

## Building a resilient future for Oldway

### Project Director's report to Oldway Working Party

Date of meeting: 13.02.23

Location: Zoom

| Approved purpose   | Progress Oct 22- Feb 23   |
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| <b>Business development and income generation</b>  |   |
| Analyse the potential future financial business model  | Procurement process for business plan consultancy complete and successful applicants Carrie Blogg and Caroline Taylor appointed and commenced work. Conducted meetings with Registry service that will inform development of business model. Contact initiated with wedding event supplier contact to identify market for enhanced wedding offer at OM. Initial meeting South Devon College re possible partnership on catering & hospitality apprenticeships. Specialist advice on financial modelling being sought. Meeting with TDA re property usage and rationalisation by Torbay Council. Meeting with Alistair from Durlston Country Park as part of ongoing informal mentoring for wider project. Meetings held with Jacob Brandon and Martin Thomas of Torbay Culture & TC officer Phil Black. Meeting requested with Carolyn Custerson from BID. Awaiting LHC's baseline appraisal & development of initial concepts and site meeting on 23 Feb to align thinking across project team before further development of BP proposals. |
| Develop a masterplan for future use.   | Procurement process for master plan consultancy complete and successful applicant, LHC Design, appointed. LHC commenced work - site visits and meetings with project team, along with baseline appraisal and development of initial concept options underway.   |
| Develop 10-year business/sustainability plan.  | In progress as above  |
| Analyse potential structures for post-restoration operational management including the roles of Torbay Council, voluntary organisations and commercial operators | Discussions with Paul Palmer TDA very useful in highlighting issues that would need to be addressed if Oldway was used simultaneously by Council / commercial lettings concurrently. Considering operational requirements of wedding usage and staffing implications.   |
| <b>Governance, organisation review and development</b>   |   |
| Support volunteers to review current governance and purposes of the existing groups.   | Feedback from the Durlston trip (below) collated and report shared with all the participants. Conclusion drawn to seek advice from governance specialist. Hilary McGowan appointed to map the current landscape and make recommendations for the future structure of voluntary and community involvement. She carried out site visit on 23.01.23 and is completing online meetings with key stakeholders. Her report is expected by the end of Feb.   |

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| Support volunteers to explore how the existing groups can move forwards together to maximise the benefit to Oldway, volunteers and the community.                          | Members of the Oldway Gardens Group, Oldway Trust and Friends of Oldway visited Durlston Country Park in Dorset. They heard a presentation from staff and held discussions with rangers, volunteers and the chair of the Friends of Durlston as well as experiencing the site.  |
| Facilitate the establishment of an appropriate structure that will enable volunteers and the community to fully participate in and help shape future operations at Oldway. | As above  |
| Regularise the operation of voluntary groups on site through appropriate agreements with the landowner, Torbay Council.  | Monthly meetings/walk throughs between OGG and Swisco initiated by TC ahead of governance review  |
| <b>Master planning, options appraisal and conservation management</b>  |   |
| Review historical context and development of the site.   | Procurement process for CMP contractor complete and successful applicant Avalon Planning & Heritage/Coreus Group appointed and commenced work. Initial significance diagrams drafted for internal discussion at 17th Jan workshop. Archive drawings requested. Draft significance diagrams (all floors of the mansion) to be circulated w/c 15 Feb, to be finalised after w/c 21 Feb once archive drawings available. |
| Establish the wider constraints on site including consents, funding constraints, ownership/covenants, current leases and agreements.                                       | Advice being sought internally from TC/TDA.   |
| Indicate ways in which Oldway might best suit all existing and potential users, increase footfall and attract visitors from beyond local area.                             | LHC (with project team) are undertaking site and context appraisal and developing vision and initial concept options for the mansion and gardens.   |
| Define and evaluate options for both buildings and gardens along with their comparative capital and other development costs.   | Draft proposals to be shared with project team on 23rd Feb, following which updated proposals will be developed alongside draft cost appraisal (LHC/Ravenslade, coordinating with Avalon/Coreus)  |
| Develop operational model and historic fabric impact assessment.   |   |
| Consider phasing options with outline cost plan.   |   |
| Produce Conservation Management Plans for both the buildings and the gardens   | Buildings CMP research on-going, including banqueting house and rotunda. Funding for gardens CMP finalised and original applicants asked to resubmit. Appointment of successful applicant being processed.  |

| <b>Communication and engagement</b>   |  |
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| Carry out appropriate and meaningful public and stakeholder engagement with emerging master plan and business plans   | Procurement process for evaluation and consultation consultant complete and successful applicant Melinda Humphrey appointed. Timetable and key messages for stakeholder consultation and engagement being finalised. Community representatives meeting planned for 20th Feb to discuss programme for consultation.                                   |
| Support volunteers to test pilot activities with wider audiences  | Public engagement day to be planned for May 2023 including working with OGG and FoO as well as TC teams to offer pilot activities.   |
| Create a unified identity for Oldway that will give shape to the restoration programme and provide a brand for future voluntary, public, civic and commercial activity on the site. | TC design team to create appropriate tools for Oldway within the Spaces to Thrive brand and use them where needed.   |
| Establish regular, consistent channels of communication about Oldway in partnership with the Torbay Council communications department and volunteers.                               | Comms plan being finalised. Regular updates have been posted via social media and the Paignton Projects newsletter. Extensive regional media coverage of Jan 23 press release re Oldway and the Pavilion. A sign welcoming visitors to the grounds and promoting the NLHF project was commissioned and installed on the fencing along the colonnade. |