

Business Plan
June 2024

OTLEY

common

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1.
**EXECUTIVE
SUMMARY**

Our vision is to transform the former **Otley Methodist Church** into the ‘**Otley Common**’, a vibrant and welcoming Common for community, enterprise, inclusion, culture, and the arts.

It will provide spaces for community groups and classes, small studios for artists or business start-ups, a community café with opportunity to support people back into employment, co-working space, a dedicated youth area and large spaces for a programme of music and theatre or private or professional functions.

It will also transform the three-bedroom Caretaker’s House into a groundbreaking showcase of how older houses can be retrofitted to become sustainable homes and contribute towards **Otley’s ambition** to become carbon neutral and an exemplar of best practice. The affordable accommodation offered by the cottage will complement the activities within the Common.

Our aim therefore is to invest in the buildings’ future, bring them back into full-time use as **Otley Common**, and provide a progressive community space run by the community for the community. **Otley Common** will become a ‘**Community Action Hub**’, providing a home for community organisations and groups that are responding to the challenges of the twenty-first century in a welcoming environment which provides a place for everyone to **meet, work, and play**.

2. INTRODUCTION

2.1 PURPOSE OF THIS BUSINESS PLAN

To provide an overview of the plans of the Otley Common, over the following 5 years. This plan will be used to guide the decisions of the board of trustees, as a mechanism to build community and stakeholder support for our plans, and to create a strong case for investment. This includes grant funders, those investing through the purchase of community shares, and potentially social investors and other loan finance providers.

2.2 WHO WE ARE

Friends of Otley Common Otley Ltd (FTWOL) is a Community Benefit Society (registration number 9110) which formed in August 2023. Our organisation formed through the coming together of Otley residents who shared concerns about the ongoing loss of community assets within the area and particularly Otley Methodist Church.

Our ambition goes far beyond preserving the bricks and mortar and our plans are transformational in relation to the creation of a range of high impact activities for the benefit of the people of Otley. Through this process we aim to mobilise and empower more members of the community, building upon engagement already undertaken and create a truly community owned and led enterprise.

2.3 OUR VISION

The Otley Common will:

- Create momentum through activity
- Connect the existing community
- Be a centre to socialise, to work, to create
- Be a place to have ideas, a place to share ideas
- Facilitate collaboration and foster innovation
- Be regenerative and support economic growth
- Empower local people of all ages to enable them to thrive

2.4 STRATEGIC OBJECTIVES

To realise our vision, we have identified several high-level objectives, which are interconnected and will collectively support the people of Otley to thrive:

- Create a vibrant networked community; providing opportunities for existing and new groups to work together in a welcoming and inclusive environment; taking on issues of social isolation and loneliness across all ages. A place to facilitate collaboration for the benefit of the community.
- Enable the local economy to thrive; by providing spaces for small businesses and start-ups to be based, co-working spaces for workers and businesses, and a range of meeting rooms that can be used flexibly. We will attract wider audiences into the community, for the benefit of other businesses in town.
- Support culture and arts; by providing space for local arts groups to be based or formed, and using the facilities to attract artists and exhibitions from further afield.
- Tackle climate change; by decarbonising the Grade II building. In addition, retrofitting the cottage to become a cutting-edge show home for sustainability, and providing a space for our partners Otley 2030 to create a 'Community Action Lab' that will bring key stakeholders together to tackle the climate, nature, and social crises we face.

2.5 ABOUT OTLEY

Geography

Sitting on the border between West Yorkshire and North Yorkshire, Otley is a thriving market town and civil parish which stands upon the River Wharfe, northwest of Leeds. It is in two parts: south of the river is the historic town of Otley and to the north is Newall, which was formerly a separate township.

Industrial History

The town was once a key centre for the wool trade alongside industries such as cotton weaving, tannery and paper production during the Industrial Revolution. Otley is the birthplace of the famous furniture maker Thomas Chippendale, and is known for the invention and production of the Wharfedale Printing Machine.

Culture & Sport

Otley is home to the famous Otley Folk Festival, which attracts musicians and visitors from around the world. The town also has a strong sporting culture, with several local rugby, football and cricket clubs. A popular spot for hiking and outdoor activities such as climbing and cycling, the Women's World Cycling Champion Lizzie Deignan was born here.

Economy

Otley now depends significantly on trade from tourism for its economic well-being. The town is known for its traditional pubs, cobbled streets and thriving independent shops.

Community Spirit

Otley is a vibrant town with a very engaged and close-knit community. Many residents are involved in volunteering with various community-based initiatives.

Introduction to the Demography of Otley *based on figures from 2021 Census

Otley has a population of 14,364 with 5% more elderly people (65+) compared to the national average. On the other end of the age spectrum, 16.9% are school children and full-time students (lower than the national average of 20.4%).

Otley is predominantly White with 96.8% of the population of Otley identifying as White, whilst 17.4% identify as Disabled under the Equality Act. The population, for the majority is economically active with 56.8% of those aged 16 and over in employment, in comparison to 2.3% who are economically unactive and unemployed. Meanwhile a slightly higher than average percentage (40.9%) are economically inactive. (The national average is 39.1%).

Otley has a well educated population with 39.6% holding a Level 4 qualification and above (6% higher than the national average). This is reflected in the jobs held, with 13.2% of economically active individuals holding manager, director and senior official level roles and 25.1% working in professional occupations (5% higher than the national average). A much lower percentage (4.7%) work as process, plant and machine operatives and 7% in sales and customer service occupations.

Despite Otley's image as an affluent area with 53.1% of households considered not deprived in any dimension (according to the Index of Multiple Deprivation 2019), 11% of the town's population are in country's 20% most deprived.

2.6 ABOUT OTLEY METHODIST CHURCH

The main church was built in 1875 and was designed by Edward Taylor of York. The Wesley Hall was built adjacent in 1905 to serve as a Sunday School and recreational hall and became well known for its Gilbert and Sullivan plays. The lecture and youth halls were built at the rear on Walkergate along with the Church parlour. The caretaker's house (also based upon the site) was built at this time. Alterations to the Church Sanctuary were made in 1975 with the insertion of a new glazed vestibule on Boroughgate and the Upper Gallery was reduced in size with a new partition screen inserted. In 2002 a new entrance from Walkergate was added. The building is therefore of significant architectural interest.

The building is set to close in 2024 and with that, a well-used community asset will be lost. Its use for worship had declined (the reason for closure) but it was extremely well used by multiple community organisations - hosting around twenty groups. Despite the loss of multiple community assets over the years the closure of the Methodist Church constitutes one of the biggest blows to the town because of how well it was used. Some groups have found temporary accommodation elsewhere but have expressed a desire to return but many (including the Scouts and Guides) have to-date been unable to find alternative accommodation.

2.7

OUR PLANS — CREATING OTLEY COMMON

We are raising funds to buy the former Methodist Church (including the adjacent Caretaker's Cottage) and transform it into 'Otley Common', a place for the community, owned by the community.

Our commitment to community development is core to our approach. We believe that by listening to the community and fostering a spirit of togetherness, we can transform this historic church into a place of hope, support, and growth for all residents. We are dedicated to creating a brighter future for the community, and this church will be the cornerstone of our efforts.

The realisation of this project will be a Common space for all ages, providing a broad range of essential services and projects. The different spaces will accommodate:

- Community and social groups, from uniformed groups to yoga and art classes
 - Local small businesses, artists, and start up enterprises
 - A Community Action Hub led by our partners Otley 2030
 - Co-working space encouraging people to work together
 - Large events including music, speakers, weddings
 - Theatre and performing arts
 - Life-long learning opportunities
 - A vibrant community cafe and meeting space
 - A showcase for decarbonisation and sustainability, (both the Common and the cottage)
- And much more...



The Otley COMMON; a vibrant cultural and social space that will benefit the entire community and local economy.

3.1

ACTIVITY DESCRIPTION

The business model and operations of the building can be broken down into six key areas:

Events Venue

Hosting a wide range of regular events at weekends including live music and theatre events, public speakers, and a range of important annual community events (e.g. seasonal events including markets; beer, food, and music festivals). We will also offer the large spaces within the building for commercial hire for weddings, family celebrations, local business conferences and meetings, school events, and exhibitions. We will promote these through the publication of an annual calendar.

Sessional Hire

Making available several key spaces for regular sessional hire by community groups throughout the week for a wide range of arts, cultural and physical activities across all age groups. This will include affordable social events and activities related to arts, heritage, and sports (e.g., exercise classes, yoga, dance, family discos, music rehearsals).

Youth Space

Dedicating one of the larger rooms to youth provision. This will enable local uniformed groups to be able to continue the over a century's tradition of use of the building, but also provide much required space for other youth groups in the town. We will also work with local youth-focused community groups and Otley Family of Schools to ensure that young people can access all the venue's facilities.

Renting Space

Converting the main hall's side rooms into studios and small offices for creatives and entrepreneurs enabling access to affordable premises within a supportive environment to support the growth of their businesses and encourage mutual support and collaboration. We will create of an innovative, supportive environment for small and start-up businesses.

Co-working Space

Converting one of the larger rooms into a co-working space, where people will be able to rent a desk for specific periods of time. This will be available to local businesspeople, including start-ups, social enterprises, local charities, and community groups and enable the site to be used as ad hoc meeting room use for client / customer visits.

Café Bar

A café with refreshments and simple and healthy catering to support daytime community activities, and a bar to support evening and weekend events (see events venue above). We envisage that this will encourage a significant increase in footfall to the Common.

Overnight Accommodation

To use The Caretakers' Cottage to provide an overnight accommodation option for people using the facilities and accessing activities in the main building (e.g. business visitors, wedding guests, touring musicians, conference attendees etc). This recognises the relative isolation of Otley and the scarcity of hotel and B&B accommodation in proximity to the building. We will use an ethical letting agent (e.g. FairBnB) with priority booking reserved for those accessing the building.

We will retrofit the cottage to high environmental standards, enabling its use as a showcase for sustainable energy technology promoted via regular open days, workshops, and events, to encourage the take up of such technologies by residents, businesses, and others.

3.2 OUR IMPACT

Our theory of change describes the impact that the Common will have on the local community in Otley through analysing our planned activities and the types of outputs and outcomes they will generate. This theory of change has been created by drawing on a range of relevant material, including the Otley Common's financial forecasts, evidence of community need, and community feedback about what local people want to see in the area. We have also used this theory of change to inform other aspects of this business plan: for example, our overall aims for the Common match closely with the impact we plan to create from our activities.

There are five core themes embedded within the theory of change below. These feature repeatedly within our activities, outputs, outcomes, and the impact we plan to create.

Arts & Heritage

Local people have access to high quality, affordable, and inclusive opportunities in the arts, cultural services, heritage and sports.

Employment, Training, and Education

Local people have access to training opportunities, are able to develop new skills and create lifelong learning opportunities.

Mental Health and Wellbeing

Local people have opportunities to engage in meaningful and fulfilling activities, creating a sense of purpose, emotional resilience, confidence and aspirations for the future.

Citizenship and Community

Local people have a positive perception of their community and area, feeling satisfied and proud of where they live.

Sustainability and Regeneration

Creating local economic growth, spending and investment, whilst also reducing carbon footprint, promoting energy efficiency, and preserving or enhancing local biodiversity.

CREATING
SPACES
AND
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THEY LEAD
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OTHER.


ACTIVITIES The types of deliverable, products and services that you offer.	OUTPUTS The specific number and format of your deliverables	OUTCOMES Results that you can observe and measure	IMPACT The value added by this work; the difference you make.
OFFICE SPACE HIRE	<ul style="list-style-type: none"> • 8+ local organisations provided with the space to start-up, expand or consolidate their businesses. 	<ul style="list-style-type: none"> • Creation of an innovation environment for small and start-up businesses in Otley. • Increased local economic growth & investment. • Increased partnership working between organisations. 	<ul style="list-style-type: none"> • Creating a vibrant community. • Enabling the local economy to thrive.
CO WORKING SPACE & MEETING ROOM HIRE	<ul style="list-style-type: none"> • 8+ local organisations provided with desk space to co-work with others. • Ad-hoc meeting room use for client / customer visits. 	<ul style="list-style-type: none"> • Improved collaboration between local people and businesses. • Reduced loneliness and social isolation among local workers. 	<ul style="list-style-type: none"> • Making Otley an attractive destination to visit.
CATERING PROVISION AND DAYTIME CAFE	<ul style="list-style-type: none"> • 50+ events catered for each year. • 15+ people trained and employed as catering staff. • Daytime cafe serving 50+ daily visitors. 	<ul style="list-style-type: none"> • Creation of meaningful employment for local people. • Creation of fulfilling training opportunities for local people. • More opportunities for people to meet, socialise and connect. 	<ul style="list-style-type: none"> • Improving the wellbeing of Otley residents.
EVENTS SPACE HIRE	<ul style="list-style-type: none"> • Calendar of regular, affordable social events and activities related to arts, heritage and sports. • Calendar of larger events e.g. concerts, talks, weddings etc. • 500+ activities /events per year. • Volunteering programme for arts, heritage and sports. 	<ul style="list-style-type: none"> • Improved physical and mental wellbeing. • Improved confidence and self-esteem. • Increased number of visitors to Otley. • Otley residents more engaged in accessible and inclusive events. • More opportunities for local people to try something new and learn skills. • Local people find meaning and fulfilment in engaging with arts, culture and heritage. 	<ul style="list-style-type: none"> • Increasing the sense of local pride among Otley residents.
ECO SHOW HOME			<ul style="list-style-type: none"> • Tackling climate change.

MAKING OTLEY: VIBRANT, GROW, THRIVE, PROUD, AND BUILD.

3.3 HOW WE WILL MEASURE OUR IMPACT

The table demonstrates the types of data, information, and feedback we will collect to evaluate the output, outcome and impact indicators detailed within our theory of change. This gives us a framework through which we can evaluate the work we do and ensure our activities are having a positive impact on the local community.

OUTPUTS	OUTCOMES	IMPACT
<ul style="list-style-type: none"> Gather data about the organisation who hire an office space (number, sector, stage of development, etc). 	<ul style="list-style-type: none"> Monitor the development of organisations which hire office space — are they able to successfully grow? 	<ul style="list-style-type: none"> Measure change over time — how people feel about the areas, others, and themselves at the start of their interaction with the Otley COMMON and when it has been open for 1+ years.
<ul style="list-style-type: none"> Gather data about the people who use the co-working space (number, occupation, demographics, etc). 	<ul style="list-style-type: none"> Collect feedback from people who use the office space — are they satisfied? What benefits do they get from using the space? 	<ul style="list-style-type: none"> Record (via surveys) local people's self-reported sense of: <ul style="list-style-type: none"> — Confidence and self esteem. — Mental and physical wellbeing. — Ability to develop new skills. — Access to local economic opportunities. — Satisfaction with where they live. — Overall quality of things to do in the area.
<p>Record the number of events which take place in the centre plus information about these events (e.g. type of event, regularity, number of attendees.</p>	<ul style="list-style-type: none"> Collect event feedback — ask how people feel after attending an even at OtleyCOMMON. 	<ul style="list-style-type: none"> Record number of people who have visited Otley to attend and activity / event at the Otley COMMON over a period (e.g. 1 year).
<ul style="list-style-type: none"> Gather information about employees and volunteers engaged in activities, projects and initiatives at the Otley COMMON (number, demographics, etc). 	<ul style="list-style-type: none"> Ask organisations who host activities in the centre whether they collect any data about their participants which they could share (anonymously). 	



**4.
OPERATING
ENVIRONMENT**

4.1 ECONOMIC AND POLITICAL POLICY CONTEXT

Our Otley Neighbourhood Plan (2018-2028)

It was developed by Otley Town Council supported by extensive consultation with the local community and has resulted in the local community playing a much stronger, positive role in shaping the area. It will be used alongside Leeds City Council's Local Plan and decisions on planning applications will be made using both the Local Plan and the Neighbourhood Plan.

The overall aim is; to develop, maintain and improve a vibrant and sustainable Otley by stimulating a thriving economy with a range of employment opportunities and 'affordable' housing that supports an active and inclusive community; and making the most of Otley's natural assets whilst protecting and enhancing its unique environment and heritage.

Therefore, the plan is not limited to a focus upon housing. Objectives stated in the Neighbourhood Plan which our ambitions align to include:

- To support and regenerate the local economy; and: To ensure that new employment opportunities are provided in the town; which we will provide through the provision of new workspaces and a culture of support for new enterprise.
- To ensure the retention and provision of better community, cultural and leisure facilities for all; provided through our focus upon arts, events and activities designed to bring people together.
- To protect and enhance Otley's rich built heritage; achieved by saving the church and other historic buildings on the site which are both of significant built heritage value and valued by the community.
- To ensure high quality design in buildings and places; we aim to preserve valuable physical features of the building whilst modernising the spaces within including increasing the environmental credentials of the buildings and aiming to achieve a demonstration project to showcase high environmental standards which can be adopted by others.

Best City Ambition

Is Leeds City Council's overall ambition for the future of Leeds. It has three "pillars", which our ambitions align to:

- Health and wellbeing, which includes a focus upon improving social interaction, increasing the provision of community meeting spaces, and supporting good mental health. This ambition is supported by its own strategic plan: Leeds Health and Wellbeing Strategy 2023-2030. These are all ambitions reflected in our own plans in relation to the role of the building in providing spaces for people to come together and participate in activities which improve their wellbeing.
- Inclusive growth – we align to this by connecting businesses and social enterprises with the communities they are based within and connecting them with each other for mutual support. Providing affordable office/studio space and hot desking options for local businesses and start ups also aligns with this.
- Zero carbon – including in relation to reducing journey time through the provision of local workspaces and improving the environmental credentials of the built environment. The Leeds Vision Zero 2040 Strategy expands on this ambition. A Climate Emergency has also been declared by Leeds City Council and Otley Town Council, who have supported, our strategic partner, Otley 2030's vision to make Otley a carbon zero, sustainable and fair town by the 2030s.

Leeds Children and Young People's Plan's

The vision is for Leeds to be the best city in the UK and the best city for children and young people to grow up in – an aspiration for Leeds to be a child friendly city. This plan aims to improve outcomes for all our children whilst recognising the need for outcomes to improve faster for children and young people from vulnerable and deprived backgrounds.

Our project has a significant focus upon young people including the original catalyst being the concern of the loss of a facility which hosts youth groups including uniformed children's groups. Our project will not only safeguard their presence in the community but will also be a catalyst for further youth activity to emerge, particularly linked to arts and drama but also youth enterprise support.

4.2 OUR TEAM AND THE COMMUNITY

As you will see from our list of board members below, we are building a highly skilled team that are deeply embedded with in the local community, many of whom lead or are an engaged in local community groups and projects. This experience and knowledge of the local community gives us the perfect insight into the demands of local people and a real understanding of what services are lacking.

4.3 COMMUNITY ENGAGEMENT UNDERTAKEN

Meaningful engagement has been central to developing a strategy to purchase the former Methodist Church and transform it into a sustainable asset for the town. This is a continuous and iterative process, so that new knowledge and feedback is fed back into the development. This could be in response to feedback on governance and business strategy, through to allocation of lettable spaces and storage solutions.

Consultation has taken a variety of forms including interactive displays, stalls, community lunches, surveys, meetings and workshops.

What we have learnt from the activities is that there is a real support for Otley COMMON, and that there is a real need for a new civic space in the town.

It also must be noted that our core team is made up of people embedded in the local community, who are members or leaders of various groups and organisations, and therefore have an intrinsic knowledge of the local community's needs.

An example of the different types of activities are outlined here.

Date/consultation period:
JUNE 2021

Title:
CONNECTING A COMMUNITY

Details of consultation:
OTLEY 2030 CARRIED OUT A SURVEY TO UNDERSTAND WHAT COMMUNITY FACILITIES OTLEY LACKED.

THE QUESTION WAS CARRIED OUT USING ONLINE SURVEYS AS WELL AS IN PERSON WORKSHOPS. OUT OF THE 120 WHO ATTENDED, THE MAJORITY RESPONDED WITH "YOUTH" AND "COMMUNITY".

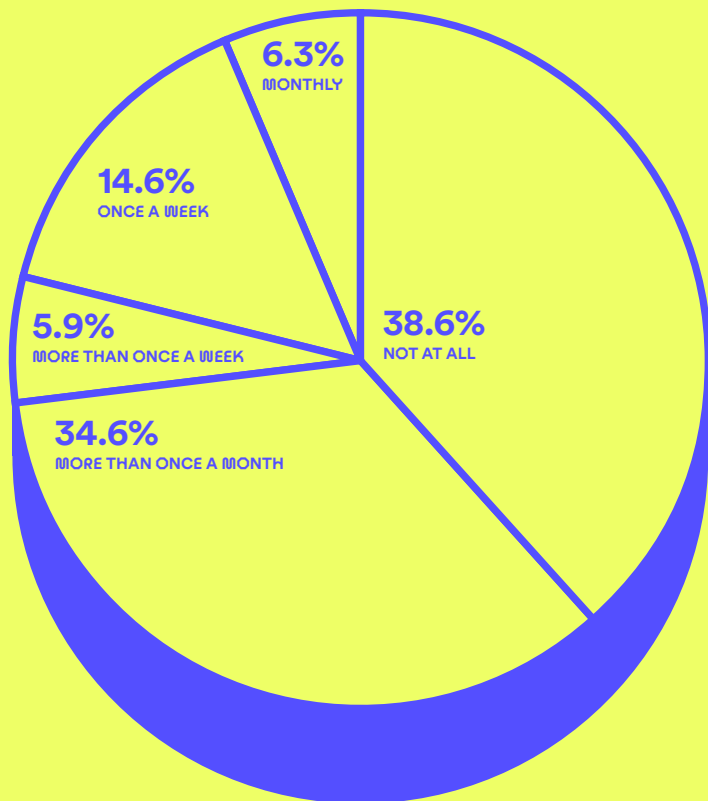


Date/consultation period:
MAY 2022

Title:
OTLEY SPACE YOUTH SURVEY BEING AMONGST THE MOST PROMINENT WORDS TO FEATURE.

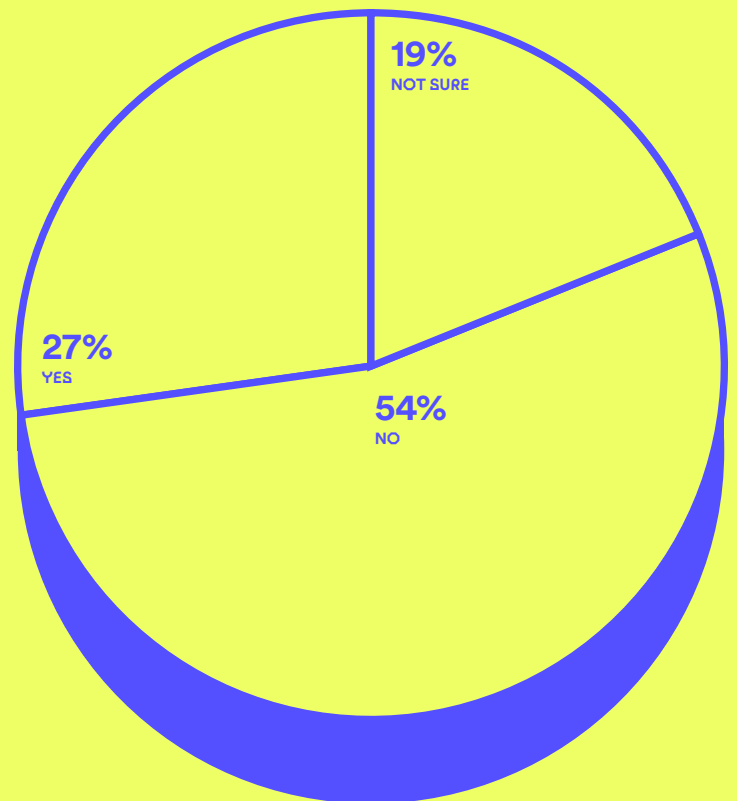
Details of consultation:
A LOCAL YOUTH COMMUNITY GROUP CARRIED OUT A SURVEY OF 255 SECONDARY SCHOOL AGE CHILDREN, SPECIFICALLY ASKING QUESTIONS ABOUT THEIR THOUGHTS ON AN AFTER SCHOOL YOUTH HUB. AS THE PIE CHART BELOW SHOWS, 61.4% OF RESPONDENTS SAID THEY WOULD USE THE SPACE AT LEAST MONTHLY. THE WORD CLOUD THEN DEMONSTRATES HOW THERE IS A REAL DEMAND FOR ACTIVITIES IN SUCH A VENUE, WITH “GAMES”, “SPORTS”, AND “ACTIVITIES” BEING AMONGST THE MOST PROMINENT WORDS TO FEATURE.

HOW OFFTEN WOULD YOU USE AN AFTER SCHOOL YOUTH HUB?



DO YOU THINK THERE ARE ENOUGH FACILITIES OF YOUNG PEOPLE IN OTLEY?

The Otley Common Youth Survey – Our own survey of Year 10 pupils in Prince Henry's School also yielded similar results:



Event date/consultation period:
20TH MAY 2023

Event title:
OTLEY SHOW DETAILS OF CONSULTATION: A STAND WAS HELD BY THE PROJECT'S ARCHITECTS, STEAD & CO. ARCHITECTS. TWO MEMBERS OF STAFF WERE PRESENT — STEFANIE STEAD AND SARAH FOXWELL. THE EVENT RAN FROM 9AM THROUGH TO 4PM.

Details of consultation:
THE CONSULTATION TOOK THE FORM OF A TABLE SCHEME DISPLAY WITH INTERACTIVE DISPLAY. THE PROPOSED PLANS LAID OUT ON TABLES, AND BOARDS WITH PHOTOGRAPHS AND ROOM FOR COMMENTS AT THE SIDES. LEAFLETS FURTHER EXPLAINING THE PROJECT WERE DISTRIBUTED. MEMBERS OF THE PUBLIC WERE INVITED TO COMMENT ON POST-IT NOTES AS TO WHAT THEY WOULD LIKE TO SEE AND OPPORTUNITIES FOR THE BUILDING. MANY PEOPLE WERE MEMBERS OF COMMUNITY GROUPS THAT NEEDED A NEW LOCATION TO MEET, AND THESE WERE ALSO NOTED DOWN.

DURING THE 7 HOURS, IT WAS ESTIMATED THAT STEFANIE AND SARAH SPOKE TO OVER 200 PEOPLE. NOT EVERYONE WROTE COMMENTS, AND IT SHOULD BE NOTED THAT MANY PEOPLE DIDN'T WRITE A COMMENT IF THEY SAW THAT IT WAS ALREADY WRITTEN.

COMMENTS RECEIVED

HOW ADDRESSED IN THE DEVELOPMENT PLAN

VENUE FOR CHEZVIN WINE FESTIVAL	Wesley hall available to hire
MUSIC VENUE	Both the Wesley and Concert Halls available for hire. A smaller venue is available at the Courthouse and much smaller venues are available around the town - so Otley can become a centre for a range of music genres and scenes
WHARFEDALE GARDENERS	Concert Hall available to hire (used to be their venue)
STORAGE FOR UNIFORMED GROUPS	Storage provided on ground floor specifically for uniform groups
CRAFT FAIR FOR LOCAL MAKERS	Wesley Hall available for hire
WEDDINGS	Concert hall available for hire
PARTIES	Wesley hall, the Common Room and the Assembly Room all available for hire for parties
ART GALLERY	Potential to make the Concert Hall vestibule to a dedicated exhibition space, along with the corridor spaces
UNIFORMED GROUPS	Dedicated Youth Room
AUTUMN FAIRS/FEASTS	Wesley Hall available for hire
OWN AND MAINTAIN A COMMUNITY SPACE/VENUE	Community shares to be made available
WOMEN'S INSTITUTE	Common room with community kitchen available for hire
WARM	Sustainability strategy being produced that makes energy consumption a priority
FUNCTION SPACE	Wesley Hall, Concert Hall and Assembly Room all available for hire for functions including conferences, seminars and parties
THINGS FOR NORMAL PEOPLE	Library of Things and Toy Library proposed
LOCAL FOODS	Long term plan to have a cafe - this is something we can consider
SCHOOL CONCERTS	Both the Wesley and Concert Halls available for hire
DANCE HALL	Wesley Hall available for hire
BOULDERING/CLIMBING WALL	Added to the plans to the Wesley Hall
BEER FESTIVAL	Wesley Hall available for hire
JIGSAW CLUB	Common Room available for hire
OTLEY MUSEUM	Currently in dialogue with Otley Museum to integrate elements of the archives within the building
SAFE SPACE FOR GIRLS	Further discussion to be had with young women
SINGLE PARENT SUPPORT	More detailed required as to what this support entails

COMMENTS RECEIVED

HOW ADDRESSED IN THE DEVELOPMENT PLAN

FOOD BANK	There are potential plans for a Community Larder. Otley Food Bank is located elsewhere in Otley
MEMORY CLINIC/CAFE	The Common Room is available for hire
HOBBIES FOR CHILDREN (NOT COMPUTERS)	Further discussion to be had with young people as to what they feel they need that is not currently provided
COFFEE SHOP	Long term plan to have a coffee shop
SCHOOL EVENTS AND PERFORMANCES	Wesley Hall and Concert Hall available for hire
COMMUNITY CHOIR	Wesley Hall and Concert Hall available for hire
REMOTE CONTROL CAR RACING CLUB	Wesley Hall available for hire. Discussion to be had regarding dedicated storage
YOUTH SPACE	Further discussion to be had with young people as to what they feel they need that is not currently provided. Ongoing discussion with Otley Space. Dedicated Youth Room identified.
SMALL BUSINESS OFFICES	Studio office space to be available for rent on the first floor. Co-working space on the ground floor.
TABLE TENNIS CLUB	Wesley Hall available for let
OTLEY TOWN COUNCIL OFFICES	Further discussion to be had.
INDOOR BOWLS	Wesley Hall available for let
CINEMA	No plans for a cinema at present as this is provided by The Courthouse
TOY LIBRARY	Potential to provide for one alongside the Library of Things
MULTI-USE KITCHEN	Community kitchen provided. This will be retained in the long term plan when a commercial kitchen is installed.
BOWLING ALLEY	Unable to be provided within the space
THEATRE	Wesley Hall is available to hire
BOOK CLUBS	Common Room is available to hire
SOFT PLAY	Unable to be provided within the space, and Buttercups provides a commercial soft play in Otley. Play spaces are also provided by the Bridge Church, the Parish Church and Beech Hill Church
ART CLASSES	Common Room and Assembly Room available for hire
BOARD GAME NIGHTS	Common Room available for hire



Event date/consultation period:
JUNE 2023

Event title:
OTLEY CARNIVAL

Details of consultation:
A STAND WAS HELD BY THE WESLEY GROUP. IT WAS MANAGED BY RICHARD DAVIES, CLARE SMITH, ANDREW HOWARTH AND STEFANIE STEAD. THE EVENT RAN FROM 12.30PM THROUGH TO 4PM.

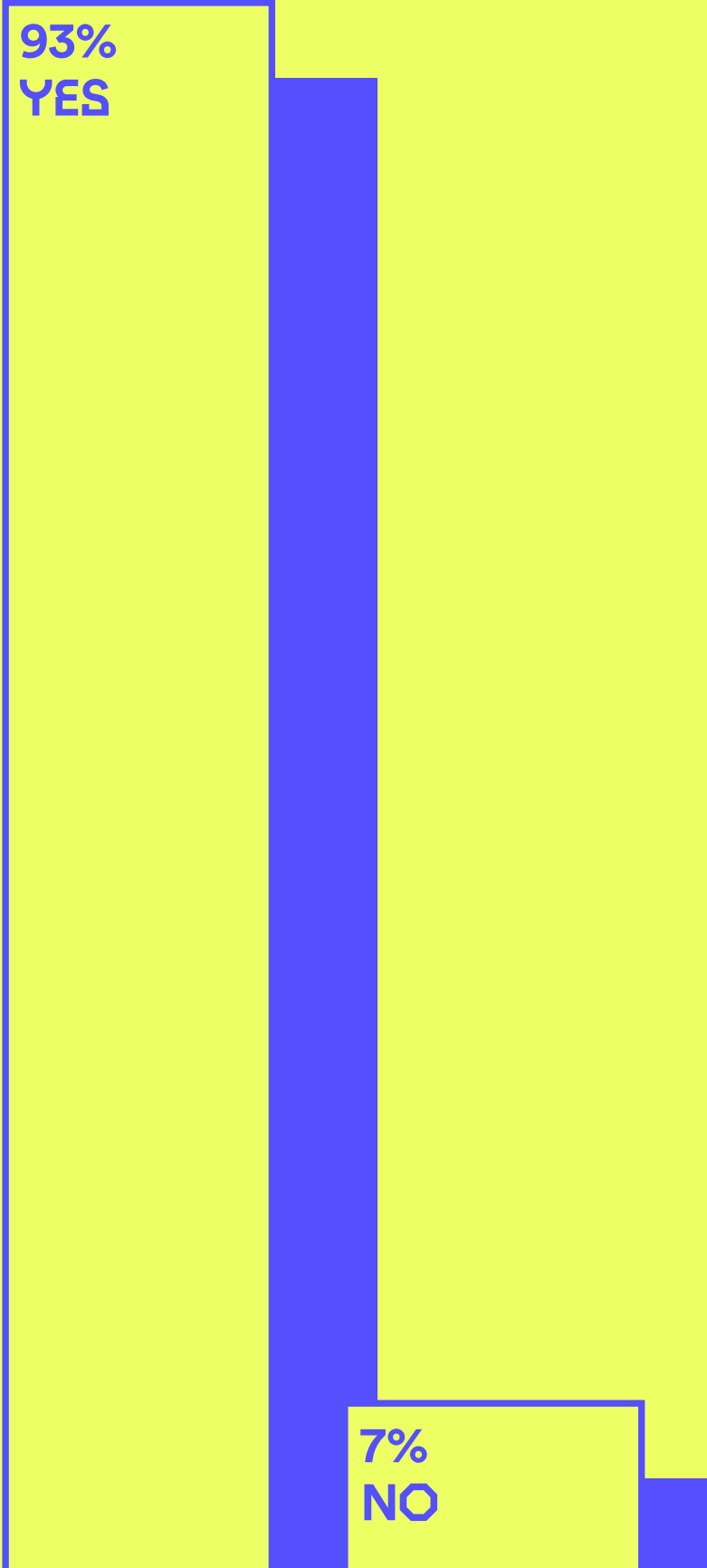
THE CONSULTATION TOOK THE FORM OF A TABLE SCHEME DISPLAY WITH INTERACTIVE DISPLAY. THE PROPOSED PLANS LAID OUT ON TABLES, AND BOARDS WITH PHOTOGRAPHS AND ROOM FOR COMMENTS AT THE SIDES. LEAFLETS FURTHER EXPLAINING THE PROJECT WERE DISTRIBUTED. MEMBERS OF THE PUBLIC WERE INVITED TO COMMENT ON POST-IT NOTES AS TO WHAT THEY WOULD LIKE TO SEE AND OPPORTUNITIES FOR THE BUILDING. MANY PEOPLE WERE MEMBERS OF COMMUNITY GROUPS THAT NEEDED A NEW LOCATION TO MEET, AND THESE WERE ALSO NOTED DOWN.

DURING THE 3.5 HOURS, IT WAS ESTIMATED THAT THE TEAM SPOKE TO 100 PEOPLE. NOT EVERYONE WROTE COMMENTS, AND IT SHOULD BE NOTED THAT MANY PEOPLE DIDN'T WRITE A COMMENT IF THEY SAW THAT IT WAS ALREADY WRITTEN.

Event date/consultation period:
JUNE 2023

Details of consultation:
OTLEY COMMON WAS INITIALLY UNDER THE NAME OF 'THE WESLEY' - WE SURVEYED A BROAD CROSS SECTION OF THE COMMUNITY. 93% OF THOSE SURVEYED SAID THAT OUR DEVELOPMENT PLAN ADDRESSES COMMUNITY NEED.

DOES DEVELOPMENT PLAN ADDRESS COMMUNITY NEEDS?



Event date/consultation period:
24TH JANUARY 2024

Event title:
COMMUNITY LUNCH

Details of consultation:
A PRESENTATION, DISCUSSION AND BUILDING TOUR WAS GIVEN TO OVER 20 LOCAL COMMUNITY ORGANISATIONS BY ANDREW HOWARTH, STEFANIE STEAD, SAFIRA HUSSAIN, ADELIA JESUS AND SARAH WHITTLE.

THESE LOCAL COMMUNITY GROUPS REPRESENT THOUSANDS OF MEMBERS AND VOLUNTEERS ACROSS THE TOWN AND ARE PART OF OUR KEY STAKEHOLDER NETWORK THAT ALLOWS US TO REACH TO THE HEART OF THE COMMUNITY.

A PRESENTATION WAS GIVEN BY THE TEAM IN THE LECTURE HALL, GIVING AN UPDATE TO THE AUDIENCE AS TO THE PROGRESS OF THE BUSINESS PLAN AND THE PURCHASE OF THE PROPERTY. THE DEVELOPMENT PLANS WERE DISCUSSED IN DETAIL.

COMMENTS RECEIVED

HOW ADDRESSED IN THE DEVELOPMENT PLAN

WOULD OTLEY COMMON BE OPEN FOR MUSIC EVENTS?

YES. The Chapel holds over 600, and the acoustics are good. longer term plans would see improved lighting and PA system, along with secondary glazing. in the short term, a listed building application will be made to remove the communion rail and alter table to allow for the staging area to be used. The organ is also in full working order. for music event

ARE WE ABLE TO HOLD THE STUDENTS' END OF YEAR AWARDS CEREMONY AT OTLEY COMMON

YES – both the Wesley Hall and/or the Chapel would work.

INDEPENDENT FOOD FESTIVAL

The Wesley Hall is available for hire.

Event date/consultation period:
JANUARY 2024

Event title:
SURVEY

Details of consultation:

A FURTHER SURVEY WAS RECENTLY CARRIED OUT, AND WAS SHARED AMONGST LOCAL BUSINESSES, CHARITIES, AND INDIVIDUALS WHO MIGHT WANT TO RENT SPACE IN THE BUILDING.

ONLY 18% OF THEM SAID THEY CURRENTLY USE THE BUILDING, WITH 88% (INCLUDING THOSE WHO CURRENTLY USE THE BUILDING) SAID THEY WERE LOOKING FOR SPACE AND WOULD LIKE TO USE THE BUILDING WHEN IT BECOMES THE OTLEY COMMON. THE MAJORITY OF PEOPLE WANTED TO USE THE SPACE AT LEAST MONTHLY OR MORE FREQUENTLY, SUGGESTING A REGULAR TURNOVER OF PEOPLE COMING INTO THE BUILDING. WITH THE MEDIUM-SIZED ROOMS, ACCOMMODATING 11-25 PEOPLE, BEING IN MOST HIGH DEMAND, BUT THERE WAS ALSO GOOD EVEN INTEREST IN EACH OF THE OTHER ROOMS.

CURRENTLY USE VS WOULD USE IN FUTURE

87%
FUTURE

13%
CURRENT

HOW FREQUENTLY WOULD YOU LIKE TO USE THE SPACE?



HOW MANY PEOPLE WOULD YOU EXPECT TO BE USING THE SPACE?



**WE HAVE
ALSO
RECEIVED
THE
FOLLOWING
LETTERS
OF SUPPORT
AND
FEEDBACK.**

Otley Players Theatre Group Committee

“There is a lot of evidence to suggest that arts, culture and creativity can bring not only economic benefit to a town but can also substantially improve the quality of the local environment and the standard of life enjoyed by the local population. Performing arts for both young and old people can substantially improve a person's self-worth, sense of belonging and wider societal contribution.

As well as enhancing the experience of existing residents, a strong and vibrant creative culture is evidenced to improve a community's competitive edge and attract new visitors. It can support a foundation for defining a sense of space, ownership and pride in the local community and Yorkshire as a whole”.

Otley WI

“Otley Women's Institute has members ranging from their late twenties to their nineties, and therefore it is always a challenge to find a venue that can accommodate our numbers, our speakers, our activities and our access needs. Since moving to the former Methodist Church in September 2023, we have been able to increase and improve our activities and welcome many more members.

“We now feel that we are in the centre of the community, and we see opportunities to create intergenerational links through other users of the multifunctional spaces”

Otley 2030 Board of Trustees

“Since we established Otley 2030 in 2019 we have been looking for affordable, convenient places to work from. Having a hot-desking space would be invaluable to us and lots of other community groups we work with”

Otley Live

“Otley Live will be taking place on the weekend 5th July to 7th July 2024. The organising group behind Otley Live welcome a large venue to attract Artists and bands from the region to play in Otley.

The addition of the Otley common as a venue would be a massive boost to the Festival which currently promotes music in various pubs and Otley Courthouse. A larger venue would enhance the ability to attract more well-known artists”

Otley Space

“For over 2 years we have spoken to council leaders, youth services and many other parties with regards to finding a dedicated space for young people in Otley.

Whilst there is recognition that young people's work is needed sadly as we see the selling of so many buildings there seems to be little inclination to provide such”

2nd Otley Guides

“Otley Methodist Church has been the home of the 2nd Otley Guide Company since 1926, providing 98 years of fun, friendship, adventure and life skills to generations of girls in and around Otley. The rooms have provided a safe and comfortable environment for our weekly term-time meetings, enabling us to carry out a wide range of activities such as playing games, singing songs, learning new skills, making things, crafting, baking and cooking, hosting external visitors, playing sports, and completing Guide badges, activities and challenges from our programme.

“The building allows us to accommodate up to 24 girls aged 10-14 in our unit, compared to smaller venues elsewhere that would limit our numbers. Girlguiding is an inclusive organisation and holding our weekly meetings allow us to keep our membership fees to a minimum while giving girls maximum opportunities. Many venues in the town would be cost prohibitive to rent and we would lose members if we had to raise our subs to cover additional room rent. We also benefit hugely from the storage and having our resources on hand in the building for our weekly meetings makes the work unpaid volunteers do possible”

Otley Action for Older People

“Otley Methodist Church has always been a favourite with older people in the town as it is central and within walking distance to the bus station. This makes such a difference to many older people who have mobility difficulties. Otley Action for Older People support this fantastic effort to keep this community asset in the heart of the community where it belongs”

Flash Company Morris

“I have performed in the Methodist Hall as a musician several times during folk festivals. I'm very excited that Otley will have a large performance space with excellent acoustics again.”



Dear Andrew

Wildlife Friendly Otley (WFO) would like to confirm its support for a bid to turn the Methodist Church into a community space for Otley groups and residents.

WFO would have a particular interest in being able to use the space for many of our wildlife-related activities, including;

Education: educational sessions and workshops for both children and adults

Strategy planning meetings: in particular, WFO and OTC have declared a Biodiversity Crisis, and our Nature Recovery Plan could be implemented from the base of the Methodist Church, alongside other groups who have an interest in this, for example the Otley Nature Network.

Meetings of the WFO committee, and various sub committees.

Events: for volunteers, including social and educational gatherings.

Presentations: to inform our members and the wider public about our work and the local biodiversity. Talks by guest speakers etc.

Yours sincerely

Jane Smith

Wildlife Friendly Otley

River Six

Wildlife Friendly Otley

Otley Action were delighted to hear that the Wesley Community Group bid to purchase Otley Methodist Church had been successful subject to them raising the necessary funds. It is wonderful to see what can happen when individuals within a community pull together.

In 2021 when the closure and sale of this monumental building was announced we were saddened to hear this as we have many happy memories of events and gatherings within the community facility.

Following the closure of the Civic Centre in 2010 we moved many of our activities to OMC. This included chair-based exercise, tai chi, Zumba, indoor bowling, and our Thursday lunch clubs. This base was an excellent choice from which we ran our three lunch clubs, storing our commercial freezer within one of their storerooms. We also had many parties, concerts, and events at the venue.

OMC has always been a favourite with older people in the town as it is central and within walking distance to the bus station. This makes such a difference to many older people who have mobility difficulties.

Otley Action support this fantastic effort to keep this community asset in the heart of the community where it belongs and wish the Wesley Community Group the best of luck.

Kind regards

Sue Trainor
Project Manager



HOUSE OF COMMONS

LONDON SW1A 0AA

The Rt Hon Stuart Andrew MP
Parliamentary Under Secretary of State for
Sport, Gambling and Civil Society
Department for Culture Media & Sport
100 Parliament Street
London
SW1A 2BQ

House of Commons,
London,
SW1A0AA

Our Ref: AS41937

4th September 2023

Dear Stuart

I am contacting you in your capacity as Parliamentary Under-Secretary of State for Sport, Tourism, Heritage and Civil Society.

I am writing on behalf of The Wesley Otley Community Benefit Society (CBS) which has been set-up by several members of the local community to purchase the Grade II-listed Otley Methodist Church and convert it into a hub for a wide range of community activities for Otley and the surrounding areas. The town is poorly served by community spaces and the Church has kindly agreed to sell the buildings to The Wesley Otley CBS at a market rate (as required by charity law) over £500k, subject to the funding being raised and a completion of sale by no later than 30 November 2023.

In addition to the sale price, the CBS needs to raise funding of around £200k for modest refurbishment (painting, improved electrics and wifi) to optimise the initial potential community and commercial usage as well as to provide working capital (staff/utilities etc) for the first year whilst income starts to be generated. The group has raised over £50k via an initial Crowdfunder and initial pledges from local business groups, but were seeking to raise the bulk of the money from a community share offer (planned to launch shortly) and a bid to the Community Ownership Fund (COF). This project feels like exactly the sort of scheme that this levelling-up funding was intended for and I am very supportive.

Following a successful expression of interest, the Group submitted an application for COF funding (Round 3, Window 1) in mid-July (with its CBS registration received shortly afterwards) and hoped to hear an outcome relatively soon afterwards, so that it could progress the purchase solid foundations. However, the CBS members have been advised that a decision won't be made until late September following moderation, due diligence, shortlisting and ministerial decision. The Group is concerned that this timeframe imperils its ability to successfully purchase the buildings for the community and that this will be sold to developers for an inappropriate development, leaving the town without a substantial community space. It is also concerned that the formal registration of the CBS occurred after the application submission preventing the business number from being included and a great deal of additional work has been done since the application to firm-up its plans.

CBS members have noted your support for community projects in your constituency and heritage issues more widely and wanted to know if could make further enquiries about the process and their likelihood of success. They have asked me to extend an invitation to visit this beautiful building in the next few weeks. .

I am attaching a copy of their original bid to the Methodist church and a link to their website www.wesleyotley.org.uk

Please contact me if you have any further questions.

Best regards,

Alex Sobel MP

**“COMMON
PROJECT IS AN
INSPIRATIONAL
IDEA LED BY
A TEAM OF
THOUGHTFUL
PEOPLE.”**

**Katie White, Leeds Northwest
Labour Candidate**

“The Wesley Project is an inspirational idea led by a team of thoughtful people. It would be a fantastic addition to our local community, involving people and groups in an accessible way whilst reflecting and enhancing the exciting local initiatives here in Otley.”

Otley Town Council official resolution

“The Council applauds the action by the Wesley Group to retain the Boroughgate buildings for community use. Council wishes them well with their fundraising and will keep under consideration ways in which future support can be offered.”

4.4 AREA NEEDS

Based upon the Indices of Multiple Deprivation (IMD), although Otley compares well to other areas of the country, comparatively to those areas it fares poorly in relation to its living environment. The Living Environment Deprivation Domain measures the quality of the local environment.

In addition, the IMD shows that despite Otley's image as an affluent area, parts of the Weston Estate, a substantial proportion of the area, is in the country's 20% most deprived.

A further indication of need is a busy foodbank serving the town and Otley 2030 (community group aiming to make Otley a more sustainable and fairer town) which delivers veg boxes to families in need on a regular basis, and they have just set up a Community Larder. The veg box scheme has seen deliveries increase from 121 households in 2021 to 141 in 2022 and the most recent delivery in 2023 was to 153. The Food Bank which started in 2013 then delivered to approximately 20 households. In 2022 they made over 2,000 deliveries, and before the end of November in 2023, they had already reached 3,000 deliveries.

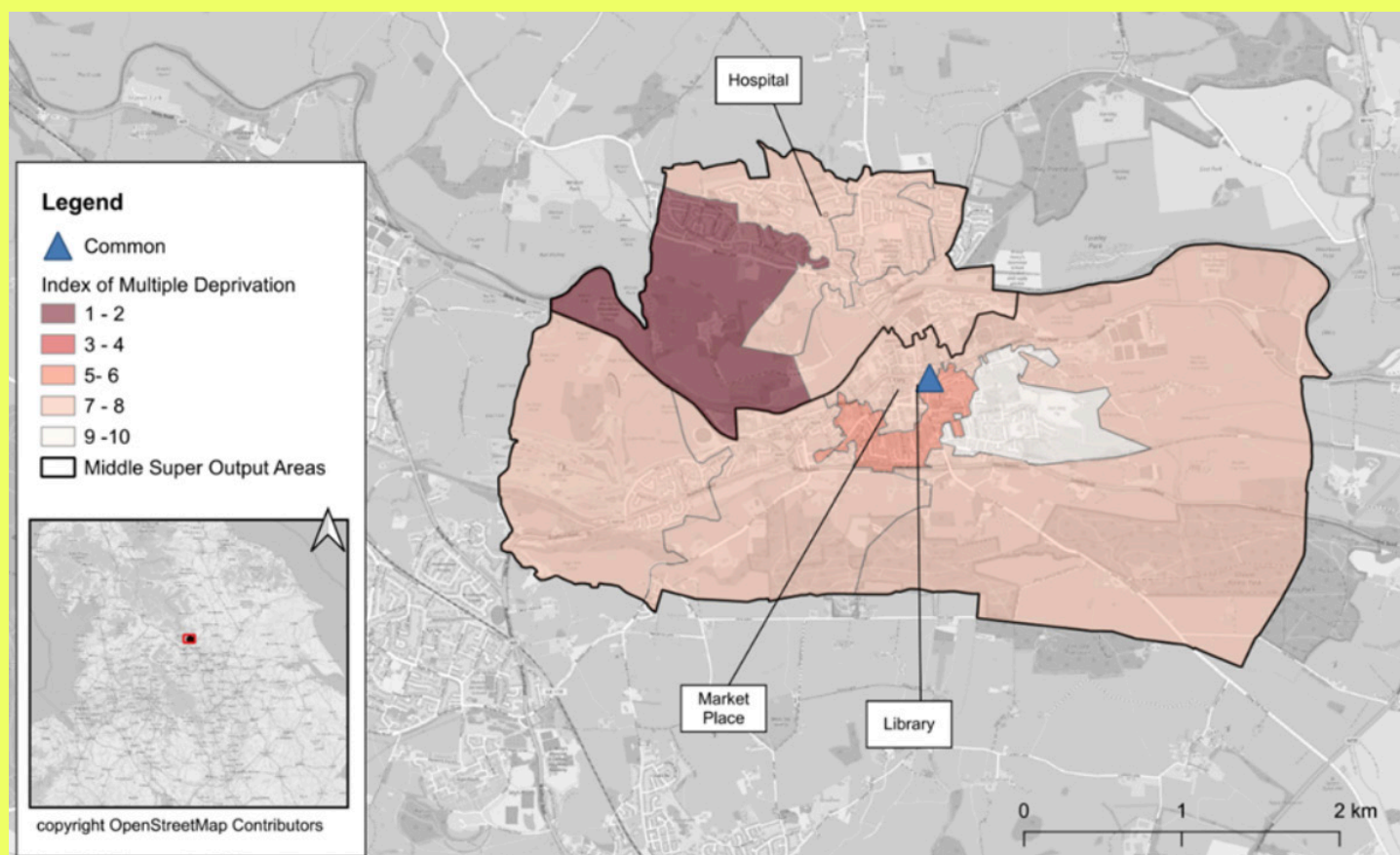
There is also no longer any Citizens Advice Bureau provision and local advice services for those facing hardship in the town, nor is there any provision supporting mental health. The recent loss of many community facilities further compounds the risk of social isolation and marginalisation of part of the community. Demographically, Otley has a significant number of elderly people who lack access to community resources.

Social and cultural provision for young people between 11-18 years is almost non-existent, outside of school, sports clubs and parks. The town lacks a youth club and spaces for indoor sports outside of the high school. In addition, Otley is becoming polarised with house prices increasingly unaffordable for many local and younger people. The town's gradual expansion has not been accompanied by a commensurate growth in service provision and proposed new housing developments are likely to exacerbate this. Otley has some of the worst living environment deprivation in the country, with most people living in old houses that are in desperate need of upgrading and retrofitting.

However, despite the problems, Otley benefits from an extraordinarily passionate and proactive community committed to volunteering to help to address the problems community members face including activities designed to bring people together, addressing climate change, arts, and preservation of built heritage. The community mobilisation and drive that went into the development of our Otley Neighbourhood Plan, demonstrates the commitment our community has in shaping its own destiny.

LSOA	LSOA NAME	LIVING ENVIRONMENT DEPRIVATION			INDOOR SUB-DOMAIN OF LIVING ENVIRONMENT		
		ENV RANK IN ENGLAND	ENV RANK IN ENGLAND	ENV DECILE	INDOORS RANK IN ENGLAND	INDOORS RANK IN ENGLAND	INDOORS DECILE
E01011569	Otley Town Centre	1063	61	1	866	35	1
E01011571	Birdcage Walk, West Chevin Rd	2985	110	1	2055	69	1
E01011572	Cambridge Drive, Cambridge Way	7728	245	3	5172	166	2
E01011573	West Buck Lane, Sunnydales	12415	331	4	8048	258	3
E01011574	Saville Court, Gay Ln, Crow Ln	2908	107	1	2747	89	1
E01011578	Glenmere Mount, Sunnybanks	7187	230	3	5778	193	2
E01011581	St David's Rd, Weston Ridge, Newell	18095	413	6	14394	369	5
E01011582	Weston Estate	3774	142	2	2760	91	1
E01011583	The Wartons, Prince Henry Rd	14417	362	5	9518	293	3
E01011584	Wrenbeck Dr, Athelstan Ln	15530	377	5	13098	345	4

LSOA	LSOA NAME	LIVING ENVIRONMENT DEPRIVATION		
		ENV RANK IN ENGLAND	ENV RANK IN ENGLAND	ENV DECILE
E01011582	Weston Estate	5996	151	2



4.5

OUR RESPONSE TO DEMAND

We have identified 3 main market opportunities in response to what our community is telling us it needs and what the demographics identify, namely:

- 1) a community hub
- 2) arts and culture destination
- 3) home for enterprise.

A Community Hub

Rural areas (such as Otley) often face specific challenges including lower productivity rates, poor connectivity, and poorer access to key services (West Yorkshire Combined Authority). As such, Otley is currently undergoing a public consultation regarding the introduction of a Shared Transport Hub to improve provision for community transport services and has recently been named as the location for a new Banking Hub. Otley Common would play a pivotal role alongside these other projects to help overcome these challenges.

Otley is a community-oriented town with a high number of residents volunteering at a wide range of community-based initiatives including Action for Older People, Otley Community Larder, Friends of Chevin Forest Park and more. Community organisations face limited budgets and resources, making it challenging to tackle complex problems on their own.

Otley Common would act as a much-needed community hub bringing together multiple community organisations under one roof, allowing them to collaborate and combine their resources to maximise their impact, reach larger audiences, and deliver more effective programmes and services. These organisations would also benefit from sharing space with businesses and social enterprises, utilising knowledge and expertise they may otherwise not have exposure to.

Due to its geography and lack of reliable and frequent public transport, it is essential that these community groups are accessible and currently there is no facility in Otley or the surrounding area which can support these organisations in one central hub.

Otley Common would also provide sessional hire for groups such as Scouts and Guides. When the Methodist Church closed, some groups have found temporary accommodation in Beech Hill Church, the Chippendale Rooms and Otley Rugby Club. However, these are short term or less than ideal relative to what they previously enjoyed elsewhere, and they have expressed a desire to return to us. Some groups have been unable to find alternative accommodation.

Room rate hire (ph) will be dependent upon whether the use is for community group, private personal hire or for commercial enterprise. As a result, private and commercial activities will subsidise the community-use room rate hire, enabling The Otley Common to remain affordable and accessible for volunteer led organisations and groups.

Arts & Culture Destination

The creative industries contributed £115.9 billion to the UK in 2019 and are an important driver of levelling up (DCMS 2021). Otley Common will showcase local and regional talent alongside attracting better known creatives providing employment opportunities for both day and night time economies.

Except for Otley Courthouse whose entertainment programme includes comedians, film screenings and guest speakers there are no other entertainment based venues in Otley. Despite huge demand, Otley residents must travel to Bradford and/or Leeds to access entertainment such as theatre which adds time and cost (which not all of Otley's population can afford) and with infrequent and unreliable public transport links many are forced to drive.

The large scale capacity of Otley Common would allow us to secure big name acts which we often lose out on to nearby Ilkley, central Bradford and central Leeds. This would also contribute to an increased footfall in the town, generating more income for local businesses such as bars and restaurants.

Home for Enterprise

Otley has an enterprising spirit with over ¾ of the shops in Otley unique to the town centre (14% higher than the national small towns average) – according to a Town Benchmarking Survey commissioned in 2021 by Otley Town Council.

Despite the impacts of covid-19 on small businesses, rising rental costs and global financial implications, a significant number of independent businesses have opened in the past two years and a strong business network is active throughout the town.

Since covid-19 there has been an increase in remote working with designated permanent office space in decline, however for many entrepreneurs and small businesses, connection and networking is key. There are currently no flexible affordable co-working spaces located directly in Otley Town Centre. For those start-ups and entrepreneurs who have no fixed office space and would like to separate work from home, their only option is to travel to neighbouring towns and cities Harrogate and Leeds which prove costly and time consuming to commute to, especially for microbusinesses who lack resource and budget.

Otley Common would provide a gateway into the Otley Business Community creating a community in the heart of the town to help local businesses be sustainable, grow strategically and thrive.

4.6 LACK OF FACILITIES

Otley is a vibrant community with a significant number of organisations doing amazing things. However, many of these groups have had to reduce their numbers or meet in unsuitable premises due to the lack of accessible spaces of an appropriate size. There is a shortage of affordable and accessible venues in the town, in the town centre, and north of river. There are no large community facilities in the town centre where important life events like weddings, birthdays, or national celebrations can be hosted.

In recent years, Otley has lost several community facilities of size, which have acted as bases for community groups to meet or host events. The most notable of these was Otley Civic Centre (or Mechanics Institute), but several other buildings have been lost over the past 10 years which have reduced the availability of spaces for community groups to meet or host events:

- Leeds City Council's Boroughgate offices
- Park Lane College's adult education annex in Charles Street
- Korks Wine Bar and gig venue on Bondgate
- Salvation Army Hall
- Newall Church Hall

The losses will be compounded when Otley RUFC finally sells its site at Cross Green in order to move to a greenfield site adjacent to the East of Otley development, well away from the town centre and accessible only by car. Whilst the club may be allowed to develop a new sports ground and training facilities, there is a major question mark over whether it will be allowed to construct a similar function room and bar equal in size to current facilities.

There is a history of important buildings and landmarks in Otley being sold to developers and left to fall into disrepair. The Civic Centre, Yeoman pub, and Bridge End Auction Mart are all positioned at key gateways to the town and create a negative picture which contrasts painfully with the positive vision we want to paint for the Otley's people, for trade, and for tourism. There is currently a risk that the Methodist Church will become one of those sites, and many of the groups which used it have so far failed to find new premises to operate from (and there is a real risk that temporary loss of accommodation results in permanent group closure). At the same time, the only increase in provision has been the opening of the small Otley Studio in Three Horseshoes Yard for yoga, UpCo in Courthouse Street for art exhibitions, and Beech Hill Church on Westgate. These are great facilities but neither are sufficient, nor adequate, to make up for the loss of the large venues.

- **Music:** there are several small venues in Otley, but none which exceed the capacity of the Courthouse (max 150 standing). This lack of facilities is hindering its ability to host and develop successful festivals like Otley Live in July and the Otley Folk Festival in September.
- **Theatre:** there is no theatre or rehearsal spaces despite high demand in the town, and no youth theatre offer.
- **Cinema:** there is no dedicated cinema showing popular films, although the Courthouse has a programme of films including art house films.
- **Community meeting spaces:** there is a limited amount of community meeting rooms, provided by the Courthouse, the Bridge Church, Beech Hill Church, UpCo
- **Museum:** Currently being hosted by Otley Cycling Club following the closure of The Civic Centre
- **Municipal Building:** LCC's sole presence is in the small Library and Community Hub, complemented by Otley Town Council's Core office

We have built our model and our projections based on feedback from our community on immediate and future requirement. We also commissioned an independent development plan by Sue Jennings, a highly successful Director of this sort of facility. Our projections and plans link to our marketing and communication strategy and our plan to activate the space prior to purchase (with agreement of the Vendors). We have identified and planned for three key elements that will run in parallel:

- **Immediate Opportunities:** based on historical usage
- **Activating the Space:** Additional usage (excellent feedback from community groups and interested parties) and building up the timetable prior to form purchase
- **Opening up the Space:** Creating a comprehensive events timetable of bands, performance, drinks licence etc

The projections on growth are realistic and set out the intent to position Otley Common as a vibrant hub of activity for the community.

5.1 Legal Form

Society: Friends of The Wesley Otley Limited (FTWOL)

Legal form: Charitable Community Benefit Society (registered under the Co-operative and Community Benefit Societies Act 2014) and regulated by the Financial Conduct Authority

Registration number: 9110

Registration date: 11 August 2023

Summary of charitable objects:

- The provision of a community centre including for recreation and leisure
- To promote social inclusion
- Relieving needs of those people who are socially excluded
- To advance education in the arts, culture, environment and conservation, sustainable development, and health and well-being
- To develop the capacity and skills of the members of the community

Our charitable objects are included in full in the Appendix.

Address: C/o Schofield Sweeney LLP, Church Bank House, Church Bank, Bradford, BD14DY

Financial year-end: 31st March

Rules: <https://mutuals.fca.org.uk/Search/Society/31495>

We chose the Community Benefit Society (CBS) model for the following reasons:

1. CBS's are based upon the principle of creating organisational ownership by the community via a large membership and governance underpinned by strong democratic principles. This includes the membership voting for the directors at an Annual General Meeting.
2. The membership aspect creates a sense of collective ownership which will translate into people using the facility and volunteering to support it.
3. CBS's can be charitable in law, which is the model we have selected, which means they can benefit from benefits relating to tax exemptions (by an application to HMRC) and a positive reputation. This means that its directors are also trustees.
4. CBS enable the raising of investment in the form of share capital – usually in the form of community shares enabling us to raise money from community members whilst give them a real ownership stake. This mechanism also enables us to fill a critical investment gap.

5.2 Our Members

As above, FTUOL is founded on the principle of community membership. We will seek to expand our membership through the community share issue process (see capital investment section). All members are entitled to one vote regardless of how many shares they hold. A key aspect of our community engagement plan, going forward will be to expand the membership to include a higher proportion of the community.

We envisage a golden thread of engagement from people connecting with us as users and beneficiaries, becoming involved as volunteers, and eventually taking on leadership positions, either as staff or board members. This commitment to “growing our own” will significantly strengthen our organisation.

Members will be invited annually to an Annual General Meeting for members at which Directors’ will report on the year completed and present the annual accounts. The organisation’s accounts are available on the public website (as well as on the Mutuels Public Register) and will be publicised to members. Members will also be sent a copy of an Annual Report which will provide a summary of the year.

Not all supporters are members and therefore do not have a vote. However, they do have a voice, and have been a key part of co-designing Otley Common Project. As much as we want individuals to join as members, we will retain a broad commitment to engaging and involving the community.

Communication with members is critical and members will be asked if they wish to receive the regular newsletter. This newsletter, which will also be sent to other stakeholders, will cover all aspects of progress and include volunteering opportunities and positive stories about the value that membership and volunteering bring to the project. Vacant volunteering roles will be advertised around the building, to encourage users to consider volunteering for a range of opportunities from practical day to day ones to supporting Governance and management. The ability to recruit and retain volunteers will be a critical factor in the success of Otley Common, and therefore managing the volunteers will be a key role for the Centre Director, as well as a focus for at least one Board Director. Having a reliable volunteer base has a cost benefit which will be vital in successfully applying for grants for the future development of the Common; and sharing that cost benefit of our volunteer team with members and volunteers will be important in valuing their contribution and continued support.

Whilst the current Governance Committee is strong and enthusiastic and includes the wide range of skills needed for the project, as the project evolves new ideas and skills will be needed, and additional governance roles that need to be filled. At the same time, volunteers and/or members will become more confident and committed to the project, forming an available resource for filling spare Governance positions. Whilst in person meetings are usually most effective, hybrid meeting arrangements will be available, to increase inclusivity and participation. Other ways to encourage participation, for example adding in a social component to meetings, will particularly the AGM.

5.3 Our Board Members

Directors meet at least bi-monthly for board meetings. However, board meetings will be far more frequent during the development phase and the early stage of operational management (bi-weekly). Board meetings are structured with agendas and papers sent to Directors in advance. All Directors have access to the password-protected online drive where board papers, minutes and other internal documentation can be accessed.

Minutes are formally taken at all meetings. Directors will also hold an annual 'awayday', designed as opportunity for strategic planning. Directors will be expected to adhere to the Nolan Principles for public life in carrying out their roles.

As charity trustees, all Directors contribute their time and skills voluntarily and it is clearly understood by all Directors that personal benefit or gain cannot be sought through FTUOL work.

The board regularly reviews the skills and knowledge at board level (including perceived skills gaps) and has developed a very skilled and capable board spanning multiple professional disciplines. The board believes it is strongly represented in terms of architectural experience, financial management, charity and voluntary sector management, marketing and relevant professional skills and experience for the oversight of this project. The Society’s core team members are committed and active members of the local community and have the wide range of knowledge, skills, and experience they will contribute in order to make this exciting project a success.



Andy Boyle

Andy is a former corporate finance and strategic planning partner in an accountancy and business advisory practice. He is a founder of Otley 2030 and Otley Energy, a Community Benefit Society. He has extensive experience sitting on and advising third sector boards and currently advises national and local government on the transition to net zero and sustainable communities.



Clare Smith

Clare was born and bred in Otley and having lived away she moved back 10 years ago. Clare is now Chair of Otley's Community Theatre Group, Otley Players. Clare is an Executive Director of one of the largest NHS Hospital Trusts in the country, specialising in operational management, and is passionate about inclusive access to the Arts for all.



Andrew Howarth

Andrew is the Community Development Lead for Otley 2030 and a Forest School Leader. He has worked in education for almost 20 years and has been a project leader in third sector organisations for over 15 years, both in the UK and South Korea. He is the chair of Friends of Gallows Hill and a founder of Otley Community Land Trust.



Stefanie Stead MBE

Stefanie is an award-winning Chartered Architect who lives and works in Otley. She is the Director of Stead and Co. Architects, specialising in community consultation, collaborative design, and delivery of community and education projects, including those of a heritage nature. She was awarded an MBE for services to architecture and construction. She specialises in community, education and heritage projects, with an emphasis on inclusive and sustainable design. She is a lecturer at York College and an Inclusive Champion for the Construction Industry Council.



Simon Palmer

Simon is a Chartered Accountant and Partner within a top 10 firm of Chartered Accountants. He has been an Otley resident all his life and has recently been instrumental in helping set up Otley Live. Simon has worked within the music industry and brings his financial awareness and local music connections to the board.



Ann Forsaith

(formerly Ann Roche) is a retired Secondary Science teacher with a keen interest in the environment and the local community. Ann has served on five different school Governing Bodies over a period of 25 years. Whilst working and bringing up her family in South Yorkshire, Ann contributed much to the local community, including being Chair of Montgomery Hall, an arts and community venue in Wath upon Dearne, as well as organising Wath Community festival for 12 years. Ann has recently served as a Leeds City Councillor and she moved to Otley with her partner in 2023.



Sarah Whittle

has over ten years of marketing, events and programme management experience in the public and charity sector. Sarah currently works as Communications and Project Lead at Leeds Business School. Passionate about supporting the region's business ecosystem through collaboration and partnership, Sarah has specialist experience of engaging with SMEs and supporting social enterprises in her role as Board Member for SEYH (Social Enterprise Yorkshire and Humber).



STEPHEN TAYLOR

Stephen is a brand designer and creative strategist with 10+ years experience working with the worlds most revered design and creative agencies. He has helped global brands both big and small — build relevance in an ever changing world, and believes that design has the power to change life for better, smarter and more relevant ways we interact with the world. Clients include: Apple, Amazon, Adidas, Audi, Colorplan Papers, Cupra, Derwent London, Design Miami / Basel, Established & Son, G.F Smith, Gill Marine, H&M, Huawei, Hunter, Naim Audio, Samsung, Stella McCartney, Tom Dixon & Vitra.

Stephen moved back to Otley 5+ years ago — he believes in the power of communities can and should work together enrich our living environments for the better.

Leadership Team Core Competencies

We have taken time to build the team from the local community to ensure we have the right knowledge and skills to undertake this project. The names listed below lead on their section based on their professional and community expertise and experience but there is additional support provided across the groups as required.

Finance

Simon Palmer
Andy Boyle

Fundraising

Andrew Howard
Ann Forsaith

Capital

Stefanie Stead

Community

Andrew Howard
Ann Forsaith

Events

Sarah Whittle
Simon Palmer

Operations

Clare Smith

Branding / Marketing

Stephen Taylor
Sarah Whittle

In the future we will also strengthen our board through the co-option of individuals (who will also be members) enabling us to target local leaders and stakeholders linked to other community organisations and service providers.

The role of the Board Members and those of the Otley Common's employed colleagues will be clearly delineated as the Board sets the organisational strategy and targets (financial, participation, growth etc) for Otley Common, but it delegates responsibility for the operational delivery of that strategy to the Otley Common Director.

5.4 Staffing

Proposed staffing will be as follows. The Directors/ Management Committee, as employers, will ensure that all necessary legal and HR matters are followed in the appointment and ongoing management of the employees. The Chair of the Management Committee will line manage the Otley Common Director, with the latter line managing and supervising the other paid staff.

The Otley Common Director will produce a monthly report to be presented to the Board of Directors/ Management Committee which reports on previously identified KPIs (finance, grants, participation growth etc). A staff handbook will be produced, containing information about the centre, as well as necessary policies and procedures. There will also be a volunteer handbook, with signposting to the relevant policies.

Otley Common Director

The post holder will be the creative lead for Otley Common and will develop, in partnership with the wider community and Board, a holistic programme that is designed to achieve the high impacts outcomes previously described. They will specifically design, develop, coordinate, and deliver internal and external marketing, events and communication campaigns. They will create and support the engagement activity of the Otley Common to support it to establish, maintain and grow its community and commercial offer. Responsibilities will include identifying and actioning opportunities for targeted grant application to support the development and enrichment of the Common's offer. Collecting data and intelligence to support the growth of the commercial offer as well as community.

Developing a strong programme of events published sixth monthly that establishes The Common as the venue of choice for external performers as well as local people and organisations. The Director will manage the daily operations with support of the Common Administrator, Site Manager and Café/Events/Bar Manager and will be the key stakeholder engagement leader for the Common having developed a clear communication and publicity plan.

Common Administrator

This post holder will be a member of Common's leadership team and will be responsible for bookings (community and commercial), invoicing, payment of invoices, advertising, recruitment and payroll. They will also be responsible for managing the Common's main email account and responding to queries and questions. The postholder will also be responsible for maintaining customer database and adherence to GDPR.

The Common Administrator will also provide administrative support to the Board, ensuring good and auditable governance.

5.5 Policies

We will be developing the following policies and procedures which will be used to guide and strengthen our approach to governance. The majority of these will be reviewed annually. A tenant's handbook will be made available.

- Terms of Reference for the Board
- Finance policy
 - Monthly reconciled management accounts will be prepared from Xero accounting software.
 - A local bookkeeper will be appointed to undertake this work.
 - Weekly bank reconciliations will take place.
 - Monthly board meetings will review and approve the management accounts.
 - An auditor will be appointed in due course.
 - It is envisaged that a separate finance committee will be appointed to report to the main board.
 - The site manager will enter all invoices onto the accounting system with a formal approval system in place using Approval Max.
 - The tills EPOS system will output to Xero on a daily basis and the bar Manager will be responsible for reconciling takings to banking's.
- Risk Management Policy
- Trustee Code of Conduct
- Procurement
 - A policy of sourcing all supplies from local suppliers will be in place. For major expenditure including all capital expenditure more than £500 will be authorised by the board.
 - 3 alternative quotes will be sourced where possible for major expenditure and a decision to appoint the supplier will be based on the quality and locality of that supplier's tender.
- Data Protection (GDPR)
- Environmental Sustainability Policy
- Equality, Diversity, and Inclusion
- Health & Safety – offices, staff, building and occupants
- Safeguarding (child and vulnerable adult)

The Site Manager

This post holder is a member of the Common's leadership team and is responsible for co-ordinating and managing the estate and facilities of the Otley Common including the rental and readiness of the Caretaker's Cottage, routine repairs, maintenance, cleaning and use of utilities. They will be a key holder and will ensure that fire and safety regulations are adhered to. The site manager will work with the Café/Events/ Bar Manager to ensure that adequate and appropriate level of health and safety risk assessment is undertaken.

Café Bar/ Events Manager

This post holder is a member of the Common's leadership team and is responsible for all catering, health and safety, food regulation within the Common. They will work with the Centre Director to develop a daily community offer that supports local needs, employment and produce; offering training opportunities to support people to enter or re-enter the workplace. They will lead the development of the Common's offer for festivals, weddings, and functions (personal and commercial), as well as business meetings and lets. They will be the licence holder for alcohol for the Common and they will be responsible for the development and provision of the café and bar area. They will co-ordinate front of house for all events (community and commercial) and will ensure, in conjunction with the site manager that adequate Health and Safety assessments and contingencies have been undertaken.

Detailed job specifications will be created to secure the correct people to fill the roles defined in the business plan for the best operation of the building. This will include advertising, interviewing and recruiting staffing as per business plan. A bank team of staff paid p/h will be recruited to facilitate larger events. Advertisements locally will be made for additional volunteers with specific skills to expand the Board. Additional security presence will be employed as and when required for large events.

Other Operational Requirements

In addition to the above policies and procedures and the Staff Handbook, there will also be clear operational guidance and plans in place for the following. All these items have been considered as part of the operational planning and financial forecasting/expenditure of Otley Common where applicable and appropriate.

- A Wi-fi survey will take place to fit the building with a fast broadband service ensuring maximum coverage. Secure cloud storage will be purchased to store all data. Domain names have been purchased and an accessible website will be developed, to include a booking engine for both room hire, event listings, co-working space membership, studio lease.
- Purchasing, leasing or hire of equipment will be required in relation to sound systems, lighting systems, staging and seating to facilitate events in the Chapel and the Wesley Hall. Desks and chairs for the co-working space, designating meeting rooms and staff workstations to provide the correct level of amenities. Coffee machine and water fountain (servicing) to support Co-working space. A computer or laptop equipment for staff to use and a printer copier. The purchasing of display boards and projection equipment to be included in room hire. Noticeboards and display units for point of use information in the management of the building.
- Non-recoverable supplies to include cleaning products and equipment, bin liners, hand wash, paper towels, toilet roll for facilities, stationary and drink supplies for staff, stock of lamps, kitchen supplies; washing up liquid, dishwasher tablets, kitchen roll to keep the building running well for staff and visitors. Grit bin and salt supplies to ensure safe access to the building in poor weather.
- Maintenance and servicing contracts for the premises will be put in place to ensure the safe operation of the building and to meet legal obligations will include gas certification, maintenance contract for heating, risk assessment for legionnaires and water servicing, servicing and maintenance contract for fire alarm system and equipment (fire blanket and extinguishers) EIRC certification, sanitary hygiene servicing, pest control and pigeon proofing contract. Fire plan and third party fire risk assessment to be in place and reviewed annually, with actions and recommendations attended to. External garden/yard maintenance to be done by local volunteer groups and a window cleaning agreement to keep the building appearance.
- A security plan will define the access requirements, installing a fob entry system on co-working space, creating zoned areas for other parts of the building with key access. Key holders will be defined. Replacement key stock and fobs. The requirement for CCTV will be evaluated and camera and screen locations defined to ensure safety of users.

- A waste management plan will ensure waste is disposed of responsibly, monitoring that council collections are adequate for the number of users. Employing additional waste lifts if required.
- A detailed cleaning spec will ensure the building is kept in a good condition for visitors and users. Zones will be defined within the building and cleaned on a weekly regular cycle, with additional requirement built in depending upon use.
- A transport plan will ensure users and visitors to the premises are informed about how to access the site, including transport to and from the venue and available parking and associated costs.

5.6 Our Premises

5.6.1 Historical background

Otley Methodist Church is a Grade II listed building (Historic England ref: 1250558) and is located in a prominent location between Boroughgate and Walkergate. Methodism was very much established in Otley by 1755, largely due to the preacher John Nelson, whose name is given to the road close by and is where the first Methodist Church was built. John Wesley preached in Otley on a number of occasions. The present church was built in 1875 by Edward Taylor, an eminent Victorian Architect, who designed a number of Methodist chapels and private residences across Yorkshire. His most notable building is York City Art Gallery. The Wesley Hall being built next door in 1905 to serve as a Sunday School.

5.6.2 External appearance

Externally the church is built of fine ashlar in an Italianate classical style. Historic England's listing describes the elevations as:

'Monumental Italianate classical front of 5 bays with Palladian motif of interpenetrating pediment over side bays and 3 bay centre piece projecting with heavy moulded and bracketed pediment. 3 bay arcade to ground floor, archivolt arches with Doric columns engaged in jambs, panelled spandrels. Deep entablature and applied parapet to "piano mobile" with coupled quoin pilasters stay to main entablature. Triple arcade of windows to 1st floor, the centre taller, coupled pilaster jambs and keyed archivolt arches. The pediment has an oculus in scroll supported frame, acroterion on flanking dies and crowning vase 7 bay side elevations of rock faced "brick" with dentil cornice pediment, with similarly framed oculus to that on front, over centre 3 bays of each side.'





5.6.3 Internal features

The worship hall has an oval gallery supported on cast iron columns with box pews. The former Sunday School, Wesley Hall, is not described in the listing, but consists of a galleried hall supported on cast iron gallow brackets. The first floor is split into individual rooms. To the rear of the site are two further halls with stained glass windows.



5.6.4 Current use

The existing building is still used as a Place of Worship for the Otley Methodists. The original part of the building is still majestic, but has recently been used only infrequently, as the congregation has dwindled, and heating of the large space became uneconomical. Renovations last century reduced the capacity to approximately 650, but also provided a welcoming entrance hall on the ground floor and gallery on the first. Pre-covid the room was packed to the rafters for classical concerts and talks from people like the Yorkshire Shepherdess, Amanda Owen.

The halls are used by a variety of community groups such as the Scouts and Guides, Women's Institute, badminton club as well local theatre groups.

5.6.5 Proposed use

The proposal seeks to bring the collection of buildings into the service of the local community. The loss of the Civic Centre in 2010 has resulted in the busy market town of Otley lacking a community hub that brings together a range of services as well as providing halls in which to hold events and spaces that are specific to the needs of community groups.

The historic worship hall has a beautiful interior which the proposal wishes to retain. It is the intention to keep this entire space intact except for the removal of the communion rail and potentially a couple of pews in order to create a space that could be used for live music (which Otley has a very proud tradition of), theatre performances and speakers of note. There is also an opportunity to use the hall as a secular wedding and funeral venue. We will welcome speakers and comedians that will attract attendances of 500 plus people, as there is currently no other venue in the town that can offer similar.

The former Sunday school classrooms will be converted to studio spaces for the small businesses, artists and craftspeople, and start up organisations. There will be a meeting room available. The existing kitchen is to be converted into a commercial kitchen, so a new cafe and bar forms the social heart of Otley COMMON.

The lecture hall will remain largely unchanged in use and will be available for sessional lets whilst the former parlour will be becoming the Parlour Co-Working Space.

GROUND FLOOR MASTERPLAN



- 01 OPEN AIR COURTYARD
- 02 OFFICE
- 03 BACK OFFICE
- 04 BACK OFFICE
- 05 ART GALLERY
- 06 LECTURE HALL
- 07 THE PARLOUR
- 08 YOUTH HALL
- 09 KITCHEN
- 10 CAFE
- 11 STORE
- 12 LIBRARY STORE
- 13 BACK OF HOUSE
- 14 MALE WC
- 15 FEMALE WC
- 16 FAMILY WC

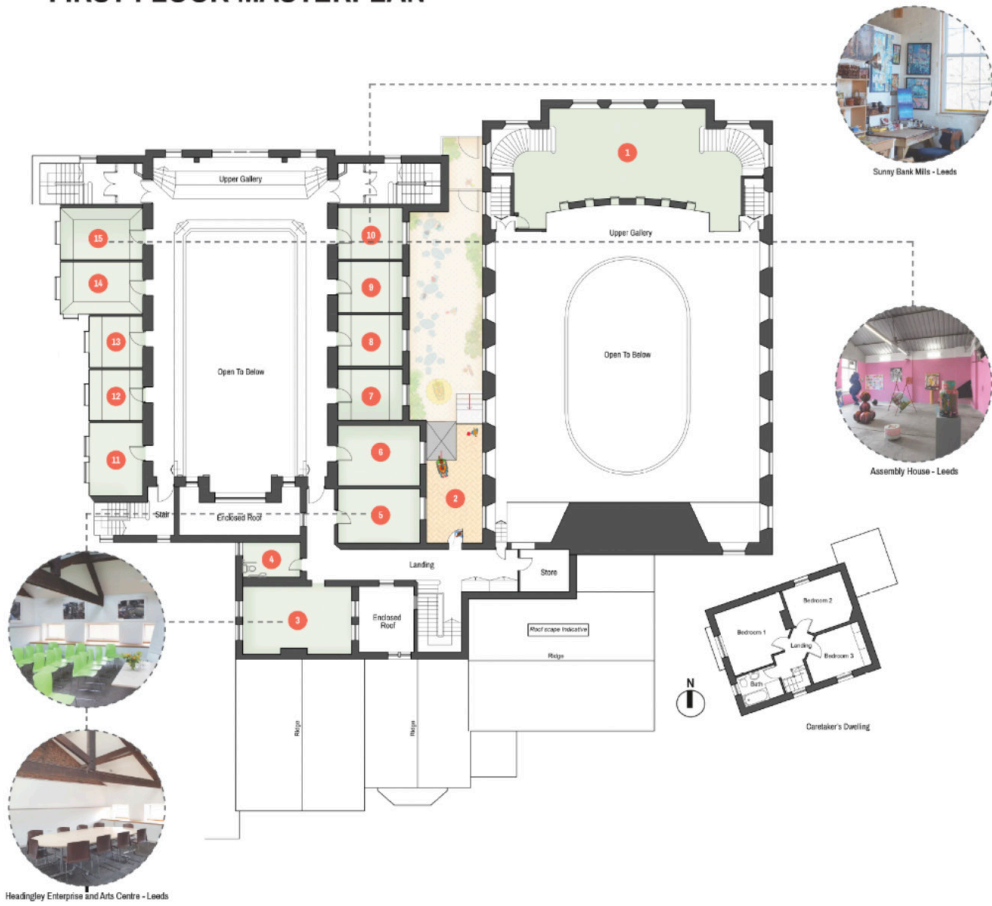
NOTES:

The preliminary scheme is subject to change

- 01. The courtyard's current use will be preserved as it is surrounded with glazing, allowing the space to be used even when it is raining. In addition, the project includes first-floor lift access to improve accessibility and circulation, as well as a new ramp to accommodate the level change. There is also direct access to and from the open courtyard to the cafe.
- 10. The kitchen will be completely renovated to ensure that it is adequately equipped and customised to the specific requirements of the cafe. The renovation intends to improve the space's functioning, efficiency, and overall culinary experience.
- 15. Improved bathroom facilities include an increased number of WC stalls, as well as the addition of accessible and family-friendly options. This expansion ensures user inclusivity and convenience.

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FIRST FLOOR MASTERPLAN



- 01 EVENT SPACE
- 02 FIRST FLOOR LIFT ACCESS
- 03 MEETING ROOM
- 04 ACCESSIBLE WC
- 05 MEETING ROOM
- 06 OFFICE STUDIO
- 07 STUDIO 1
- 08 STUDIO 2
- 09 STUDIO 3
- 10 STUDIO 4
- 11 STUDIO 5
- 12 STUDIO 6
- 13 STUDIO 7
- 14 EXHIBITION STUDIO 1
- 15 EXHIBITION STUDIO 2

NOTES:

The preliminary scheme is subject to change

- 01. An upper-level theatre event space. Conversations with the heritage officer will need to be scheduled in order to discuss how to incorporate lift accessibility into this space. There are alternative function rooms available until this issue is fixed, i.e. Wesley Hall
- 02. Lift access to the first floor. The proposed first-floor lift will increase accessibility and circulation.
- 03. Another meeting space has been added to provide more space for conferences and other meetings.
- 04. An increased number of WC stalls is part of the improved toilet facilities.

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5.7

Communications & Marketing Plan

It is imperative that there is a three-pronged approach to marketing The Otley Common to maximise both its commercial and community objectives. We have developed a dynamic marketing strategy that uses the building, project, local community, and key stakeholders as the communication vehicle that drives revenue, reach, and consistent engagement across all our channels.

Initially we will be focused on the launch of the Share Offer and maximising our reach into the community and beyond. We are assisted in this with the Crowdfunder Platform and the scrutiny afforded to the Business Plan via Crowdfunder which demonstrates their commitment and the viability of this case.

Our collaborative approach with Crowdfunder includes a UK launch email and video, investor webinars, Q&A sessions and time with project board members. Running in tandem with this is a comprehensive regional and local comms plan that targets Otley and the surrounding areas over a 3-month period.

We will promote the share offer via all forms of social media, but also through the press, the Town Council, West Yorkshire Mayors office as well as attending town groups and meetings to promote in person. We'll also be running an extensive mixed events programme in the building that brings all the different community groups into the space to discover how the building will be used in the future.

We have a clear Share Offer launch plan which runs in parallel with our plan to maximise its use in the run up to purchase so that once Otley Common becomes a reality, we can launch with bookings and a schedule of events already in place. The launch marketing will be funded by the Community Ownership Fund £10k grant which we secured in January 2024.

We will then use the site development and fit-out and project to create engaging content to use across a channel mix of owned and earned channels while working with the press and local community to create awareness and buzz around the project. We will bring everything together under a vibrant visual identity using clear images and modern branding. As The Otley Common develops, we will consistently communicate with our audience including various carnivals, festivals, and shows which take place annually. This approach of marketing and promotion at an early stage will also allow us to do "off-plan" selling to ensure the spaces are fully booked and bringing in revenue from day one (deposits and money upfront could also provide a cash flow injection to cover any delays or issues with the project fit-out).

We have set a goal to have the first three months fully booked ahead of our launch

We will employ the following channels:

- Public Relations
- Social media (Facebook, Instagram, Tik Tok,

YouTube, LinkedIn) - Social media marketing is one of the most effective ways of getting more exposure to The Otley Common brand.

- Search Engine Optimisation
- Events
- Website
- Email marketing
- Brand Ambassadors
- Partnerships
- Word of Mouth
- Online booking portal
- Newspapers and magazines
- Pamphlets, banners, and posters
- Work with influencers

In relation to our specific workstreams we will employ the following strategies:

Co-working space / rented space

Goal - To be fully booked ahead of our launch

- To advertise the co-working space on booking platforms ahead of the launch day to start taking bookings. The platforms will include: Direct, Rightmove, Zoopla and any other relevant platform.
- Document the fit-out of the building to create a buzz around the co-working space coming to Otley by amplifying the content across social media platforms (LinkedIn), entrepreneur & local business community groups, and local/regional press.
- Hold events for local businesses and freelancers to come down and see the space ahead of opening the doors.
- Amplify the key elements of Otley that would make it an attractive place for businesses to set-up and for people to work from (everything on your doorstep): places to get lunch, to go the gym, to have work socials, to go for walks down the river, running & cycling groups, and anything else we think would make Otley attractive to businesses.
- Use our event calendar to provide our tenants a range of activities that keep them engaged with the space and which they can also use for their own customer client visits to add that extra bit of WOW to their business through association.

Sessional hire and events

Goal - To have our events calendar booked out for the first 3 months

- To use the content creation of the building fit-out to create interest in the space for events and conferences across social media channels and local/regional national press

- The board members are key people of influence to gain relevant industry press coverage to drive interest and bookings of the space
- Provide the space as a free meet-up space for all the local Otley community groups to hold their AGMs and regular meetings knowing that it drives food & drink sales, awareness, and reach by having access to their membership
- Work with local community groups to hold art exhibitions or events that enable content creation for us to push out across the channel mix while utilising the reach of their membership to drive awareness and engagement of everything we offer
- Work with local schools and groups on events that eventually make the building the centre of the community

Café and bar

Goal - To ensure there's enough footfall within the building from day one to drive food & drink sales

- The spaces within the building are fully booked from day one (see above tactics to make that happen).
- A calendar of events is in place for the first quarter to consistently drive footfall and create opportunities to sell food & drink
- Cafe takeovers with celebrity chefs and influencers to drive revenue and awareness/reach of the space
- Activate cafe during fundraising period

Other Marketing Activity

Website & CRM: To include the following functionality; Booking System, Payment System, Members log-in, Event Calendar, Content Hub, Mailing List, Reviews.

Opening Launch Event: A week-long calendar of activity that acts as a showcase for the building, the project while bringing together the various stakeholders, businesses, community groups in celebration.

Otley & Community Engagement: This project has the opportunity to change the perception of Otley from a historic marketing town to a progressive, vibrant place of culture. To achieve that, the Common needs to become the hub of the town where all the amazing festivals, carnivals and community events live. This includes bringing it together under one visual identity that's used consistently across it all.

Just like Malton is now known as the "Foodie Town of Yorkshire", we have a similar opportunity with this project to make Otley known for something that makes people from all over want to visit.

5.8

Engagement Strategy

This strategy provides the foundations for how the project manages and engages with its internal and external stakeholders with the aim of ensuring that the right information is shared.

With the right people at the right time through the right channels.

The strategy has the following specific objectives:

- **Identification:** to identify Otley Common's key stakeholders and assess their influence/interest to determine their communication and engagement needs and how these should be fulfilled.
- **Awareness:** to raise awareness of the project, its aims and funding needs across the community, public bodies, and potential user groups.
- **Fundraising:** to provide a strong platform to drive Otley Common's capital fundraising appeal with members of the community, major donors and other funding sources.
- **Ownership:** to create a strong sense of ownership within the whole community so that they make the best use of the facilities.
- **Engagement:** to provide a basis for engagement with actual and potential users, and public bodies with an influence on its operations.
- **Reputation:** to establish Otley Common as a trusted, safe, community-focussed and innovative place for the community to achieve their needs and for others to invest in.
- **Collaboration:** to provide a basis for collaboration with similar organisations (e.g. Heart, Left Bank) with compatible visions.
- **Wider benefits:** to promote Otley Common as part a space to support the development of community facilities, arts and culture, and entrepreneurship.

The community strategy mirrors the commercial strategy with a further key component of developing a promotion and publicity strategy and target for local media. It is intended that Otley Common appears regularly in the local paper or partner social media platform to build its brand as a reliable and consistent community provider.

A lot of the work around community use will be built on individualised conversations and networking, and a clear consistent payment policy will be agreed for transparency. It is proposed for some users (e.g. Otley Players or the Youth theatre that they become resident groups and therefore all profit from their productions goes to Otley Common to cover the costs of in week rehearsals). Consequently, that means there will be clear marketing agreements in place to facilitate the promotion of Otley Common as widely as possible.

We will have regular community engagement events, in order to maintain relevance and react to shifting needs within the town. This project has the opportunity to change the perception of Otley from a historic market town to a progressive, vibrant place of culture. To achieve that, Otley Common needs to become the hub of the town where all the amazing festivals, carnivals and community events live. This includes bringing it together under one visual identity that's used consistently across it all.



6.
**CAPITAL
DEVELOPMENT**

6.1 Feasibility Work Undertaken

The following surveys have been undertaken:

- A valuation of the property has been undertaken by FM Lister and Son for £520,500
- A Quinquennial Survey has been undertaken and is in the process of being updated. This will be continuously updated every 5 years
- An asbestos R&D survey has been commissioned.
- A Planning Pre-Application Enquiry has been made to Leeds city Council, which has provided a positive response and sound advice as to how to move forward in terms of conservation.
- A Sustainability Strategy has been developed by Arup which explores how the property can be decarbonised.

The price of £520,500 has been agreed with the Vendors (the Trustees for Methodist Church Purposes as Custodian Trustees acting by the Managing Trustees of the Wharfedale & Aireborough Methodist Circuit) following a formal and competitive bidding process that was overseen by agents Lambert, Smith, Hampton.

6.2 Design

The development plan has been designed to support the business plan in its fullest. Central to this is to create a community building that is respectful of its heritage, inclusive and sustainable, and which welcomes the town. We have also made shorter term design decisions that will help longer terms plans to come to fruition, without having to redo earlier work or cause excessive disruption.

Our long-term plans are explained at the end of the document. Outlined below are our plans for the short term.

Entrance

A key aspect of the development plan is to reorientate the entrance towards Boroughgate and face the town. This will be achieved by utilising the underused courtyard to create an 'open atrium' with a new compliant accessible ramp, new lighting and a front door.

From this point, visitors will be able to orientate themselves as to which of the spaces they wish to go.

Heritage

The building is Grade II listed, with a fine example of a balconied Methodist church. The Wesley Hall is equally impressive in its restrained way, and collectively, each of the halls reflects the deep heritage of methodism in the town as well as physically being a presence on Boroughgate.

We have been in close liaison with the Heritage Officer at Leeds City Council, and they have been very supportive with our approach to this listed asset. We are taking a light, surgical approach with minimal structural intervention and retaining original period features. The Chapel will be repaired and conserved, with the pulpet and organ being retained.

The front rows of the pews are to be removed to allow for better accessibility and larger performances. Our long-term plan is to improve the lighting and acoustics in the chapel.

The Wesley Hall has a similar approach, with the key interventions being new lighting and acoustics to allow for an improved performance space.

The rest of the spaces will be sympathetically redecorated with improved acoustics appropriate to their intended use.

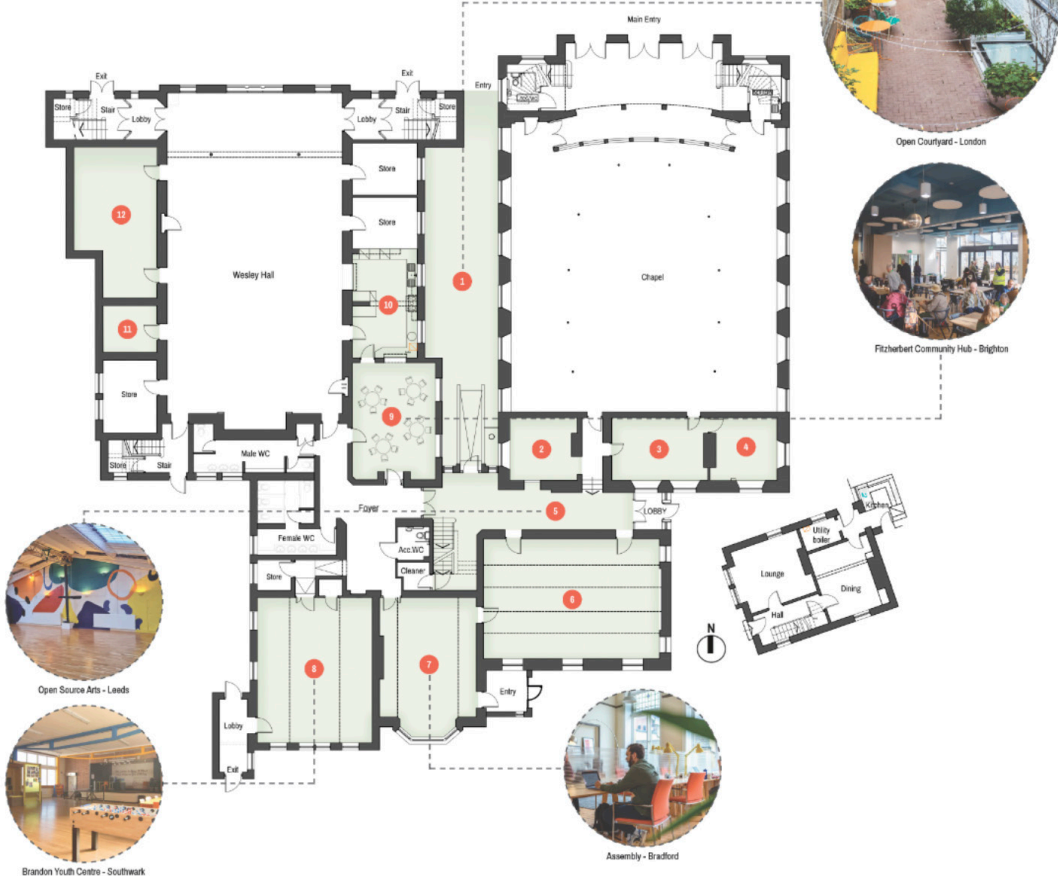
Inclusive Design

It is crucial that inclusive and accessible design is central to the development plan. This will manifest itself in several ways such as wayfinding, designing for neurodiversity and new accessible ramp to the new entrance. In the longer term we will be creating level access to each of the levels.

Sustainability

It is a key aim of the development plan to decarbonise the entire property. We have been working with Arup to explore the options. We will be replacing the gas boilers with air source heat pumps, and potentially solar photovoltaics. Where possible we will be replacing the windows to the studio spaces, installing secondary glazing, improving ventilation and installing insulation where possible.

GROUND FLOOR MASTERPLAN



- 01 OPEN AIR COURTYARD
- 02 OFFICE
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- 06 LECTURE HALL
- 07 THE PARLOUR
- 08 YOUTH HALL
- 09 KITCHEN
- 10 CAFE
- 11 STORE
- 12 LIBRARY OF THINGS

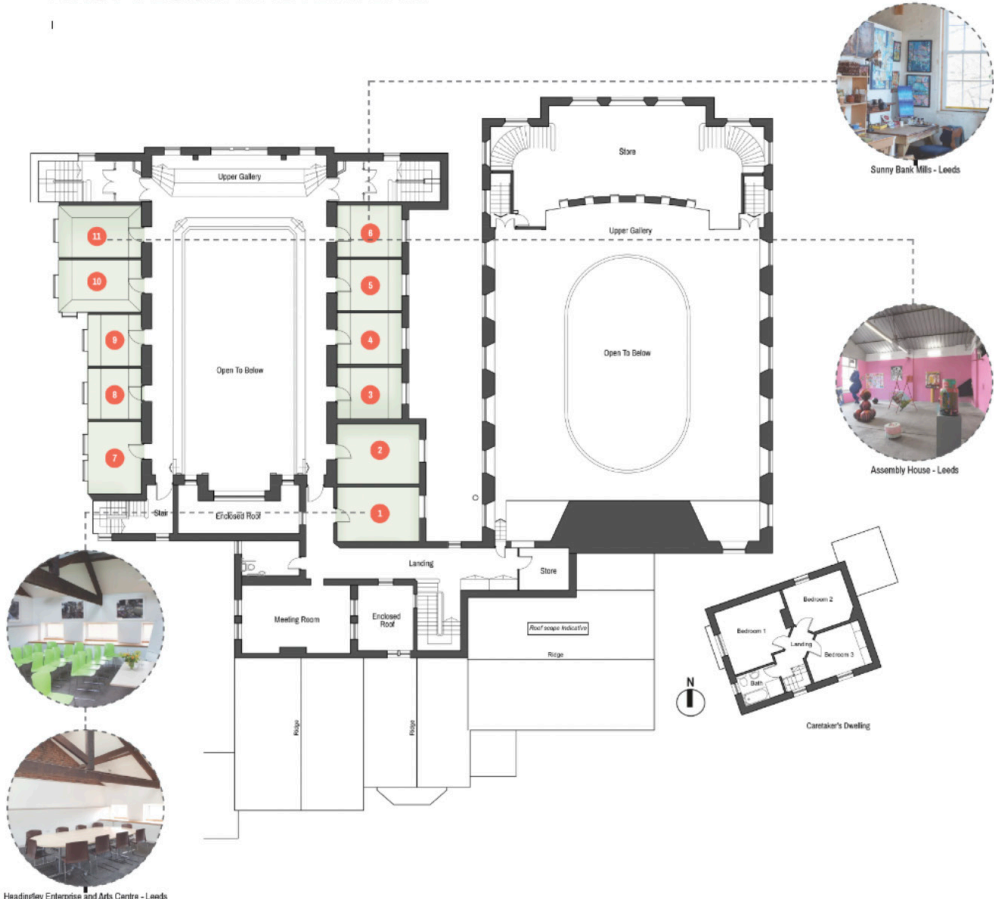
NOTES:

The preliminary scheme is subject to change

- 01. An open-air courtyard, designed for local stalls and art, serves as a dynamic community put together by local recycled furniture.
- 05. A dedicated space for curated exhibitions, showcasing local and contemporary art.
- 06. A versatile venue for presentations, workshops, and community events.
- 07. (Co-Working Space): A collaborative workspace fostering creativity and innovation.
- 08. An engaging space designed for the vibrant energy of the youth, encouraging community participation.
- 09. A social hub for residents and visitors to connect over coffee and conversation.
- 10. The existing kitchen facility which will be used to cater the cafe.
- 12. Housing essential equipment for building users, this space serves as a resource hub for the community.

STEAD & CO.
Chartered Architects

FIRST FLOOR MASTERPLAN



- 01 MEETING ROOM
- 02 OFFICE STUDIO
- 03 STUDIO 1
- 04 STUDIO 2
- 05 STUDIO 3
- 06 STUDIO 4
- 07 STUDIO 5
- 08 STUDIO 6
- 09 STUDIO 7
- 10 EXHIBITION STUDIO 1
- 11 EXHIBITION STUDIO 2

NOTES:

The preliminary scheme is subject to change

- 01. The proposed meeting room will be equipped with modern amenities such as wifi, providing a space for effective discussions and collaboration.
- 03. The plan includes repurposing the existing rooms and converting them into studios available for rent to suit groups of varied sizes.

STEAD & CO.
Chartered Architects

6.3 Capital Development Plan

The capital works will be split into the following phases:

Phase 1 (April 2024 – March 2025)

Phase 1 focusses on development works that impact directly on generating income and comprises the following works: the creation of the open atrium, with a new compliant ramp, new door, lighting and planting; refreshed corridors to create a bright entrance area with gallery space; the transformation of the Parlour into a new coworking space; the former Sunday school classrooms becoming studio spaces for small business, entrepreneurs and artists. Wi-Fi will be installed throughout. There will also be refurbishment of the Caretakers' Cottage at this stage.

Phase 2 (January 2026 – December 2026)

Phase 2 works will focus on the lecture and youth halls, with fresh redecoration and acoustic treatment throughout. Depending on the money raised, this phase may fall into Phase 1, but this phase will go ahead even if we are unable to include it into the COF application. We will be working with youth groups to understand fully their needs and ambitions, so we can develop the spaces appropriately. This Phase will be taken in the first year of operation if we meet the Maximum target in our share offer. We are already investigating further phases, but these will be contingent on the performance of the business and our ability to raise further capital.

Procurement

We believe firmly in supporting the local economy and our procurement strategy reflects this. Tendering procedures will follow Best Practice as per JCT Tendering Practice Note 2012. Capital projects over the value of £10,000 will be advertised. Tender returns will be scored against a matrix that will include cost, appropriate experience, social value, sustainability and proximity to the area. We reserve the right to not accept the lowest tender.

Capital projects are likely to be let under a JCT or RIBA Standard Forms of Contract.

Phase 1 milestones

Details			
COF Submission	COF application submitted	Jan 2024	
Standard Mark achieved	Community Shares Standard Mark sign off	Feb 2024	
COF decision	Funding decision on COF expected		March 2024
match funding	Through an application to the Coop		June 2024
Marketing and comms finalised	All marketing and communications for share offer finalised		March 2024
Community Share Offer launched	Community share offer goes live and investment begins		June 2024
Final funding amount confirmed			March 2024
Works package agreed and submitted for listed building approval	RIBA Stage 3	March 2024	May 2024
Works package finalised	RIBA Stage 4 - Building regulations and tender package prepared	May 2024	July 2024
Appointment of contractors	RIBA Stage 4 - Tendering and appointment of contractors	July 2024	August 2024
Construction works	RIBA Stage 5 – Capital works start on site	September 2024	March 2025

6.4 Capital Costs

The capital costs have been informed by the Quinquennial Inspection, an experienced architectural practice and an RICS Quantity Surveyor, experienced in refurbishment and community projects. The team have worked on several heritage and community schemes.

We are proposing the inclusion of a 20% contingency to all the individual phases, due to the age and nature of the property. Should the contingency not be required for a given project, the funds will be redirected to other capital projects at the Otley COMMON.

We have identified other revenue requirements which equate to 15% of the capital costs. This covers professional fees (architect, quantity surveyor, structural engineer, M&E engineer) and planning fees.

CAPITAL COSTS	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Open Atrium	30,000				
Works to rainwater goods, roof and pest control in atrium area	25,000				
Corridor/ entrance area/ WC decoration	15,000				
Commercial kitchen	50,000				
Cafe	10,000				
Lecture Hall - refurb		20,950			
The Parlour Coworking Space	25,000				
Youth Hall - refurb		70,000			
First Floor Studios	25,000	25,000			
Wifi	10,000				
Production accommodation	50,000				
Decarbonisation - ASHP, window replacement, secondary glazing, insulation			400,000		
Covered Atrium, lift				100,000	
Works to chapel					250,000
SUB TOTAL	240,000	115,950	400,000	100,000	250,000
Professional Fees @ 15%	36,000	17,393	60,000	15,000	15,000
Contingency @ 20%	48,000	23,190	80,000	20,000	20,000
Prelims and Overheads/Profit / Principal Contractor @20%	7,200	3,479	12,000	3,000	3,000
TOTAL HIGH LEVEL BUDGET COSTS (EXCL VAT)	331,200	160,011	552,000	138,000	345,000
VAT Applicable*	66,240	32,002	110,400	27,600	69,000
	397,440	192,013	662,400	165,600	414,000

6.5 Capital Funding

Our capital requirements will be met by the following funding sources:

Community Shares

Are 'withdrawable' shares that cannot be sold, traded, or transferred between members, unlike shares in a company. This involves raising money from the local community and wider using a community share offer. This involves developing a community share offer document which is publicised alongside other supporting documentation (business plan, society rules) to encourage people to invest. By investing, they also become members of FTWOL

Investors can withdraw their investment, along with any interest accrued subject to the approval of the board. FTWOL anticipates authorising share withdrawals at a rate of 4% of total share capital held per year, from Year 6. We also aim to pay interest on share capital held based upon a 6.25% interest rate from Year 4. The board reserves the right to suspend withdrawals at any time if they believe it is in the organisation's best interests to do so.

Our approach to the Community Share offer is summarised in the table below:

Issuer:	Friends of the Wesley Otley Limited
Incorporation:	11 August 2023
Registration number:	9110
Target investment	£571,700 (optimal)
Purpose:	Purchase of building and phase 1 refurbishment
Community share value (per share):	£1 per share
Minimum investment per applicant:	£200
Maximum investment per applicant:	£50,000
Target return on investment (ROI):	6% per annum – Estimated annual share interest repayments will be between £30,000 and £40,000 from Year 4. Investors are asked to state their interest preference as None, Half or Full.
Interest:	Interest will accrue from the start of Year 4 (after the closing date) and will be payable annually within 90 days of the end of the next financial year, subject to funds
Issue date:	The shares will be issued one month after the closing date of the offer
Transfer & withdrawal:	Shares are non-tradable and non-transferable, except in the event of death. Share capital can be withdrawn by giving three months' notice in writing. Applications must be approved by the Directors and are subject to the society's rules and the availability of funds. Applications to withdraw share capital cannot be made in the first 5 years of your investment and we assume that no more than 5% of capital may be withdrawn in any given year.
Repayment of capital:	Share capital is repaid to investors at the time of withdrawal
Cancellation:	The shares may be cancelled in whole or in part and funds returned if the purchase of the building is not completed in the first year.
Eligibility:	This share offer is generally open to individuals aged 18 or over, corporate bodies, and voluntary organisations. You may also invest on behalf of individuals under the age of 18.
Tax relief:	You may be eligible for tax relief on your investment through your Personal Savings Allowance
Date share offer opens:	7th June 2024
Closing date:	1st September 2024

Co-operative's UK's Community Shares Programme

We have already successfully applied for, and have been awarded, a £5,000 development grant by the Community Shares Unit (a Co-operatives UK led partnership with Locality and the Plunkett Foundation). This has been used to obtain professional advice to help us with the development of our business plan and share prospectus. The Community Shares Unit also provides partial equity investment (up to £100k), partially matching investment raised by communities and we are in the process of developing an application for that.

Community Ownership Fund (COF)

Provides up to £2m of capital grant funding (including up to £50k revenue) with most projects receiving up to £250k. Applicants are required to be able to match the COF at a minimum rate of 20%. COF has the following goals:

- Support community groups to take ownership of assets which are at risk of being lost to the community
- Support community groups where the asset is already in community ownership but needs essential renovations to be sustainable for the long-term benefit of the community
- Strengthen community ownership across the UK
- Strengthen the social infrastructure that helps communities to thrive

The fund is currently open for applications, and we intend to apply in January 2024.

Community Ownership Fund Support Grant

In January 2024 we were successful in applying for this £10k pot of funding. This will support us with professional fees and the marketing of the share offer.

Donations raised to date

- We have secured £20,000 in donations to date.
- We have also received over £20,000 in pro bono support from local experts in branding, engagement, as well as other professional inputs such as legal advice, conveyancing, valuation, quantity surveyors and architects.

Loans

We have been given a £20,000 by a local donor, which is due for repayment, without interest in Year 4, if possible. However, the donor is flexible as to the repayment date or whether this will be paid at all.

The following table is summary of our capital investment requirements and the investment sources required to meet them. It summarises three scenarios based upon how successful our community share offer is.

FUNDING REQUIRED	MINIMUM TARGET	OPTIMUM TARGET	MAXIMUM TARGET
Purchase of building	520,500	520,500	520,500
Development costs	120,000	331,200	523,213
Working capital	50,000	50,000	50,000
TOTAL REQUIRED	690,500	690,500	1,093,713

FUNDED BY	MINIMUM TARGET	OPTIMUM TARGET	MAXIMUM TARGET
Community shares (community & others)	360,500	571,700	763,713
Donations	10,000	10,000	10,000
Community Ownership Fund (capital)	250,000	250,000	250,000
Community Ownership Fund (revenue)	50,000	50,000	50,000
Loans (local philanthropist)	20,000	20,000	20,000
TOTAL REQUIRED	690,500	690,500	1,093,713

In summary, the work for each scenario comprises:

Minimum:

Partial Phase 1 - Works to the Parlour Co-Working Space, studio spaces, cafe, entrance redecoration, toilets, and wifi.

Optimum:

Complete Phase 1 – Same as Minimum plus open atrium and entrance area and gallery

Maximum:

Complete Phase 1 and Phase 2 - Optimum plus the lecture and youth halls

6.6 Project Management

A member of the Board will act as Client Representative on the capital projects. Our board has experience of managing capital projects that range in size and scope.

A Chartered Architect or Surveyor will be appointed to manage the design work and/or contract administration. Our expectation is that they will have a strong knowledge of design quality, energy efficiency, heritage and retrofitting heritage buildings to reduce utility costs and improve environmental credentials. They will also act as Principal Designer under the Construction (Design and Management) Regulations 2015.

They will report to the board (or subgroup of the board) by attending board meetings and reporting on contractor performance, risk management, quality control, scoping additional works required or other anomalies, and adherence to timescale.



7.
REVENUE
FINANCE

7.1 Revenue Finance Overview

We have developed financial forecasts for the first five years of operation. These have been developed through extensive market research, local knowledge, and consultation with operators of similar establishments, most notably Leftbank in Leeds. The key assumptions driving the financial projections are as follows: Friends of the Wesley Otley secures funding in line with our optimum scenario, following our community share offer and Community Ownership Fund application:

- £571,500 withdrawable share capital (community shares)
- £250,000 capital grant from the Community Ownership Fund
- £50,000 revenue grant from the Community Ownership Fund
- £20,000 loan from local philanthropist (interest free and not to be repaid until Year 4, at the earliest)
- £10,000 donation from Otley Town Partnership

We will also explore various funding sources, including grants, donations, membership fees, and revenue from other grant funding programs to expedite ambitious plans that we have for later phases of our project. These funds will be used to purchase the building and carryout important upgrades and refurbishments to make the building more sustainable and will enable us to increase our trading income to further support our financial sustainability in face of rising costs.

While we expect to report small losses for the first three years, this will largely be a result of depreciation of building works, and as such our cash position will strengthen, allowing us to achieve our financial sustainability aims:

- Provide some level of subsidy for youth groups, so that the building remains accessible
- Maintain a capital investment programme for the building
- Help us build reserves to meet our reserve strategy as well as meet our commitments to service and repay our community investment
- Being able to meet community shares orientated withdrawals requests and paying out interest on share capital. Interest is projected to commence at 6.25% in year 4, and from year 5, we plan to allow withdrawal of 4% of total capital each year (both subject to finances permitting)

The details of the financial forecasts for next five years are shown below. These forecasts have been fully reviewed and are considered reasonable and deliverable.

CASH FLOW STATEMENT	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Operating income	339,399	553,149	653,870	690,284	733,779	2,980,481
Operating costs	(215,394)	(329,582)	(376,994)	(412,450)	(429,377)	(1,763,796)
EBITDA "cash profit"	8,306	45,697	61,844	44,007	48,089	217,945
Working capital movements	3,936	(369)	(1)	(2,171)	(1,500)	(106)
Net cashflow from operating activities	12,244	45,328	61,843	41,836	46,589	217,840
Taxation	0	0	0	0	0	0
Capital expenditure	(866,200)	0	0	0	0	(866,200)
Funding received including £571,700 shares in Year 1	821,700	0	0	0	0	891,700
Net cashflow available for debt servicing	17,744	45,328	61,843	41,836	46,589	223,340

DEBT SERVICING	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Capital repayments	0	0	0	20,000	0	20,000
Interest on loans and finance	0	0	0	0	0	0
Total debt servicing	0	0	0	20,000	0	20,000
Net cashflow available after debt servicing	17,744	45,328	61,843	21,836	46,589	203,340
Community share interest	0	0	0	(35,731)	(35,731)	(71,463)
Share buybacks	0	0	0	0	(22,868)	(22,868)
Net cashflow	17,744	45,328	61,843	(13,896)	(12,010)	109,009
Opening Cash Balance	10,000	27,744	73,072	134,915	121,019	0
Closing Bank Balance	27,744	73,072	134,915	121,019	109,009	109,009

7.2 CASH FLOW FORECAST

INCOME AND EXPENDITURE (Profit and Loss Account)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
INCOME						
Food and drink	161,000	280,500	345,250	363,500	381,750	1,532,000
Enterprise space	9,600	19,200	19,200	19,200	19,200	86,400
Lettings - sessional	72,840	118,440	138,690	138,690	138,690	607,350
Lettings - long term	15,600	36,000	38,400	38,400	38,400	166,800
Commercial activities	11,700	17,500	26,325	39,488	59,231	154,294
Funded projects	41,330	45,463	50,009	55,010	60,511	252,324
Fundraising	9,996	9,996	9,996	9,996	9,996	59,980
Cottage/production room commercial letting	17,333	26,000	26,000	26,000	26,000	26,000
	339,399	553,149	653,870	690,284	733,779	2,980,481
DIRECT COSTS						
Food and drink	72,450	126,225	155,363	163,575	171,788	689,400
Commercial activities	5,850	8,775	13,163	19,744	29,616	77,147
Funded projects	33,064	36,370	40,007	44,008	48,409	201,859
Cottage/production room commercial letting	4,333	6,500	6,500	6,500	6,500	30,333
Total direct costs	115,697	177,870	215,032	233,827	256,312	998,739
Gross Profit	223,702	375,279	438,838	456,457	477,466	1,981,742
Margin Percentage	66%	68%	67%	66%	65%	65%
OVERHEADS (STAFF COSTS)						
Hub Director	45,464	47,737	49,170	50,645	52,164	245,180
Hub Administrator	7,784	14,011	14,432	14,865	15,311	66,403
Site manager	8,694	12,172	12,537	12,913	13,300	59,616
Café/event bar manager	18,629	29,341	30,222	31,128	32,062	141,383
Café/event team	29,824	84,150	103,575	109,050	114,525	441,124
Cleaners	8,750	15,750	16,223	16,709	17,210	74,642
	119,146	203,162	226,157	235,310	244,573	1,028,348
OTHER OVERHEADS						
Utilities	28,933	41,160	51,479	62,381	64,252	248,206
Rates	4,000	4,200	4,326	4,456	4,589	21,571
Insurances	12,000	12,600	12,978	13,367	13,768	64,714
Licensing	2,400	2,520	2,596	2,673	2,754	12,943
Security/CCTV	1,550	2,205	2,758	3,342	3,442	13,297
Fire equipment (alarm, servicing and equipment?)	1,860	2,646	3,309	4,010	4,131	15,956
Gas Servicing	1,000	1,000	1,030	1,061	1,093	5,184
Electrical EIRC	750	750	773	796	820	3,888
Refuse collection	3,100	4,410	5,516	6,684	6,884	26,594
Burglar alarm servicing	350	350	361	371	382	1,814
Sanitary collection	750	788	811	835	861	4,045
Gardening / yard / weed control etc	1,000	1,050	1,082	1,114	1,147	5,393
Window cleaning	900	1,200	1,236	1,273	1,311	5,920
Pest control	217	309	386	468	482	1,862
	58,810	75,187	88,640	102,831	105,916	431,385
PUBLIC CONSUMPTION COSTS						
Drinks machine (lobby)	248	353	441	535	551	2,127
Refreshment supplies	982	1,397	1,747	2,116	2,180	8,421
Hygiene Consumables	2,480	3,528	4,413	5,347	5,507	21,275
	3,710	5,277	6,600	7,998	8,238	31,824

7.3 PROFIT AND LOSS (PART 1 OF 2)

INCOME AND EXPENDITURE (Profit and Loss Account)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
ADMINISTRATION						
Hospitality	620	882	1,103	1,337	1,377	5,319
Travel and subsistence	930	1,323	1,655	2,005	2,065	7,978
Petty cash/sundry	930	1,323	1,655	2,005	2,065	7,978
Training and development	1,240	1,764	2,206	2,673	2,754	10,637
Annual audit	5,000	5,000	5,000	5,000	5,000	25,000
Accountancy	1,240	1,764	2,206	2,673	2,754	10,637
Recruitment costs	310	441	552	668	688	2,659
Marketing and publicity	6,200	8,820	11,031	13,367	13,768	53,187
Ticketing	1,860	2,646	3,309	4,010	4,131	15,956
Soft ware packages? / website development	2,750	1,500	1,876	2,273	2,342	10,741
Telephone system and costs	1,550	2,205	2,758	3,342	3,442	13,297
Printing, postage and stationary	1,860	2,646	3,309	4,010	4,131	15,956
Photocopier leasing	1,240	1,764	2,206	2,673	2,754	10,637
Office equipment	930	1,323	1,655	2,005	2,065	7,978
Legal and professional	930	1,323	1,655	2,005	2,065	7,978
inc bank charges	0	0	0	0	0	0
	27,590	34,724	42,176	50,049	51,400	205,939
REPAIRS AND RENEWALS						
DECORATIONS	0	2,500	2,500	3,029	3,120	11,150
FABRIC (REACTIVE REPAIRS)	6,137	8,731	10,920	13,233	13,630	52,651
PLANNED PROGRAMMES OF WORK	0	0	0	0	0	0
LIFT MAINTENANCE	0	0	0	0	2,500	2,500
CINEMA MAINTENANCE	0	0	0	0	0	0
	6,137	11,231	13,420	16,262	19,250	66,300
TOTAL OVERHEADS	215,394	329,582	376,994	412,450	429,377	1,763,796
EBITDA (EARNINGS BEFORE INTEREST, TAX, AND DEPRECIATION)	8,308	45,697	61,844	44,007	48,089	217,945
Grant Income	300,000	0	0	0	0	300,000
Depreciation	(35,194)	(42,437)	(38,904)	(35,712)	(32,828)	(185,408)
EBIT (EARNINGS BEFORE INTEREST AND TAX)	273,114	3,260	22,940	8,294	15,261	332,537
FINANCE COSTS						
Bank, loan, and asset finance interest	0	0	0	0	0	0
Community share interest	0	0	0	35,731	35,731	71,463
Total finance costs	0	0	0	35,731	35,731	71,463
NET PROFIT/(LOSS) BEFORE TAX	273,114	3,260	22,940	(27,437)	(20,470)	261,074
TAXATION	0	0	0	0	0	0
RETAINED/NET PROFIT/(LOSS) AFTER TAX	273,114	3,260	22,940	(27,437)	(20,470)	261,074
Cumulative retained profit	282,781	286,041	308,981	281,544	261,074	

7.3 PROFIT AND LOSS (PART 2 OF 2)

ASSETS AND LIABILITIES (Balance Sheet)	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
FIXED ASSETS					
Freehold property - Community space	511,563	503,037	494,653	486,409	478,302
Freehold property improvements - Community space	339,109	305,198	274,679	247,211	222,490
Commercial kitchen/cafe/wifi	0	0	0	0	0
Office space/studios/coworking and toilets	0	0	0	0	0
Decarbonisation	0	0	0	0	0
Atrium/lift	0	0	0	0	0
Chapel improvements	0	0	0	0	0
Computer equipment	0	0	0	0	0
Profit on sale of assets	0	0	0	0	0
TOTAL FIXED ASSETS	850,672	808,235	769,332	733,620	700,732
CURRENT ASSETS					
Cash at bank and in hand	74,427	73,072	134,915	121,019	109,009
Trade debtors	0	0	0	0	0
Stock	5,000	8,000	11,000	14,000	15,500
VAT debtor	0	0	0	0	0
Other Receivables	0	0	0	0	0
Prepayments	0	0	0	0	0
TOTAL CURRENT ASSETS	32,744	81,072	145,915	135,019	124,509
TOTAL ASSETS	883,416	889,307	915,247	868,639	825,301
CURRENT LIABILITIES					
Bank Overdraft	0	0	0	0	0
Loans and finance under 1 year	0	0	0	0	0
Trade creditors	0	0	0	0	0
Accruals/Prepayments	0	0	0	0	0
PAYE / NI	0	0	0	0	0
VAT creditor	8,936	11,566	14,565	15,394	15,394
Corporation Tax	0	0	0	0	0
Other creditors	0	0	0	0	0
TOTAL CURRENT LIABILITIES	8,936	11,566	14,565	15,394	15,394
NON-CURRENT LIABILITIES					
Loans and finance over 1 year	20,000	20,000	20,000	0	0
Hire Purchase	0	0	0	0	0
Deferred tax	0	0	0	0	0
TOTAL NON-CURRENT LIABILITIES	20,000	20,000	20,000	0	0
TOTAL LIABILITIES	28,936	31,566	34,565	15,394	15,394
NET ASSETS / (LIABILITIES)	845,481	857,741	880,681	853,244	809,906
EQUITY ATTRIBUTABLE TO THE OWNERS					
Community Shares	571,700	571,700	571,700	571,700	548,832
Retained Earnings brought forward	9,667	282,781	286,041	308,981	281,544
P&L this Year	273,114	3,263	22,940	(27,437)	(20,471)
TOTAL EQUITY	854,481	857,741	880,681	853,244	809,906

7.4 BALANCE SHEET

7.5

Bookings, Hire and Room Rates

Spaces for hire

The Otley Common has a range of rooms for hire offering different amenities levels and capacity.

The Chapel (600), Wesley Hall (375-425), Lecture Room (60), Youth Room (40), and a meeting room (25)

Room rate hire (p/h) is dependent upon whether the use is for community group, private personal hire or for a commercial enterprise. A commercial block booking rate is applied for large events.

Day and evening room rate differentials apply throughout.

Private and commercial activities subsidise the community-use room rate hire, enabling The Otley Common to remain affordable and accessible for volunteer led organisations and groups.

Co-working space members

The Co-working plans are designed to offer flexibility and affordability for those looking for a permanent base or those just needing a few days a week.

- Unlimited use (5 days a week)
- Light use (up to 2 days a week)

Both Co-working plans come with a range of benefits including free tea and coffee, use of a meeting room and key fob entry. Packages work on a rolling month-to-month basis with the flexibility to pause, upgrade or downgrade the membership as circumstances change with 1 months' notice.

In addition, there is an ad-hoc day or weekly rate for those who still wish to use the space but do not need to use it regularly. All users will register as Co-working space members.

Studio/office lease

10 private studio/offices are available for lease on a 6 month/annual basis.

A fully inclusive monthly rate is applied with a differential for the standard and larger studio/office type. Booking frequency and income analysis

BOOKING INCOME ANALYSIS

NUMBER OF BOOKINGS	£	Mnth 1	Mnth 2	Mnth 3	Mnth 4	Mnth 5	Mnth 6	Mnth 7	Mnth 8	Mnth 9	Mnth10	Mnth 11	Mnth 12	Total
INHOUSE MARKET	£600.00	2	1	1	1	1	1	1	1	1	1	1	1	14
EXTERNAL MARKET	£600.00	1	1	1	1	1	1	2	2	2	2	2	2	19
CHAPEL EVENING	£950.00	1	1	1	2	2	2	3	3	4	4	4	4	34
CHAPEL DAY	£800.00	0	1	2	4	4	4	4	0	4	4	4	4	32
WESLEY HALL EVENING	£600.00	1	1	1	2	2	2	2	2	3	3	3	4	31
WESLEY HALL DAY	£150.00	0	4	8	8	10	10	4	4	12	12	12	16	100
SMALL ROOM(S)	£80.00	8	8	10	12	14	16	18	20	24	26	26	26	208
STUDIOS/OFFICES	£400.00	0	0	0	0	4	6	6	6	7	8	8	8	53
COWORKING	£200.00	0	0	0	0	4	5	5	5	6	7	8	8	48
		13	17	24	30	42	49	45	44	63	67	69	76	539

BOOKING CHARGES

INHOUSE MARKET	£1,200.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£1,200.00	£8,400.00
EXTERNAL MARKET	£600.00	£600.00	£600.00	£600.00	£600.00	£600.00	£1,200.00	£1,200.00	£1,200.00	£1,200.00	£1,200.00	£1,200.00	£1,200.00	£11,400.00
CHAPEL EVENING	£950.00	£950.00	£950.00	£1,900.00	£1,900.00	£1,900.00	£2,850.00	£2,850.00	£3,800.00	£3,800.00	£3,800.00	£3,800.00	£4,750.00	£32,300.00
CHAPEL DAY	£0.00	£800.00	£1,600.00	£3,200.00	£3,200.00	£3,200.00	£3,200.00	£3,200.00	£0.00	£3,200.00	£3,200.00	£3,200.00	£800.00	£25,600.00
WESLEY HALL EVENING	£600.00	£600.00	£600.00	£1,200.00	£1,200.00	£1,200.00	£1,200.00	£1,200.00	£1,200.00	£1,800.00	£1,800.00	£2,400.00	£4,800.00	£18,600.00
WESLEY HALL DAY	£0.00	£600.00	£1,200.00	£1,200.00	£1,500.00	£1,500.00	£600.00	£600.00	£600.00	£1,800.00	£1,800.00	£1,800.00	£2,400.00	£15,000.00
SMALL ROOM	£640.00	£640.00	£800.00	£960.00	£1,120.00	£1,280.00	£1,440.00	£1,600.00	£1,920.00	£2,080.00	£2,080.00	£2,080.00	£2,080.00	£16,640.00
OFFICES	£0.00	£0.00	£0.00	£0.00	£1,600.00	£2,400.00	£2,400.00	£2,400.00	£2,400.00	£2,800.00	£3,200.00	£3,200.00	£3,200.00	£21,200.00
COWORKING	£0.00	£0.00	£0.00	£0.00	£800.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,200.00	£1,400.00	£1,600.00	£1,600.00	£9,600.00
	£3,990.00	£4,790.00	£6,350.00	£9,660.00	£12,520.00	£15,230.00	£14,490.00	£12,400.00	£18,320.00	£19,080.00	£19,880.00	£22,030.00	£158,740.00	

All room rate hire, studio/office lease, co-working membership charges will be renewed annually by the Board and are subject to change.



**8.
RISK
MANAGEMENT**

8.1 Approach to Risk Management

FTWOL's board has sufficient skills and experience to enable it to effectively monitor the risks associated with both the capital development phase and the operational phase. We have developed and actively maintain organisational risk registers, which is available on request.

We have developed a risk register which will apply throughout the duration of the capital development phase with a particularly focus upon managing financial and governance risks. Our approach to risk management will be sophisticated and we will link the process of risk management to our financial forecasting through detailed sensitivity analysis undertaken based upon producing different iterations of financial forecasts.

We have previously worked through several scenarios (e.g. time and cost overruns, base interest rate changes if using loan etc), which has supported the process of developing mitigation strategies and contingency plans. On an ongoing basis we will have a risk register which applies to our operations for when the site has been developed. Categories of risk identified in the register include those relating to governance, operations, financial, environmental/ external factors, and compliance.

The risk register content is summarised in the tables below and takes the following structure (based upon the headings of separate columns):

- Describing the nature of the risk and particularly describing the nature of the impact the occurrence of that risk could have upon the organisation
- The approximate date when that risk is likely to manifest
- Applying a risk rating based upon a RAG rating (orange = high risk; pink = some risk; green = low risk). This is split into two columns, a rating for likelihood the risk will occur and then a rating for the level of seriousness of impact in the event of occurrence

Actions which FTWOL will undertake to prevent occurrence and/or mitigate the seriousness of impact should the risk occur. Many of these mitigating actions feature in the business plan

- Undertaking a further risk rating which is applied post mitigating actions which will generally result in a lowering of the risk rating

Eventually three further columns will be included:

- Assigning risks to the ownership of individuals or roles (name board members, executives)
- Date the risk was added to the risk register
- Date the risk register was updated after review

In relation to the practical governance of risk register review will be a standing part of the board agenda and the risk register will be accessible via a link referenced in the board papers and as an ongoing basis as a shared document. Over the capital development phase, the board is likely to be meeting bi-weekly recognising the high-risk nature of that phase and our commitment to being an informed and engaged client of any contractor.

Prior to the employment of staff, maintenance of the risk register will reside with the secretary.

RISK ITEM AND POTENTIAL IMPACTS	DATE OF LIKELY OCCURRENCE	RISK RATING PRE MITIGATION		ACTIONS TO PREVENT OCCURRENCE AND/OR MITIGATE IMPACT OF RISK	RISK RATING POST MITIGATION	
		OCCURRENCE	IMPACT		OCCURRENCE	IMPACT
<p>Capital cost overruns on redevelopment of site (weather related, contractor performance, further works required identified during development phase etc) leading to:</p> <ul style="list-style-type: none"> • That FTWOL is unable to meet its financial obligations • That investor share capital is lost • Grant funding clawback • Resorting to expensive loan finance jeopardising operational phase • Reputational impact and relationships with potential occupants 	Year 1/2	Med	High	<ul style="list-style-type: none"> • Valuations and appropriate surveys by qualified personnel, including detailed costs reports for all significant refurbishment work, are carried out ahead of purchases • Scrutiny of quotes received for work prior to formal tendering (utilising technical skills of the board) • All funds in place before works begin • Substantial focus on reducing construction costs through design without sacrificing strong environmental credentials (including being open to phasing of refurbishment) • Contract with construction firm aims to de risk for FTWOL Exploration of design and build contract as a risk management strategy • Tight controls and contract management of contractors through strong approach to project management and being a fully engaged client • % contingency built into costs • Sensitivity analysis undertaken against several scenarios (construction overruns, underoccupancy during transition from development into management phase, unforeseen expenditure etc) • Use of community shares and grant to reduce any need for loan finance • Ongoing communications with tenants / users and providing regular progress updates 	Low	Med
<p>Poor contractor performance:</p> <ul style="list-style-type: none"> • Cost overruns • Time delays creating significant knock-on impact on operational finance • Contractors going bust mid-contract (delay, financial issues, legal issues) • Resorting to expensive loan finance jeopardising operational phase • Non-compliance with regulations • Reputational impact and relationships with potential occupants 	Year 1/2	Med	High	<ul style="list-style-type: none"> • High level of due diligence of contractor including scrutiny of accounts • Tight controls and contract management of contractors through strong approach to project management and being a fully engaged client • Oversight of schedule by experienced capital project manager and effective management of contractor by board • Contractual framework which makes liabilities/ responsibilities clear and supports the management of this risk • Negotiating prompt regular payments to contractors as opposed to larger upfront payments. Multiple staged payments triggered by agreed milestones • Prompt communication with funders and investors on this issue • Gant chart with key milestones in capital scheme mapped • Time contingency built into construction phase • To immediately discuss slippage reasons with contractors and how to make up time • Contract includes clauses to deal with delays • Snagging period and independent scrutiny of works quality • Ongoing communications with tenants / users and providing regular progress updates 	Med	Med

8.2 RISK REGISTER

(CAPITAL DEVELOPMENT STAGE)

RISK ITEM AND POTENTIAL IMPACTS	DATE OF LIKELY OCCURRENCE	RISK RATING PRE MITIGATION		ACTIONS TO PREVENT OCCURRENCE AND/OR MITIGATE IMPACT OF RISK	RISK RATING POST MITIGATION	
		OCCURRENCE	IMPACT		OCCURRENCE	IMPACT
<p>Unstable environment (e.g. pandemic, serious recession, energy price increases etc) leading to:</p> <ul style="list-style-type: none"> • Cash flow problems • Accumulation of debt • Potential project closure 	Anytime	High	High	<ul style="list-style-type: none"> • Income diversity – in relation to income types and sources and involving multiple customers • Not being reliant upon revenue grant – only using as working capital or to develop added value projects • Lean staffing structure with an ability to default to use of volunteer roles • Investing capital in building refurb to provide quality offer/ environment • Investing capital in developing strong eco credentials and at the same time reducing utility costs (both USPs) • Separating rents and service charges to tenants to enable us to better respond to economic challenges (e.g. increases in utility costs) • Multifaceted marketing strategy • Proactive collaboration and partnership building with potential centre users • Stress tested cash flow projections with inbuilt contingency 	Low	High
<p>That we are unable to achieve the increase and scale of growth as per our operational plan and financial model</p> <p>Actual management and maintenance costs exceed forecasts</p>	Year 1/2	Med	High	<ul style="list-style-type: none"> • Research of the local market and benchmarking against similar venues with similar activities operating within areas with similar socio-economic profiles • Current financial management processes (budgeting, accounting, etc.) and board oversight are fit for purpose and able to scale. In the initial operational phase there will be very close board scrutiny on cash flow management supported through bi-weekly meetings • Expert support from other practitioners with experience of supporting other successful similar ventures (e.g. support from Community Shares Practitioner) • No loan in the initial capital forecasts enabling us to consider that option in early stages of operations if needed (research has already been undertaken on potential working capital loans - Key fund for example) • Applying for £50k revenue grant which will be used to plug cash flow gap for the initial operational phase • Sufficient provision made for on-going repair and maintenance and forecast based upon building up reserves 	Low	Low
<p>Non compliance with health and safety regulations and other practical buildings management and operational issues which could:</p> <ul style="list-style-type: none"> • Create physical harm for users, staff or volunteers • jeopardise insurance cover • create significant reputational damage • result in legal cases against FTWOL 	Year 1	Med	High	<ul style="list-style-type: none"> • A broad range of skills and experience on the current board reflecting crucial areas – capital development, marketing, finance, etc • Initial skills audit and subsequent board development to address skills gaps • Embracing the membership basis of our organisation - targeting people with specific skills and experience in membership and encouraging them to stand. Plus growing our own leadership by supporting volunteers to eventually take up position as board members 	Low	Med
<p>Weaknesses in non-executive governance</p> <ul style="list-style-type: none"> • Inability to attract and retain those with appropriate knowledge and skills • Lack of diversity on board • Struggling to achieve quorate meetings 	Year 1	Med	High	<ul style="list-style-type: none"> • A broad range of skills and experience on the current board reflecting crucial areas – capital development, marketing, finance, etc • Initial skills audit and subsequent board development to address skills gaps • Embracing the membership basis of our organisation - targeting people with specific skills and experience in membership and encouraging them to stand. Plus growing our own leadership by supporting volunteers to eventually take up position as board members 	Low	Med
<p>Challenges in recruiting and retaining staff</p> <ul style="list-style-type: none"> • Inability to undertake core business function • Quality of service suffers • Impact on income generation leading to broader problems 	Year 1	Med	High	<ul style="list-style-type: none"> • Benchmarking of salaries to ensure competitiveness • Prioritising positive relationship between board and officers (e.g. through regular meetings, involvement in strategic planning etc) • Development of detailed job descriptions and person specifications linked to individual roles • Comprehensive approach to recruitment • Strong approach to staff management – staff handbook, structured approach to supervisions and appraisals, developing a work culture based upon staff empowerment and strong levels of support, strength in approach to CPD 	Low	Med

8.3 RISK REGISTER (OPERATIONAL STAGE)

In addition, by the time capital phase is complete a risk register will be developed which reflects the risk associated with facilities management. This could include risks relating to trips and falls, legionella, building security, hazardous activities, risk relating to legal compliance etc. We will draw on a range of risk registers of this type for buildings with similar functions.

9.1 Additional Development Plans

Phase 3

The decarbonisation programme will form the Phase 3. The works will comprise the replacement of the existing boiler with air source heat pumps and new efficient radiators throughout the property. We will be looking to replace the windows to the studio spaces and install secondary glazing to where this is not possible. Insulation to roof voids is included as well as improvements throughout. Lighting, where possible, will be replaced with efficient LED lighting.

Phase 4

Glazing over the 'open atrium' to form a closed atrium. This work would also include for a new lift that would connect each of the level differences in the building. The glazed atrium will specifically create a space for the cafe and bar to expand into, an exhibition space and foyer for performances. The phase will look at breaking through to the chapel to create a level entrance. The heritage officer is supportive of this proposal.

The first floor works would include for new WCs and an accessible WC.

Phase 5

Works to the chapel to repair the water damage to the balcony area, install a new handrail to the balcony, install new lighting, acoustics and AV.

9.2 Future Funding Plans

We are exploring numerous options for future funding. These include working with government at all levels, private partners, donations, other profit-making activities in the building, further share issues, and grants. We are exploring grants of all different sizes currently. Our fundraising team is ranking these by relevance and viability to our projects. Two larger grants that we have investigated in more depth are:

1. Heritage Lottery Fund

Members of our board have experience of successful bids to the HLF. We have made initial enquiries, reviewed the criteria and will be applying for this fund for major development work in the future. Successful operation of the building isn't dependent on this development work.

2. National Lottery Community Fund

Otley 2030 have recently been successful in applying for a grant from this body to run a community larder. They have a strong working relationship with TNL and have already had preliminary discussions on how we could use this fund in the context of Otley Common.

Appendix 1

SWOT Analysis

STRENGTHS

- Substantial and well-maintained property
- Close to parking
- Close to town centre
- In an established entertainment area (4 pubs in close proximity plus eateries)
- Dividable space for multipurpose use
- Community support
- Absence of any equivalent in scale competitor
- Community arm and income is tested and has significant ability to grow
- Income stream from house rental.

WEAKNESSES

- WC facilities
- Disabled access
- Green credentials
- No current funding streams for investment
- Absence of firm commitment from anchor tenant interested parties
- Commercial arm untested
- Some refurbishment is anticipated of caretaker's house

OPPORTUNITIES

- Creation of a unique facility for Otley that is agile and flexible
- Ability to bring in additional income and growth to Otley through the augmentation of evening trade.
- No similar community facility in Otley
- Otley is a growing town and economy

THREATS

- Uncertainty around inflation
- Uncertainty around fuel prices
- If the courthouse is successful in its extension bid which would result in two large scale venues in competition
- Change in use or licence not granted

Our SWOT Analysis feeds into our Business Plan in many ways, Threats and Weaknesses are particularly addressed in our Risk Management Strategy

Appendix 2

Charitable Objects

The objects of the Society shall be for the public benefit and are as follows:

(a) The provision and maintenance of a community centre for the use of the inhabitants of Otley and surrounding areas without distinction of political, religious or other opinions, including use for:

- (i) meetings, lectures and classes, and
- (ii) other forms of recreation and leisure-time occupation, with the object of improving the conditions of life for the inhabitants.

(b) to promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society. For the purposes of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one or more of the following factors: financial hardship; youth or age; ill health (physical or mental); poor educational or skills attainment.

(c) To advance the education of the inhabitants of Otley and the surrounding areas in the arts, culture, environment and conservation, sustainable development, and health and well-being.

(d) For the public benefit to promote learning for pleasure through the continued development of their individual capabilities, competencies, skills and understanding in subjects of educational value.

(e) To develop the capacity and skills of the members of the community of Otley in such a way that they are better able to identify, and help meet, their needs and to participate more fully in society.

COMMON

OTLEY