



**Full Business Case Template** (for Projects requesting Black Country LEP funding likely to exceed £1m)

**Project Name: Glasshouse Development Phase 3**

**1. What opportunity or barrier will this investment unlock? (approx. 300 words)**

The Ruskin Glass Centre has proved its potential for regeneration within the Stourbridge Glass Quarter, having converted part of a derelict glass factory into a thriving business area where artisan glassmaking businesses and associated trades are flourishing.

This would be the third phase of development to transform the old Royal Doulton glass factory, which now houses the Ruskin Glass Centre, providing studios and visitor facilities, Glasshouse College providing Further Education for young people with special needs, and the Glasshouse Arts and Heritage Centre. The name, the Glasshouse, is used to indicate the totality of these projects on the site.

This phase will undertake remediation and landscaping of contaminated land, remodelling the entrance and access onto the site with signage to improve visibility, and improving the canal-side environment.

Two old industrial buildings will be refurbished to bring them into economically productive use, creating four commercial units and three incubator units for business start-up, along with a reception area for visitors and businesses and interpretation/exhibition room. The project provides further investment into the interpretation of the site’s glass making heritage, to enhance understanding of the historical significance of the site within the Stourbridge Glass Quarter and its place in industrial scale glassmaking in the UK.

Businesses in the Ruskin Glass Centre provide training and work experience for young people with special needs (disadvantaged), which has led directly to jobs and apprenticeships. All four Black Country local authorities place young people at Glasshouse College, and each will benefit from this project.

The majority of funding has been secured from the Heritage Lottery Fund and ERDF and we are approaching BCSEP to help us secure the final 13% to enable the project to proceed.

The reason for the request at this stage is that we have recently had ERDF and HLF funding re-confirmed in line with a finalised programme for the project. The ERDF monies have to be spent by end-September 2015 to align with the close out programme for that project. This, however, creates risks to Ruskin Mill Land Trust at a time of commitments on a number of other capital projects.

The funding of £160k is vital in that:

- it reduces the risks to the project in providing less reliance on RMLT funds to underwrite the funding shortfall from ERDF and HLF
- It reduces the risks and reliance on RMLT's reserves to underwrite the funding on a number of capital projects being undertaken at this time
- it allows us to undertake additional areas of remediation work which are outside of the HLF and ERDF funding agreements

**2. Which of the BCSEP growth objectives and Measures of Success does this project address? (approx. 300 words)**

Increasing the size and success of a business hub for creative industries and manufacturing

Creating additional commercial floorspace

Creating space for entrepreneurial business start-ups with incubator units and a programme of support

Creating high quality move-on studio space for existing SMEs

Creating a thriving local enterprise economy (DMBC Council Plan 2016)

Upskilling disadvantaged young people and providing qualifications

Enhancing the distinct cultural offer of Stourbridge Glass Quarter

Improving the Visitor Economy through the Ruskin Glass Centre and the International Festival of Glass; attracting international visitors

Attracts additional investment into the Black Country from Heritage Lottery Fund and ERDF

Improving the quality of buildings from C&D to A&B

Remediating contaminated land and improving the drainage

Improving the Black Country as a place to live and work

Restoring and preserving an area of the canal alongside the Ruskin Glass Centre

### 3. How will this project unlock the specified BCSEP growth objectives (approx. 200 words)

The Phase 3 development will create additional commercial floorspace, increasing the number of SMEs able to lease studio space within a centre that prides itself on inter-business support, skills exchange and access to specialist equipment. It will also provide incubator units for young aspiring makers, who will benefit from a programme of business support and mentoring, the wealth of skills and experience of their colleagues and the reputation of the centre, leading to upskilling, innovation and access to new markets.

The Trust's initiation of the International Festival of Glass has resulted in thousands of people from the UK and overseas visiting and buying from Black Country makers, as well as having a significant impact on the local visitor economy. There are opportunities for further expansion with high value hand-made consumer goods (as highlighted in the Visitor Economy Strategy).

The environment will be improved for people living and working in the Black Country, with an improved cultural offer and enhancement of the environment along the canal arm.

Young disadvantaged people will be able to gain qualifications, and have access to work experience and apprenticeships. As well as generic employability skills, such as numeracy and literacy, work-readiness and customer services, they will achieve specific vocational qualifications leading to successful transition into further FE and employment.

Accredited skills training and CPD will be developed for adults in glass manufacturing, particularly during the International Festival of Glass.

### 4. What are the expected tangible Outputs/Outcomes to be realised?

Outputs/Outcomes	Metric	2015 / 16	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21
Business assisted	no.	4					
Business created	no.	3			3		
Employment – Jobs created	no.	9			3		
Employment – Jobs safeguarded	no.						
Skills – Learners assisted (exc. Apprenticeships)	no.	51	30	30	30	30	30
Skills - Apprenticeships	no.	1	1	1	1	1	1

Place – New Dwellings	units						
Place – Land remediated	Hectares	0.361					
Place – New floor space	Sq mtr	274					
Other (please specify) CPD & skills training (adults)	No.		40	15	45	20	50

For Learners Assists/Apprenticeships please specify the course offering and the level of learning supported

Course Details	Level of Learning Supported
BTEC Skills for Life (work skills)	Levels entry 1, 2, 3
OCN (new course being created by Open College Network specifically for our learners around work skills – name TBC)	Levels entry 1, 2, 3

**5. Expected TOTAL Project Cost & Source of Funding £m**

	% of Total Cost	2015 / 16 £m	2016 / 17 £m	2017 / 18 £m	2018 / 19 £m	2019 / 20 £m
Total Project Cost		1,231,104				
Applicants own funds	2%	25,000				
Other Public funds	85%	1,046,078				
Private sector funds	%	0				
Funding requested from Black Country LEP	13%	160,026				

For the **BCLGF element of the funding only**, please specify the projected costs using summary spend areas. What will the grant be spent on?

Projects costs	2015/16 £m	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Land remediation, landscaping and access improvements, visitor and business signage	80,084				
Renovation of building one (GH5) to create three business studios, reception and meeting room	44,232				
Renovation of building 2 (GH6) to create two business workshops and three incubator units	35,710				

**6. Main Issue (s) likely to derail the Project.**

All issues have been resolved with HLF and ERDF providing construction will start shortly providing the final £160,026 can be secured.

**7. Main Risks the Project will need to manage.**

Speed of the construction; practical completion of ERDF eligible spend must take place by 30<sup>th</sup> September 2015. The work has been tendered and is feasible but the timeline is tight.

ERDF clawback through technicalities.

**8. Please indicate how your project complies with State aid Regulations without contravening the State Aid Legislation.**

We applied for ERDF funding using the German Managed Workspace method (wash-through). The benefits will go directly to the businesses and the applicant will not make a profit for 15 years. An article 55 calculation was done and accepted for the ERDF funding.

**9. Any other Significant Constraints to delivering the Project not mentioned above.**

Access to LEP Growth Funding would ideally need to be achieved within three months.

**Document Status**

**REVISION HISTORY**

Revision Date	Version No.	Summary of Changes	Author / Editor
	Draft 1	Initial draft	
	Draft 2	Project team input	
	Draft 3		
	Draft 4		

**DOCUMENT LOCATION**

This document is only valid on the day it was printed or revised.

**DOCUMENT AUTHOR**

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**DOCUMENT OWNER**

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**DISTRIBUTION LIST**


## Introduction to the Project

Section A: Introduction to the Project				
Section A1: Applicant Details				
<b>Project Sponsor:</b>	Ian Clements, Executive Director, Ruskin Mill land Trust			
<b>Lead organisation:</b>	Ruskin Mill Land Trust			
<b>Lead contact:</b>	Janine Christley	<b>Position:</b>	Director of Fundraising	
<b>Phone number:</b>	01453 817617 / 07977 174761	<b>Email address:</b>	janine.christley@rmt.org	
<b>Postal address:</b>	Old Bristol Road, Nailsworth, Gloucestershire GL6 0LA			
<b>Local Authority area</b> (please highlight)	Dudley	Sandwell	Walsall	Wolverhampton
Section A2: Project Description				
<b>Project Location:</b>	The Glasshouse, Wollaston Road, Amblecote, Stourbridge DY8 4HF			
<b>Lead Delivery Organisation:</b>	Ruskin Mill Land Trust			
<p><b>10. Project Description: (50 words max)</b></p> <p>Remediation and landscaping of contaminated land, remodelling access to the Glasshouse, and improving the canal-side environment. Two old industrial buildings refurbished to create four commercial units and three incubator units for business start-up, with visitor reception. Qualifications, work-experience and apprenticeships for young disadvantaged people, and skills training for adults.</p>				
<p><b>11. Project Need &amp; Additionality:</b></p> <p>( State the overall impact on GVA (Growth Value Add) )</p> <p>There is a demonstrable demand for new business floor space within the immediate area, particularly space which can accommodate fledgling creative industries. The role of the glass industry within the local economy and its subsequent decline has resulted in many local individuals with specific glass related skills, looking for accommodation in which to establish a new enterprise.</p> <p>This can be evidenced by the demand which resulted upon the completion of Glasshouse Development Phase 1 (Ruskin Glass Centre). Within this phase, 921 sq m of new business floor space was created, broken down into 11 Business Units and 4 Incubation Units. These units were fully let without the need for any advertising or promotion; the demand for these units far outstripped their availability, by approximately 150% for the Business Units and 200% for the Incubation Space. Since opening in September 2010, one Incubator Unit has become vacant and was filled with a new tenant within 2 weeks. Furthermore, the Ruskin Glass Centre continues to receive a steady stream of enquiries from prospective tenants. Ruskin Mill Land Trust is confident that it will be able to let a further 7 Business/Incubator Units.</p> <p>The project will deliver a number of outputs, identified elsewhere within this application. These outputs will clearly impact upon the GVA within the local economy, the establishment of new businesses and the resulting employment opportunities. In addition the consolidation of the Glasshouse as a growing and established visitor attraction will in turn result in further positive benefits for the local economy.</p>				

## Background to the Project

## Section B: Background to Project Bid

### Section B1: Status & Progress to-date

#### **12. Present status of the Project. (approx. 100 words)**

The project has been fully tendered and procured and planning permission obtained, with a contract start date of 8<sup>th</sup> June 2015. Funding from Heritage Lottery Fund and ERDF towards the project has recently been reconfirmed in line with a finalised programme for the project.

Extensive community consultation has been undertaken and local volunteers took part in an archaeological exploration of the historic remains of two 17<sup>th</sup> century glass cones, which have now been covered back over in preparation for the land works.

The 6<sup>th</sup> International Festival of Glass took place in May 2015 attracting people from across the globe to the Stourbridge Glass Quarter. Sixty people booked onto the Masterclass sessions with additional taster sessions held throughout the festival. We have anecdotal evidence that the festival and the wow-factor of the British Glass Biennale has led directly to people taking up glassmaking as a career, seeking training, experience and studio space.

#### **13. Progress achieved prior to Bid. (approx. 300 words)**

From its origins in 2003, the vision for the Glasshouse Development Project has been to create a world class centre for innovation, enterprise, creativity & learning in the West Midlands by refurbishing the former Royal Doulton Glassworks.

Due to the availability of funding the regeneration of the site has been undertaken in phases. This project now forms the third phase of capital investment across the Glasshouse site; the previous two phases have to date delivered:-

Phase 1: The refurbishment and redevelopment of the Ruskin Glass Centre, a semi-derelict, former industrial building. This phase was funded by the Regional Development Agency (Advantage West Midlands), with a contribution from Ruskin Mill Land Trust; it was completed on schedule and within budget. The refurbished and transformed Centre now provides

- 15 Workshops (11 for established businesses & 4 for start-ups) for glass related & craft businesses
- Employment for over 30 people
- An organic cafe & retail area
- Work experience for Glasshouse College's special needs students
- A venue for business/community meetings, talks and other events linked to the café
- An increasingly popular visitor destination

Phase 2: The refurbishment and re-development of the Lower Glasshouse, with funding from Arts Council England, Heritage Lottery Fund and Ruskin Mill Land Trust. It was opened officially by the Leader of Dudley Metropolitan Borough Council on 23rd August 2012 in time for the 5<sup>th</sup> International Festival of Glass.

In addition to restoring this important part of Stourbridge's glass-making heritage the Lower Glasshouse has now been transformed into a multi-purpose Centre for Arts & Heritage, that serves to promote a greater understanding of the site and the area's glass-making heritage including

- Exhibition / events space
- The Webb Corbett Visitor Centre
- The appointment of a Glass Heritage Officer
- A multi-purpose main auditorium for up to 400 people
- An upgraded Studio Theatre seating 80 people
- New flexible Seminar/Meeting Rooms seating 100 people
- An Apprenticeship Scheme in glass making/designing

Section B2: Content of the Business Case	
<b>Section C</b>	Strategic case and fit to Strategic Economic Plan Themes
<b>Section D</b>	Economic case – Options Appraisal
<b>Section E</b>	Commercial case – External Procurement (if appropriate)
<b>Section F</b>	Financial Case – Financial Analysis of the recommended Option
<b>Section G</b>	Programme Management Case – Achievability of Project Components
<b>Section H</b>	Recommendation
<b>Section I</b>	Appendices <ul style="list-style-type: none"> <li>➤ Stakeholder Map</li> <li>➤ Profile for each Output / Outcome</li> <li>➤ Evidence of planning permission</li> <li>➤ Detailed breakdown of Project Costs by month</li> <li>➤ Full Project Plan</li> <li>➤ Issue Register</li> <li>➤ Risk Register</li> </ul>

### Section C: Strategic Case for Change and fit to BC LEP Strategic Economic Plan Themes

#### 14. Context/Project Background

Describe the compelling case for change. Detail the problem or opportunity the project is intended to address, in terms of market failure or demand, and the contribution the project will make to the delivery of the Black Country Strategic Economic Plan (SEP) and other relevant plans and strategies. Ensure to demonstrate **how** the project will contribute to the Growth Objectives and Strategic Programmes identified in the SEP. A copy of the SEP can be found at [www.blackcountrylep.co.uk/about-us/black-country-plans-for-growth/strategic-economic-plan](http://www.blackcountrylep.co.uk/about-us/black-country-plans-for-growth/strategic-economic-plan) (Word limit: 750)

Ruskin Mill Land Trust is undertaking a third phase of development which will extend the economic, cultural and educational benefits being delivered across the site and enhance the Glasshouse's offer as a visitor attraction within the Stourbridge Glass Quarter. Successful completion will further ensure that the Glasshouse site becomes fully sustainable and fit-for-purpose.

This project will meet demand for new business floor space within the Dudley area, for glass related manufacturing and associated skills. The Glasshouse has already benefited a wide range of companies and individuals and this third phase will replicate this positive impact. The scheme will create new business floor space for fledgling SME's working within the glass manufacturing sector, thereby enabling companies to become established, both through the accommodation, but also by being located within a cluster of similar industries which are able to share experiences, provide inter-business support and advice and benefit from specialist skills and equipment.

It will also provide incubator units for young aspiring makers, with the advantage of access to the skills and experience of their colleagues and the reputation of the centre, leading to upskilling, innovation and access to new markets.

Although the majority of the SME's now located at the Glasshouse are not major employers, jobs and apprenticeships have been created by companies locating within the facility. In addition, as the premises grow there is the parallel need to grow the necessary, supporting, service industries. Ruskin Mill Land Trust's philosophy of encouraging companies locating within the facility to take on youth work placements also addresses the major concern of growing youth employment.

The remediation of contaminated brownfield land with re-modelled access, signage and site entrance to improve the site's visibility and accessibility together with associated parking will attract more visitors and customers for the businesses on site, increasing spend and improving their viability and resilience. The physical and aesthetic environment will be improved for people living and working in the Black Country, including the upgrading of the Stourbridge canal arm alongside the Glasshouse site. It also creates an important cultural offer for the residents of the extensive residential zone being developed opposite on the old Sunrise Medical site.

The Trust's initiation of the International Festival of Glass has resulted in thousands of people from the UK and overseas visiting and buying from Black Country makers, as well as having a significant impact on the local visitor economy. There are opportunities for further expansion with high value hand-made consumer goods (as highlighted in the Visitor Economy Strategy). The Glasshouse project clearly adds value to Dudley's growing role as a destination for visitors. The area is renowned as one with strong historic ties to the glassmaking industry; the development of a strong craft base within this sector, targeted at the visitor economy adds further weight to Dudley's visitor economy. The success of the Ruskin Glass Centre, the International Festival of Glass, and the partnership working with the British Glass Federation has improved the promotion of the Stourbridge Glass Quarter and the viability of the nearby White House Cone redevelopment.

The festival has traditionally recruited expert glassmakers from around the world to provide masterclasses and lectures. These have been highly successful and will now be developed into accredited skills training and/or validated as CPD from 2017. An additional programme will run in-between festivals to continue up-



skilling local makers and maintaining Stourbridge's reputation as one of the major global centres for contemporary glass manufacture.

**15. Please indicate which of the SEP Growth Objective/s the project will contribute to:**

- |                     |                             |
|---------------------|-----------------------------|
| 1. 4,000 New Jobs X | 3. 3,200 Business Assists X |
| 2. +1,000 New Homes | 4. 7,000 Learner Assists X  |

**16. Please indicate which SEP theme(s) and strategic programme(s) the project will contribute to:**

**Place Theme:**

- PL1. Sites & Premises X
- PL2. Infrastructure
- PL3. Housing
- PL4. Local Distinctive Economies X
- PL5. Environment X

**People Theme:**

- P1. Skills for the supply chain
- P2. Skills Capital X
- P3. Skills for the future X
- P4. Upskilling X

**Business Theme:**

- B1. Supply chain development
- B2. Global Opportunities
- B3. Access to Finance X

**17. Objectives and Outcomes**

(Detail the specific objectives to achieve the anticipated outcomes. The objectives and outcomes should be stated in clear and measurable terms with a specified time frame)

**by December 2015**

Creating 274 m<sup>2</sup> of additional commercial floor space;

Four high quality move-on studio units for existing SMEs

Three incubator units for entrepreneurial business start-ups

Reclamation of .361 hectares of contaminated land

Attracting £1,046,078 in additional investment into the Black Country from Heritage Lottery Fund and ERDF

Improving the quality of two old industrial buildings from C&D to A&B

Restoring and improving a section of the Stourbridge canal arm

**By end 2021**

Upskilling 201 disadvantaged young people and providing qualifications

Skills training and/or CPD for 170 adults in glass manufacturing and associated trades

**Ongoing**

Enhancing the distinct cultural offer of Stourbridge Glass Quarter

Improving the Visitor Economy through the Ruskin Glass Centre and the International Festival of Glass; attracting international visitors

Improving the Black Country as a place to live and work

**18. How does the project fit with national, sub-regional and local investment plans and strategies? (approx. 200 words)**

In line with National investment plans and strategies, the further development of the Glasshouse is part of the Black Country realising the potential of the sub-region's natural, built and historical assets for living, for business and as a tourist destination. Forming part of the Urban Park this development promotes the

enhancement of regional heritage and will contribute towards the transformation of the Black Country environment.

In line with the LEP's strategy of developing the Global Supply chain, this project assists in growing the Skills Capital and helping to support the development of a more entrepreneurial culture, providing training and upskilling local people. In this way the project contributes to two of the five enabling sectors identified as being crucial in terms of the wider economy and quality of life in the Black Country, namely the Public Sector (including education and skills) and the Visitor Economy.

The Glasshouse is now recognised as a significant visitor attraction, the highlight of this being the biennial International Festival of Glass which attracts around 12,000 visitors to the Glass Quarter. The project therefore clearly has an economic impact as a tourist destination at the sub-regional level; at a minimum, it has created a focal point nationally for glassmaking within the creative industries sector.

**19. Detail the elements that are within scope of the project, this defines the range and boundaries of the project.**

Refurbishment of two former industrial buildings, known as GH5 (Yates Yard) and GH6 (The Acid House) and bringing them back into economically productive use. These buildings will provide business floor space for a further 4 Commercial Units and 3 Incubator Units for business start-up, along with a site reception/orientation, visitor interpretation/exhibition and a shared meeting space.

Increased access to skills training and work experience for disadvantaged young people to gain qualifications. As well as generic employability skills, such as numeracy and literacy, work-readiness and customer services, they will achieve specific vocational qualifications leading to successful transition into further FE, employment and apprenticeships.

Remediation of contaminated land with re-modelled access, signage and site entrance. Improving the canal bank along the Stourbridge Town Arm.

Further investment in the interpretation of the site's glass-making heritage, to increase understanding of the historical significance of the site within the Stourbridge Glass Quarter and its place in industrial scale glass making in the UK.

The development of the masterclass series into accredited skills training and/or validated as CPD.

**20. What stakeholder consultation has been undertaken/support received? What stakeholder consultation remains to be undertaken? (approx. 100 words)**

Stakeholder consultation has included meeting with existing tenants of the site, Dudley Council, Heritage Lottery Fund, English Heritage, the senior management of the college, and gaining feedback from the community regarding the use and design of the site and potential opportunities for additional courses/facilities to be made available. Consultation has been in the form of discussions, feedback forms and questionnaires. Feedback has also been gathered from individuals who have used the facilities, and with partner organisations to determine how best to meet local need.

**21. List the Key stakeholders and their Interest areas? (approx. 50 words)**

(Include a Stakeholder Map if have one)

Stakeholders include:

- Dudley Metropolitan Borough Council – tourism, regeneration, business, education
- Heritage Lottery Fund – funder
- English Heritage – history and archaeology of site
- DCLG – funder (ERDF)
- Canals & Rivers Trust – canal improvement
- Ruskin Glass Centre existing tenants – economic & environment
- Glasshouse College staff and students – training, work experience, apprenticeships, environment

- Local community – environment, cultural resource, retail
- Broadfield House Glass Museum – tourism, heritage, glass
- Red House Glass Cone - tourism, heritage, glass
- British Glass Federation – development of White House Glass Cone site, partnerships, tourism
- Local glass industry/ professionals – economic, heritage, tourism, training, employment, studio space, access to skills
- Wolverhampton University – opportunities for students, incubator units, access to skills & expertise

Please see attached Stakeholders map

**22. What are the Strategic Issues preventing successful delivery of the project? List. (approx. 100 words)**

None – all issues have already been managed

**23. What are the Strategic Risks that could prevent successful delivery of the project? List. (approx. 100 words)**

Downturn in economy, workshops not let or business failures lead to under occupancy

Decrease in number of students with special needs due to cuts in local authority/ Education Funding Agency budgets

Delivery of outputs; development of the masterclasses into accredited skills training, achieving suitable validation

**24. Summarise the overall assumptions that have been made when planning this project. State the impact to the project if these turn out to be wrong.**

Continued demand for good quality business space in local area; the new workshops remain empty.

Continued need for special educational needs placements; ability of the college to engage with the businesses is reduced; fewer students gain qualifications

Need for accreditation of skills training is unjustified; masterclasses / CPD remains invalidated

**25. Summarise any project dependencies that the project has or if there are other projects/initiatives that are dependent on this delivery. State the impact to the project if these are not met.**

There are no dependencies; however the ability of the Glasshouse to meet local need would be reduced.

**26. Define any constraints that may impact the success of the project, e.g. resource, legal, 3<sup>rd</sup> party agreement constraints.**

ERDF clawback through technicalities.

## Economic Case

### Section D: Economic Case - Options Appraisal

#### Section D1: Short List of Options considered

**27. Please describe the options that have been considered in selecting the project proposal. This should include a minimum of 3 options : -**

- A **reference case option** (the position in terms of outputs that would occur if the project did not proceed);
- The **proposed option** (as set out in Section A); and
- An **alternative option** (which may be based on changes to the scale, scope and cost of the proposed option).

**Box 1:**

<b>Option Name:</b>	<b>Description:</b>	<b>Total Cost:</b>	<b>Amount requested:</b>	<b>Outputs</b>
<b>Reference Case Do nothing</b>	Two prominent buildings remain in derelict condition on a site with poor access, parking and signage.  Retention of run down premises and poor access/parking/signage detracting from site "offer".	<b>0</b>	<b>0</b>	None
<b>Proposed Option</b>	Remediation and landscaping of contaminated land  Remodelling access to the Glasshouse  Improvements to the canal-side environment.  Two old industrial buildings refurbished to create four commercial units and three incubator units for business start-up, with visitor reception.  Qualifications, work-experience and apprenticeships for young disadvantaged people  Skills training & CPD for adults in glass manufacturing.	<b>£1,231,104</b>	<b>£160,026</b>	4 Businesses assisted  6 businesses created  12 jobs created  201 learners assisted  6 apprenticeships  .361 hectares of land remediated  274 m2 of new floor space  170 adults with skills training and CPD
<b>Alternative Options:</b>	To just renovate the two unimproved buildings	<b>£825,000</b>	<b>£275,000</b>	4 Businesses assisted  6 businesses created  6 jobs created  80 learners assisted

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**Box 2:**

Please explain why the proposed option has been selected.

Option Name:	Advantages:	Disadvantages:	Fit with Project Objectives:
Reference Case			
<b>Proposed Option</b>	<p>Attracts HLF &amp; ERDF funding</p> <p>Makes the site much more visible as a destination</p> <p>Makes the site physically more accessible to visitors</p> <p>Makes the site more visually attractive to visitors</p> <p>Makes the site more attractive to SME's as a place to set up and trade</p> <p>Adds to the wider appeal of the "Glass Quarter" offer</p>	<p>Highest cost option</p> <p>Greatest complexity of the project in terms of funding streams and subsequent management</p>	<p>Will ensure all deliverables are met</p>
<b>Alternative Options:</b>	<p>Provide a site wide reception where visitors to the site can access information about the site for the purpose of their visit</p> <p>Provide accommodation for eight small businesses to increase the viability of the site which already houses eighteen small businesses</p> <p>Improves the visual appearance of the site on arrival for visitors</p>	<p>Leaves poor quality, inadequate parking and a real barrier to physical access for many people to the site</p> <p>Does nothing to improve the visibility of the site to visitors and potential visitors</p> <p>Leaves the site with a rich heritage but with little interpretation of that heritage to explain it to visitors</p> <p>Would not attract funding from HLF as it does nothing to promote or interpret the heritage of the site</p> <p>Leaves large funding gap.</p>	<p>Would still satisfy the floor space deliverable</p> <p>Would not deliver the development of brownfield site output identified</p> <p>Would not improve canal bank environment</p> <p>Would detract as a visitor and tourist destination</p>

**28. Specify the Preferred Option, with supporting justification for selection. (approx. 200 words)**

The proposed option is the logical solution as it maximises the business accommodation able to be provided at the Glasshouse; provides a solution to what are current viewed as "eyesores" within the site, is consistent

with the existing planning permission and the retention of the site's historic fabric, in addition to providing new opportunities for businesses, employment and visitors alike.

The preferred option also strengthens the sustainability of the Glasshouse, making the operation and management of the site more cost effective, in addition to removing what would otherwise be a maintenance liability.

The major benefit however has to be that of the businesses which take space at the Glasshouse. Already there is a strong network of like-minded SME's on site, the majority of which are working within the glass craft industry. Additional space will result in a bolstering of this network in addition to this cluster developing and becoming a stronger visitor attraction in its own right.

The Glasshouse already plays host to the biennial International Festival of Glass, raising the profile of the facility to an international audience. The preferred option is realistically the only one able to complete this third and final phase of the facilities regeneration, from disused and derelict glassworks to a hub for creative industry enterprise, visitor attraction for the glass industry as well as a highly regarded facility in the teaching of individuals with special needs.

### **29. Outline Opportunities for Innovation and increased Collaboration. (approx. 200 words)**

Ruskin Glass Centre is a unique facility in Stourbridge and provides a valuable community and professional resource. The completion of Phase 3 will increase the number of businesses on site, including start-ups. The cluster of businesses regularly collaborate by sharing or providing skills, knowledge and equipment, or undertaking projects together, which will be enhanced by the arrival of new skills and expertise. As a hub for glassmaking it attracts galleries, collectors and customers who know they can always find something unusual and unique among the different businesses. The development of the access and new facilities will improve the public face and 'professionalise' the site.

The Glass Centre also hosts a range of community workshops and events, the most significant of which is the International Festival of Glass. This event, relies on the Glass Centre and the collaboration of the tenants to provide classes, taster sessions, lectures and activities to promote the glass industry. The proposed development of accreditation for the Masterclasses would be innovative, particularly through collaboration with the Worshipful Company of Glass Sellers, and create a quality 'kitemark' that currently does not exist.

### **30. Service Delivery options considered, with Pro's & Con's. e.g. using a 3<sup>rd</sup> party for delivery (approx. 200 words)**

The services delivered through the project are:

- space for craft workshops
- access to heritage aspects of the site
- training of staff, students, crafts people and the community

Options considered:

Do Nothing

- Pros
  - No capital moneys expended
  - No short term disruption
  - No change to existing provisions
- Cons
  - No physical improvements to site or building
  - No additional start up units or craft workshops
  - Limited opportunities for job creation
  - Reliant on existing provision for training
  - Loss of existing funding
  - Reputational damage and possible impact on funding bids on other projects

#### Opportunities provided by third party (or parties)

- Pros
  - Capital investment by others
  - Training provided by bought in services
- Cons
  - Site and buildings not improved
  - No additional craft units - opportunities for existing crafts people to scale up limited, potential void units and no increased visitor footfall
  - Students work experience and training off-site – may not suit some students
  - Original intentions behind activities on Glasshouse site not furthered
  - Services may need to be provided in multiple locations
  - Limits potential to further showcase heritage of site and area already accessible on the site
  - Loss of existing capital and activity funding (see above)
  - No direct association of RMLT/RMT in accredited crafts training

#### Delivery as proposed

- Pros
  - All services delivered from single location
  - Enhances existing site and completes regeneration of site
  - Builds on existing heritage, job and training opportunities provided by the College and existing occupiers
  - Increases footfall for the benefit of existing occupiers
  - Reinforces current funding
  - Allows RMLT/RMT to be directly involved with developing craft skills for students, visitors and crafts people in line with its objectives
- Cons
  - Disruption to site during works
  - Possible competition for existing craft tenants

#### **31. Where applicable, specify the degree of Business Change required to exploit the Project output/outcomes, e.g. the activities that need to happen to ensure that people enrol on a new course provided. (approx. 200 words)**

Two service delivery options have been identified in relation to skills development and accredited Master Classes. Whilst two options are presented, they should not be seen as mutually exclusive. In addition, both provide the opportunity for the development and enhancement of skills and knowledge, in respect of CPD and lifelong learning.

In the first instance, there is the option to liaise with a relevant professional body (such as the Worshipful Company of Glass Sellers), with a view to seeking their formal approval of Masterclasses offered through the Ruskin Glass Centre. Whilst this would not provide a formal qualification or accreditation for learners, it has the benefit of ensuring that classes meet minimum expected standards and quality, to be determined in conjunction with the Glass Sellers.

The second option is to seek formal accreditation of the Masterclasses, in relation to the Qualifications and Credit Framework. The Ruskin Mill Land Trust is a Pearson Approved Vocational Centre (Centre No. 05419), each of the college sites act as sub-centres, therefore the Glasshouse can deliver and assess a range of Pearson vocational qualifications, including BTEC and Functional Skills online qualifications. This option would allow learners to gain credit towards formal qualifications that are recognised on the QCF (Qualifications and Credit Framework). This approach would require the further development of qualifications and the formal assessment of learners.

#### **32. Are there any Issues to be resolved before this option may proceed?**

Specify key Issues, and state resolution plan for each Issue.

It is envisaged that the degree of Business Change required to exploit the project outputs would be minimal (with reference specifically to the Masterclasses). The Ruskin Glass Centre currently offers Masterclasses and has processes in place for the recruitment and admission of learners, as part of enrolment processes. In

addition, there is already a cadre of trained staff to deliver the Masterclasses, who themselves have extensive experience as practitioners and tutors. Likewise, tutors and staff are highly experienced in student assessment and student support, responding to the needs of individual students.

If the approval option was sought, we would engage in discussions with the Worshipful Company of Glass Sellers to explore their views on an approval scheme, and work with them to establish minimum threshold standards for 'approved' Masterclasses and expectations in respect of the quality of delivery. The Glass Sellers are very supportive of the Ruskin Glass Centre and distribute awards at the British Glass Biennale every two years. A concept document will be prepared for their consideration.

**33. What are the associated Top 5 Risks of this option :**

(Quantification, Ownership, & Mitigation for each).

See Question 56

**34. Provide a Profile for each Output / Outcome**

See Appendix

Please indicate any other non-quantifiable benefits from your project.

Opportunities for volunteers to take part in activities

Improving the heritage 'story' of the site and its context within the Glass Quarter

New facilities for use during the International Festival of Glass, improving the visitor offer

Opportunities for students to train as tour guides

Increased profile as an international centre for glassmaking

Support of both traditional and contemporary glassmaking

Improvement in trade for businesses on site

Increased opportunities for social and economic activities for businesses

Positive role modelling for disadvantaged young people from the businesses; understanding of the economic and personal value of craftsmanship, developing aspiration, striving towards mastery

Students develop transferable skills, improving employability

The project will achieve BREEAM Very Good Rating when complete

**35. What is the evidence of demand / market interest that supports your case for investment in this project?**

(approx. 500 words).

There is clear market failure in the provision of new business floor space; research carried out by Ancer Spa on behalf of Dudley MBC in November 2009 identified a pent up demand for quality business space. The report concluded that "although there are vacant premises on the market these are of a very poor quality and only meet the needs of larger companies. A gap exists in the provision of higher quality space particularly for smaller enterprises". The creation of new business floor space of a modest size, some of which is targeted as incubation space, will assist in addressing the shortfall the Black Country is experiencing.

In Question 11 the demonstrable demand for new business floor space within the Dudley area, was demonstrated, as evidenced by the constant occupancy of the existing units with the Ruskin Glass Centre and the regular stream of enquiries about workshop space. The Ruskin Glass Centre is seen as one of the few hubs for glassmaking in the UK and is the only example of a cluster of businesses in this sector gathered under one roof. The younger aspiring makers benefit from the knowledge and skills of older makers that previously worked in the Stourbridge glass industry. Makers from across the country often book studio time in the hot shops or to use the kilns for specialist work.

In addition to accommodating new SME's, the Glasshouse seeks to engage the wider local community in addressing the area's low business start-up and entrenched unemployment, thereby offering a targeted solution to 'break the cycle' of deprivation within Dudley Borough.



The importance of tourism in the Black Country has been highlighted by large external funding allocations - £4.5 million of funding was awarded from the European Regional Development Fund (ERDF) for the Dudley Castle Hill project. A major visitor attraction, it is envisaged that these improvements can nearly double visitor numbers and provide the basis for significant new private sector investment and jobs as a result of new commercial and leisure activities located nearby.

The project clearly adds value to Dudley's growing role as a destination for visitors. The area is renowned as one with strong historic ties to the glassmaking industry; the development of a strong craft base within this sector, targeted at the visitor economy adds further weight to Dudley's visitor economy. The International Festival of Glass attracts thousands of visitors from around the world buying from Black Country makers throughout the Glass Quarter, as well as having a significant impact on the visitor economy.

Glasshouse College is also expanding, with 90 disadvantaged young people taking up places in September 2015. The Ruskin Glass Centre provides crucial training and work experience opportunities, positive role modelling, and is a valuable way of integrating young people into their community in a safe and secure environment.

**36. Outline any market testing which has been undertaken to evidence the demand case. (approx. 300 words).**

The Ruskin Glass Centre continues to receive regular enquiries for studio space. A targeted marketing campaign will take place from July onwards.

**37. Have the running costs of this investment been calculated and are they financed by you or your partners?**

Yes, the costs have been estimated as part of previous funding submissions. The running costs will be financed by RMLT with costs recovered from the tenants through rent and service charges (without contravening State Aid legislation).

### Section E: Commercial case – External Procurement (if appropriate)

**38. If private development partners will be required to deliver project outputs, at what stage are discussions/negotiations? (approx. 300 words).**

There are no private development partners involved in the project to deliver outputs through formal partnering arrangements as might ordinarily be expected of partnership projects (eg Public Private Partnership projects).

The majority of project outputs related to the building (remediated land, refurbished and energy efficient buildings) do not involve private development partners and are delivered through RMLT's appointment of design team and contractor.

Outputs related to job creation, apprenticeships and training will require involvement of:

- Individual tenants of the studio units – creating jobs, work experience for students and apprenticeships
- Third party bodies to assist in accreditation of craft training schemes (craft guilds).

The identification of tenants has already commenced; craft guilds will be approached in the months prior to completion of the project.

**39. Summarise Procurement requirements in terms of Outputs. (approx. 200 words)**

(inc: Work to be procured; potential value; who will lead)

The procurement requirements are (already undertaken):

- Design team (Architect, Structural Engineer, Mechanical and Electrical Engineer, Quantity Surveyor, CDM Coordinator and BREEAM Assessor). The procurement lead was RMLT. Approx. service contract values ranged from £3,000 to £14,000)
- Main contractor. The procurement lead was the Quantity Surveyor. Approx. works value £900,000.

Future procurement requirements:

- Specialist remediation works. If not procured through the main contractor a specialist contractor may need to be directly appointed for some of the remediation works – approx. value £75,000. The procurement lead would be the Quantity Surveyor
- Heritage Interpretation Consultant. Required to assist in development of the fit-out and displays to be included in the main reception building (GH5). The lead in procurement will be RMLT with assistance from a specialist in this role. Approx. fee £15,000.

Training/skills accreditation. Intention is to build on existing in-house experience and to develop existing manufacturing guild links and with other local education institutions.

**40. Will your Procurement trigger the OJEU process?**

No. The costs of services and works contracts are below the thresholds for the full OJEU process. However the design team and contractor have been selected according to the ERDF National Procurement Guidelines ERDF-GN-1-004 version 2 dated 5 August 2013. Any further procurement to be undertaken will be in accordance with those requirements.

**41. Outline the sourcing Options: with a rationale for preferred option. (approx. 200 words)**

The project will be directly sourced by RMLT using a traditional procurement methodology, ie through direct appointment of the design team to fully develop the design and the contractor to implement the same. The rationale behind this approach is:

- The applicant owns the site and buildings
- The procurement approach and contract type are more acceptable to HLF funders in that it puts control of quality in the hands of the 'Employer'

Whilst there are risks in traditional procurement that remain with the Employer, the risks are appropriately assigned to those best placed to mitigate them. This avoids the Contractor adding in significant and disproportionate costs for taking responsibility for all risks.

**42. Are there any Personnel Implications, inc. TUPE? (approx. 200 words)**

The project involves existing staff from RMLT and RMT working in accordance with established protocols. A service level agreement will be drafted if RMLT requires support from RMT staff in running and maintaining the buildings post-completion.

**43. Outline the Procurement Project Plan and Timescales, including statutory and other consents.**

Where the purchase of property or land is involved please confirm ownership status and state whether there are any charges over land/property interests critical to project delivery.

The procurement project plan for the project involves:

- Design team
- Main contractor

Both procurement exercises were conducted in 2014 in accordance with ERDF guidelines.

Procurement for the remediation works is in the process of being discussed with the design team and contractor to establish whether this should be procured through the main contract or as a separate exercise. This is expected to be completed by the end of August 2015. There has previously been a tender exercise to establish the costs of remediation and car-park works.

Ownership: The land and buildings are owned by RMLT.

Charges: The need for a charge from Dudley Metropolitan Borough Council in their role as guarantor to the project (required by ERDF funding) is already secured against other properties owned by RMLT.

A charge will be required in respect of HLF funding. This will be placed on other RMLT properties.

**44. Please provide evidence of planning permission (submit a copy of decision notice or committee resolution with this application), or a clear explanation of the timeframe for achieving this and how it fits with broader planning strategy.**

Planning permission has been granted by Dudley Metropolitan District Council - ref P12/0777; decision dated 28 September 2012. A copy of the approval notice is attached. Conditions regarding archaeological investigations have been discharged.

## Financial Case

### Section F: - Financial Analysis of the recommended Option

#### 45. Outline the anticipated cost and funding profile:

	<i>Capital</i>	<i>2015/16</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>TOTAL</i>
BCLGF (Pre-Committed)*								
BCLGF (Competitive)		160,026						
Other Public Source (please indicate)	HLF ERDF	563,060 483,018						
Applicants Own Funds		25,000						
Private (3rd party)								
Total Capital		1,231,104						
Total Revenue								
<b>Overall Total</b>		<b>1,231,104</b>						

\*LTB funding for Transport Major schemes

£65,240 in revenue was also secured from HLF towards the archaeological excavations on the site (completed) and contribute towards a part time Heritage Officer over three years.

#### 46. Please outline the strategy for securing the match funding as outlined above, and the progress made to date. What is the level of certainty of match funding remaining in place across the project duration? Please provide evidence to support any assumptions made

Grant funding from HLF and ERDF has been secured and the contribution from RMLT confirmed.

Please note that the total figures on the grant offers differ slightly as some elements of this bid fall outside both other bids.

#### 47. Project slippage – is there provision for dealing with the financing of any time or cost overruns? How will you deal with the impact on LGF & Match funding, & Private Investment?

The project has an overall contingency to deal with the implications of project cost over-runs or through any extensions of time that attract a potential financial claim from the Contractor. No additional funding is expected from other funders to cover this. There is time, within the ERDF programme, for completion of the project even if there are significant time overruns. The cost risks rest with RMLT and funding from the LGF will assist in allowing RMLT to continue to underwrite that risk.

#### 48. For the **BCLGF element of the funding only**, please set out the projected costs using summary spend areas.

(Please note that a full a detailed breakdown of Costs by month will need to be included in the Appendices)

##### State date of this Estimate

Projects costs (delete as appropriate):	2015/16	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m	£m
Land acquisition	0				
Planning and Feasibility Study	0				
Surveys	0				
Construction, inc. materials, equipment and labour	120000				

Fit Out (Equipment and furnishings not included in construction)	10000				
Project Management	0				
Consultancy	15000				
Legal Services	3000				
Other (please specify)					
Contingency*	12000				

**\*Note - Contingency:** Where an element of contingency has been added on top of individual cost elements it is assumed that there is a significant level of doubt about the future costs (the level of contingency is influenced by the extent of the doubt).

#### 49. What risk contingencies are included in your cost estimates?

Outline the areas where contingency has been applied, the level of the contingency in each case and the reason for the contingency in each case.

A figure of 10% of works value has been allowed as the value of remediation works is based on an approximate estimate of cost given one year ago and construction costs have increased through an increase in demand and true cost can only be established through an appropriate procurement process. Fees and legal costs associated are also estimated based on current fees and experience. The figure is in line with normal contingency levels prior to tender stage.

### Section F: CashFlows

#### 50. Please set out the Cashflow projections for the BCLGF element of Project funded costs being requested. (Indicate the estimated Quarterly Cash flows for each of the years affected):

Cashflows for Funding requested:	2015/16 Q1	2015/16 Q2	2015/16 Q3	2015/16 Q4	2016/17 Q1
	£m	£m	£m	£m	£m
Land acquisition		0			
Planning and Feasibility Study		0			
Surveys		0			
Construction, inc. materials, equipment and labour		120000			
Fit Out (Equipment and furnishings not included in construction)		10000			
Project Management		0			
Consultancy		15000			
Legal Services		3000			
Other (please specify)		12000			
Contingency					

#### CONFIRMATION BY APPLICANT:

Please confirm that the funding requested is sufficient to deliver the Project as detailed above.

The funding will be sufficient to deliver the project.

## Management Case

### Section G: Programme Management Case - Achievability of Project Components

#### Section G: Project Plan (Extract of Key Milestones)

**51. Please set out the Key Project Milestones, including those Milestones shown below.**

(Or extract Key Milestones view from your gantt chart & insert the picture here).

Key Milestone	Delivery Date
Commencement of construction work	June 2015
Procure remediation works (tender process)	June – August 2015
Expected completion of base construction works	September 2015
Fit-out of reception and heritage areas	October 2015
Remediated land works (car-park areas)	August - October 2015
Identify new tenants	July - September 2015
Progress craft accreditation opportunities and set up scheme	July 2015 – June 2016
Establish work opportunities and apprenticeships for students	September 2015 – July 2016

Please attach the project gantt chart as an Appendix. **Attached**

#### Section G: Project Governance: Key roles & Responsibilities

**52. Please set out the Key Roles in governing the Project, with named officers, which will oversee, deliver and close the project. (approx. 100 words)**

Also see question 58.

Responsible Trustee: Aonghus Gordon (Founder of Ruskin Mill Trust and Chair of RMLT Trustees – strategic and day to day oversight of the two Trusts)

Project Director: Ian Clements. Executive Director for RMT – project overview.

Project Manager: Colin George. Property Manager – day to day contact between Trust and design team. Responsible for completing and closing out the project.

Fundraising: Janine Christley. Director of Fundraising – liaising with funders

Financial oversight: Shazuli Iqbal. Accountant – financial overview and reporting

## Section G: Key Stakeholder engagement strategy

### 53. Please identify your preferred strategy for engaging key Stakeholders in making your project successful. (approx. 300 words)

The key stakeholders are already fully engaged and supportive of the project. This is a result of fifteen years work to help regenerate and promote the Stourbridge Glass Quarter and has been recognised by the references to our project in the local strategic plans and tourism awards for the International Festival of Glass. We have actively participated in the Glass Quarter Development Group and West Midlands Visitor Attractions Group, and have strong links to the Worshipful Company of Glass Sellers, who are very keen to support contemporary glass manufacture.

The strategy has been developed out of the vision of the Glasshouse as a mixed use site, promoting education and training, health, research, regeneration, heritage, arts & crafts and tourism. It is inclusive and integrated and the strategy has reflected this, with different focus groups, meetings with local authority commissioners and officers, tenants committee, festival committee, and joint projects.

## Section G: Communications Plan or strategy

### 54. Please identify your preferred communications strategy for Internal Stakeholders and External Stakeholders for reporting progress and gathering support. (approx. 300 words)

Each funder has a specific reporting mechanism, which we will adhere to with reports and updates.

Tenants will receive updates at their regular meetings.

The local and glass community will be informed by boards displayed on site, through social media and website, and through glass networks.

The development will feature in the Trust's magazine, Run of the Mill, which is distributed to 3000 people, including students, parents, commissioners, funders and supporters.

Local press will receive press releases and photo opportunities

A launch event will be held on completion.

## Section G: Issue Resolution Plan

### 55. Please extract the top 5 Issues from your project Issue log:

**NB: AT THE TIME OF WRITING THIS BUSINESS CASE ALL ISSUES HAVE BEEN RESOLVED**

Description of Issue	<b>ERDF/HLF withdraw funds - loss of major funding</b>
Impact (H,M,L)	High
Owner for resolution	Colin George, Property Manager
Resolution	ERDF Project Change Request PCR3a approved/confirmed. HLF re-approval obtained
Resolution Date	01/06/2015
Description of Issue	<b>Obtain planning consent - project fails to receive consent and cannot proceed</b>
Impact (H,M,L)	High
Owner for resolution	Ian Clements, Executive Director
Resolution	Conditional consent obtained. Conditions very limited
Resolution Date	01.10.12
Description of Issue	<b>Archaeological works overrun - condition not discharged prior to commencement</b>
Impact (H,M,L)	High
Owner for resolution	Ian Clements, Executive Director
Resolution	All works completed. Visits by English Heritage and DMBC Conservation Officer
Resolution Date	01.09.14
Description of Issue	<b>Delays in consultant procurement - design delayed</b>
Impact (H,M,L)	High

Owner for resolution	Colin George, Property Manager
Resolution	Design procurement targets met - design team appointed
Resolution Date	01.08.14
Description of Issue	<b>Failure to appoint contractor - project delays</b>
Impact (H,M,L)	High
Owner for resolution	Colin George, Property Manager
Resolution	Contractor selected
Resolution Date	01.11.14

*(Please see the Risk and Issue Log Template for guidance. Provided by the BCC Programme Office)*

Please attach all your full Issue register as an Appendix.

### Section G: Risk Management Plan

**56. Please extract the details of the top 5 Risks from your project Risk Register:**

Description of Risk	<b>Funding doesn't cover costs</b>
Impact (1-4)	High
Probability (1-4)	Possible
RAG rating (Red, Amber, Green)	Amber
Risk owner	Janine Christley, Director of Fundraising
Mitigation	RMLT underwrites. Seek additional funding to cover risk
Description of Risk	<b>Project exceeds ERDF agreed date of end September 2015</b>
Impact (1-4)	High
Probability (1-4)	Possible
RAG rating (Red, Amber, Green)	Amber
Risk owner	Colin George, Property Manager
Mitigation	Keep project under review. Seek revised completion date as necessary
Description of Risk	<b>ERDF funding subject to clawback</b>
Impact (1-4)	High
Probability (1-4)	Remote
RAG rating (Red, Amber, Green)	Green
Risk owner	Colin George, Property Manager
Mitigation	Ensure systems are maintained to audit requirements. Undertake Health Check through BCTA
Description of Risk	<b>Existing structure inadequate</b>
Impact (1-4)	High
Probability (1-4)	High
RAG rating (Red, Amber, Green)	Red
Risk owner	Colin George, Property Manager
Mitigation	Review structure at key project stages. Provide project contingency
Description of Risk	<b>Site activities disrupt business activity directly or indirectly</b>
Impact (1-4)	High
Probability (1-4)	High
RAG rating (Red, Amber, Green)	Red
Risk owner	Colin George, Property Manager
Mitigation	Advance notice of activities

*(Please see the Risk and Issue Log Template for guidance. Provided by the BCC Programme Office)*

Please attach your full risk register as an Appendix. **Attached**

### Section G: Quality Assurance

**57. Outline your proposed monitoring and evaluation arrangements to assess whether the project achieves its objectives and outputs. (approx. 300 words)**



(should include an extract of Milestones & Summary tasks) and align to the realisation planned activity stated in the Output/Outcome profile)

To oversee the capital works a Glassworks Steering Group will meet regularly, as it has done for Phases 1 & 2, this will be made up of the project officers identified in section 52 reporting to the Executive Director, who will take overall responsibility for the delivery of the project.

Dudley MBC agreed to take on the role of guarantor for the ERDF funding on behalf of the Ruskin Mill Land Trust. As a result, Dudley MBC, who have significant experience in managing ERDF projects will attend the Project Steering Group meetings and oversee the monitoring and reporting procedures employed by the Trust.

The methodology for capturing the outputs will be relatively straight-forward in that the evidence to demonstrate new business floor space, businesses taking occupation and therefore being assisted, and resulting employment opportunities will all be taking place on the Glassworks Site and can be easily obtained and followed up as necessary.

At the end of each academic year the number of learners assisted will be recorded, as will the number of students offered an apprenticeship and the number of adults accessing CPD or skills training.

### Section G: Project Team

**58. Please describe the experience of the project team and attach the team structure. (approx. 100 words)**

RMLT/RMT Members

The Project Team includes a number of individuals who have worked together on delivering a number of projects:

- Project Director, Ian Clements, has worked for the organisation for 5 years and has considerable experience of leading projects for the Trusts, including the refurbishment of buildings on the Glasshouse site
- RMLT Architect and Property Manager, Colin George, has over 30 years experience as an Architect. Project Manager and Estate Manager and works closely with Ian Clements on a number of projects
- College representatives include the Head of HR and Operations and the Maintenance Manager who provide day to day management of the buildings and tenants on the site.

The Design Team includes individuals who have worked on projects at the Glasshouse and other RMLT sites.

The contractor, Greswolde, is fully experienced in projects of this size and complexity. They have recently completed another refurbishment project on the Glasshouse site.

### Section G: Freedom of Information

**59. Please indicate whether any information in this proforma is considered exempt from release under Section 41 of the Freedom of Information Act 2000.**

None of the information is exempt from release.

### Section G: State Aid Condition

*All applicants need to take steps to satisfy themselves that any BCLGF funding approved does not amount to unlawful State Aid. A declaration of compliance with EU State Aid regulations will be required prior to any BCLGF funding being provided.*

*If your project is awarded funds from the BCLGF it will be subject to a condition requiring the repayment of any BCLGF funding in the event that the European Commission determines that the funding constitutes unlawful State Aid.*

**60. Please confirm your acceptance to this condition:**

**Yes**

<b>H. Recommendation / Conclusion</b>		
<b>61. Please state clearly the recommended action this Business Case supports. (approx. 100 words)</b>		
To support the Ruskin Mill land Trust to redevelop and improve the Glasshouse site in Stourbridge in order to create additional business units for glass manufacturing, upskill disadvantaged young people, enhance the cultural offer of the Stourbridge Glass Quarter and develop skills training and /or CPD for adults in the glass trades.		

### **Section I: Appendices**

**I1: Stakeholder Map**

**I2: A Profile for each Output / Outcome**

**I3: Evidence of planning permission**

**I4: Detailed breakdown of Project Costs by month**

**I5: Full Project Plan**

**I6: Issue Register**

**I7: Risk Register**