

## The Coach House B.A.M.E Enterprise and Social Enterprise Hub

### Background

Led by the Black South West Network (BSWN), the B.A.M.E Enterprise and Social Enterprise Hub is being developed as *“an innovative and dynamic regional hub that brings together strategic economic intelligence, market access support, enterprise skills development, and targeted investment to stimulate economic growth in region’s B.A.M.E enterprise and social enterprise sectors”*.

Overall, the project vision shows a strong alignment with regional strategies and plans. Notably, the **West of England Recovery Plan** states that higher levels of entrepreneurship amongst Black, Asian and minority ethnic groups (B.A.M.E) and migrant communities, provides opportunity for an inclusive recovery. It recognises that women, younger people and B.A.M.E groups are motivated by ‘creating meaning’ as well as making money when starting a business, providing an opportunity for a growth in social enterprise.

The Recovery Plan also includes following strategic objectives:

- Strengthen engagement to help under-represented groups access skills, enterprise and business support through a network of community champions.
- New programmes will be introduced to ensure skills and enterprise support is targeted at priority neighbourhoods/groups across the region’s diverse urban and rural communities which face a plethora of socio-economic barriers to accessing support.

The attached Feasibility and Development application includes detailed evidence of the impact of Covid-19 on B.A.M.E communities, businesses and the VCSE sector. B.A.M.E. groups were already disadvantaged in the job market, and with high representation in distribution, hospitality and manufacturing – some of the region’s hardest hit sectors – issues of inequality and economic exclusion have been exacerbated.

There is significant potential to ensure the B.A.M.E Enterprise and Social Enterprise Hub is fully embedded with other local and regional business support and skills activity to help improve access and take-up among the target groups identified. For example, the Hub could complement and add value to the West of England Growth Hub and other regional business support activity including the Digital Entrepreneurship & Business Support for non-EU migrants, which WECA is working on with Ashley Community Housing and University of Bristol. The Hub could offer ‘touch down’ space for Growth Hub Enterprise Advisers to provide face-to-face advice and support to businesses and individuals.

There is also opportunity for the project to align with WECA’s Workforce for the Future, which aims to tackle the barriers that small businesses face in navigating the complex regional training and education landscape to address skills issues/opportunities.

### Funding

A Feasibility and Development application has been completed for BSWN to work with WECA and other partners to develop the project into one of regional significance and prepare a business case for capital funds to fully refurbish the Coach House. The project could be accommodated within the Regional Recovery Fund headroom, given its strong strategic fit.

At this stage, there is no expectation that capital funds will be available from the WECA Investment Fund; however, a joint funding strategy will be developed to identify future national, regional or local funding opportunities, for example, the emerging Shared Prosperity Fund.

# Feasibility and Development Funding Application Form

## SCHEME: The Coach House B.A.M.E Enterprise and Social Enterprise Hub

1. Lead Organisation

Black South West Network (BSWN)
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2. Partner organisations

West of England Combined Authority (WECA)
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3. Scheme contact details

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Telephone:	07825 348 976	07984174381

4. Scheme Type – mark with an X

Transport	<input type="checkbox"/>
Non-Transport Housing Enabling	<input type="checkbox"/>
Business Support	<input checked="" type="checkbox"/>
Skills	<input type="checkbox"/>
Other (please specify)	

5. Is this investment linked to any others within the early investment or wider Investment Fund programme? If so please set out the relationship and linkages.

Details: LIS Productivity Challenge Implementation Programme; Workforce for the Future
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### 6. Total Funding required for this phase of works

#### A. Spending Profile (£)

	19/20	20/21	21/22	Total
Investment Fund		35000	142000	177000
Match Funding - please state source(s)		10000 (Quartet)		10000

#### B. Cost Breakdown (£)

	Investment Fund (£)	Match Funding (£)
In house staff costs (Project lead and Capital Works Project Manager)	90000	10000
Third Party Support (Legal representation, Tax Advice, and architects' fees for design and planning permission processes)	76000	
Other Pre-planning and full planning application fees	11000	
Other (please specify)		
<b>Total</b>	<b>177000</b>	<b>10000</b>

### 7. Please describe the scheme to be developed (including its objectives and expected impacts) and the proposed activity to be undertaken through this investment.

#### Details of the scheme to be delivered:

*[Note: please include details of the intervention expected to ultimately be delivered including the strategic fit, how the scheme is planned to be delivered and the cost. Programme information should be included in section 10b]*

#### A.

##### Introduction

BSWN are proposing to undertake a refurbishment of The Coach House, located in St Paul's, Bristol, and transform it into a B.A.M.E Enterprise, Social Enterprise, and Cultural Heritage Hub in the heart of the West of England's B.A.M.E community. The development of a high specification, flagship facility for the B.A.M.E enterprise and social enterprise sectors in this time of Covid-19 is highly significant. Not only does it provide a focal point for delivering inclusive economic growth and building back better across the region, it also provides an environment and a facility through which the disproportionate impact of Covid-

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19 and the lockdown on the B.A.M.E community can be addressed.

BSWN is a regional organisation and has 10 years' experience in working across the West of England and the South West region as a whole. We will use this experience and our current regional activity to ensure the Coach House is a key facility that benefits B.A.M.E entrepreneurs and social entrepreneurs across the West of England. The following details of our current regional work illustrate the potential reach of the Coach House.

Our Connect Fund resourced research into the barriers and challenges faced by B.A.M.E social entrepreneurs in securing investment covered the whole of the South West.

- BSWN is a partner in the Social Enterprise UK Buy Social Regional Programme in the South West which will focus on growing the social enterprise ecosystem in the West of England.
- Our Director is a Visiting Fellow at Bath Spa University and is working with them and the University of Bath on the iSTART programme.
- BSWN is a strategic Partner in Bath Spa University's proposal to the WECA Digital Skills Investment Programme to deliver the Digital Marketing and Pipeline Generation Bootcamp training programme. We are working with Bath Spa University, Tech Spark, Bath College, and iStart to ensure the overall inclusive design exactly targets and supports underrepresented groups.
- BSWN are engaging in dialogue with South Gloucestershire Economic Development Team about the specifics of the reach of the Coach House and potential connections with Bristol and Bath Science Park.
- BSWN has a strategic relationship with Gloucester County Council and are working with them on B.A.M.E enterprise and social enterprise development work and will be undertaking a piece of research for them to map this sector in Gloucestershire.
- BSWN are funded by the Lloyds Foundation to deliver infrastructure and capacity building work to B.A.M.E entrepreneurs and social entrepreneurs across the South West.
- BSWN are partnering with Exeter University in a project to digitise B.A.M.E cultural heritage and support the development of B.A.M.E Culture and heritage organisations across the South West.
- BSWN recently hosted a Race Equality in the South West Roundtable Event and are now working with Summer Nisar, Deputy Director for Strategy, Policy and Engagement in the Race Disparity Unit, to develop a regionwide approach to race equality.

Furthermore, in a context in which the business case for diversity and inclusion within individual organisations is clear – diverse and inclusive businesses are more likely to develop new products and to introduce new innovations into the market and 36% more likely to financially outperform the industry average (McKinsey Report, 2020) – the B.A.M.E Enterprise, Social Enterprise, and Cultural Heritage Hub at the Coach House provides the means to scale up these business benefits to the whole of the West of England economy.

The Coach House provides a total of approx. 13,000 sq/ft of space. The sq/footage that is currently lettable is occupied by a range of businesses and so the site is known for business development services, which provides a pre-existing market awareness to build on. However, due to the internal condition of the building, only 6,000 sq/ft are currently lettable. Our proposal will return the majority of the 13,000sq/ft

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into usable space.

The refurbishment of the building will contribute to meeting the social, economic, and cultural needs of the B.A.M.E communities in the region as well as directly supporting the local and regional strategies of WECA and Bristol City Council, including those relating to inclusive growth and the region's recovery from the impact of Covid-19.

Alongside the Coach House being the focal point for our regional deliver and strategic partnerships detailed above, we have budgeted to refurbish the Coach House to the highest standard of technological and IT developments. This will be further enhanced through our partnership with Bristol Digital Future Institute. In this way B.A.M.E entrepreneurs and social entrepreneurs will be future proofed for the coming future of work. A key strand of our work in this area will be to link the Coach House with the Workforce for The Future programme and operate a referral system through which B.A.M.E entrepreneurs and social entrepreneurs can access further tech training and support. To complement this, we will link the Coach House into the West of England Growth Hub and provide referrals into the Digital Boost programme and develop opportunities for the Kick Start Scheme to deliver job placements in the enterprises within the Hub for 16- to 24-year-old B.A.M.E young people on Universal Credit who are at risk of long term unemployment.

### The Site

The Coach House on Upper York Street is located in the heart of Bristol's B.A.M.E community. The original buildings date back to mid-19th Century, with further additional buildings constructed over time. The main building is a two-storey development with a cobbled courtyard entrance, facing Upper York Street. To the South of the site and attached to Brunswick Court is a further 3 storey building, which is distinctly different in its construction from The Coach House and possibly built at a later date. The site falls within Portland and Brunswick Square Conservation Areas.

The internal layout of the Coach House presently comprises of a number of workshops and office spaces across both floors of the main building. Most of these offices are poorly lit, many with no external facing windows, creating a less than optimum working environment. The nature of the internal layout creates narrow corridors that inhibit disabled access and problematic circulation for users of the building. Many of the ceilings are in poor condition and the interior and exterior décor are in poor condition. A number of the original internal features of the building have been obscured by the nature of the internal layout. In addition, a number of the services installations have either come to the end of their useful life or do not allow the building to become more energy efficient.

BSWN have agreed at 35-year peppercorn lease for the property that sits within the Tenants and Landlord Act 1954, barring significant issues at the end of that period, this secures the site for BSWN for the next 70 years. This has received approval from Bristol City Council's Community Asset Transfer Board, and we are currently finalising the finer points of the lease with them. From the 1<sup>st</sup> of April 2021, BSWN will locate its Head Office at the Coach House and commence delivery of its existing services from the facility, as well as providing ongoing facilities and tenancy management services to existing sub-tenants in advance of the refurbishment phase. The refurbishment phase is currently timetabled to commence in January 2022 with the opening of the new Coach House B.A.M.E Enterprise and Social Enterprise Hub programmed for September 2022.

### Vision

BSWN's vision for the Coach House is for it to be an innovative and dynamic regional hub that brings together strategic economic intelligence, market access support, enterprise skills development, and

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targeted investment to stimulate economic growth in region's B.A.M.E enterprise and social enterprise sectors.

It will be a space that re-imagines and redefines the concept of enterprise and social enterprise development. It will be a place that is alive with the cultural heritage of B.A.M.E communities of the region. It will develop and nurture entrepreneurship, idea incubation, business development, cultural expression, collaborative working and the cross-pollination of concepts, ideas and solutions. It will be part innovation lab, part business incubator, and part cultural centre. It will offer members a unique ecosystem of training, mentoring, resources, inspiration, and collaboration opportunities to grow.

### Need/Demand

BSWN's research undertaken with the B.A.M.E enterprise, social enterprise and VCS sectors in the region found a number of significant barriers to growth, sustainability and the capacity to effect change.

The fragile nature of the B.A.M.E VCS sector is exemplified in the fact that 42% of organisations have no paid staff and rely entirely on volunteers to deliver their activities. When asked what challenges they faced as a B.A.M.E social enterprise, most respondents cited a lack of internal organisational capacity, a lack of intermediaries between communities and social investors, as well as a lack of awareness in social investment options as their greatest challenges. Research undertaken with the B.A.M.E business sector highlighted several key barriers the B.A.M.E business community face. These are summarised as limited access to finance, a lack of appropriate business support, exclusionary networking opportunities and widespread conscious and unconscious racism.

Research undertaken by BSWN with the B.A.M.E business and VCSE sectors, along with work with BSWN's 400 organisation strong B.A.M.E Enterprise & Innovation Network and B.A.M.E VCS Network, indicates significant demand for the enterprise and social enterprise development services and support. Critical to this demand is that the provision must be B.A.M.E led and delivered in a space that is B.A.M.E owned and congruent with B.A.M.E cultural identity.

Further need/demand assessments for a B.A.M.E enterprise, social enterprise and cultural hub in the Coach House are predicated on a number of factors. These are summarised here with full details in the business plan:

Covid-19 needs of B.A.M.E business and VCSE sectors - The impact of Covid-19 is significant and potentially catastrophic. Responding to the impact of Covid-19 on B.A.M.E business and VCSE sectors that our research highlights is be a central plank of this work. BSWN's research on the impact of COVID-19 across the B.A.M.E sectors provides evidence of the seriousness of this crisis.

- 83% of voluntary and community organisations have stated they are currently unable to deliver services to their communities.
- 64% of social enterprises are also unable to deliver products and/or services to their recipients.
- 90% amongst all business owners have lost a significant amount of income.
- 67% have had to close their businesses due to COVID-19 direct impact.

The social needs of the B.A.M.E communities of Bristol – In 2015, comparative analysis undertaken by the Centre on the Dynamics of Ethnicity (CoDE) in conjunction with the University of Manchester shows that Bristol is the 7th worst place in England and Wales to live as a member of a B.A.M.E community. This is

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critical in that the Hub will provide economic stimulus alongside the development of a sustainable VCSE sector, both of which are key to addressing current and long-standing social needs and barriers faced by B.A.M.E. communities. These needs and barriers have only been exacerbated by Covid-19 and the lockdown and, as such, the need to the hub in this context is magnified

Economic needs of the B.A.M.E business community - The B.A.M.E business community in Bristol and the region has faces long-standing barriers and systematic exclusion from the economic growth in the region. Addressing these needs are fundamental to the development of sustainable and prosperous B.A.M.E communities and the furtherance of regional priorities on inclusive growth.

Training Needs - During the research phase of this project several specific training needs were identified by the B.A.M.E enterprise and social enterprise communities. Meeting these training needs is a key part of developing a robust and sustainable B.A.M.E enterprise and social enterprises sector. Existing training provision is understood to be exclusionary for the B.A.M.E community and so these needs have been used to inform the training offer of the Coach House service provision.

Market Intelligence - The research undertaken into the B.A.M.E business sectors revealed data on the different market sectors, which has been analysed in the context of wider strategic economic conditions to identify sectors that have significant growth potential. These include, for example, the Tech and IT Sector, Creative Industries and Food Services.

Cultural Heritage needs of B.A.M.E communities of Bristol - B.A.M.E Intangible Cultural Heritage (ICH) is at risk due to a number of critical factors. Additionally, engagement with and participation in culture and heritage activities is known to have a positive impact on well-being, which is critical to a sense of inclusion and recovery from the impact of Covid-19.

### Strategic Fit

BSWN's proposal for the redevelopment of the Coach House into a B.A.M.E. Enterprise and Social Enterprise Hub directly contributes and integrates into The West of England Local Industrial Strategy and Bristol's One City Plan, particularly in relation to Inclusive Growth. It also supports the West of England LEP's Equality and Diversity Impacts in its Strategic Economic Plan 2013 – 2030.

Our market intelligence and the local and regional predictions for sectoral growth within these strategies informs the provision of our services and the sectors we have identified for growth.

The proposal also directly supports the WECA Regional Recovery Plan in that it will contribute to the following priorities -

- Rebuilding business, helping new and existing businesses to survive and thrive; to safeguard existing, and create new jobs
- Strengthen inclusion, preventing further widening of inequalities and building an inclusive economy where everyone has the opportunity to achieve their potential

In addition, BSWN have agreed a 5-year Memorandum of Understanding with the University of Bristol that includes a presence for the BSWN Hub within the Temple Quarter Campus as well as advising and working with the University in its work to become a civic university. BSWN is a key partner with the Bristol Digital Futures Institute and we are working with Bath Spa University to maximise the inclusivity of the iSTART



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Project and embed further regional connections and pathways into the Coach House redevelopment. The Coach House will be the epicentre of B.A.M.E enterprise and social enterprise in the West of England, but also the primary B.A.M.E cultural hub in the region, and a facility that is at the forefront of the recovery from Covid-19 and the lockdown and the drive to create truly inclusive growth.

The Coach House is located in the Portland and Brunswick Square Conservation Area and is subject to Policy BCS22 - Conservation and the Historic Environment – in the Delivery Strategy of the Local Plan Core Strategy 2011 and Draft Policy DC3: Local Character and Distinctiveness in the Local Plan review document. It is also within the City Centre and subject to Policy BCS2 – Bristol City Centre in the same document and Draft Policy DS1: Bristol City Centre in the Local Plan Review for adoption in 2023. It is also a locally listed building of merit as identified in the Portland and Brunswick Square Conservation Area Character Appraisal. It does not appear in the Site Allocations and Development Management Policies nor is the building nationally Listed.

An initial assessment on compliance with planning policies has been undertaken that demonstrates the proposal's strategic fit with the relevant issues and objectives of the policies referenced above. The details of this assessment is included in the full business plan.

### Refurbishment Plans

The proposed alterations to the Coach House are informed by the research undertaken by BSWN into the needs of the B.A.M.E enterprise, social enterprise and VCS sectors, focus groups with representatives from the sector on the internal design and use of the building, and the Condition and M&E Reports prepared by RLB on behalf of Bristol City Council in June 2020.

Alec French Architects were appointed by BSWN to undertake a Feasibility Study on the Coach House and its suitability to be an Enterprise and Social Enterprise Hub, featuring a Black and Asian Cultural Centre. Alec French Architects have employed Integral Engineering Design, Box Twenty and Fulkers Bailey Russell to provide structural, services and cost input into the study. The study found the existing building could be readily adapted to provide an innovative flexible Enterprise and Social Enterprise Hub.

The ground floor of the hub will provide a dynamic, vibrant and flexible open access space with hot-desking facilities, meeting booths, the café and eating areas, an events space and the Black and Asian Cultural Centre all operating symbiotically across a predominantly open plan space. The artefacts and digital display units of the Black and Asian Cultural Centre will flow through the entire space creating a unique and enriching environment

The café and training kitchen, with associated indoor and outdoor eating areas will further enhance this environment. The opening up of the doors leading onto Upper York Street will provide additional natural lighting into the space, as well as creating a larger, street facing profile for the facility.

The first floor of the main building will only be accessible via key codes/swipe cards issued to registered members of the Hub. Access to the first floor will be provided by a new staircase and the installation of a new lift to improve accessibility for all. The private offices and meeting rooms on the first floor form a perimeter around a central, open plan space. All the private office and meeting rooms have exterior windows providing adequate natural light and a positive working environment. The first floor also features a large conference room and a roof terrace for member use, which also leads into the mezzanine floor of the Event Space within the Black and Asian Cultural Centre

The open plan central space on the first floor will feature a range of co-working and desk-space options but also provide a collaboration space for use by members. The saw tooth ceiling over the open-plan



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space will be exposed to reveal the original ceiling and allow for significant natural light into the space

The ground floor of the 3-storey cottage on the south side of the site will be used for WCs and bin stores. Access to the first floor of the 3-storey cottage on the south side of the site will be via either a doorway in the conference room or the external, metal staircase in the courtyard. The first and second floors of the cottage will provide additional office spaces with their own kitchen and toilet facilities. One of the 'office' spaces will be designated as a Prayer Room any religious/spiritual activities users of the facility wish to observe

### Programme of Works

The detailed scope of works will be developed as the design of the project proceeds. However, in order to inform the business plan, a scope of works has been developed. Fulkers Bailey and Russell indicate that the works would take approx. 8 months to complete. Works have been programmed to commence in January 2022 with completion in August 2022 and an anticipated opening date of September/October 2022, depending on any remedial works required, with a 3-4 month contingency period programmed in.

A summary of the proposed Scope of Works is as follows:

- Strip out of existing building and redundant services generally
- Works to external envelop to address items of repair and maintenance identified in Condition Report including decorations and damp treatment.
- Removal of existing nonloadbearing partitions in 1950's building generally.
- Formation of new stair and lift core to first floor including
- Installation of new rooflight and refurbishment of existing rooflight including repair and redecoration of existing roof structure
- New internal partitioning to create new business suites and meeting rooms
- New electrical systems for ventilation and heating and power
- New IT, security and communication installation throughout
- Installation of new café/catering kitchen
- Internal decorations, floor finishes throughout
- Refurbishment of existing a provision of new toilets
- External works to entrance court, ground floor lightwell and external terrace at first floor
- Improvements to the energy efficiency and flexibility of the mechanical and ventilation systems
- Enhancement of the electrical supply and relocation of the existing electrical room
- Reducing the amount of existing internal partitions and services that are reused
- Increasing flexibility of the IT installation on the ground floor by installing a raised access floor
- Improvements to the thermal performance of the external envelope of the existing building beyond that required by current Building Regulations to reduce energy use

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### Capital Works Management

The Board of BSWN has established an Executive Working Group to oversee the redevelopment project. This group includes the BSWN Director, the BSWN Development Manager, the BSWN Finance Manager, two Board members, both of whom are lawyers for Bevan Brittan and Burgess Salmon respectively, and advisory members in the form of Bristol and Bath Regional Capital. An additional member with specific capital works expertise will be co-opted to the group once the lease for the property is secured. This group will provide full project oversight and report directly to the full Board

BSWN will recruit a specialist Capital Works Project Manager. This post will come online during the full planning application process and remain in post until 4 months after the opening of the facility to ensure any capital works related issues that arise on that time frame can be managed and addressed appropriately. This timeframe also accounts for time contingencies required, should the capital works suffer any delays during the planned 8-month programme of works. The postholder will be line managed by the Director and report directly to the Executive Working Group.

### Costs

Detail costings of the proposed capital works are included in the full business plan. Fulkers Bailey Russell have provided a proposed contractor payment schedule, including a 3% retention scheme. Below is a summary of estimated costs, as it stands. A 5% contingency has been factored into the capital costs.

<b>TOTAL PROJECT</b>	<b>Exc VAT</b>	<b>Inc VAT</b>
Refurbishment	£2,207,702	£2,649,242
Loose Fittings and IT	£300,000	£360,000
Kitchen fit out	£50,000	£60,000
Design, legal, planning, etc	£65,500	£78,600
<b>Total Refurb</b>	<b>£2,623,202</b>	<b>£3,147,842</b>

### Services

The research undertaken in 2018 provided critical data on the sectoral make-up of the B.A.M.E business community and identified those sectors with the most potential for growth based on their current size, their relationship to local and regional economic strategies such as The West of England Local Industrial Strategy and Bristol's One City Plan, and the local and regional predictions for sectoral growth within these strategies.

In terms of the sectoral composition of the BAME business community, the data from the survey indicates that Creative Industries and Food Services are two of the three largest BAME business sectors in Bristol (16% and 19% respectively), which, as these are two sectors predicted for above average growth regionally, suggests that there exists a solid base for growing these sectors further, with the right investment and support.

The Coach House Hub will target B.A.M.E Entrepreneurs in the sectors that analysis suggests provide the most scope for growth and that are consistent with regional priorities – Creative Industries, IT and Technology sector, and food and hospitality sector. However, our market intelligence also indicates other potential growth sectors such as Online Retail, Recruitment and HR, Accountancy, Banking and Finance, and Business Consulting and Management. We will target B.A.M.E Social Entrepreneurs across the spectrum of VCSE organisations but complemented with a specific focus on the culture and heritage sector.

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Within these sectors, we will target and provide services for enterprises at different early stages of the business life-cycle. Specifically, these will be -

- Ideation Stage - workshops and advice and mentoring services
- Start-up Stage – hot-desking, workshops and advice and mentoring services
- Early shoots stage – co-working, workshops and advice and mentoring services
- Young Business Stage – offices, workshops and advice and mentoring services

Services offered will include hot-desk/co-working space for entrepreneurs/social entrepreneurs and freelance workers, incubation services for new enterprises and social enterprises, private offices and business development support and mentoring for existing organisations seeking to grow, and inspiration spaces for collaborative venture development, networking and cultural expression and performances.

The Hub will employ a Social Entrepreneur in Residence (SEiR) who will deliver specific training workshops design around the training needs identified in our research. The SEiR will also schedule and facilitate Idea Lab sessions bringing together organisations from across the sectors to discuss and develop new concepts, products, services and solutions with a view to developing collaborations, new enterprises/social enterprises and exploring investment opportunities.

In addition, the SEiR will run, moderate and host an online Enterprise Forum and collaboration platform for members of the Coach House to utilise the community capital within the Coach membership to solve problems and develop collaborations.

Through the SEiR and via pro bono work from specialist in the relevant fields, we will offer bookable 1-1 Specialist Surgeries that will focus on addressing in detail specific areas of business that entrepreneurs and social entrepreneurs need support on. We will also offer a full business review session delivered by our SEiR.

In addition to the Social Entrepreneur in Residence, we will offer a mentoring service provided through pro-bono support offered by existing, successful enterprises and social enterprises.

The Hub will also host the offices of BSWN and include training rooms for enterprise training, workshops and meetings.

### Social Impact

Based on the jobs created for BSWN and through the support of B.A.M.E enterprises and social enterprises, this proposal will contribute a direct impact (GVA) per year of £257,168 and an indirect impact (GVA) per year of £128,584. Using the Engine Shed as a model and projecting that the Coach House Hub will produce wider economic benefits at a rate of 15% of the Engine Shed's impact, this proposal will generate a further £1,050,000 of wider economic benefits. This provides a total of £1,435,752 annual economic impact post launch.

We have undertaken an initial TOMS Social Value assessment using Bristol City Council's Social Value Calculator (2019). In this assessment we have identified the indicators we believe the project will impact upon and calculated the social value of this impact. This assessment includes the refurbishment process and the ongoing delivery of the Enterprise and Social Enterprise Hub post refurbishment. We have also drawn from the Government's National TOMS Social Value Calculator (2020) to provide an estimate of the additional Social Value provided by the project in the context of Covid-19 and its impact on enterprises

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and the VCSE.

The Bristol City Council Social Value Calculator indicates that, at present, the project will add an additional £361,620 of Social Value

The National Social Value Calculator indicates a further £48,055 of Social Value in relation to responding to the impact of Covid-19.

The combined direct and indirect GVA, the wider economic benefits and the TOMS Social Value calculations indicate that the Coach House will generate £1,845,427 of added value annually.

Details of the activities to be undertaken through this feasibility or development phase:

*[Note: If the planned output is other than an Outline or Full Business Case or Second Stage Skills Capital Application please describe the scope and content of the report which will mark the completion of this phase]*

B.

BSWN have been selected as the preferred partner by Bristol City Council for the redevelopment of the Coach House into a B.A.M.E Enterprise and Social Enterprise Hub and the lease has been agreed. We have undertaken a feasibility study, which indicates the suitability of the site for such a redevelopment and provides an early design concept and have developed a full business plan for the process from the point of securing the lease to the post launch business operations. This indicates robust viability of the venture and projects full financial sustainability and the production of a 10% return from Year 5 onwards.

BSWN are now at the stage of seeking additional development funding to for the ongoing costs of fundraising and negotiating the lease e.g., legal fees, specialist VAT advice, the pre- and full planning applications and the employment of a specialist Capital Works Project Manager to deliver the project.

The Capital Works Project Manager is a new post to BSWN, for which we do not currently have funding. This post will provide dedicated project management capacity for us through the process of securing planning permission, the commissioning processes for securing a contractor for the works, the day-to-day management of the contractor and other relevant stakeholders, and ensuring any remedying is undertaken, should it be required post completion of the refurbishment works. This post will work closely with the Head of Development and the Director of BSWN to develop the Coach House as a regional facility through regular liaison with regional stakeholders and parts of BSWN, and through involvement in the ongoing development of regional marketing and operational plans for the post launch period.

Other In-House staff costs are to cover the time of our freelance Head of Development, and to provide dedicated time for our Director to undertake the necessary strategic stakeholder engagement work required to both secure the capital funding and locate the Coach House as a regional hub. As a charity whose core costs are not covered by any funding stream, the provision of funding for all of these posts provides significant additionality to our programme.

Additionally, during this development phase we are seeking specialist VAT and Corporate Tax advice to aid us in determining both the appropriate legal vehicle for the ongoing delivery of the Hub e.g., a trading CIC subsidiary of BSWN, and the implications for BSWN and day-to-day operations in being VAT registered.

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We are also looking to commission specialist legal advice to guide us through the negotiation with Bristol City Council regarding the 99-year lease.

We need additional capacity to undertake dedicated capital fundraising activities to secure the £3.2 million required to realize this project. This includes developing and building relationships with key funders and submitting funding applications. This will include capital funding applications to WECA, the Clothworkers Foundation, Entrust and Landfill Tax distributors, the Heritage Lottery Fund, and the negotiation of the mortgage and/or social investment element of the financing package. This work also includes the ongoing updating and re-modelling of the Business Plan and the business/financial modeling for the project as the situation develops.

BSWN needs to commission architects to undertake to formal design processes and work with us to submit both pre-planning and full planning applications. Including the engagement with the Planning Department at Bristol City Council, any statutory consultees, consultations with potential users, and engagement with the local communities, as well as the development of detailed designs and plans for submission. The provision of funding to cover these costs provide essential additionality as, without these elements, the project cannot proceed and BSWN does not have the funding available to cover them from internal funds.

Whilst we have a Feasibility Study and a Condition Report on the site undertaken in June 2020, We also require a contingency fund of £10,000 to cover the cost of any additional surveys of reports that may be required after the Pre-planning application response is received from Bristol City Council. This contingency is essential risk management to ensure that any additional surveys of reports required by planning do not become a critical problem that prevent the project moving forward, as BSWN cannot cover this contingency from its reserves.

Thus, the planned outputs of this development phase are –

Pre-planning Application and all supporting documentation

A full Planning Application and all supporting documentation

Funding applications to relevant grant giving entities

A mortgage or social investment agreement

A signed 35-year peppercorn lease with Bristol City Council

Reports to the Board on the VAT and Corporate Tax options and implications for BSWN

The recruitment of a suitably qualified and experienced Capital Works Project Manager

## Feasibility and Development Funding Application Form

8. Please set out how the activities to be undertaken through this Feasibility and Development Funding Application will be managed and resourced. If use of consultants or other third parties is proposed please describe how these have been, or will be, procured.

### Details:

The activities in this development stage will be managed by BSWN's Head of Research and Development, Matt Jacobs. Matt is the Project Lead for the Hub project. He has 25 years' experience in the public and voluntary sectors of project and programme management, including the management of multi-million pound social regeneration projects for Bristol City Council. Matt will work closely on the project with BSWN's Director, Sado Jirde, and will report directly to the Executive Working Group on a fortnightly basis. Matt is also responsible for the development of the business model and associated plan, and for the full business case to WECA, fundraising applications to grant giving bodies, and the negotiation of repayable finance.

The process for securing third part contractors to deliver the legal and VAT advice, and the architects for working with us on developing the designs and submitting the pre-planning and full planning applications will follow the latest PPNs on procurement issues by central government. The component parts of the services to be commissioned all fall below the thresholds in PPN 06/19 issues in November 2019. As such, we will secure services through an assessment of three quotes based on value for money.

We will also seek to follow the guidance in PPN 11/20 on Reserving Below Threshold Procurement and reserve the procurement to provider location. This will mean reserving the location to Bristol, as the PPN does not allow for reserving to more than one county or metropolitan area that might be contained in a combined authority region, such as the West of England.

It should also be noted at this stage, that we will seek to include this form of reserving in our procurement of a lead contractor to deliver the refurbishment of the site and include a requirement for them to procure sub-contractors based on reserving by location and reserving for SME/VCSE businesses and organisations as well.

The Capital Works Project Manager will be recruited using standard, equal opportunities recruitment processes in which we encourage applications from under-represented and disadvantaged groups.

## Feasibility and Development Funding Application Form

9. What output will be produced using the funds awarded as part of this Feasibility and Development Fund Application, and when will this be completed?

	Mark with an X	Date (mmm/yy)
Feasibility Study Report	<input type="checkbox"/>	
Option Development Report	<input type="checkbox"/>	
Option Assessment Report	<input type="checkbox"/>	
Outline Business Case	<input type="checkbox"/>	
Full Business Case	<input checked="" type="checkbox"/>	01/04/2021
Second Stage Skills Capital Application	<input type="checkbox"/>	
Other (please state)	<p>Pre-planning Application and all supporting documentation</p> <p>A full Planning Application and all supporting documentation</p> <p>Funding applications to relevant grant giving entities including a Full Business Case to WECA</p> <p>A mortgage or social investment agreement</p> <p>A signed 35-year peppercorn lease with Bristol City Council</p> <p>Reports to the Board on the VAT and Corporate Tax options and implications for BSWN</p> <p>The recruitment of a suitably qualified and experienced Capital Works Project Manager</p>	See milestones below

10. When do you plan to start and complete your project and what are the main project milestones? Please include the milestones related to the feasibility or development work to



## Feasibility and Development Funding Application Form

be undertaken through this application **and** the milestones for the subsequent implementation phase through to completion.

### A. Milestones for the activities through this Feasibility and Development Funding

Milestone	Date (mmm/yy)
Draw up and release tender documentation for legal representation and	15/01/2021
Submit Clothworkers Bid	15/01/2021
Appoint legal representatives and Tax Advisors	01/02/2021
Appoint Architect and design/Planning Team	01/02/2021
Explore Mortgage/Social Investment Options	05/02/2021
Negotiate terms of lease with Bristol City Council	17/03/2021
Sign Lease	01/04/2021
Submit Full Business Case to WECA	01/04/2021
Submit Capital Grant Applications to Entrust, etc.	01/04/2021
RIBA Stage 2 - Concept Design - Pre-Planning Application Submission	01/04/2021
Commence Capital Works Project Manager Recruitment Process	01/04/2021
BCC Response to Pre-planning Application	14/05/2021
Clothworkers Bid Decision (6 months)	15/06/2021
RIBA Stage 3 (part) – Developed Design – Full Planning Application	02/07/2021
BCC Response to Planning Application	22/10/2021
Refurbishment Project Manager in post	01/07/2021
Secure Mortgage/SI of £500,000	28/09/2021
Secure Full Capital Amount	28/09/2021

### B. Planned milestones for scheme development or delivery beyond this initial phase.

Milestone	Date (mmm/yy)
Compile Capital Works Tender Information	03/10/2021
Complete Tender Process and Appoint Lead Contractor	26/11/2021
Contractor Mobilisation	27/12/2021
Commence Refurbishment Works	01/01/2022
Refurbishment Works Completed	29/08/2022
Making good and Remedial works completed	29/09/2022
Official Opening of The Coach House	01/10/2022

11. Application sign off by the promoting organisation:

## Feasibility and Development Funding Application Form

Senior Responsible Owner	Name:	
	Signature:	
	Date:	

Section 151/Chief Finance Officer *	Name:	
	Signature:	
	Date:	

\* Where WECA are the applicant this should be signed by the appropriate Director/Head of Service

<b>Date approved by WECA Committee:</b>	
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