

Project enquiry form for Parks for People

What is the title of your project?

Restoring Manor Farm Park's Cadbury Heritage

1a. Name and address of your organisation

Friends of Manor Farm Park (FoMFP)
(c/o The Secretary, address previously registered)

1b. Details of main contact person

Lesley Pattenson (Chair of Stakeholder Group)

1c. Are you a not-for-profit organisation?

Yes - Unincorporated Association

1d. Where did you hear about the Heritage Lottery Fund?

Previously worked with HLF

2a. What is the heritage that your project will focus on?

Restoring the unique timber Barn constructed by George Cadbury in 1895 along with adjoining Victorian buildings which contain unusual architectural features for community, leisure, cultural and educational purposes.

Permanent exhibit of park and Barn use by Cadburys and WWII Friends Ambulance Unit training.

Conservation of park's environmental and archaeological features including medieval hedge, great meadow, lake and brooks created by the Cadburys to enhance recreational and educational visits.

3a. Is the address of your project the same as the address of your organisation?

No.

3b. Describe what your project will do.

Background

These Victorian buildings are located in a large, naturally diverse park in Northfield, South Birmingham, an area of high deprivation. Built in 1895 by George and Elizabeth Cadbury on what is now Manor Farm Park, they hosted regular parties in the Barn to introduce underprivileged children from Birmingham and the Black Country to the natural environment for leisure and education. It was used as a training base by the Friends Ambulance Unit during WWII. The land and buildings were handed in Trust to the Local Authority around 1951. The Barn is currently boarded up and in need of urgent repair. This and related buildings have now been declared surplus to requirements by the City Council and an application to the Charities Commission for change of use is underway. FoMFP have worked for some years to achieve their aim of restoring the Barn and other buildings on the site for the benefit of park users and the wider community. They have co-ordinated a Stakeholder Group of interested partners who have been meeting since 2013 to achieve this goal (see attachment). Outline costs are based on an Options Appraisal report, funded by BVT and undertaken by BCT in 2014. The development phase will focus on a feasibility study and business plan firming up social, commercial, heritage and environmental elements to optimise the scope and design of the building and conservation phase. It will incorporate an exploration of the optimum governance arrangements and support the creation of some form of charitable organisation to develop and manage the entire site and take forward the delivery phase. It would begin to look at an engagement activity plan.

Our vision for the park

The site comprises the park within which is the timber framed Cadbury Barn, another two storey Victorian barn and attached outbuildings, a three bedroom detached house with garden, main entrance and car parking. Our vision is to develop the whole site to celebrate its historic, cultural and natural heritages. We would create a multi-purpose leisure and educational resource which would be an attractive destination for visitors from nearby and further afield.

Project overview

The project will create an attractive entrance to the park, restore and convert existing buildings, improve amenities, extend parking, improve park management and conservation, and develop an exciting range of activities and community uses. The Cadbury Barn's exterior will be restored to its original striking and unusual appearance creating a focal point for visitors to the park. Inside we will restore the large hall for community use which could include space for meetings, education, exhibitions, performance, work, leisure and social events such as weddings, with potentially differing uses in daytime and evenings. The Barn will also house a café and toilets. The additional outbuildings could be developed for a number of uses including offices, workshops or retail and the Lodge could be restored as a residence or offices. The overall development will create jobs for local people both in the development and operational phases. This will all happen alongside conservation and management schemes within the park to preserve its early heritage. The site would be sustainable both from an environmental and financial point of view.

The final configuration will be determined by studies to assess its value to park users, community, residents and potential tenants and site users. Each element of the site has several possible new uses which will be explored for viability within the business plan, while also testing the technical challenges of restoring the heritage buildings.

Project Outcomes include:

1. Unique Victorian buildings which played a key role in local history saved from ruin and demolition and restored as a focus for an exciting range of community uses.
2. A clear plan for their future management and maintenance, including sustainable resource generation, and governance by establishing an appropriate charitable body.
3. Creative permanent interpretative features, and oral testimonies, lectures, online resources etc. will ensure individuals learn about local history and understand, remember and value the Cadbury and FAU links to the park and buildings.
4. Employment, training and volunteering opportunities during construction will develop people's heritage, conservation and other skills and benefit the local economy.
5. Once operational, leisure and cultural events will provide volunteering, training and potentially employment opportunities e.g. catering, leisure and event management, horticulture and conservation.
6. Biodiversity will be protected, the park will be more attractive and provide additional opportunities for leisure, recreation, cultural and educational purposes.
7. By recreating the cultural and heritage attractions alongside development of modern amenities (toilet, cafe, car parking, entrance etc.) there will be a significant increase in tourists and visitors to the site who will have a fun, interesting and rewarding experience.
8. The project will form a focus for local people to work together at development and operational stages, fostering a sense of shared community and history. This, along with the wider range of opportunities offered in the park, will impact on health, wellbeing and social engagement in the area.

4a. When do you expect your project to start and finish?

Aim for Stage One Application August 2017, development phase/stage 2 bid during 2018, build 2019, completion and operation 2020.

5a. How much is your project likely to cost? If you know, tell us what the major costs are likely to be.

Development phase including comprehensive feasibility study/business plan upto £75K depending on scope.

Build phase, £1.5-£1.95M for capital, refurbishment, restoration, new build of buildings and amenities, interpretation, park management, conservation of natural heritage.

£130k match funding secured; considerable professional and volunteer time committed free. Other sources being investigated.

5b. How much are you likely to ask for from us? *(Have to put figure, no range).*

£1,700,000

Attachments

- Feasibility Study Brief

Attachment

"Restoring Manor Farm Park's Cadbury Heritage" project Feasibility Study / Development Phase - terms of reference

1. Outline

The Cadbury Barn Site is located in a large, naturally diverse park in Northfield, South Birmingham, surrounded by neighbourhoods which are amongst the 10% most deprived in the UK. Built in 1895 by George and Elizabeth Cadbury on what is now Manor Farm Park, the Cadbury Barn was originally used for picnics and parties for deprived children from nearby Birmingham and the Black Country. It was later used as a training base by the Friends Ambulance Unit prior to being handed over to the local authority. It is currently boarded up and in need of a lot of repair. The Friends of Manor Farm Park have been working for some years to achieve their aim of restoring the Barn and other buildings on the site for the benefit of park users and the wider community. They have co-ordinated a Stakeholder Group of interested parties and organisations who share this goal (Appendix 1). This document describes the outline plans for the site and ways it may be managed and run, in order to inform potential funders and other interested parties who may wish to become involved in the project.

2. Our vision for the Cadbury Barn Site

The site comprises the timber framed Cadbury Barn, another two storey Victorian barn and attached outbuildings, a three bedroom detached house with garden, main entrance and car parking. Our vision is to develop the whole site, including elements of the park, to celebrate its historic, cultural and natural heritages. We would create a multi-purpose leisure and educational resource which would be an attractive destination for visitors from nearby and further afield.

2.1 Overview of the development

The development would include creating an attractive entrance to the park, improved amenities, extended parking, aspects of park management and an exciting range of activities and community uses as well as the restoration and conversion of the existing buildings. The exterior of the Cadbury Barn would be restored to its original striking and unusual appearance thereby creating a focal point for visitors to the park. Inside we would create a large hall for community use which could include space for meetings, education, exhibitions, performance, work, leisure and social events such as weddings, with potentially differing uses in daylight hours by park users, and in the evenings. The Barn would also house a café and toilets. The additional out buildings could be developed for a number of uses such as offices, workshops or retail and the Lodge could be restored as a residence or offices. The overall development would create jobs for local people both in the development and operational phases. This would all happen alongside conservation and management schemes within the park. The site would be sustainable both from an environmental and financial point of view.

At the moment this vision is just an outline and the final configuration of the site will depend on the outcome of various studies that will assess its value to park users, the community, residents and potential tenants and users of the site. As indicated above there are several elements to the site, each with a range of possible new uses which need to be explored and tested for viability within a business plan, while also testing the feasibility from the perspective of a heritage building restoration project:

2.1.1 The Cadbury Barn

We plan to restore the Barn to its original appearance, while meeting contemporary building standards (for access, insulation, and health and safety requirements). We will also investigate whether it could also be a model site for sustainable energy sources. It would be a flexible space for community use, hosting events, performances and exhibitions (both permanent and temporary), with partitioning, lighting and seating suitable for a range of uses.

2.1.2 The café

An integral and essential part of the Barn will be a café and public toilets for use by park users and users of the site; internal and external access to both of these will need to be considered. The business model for the café is crucial and needs to be explored: it could be run by a local entrepreneur, social enterprise or CIC; it could be a commercial arrangement with a chain, a franchise or partnership; it could be run by volunteers; it could be a catering training facility, or even directly managed via the governing body. The café will become a key amenity and will attract visitors and users to the whole site, in turn increasing and enhancing park users' experience. The café's catering facilities should be adequate for commercial use, allowing it to be used as a restaurant or for culinary experience events in the evenings, perhaps as a wedding venue or for musical performances.

A key part of the Barn's development would be to develop a terrace area with either permanent or movable seating and tables on the side facing the park, including a café service point direct into the park. It would extend the use of the Barn, potentially providing an outdoor soft play area, within sight of the existing playground and the new proposed outdoor gym, and would link the buildings into the parkland.

2.1.3 The outbuildings

Option 3b of the Options Appraisal earmarked the out buildings for office space but the potential lessee has withdrawn so the options are again wide open. The main two storey barn, which also has architectural heritage value (cross jointing on the beams and its interior timber construction), has a large entrance, which could be converted into a 4-metre high glass frontage and display area providing perhaps a reception and exhibition area and site offices.

Following demolition of the toilet block, the remainder, possibly with additional new build space in keeping with the existing buildings, could be converted into workshops or learning spaces. They are suitable for artists' studios, workshops or "sheds" for use by local people to pursue hobbies or other interests and there could be a retail element. They could be used for offices, commercial purposes, or as a third sector resource; their final use will depend on the results of the studies.

2.1.4 The Lodge

The two-storey, three bedroom house is in reasonable condition and although it has no heritage value, its poor state is thought to be mainly cosmetic. Visual inspections suggest that the fabric of the building is sound and would require minimal investment to bring it back into use, perhaps for rental as office space for an organisation, for short term use by home workers, or alternatively as rented residential accommodation. Alternatively it could be demolished to make way for extra car parking space. However, neither of these options would realise any capital funding for the site due to the nature of local authority finance; an alternative is that it could be sold off to raise capital which would be reclaimed by the Council. This option would mean less potential control over the development of the site as a whole.

2.1.5 The park

Manor Farm Park, in addition to its provenance as part of the former George and Elizabeth Cadbury estate, has several historic features. There is a medieval meadow flanked by an ancient hedgerow; there are old fish ponds possibly linked to the ancient fortified manor house at Weoley Castle and more recent works associated with the Cadbury family's ownership of the estate. There are the remnants and signs of earlier uses. It is a very diverse landscape including open flat and sloped areas, woods both natural and planted, a community orchard, meadowland, mown areas, streams, waterfalls and of course the lake. Consequently it also has a diverse natural heritage, with over 25 species of birds, large and small mammals and many wild flowers, grasses, bushes and trees. With its recently installed accessible pathways it provides a space which can be used by the entire community, and enjoyed by people of all ages and abilities including mobility scooter users and parents with buggies. It has many uses including dog walking, cycling, walking, bird-spotting, angling, photography, informal sports and games, children's play, picnics and general relaxation. Development of the site will also increase the opportunities for sport and leisure in the park.

2.1.6 Access and car parking

The site is shared with the Parks Department of Birmingham City Council, which presently uses it as a works depot. A new toilet block for the depot needs to be created so that the whole depot operation can be moved over to the buildings to the right hand side of the entrance. Access to the site is currently shared with commercial vehicles; the

vision includes plans to create a new, separate entrance to the Cadbury Barn site that would integrate the site and make it safer for users. Additional car parking would be an integral part of the site to cater for users not living locally, although the park is served by several bus routes linking the park to Rubery, Edgbaston and the City centre. Options to progress this aim will be explored in the Feasibility Study.

3. The Options Appraisal Document

The Stakeholder group commissioned an initial Options Appraisal, funded by Bournville Village Trust and carried out by Birmingham Conservation Trust, completed in 2015. This study reviewed the site's long term sustainability and also included the Lodge and associated former farm buildings on the site. After consultation on the options, the preferred option was Option 3b, which comprises the restoration of the Barn, some destruction, renovation and new build to create office space from the Farm buildings, and restoration of the Lodge as a residential property. It suggested that the overall project could attract funding from a variety of sources, and that there was a viable and sustainable future for the site. For full details refer to the Options Appraisal Report and Summary (Appendix 4). Since then one organisation, which had indicated it may wish to lease some buildings on the site, has withdrawn its interest. This means the site could be more used more flexibly than set out in the Options Appraisal.

4. The Feasibility Study

This will be the next stage of the planning process and will comprise a number of more detailed reports and appraisals. Together they will test the viability of the preferred option (or variations that arise that appear more sustainable or appropriate). They will include a more detailed look at technical aspects, contextual, organisational, time, funding, management, governance and outcomes. To facilitate this, it is proposed to establish a Trust or Charitable Incorporated Organisation to apply for funds and manage the Feasibility Study and thereafter take the development of the project forward including managing the residual commercial undertaking.

4.1 Key objectives of the Feasibility Study

The final report and recommendations of the Feasibility Study should enable the Stakeholder Group to confirm that this is a viable project to take forward. Assuming this is the case:

- There will be a clear vision for the future use and development of the site.
- There will be a proposed business plan and timescales for moving the project forward.
- There will be guidance on the best form of governance including the optimal organisation to submit grant applications and deliver and operate the scheme.
- The reports will form the basis of information for a range of grant funding applications to take the project forward as well as potential subsidiary funding routes (e.g. loans or crowd sourcing).
- Further potential partnerships will be identified to strengthen the case for funding and taking the project forward, e.g. café operator (who is prepared to wait for delivery and shares our ethos), tenants, best value contractors etc.
- It will provide some of the crucial surveys and studies which will be required to progress construction and renovation work.

4.2 Funding for the Feasibility Study

Grant funding will be required to complete the Feasibility Study. An indicative budget has been put together partly based on using some of the professionals and contractors who contributed to the Options Appraisal. Additional costs have been estimated and suggest a sum in the region of £30,000 to £40,000 may be required, but this will be refined during the preparation for the Feasibility Study. Costs are shown in Appendix 3.

4.3 Commissioning and contracting the Feasibility Study

A small sub-group of the Stakeholders group is charged with producing a draft specification for the Feasibility Study, to be agreed by the full group. The group will probably establish a Charitable Incorporated Organisation or Trust to manage the study in the first place and the project thereafter.

The commissioner of reports for the Study is likely to be the Birmingham Conservation Trust. It would employ a Project Manager to co-ordinate the work and is likely to sub-contract a number of different professionals and organisations to contribute to the different specialist elements of the work. Some elements will be contributed pro bono by organisations or individuals. Bournville Village Trust has provisionally agreed to hold the funds on behalf of the stakeholders, if needed.

5. Assessments and reports needed, importance/ relevance at the Feasibility Study Stage and potential providers

There are several complimentary aspects which need exploring and will need to be analysed in more detail to enable the Barn site to be developed optimally and run sustainably in the future. The aspects are set out below and encompass all the reports that are listed in Appendix 2. At this stage these are indicative but are expected to cost up to £40,000; the number and costs of the reports will be refined before the Feasibility Study starts.

5.1 Restoring the barn to a useable condition. (reports marked as A)

These are studies that would be required for any major building work, and include civil and electrical engineering studies. Overall, the studies would look at what's required to bring the barn to a condition that makes it fit for use and complies with existing regulations, bearing in mind it is a building with historical significance.

5.2 Restoring and converting the associated buildings (reports marked as A)

This would be similar to the studies in (5.1) above but focus on bringing the associated buildings into a habitable and useable state. We have assumed that funding for the heritage restoration aspects of the barn would not be available for the other buildings in the development site.

5.3 Heritage aspects of the Barn (reports marked as H)

A report on the heritage aspects of the Cadbury Barn and the other buildings on the site.

5.4 Environmental and ecological studies (reports marked as CV and S)

Building developments of this kind often require studies to assess the impact of the project on the surrounding area; perhaps the effect on water courses, traffic and flora and fauna in the area. Civil, structural, mechanical and electrical studies will be required. An assessment of the renewable energy resource at the site is included in this section too. In addition, one of the prospective users may require an ecological study about the park and how this would fit into that organisation's strategic plans.

5.5 A park management plan (reports marked as P)

This sets out the plan for the park and is a key document for the use of the park. It will inform work on the potential uses of the wider site and use of the park.

5.6 Users' views and potential uses of the park for sports, recreation and its natural heritage (reports marked as C and U)

The park has considerable potential due to its natural heritage which can be developed. It also has potential for sports and recreation uses, which would have to be balanced with the natural heritage and the educational opportunities that this site can offer users. This needs to be developed in further consultation with potential users and the community. As this site will also be used for community use some additional studies about the needs of the neighbourhood will be needed.

5.7 Developing the site for its preferred use and a sustainable business plan (marked as B)

The preferred option, 3b, has a vision for the use of the buildings which includes office accommodation, a visitor centre, café, exhibition space, rooms for community use and toilets. Some outline plans have already been drawn up in line with this option. Further work may need to be done to assess the full cost of developing the site from its renovated state to the one suitable for option 3b. However, this option assumed that there would be a long term tenant but that party has withdrawn its interest and so the study needs to explore whether there may be other

tenants willing to commit to the site. We recognise that this work will be iterative with other aspects of the study; this is because elements of the preferred options may change as the study develops.

The Feasibility Study will need to assess the benefits and drawbacks of a range of management options. The final project may be a variant of the preferred option, depending on the results of the study, but the focus will be on the heritage of the Cadbury Family, the Friends' Ambulance Unit and the community uses of the park and the buildings on the site.

5.8 Sources of funding for the development and building phase (reports marked as F)

An assessment of the sources of funding is required once the Feasibility Study reports have been considered to enable the project to proceed. The best fit appears to be the HLF Parks for People grant with a package of additional grants from supplementary sources in addition to the £130K Section 106 already secured.

5.9 Development of the site for education and training (reports marked as E and T)

Presently, plans for the use of the sites once it has been developed are only at an outline stage. More work needs to be done on the business plans for businesses and organisations that may operate at the site. This will enable us to assess the revenue needed to sustain the site. Maintenance and running the site (health and safety, cleaning, letting and security for example) will also form part of this aspect.

5.10 Governance and management arrangements for building and developing the site (reports marked as L)

We have outline views of several approaches as to how to run the site, for example by a Trust. Alternatively there are other options that may be better suited to running the site taking into account commercial aspects of the site including establishing a Charitable Incorporated Organisation. Some work will need to be carried out on the legal agreements that will need to be created or changed to facilitate the development of the site.

John Stewart and Lesley Pattenson

Friends of Manor Farm Park

24 May 2017

Appendix 1

Current Stakeholder groups represented and individuals involved

Friends of Manor Farm Park (FoMFP) (Committee members)
Birmingham City Council (BCC) (Parks manager, Property Services, ecologist and local Councillors including City Heritage Committee representative)
Birmingham Conservation Trust (BCT) (Chair and Trustee)
Birmingham and the Black Country Wildlife Trust (BBCWT) Chief Executive and Chair
Bournville Village Trust (BVT) (Community Officer, former architect, ongoing liaison with Chair)
Quakers (Society of Friends) (Treasurer)
Bournville Village Council (BVC) (Chair)
Lunar Society

Appendix 2

	Study	Already available / covered?	Needed for Feasibility Study?	Lead party
A	Overall report and project management		yes	Project manager / researcher / bid-writer
A	Design plans and options		yes	Principal Designer
A	Overall Buildings Reports		yes	Building Project Manager
A	Town planning assessment of development of buildings restoration	Yes in buildings reports	Stage RBOS 1?	Architect and Heritage Architect
A	Architectural assessment of development of buildings restoration	Yes in buildings reports	Stage RBOS 1?	Architect and Heritage Architect
A	A spatial masterplan for buildings and park including cost estimates	Yes in buildings reports	Yes	Architect and Heritage Architect
A	A cost plan for the restoration of the Cadbury Barn	Yes in buildings reports	Yes	Architect and Heritage Architect
A	Timber and damp report		yes	Heritage Timber specialist
A	Quantity Survey for restoration		yes	Quantity Surveyor
H	Further research on the Heritage aspects/social history of the Cadbury Barn	Yes already done	Yes	Heritage expert (FAU and Cadbury)
CV	BS 5837 Arboriculture Survey			Arbiculturist
CV	Habitat Survey & Bat Survey			naturalist
CV	Mechanical & Electrical Engineering assessment of buildings restoration	Yes in buildings reports	Stage RBOS 1?	Mechanical and Electrical Engineer
CV	Civil and Structural Engineering reports		yes	Civil and Structural engineer

CV	Landscape report		yes	Landscape Architect
CV	Ecology report on actual development site		yes	Ecologist
CV	Environmental report of site		yes	Environmentalist
CV	Drainage report		yes	Civil and Structural engineer
CV	Mechanical and Electrical Engineering report		yes	Mechanical and Electrical Engineer
I				
S	An assessment of the potential for renewable source energy on the site		yes	Electrical Engineer
P	A habitat/ecological survey of the Park	No - no extra needed	? - limited ref in intro	Ecologist
P	Park management plan			BCC
P	An appraisal of the impact of a water catchment based approach	No	?	Hydrologist
C	A report on local views via community led questionnaires and "co-workshops"	Yes already done	Yes	Community Involvement analyst
C	User / community group etc. research (incl)			Community Involvement analyst
U	A study of potential recreational uses of the park	Limited, within business plan	Yes	Parks and leisure expert
U	A summary of needs identified by Council and local community stakeholders	Done already	Not in detail	Community Involvement analyst
U	A review of approaches for children's play/education; well-being; non-formal physical recreation	No	No	Parks and leisure expert

U	A stakeholder review of the potential for developing wellbeing projects	Limited, within business plan	Not in detail	Parks and leisure expert
U	A stakeholder review of potential for non-structured sports and outdoor activity uses	Limited, within business plan	Not in detail	Parks and leisure expert
B	A business plan and provisional budget for potential income generation to support running costs	Yes in business plan	Yes	Business Consultant
B	A model for income generation from a visitor centre, function rooms, café, education centre and outbuildings	Yes in business plan	Yes	Business Consultant
B	A market appraisal of the viability of a visitor centre, function rooms, café, education centre and outbuildings	Yes within business plan	Yes	Business Consultant
B	Exploration of franchise models for a visitor centre and other elements of the site	Yes within business plan	Yes	Business Consultant
B	A review of funding opportunities covering capital and revenue start up costs	Yes within business plan	Yes	Business Consultant
B	Discussions with key stakeholders and potential providers	Yes within business plan	Yes	Business Consultant
B	Sensitivity analysis of the impact/ risk of BCC budget cuts	Limited, within business plan	Not in detail	Business Consultant
F	Stakeholders' views and funding opportunities for 1-4.	Yes within limitations above	Yes	Funding specialist
F	Potential sources of grants and other funding		Grant adviser(s)	Funding specialist

E	A review of the potential of the park as a learning resource for primary and secondary schools	Limited, within business plan	Not in detail	Education specialist
E	Exploration of work experience and skills training potential	Limited, within business plan	Not in detail	Training and employment specialist
E	A review of the potential of the park as a training and skills development facility	Limited, within business plan	Not in detail	Training and employment specialist
L	Buildings and land survey and valuation		Building and Land Surveyor / Valuer	Chartered Surveyor
L	A market appraisal of the options for disposal on non-retained buildings	Yes in business plan	Yes	Chartered Surveyor
L	A review of the present legal arrangements and changes required to develop the site			Governance expert, lawyer
L	Construction of a viable governance model	Yes in governance review	Yes	Governance expert, lawyer
L	Legal advice on the application of any receipts	Yes general	Yes	lawyer
L	Risk registers for the management and governance models	Limited, in governance review	Not in detail	Governance expert, lawyer