

## Appendix 1

### National Lottery Heritage Fund (NLHF) - Resilience Fund Expression of Interest (EOI) ~ Outline Proposal

This proposal is based on the following assumptions :-

- The Council and Trust are partner applicants
- The resilience project lasts 15 months (the first of which would be set up, recruitment, etc.) – see below
- One or other appoints a Project Coordinator for 14 months at a pro rate salary of £36k pa, plus on costs, for three days per week
- One or other appoints or provides a Project Administrator (to also support the Trust as it starts to do things for 14 months at a pro rate salary of £22.5k pa, plus on costs, for two days per week
- Some pilot activity/engagement costs are allowed to support the Trust to start doing some events, access to the Mansion, etc.
- The Trust and volunteer expenses line gives the Trustees some petty cash to work with
- There are fee allowances for professional support to refresh all the options appraisal, develop the right package and put together a Round 1 capital application to NHLF
- Some fundraising advice/support and other similar fees are allowed
- There is a provision for some modest legal advice to the Trust if a point is reached to commence formal partnership agreements etc.
- An allowance and value has been included for volunteer time – it is fairly notional but it reduces the NLHF %age

The overall total for the project needs to be circa £140k to £130k. It is best to try to keep the bid to NLHF under £100k and it is therefore suggested that Torbay Council might put in £30k. This would include the Council's contribution to the coordinator role and would extend over two financial year – the latter half of this year and the first three quarters of 2022/23.

The best 'governance' solution would be for Torbay Council to receive and hold the grant and pay out the costs as they are needed, with a memorandum of understanding with the Oldway Trust that makes clear which costs are effectively for them to plan the spending of (where they would ask the Council to pay out proposed costs) and which are essentially planned by the Council but probably with an agreement that all costs will be subject to consultation between the parties.

It would be the intention to then make a full capital Round 1 bid to NHLF in late 2022. The resilience fund period could be shortened, to 12 months but that would mean that the Round 1 bid would be going in significantly before the Torre Abbey Round 2 bid. It is considered prudent for the time being to maintain the structure that the two projects, Torre Abbey and Oldway, tend to advance at the same time, but if anything with Torre Abbey first. The consultants do not advise submitting Oldway Round 1 in the months just before the Torre Abbey Round 2 submission.

Table 1 - Breakdown of resilience funding

|   |                |
|---|----------------|
| <b>Developing capacity</b>  | £              |
| Project Coordinator   | 30,240         |
| Project admin   | 12,600         |
| Recruitment of additional trustees, staff & consultants                               | 1,500          |
| Training, induction & mentoring of trustees, staff and volunteers                     | 5,000          |
| Pilot activities and engagement   | 7,500          |
| Trust and volunteer expenses  | 7,500          |
| Volunteer time  | 10,500         |
| <b>Sub total</b>  | <b>74,840</b>  |
|   |                |
| <b>Professional support and mentoring</b>   | £              |
| Developing the partnership and trust capacity   | 14,000         |
| Renewing and revisiting the options for the future post-Covid19                       | 14,000         |
| Income generation and trading advice (inc retail, catering, accommodation and events) | 5,000          |
| Fundraising strategy and planning   | 7,500          |
| Master planning and conservation strategy for house and landscape                     | 20,000         |
| Understanding the costs of the long term plan   | 3,500          |
| Financial, VAT, Legal & Surveyor professional advice on property matters etc.         | 5,000          |
| Support for visitor strategy, interpretative framework, audience development          | 7,000          |
| <b>Sub total</b>  | <b>76,000</b>  |
|   |                |
| <b>Grand total</b>  | <b>150,840</b> |
|   |                |
|   | £              |
| <b>Funded by</b>  |                |
| Torbay Council  | 30,000         |
| Volunteer time  | 10,500         |
| HLF grant sought  | 110,340        |
| <b>Total</b>  | <b>150,840</b> |