with some interest in 'wet' arts activities (pottery), music studio/rehearsal space and youth areas.

There were fewer responses to b) with the most popular themes being around a café/ hospitality area, pop-up community venue, wild gardens and public exhibition space. There was keen interest in some wider neighbourhood improvement ideas including tree-lined roads and some of these are outside the scope of FOSPH's control.

These most popular themes chimed well with the society's thinking and reflected real potential use for the basement.

The Opportunity

Opening up the basement provides potential to create more flexibility of use of the ground and first floor spaces as well as to create space that allows us to extend our existing offer and add new activities and events. It also has the potential to minimise impact on local residents by shifting the focus of the night-time offer at the hall to the side of the building that faces onto Stretford Mall.

There is also potential to create some smaller spaces for use during the daytime and evening as a mix of small and medium-sized meeting rooms and band rehearsal rooms.

An important element of any building of this size and with a mix of activities taking place is providing adequate storage particularly for bar stock, chairs, tables, staging, portable AV equipment, maintenance equipment, cleaning utensils and products. The dry basement is also an important space to house heating and ventilation plant as well as IT servers.

Some storage facilities have been created on the upper floors during the refurbishment but with the development of extended activities there will be a real need for storage of equipment to service the basement as well as overspill for the upper floors.

Whilst there is currently very limited useable outdoor space around the building, opening up of the basement and rethinking how people access the building brings with it opportunities to think about how the adjoining overgrown wild space (owned by Trafford Council) to the rear of the building and the subway entrance to the Mall side of the building might be integrated into a future plan for the hall. Friends of Stretford Public Hall are already involved in planting and art installations in the subway entrance area.

A key challenge of opening up the basement for public use – and particularly for events with larger numbers – are the access and fire management and escape issues. Equally, the redevelopment also provides an opportunity to improve areas of the upper floor where access and communication between parts of the building could be improved.

And finally, there is an opportunity to rethink how formal events within the building use some of the circulation areas in the building to better effect and how the casual visitor to the hall interacts with the spaces and activities that take place at the hall.

Development Options

In 2021, Buttress carried out a Basement Feasibility Study which considered four potential options which respond to the confinements of the existing building and surrounding context of the site. This was supported by an assessment of the commercial viability of each option and how this would align with this business plan with a view to identifying a preferred option. Visuals of the options are included in the appendices.

- **Option 1** - No extension. A new staircase created internally to provide access to the basement.
- **Option 2** - Extension to the south-east corner of the hall, providing new stairway and reception space to the basement, ground and first floors.
- **Option 3** - Extension to the south elevation of the building, providing a series of new spaces for the hall, including a new exhibition area, circulation core and welcome space
- **Option 4** - Additional options have also been designed based on the possible future partial or full removal of the subway by Trafford council. These are similar to option 3 but allow for a more active frontage to the south elevation and an increased public green space.

Overall the commercial viability analysis presented a strong business case to progress the project based upon the significant potential improvements that a further phase of capital development could open up to the Society in Option 1, Option 3 and Option 4.

Preferred Option

At this stage, we are considering developing the work into phases, allowing us to develop a more detailed fundraising strategy to support the work. Our intention is for ourselves, along with a professional team to work closely with Trafford Council to consider how the development of the basement can complement the work planned for Stretford town centre.

In these early stages, we are seeking to be ambitious and recognise that the commercial viability of Option 4 has the potential to generate high levels of surplus which help absorb the risks associated with managing a much more multi-functional. High-level cost estimates, prepared by our Quantity Surveyor, have estimated costs of approximately £4m and as such we are anticipating applying to the National Lottery Heritage Fund (NLHF) for a large grant to cover the majority of the capital funding.

7. Risk analysis

An export of our Live Risk Register as of Sept 2023 including key risk considerations for the initial capital project.

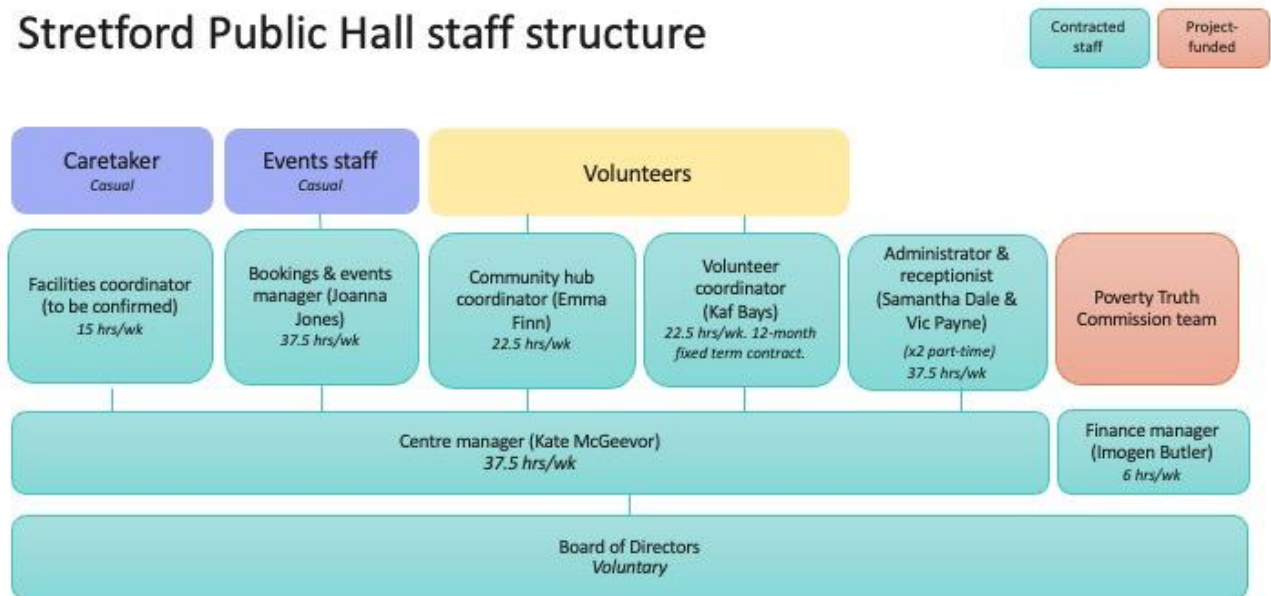
ID	Category	Risk and Impact	Mitigation/Actions	Impact	Likelihood	Total	Risk owner	Last updated
1	Strategic	Uncertainty in strategic objectives for service provision. - Uncertainty as to whether the Hall could or should do more to meet the needs of its community and whether this would be viable. - Failure to provide what people want. - Missed opportunity to serve the community. - Loss of motivation among team members.	1. Vision, mission and purpose clearly underpins 2023-27 Business Plan 2. Surveys of the community are being carried out. 3. Consider more data analysis and outreach. 4. Address Board risk (Risk 10)	5	2	7 SB		24/09/2023
2	Strategic	Missed opportunity to optimise the grant application approach. - Possibility that a different service offering would attract a broader range of grants. - Improved overhead recovery and hence financial viability. - Possibility of also addressing Risk 1.	1. Continuous review of range of service provision and corresponding grant opportunities.	3	3	6 KM		24/09/2023
3	Strategic	Risk of not pursuing the longer term objective to enhance the Hall. - Distraction of day-to-day operational and financial management. - Potential for demotivation if big ideas are not being pursued. - It is considered that medium and long term viability depends on expanding the asset so that more services can be offered.	1. Longer-term objectives embedded into 2023-27 Business Plan	4	2	6 SB		24/09/2023
4	Strategic	Risk that the Hall is too dependent on grant income. - Vulnerability to changes in the environment that reduce grant availability. - Creates a dependency psychology.	1. Business plan sets out clear model for reducing grant dependency while maintaining service delivery /covering cots	5	2	7 KM		24/09/2023
5	Financial	Risk that income is insufficient to cover costs in the short term. - Reduction in grant availability or successful applications and/or inadequate commercial income (targets inadequate or failure to meet targets). - Hall not seen as diverse enough by funders (see Risk 1). - Unanticipated costs (including some other risks, eg Risk 17).	1. Unrestricted reserves are sufficient to cover at least 3 months operating cost and Business Plan sets out approach to boost income and reserves 2. Consider review of grant and sales targets and systems to provide better visibility of income (eg sales pipeline).	5	2	7 AW		24/09/2023
8	Capital	Risk that the community share offer is undersubscribed - Community is no longer willing to support the Hall, or objects to the specific uses envisaged. - Mismanagement of the offer. - Anticipated matching funds unavailable. - Reputational damage and lack of medium term viability.	1. Soft market testing with members has taken place to ensure purpose and targets are feasible. 2. Secured Booster commitment and development funding to utilise on share offer development and comms / marketing	5	1	6 SB		24/09/2023
9	Financial	Funding for longer-term development plans is not available - Increased competition for funding / key funders change priorities - Poor evidence / low quality plans are not well received	1. Robust feasibility and development work undertaken	3	2	5 SB		24/09/2023
10	Staffing/HR	Ineffective governance due to lack of key capabilities or experience on the Board. - Gaps in knowledge or experience of specific areas. - Failure to understand the complexity of operations or the legal obligations which arise. - Failure to represent the whole community or bring lived experience to the table. - Gaps in knowledge or experience of specific areas. - Organisational underperformance	1. Active recruitment of new board members followin 2022 AGM with clear induction 2. Continue to explore potential gaps: construction/maintenance, marketing and sales, health and safety.	3	2	5 PM		24/09/2023
11	Staffing/HR	Ineffective management due to lack of key capabilities in the executive management team. - Gaps in knowledge or experience of specific areas. - Wide range of activities means things stop when managers are absent. - Organisational underperformance	1. Consider carrying out a gap analysis and review of working practices to cover for absences. Specific potential gaps are: marketing and sales (eg room bookings), safeguarding.	4	4	8 SB		24/09/2023
12	Staffing/HR	Vulnerabilities arising from high workload of Hall Manager - Organisational underperformance - Mitigations of this cause further financial pressure	1. Increasing capability of team as per Risk 11, and specifically more consideration of training, flexibility and delegation.	3	3	6 KM		24/09/2023
14	Operations	HR Compliance - Not meeting Employment obligations - Flexibility requirements on employees and employee dependence on specific grants. - Lack of experience. - Tribunal cases and fines/compensation.	1. HR lead now on Board 2. Continue to call on professional advice where needed	4	1	5 CH		24/09/2023
15	Operations	Loss of data or noncompliance with GDPR. - Potential loss of personal data, including widespread use of eg printoffs, passwords, etc. - Failure to maintain data retention periods. - Unknown data security procedures of cloud software providers (who may also increase their fees dramatically). - Business interruption or penalties.	1. Review of cloud software vulnerability, including consideration of requiring certain standards to be met. 2. Review of GDPR compliance needs. 3. Review data protection requirements around safeguarding.	3	3	6 SB		24/09/2023
16	Operations	Causing a nuisance to neighbours, most likely noise, leading to licences being revoked. - Failure to comply with planning requirements - Major restrictions on operations or ability to expand.	1. Strong noise management plan and trained duty managers 2. Consider further mitigations as to how we ensure room renters also comply with requirements	3	1	4 KM		24/09/2023
17	Operations	Unplanned and unbudgeted repairs to equipment or Hall in general - Weather events, wear and tear, malicious or accidental damage. - Additional costs and possibly loss of business if facilities are unavailable (which might be for an extended period if repairs are not affordable).	1. Business plan sets out capital investment plan to secure funding to address critical repairs 2. Unrestricted reserves are relatively strong and we have a plan to increase them as per our Business Plan	5	2	7 SB		24/09/2023
18	Safety	Risk of injury in the course of operation - Wide range of activities in the Hall and use by third parties could lead to unexpected events, eg food poisoning/allergic reactions, falls, etc. - Hazards arising from lone working. - Failure to understand legal responsibilities. - Enforcement action including potentially the prosecution of directors.	1. Risk assessments of each activity. 2. Supervision of renter activities. 3. Consider review of safety management, incorporating a review of existing risk assessments comprehensive and fit for purpose).	5	2	7 KM		24/09/2023
19	Safety	Injury to someone caused by the condition of the building - Unanticipated structural failure in an aging structure. - Enforcement action including potentially the prosecution of directors.	1. Fabric condition report and capital investment programme in place 2. Appointment of strategic construction expertise to Board.	4	3	7 KM		24/09/2023
21	Safety	Failing to meet safeguarding obligations/duties. - Many services are delivered to vulnerable people and the requirements (eg reporting responsibilities, GDPR obligations) are quite wide and not necessarily understood by all who are responsible. - Safeguarding failures, including failing to identify and report vulnerable people at risk.	1. Well developed safeguarding policy and access to best practice through networks.	2	3	5 KM		24/09/2023
22	External	Failure to adapt to new global or national environments. - Uncertainty in always changing social, economic or political environment. - Loss of business.	1. Consider keeping evolving trends under review and how best to adapt to them.	3	3	6 SB		24/09/2023
23	External	Risk that the Hall does not participate in or contribute sufficiently to societal action on climate change. - This is an area where we are late to take concerted action. - Damage to the Hall's reputation as an ethical organisation. - Loss of funding.	1. Initiatives to address: recycling, energy efficiency, carbon emission planning, services which will help the community to adapt. 2. Consider adopting a KPI in this area.	4	3	7 SB		24/09/2023
24	Capital	Match funding for Community Ownership Fund not realised - Share offer not effectively marketed and underperforms - Other grant funding is not available	1. Comms agency secured to help promote share offer / Booster Funding Application submitted ahead of share offer	5	2	7 SB		24/09/2023
25	Capital	Investigation work reveal hidden / unanticipated works and additional costs	1. Considerable contingency funding built into project costs	4	1	5 KM		24/09/2023
26	Capital	Contractor unable to meet agreed timescales - Negative impact on day-to-day operations i.e. bookings	1. Detailed project plan with phasing in place with contingency incorporated 2. Early engagement with hirers, bookings to consider building works	3	2	5 KM		24/09/2023

8. Appendices

This final section contains a series of appendices that are referenced in the main body of the business plan.

Appendix i. Staff Structure

Stretford Public Hall staff structure



Appendix ii. Timeline of development activity in Stretford

STRETFORD TOWN CENTRE: A RECENT HISTORY

2014

'Masterplan for Stretford' published by Trafford Council. Plan sets out how Stretford could maximise its key assets, link key spaces together, and create a strong and attractive town centre destination.



2015

The masterplan prompts a number of developments including the creation of a new drive-thru restaurant along Chester Road and the community asset transfer of Stretford Public Hall.



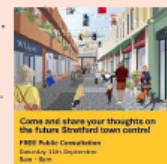
2017

A 'Refreshed Stretford Masterplan' is published, including plans to establish a 'student quarter' in the town centre. The plans for high rise accommodation are met with strong local opposition from residents.



2019

Trafford Council and Bruntwood enter into a Joint Venture and purchase Stretford Mall, bringing the town centre back into part-public ownership. 1000s of local residents take part in consultation events on the future of the mall.



2020

Future High Street Fund application is successful, securing £17.8 million capital investment to reconfigure Stretford Mall. Proposals include the removal of the mall's roof, to recreate a new 'high street'.



2021

Following over 18 months of community consultation, a hybrid planning application is submitted by Trafford Council, setting out a new masterplan for Stretford.

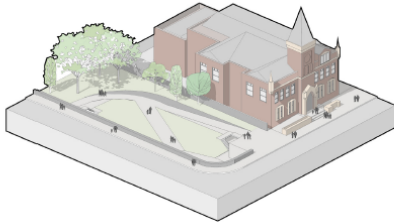


2022

A full planning application is submitted for the first phase of the masterplan, the creation of a new high street in Stretford town centre and the redevelopment of the town's multistorey car park

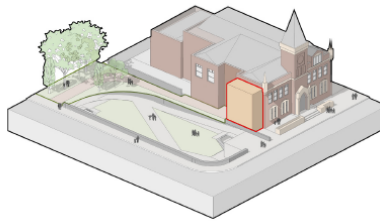


Appendix iii. Site analysis of basement feasibility study



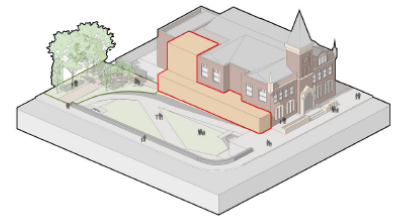
Option 1

No extension. A new staircase and lift created internally to provide access to the basement.



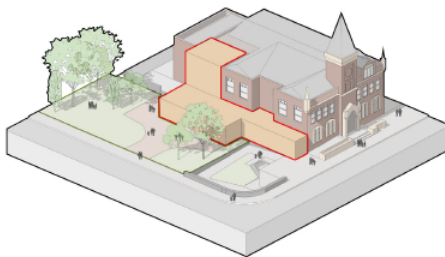
Option 2

Extension to the south-east corner of the hall, providing new stairway and reception space to the basement, ground and first floors.



Option 3

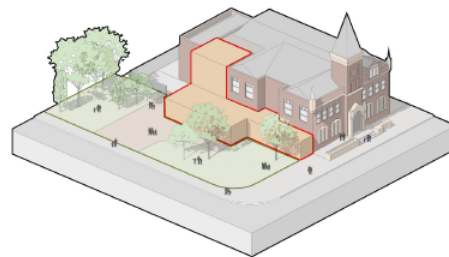
Extension to the south elevation of the building, to help rationalise existing spaces and provide a series of new spaces for the hall, including a new exhibition area, circulation core and welcome foyer.



Option 4.1

Extension to the south elevation of the building, providing a series of new spaces for the hall, including a new exhibition area, circulation core, welcome space and community cafe.

This options sees the possible reduction and reconfiguration of the subway, allowing for improved connections to the south.



Option 4.2

Extension to the south elevation of the building, providing a series of new spaces for the hall, including a new exhibition area, circulation core, welcome space and community cafe.

This options sees the possible complete removal of the subway, allowing for improved connectivity to Kingsway, the new Stretford Mall masterplan area and the crossroad junction.

Appendix iv. Roofing works detailed breakdown (IWSA, July 2023)

Reference/Element	Location	Schedule of Findings	Schedule of Recommendations	Priority	Photo Ref.	Category of Task	Qty	Unit of Measure	Total Cost
1.1 External									
1.1.2 Roof Coverings									
3.1.2.1 Roof Coverings	Roof Slope R01	Slate finish with a tile capping to the ridge and hip. Lead flashing between roof and clocktower. The roof slope looks to be generally in satisfactory condition but with minor localised problems. Lightening protection system surface fixed to face of roof slope.							
		Slipped and fractured slates locally to roof access location, potentially due to foot traffic.	Refix slipped slates. Remove and replace fractured slates to match the existing and adjacent.	2	Ex_(017-018)	IMP	6	nr.	£257.35
	Roof Slope R01 cont'	The mortar to the ridge cap is coming away across the ridge and is in need of renewal.	Carefully remove all loose pointing to the ridge cap. Replace with a lime-based mortar to match the original.	2	Ex_(026)	IMP	8.5	lm.	£446.29
		Approx. 3nr. fractured slates.	Remove and replace fractured slates to match the existing and adjacent.	2	Ex_(026)	IMP	3	nr.	£128.67

3.1.2.2 Roof Coverings	Parapet Wall R01	Masonry parapet wall with full height lead flashing upstand dressed up the face of the wall to the underside of stone coping. Stone pinnacle to south corner. Lightning protection system is surface fixed to face of coping stone. Anti-pigeon bird protection wire is surface fixed to face of coping. Generally in satisfactory condition with minor localised problems of soft vegetation growth to joints between copings.	Remove and allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(030)	IMP	1	nr.	£55.46
3.1.2.3 Roof Coverings	Parapet Gutter R01	Lead parapet gutter appears to be generally in satisfactory condition.	Remove fallen debris on a regular basis to alleviate the need for further repair and maintenance works.	2	Ex_(029)	STC	8.5	lm.	£81.72
3.1.2.4 Roof Coverings	Gutter Outlet R01	No overflow or failsafe provisions within gutter outlet. Mesh guard has been removed.	It would be recommended to review the possibility of introducing an overflow / failsafe system to the outlet to provide a visual warning. In the event that the single outlet was to become blocked. These types of outlets are prone to blockages, nesting birds, carrier bags etc.	3	Ex_(043)	STC	1	nr.	£876.89
3.1.2.5 Roof Coverings	Roof Slope R02	Slate finish with a tile capping to the hips. The roof slope looks to be generally in satisfactory condition but with minor localised problems of mortar to the ridge cap coming away across the ridge.	Carefully remove all loose pointing to the hip caps. Replace with a lime-based mortar to match the original.	2	-	IMP	4.5	lm.	£236.27

3.1.2.6 Roof Coverings	Parapet Wall R02	Masonry parapet wall with lead flashing upstand dressed into the masonry (approx. 150mm). Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Generally in satisfactory condition with minor localised problems of soft vegetation growth to joints between the stone copings.	Remove and allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(050)	IMP	9	lm.	£499.17
		Localised areas of soft vegetation growth to parapet wall inner face.	Remove and allow for raking out of joints and repoint all instances with a suitable lime-based mortar.	2	Ex_(053)	IMP	1	m²	£73.95
	Parapet Wall R02 cont'	Large vertical open joint between parapet wall and stone pinnacle.	Further investigation required to ensure stability of parapet wall and stone pinnacle.	1	Ex_(047)	IMP	1	nr.	£147.90
3.1.2.7 Roof Coverings	Parapet Gutter R02	Lead parapet gutter appears to be generally in satisfactory condition.	Remove fallen debris on a regular basis to alleviate the need for further repair and maintenance works.	2	Ex_(040)	IMP	7.5	lm.	£72.10
3.1.2.8 Roof Coverings	Roof Slope R03	Slate finish with a tile capping to the ridge and hip. The roof slope looks to be generally in satisfactory condition but with minor localised problems. Lightening protection system surface fixed to face of roof slope.							
		Approx. 1nr. fractured slates.	Remove and replace fractured slates to match the existing and adjacent.	2	Ex_(088)	IMP	1	nr.	£42.89
		The mortar to the ridge and hip cap is coming away across the ridge and is in need of renewal.	Carefully remove all loose pointing to the ridge and hip cap. Replace with a lime-based mortar to match the original.	2	Ex_(026)	IMP	4.5	lm.	£236.27

3.1.2.9 Roof Coverings	Parapet Wall R03	Masonry parapet wall with lead flashing upstand. Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Galvanised metal foot stirrups set within masonry parapet wall, with surface mounted galvanised rail to top of coping. Generally in satisfactory condition with minor localised problems of open to joints between the stone copings.	Allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(056-067)	IMP	2.5	lm.	£138.66
3.1.2.10 Roof Coverings	Parapet Gutter R03	Lead parapet gutter appears to be generally in satisfactory condition. Area of spalling masonry above lead flashing within gutter.	Remove fallen debris on a regular basis to alleviate the need for further repair and maintenance works.	2	Ex_(057)	IMP	2.5	lm.	£72.10
			Cut out and indent new brickwork to match existing using a suitable lime mortar.	2	Ex_(057)	IMP	5	nr.	£258.83
3.1.2.11 Roof Coverings	Gutter Outlet R03	No overflow or failsafe provisions within gutter outlet. Mesh guard has been removed.	It would be recommended to review the possibility of introducing an overflow / failsafe system to the outlet to provide a visual warning. In the event that the single outlet was to become blocked. These types of outlets are prone to blockages, nesting birds, carrier bags etc.	3	Ex_(060)	STC	1	nr.	£876.89
3.1.2.12 Roof Coverings	Roof Slope R04	Slate finish with a tile capping to the ridge and hip. Lead valley gutters between roof and R03/R05 roof slopes. The roof slope looks to be generally in satisfactory condition but with minor localised problems. Approx. 10nr. fractured slates.							£0.00
			Remove and replace fractured slates to match the existing and adjacent.	2	Ex_(063-064)	IMP	10	nr.	£428.92

		The mortar to the ridge cap is coming away across the ridge and is in need of renewal.	Carefully remove all loose pointing to the ridge and hip cap. Replace with a lime-based mortar to match the original.	2	Ex_(063-073)	IMP	7	lm.	£367.54	
3.1.2.13 Roof Coverings	Parapet Wall R04	Masonry parapet wall with lead flashing upstand to majority of wall, with a small section of non-lead flashing material (Ubilflex or similar). Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Galvanised railing to top of parapet wall providing fall protection. Wall generally in satisfactory condition with minor localised problems of open to joints between the stone copings.	Replace section of non-lead flashing material with lead flashing to match the existing and adjacent.	2	Ex_(083)	IMP	7	lm.	£1,552.97	
										£0.00
			Allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	-	IMP	7	lm.	£388.24	
3.1.2.14 Roof Coverings	Parapet Gutter R04	Lead parapet gutter appears to be generally in satisfactory condition with significant localised problems of ponding water – areas of timber sole boards appear spongy when foot-trafficked on.	Allow for further investigation of gutter sole timber boards to determine cause of deformation, and extent of timber defects.	2	Ex_(080)	STC	7	lm.	£232.95	
3.1.2.15 Roof Coverings	Roof Slope R05	Slate finish with a tile capping to the ridge and hip. Lead valley gutters between roof and R04 roof slope. The roof slope looks to be generally in satisfactory condition but with minor localised problems. The mortar to the hip cap is coming away across the hip and is in need of renewal.	Carefully remove all loose pointing to the hip cap. Replace with a lime-based mortar to match the original.	2	Ex_(084)	IMP	5.5	lm.	£288.78	
									£0.00	

									£0.00
3.1.2.16 Roof Coverings	Parapet Wall R05	Masonry parapet wall with lead flashing upstand to majority of wall. Wall appears to be over-coated with a liquid applied waterproofer which extends onto the existing flashings. Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Wall generally in satisfactory condition with minor localised problems of open to joints between the stone copings.	Allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(090-094)	IMP		lm.	£138.66
			Consider removal of coating, as this may have an adverse effect on the masonry / core and its ability to appropriately breathe and wick away embedded rainwater.	3	Ex_(090-091)	IMP	2.5	lm.	£240.34
3.1.2.17 Roof Coverings	Parapet Gutter R05	Gutter appears to be cold applied liquid roofing, with significant areas of localised water ponding, blistering and distortion evident throughout – areas of timber sole boards appear spongy when foot-trafficked on. Remedial repair appears unsatisfactory, with the possibility of defective materials still present beneath the external surface.	This appears to be an area which has been susceptible to water ingress in the past with many retrospective solutions implemented. Consider full renewal of finishes including gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(090-091)	IMP	2.5	lm.	£1,515.99
3.1.2.18 Roof Coverings	Gutter Outlet R05	No overflow or failsafe provisions within gutter outlet. Mesh guard has been removed.	It would be recommended to review the possibility of introducing an overflow / failsafe system to the outlet to provide a visual warning. In the event that the single outlet was to become blocked. These types of outlets are prone to blockages, nesting birds, carrier bags etc.	3	Ex_(091)	STC	1	nr.	
									£876.89

3.1.2.19 Roof Coverings	Roof Slope R06	Slate finish with a tile capping to the hips. The roof slope looks to be generally in satisfactory condition but with minor localised problems. Localised repairs with lead tabs evident across the full length to the second course up from the bottom. The mortar to the hip caps is coming away across the hip and is in need of renewal.	Carefully remove all loose pointing to the hip cap. Replace with a lime-based mortar to match the original.	2	Ex_(103)	IMP	5.5	lm.	£288.78
3.1.2. Roof Coverings	Parapet Wall R06	Masonry parapet wall with lead flashing upstand to majority of wall. Wall appears to be over-coated with a liquid applied waterproofer which extends onto the existing flashings. Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Wall generally in satisfactory condition with minor localised problems of open to joints between the stone copings.	Allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(100-101)	IMP	8	lm.	£443.71
	Parapet Wall R06 cont'		Consider removal of coating, as this may have an adverse effect on the masonry / core and its ability to appropriately breathe and wick away embedded rainwater.	3	Ex_(100-101)	IMP	8	lm.	£769.09

3.1.2.21 Roof Coverings	Parapet Gutter R06	Stepped gutter appears to be cold applied liquid roofing, with significant areas of localised water ponding, blistering and distortion evident throughout – areas of timber sole boards appear spongy when foot-trafficked on. Remedial repair appears unsatisfactory, with the possibility of defective materials still present beneath the external surface.	This appears to be an area which has been susceptible to water ingress in the past with many retrospective solutions implemented. Consider full renewal of finishes including gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(100-101)	IMP	8	lm.	£4,851.18					
3.1.2.22 Roof Coverings	Roof Slope R07	Slate finish with a tile capping to the ridge and hip. Lead valley between roof R07 and R08. The roof slope looks to be generally in satisfactory condition but with minor localised problems. The mortar to the ridge and hip caps is coming away across the hip and is in need of renewal. Approx. 8nr. fractured slates.	Carefully remove all loose pointing to the ridge and hip caps. Replace with a lime-based mortar to match the original. Remove and replace fractured slates to match the existing and adjacent.	2	Ex_(121)	IMP	5.5	lm.	£288.78					
									2	Ex_(121)	IMP	8	nr.	£343.13
3.1.2.23 Roof Coverings	Parapet Wall R07	Masonry parapet wall with non-lead flashing material (Ubilflex or similar). Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Wall generally in satisfactory condition with minor localised problems of open joints between the stone copings.	Allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(100-101)	IMP	7	lm.	£388.24					

3.1.2.24 Roof Coverings	Parapet Gutter R07	Stepped gutter appears to be cold applied liquid roofing, with significant areas of localised water ponding, blistering and distortion evident throughout – areas of timber sole boards appear spongy when foot-trafficked on. Remedial repair appears unsatisfactory, with the possibility of defective materials still present beneath the external surface.	This appears to be an area which has been susceptible to water ingress in the past with many retrospective solutions implemented. Consider full renewal of finishes including gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(099)	IMP	7	lm.	£4,244.78
3.1.2.25 Roof Coverings	Roof Slope R08	Slate finish. Lead valley between roof R08 and R07. The roof slope looks to be generally in satisfactory condition but with minor localised problems. Localised repairs with lead tabs evident across the length to the second course up from the bottom. Approx. 1no. fractured slates.	Remove and replace fractured slates to match the existing and adjacent.	2	Ex_(133)	IMP	1	nr.	£42.89
3.1.2.26 Roof Coverings	Parapet Wall R08	Masonry parapet wall with lead flashing upstand. Wall appears to be over-coated with a liquid applied waterproofer which extends onto the existing flashings. Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Anti-climb security barrier fixed to face of coping stone to small section above external fire escape stair. Wall generally in satisfactory condition with minor localised problems.	Allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(123)	IMP	9	lm.	£499.17

			Consider removal of coating, as this may have an adverse effect on the masonry / core and its ability to appropriately breathe and wick away embedded rainwater.	3	Ex_(124)	IMP	9	lm.	£865.23
3.1.2.27 Roof Coverings	Parapet Gutter R08	Stepped gutter appears to be cold applied liquid roofing, with significant areas of localised water ponding, blistering and distortion evident throughout – areas of timber sole boards appear spongy when foot-trafficked on. Remedial repair appears unsatisfactory, with the possibility of defective materials still present beneath the external surface.	This appears to be an area which has been susceptible to water ingress in the past with many retrospective solutions implemented. Consider full renewal of finishes including gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(099)	IMP	9	lm.	£5,457.58
3.1.2.28 Roof Coverings	Rainwater Trough R08	Previous poor quality remedial repairs implemented using a non-lead flashing material and cold applied liquid roofing fixed over lead remnants – assumed to be a temporary remedial repair.	Allow for replacement of temporary remedial repair, replacing with lead sheets to LSA standards.	2	Ex_(117)	IMP	1.5	lm.	£687.74
3.1.2.29 Roof Coverings	Roof Slope R09	Slate finish with mitred hips appears to be generally in satisfactory condition but with minor localised problems. Approx. 3nr. fractured slate.	Remove and replace fractured slates to match the existing and adjacent.	2	Ex_(141)	IMP	3	nr.	£128.67
									£0.00
3.1.2.30 Roof Coverings	Parapet Wall R09	Masonry parapet wall with lead flashing upstand. Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Wall generally in satisfactory condition with significant localised problems.	Allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(123)	IMP	16	lm.	£887.41

	Parapet Wall R09 cont'	Circa 6nr. large stone coping stone have not been securely fixed (dowelled) to head of wall following previous works. Obvious distortion and movement upon contact evident. Aluminium stone cramps are loosely reinserted into previous cramp locations. Open mortar joints along entire length.	Lift and fix stainless steel dowels, re-bedding all stone copings along this length on a suitable lime-based mortar. Securely fix cramps and repoint all with a suitable lime-mortar. Temporarily remove lightening protection system to facilitate the works, refixing and commissioning upon completion of works.	2	Ex_(134-138) Ex_(142-143) Ex_(157)	IMP	16	lm.	£4,732.86
3.1.2.31 Roof Coverings	Parapet Gutter R09	Lead stepped gutter with significant areas of localised water ponding evident throughout.	Access should be made to allow a full inspection to be undertaken.	1	Ex_(134)	STC	1	nr.	£4,437.05
3.1.2.32 Roof Coverings	Roof Slope R10	Slate finish with mitred hip. The roof slope looks to be in good condition generally however a full inspection of the slates could not be undertaken from ground level.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	£11,832.15

3.1.2.33 Roof Coverings	Parapet Wall R10	Masonry parapet wall with lead flashing upstand. Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Anti-pigeon bird protection wire is surface fixed to face of coping. Wall appears to be generally in satisfactory condition with minor localised problems, however a full inspection of the parapet could not be undertaken from ground level.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	
		Localised areas of soft vegetation growth to joints between the stone copings.	Remove and allow for raking out of joints and repoint all instances with a suitable lime-based mortar.	2	Ex_(331)	IMP	2	m²	£147.90
3.1.2.34 Roof Coverings	Parapet Gutter R10	Stepped lead valley gutter. A full inspection of the gutter could not be undertaken due to no safe access.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	
3.1.2.35 Roof Coverings	Roof Slope R11	Slate finish. The roof slope looks to be in good condition generally however a full inspection of the slates could not be undertaken from ground level.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	£5,916.07
3.1.2.36 Roof Coverings	Parapet Wall R11	Masonry parapet wall with lead flashing upstand. Stone coping to top of parapet wall with stone pinnacle to eastern corner. Lightening protection system is surface fixed to face of coping stone. Anti-pigeon bird protection wire is surface fixed to face of coping. Full inspection of the parapet could not be undertaken from ground level.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	

3.1.2.37 Roof Coverings	Parapet Gutter R11	Stepped lead valley gutter. A full inspection of the gutter could not be undertaken due to no safe access.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	
3.1.2.38 Roof Coverings	Roof Slope R12	Slate finish. The roof slope looks to be in good condition generally however a full inspection of the slates could not be undertaken from ground level.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	
3.1.2.30 Roof Coverings	Roof Slope R13	Slate finish. The roof slope looks to be in good condition generally however a full inspection of the slates could not be undertaken from ground level.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	
3.1.2.40 Roof Coverings	Roof Slope R14	Slate finish. Full inspection of the slates could not be undertaken due to no safe access.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	£8,874.11
3.1.2.41 Roof Coverings	Roof Slope R15	Slate finish. Full inspection of the slates could not be undertaken due to no safe access.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	
3.1.2.42 Roof Coverings	Roof Slope R16	Slate finish. Full inspection of the slates could not be undertaken due to no safe access.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	
3.1.2.43 Roof Coverings	Roof Slope R17	Slate finish. The roof slope looks to be in good condition generally however a full inspection of the slates could not be undertaken.	Access should be provided in order for a full inspection to take place.	1	-	STC	1	nr.	
3.1.2.44 Roof Coverings	Valley Gutter R17	Stepped lead valley gutter. A full inspection of the gutter could not be undertaken due to no safe access.	Access should be provided in order for a full inspection to take place.	1	-	STC	1	nr.	

3.1.2.45 Roof Coverings	Roof Slope R18	Modern metal standing seam roof. Roof would have originally been lead, with a wrought iron decorative cresting and finials to the perimeter. Full inspection of the roof could not be undertaken due to no safe access.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	
3.1.2.46 Roof Coverings	Roof Slope R19	Modern metal standing seam roof. Roof would have originally been lead, with a wrought iron decorative cresting and finials to the perimeter. Full inspection of the roof could not be undertaken due to no safe access.	Access should be made to allow a full inspection to be undertaken.	1	-	STC	1	nr.	
3.1.2.47 Roof Coverings	Roof R20–R24	Access to undertake routine maintenance tasks is extremely prohibited due to the narrow-stepped parapet gutter to the external perimeter, in particular the north-western, north-eastern and south-western slopes. This has led to a significant number of fractured slates having to be replaced and/or are loose, slipped, defective. It is evident both externally and internally that there is an ongoing issue with water ingress to a number of separate locations. A large number of temporary and poor-quality remedial repairs have been undertaken without effect.	Consideration should be given to wholesale replacement of lead lined stepped gutters, flashings including 100% re-roofing of the hipped slate roofs. <i>Note: Individual defects and recommendations have been identified below, though it would be recommended to undertake a full re-roofing scheme as opposed to isolated temporary repair works.</i>	3	Ex (144-148)	STC	44	lm.	£58,313.99

3.1.2.48 Roof Coverings	Access Ladder 0-R24	R2 Access to roof gained via a galvanised cat ladder with safety hoops.	-	-	-	-	-	-	-						
3.1.2.49 Roof Coverings	Roof Slope R20	Slate finish with a tile capping to the ridge and hips. The roof slope looks to be generally in satisfactory condition but with minor localised problems. The mortar to the hip caps is cracked and coming away across the hips and is in need of renewal.	Carefully remove all loose pointing to the hip cap. Replace with a lime-based mortar to match the original.	2	Ex_(195)	STC	6	lm.							
									£315.03						
3.1.2.50 Roof Coverings	Valley Gutter R20	Stepped gutter appears to be cold applied liquid roofing, with significant areas of localised water ponding, blistering and distortion evident throughout. Remedial repair appears unsatisfactory, with the possibility of defective materials still present beneath the external surface.	This appears to be an area which has been susceptible to water ingress in the past with many retrospective solutions implemented. Consider full renewal of finishes including gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(154)	STC	14	lm.	£6,418.94						
									Non-lead flashing material (Ubilflex or similar) upstand to majority of wall, with sections of remedial repairs with Flash Band (Bostik or similar).	2	Ex_(155)	STC	14	lm.	£1,242.38
									Vegetation and silt build-up typically within gutters.	2	Ex_(176) Ex_(181)	STC	1	nr.	£0.00
															£134.59

3.1.2.52 Roof Coverings	Roof Slope R21	Slate finish with a tile capping to the hips. The roof slope looks to be generally in satisfactory condition but with minor localised problems. The mortar to the hip caps is coming away and is in need of renewal.	Carefully remove all loose pointing to the hip caps. Replace with a lime-based mortar to match the original.	2	-	IMP	11	lm.								
									£577.56							
3.1.2.53 Roof Coverings	Parapet Wall R21	Masonry parapet wall with lead flashing upstand dressed into the masonry (approx. 150mm). Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping stone. Generally in satisfactory condition with minor localised problems of soft vegetation growth to joints between the stone copings.	Remove and allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(050)	IMP	9	lm.	£499.17							
									Localised areas of soft vegetation growth to parapet wall inner face. Poor quality pointing with open mortar joints generally throughout.	Remove soft vegetation growth and roots in their entirety allowing for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(053)	IMP	1	m ²	£73.95
									Localised sections of remedial repairs to flashing with Flash Band (Bostik or similar).	Replace section of non-lead flashing material and flash band with lead flashing to match the existing.	2	Ex_(196)	IMP	2	lm.	£177.48

3.1.2.54 Roof Coverings	Parapet Gutter R21	Stepped gutter appears to be cold applied liquid roofing, with significant areas of localised water ponding, blistering and distortion evident throughout. Remedial repair appears unsatisfactory, with the possibility of defective materials still present beneath the external surface.	This appears to be an area which has been susceptible to water ingress in the past with many retrospective solutions implemented. Consider full renewal of finishes including gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(196)	IMP	8	lm.	£3,667.96
3.1.2.55 Roof Coverings	Gutter Outlet R21	Water ingress issues seen internally align with the location of current rainwater outlets, highlighting some form of failure. The coverings are likely to be defective, laps and exact condition is unknown. The arrangement and detail of the outlet is not adequately designed.	Consider full renewal of finishes including sump, gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(186-188)	IMP	2	nr.	£2,248.11
3.1.2.56 Roof Coverings	Roof Slope R22	Slate finish with a tile capping to the ridge and hips. The roof slope looks to be generally in satisfactory condition but with minor localised problems. The mortar to the hip caps is coming away across the hip and is in need of renewal.	Remove and replace fractured slates to match the existing and adjacent.	2	Ex_(167)	IMP	25	nr.	£1,072.29
									Approx. 25nr. fractured slates.
3.1.2.57 Roof Coverings	Parapet Wall R22	Masonry parapet wall with lead flashing upstand dressed into the masonry (approx. 150mm). Stone coping to top of parapet wall with lightning protection system is surface fixed to face of coping	Remove and allow for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(050)	IMP	9	lm.	

									£499.17
	Parapet Wall R22 cont'	stone. Generally in satisfactory condition with minor localised problems of soft vegetation growth to joints between the stone copings.							
		Poor quality pointing with open mortar joints generally throughout.	Remove and allow for raking out of joints and repoint whole wall with a suitable lime-based mortar.	2	Ex_(176)	IMP	22	m²	£1,626.92
		Localised areas of soft vegetation growth and wooded growth to parapet wall inner face.	Remove soft vegetation growth and wooded growth including their roots in their entirety allowing for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	Ex_(181)	IMP	22	m²	£1,220.19
		Localised sections of remedial repairs to flashing with Flash Band (Bostik or similar).	Replace section of non-lead flashing material and flash band with lead flashing to match the existing.	2	Ex_(167)	IMP	10	lm.	£887.41
		Localised area of wall appears to be over-coated with a liquid applied waterproofer which extends onto the existing flashings.	Consider removal of coating, as this may have an adverse effect on the masonry / core and its ability to appropriately breathe and wick away embedded rainwater.	2	Ex_(144)	IMP	16	m²	£1,538.18
3.1.2.58 Roof Coverings	Parapet Gutter R22	Stepped gutter appears to be cold applied liquid roofing, with significant areas of localised water ponding, blistering and distortion evident throughout. Remedial repair appears unsatisfactory, with the possibility of defective materials still present beneath the external surface.	This appears to be an area which has been susceptible to water ingress in the past with many retrospective solutions implemented. Consider full renewal of finishes including gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(174)	IMP		lm.	£6,877.43

3.1.2.59 Roof Coverings	Roof Slope R23	Slate finish with a tile capping to the hips. The roof slope looks to be generally in satisfactory condition but with minor localised problems. The mortar to the hip caps is coming away across the hip and is in need of renewal.	Carefully remove all loose pointing to the hip cap. Replace with a lime-based mortar to match the original.	2	Ex_(169)	IMP		lm.	£577.56
		Approx. 8nr. fractured slates.	Remove and replace fractured slates to match the existing and adjacent.	2	Ex_(164-166)	IMP	10	nr.	£428.92
3.1.2.60 Roof Coverings	Parapet Wall R23	Masonry parapet wall with lead flashing upstand dressed into the masonry (approx. 150mm). Stone coping to top of parapet wall with lightening protection system is surface fixed to face of coping	Remove soft vegetation growth and roots in their entirety allowing for raking out of joints and repoint coping stone with a suitable lime-based mortar.	2	-	IMP	8.5	lm.	£0.00
									£471.44
	Parapet Wall R23 cont'	stone. Generally in satisfactory condition with minor localised problems of soft vegetation growth to joints between the stone copings.							£0.00
		Localised sections of remedial repairs to flashing with Flash Band (Bostik or similar).	Replace section of non-lead flashing material and flash band with lead flashing to match the existing.	2	Ex_(167)	IMP	8	lm.	£709.93
		Localised area of wall appears to be over-coated with a liquid applied waterproofer which extends onto the existing flashings.	Consider removal of coating, as this may have an adverse effect on the masonry / core and its ability to appropriately breathe and wick away embedded rainwater.	2	Ex_(144)	IMP	10	m²	£961.36

		Poor quality pointing with open mortar joints generally throughout.	Remove and allow for raking out of joints and repoint whole wall with a suitable lime-based mortar.	2	Ex_(176)	IMP	10	m²	£739.51
3.1.2.61 Roof Coverings	Parapet Gutter R23	Stepped gutter appears to be cold applied liquid roofing, with significant areas of localised water ponding, blistering and distortion evident throughout. Remedial repair appears unsatisfactory, with the possibility of defective materials still present beneath the external surface.	This appears to be an area which has been susceptible to water ingress in the past with many retrospective solutions implemented. Consider full renewal of finishes including gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(174)	IMP	8	lm.	£3,667.96
3.1.2.62 Roof Coverings	Gutter Outlet R23	Water ingress issues seen internally align with the location of current rainwater outlets, highlighting some form of failure. The coverings are likely to be defective, laps and exact condition is unknown. The arrangement and detail of the outlet is poor, not adequately designed to cope with a surge in flow, and the omission of a sump.	Consider full renewal of finishes including sump, gutter sole boards and structure etc with lead to LSA standards.	2	Ex_(172-173)	IMP	2	nr.	£2,248.11
3.1.2.63 Roof Coverings	Roof Slope R24	Slate finish with diminishing courses, and twin bands of scalloped courses – upper two courses, lower three courses. Slope has 2nr. vents with lead and wrought iron finial to apex and mitred hips. The roof slope looks to be in good condition generally however a full inspection of the slates could not be undertaken from ground level.	Access should be provided in order for a full inspection to take place.	1	Ex_(371)	STC	1	nr.	£88,778.06

3.1.2.64 Roof Coverings	Parapet Wall R24	<p>Masonry parapet wall with full height lead flashing upstand dressed up the face of the wall to the underside of stone coping. Anti-pigeon bird protection wire is surface fixed to face of coping.</p> <p>The parapet wall looks to be in good condition generally however a full inspection of the wall could not be undertaken from ground level.</p>	Access should be provided in order for a full inspection to take place.	1	Ex_(371)	STC	1	nr.	
3.1.2.65 Roof Coverings	Parapet Gutter R24	Full inspection of the parapet gutter could not be undertaken from ground level.	Access should be provided in order for a full inspection to take place.	1	Ex_(371)	STC	1	nr.	
3.1.2.66 Roof Coverings	Roof Slope R25	<p>Slate finish with diminishing courses, and twin bands of scalloped courses – upper two courses, lower three courses. Slope has 1nr. vents with lead and wrought iron finial to apex and mitred hips.</p> <p>The roof slope looks to be in good condition generally however a full inspection of the slates could not be undertaken from ground level.</p>	Access should be provided in order for a full inspection to take place.	1	Ex_(267)	STC	1	nr.	

3.1.2.67 Roof Coverings	Parapet Wall R25	<p>Masonry parapet wall with full height lead flashing upstand dressed up the face of the wall to the underside of stone coping. Anti-pigeon bird protection wire is surface fixed to face of coping.</p> <p>The parapet wall looks to be in good condition generally however a full inspection of the wall could not be undertaken from ground level.</p>	Access should be provided in order for a full inspection to take place.	1	Ex_(267)	STC	1	nr.	
3.1.2.68 Roof Coverings	Parapet Gutter R25	Full inspection of the parapet gutter could not be undertaken from ground level.	Access should be provided in order for a full inspection to take place.	1	Ex_(059-062)	STC	1	nr.	
3.1.2.69 Roof Coverings	Roof Slope R26	<p>Slate finish with diminishing courses, and twin bands of scalloped courses – upper two courses, lower three courses. Slope has 2nr. vents with lead and wrought iron finial to apex and mitred hips.</p> <p>The roof slope looks to be in good condition generally however a full inspection of the slates could not be undertaken from ground level.</p>	Access should be provided in order for a full inspection to take place.	1	Ex_(059-062)	STC	1	nr.	£0.00
3.1.2.70 Roof Coverings	Parapet Wall R26	Masonry parapet wall with full height lead flashing upstand dressed up the face of the wall to the underside of stone coping. Anti-pigeon bird protection wire is surface fixed to face of coping.	Access should be provided in order for a full inspection to take place.	1	Ex_(059-062)	STC	1	nr.	

		The parapet wall looks to be in good condition generally however a full inspection of the wall could not be undertaken from ground level.							
3.1.2.71 Roof Coverings	Parapet Gutter R26	Full inspection of the parapet gutter could not be undertaken from ground level.	Access should be provided in order for a full inspection to take place.	1	Ex_(059-062)	STC	1	nr.	
3.1.2.72 Roof Coverings	Roof Slope R27	Slate finish with diminishing courses, and twin bands of scalloped courses – upper two courses, lower three courses. Slope has 2nr. vents with lead and wrought iron finial to apex. Lightening protection system surface fixed to face of roof slope. The roof slope looks to be in good condition generally however a full inspection of the slates could not be undertaken from ground level.	Access should be provided in order for a full inspection to take place.	1	Ex_(087)	STC	1	nr.	
3.1.2.73 Roof Coverings	Parapet Wall R27	Masonry parapet wall with full height lead flashing upstand dressed up the face of the wall to the underside of stone coping. Anti-pigeon bird protection wire is surface fixed to face of coping. The parapet wall looks to be in good condition generally however a full inspection of the wall could not be undertaken from ground level.	Access should be provided in order for a full inspection to take place.	1	Ex_(087)	STC	1	nr.	
3.1.2.74 Roof Coverings	Parapet Gutter R27	Full inspection of the parapet gutter could not be undertaken from ground level.	Access should be provided in order for a full inspection to take place.	1	Ex_(087)	STC	1	nr.	

1.1.4 Rain water Goods									
3.1.4.1 Rainwater Goods	General	Rainwater goods are painted cast iron and are in generally satisfactory condition with minor localised problems.	-	-	-	-	-	-	-
3.1.4.2 Rainwater Goods	North West Elev. (R HS De002) R WP001	Cast-iron rainwater pipe with hopper. Generally in satisfactory condition with minor corrosion and blistering paint finish generally.	Allow for redecoration including resealing and testing of all joints.	3	Ex_(391-393)	IMP	1	nr.	£414.13
			Carry out ladder inspection of the high-level rainwater goods to ensure they are free of debris. This should be done on a regular basis as part of the management and maintenance of the building.	01-Jul	Ex_(391-393)	STC	1	nr.	£73.95
3.1.4.3 Rainwater Goods	South East Elev. R WP002	Cast-iron rainwater pipe with hopper. Generally in satisfactory condition with minor corrosion and blistering paint finish generally.	Allow for redecoration including resealing and testing of all joints.	3	Ex_(395-396)	IMP	1	nr.	£414.13
			Carry out ladder inspection of the high-level rainwater goods to ensure they are free of debris. This should be done on a regular basis as part of the management and maintenance of the building.	01-Jul	Ex_(395-396)	STC	1	nr.	£73.95
3.1.4.4 Rainwater Goods	South West Elev. (R HS De003) R WP003	Cast-iron rainwater pipe with hopper. Generally in satisfactory condition with minor corrosion and blistering paint finish generally.	Allow for redecoration including resealing and testing of all joints.	3	Ex_(413) Ex_(441)	IMP	1	nr.	£414.13

			Carry out ladder inspection of the high-level rainwater goods to ensure they are free of debris. This should be done on a regular basis as part of the management and maintenance of the building.	01-Jul	Ex_(413) Ex_(441)	STC	1	nr.	£73.95
3.1.4.5 Rainwater Goods	South West Elev. (R HS De004) R WP004	Cast-iron rainwater pipe with hopper. Generally in satisfactory condition with minor corrosion and blistering paint finish generally.	Allow for redecoration including resealing and testing of all joints.	3	Ex_(432)	IMP	1	nr.	£384.54
			Carry out ladder inspection of the high-level rainwater goods to ensure they are free of debris. This should be done on a regular basis as part of the management and maintenance of the building.	01-Jul	Ex_(432)	STC	1	nr.	£73.95
3.1.4.5 Rainwater Goods	South West Elev. R WP005	Cast-iron rainwater pipe with hopper. Generally in satisfactory condition with minor corrosion and blistering paint finish generally.	Allow for redecoration including resealing and testing of all joints.	3	Ex_(427)	IMP	1	nr.	£384.54
			Carry out ladder inspection of the high-level rainwater goods to ensure they are free of debris. This should be done on a regular basis as part of the management and maintenance of the building.	01-Jul	Ex_(427)	STC	1	nr.	£73.95
3.1.4.6 Rainwater Goods	North East Elev. R WP006	Cast-iron rainwater pipe with hopper. Generally in satisfactory condition with minor corrosion and blistering paint finish generally.	Allow for redecoration including resealing and testing of all joints.	3	Ex_(371)	IMP	1	nr.	£354.96

			Carry out ladder inspection of the high-level rainwater goods to ensure they are free of debris. This should be done on a regular basis as part of the management and maintenance of the building.	01-Jul	Ex_(371)	STC	1	nr.	£73.95
3.1.4.7 Rainwater Goods	North East Elev. R WP007	Cast-iron rainwater pipe with hopper. Generally in satisfactory condition with minor corrosion and blistering paint finish generally.	Allow for redecoration including resealing and testing of all joints.	3	Ex_(351)	IMP	1	nr.	£443.71
			Carry out ladder inspection of the high-level rainwater goods to ensure they are free of debris. This should be done on a regular basis as part of the management and maintenance of the building.	01-Jul	Ex_(351)	STC	1	nr.	£73.95
3.1.4.8 Rainwater Goods	North East Elev. R WP008	Cast-iron rainwater pipe with hopper. Generally in satisfactory condition with minor corrosion and blistering paint finish generally.	Allow for redecoration including resealing and testing of all joints.	3	Ex_(339)	IMP	1	nr.	£443.71
			Carry out ladder inspection of the high-level rainwater goods to ensure they are free of debris. This should be done on a regular basis as part of the management and maintenance of the building.	01-Jul	Ex_(339)	STC	1	nr.	£595.71