

THE MAKING OF MASHAMSHIRE

A community heritage organisation



THE BAKEHOUSE, MASHAM HERITAGE LEARNING CENTRE BUSINESS PROPOSAL AND REFURBISHMENT NEEDS

The Bakehouse - Heritage Learning Centre, Business Proposal 2016

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1. EXECUTIVE SUMMARY

The Making of Mashamshire (MOM), a North Yorkshire based community heritage organisation, has since 2012 delivered a variety of increasingly well-received educational and social inclusion work based around the history of the market town of Masham and the moors, dales and farming villages surrounding it. For six months MOM had the use of a public-facing shopfront which proved a popular base for educational project work, research activities with a group of volunteers, and informal conversation about family, business and social history.

In 2015 MOM's trustees began a wide-ranging organisational review as to how best to build capacity, in response to increasing requests for project delivery and heritage work. Starting with an internal review, the process involved consultation with local and regional strategic partners, funding bodies and heritage experts, and an independent review, to identify a realistic, sustainable and achievable path for MOM's development.

The process led to the concept of a permanent Heritage Learning Centre for Mashamshire. This would enable MOM to work with a variety of project partners and reach a more complete spread of Mashamshire people, particularly those facing social isolation, and would fill a significant gap in the area's service provision both for local people and the visitor economy.

Stakeholders were unanimous and enthusiastic in their approval for MOM developing such a venue. The next step in the process was an options analysis as to what type of development it should be, and what particular building, given the pressure on Masham's small property market, should be developed. Eventually the perfect building was identified, the historic baking rooms at the back of a busy grocers within Masham's conservation area. This venue combined living history in Victorian ovens and baking paraphernalia within a large bright room offering the chance for conversion into a bespoke centre both for formal learning and community activities around a wide range of local history topics.

In "The Bakehouse", the Heritage Learning Centre would have a major impact on the education partnerships MOM is able to make, create increased visitor learning opportunities, and enable work with local people of all ages to develop and strengthen their appreciation and respect for Mashamshire's history, landscape and architecture.

Through robust investigation over 18 months, MOM has shown that The Bakehouse is a necessary, achievable, and sustainable addition to a town and area with a unique historical story to tell. This document explains the process, the proposal, the conversion, the work which will be delivered, and the people who will benefit from it.

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2. BACKGROUND TO THE PROPOSAL

2a. Purpose of The Making of Mashamshire, community heritage organisation.

The Making of Mashamshire (MOM) was established as a local heritage organisation in 2013 following a strong community desire to find a way to protect, explore and celebrate our common history. Community learning is at the heart of this purpose.

Over the past three years MOM has been able to develop a strong base of work with pupils from local schools and older people from sheltered housing, church groups, and across the community. Different groups of participants have worked on projects funded by the Heritage Lottery Fund, Nidderdale Area of Natural Beauty, Heritage Schools, and Harrogate Borough Council. We have set up a website and a social media presence, which together are developing a large online audience and conversation involving people with Mashamshire links from all over the world. Our volunteers have produced and delivered talks and displays on a range of topics and produced a number of booklets. We are working with the North Yorkshire County Records Office, local history groups, schools, businesses and individuals to catalogue local sources.

MOM has two significant archival collections: one of 25,000+ Masham legal documents from 1770 to 1950; and the other of over 2,000 photographs by George Hare, a local farmer, preacher and newspaper correspondent active from the 1950s-1990s. We also hold a collection of objects of interest, oral interviews, photographs and maps.

More detail on the structure and work of The Making of Mashamshire can be found in our Business Plan 2016 – 2019.

2b. Why is MOM considering a Masham Heritage Learning Centre?

In 2013 MOM was given use of a shop / office space for 6 months to provide a base for cataloguing our larger document collection and to provide an open-door venue for locals and visitors to come and chat, find out more about the unique and special history of Mashamshire and share their own memories.

We were overwhelmed by the positive responses and engagement with the community and with visitors. There was a big upsurge in volunteer involvements, in the number of people accessing our displays and records, and in the quantity and quality of the memories and objects we were collating. The social, physical and emotional impact on isolated and more vulnerable community members of participation in the centre was very evident.

Unfortunately, this venue could never be a permanent option. On losing the venue we immediately saw a drop off of all these positive outcomes. Although we have been able to develop our education programmes, we have been extremely limited in our opportunities to work with volunteers and to increase community access to heritage information, sources and learning.

The way forward

Over the past 18 months, led by its trustees, the organisation has undertaken a significant review and consultation process, to consider the most appropriate and sustainable way forward to meet our intended organisational aims.

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This proposal follows the journey and learning of the review and consultation process, the detailed risk analysis that followed, and the resulting plans for refurbishing an old, forgotten and failing heritage building into a vibrant community venue.

2c. MASHAM'S MISSING LINK: the town's need for a Masham Heritage Venue

Unusually for a town with such dependence on the visitor economy, Masham currently has neither a town museum nor an archive. There is nowhere for local people or visitors to find out about the area's history, culture, businesses and families. Visitors are daily asking where they can find out more (as evidenced by requests to Masham Community Office and to our web and social media sites), but there is currently nowhere to send them. Thus they move on to other locations that much more quickly, with a significant opportunity cost to our local small shops, cafes, pubs and accommodation providers.

This is a substantial issue for a town with an increasing dependence on the visitor pound. A major draw for visitors is the historic nature of our landscape, villages, and town. Having a place to tell our story and encourage further engagement is key to this. Heritage education continues to be the primary strand of MOM activities as we aim to showcase the long social and environmental heritage of Masham and its surrounding villages, farms and moor.

We want local people and visitors to be aware of how Mashamshire developed as it did; why and how the landscape and resources led to the development of the area's primary trades, skills and managed environments. This understanding is crucial to seeing a future for our economy, encouraging and enabling our local young people to be a part of continuing these traditions. The community needs to be able to show how Mashamshire has survived, developed and remain sustainable when other comparable rural market towns and their districts have not.

A heritage venue is a fundamental economic keystone to this sustainable future for Mashamshire. More information on this can be found in the Impact section below.

2d. Finding a home for MOM's work

The overwhelming hurdle to achieving the future we outline in the MOM Business Plan 2016-19 is that we currently operate without a dedicated office or a public space. Our papers and artefacts are in storage, and we have no regular or direct way to meet and share activities and archives with local people and visitors to the area.

A significant role MOM plays in the community is that of reducing isolation and increasing resilience among our more vulnerable residents. We are able to do this through ongoing conversations about memories and time past, valuing the life experiences of elders and encouraging shared activities between generations. However, this is a fragile process that requires a daily, non-threatening space to develop.

We have enquiries from schools locally and further afield for MOM to help support their local history curriculum, but we are limited in what we can deliver by lack of research space and of inspiring teaching space for visiting schools.

We have taken extensive advice about the risks of having a permanent venue and have sought to consider all alternative options (see Consultation and Market Research section below) but have found the potential for what could be achieved far outweighs the obstacles (see Options Analysis section below).

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2e. Previous experience with premises

As described above, for six months in 2013 MOM was donated the use of an empty shop. Having an open-door venue had a massive impact on delivering our aims *to protect, explore and celebrate Masham's heritage*.

This premises enabled us to develop a range of activities for volunteers, local residents, and visitors to the area. For the first time Masham was able to have a display area that could present the unique story of our town, landscape and people. Our volunteers were able to answer questions, offer advice, and make connections for people. This helped users develop their own research and knowledge, as well as broadening that of the town as a whole.

We had space to catalogue our large collection of legal documents, as well as being able to train and support more volunteers in this important work. Having an open-door venue meant that people – whether Masham residents or visitors from afar – were able to see the work of collating our local history up close and find their own connections. Enthusiasm and interest in our findings was high, and the venue attracted further collection contributions, more volunteers, and broader awareness of our research and project activities.

Through the connections we made at the venue we were able to bring together different groups and generations to work on our education and memory projects. We were also able to support those undertaking academic research and publishing local history books to access our unique collections.

Most importantly, we had a place that encouraged everyone to come and talk and share. We were seeing in excess of 20 visitors every day (and significantly more on market, weekend and event days) and critically, we were able to make contact with previously isolated residents. These outcomes were completely lost when the property had to be vacated for a private tenant and we returned to a transient state.

Without our venue we can no longer:

- Have permanent interpretation displays and objects that visitors and locals can explore at their leisure;
- Build relationships with older, isolated local people who could “pop” in regularly to chat, share memories, volunteer and bring vulnerable items;
- Recruit a high number of volunteers for archiving and project delivery (many of whom would like to work with us again if there were space for them do so)
- Have a safe, clean space to enable our volunteers to protect and catalogue our original documents.

Most importantly, we do not have a place that everyone can come to talk, share and learn.

A Heritage Learning Centre would enable MOM to reinstate all of the work mentioned above, with an expanded focus on learning and sharing opportunities. We are especially keen to provide a venue that is suitable for older residents, enabling them to share their memories in comfort, and in the knowledge that their lives will be of interest to people far afield and those not yet even born.

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3. STRATEGIC PLANNING [See MOM Business Plan for more detail]

In the past three years The Making of Mashamshire has achieved a great deal and developed a respected standard of educational and engaging activities. Over the last eighteen months we have spent a considerable amount of time looking back to our core objects and values. How can these be met in the most effective way possible?

3a. OUR JOURNEY SO FAR...

MOM operating as a project within Masham Community Office but restricted by MCO capacity



MOM established as INDEPENDENT ORGANISATION with own Trustees.



TEMPORARY MOM VENUE which significantly increases impact



LOSS OF VENUE causes considerable drop in volunteering and community engagement
Education and Memory Projects Develop



MOM TRUSTEES INITIAL SELF REVIEW - [Feb 2015]



INFORMAL CONSULTATION WITH VOLUNTEERS AND COMMUNITY



Drafting of 5 YEAR ORGANISATIONAL COMMITMENTS and DEVELOPMENT PLANS



TESTING OUR ASSUMPTIONS

Review of actual & potential market for community heritage venue
with CONSULTATION & OPTIONS ANALYSIS.



Formulate our IDEA & PROJECT PLANS



FEASIBILITY STUDY in conjunction with Regional and Strategic Partners
Is a permanent Mashamshire Heritage Learning Centre - sustainable, necessary, achievable?



FINAL MOM BUSINESS PLAN & BAKEHOUSE PROJECT PROPOSAL

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3b. TRUSTEES SELF-REVIEW

This process began with the Trustees undertaking a review and planning session in February 2015. This was driven by the increasingly evident impact of the loss of a venue on volunteer recruitment, research space and community presence, and the desire to increase opportunities to extend our education and community projects. The detail of this review can be found in the appendices.

The main discussion headings were:

- **What are the benefits of having premises?:** research, guidance and training; engagement; collection and protection; visitor attraction and education; and school programmes.
- **Why not just do it online?:** importance of 'place' and personal contact; physical displays; building ongoing relationships with local people, many not online; access to primary documents; hub for donations; and archive workspace.
- **Why not just use the Town Hall?:** busy venue with no permanent space; lack of display; fixed worktimes are not popular; no safe storage so increased damage to collection; no drop-in by locals.
- **What would we be seeking in an ideal world?:** accessible; safe storage; exhibition space; research and training space; ICT; toilets; refreshments; and income generation options (shop, space rental, partnerships)

Concerns and risks

- Ensuring a long-term commercial viability
- Having too many big ideas that distract from our purpose
- Considerable work to maintain
- Keeping it relevant and viable over time

The agreed next steps were:

1. Producing a Business Plan to include further investigation of above plus:
 - a. Potential venues
 - b. Options analysis
 - c. Funding profile
 - d. Financial planning
2. Finding partners / match-funding to HLF (local giving/small trusts)
3. Identifying long-term funding streams – products (e.g. booklets, small souvenirs, books by others) and services (e.g. meeting spaces, research services)
4. Long term project planning ensuring income towards staff AND venue

3b. INFORMAL CONSULTATION WITH VOLUNTEERS AND COMMUNITY

Following the trustee review and subsequent discussion with the Heritage Lottery Fund, the trustees decided to undertake a broader consultation amongst staff and volunteers. Trustees, staff and volunteers were all involved in the discussions and took the conversation into the community through local organisations, events, social media and personal contacts

This initial consultation encouraged us in the thoughts and ideas that we had begun to formulate. There was an overwhelming, clear and passionate commitment to a permanent facility from all across the local area – businesses, charities, tourism providers, potential volunteers and local individuals and families.

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The community was very supportive of MOMs work to this point and was keen to see how it could be developed further. Concern over memories, objects and photographs being lost was high and people were enthusiastic to see how they could be saved and shared for generations to come. The MOM venue had been deeply missed, both as a place to come and share and reminisce but also as place to “show off” to visitors, for us all to be proud of Mashamshire’s heritage and work together to preserve and celebrate it.

3c. SETTING FIVE-YEAR COMMITMENTS AND DEVELOPMENT PLANS

Following the informal consultation, we were able to set out our hopes and aspirations for The Making of Mashamshire for the next five years. These were separated into two distinct areas; organisational commitments and development plans.

THE MAKING OF MASHAMSHIRE 5-YEAR ORGANISATIONAL COMMITMENTS are to:

1. Maintain our high standard of inter-generational learning and sharing projects within schools, care homes and the wider community;
2. Increase the numbers of community heritage volunteers working to protect, explore and celebrate our heritage collections;
3. Increase community and visitor engagement with our local heritage stories, collections and resources;
4. Promote a greater understanding of our landscape and how this forms and shapes our past, present and future industries, transport, and economy;
5. Develop our community growth programme reducing social isolation and disaffection through heritage crafts and skills;
6. Help and encourage local property owners and building firms to understand and protect our built heritage
7. Most importantly, develop the heritage knowledge and skills of all and increase awareness and appreciation of our local heritage

5-YEAR DEVELOPMENT PLANS

We intend to deliver on our organisational commitments by:

- 1) Establishing a multi-use Heritage Learning Centre to provide:
 - a) a range of **events, workshops and activities** to involve local people and visitors in the story of our area;
 - b) a base for our **education and intergenerational programme**, providing a venue for school excursions, targeted provision, and also after-school and holiday clubs;
 - c) a secure, centrally-based and accessible space for **heritage research** by our volunteers and those with a family history in the area;
 - d) a safe and comfortable **space for locals** to meet, talk, look through old photographs, and record their oral memories;
 - e) a **permanent display** of the Mashamshire timeline with a series of **varied exhibitions**;

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- f) a venue for our partners to run **heritage craft and skills workshops** for the public as well as trainees and apprentices.

All activities will include an element of encouraging people to explore Masham and the wider area through **walks, building trails and talks**.

2) In addition, we will:

- a) **build our online community**, developing conversations with people interested in Masham from across the globe, encouraging the sharing of memories, knowledge and images
- b) Use local media to **share our findings** further across the region

What we **ARE NOT** looking to provide:

- Duplication of existing community or heritage provision
- Large scale museum of objects
- An underused heritage building
- Heritage items with no interpretation or application
- Expensive storage of MOM's larger collections of original documents

4. STANDING BACK

At this point it was clear that ideas were formulating and opportunities for development were becoming clearer – but also that we had already missed out on a number of possible venues due to the Masham property market (see Property Options Paper in appendices). However, any further steps were financially significant and would require considerable research and risk analysis. We looked to our strategic and regional partners, particularly Harrogate Borough Council, North Yorkshire County Council and Heritage Lottery Fund, for guidance on appropriate next steps.

5. TESTING OUR ASSUMPTIONS

5a. Preliminary Review

On the recommendation of our strategic partners, MOM engaged a review with the brief of examining market, desire and opportunities for the development of community heritage provision in Masham and the wider area through the establishment of a community heritage centre. Wild Garlic Training Ltd talked to dozens of stakeholders and potential partners to establish the value previous or current partners placed on MOM's work, the way in which they would like to work with MOM going forward, and their opinion on the desirability and feasibility of a community heritage centre. (The Review Report can be found in appendices).

The review overwhelmingly confirmed the findings of the trustee review, in that MOM's work has been and remains valuable for educational development and community cohesion. Statutory and community organisations were keen to work with and in some cases fund MOM projects, and Masham businesses and

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charities were enthusiastic about the idea of a community heritage centre, as a resource for residents and an attraction for tourists and day visitors.

5b. Partnership and Learning

As a result of the review MOM began searching for suitable partner organisations to deliver heritage education work at a possible venue, while also developing a learning profile (in appendices) to show how a venue would enable us to work with schools and education settings on work within and alongside the curriculum.

Partnership arrangements are now in place with the Mashamshire Community Office, Heritage Crafts Alliance, and community arts organisation ArtisOn. The Partnership documents and Community Learning Profile are within the appendices.

5c. User Consultation

As well as the independent review, a user consultation was set up, which received 124 online and paper responses from local people – over 10% of the permanent Mashamshire population. On average each participant named four activities they would like a community heritage centre to offer, and five areas of Masham's heritage in which they (or family/friends) were interested. On the latter, more than two-thirds of all surveyed were interested in the history of shops and trades, family history, the town and its buildings, and photographs, maps and objects. 39 respondents would be interested in volunteering to help with research, with more than 20 interested in helping on exhibitions and/or workshops, and more than 10 interested on oral interviewing, archiving and scanning, and/or helping with school projects.

The trustees took the user consultation as further confirmation of the findings of the preliminary review; that Masham, as a unique town full of history which connects with the present, has a massive gap in heritage provision which a Heritage Learning Centre has the potential to fill.

5d. Options Analysis

Following on from this positive reaction to the concept of a Heritage Learning Centre, the trustees undertook a rigorous options analysis. This looked at all the possible types of venue which could be used, and how each type would enable MOM to deliver the planned activities. The options analysis also looked at every shopfront or potential conversion which had become available in Masham in the previous year as a potential venue, taking into account factors including the specific needs of a community heritage centre, and the extremely competitive property market in Masham.

It is out of this document (attached in appendices) that the old bakery rooms at the rear of Reah's grocers emerged as by some distance the most suitable potential heritage learning venue set against both the desires of MOM and the needs of the community.

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6. IDEA & INITIAL PROJECT OUTLINE

The following plans are based on the findings of the internal review, consultation with users, preliminary review report and options analysis.

PROPOSED ACTIVITIES AT A HERITAGE LEARNING CENTRE (taken directly from MOM Development Plans)

Establish a multi-use Heritage Learning Centre to provide:

- a range of **events, workshops and activities** to involve locals and visitors in the story of our area;
- a base for our **education and intergenerational programme** – providing a venue for school excursions, targeted provision plus after school and holiday clubs
- a secure, centrally-based and accessible space for **heritage research** by our volunteers and those with a family history in the area
- a safe and comfortable **space for locals** to meet and talk, look through old photographs and record their oral memories
- a **permanent display** of the Mashamshire timeline with a series of **varied exhibitions**
- a venue for our partners to run **heritage craft and skills workshops** for the public as well as trainees and apprentices

All activities will include an element of encouraging people to explore Masham and the wider area through **walks, building trails and talks**.

What we **ARE NOT** looking to provide:

- Duplication of existing community or heritage provision
- Large scale museum of objects
- An underused heritage building
- Heritage items with no interpretation or application
- Expensive storage of MOMs larger collections of original documents

6a. ACTIVITIES AND OUTCOMES

THEME	OUTCOME
HERITAGE AWARENESS AND COMMUNITY LEARNING	Interactive projects delivered with schools, community groups and charities
	Using the arts as a means of heritage exploration
	Development of a family research study group
	Interactive projects delivered with schools, community groups and charities
	Using the arts as a means of heritage exploration
	Creation of a family research study group
	Documents and resources uncovered, recorded and shared as a result of The Bakehouse being in place
SUPPORT OF HERITAGE CRAFTS AND SKILLS	Working with heritage craft apprentices
	Heritage skills training with partner organisations

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	Hosting heritage craft workshops
BUSINESS AND TOURISM DEVELOPMENT	A new destination for Mashamshire tourist and day visitors
	Increased visitor numbers, dwell time and spend for the area
	Projects investigating business and agricultural history
	Visitor programme of talks, guided walks and activities
	Employment and training opportunities
HERITAGE EDUCATION IN/WITH SCHOOLS	A flexible classroom space for visiting schools formal learning with opportunities for heritage walks and visits to local sites
	Local history projects delivered within primary & secondary schools
ENVIRONMENTAL HERITAGE AWARENESS	Research projects and workshops on farming, moor, landscape and industrial heritage
	Exhibitions and displays at The Bakehouse illustrating local history
	Booklets and walks focusing on Masham's historic buildings
COMMUNITY ENGAGEMENT AND RESILIENCE	A space to celebrate and explore Masham's historical records, artefacts and memories
	Working with socially isolated people or those in danger of falling into social isolation
	Intergenerational & intercommunity projects
	After-school and holiday projects for local children
	Oral interviews with older local residents
	A range of volunteering opportunities for people of all levels of skill, engagement and interest
	A flexible learning space for the whole community

6b. OUTPUTS

These numbers are based on:

- our previous experience with an open-door venue in Masham;
- sign up to our schools' programme;
- attendance at comparable new or redeveloped venues;
- our core partners' projections;
- and the current and future visitor economy in Masham and the Dales.

Findings from our own community survey have shown that 100% of those completing a survey could list at least two reasons for visiting the centre and 27% expressed an interest in volunteering. The strong emphasis on community outreach, the innovative use of ICT, and the community development approach to the Heritage Learning Centre activity programme has also informed our predicted numbers.

The total annual throughput expectation therefore is comprised of the following:

- 1,800 school workshop/project attendances
- 130 after-school / holiday club attendances
- 80 attendances on public heritage craft workshops
- 1,920 attendances at events for older / isolated / vulnerable people
- 720 attendances at intergenerational projects
- 150 attendances on guided walks
- 600 attendances at public events / talks
- 12,800 open-door venue attendances

Total Bakehouse attendances per annum 18,200

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These total visitor figures need to be discounted to allow for frequent users of the services who will make several visits per year. It should be noted that research suggests that those studying sources often make more than one whilst the percentage of visitors to an open-door venue will include a much higher proportion of visits from people making only one visit in any given year. In calculating the visitor numbers for the Centre as a whole, the following percentages are generally used as a guide:

One visit per year 25%

Two visits per year 30%

Approximately 4 visits per year 30%

Approximately 8 visits per year 15%

Using this method the annual number of unique visitors is estimated at 5,675 – This figure does not include outreach work in school and education settings as well as contacts through attendance at events, fairs and online.

6c. MONITORING AND EVALUATION

Monitoring

The Making of Mashamshire staff have considerable experience of monitoring the progress of capital projects and of community and educational projects. This monitoring will be overseen by the MOM Trustees who also have broad experience of capital and project delivery and monitoring. During the renovation programme this monitoring will be enhanced through a Building Sub-committee of the Trustees.

The key milestones for monitoring the capital project are:

1. November 2016 Planning permission and change of use obtained
2. January 2017 Funding in place
3. February 2017 Building work begins
4. September 2017 Building work complete
5. October 2017 Heritage Learning Centre opens

Milestones for the activity element of MOM are included within each specific project plan and are monitored by each Project Lead, reporting to the Project manager and thereby Trustees on a regular basis.

Evaluation

Defining indicators of success for the project - through outcomes and through outputs - is essential for the evaluation process and planning for evaluation has therefore already commenced. The objectives and targets of the project are defined within this Proposal. The preparation of this Proposal has ensured that the aims and objectives of the project are clear and these will form the basis of an evaluation framework.

The Evaluation Process will be undertaken by the MOM Trustees with considerable input from staff and volunteers as well as through our ongoing and honest dialogue with our partners.

The Project manager will meet with the Treasurer and representative trustee on a monthly basis to monitor, review and evaluate performance against targets. The success of the Heritage Learning Centre to meet its aims and objectives will be fully evaluated at an Annual Review Meeting of the Trustees. Findings will be presented to members and the community via the Annual General Meeting and will be reported in line with the Annual Reporting timetables of the Charity Commission and Companies House.

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7. FEASIBILITY STUDY:

Is a permanent Mashamshire Heritage Learning Centre necessary, achievable and sustainable?

7a. NECESSARY?

Similar venues across the UK

MOM has visited and talked with a number of heritage centres and facilities across the country. From our research it is clear that the model of a volunteer-driven heritage centre, that serves a distinct town and surrounds, has proved essential to many towns in terms of impact on the area's learning and economy. These centres not only draw in and retain visitors to an individual building, but also increase awareness and usage of nearby businesses, attractions and events. The impact on community cohesion has been evident through the many activities offered by heritage centres, which are improving the lives and experiences of users, volunteers and the wider community.

Referring to "Masham's Missing Link" above, it is clear that such a venue can make a crucial improvement to the future of the town and the area as a tourist destination and a vibrant local community. Without such a facility, Mashamshire is missing out on opportunities within education, tourism, economic development, community cohesion and wellbeing and is at risk of becoming unsustainable as anything more than a dormitory town.

Our research also provided examples of successful development and innovative approaches, as well as clarifying a sense of what MOM does not want to become, and advice and guidance on the pitfalls we need to avoid. These findings are reflected throughout this Business Proposal.

We have particularly valued the education programme at the Dales Museum (Hawes, N. Yorks), the connection with the community at Nidderdale Museum (Pateley Bridge, N. Yorks), alternate ways of working with the isolated and disaffected at Rustington Museum (W. Sussex) and the importance of interpretation and the "wow" factor at the Leeds Discovery Centre. The way archives, education, interpretation and public appeal came together at the John Gray Centre (Haddington, E. Lothian) was inspiring and informative to our design and development process.

Whilst visiting so many similar centres we also looked at different ways of funding and sustaining permanent heritage spaces within our local region, including the new-build Washburn Heritage Centre at Fewston Church, a sea-container adapted into an archive at Kirkbymoorside, and the exemplary protection of a working community asset at Gayle Mill.

Evidence of unmet need and market

The Preliminary Review (see above) undertaken by Wild Garlic Training Ltd, evidenced a strong and universal desire and commitment from our existing partners to continue and develop MOM's existing work. Local and regional partners unanimously supported the concept of a Heritage Learning Centre as a means to meeting unmet need. In consultation, Heritage Schools and our local schools and colleges were clear in their growing need for support to deliver an engaging history curriculum at a time of considerable educational upheaval.

North Yorkshire County Council's research across the county regarding social inclusion, resilience and wellbeing – particularly among the elderly – has shown the very specific risks faced by our community, and the increasing need for spaces and services that can reach and engage the vulnerable at a community level. These spaces need to be physically accessible of course, but also accessible in terms of the welcome and facilities offered to engage and retain older people's interest. Our strategic and regional partners (including

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NYCC Stronger Communities) are keen to develop warm, comfortable and safe community based provision, and The Bakehouse can play a key role in this development.

Gaps in the tourism offer across the region have been mapped by the Nidderdale AONB, Yorkshire Dales National Park, and Welcome to Yorkshire. In particular the need for “wet-weather activities” and family focused venues. They also show a lack of opportunities for visitors and local people alike to learn more about the heritage of the landscape, and how its towns and villages support and were supported by the wider, wilder agricultural and moorland areas. In Mashamshire, there is a very particular gap in recognising and promoting the unique role of the town and countryside in the local industrial heritage of milling, mining, railways and water management.

Potential local impact of The Bakehouse

Local heritage awareness and community learning

The core that runs through all our activities is **community learning**.

About our heritage, about how it is reflected in our present and our future, about how Mashamshire was impacted by regional, national and international events; but alongside this, the learning and sharing of the skills needed to protect, explore and celebrate this heritage.

We aim to be an organisation that inspires lifelong learning in each other. Through sharing our findings, encouraging investigation of the local area’s story and through our learning activities and volunteer training programmes.

With every new record we explore, and each person we speak to, we are all learning more about Mashamshire, it’s people and ways but also we learn and share new skills, research expertise, social history, legal knowledge, economics ... the list is endless.

With a permanent learning centre we will finally be in a position to solidify and expand this community learning through exhibitions, events, talks, research and volunteering opportunities as well as access and advice on our collections and digital archives. The local community will be able to spend time exploring this heritage with the support and the surroundings that are just not possible currently. More details are in our Community Learning Profile in appendices.

Support and development of heritage crafts and building skills

The initial repair and renovation process will employ local construction and heritage skills professionals. The progress of these works will be shared regularly with the local community to increase awareness and respect for the built environment we are fortunate to be surrounded by. There will also be significant opportunities for apprentices to work on the project, and to work with MOM going forward under our long-term partnership with the Heritage Craft Alliance, a training company based four miles away.

Once the centre is open, our activity programme will encourage local small and micro businesses to hold workshops supported by our partnership with HCA and the local art and craft training provider ArtisOn. We currently work with ArtisOn, a Masham-based Community Interest Company, on delivering their community activities, using arts and crafts to build social inclusion and for reminiscence work.

The venue will provide a practical workspace to promote and celebrate crafts, skills and building maintenance. In a town of significant numbers of older properties, it is increasingly evident that a major strand of essential training is for property owners on how to understand, appreciate and maintain historic properties.

More details of the impact on crafts and skills can be found in the Community Learning Profile and partner agreements with HCA and ArtisOn – all in the appendices.

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Local Business Impact

Directly, the development of a MOM Heritage Learning Centre will create 1FTE post plus an increase of sessional hours for self-employed tutors, artists and education providers. This potential to increase staffing will also be felt by the core partners HCA and Artison. The centre will enable MOM to move to being an organisation with secure income streams and retail opportunities. Having a base will also enable MOM to focus and expand the education and community programme opportunities offered.

As a small rural town and large hinterland Mashamshire experiences the common problem of the lack of access to skills and training for young people leading to departure from the community. The apprenticeship opportunities offered through the connection with HCA plus further training opportunities will encourage young people to consider working in careers linked to our environment, heritage and community as well as making the connections with businesses within our local economy.

The Heritage Learning Centre will provide a resource for a number of the micro and small businesses based in and around Mashamshire. The accessible workshop space will be available for events, workshops and training led by local businesses to promote their products and services. For example, a small business might develop their customer base through cooking workshops in a light, airy workspace that makes the direct connection with our food heritage and land.

As described already, the Bakehouse will have a significant impact on the Masham tourism offer. Building from our strong partnership with the Community Office we will engage visitors in our heritage stories – increasing dwell time in town and their recommendations and returns. Our events and workshop programme will build the family activities available in town as well as indirectly supporting local retailers and providers.

We have rapidly increasing numbers of visitors wanting to research their own family links with the area and The Bakehouse will provide not only historical sources but space and expertise to help with studies.

It is our experience that visitors will stay in local accommodation and make use of local retail provision whilst they undertake their local research. Welcome to Yorkshire share this view *“We would see the project providing visitors to Masham with an enhanced experience of the town, its history and heritage, but also importantly increasing their length of stay and spend in the town”*. A recent review of purchasing from a 22 person/2hr visit to Masham for a treasure hunt had a spend of:

- 22 lunches with drinks at c£10 each
- 4 Breakfast at £8 each
- 3 bacon butties with coffee
- 2 tubs ice cream
- 6 ice creams
- Masham sausages numerous, also black pudding and a chicken pie.
- One T-shirt
- 7 packs of beer
- 3 greeting cards
- 3 lollies
- One pair earrings
- Approx. 10 portions of sweets
- 6 coffees
- One fridge magnet
- One metal sign
- Two portions cherries and one strawberries.

A spend of over £300.

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Heritage Education in schools

Over the past two years schools have had to adjust to significant changes in curriculum across all subjects and a move towards exam-based assessment with minimal support in making the necessary shifts in resources, lesson planning and cross-curricula learning.

History has seen some of the biggest shifts in curriculum subjects. Many schools and teachers have felt unprepared for the new topic areas and particularly the requirement for the introduction of local history elements to themes. Through the Heritage Learning Centre we will be a place of local knowledge, teaching expertise and learning resources. We will provide support in both knowledge and skills for teachers and students – through displays, objects, loan boxes, learning resources as well as organising events, visits and topic projects. We will also be able to increase our support for cross-curricula learning - including Maths, English, Science, Geography.

Special experiences outside the classroom are fundamental to learning. The Bakehouse will be a base for learning within a community. A chance to see old pictures and maps, touch objects, talk to older people, learn how to read the story of a building you pass every day. Our prior MOM education programme experience has demonstrated the impact of such active learning opportunities to engage lower attainers and those who find the classroom a challenging experience as well as inspire and develop the knowledge and skills of higher attainers. The Heritage Learning Centre will enable us to extend this offer to schools across the region including potential for increased visits to Mashamshire and exchanges for Mashamshire students.

Our emphasis on personal research is also able to support the increasing use of Self Organised Learning. Individual and small group research by some of our students has seen significant shifts in their subject engagement and aspiration particularly in the transition from key stage 3 to 4. The research sources and environment of the Bakehouse will enhance this.

More information on how the Bakehouse will be able to have a direct impact on schools can be seen in the appendices.

Environmental Heritage Awareness

The Bakehouse is centrally located within the Masham conservation area and is a prime example of a vernacular working building at the rear of our Georgian facades. It will be the host and first reference point for MOM workshops and walks that help people to understand, appreciate and maintain older properties. The historic role of a town bakery will be a key component of the heritage story we will be sharing and its original ovens and baking equipment will be secured.

As described above, training and support for local home and business owners will help to ensure the comprehension and maintenance of our unique built heritage.

MOM's workshops and programmes at the Bakehouse will help people deepen their appreciation of, and develop their care for, the local Dales landscape. People of all ages will learn how the nearby moors and dales, rivers and streams have provided and still provide wool, water, coal, light and wildlife; and how these in turn formed and sustain our local industries of brewing, sheep farming, mining, art, tourism and trade.

Community Engagement and Resilience

MOM has been driven since its foundation by a desire to engage and involve local people. We are committed to our organisational aims of protecting, exploring and celebrating the unique history of our area. Sadly, over recent years we have seen the deaths of many key Mashamshire characters with strong

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memories of the town and surroundings, and we think it vital to take time to cherish and hear the stories of those still with us. The 20th century was a time of great change in Mashamshire as a traditional market town adapted, welcomed, and worked alongside light industry, tourism and a cultural life. Many older people remember the Masham that had been unchanged for centuries, and have fascinating experiences of living through these changes. The working pattern of farmers' lives means many come to live in town in later years, where they can be isolated from all they once knew. MOM provides an important social link for these and other potentially isolated older folk; a space where their experience, skills and memories are valued.

Setting up the Bakehouse will enable MOM to significantly increase the day-to-day relationship we can build with vulnerable and isolated residents. We will also be able to build on the successful and popular intergenerational activities we deliver, where elders and schoolchildren are able to learn from each other.

Having a space in 2013-14 demonstrated how valuable it is for all people within a locality to be able to connect and feel part of an active community and a heritage story. MOM's volunteer rate soared with resulting impact on local skills, social inclusion, confidence and mental wellbeing. Heritage has become a key employment option, and at the Bakehouse we will be able to develop academic research skills that will support people into further education and employment. MOM works to ensure the inclusion of all; The Bakehouse's central position within Masham, and good disabled access, mean we will have no barriers to volunteering or learning.

7b. ACHIEVABLE?

Organisational skills and capacity

Our skilled and involved board of trustees will oversee all aspects of the refurbishment and the future activities at the Bakehouse and will delegate day-to-day management to the project manager. The trustees include the CEOs of two major local businesses and others with senior experience of education and financial management. The board also includes an FRICS historic building surveyor and an ex officio heritage adviser (BBS PgDip. ABRC Conservation), both with extensive experience of conserving and protecting historic buildings and industrial heritage through developing community spaces.

The project manager is responsible for the delivery of MOM's organisation aims and development plans through the management of staff, volunteers and organisation resources (including financial and archival). The project manager, a counselling psychologist by initial training, has a professional history that has focussed on the development of community cohesion activities through education, social wellbeing and the importance of identity, place and shared histories. This has included founding and running a children and young people's mental health charity for 10 years, being a senior local authority education advisor for eight years and a local authority energy manager for six years, and considerable voluntary experience as a school governor and trustee of several community and heritage organisations.

Individual project work (for example, NYCC Stronger Communities work engaging isolated adults) will include funding for project-specific sessional staff bringing with them dynamic experience, skills and qualifications most relevant to the project. We have already worked with artists, teachers, youth workers and community and social care experts using this model.

Volunteers are fundamental to the successes of The Making of Mashamshire. We are committed to being a local voluntary organisation with high standards of training, support and supervision – see our Community Learning Profile for more details. Volunteers are developing and delivering activities in all our work areas and we encourage work in teams. We are very fortunate that the population of Masham and the wider area

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includes individuals with significant prior experiences, including retired teachers and organisational managers, and people with strong community and research skills.

As part of our organisational development plans, the project manager is training and supporting senior volunteers in each of our core work areas. This will enable a sharing of skills to increase capacity for support and supervision to new volunteers.

During the refurbishment period the project manager will work closely with the Trustee Building Committee and the appointed contractors to ensure the works are delivered on time and to budget.

Working with our partners

Tourism businesses	Local schools	Local history groups	Sheltered housing and care facilities	Community care providers
Masham Town Hall	Churches & Community groups	Masham & villages Parish councils	Lower Wensleydale Youth Project	Micro & small businesses
Swinton Estate	LOCAL PARTNERS			Large family businesses
Heritage Learning Centre				
CORE PARTNERS				
ArtisOn		Mashamshire Community Office & Community Library	Heritage Craft Alliance	
Nidderdale AONB	REGIONAL & STRATEGIC PARTNERS			NYCC Stronger Communities
Harrogate Borough Council	Heritage Schools (Historic England)	Funders	Visit Harrogate & Welcome to Yorkshire	North Yorkshire County Records Office

Core Partners Planning Team

The Trustees and staff will also liaise closely with an advisory planning team representing the collaboration between four local businesses / community organisations: MOM; the Heritage Crafts Alliance; ArtisOn; and Mashamshire Community Office. Each member of the planning team brings skills, knowledge and experience unique to their organisations work. The planning team will work together to develop and promote a range of community and education activities that increase heritage awareness and understanding. The planning team

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also has a strong relationship with Masham Connections, the area's vibrant local business development group which is led from the community office. A full Partners document is available as an appendix.

Stronger Communities

Stronger Communities is a North Yorkshire County Council programme supporting communities to play a greater role in the delivery of services in the county. The NYCC team supports communities to help themselves and create local solutions for service provision at a time of significant financial challenge for the authority. Working with local residents, community groups and other partners from the public and private sectors across North Yorkshire, the team identifies opportunities to co-produce a range of local support and services aimed at improving the well-being of people of all ages.

The Making of Mashamshire is proud to have been asked by the Stronger Communities to apply to their invitation-only grants programme, in light of the potential they see for our community programmes to support older and vulnerable local people. The support that the Stronger Communities team offers is practical and advisory as well as financial, and will help MOM to provide a safe and accessible venue for isolated and vulnerable residents of Masham and its rural surrounds.

Local and regional support

The proposed development has received wholehearted support by local stakeholders including local businesses, Harrogate Borough Council, the Community Office / tourist information centre, and Masham Parish Council. The Bakehouse has only recently become available as a possibility, but the owners are enthusiastic about the potential of the project to secure their historic building, increase their business footfall, and offer the town a facility which it has previously lacked.

We have successfully progressed to the Full Application stage for Yorkshire Dales LEADER under their SP1_01 Tourism Development Scheme.

We have and will continue to receive pro bono support from local surveyors, accountants, solicitors and conservation heritage experts.

Masham Parish Council has been able to support us by becoming the Lead Applicant within the planning process.

Harrogate Borough Council has supported us with financial planning through their Enterprise Gateway programme.

North Yorkshire County Council have supported us via the Stronger Communities Coordinator (see above), and with advice and guidance at Director level.

We are also receiving ongoing support and guidance from Nidderdale AONB, Nidderdale Plus, Local Enterprise Partnerships (York and Leeds), Heritage Schools, and Welcome to Yorkshire.

The project will create a new service for the people of Mashamshire as a heritage and educational facility, as a source of education, training and skills development, and as an opportunity for personal and community development through volunteering. As such our regional strategic education partners with responsibilities for economic development, training and skills are very committed to helping us ensure the centre can succeed.

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Risks and opportunities

Within the appendices is a detailed Risk Analysis looking at the potential threats to the success of the project, and of The Making of Mashamshire as an organisation, alongside the mitigations that have taken place or are built into the programme.

How will developing a heritage centre fit with or distract from MOM's organisational priorities?

As shown above and in the MOM Business Plan, the organisation's work was suffering, and priorities not being met, from the lack of a permanent space. Opportunities have been lost, and the work we have been delivering is not as accessible and broad-based as either we or the market would wish.

The planning, analysis and fundraising process is time consuming and is, by necessity, rigorous. This has already impacted on the amount of project work we have been able to undertake in 2016, and the research process and write-up has required extraordinary commitment from a number of volunteers.

However, MOM recognises that the long-term outcomes possible at the Bakehouse are worth this cost and commitment. We have learnt a great deal throughout the process, which will improve service delivery going forwards. We have been able to focus our organisational development towards a clear vision and use this vision to build strong partnerships with organisations and individuals sharing common priorities.

How will the refurbishment phase impact on MOM's everyday work?

The refurbishment process will increase workload, but we have planned to ensure there is sufficient project management within the build, from trustees to main contractor. A Building Sub-committee taken from MOM's skilled and experienced personnel will be capable of handling unexpected issues which will doubtless arise during the challenging process of working on a heritage building.

The number of education projects to be delivered by MOM has been reduced over the build period to ensure we are not over-stretched during this process. Meanwhile the ongoing activities of MOM volunteers – including oral interviewing, cataloguing, exhibitions, events and research – will continue at current levels.

During the build process the project manager and volunteers will also be collating and producing the offer to be delivered from the Bakehouse once completed.

What is the competition / gap in the market for this project?

There is no directly comparable centre within Mashamshire, which is a major part of the rationale for this development and contributes to the enthusiasm with which the idea has been received.

In the immediate community, Theakston's and Black Sheep breweries both have visitor centres, but these are based specifically around the history and process of brewing and focus on those attending the brewery tours. Both management teams, and members of both breweries' founding families, are committed to the heritage of Masham and their role within it, and are keen to build this into the broader story of the area through the Heritage Learning Centre.

St Mary's Church and the Methodist Chapel in Masham provide historical information for visitors, but this is limited to basic leaflets. They are unable to securely present their parish information on a regular basis, despite an aim to share this more widely.

A similar situation exists with the diverse and fascinating range of papers belonging to the Swinton Estate, the Masham Four-and-Twenty (a historic charity promoting apprenticeships since the middle ages), and the

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records of the Mashamshire District Council. (Until local government reorganisation in 1974, Mashamshire was by far the smallest district council within Yorkshire.) Trinity College, Cambridge, which administered Masham's Peculier Court, holds a range of papers, but these are obviously not convenient for local scrutiny.

All these organisations have expressed a keenness to make historic papers available to a Heritage Learning Centre in original, copy and/or digital formats, for the benefit of learners, researchers, genealogists and local people.

The nearest comparable Heritage Learning Centre to MOM's proposed one is at Washburn, which covers the distinct area to the south of the Nidderdale AONB and is a good hour's drive away. Town museums in Richmond and Pateley Bridge, and Ripon's police, workhouse and jail museums, offer interesting social history of their areas but their areas of interest do not come close to Mashamshire. Other, smaller heritage venues in the wider region tend to be more focussed on objects and display, rather than the active learning environment we are seeking to develop.

Through the Heritage Schools network MOM is able to work closely with other regional providers of heritage education in schools such as the Green Howards Museum, Richmond. This enables us to work on joint projects and to ensure there is no duplication of provision.

Other centres to reference in a regional context include the County Record Office and the local study resources within the NYCC Library Service. Again, we will be working in close partnership with these organisations to bring alive the story of Mashamshire, in Mashamshire.

MOM has been able to develop its own niche in delivering school projects, enabling schools to meet the new local history curriculum requirements through developing pupil skills in "reading" the built environment and paper sources to unpick social and industrial heritage. This work is ripe for regional expansion through outreach and school visits to a Mashamshire Heritage Learning Centre.

In conclusion, far from facing competition or duplicating provision, there is a clear gap in geography and in practice which a Masham-based Heritage Learning Centre would fill.

7c. SUSTAINABLE?

MOM's trustees are aware, considering the practicalities of developing and opening a Heritage Learning Centre, that the long-term sustainability of the organisation becomes more than ever crucial. We have therefore worked carefully with our strategic partners on income streams and funding profiles to build a stable and sustainable base.

The three-year financial projections in the appendices include detail on evidence collected and assumptions made in predicting income and expenditure. These have been scrutinised by our accountant and by the Harrogate Enterprise Gateway. We have also undertaken a stringent risk analysis (within appendices) including a number of scenarios that could, if unprepared for, leave the organisation at risk.

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8. CONCLUSION

Having undertaken this detailed consultation and self-review, MOM is confident that the Mashamshire community would benefit greatly from the development of a Heritage Learning Centre. Further, that this centre should combine a display and research area with a regular, busy and self-sustaining programme of social, educational and informal activities for all sectors of the local community and visitors. The appendices to this document explore and test these opportunities further.

The bakery buildings provide an extremely rare opportunity to reawaken a forgotten and under-used building which tells an integral heritage story through its fixtures (wall ovens and probers) and traces of previous uses (blocked-up archways and windows). The rooms provide the ideal layout for an open, safe and naturally well-lit classroom/workshop to create a vibrant learning and community space, while its additional spaces offer accessible facilities and space for impactful displays and storage. This combination would be rare to find anywhere, but is of even more value due to its location at the heart of the conservation area, illustrating yet further the building's own role in the development of Masham over centuries.

Based on the findings of our community survey, we are especially keen to provide a venue that is comfortable and regularly accessible for older residents, enabling them to share their memories in comfort, and in the knowledge that their lives will be of interest to people far afield and those not yet even born. The venue would enable us to develop a solid social inclusion programme to build resilience among vulnerable local people, in conjunction with NYCC Stronger Communities.

A Heritage Learning Centre will also be a stimulus towards greater connections and opportunities for the wider Mashamshire business community. We will be in a position to increase the training and employability options of local people along with our Core Partners, and enable microbusinesses to build their customer base by delivering their own heritage workshops.

MOM, with a central historic building base, would be able to respond to current and future demand for heritage activities, delivering a regular, secure and growing programme with an expanded focus on learning and sharing opportunities, increased options for funded school programmes, and a considerable boost to the local tourism offer.

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9. REFURBISHMENT PROJECT OUTLINE

9a. LOCATION

We had been searching for suitable venues over a long period but were consistently prevented by an aggressive Masham rental market and developers keen to replace shop fronts with residences (see Property in Masham section below for further details of this process). Following a detailed Options Appraisal (see below) we eventually began to seek out more unusual buildings and came across a property of an ideal size and location plus a potential low rental - The Bakehouse.

The Bakehouse is the old bakery buildings at the rear of Masham's oldest grocery shop on Masham's historic Silver Street. There has been a grocer on the site since at least 1836 and likely much earlier. Currently used as extra shop storage but the owners are keen for the room to be brought back into use by a community tenant.

The rooms are currently in a low state of repair but it hides a beautiful heritage story of its own. The original late Victorian solid-fuel wall ovens are intact and the place is filled with original cast-iron baking equipment. Its entrance is off the oldest road in town (College Lane) and it is an excellent example of the older vernacular working buildings set behind our well-known Georgian facades.

MOM seeks to secure and repair this historic space, conserve the cast-iron ovens and associated baking equipment, and establish a permanent heritage archive, workshop, training, research and exhibition facility for Mashamshire.

The space can provide a large entrance and display area, accessible toilet, archival storage plus a large classroom sized room with overhead natural lighting, cooking facilities and significant wall display space.

Following the works to refurbish the space will enable us to deliver on every aspect of our development plans including the necessary income streams of funded project delivery, workshop rental and publication sales.

9b. DESIGN AND PLANNING

The property is in the form of two connected buildings; a two storey brick store with access from the street and, added later, a long single-storey baking room with pitched roof.

In the brick store the Entrance Hall is a wide corridor (prior to the building of the bakehouse it was originally an open archway into the rear courtyard of the shop) with space for considerable display, storage and coats. In the Services area to the left of the Hall on entry is a WC, access to the back of wall ovens and a storage room. There is a wooden ladder up to the first storey storage area.

The potential learning room is at the end of the wide Entrance Hall (4 steps up). It has a roof-light running along the length, although 4/5ths of the roof space is covered by a suspended ceiling. Along one short wall are two wall ovens (one late Victorian solid fuel, one Edwardian gas). The floor retains the original quarry tiles and there is considerable old baking equipment in situ including a prover rack. Windows along one long wall facing the shop-yard and a run of kitchen facilities and units. There are no windows on 3 sides.

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9c. PLANNED LAYOUT

Our consultation process and surveys with our target users helped inform the design process enormously and have included:

- **Older residents and visitors** - Accessibility, warmth, refreshments and comfortable seating for chatting and oral interviewing, engaging display areas, WC.
- **Visiting Families** – WC, baby change and room for push chairs, safe environment for all ages, accessible and durable interpretation pieces, comfortable seating and flexible spaces. Secure opening at evenings and weekends.
- **Research volunteers** – Work tables, natural and directional light, safe document storage and space for reference books. Kitchen, refreshment and clean up area.
- **Exhibition Volunteers** – Space for glass display cabinets, large areas of wall display area, tea and coffee facilities, large tables for displaying maps and photographs. Space for “Shop Unit” (existing piece of furniture)
- **Visiting Schools** – Cloakroom & bag space for class. WCs and wash area. Engaging displays and adaptable interpretation pieces (e.g. adjustable timelines). Safe teaching space with tables and seating. Smart board and safe cooking / refreshment facilities.
- **Workshop Leaders** – Flexible and movable work tables and seating. Clean up area and cooking range. Storage for materials. Smart board and wash / cloakroom facilities

Following the consultation process we combined our planned activities with the above to ensure we could deliver all the elements within a flexible, durable setting that could be welcoming and engaging to all. The new layout will be as follows.

EXTERNAL – original wooden arched door retained (to be fastened back during opening hours) with a secondary glazed entrance door behind. Similar treatment to wooden window shutter.

ENTRANCE HALL – Low level storage with benches and hooks for a class of pupils. Display areas. Platform lift to Learning Room.

SERVICES AREA – Current WC removed and access to Archive Attic installed. Area at rear of wall ovens cleaned and boarded with viewing window. Doorway widened and door fitted to store room to become accessible WC and baby change area.

ARCHIVE ATTIC – Not for public access. Shelving for the parts of our collections currently being worked on (remains of collection will be kept in secure storage off site). External door (first floor) repair with the traditional winch replaced for bringing in boxes etc.

BAKING ROOM – New fire exit to shop-yard and new door partition to **LEARNING ROOM** created. Kitchen area refurbished with gas range for heritage cooking workshops. Map, document and photograph storage area and smart board along short wall at end of room. Flexible tables and seating for class and research work plus an area for comfortable seating for community programme.

LEAN-TO - made secure for **STORAGE AND WC**. Natural light reinstated with removal of suspended ceiling and repair of roof-light.

See Options Analysis in the appendices for details on how the redesign will meet all the needs of our planned activity programme and create a valuable venue for lettings.

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9d. BUILDING WORKS REQUIRED

The property was reviewed and surveyed for both structural and development needs as well as heritage condition. As a consequence of the initial findings, an asbestos survey has also been completed. The building structure itself is strong and stable but internal condition has been left to deteriorate with low maintenance and water ingress from damaged roof-lights. This can be rectified through repair of roof-lights, stripping back of current wall boarding and suspended ceiling, rewiring throughout and repair to any damaged brickwork and pointing.

As expected in a commercial building of this era, asbestos containing materials are evident in the roofing material and some boarding and fixtures (i.e. Bakelite WC cistern). These can all be removed safely by an ACM registered contractor and replaced without disturbing the integrity of the heritage of the building.

Kitchen facilities and plumbing will require refitting and storage increased. The street level entrance will require a security door plus refurbishment of existing wooden external door.

Although the building is spacious and has level access, it will require certain works to become DDA compliant – a platform lift from Entrance Hall to Learning Space, widening of internal doors and installation of an accessible WC. Floors will need to be refurbished.

In order that the Learning Space is suitable for the planned activities it will require display boards to walls, a second exit opened to the yard and secondary fire door installed for the fire safety, egress and safeguarding of pupils, an environmental health compliant redecoration and a lighting array suitable for displays and classroom activities.

It is not intended to bring the late Victorian wall oven (solid fuel) or the Edwardian wall oven (gas) back into use yet. They will be cleaned in order that they are safe but retain their heritage story. Appropriate electric and gas fittings will be installed during the complete rewire but the ovens themselves will not be repaired.

The “attic” Archive Space will require shelving and a new access ladder. The rear of the solid fuel ovens will be covered for safety but with viewing windows.

All of the requirements, including the standards of work and materials required are included in a detailed specification (attached) for which we have received three independent quotations from main contractors.

9e. MANAGEMENT OF BUILDING WORKS

The Trustee Building Committee (accountable directly to the Trustee Board) will oversee the financial management and works programme. Meeting on a regular basis, they will ensure all targets are met and issues addressed swiftly and appropriately. They will delegate the day-to-day Project Management to the MOM Project manager.

In liaison with the property owners and the appointed Main Contractor, the MOM Project manager will coordinate the physical renovation of the Bakehouse. The Project manager will report regularly to the Trustee Building Committee.

An appointed Main Contractor will manage all aspects of refurbishment in line with a clear specification, contract and timeline. As the rooms become available, the Project manager will both develop heritage activities and source project financing and income generation opportunities to secure a sustainable future for the venue.

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Prior Experience

The Trustee Board is a highly experienced team with considerable background and experience in community development, business management and property development. The Trustees, between themselves, have been responsible for the successful development of a high number of local heritage buildings for business, residential and community use. The team includes two CEO's of large local firms with significant management skills. The Treasurer has considerable planning and financial management experience at both local government and community level. Trustees also have significant educational experience to bring to the design of a safe and engaging learning environment.

The Trustee Building Committee will be led by a Trustee with a long and distinguished career in Building Surveying and Fellow of the Royal Institute of Chartered Surveyors. He has worked as Chief Building Surveyor for NYCC as well as working independently on a considerable range of heritage buildings notably for the local CoE Diocese and Methodist Circuit. He has been actively involved in the successful refurbishment and conversion to public use of Grewelthorpe Village Hall (from Methodist Church) and Masham Community Office (from Police House). The committee will also include the Treasurer, a Trustee with significant teaching experience and our Built Heritage Advisor (BBS PgDip. ABRC (Conservation)) who brings significant skills and experience in the repair and protection of industrial heritage as well as heritage skills training in the building industry.

The MOM Project manager is Prince2 qualified and has successfully delivered building and design projects centred on over 100 community venues, schools and other local authority properties. The Project manager has a particular expertise in ensuring sustainability of the build process right through to the life-span performance of the finished refurbishment.

All Main Contractors who have tendered for the work have significant local experience on similar projects and have evidenced their high standards of work on buildings of a similar heritage and condition.

9f. PLANNING CONSENT

As part of their support for the project, Masham Parish Council are taking forward the planning consents needed from Harrogate Borough Council as a community project. The nature of the works do not require building consent but do require a change of use for the specific area to be leased to MOM. This is from Shop (Class A1) to Community Heritage Centre (Class D1). This application is currently being considered by HBC (decision by Nov 15th 2016).

9g. IMPACT OF WORKS - ENVIRONMENTAL, HERITAGE, SUSTAINABILITY

Environmental

The nature of the works will not be negatively impacting on the local environment and contractors are required to maintain BREEAM standards in their work. All utilities are currently on site and no groundworks are required. Waste is being safely removed from site daily. The planned work does not trigger local criteria and indicative thresholds for protected species and the site is not in a designated site or priority habitat.

As is to be expected in a building of this age, asbestos is on site and has been surveyed. It will be removed safely by registered contractors.

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Heritage

The building falls into the Masham Conservation Area. Harrogate Borough Council Conservation Area Character Appraisal is clear in the importance of College Lane and the importance of the working buildings to the rear of our Georgian frontages. The sensitive refurbishment of the site will bring an important local building back into public use and enable its heritage story, and those of the many similar buildings in the town, to be told. A Heritage Report has been produced on the building itself (see appendices). The works described above and within the specification document are very clear in terms of the importance of retaining the building's heritage story whilst making it fit for current use.

The asbestos roofing material is being replaced with a like-for-like corrugated material and the roofline will not be altered. The important features of the bakery will be retained including the room layouts, the wall ovens internally and the distinctive metal flues externally.

Works internally will uncover and make evident the story of the building itself, for example the stone arching from the original cart way and the workings to the rear of the solid fuel oven.

Sustainability

The building works are being completed to a BREEAM standard. The envelope of the building is being significantly improved and, combined with the installation of a high level of insulation, it will have a large impact on improving the building's energy performance and reducing carbon emissions. All lighting, plumbing and heating will use low energy and water consumption fixtures and appliances.

MOM already has a strong commitment to sustainable practices in our work and this will continue in the new venue and with the new activities. This will cover procurement, recycling, waste management and encouraging energy and water saving behaviours in staff, volunteers and users.

9h. TIMELINE OF BUILDING WORKS

Planning

An application for the required Change of Use is currently with Harrogate Borough Council with a decision date of 15th November.

Legal

A pre-agreement is currently being reviewed for signing. This commits MOM and the owners of the property to a final lease arrangement when funding and planning permission is achieved. The final lease (7 years minimum) has also been drawn up and is being reviewed for signing.

Tendering

The tender process is now complete and so final contracts with the preferred main contractor can be entered into quickly on confirmation of funds.

Building

The building works will require 8-10 weeks.

Preparation of the venue

The design and construction of displays, internal signage etc. will be started during the building phase. A period of four weeks after the build is completed will be required for snagging, final fit-out, and preparation for the launch, which will take place in late September 2017..

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9i. REFURBISHMENT BUDGET AND FUNDING

N.B. The costs here are taken from the lowest quote received for the work (of three quotes from the six companies invited to quote)

WORKS		COSTS £	
Preparation			
Building Survey		RIK	
Heritage assessment		RIK	
Legal Documentation	<i>Formal pre-agreement and leaset</i>	RIK	
Permissions	<i>Change of use</i>	195	
	<i>Building Regs</i>	.1,000	£ 1,195
Detailed surveys & plans	<i>Drawing survey</i>	RIK	
	<i>Scheme plans and costings</i>	RIK	
	<i>Asbestos survey</i>	240	
	<i>Tendering process</i>	RIK	£ 240
Works			
General	<i>Barriers, hoardings, security etc</i>	250	
Removal	<i>Of boarding, installations, and especially asbestos</i>	9,030	
Walls / Floors	<i>Including damp-proofing and chimney pots</i>	8,710	
Roof	<i>Full replacement including guttering and roof lights</i>	23,035	
Walling and internal	<i>Internal layout, division and screening</i>	13,300	
External stores and WC	<i>Creation of new storage and WC</i>	7,550	
History room	<i>Prepare / equip space for volunteers, staff and public</i>	4,205	
Accessible WC	<i>Set up, equip and decorate accessivle WC</i>	3,925	
Archive / access area	<i>Flooring and making good</i>	1,800	
First floor archive	<i>Shelving and reinforcement for storage of papers etc</i>	1,100	
Reception access area	<i>Seating, flooring, display boards and stairlift</i>	12,200	
Electrical	<i>All electrical and lighting work including new install</i>	9,000	
Water, gas and heating	<i>All utilities work inc new boiler and splitting metering</i>	12,750	
Decoration	<i>All painting inside and out</i>	6,000	
External entrance	<i>Paving, signage and bike rack</i>	1,355	
VAT	<i>On a net total of £114,860</i>	22,842	£ 137,052
Project Management	<i>90 days @£125 per day</i>	11,250	£ 11,250
		TOTA:	£ 149,737

Yorkshire Dales LEADER	£ 26,526
Garfield Weston Foundation	£ 24,396
HLF Our Heritage	£ 97,300
Already Paid / Core Funds	£ 1,515
TOTAL	£ 149,737