

Tamar Valley Centre at Drakewalls

Introduction

This paper introduces the Tamar Valley Centre at Drakewalls. It explains its origins, proposed uses, its viability, benefits and risks.

Origins

There has been a proposal for a Drakewalls Centre for many years within the Caradon District Councils strategic plan. During 2001//2 work was completed on a feasibility study, but at the time this failed to secure the political and financial support necessary.

The original proposal was based around a sheared centre forming a gateway centre to East Cornwall incorporating tourist information, office space and the Calstock Archive.

A new proposal

A new project has been suggested which revisits the original scheme and so far has broad support. Funding has been committed to the building from a number of sources including;

- Caradon District Council
- Cornwall County Council
- South West Regional Development Agency

A bid is currently nearing completion for Objective 1 for the balance of the funding.

Why a new project?

The original project was scuppered because it could not secure a firm enough partnership agreement between the interested partners and the original cost estimates were in excess of £1 million which were thought to be excessive. The original partners were also worried about meeting the revenue costs from such an expensive building. These particularly related to the archive which needed climate controlled conditions.

The idea for revisiting the project arose when the Tamar Valley Service was looking for new premises. It was suggested by Caradon District and Cornwall County Councils that the site was worth investigating.

The logic behind this is that the site;

- Already is in public ownership.
- Lies near to the Gunnislake railway station.
- Lies within an existing regeneration bid area and site.
- Still can fulfil many of its original aspirations.
- Could host the Tamar Valley Service and Parish Council who do have long term needs.

What the Tamar Valley Centre could do.

The centre aims to fulfil the following aims and functions;

1. An orientation centre
2. Recreational and tourism hub
3. Parish and community centre
4. Marketing and retail centre for local products and services
5. Tamar Trust
6. Arts, interpretation and education
7. Offices.

The following sections outline each of the above components in more detail.

1. An orientation centre

The site at Drakewalls is strategically very useful as an entry and orientation point to the surrounding area. This is because;

- i. It lies at the heart of both the Area of Outstanding Natural Beauty and Proposed World Heritage Site for Cornish Mining.
- ii. It is at a key entry point into East Cornwall and Caradon.
- iii. It links with public transport including close proximity to the Tamar Valley Line, thus has a physical link to Plymouth City.
- iv. It lies close to the major road through the middle of the AONB and WHS.
- v. It is at the heart of two major regeneration projects which could bring a net investment of £7.5 million into the valley
- vi. It is at a central point within Calstock Parish which with a population of 6,000 needs a new office and centre.

2. Recreational and tourism hub

The Tamar Valley could be a major beneficiary for tourism and recreation in the future. Trends point towards a growth in the sort of product the valley can offer, deliver and benefit from based around its unique heritage, landscape and environment. Currently large parts of the Valley are under utilised, especially outside of the main summer period. This is partially because the area lacks an infrastructure and capacity to take advantage of this, for instance in terms of places to enjoy wildlife or safely visit mine sites. This obviously requires careful planning and great care to ensure that the environment and culture is not compromised, it is done sustainably, the sense of place is not affected, and that communities and local services benefit. The World Heritage Site

is a major driver for this as it could raise the profile and importance of the Tamar Valley over the next 5 years.

The regeneration funding currently being sought in the Tamar Valley will help develop this infrastructure greatly and much planning and thought has already been undertaken. It is envisaged that the Tamar Valley Centre would lie at the heart of this physically as well as acting as a promotional point for tourism and recreation. This would work in partnership with the other key tourist attractions in the area helping visitors find the experience they require be it a quiet walk in the countryside, finding a country pub or to a large attraction like Morwellham or Cotehele. The sharing of the centre with the Tamar Valley Tourism Association (TAVATA) who would coordinate accommodation and other more directly commercial interests as well as marketing will enhance this further.

3. Parish and community centre

The Calstock Parish Council has been looking for a good location to build an office for some time. The Parish covers a large area, several different communities and has a population of 6,000, it is politically and logistically hard to administer. Drakewalls is a good neutral location for this as it lies between the largest communities, Calstock and Gunnislake, and has good accessibility for most of the rest of the parish.

The centre would house a parish office and be used as a venue for meetings. The main public space will be designed to be flexible so that it can be subdivided to form smaller areas suitable for meetings or opened up for larger events or exhibitions. It is hoped that the centre would be used by a variety of local groups for activities and meetings, anything from local history to yoga. There is also much scope to get use from the building as a venue for business meetings, seminars and training courses especially out of the tourism season. The positioning of the Centre near to the railway station also makes it attractive for groups from further afield, even potentially from Plymouth and it would be promoted as such.

4. Marketing and retail centre for local products and services

The Tamar Valley has had a Marketing Project for the last two years and is currently developing range of initiatives. These have been centred on the creation of more opportunities for locally derived products to be used in the area, better interaction between local businesses, cooperative marketing initiatives and wider awareness of the Valley and its special characteristics. This first tranche of funding was primarily based around tourism and wood based businesses, but work is expanding into food and other sectors.

The Tamar Valley Centre is envisaged as the centre of this activity. It would (subject to a re-bidding exercise) house the marketing project itself and it is envisaged would act as a shop window and retail centre for local produce. There is some space allocated within the design for small workshop/retail units. These will help the building in several ways, acting as a complementary focus for marketing and local product awareness and by providing some extra baseline rental income into the building thus adding to its viability. These units would be located on the lower levels of the building and upstairs within the visitor centre it is envisaged that there would be a small café and some retail space providing extra income into the core costs.

There are several people who have already shown interest in these ideas including the Silvanus Trust and Westden.

The Centre itself would be an exemplar for local products, materials and businesses. The initial designs are all, about promoting innovative designs that are very sustainable and landscape friendly as well as being cost effective. It is proposed that some of the principles inherent in the ZED (zero emission development) philosophy developed by Bill Dunster at BEDZED would be incorporated, the building would use locally derived timber within its main framing, would be heated by woodchip systems, would be energy self sufficient. Local businesses would be encouraged to undertake the build, and support would be given for them to upskill to do this.

5. Tamar Trust

Currently a number of organisations are exploring the potential to set up a Tamar Valley Trust. This is to focus and complement activity in the valley behind Tamar Community Futures, Calstock Development Trust, the AONB, Tamar Protection Society and other groups. Such a Trust will allow a wider range of opportunities to be developed such as within landfill funding.

This has been further crystallised by several factors.

- The Tamar Valley Centre itself requires a body to own, manage and take responsibility for the new building. The local authorities and other financial partners in the project have stressed that they do not want to take on responsibility for the ownership or running of the building. This has given a push to the establishment of a Trust to run the building.
- Tamar Community Futures looks like it may have access to additional funding to implement its Strategic Action Plan will require a long term support network, the Trust could act as the body to channel this through and continue to consult with the local community.
- Sustainable Development Fund for the Tamar Valley. There is a need to develop funding streams that can help to sustain the long-term future of the current investments in the environmental and heritage infrastructure of the Valley. The current regeneration projects, as well as potential future projects elsewhere, have mechanisms within them to produce income via things like visitor payback schemes (raising funding from visitors to support the resource they value). This would be channelled through the Trust into future projects for the benefit of the local environment, economy and community.
- A community asset. The trust would in effect mean that the building asset would be owned by the local community and could be used for their benefit. For instance some of the equity could be released to invest into imaginative projects such as within

affordable housing. The trust would have the ability to purchase land on which it could work with housing trusts to fund housing for local people. This would again provide long term base funding for the Trust through the freeholds/ rents this generates.

6. Arts, interpretation and education

There are few venues for local artists across the Tamar Valley. Recent work by the Tamar Marketing Project and AONB has drawn local artists together around development of exhibition space and educational projects and the Drakewalls Centre could form an essential part of the proposals.

Education and interpretation will be focused within the centre as well.

The centre will have fixed displays about the areas landscape, environment and culture as well as things to see and do, places to stay and buy local products at. It is not intended that it would work in competition with nor replace other key attractions such as Morwellham, but complement what else the valley can offer. In areas like Iron Bridge where the attractions work together well, a certain critical mass, created by joint and coordinated marketing, can attract audiences interested in heritage landscapes and experiences the Tamar valley can offer.

The Centre will also act as a focus for educational activities provided by the AONB. Again these will be more focused on landscape and environment not in competition with things the National Trust, Morwellham or Delaware already do very effectively. Again the more there is for schools to do in the area the more likely they are to stay a little longer.

7. Offices

The Centre will provide a long-term office for the Tamar Valley AONB Service. This will solve a problem of finding a permanent home for the team as well as providing some baseline funding for the Centre through paying rent and sharing costs. It will also enable the AONB team to be very involved in the day to day running of the Centre and will help its viability by cantering its meetings and activities there. This office would be shared with the centre manager and any Tamar Trust staff.

It is also hoped that, subject to space, other organisations can share the facility such as Cornwall County Councils countryside team in East Cornwall and Cornwall Wildlife Trust

Funding the Centre

Capital

Currently within the East Cornwall Regeneration Project there is a sum of around £450,000 for the capital costs of the building. It is believed that this will create a finished building of around 370 square metres including adequate allowances for architects and other fees. It would also include space of about 160 square metres with a very basic finish for workshop units.

This will create a building with the following space

Use	Dimensions	Area (m ²)	Notes
Workshops	20 by 8 m	160	The occupiers would finish the building to suit their requirements
Office	50	50	The office would house up to 10 staff from the AONB/ CCC/ Trust
Parish Office	6 by 4	24	Small working office
Flexible exhibition/meeting space	20 by 8	160	Flexible area divided by sound proof screens for meetings exhibitions and as an extension to the interpretation area in high tourist season
Reception/café/shops	10 by 6	60	Small café/ bar which can provide catering for visitors, meetings and functions
Toilet/kitchen	7 by 6	43	Limited use, not intended for general public use, but needed for offices and meetings.
Storage	4 by 6	24	For shop/meeting room etc.
Plant	2 by 6	12	For services
		533	

Capital funding summary

Partner	Contribution
RDA/ 01	270,000
Caradon District Council	75,000
Calstock Parish Council	20,000
Cornwall County Council	85,000
TOTAL	450,000

Revenue Funding

There are three scenarios mapped out for the Centre, best case, worst case and middle.

These are intended to assess the viability of the centre and are linked to a risk analysis found in the next section.

All the scenarios are built around levels of use for the different elements of the building. They all assume that the building would require some time to get to full capacity. However the 3 scenarios will be based on the following assumptions which are assessed in the following section.

Scenarios for revenue forecasts.

	Best Case	Medium	Worst Case
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Workshops	Partnerships agreed prior to completion, full occupancy for duration	Some gaps in occupancy.	Severe loss of income
AONB	AONB and partners provide stable income ad share of costs for the office and building	AONB occupancy, some income generation but lower overall.	AONB core funding cuts leading to lower contribution towards centre costs.
Tamar Trust	Tamar Trust formed and successful drawing in extra funding for the Centre. Property Trust manages to attract reinvestment for Centre	Tamar Trust formed, manages building but generates little extra funding.	Trust falters, does little but own building.
Calstock Parish Office	Parish rent office and fully utilise the building for meetings and events.	Parish pay rent but do not expand building use	Parish withdraw support
Interpretation/ visitor orientation centre	Good visitor numbers through the centre, 15,000 rising to 35,000 during the first 5 years with good secondary spend	Reasonable visitor numbers and spend, 10,000 rising to 25,000.	Limited public appeal and use, maximum visitor numbers of 10,000 achieved, limited secondary spend.
Flexible exhibition/meeting space	The high quality exhibition space and meeting rooms are well marketed and attract good occupancy rates throughout the year and evenings. Funding attracted for exhibitions by local artists. Good use by schools.	Some gaps in occupancy, slower uptake at the beginning, reasonable occupancy achieved in 5 years. Some extra use as an exhibition and educational resource.	Limited use of the meeting rooms, little uptake for exhibition and educational work.
Reception/ café/ shops	Concessions let before completion, good take up	Concessions not let immediately, secondary	Concessions have problems, visitor spend

	of facility by general public, secondary spend by visitors is high, good support for local products in shop.	spend more limited.	poor.
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Projected summary of income and expenditure for Drakewalls Visitor Centre

Best case scenario

Projected summary of income and expenditure for Drakewalls Visitor Centre

Best case scenario

Cash Flow Summary - Best Case Scenario

Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Income		10,000	56,260	70,610	80,463	87,848	89,323	92,614	95,756	97,616	99,040	102,430
Revenue costs		10,174	53,655	56,171	57,856	59,592	61,379	63,221	65,117	67,071	69,083	71,155
Total Balance		-174	2,605	14,439	22,607	28,257	27,943	29,393	30,639	30,545	29,957	31,275
Cashflow		-174	2,432	16,871	39,478	67,734	95,678	125,071	155,709	186,254	216,212	247,486

Income - Best case scenario

	m2	Rate per m2	Max income per annum	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
				£	£	£	£	£	£	£	£	£	£	£	£
Office Lets															
Parish Council rent	20	88				2,000	2,000	2,000	2,200	2,200	2,200	2,400	2,400	2,400	2,600
Tavata via letting fees		88	3,000			3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
AONB/ CCC rental	80		10,000			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sales															
AONB sales profit						2,000	4,500	5,500	6,000	6,500	7,500	8,000	8,000	8,000	8,000
Room Hire/ events															
Events/Education/ arts															
Flexible Exhibition/Meeting Space						2,000	5,000	5,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Room Hire	50		43,800			8,760	17,520	26,280	28,470	29,346	31,536	31,974	33,726	35,040	35,916
Workspace															
Unit 1 -	50	85	4,250			4,250	4,250	4,250	4,700	4,700	4,700	5,100	5,100	5,100	5,600
Unit 2 -	50	85	4,250			4,250	4,250	4,250	4,700	4,700	4,700	5,100	5,100	5,100	5,600
Concessions															
Coffee Shop	20	200	4,000			4,000	4,000	4,000	4,400	4,400	4,400	4,800	4,800	4,800	5,300
Gift shop	30	200	6,000			6,000	6,000	6,000	6,600	6,600	6,600	7,300	7,300	7,300	8,000
Subsidy															
Subsidy					10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Annual Total	300	745	75,300	-	10,000	56,260	70,610	80,463	87,848	89,323	92,614	95,756	97,616	99,040	102,430

Expenditure - Best case scenario

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Pay Costs												
Manager f/t S6		6,352	27,045	28,762	29,625	30,514	31,430	32,372	33,344	34,344	35,374	36,435
Total Pay Costs	-	6,352	27,045	28,762	29,625	30,514	31,430	32,372	33,344	34,344	35,374	36,435
Non Pay Costs												
Training		129	530	546	562	579	597	614	633	652	671	692
Utilities		644	2,652	2,732	2,814	2,898	2,985	3,074	3,167	3,262	3,359	3,460
Travel Expenses		220	700	721	743	765	788	811	836	861	887	913
IT		2,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344
Stationery		700	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
General Office Expenses		129	530	546	562	579	597	614	633	652	671	692
Marketing			4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376
Photocopying			500	515	530	546	563	580	597	615	633	652
Postage			800	824	849	874	900	927	955	984	1,013	1,044
Telephones			594	612	630	649	669	689	709	731	752	775
Financial Support			2,200	2,266	2,334	2,404	2,476	2,550	2,627	2,706	2,787	2,871
Auditing			1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
IT Support			1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344	1,384
Cleaning			2,122	2,186	2,251	2,319	2,388	2,460	2,534	2,610	2,688	2,769
Catering			318	328	337	347	358	369	380	391	403	415
Maintenance			4,244	4,371	4,502	4,638	4,777	4,920	5,068	5,220	5,376	5,537
Insurance			3,209	3,305	3,404	3,507	3,612	3,720	3,832	3,947	4,065	4,187
Total Non Pay Costs	-	3,821	26,610	27,408	28,231	29,077	29,950	30,848	31,774	32,727	33,709	34,720
TOTAL COSTS	-	10,174	53,655	56,171	57,856	59,592	61,379	63,221	65,117	67,071	69,083	71,155

Mid Case Scenario

Cash flow summary

Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Income	0.00	10,000	42,130	53,350	60,383	64,068	62,607	59,558	67,102	65,896	75,710	78,714
Revenue costs	0.00	10,174	53,655	56,171	57,856	59,592	61,379	63,221	65,117	67,071	69,083	71,155
Total Balance	0.00	- 174	- 11,525	- 2,821	2,527	4,477	1,227	- 3,663	1,985	- 1,175	6,627	7,559
Cashflow	0.00	- 174	- 11,698	- 14,519	- 11,992	- 7,516	- 6,288	- 9,951	- 7,967	- 9,142	- 2,514	5,044

Income - Mid case scenario

	m2	Rate per m2	Max income per annum	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
				£	£	£	£	£	£	£	£	£	£	£	£
Office Lets															
Parish Council rent	20	88				2,000	2,000	2,000	2,200	2,200	2,200	2,400	2,400	2,400	2,600
Tavata via letting fees		88	3,000			3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
AONB/ CCC rental	80		10,000			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Sales															
AONB sales profit						1,000	2,250	2,750	3,000	3,250	3,750	4,000	4,000	4,000	4,000
Room Hire/ events Events/Education/ arts															
Flexible Exhibition/Meeting Space						1,500	3,000	3,000	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Rooms	50		43,800			4,380	8,760	10,950	13,140	15,330	15,330	17,520	16,206	19,710	21,900
Retail Units															
Unit 1 -	50	85	4,250			4,250	4,250	4,250	4,700	4,700			0	5,100	5,100
Unit 2 -	50	85	4,250				-	4,250	4,250	4,250	4,700	4,700	4,700	5,100	5,100
Concessions															
Coffee Shop	20	200	4,000				4,000	4,000	4,000			4,800	4,800	4,800	5,300
Gift shop	30	200	6,000			6,000	6,000	6,000	6,000	6,000	6,600	6,600	6,600	7,300	7,300
Subsidy					10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Annual Total	300	745	75,300	-	10,000	42,130	53,350	60,383	64,068	62,607	59,558	67,102	65,896	75,710	78,714

Expenditure - Mid case scenario

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Pay Costs												
Manager f/t S6		6,352	27,045	28,762	29,625	30,514	31,430	32,372	33,344	34,344	35,374	36,435
Total Pay Costs	0	6,352	27,045	28,762	29,625	30,514	31,430	32,372	33,344	34,344	35,374	36,435
Non Pay Costs												
Training		129	530	546	562	579	597	614	633	652	671	692
Utilities		644	2,652	2,732	2,814	2,898	2,985	3,074	3,167	3,262	3,359	3,460
Travel Expenses		220	700	721	743	765	788	811	836	861	887	913
IT		2,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344
Stationery General Office Expenses		700	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Marketing			4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376
Photocopying			500	515	530	546	563	580	597	615	633	652
Postage			800	824	849	874	900	927	955	984	1,013	1,044
Telephones			594	612	630	649	669	689	709	731	752	775
Financial Support			2,200	2,266	2,334	2,404	2,476	2,550	2,627	2,706	2,787	2,871
Auditing			1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
IT Support			1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344	1,384
Cleaning			2,122	2,186	2,251	2,319	2,388	2,460	2,534	2,610	2,688	2,769
Catering			318	328	337	347	358	369	380	391	403	415
Maintenance			4,244	4,371	4,502	4,638	4,777	4,920	5,068	5,220	5,376	5,537
Insurance			3,209	3,305	3,404	3,507	3,612	3,720	3,832	3,947	4,065	4,187
Repayment of Loan												
Total Non Pay Costs	0	3,821	26,610	27,408	28,231	29,077	29,950	30,848	31,774	32,727	33,709	34,720
TOTAL COSTS	0	10,174	53,655	56,171	57,856	59,592	61,379	63,221	65,117	67,071	69,083	71,155

Worst Case Scenario - Cash Flow Summary

Year	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Income	0.00	10,000	42,130	53,350	60,383	64,068	62,607	59,558	67,102	65,896	75,710	78,714
Revenue costs	0.00	10,174	53,655	56,171	57,856	59,592	61,379	63,221	65,117	67,071	69,083	71,155
Total Balance	0.00	- 174	- 11,525	- 2,821	2,527	4,477	1,227	- 3,663	1,985	- 1,175	6,627	7,559
Cashflow	0.00	- 174	- 11,698	- 14,519	- 11,992	- 7,516	- 6,288	- 9,951	- 7,967	- 9,142	- 2,514	5,044

Worse Case Scenario - Income

	m2	Rate per m2	Max income per annum	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
				£	£	£	£	£	£	£	£	£	£	£	£
Office Lets															
Parish Council rent	20	88													
Tavata via letting fees		88	3,000			3,000	3,090	3,183	3,278	3,377	3,478	3,582	3,690	3,800	3,914
AONB/ CCC rental	80		10,000			10,000	10,000	10,000							
Sales															
AONB sales profit						1,000	2,250	2,750							
Room Hire/ events															
Events/Education/ arts															
Flexible Exhibition/Meeting Space						500	500	500	500	500	500	500	500	500	500
Rooms	50		43,800			4,380	8,760	10,950	13,140	15,330	15,330	17,520	16,206	19,710	21,900
Retail Units															
Unit 1 -	50	85	4,250				-	0		4,250			0	4,500	4,500
Unit 2 -	50	85	4,250				-	4,250		4,250	4,250		0	4,500	4,500
Concessions															
Coffee Shop	20	200	4,000				4,000	4,000	4,000			4,800	4,800	4,800	5,300
Gift shop	30	200	6,000							5,000	5,000	5,000			
Subsidy						30,000									
Annual Total	300	745	75,300	-	-	48,880	28,600	35,633	20,918	32,707	28,558	31,402	25,196	37,810	40,614

Worst Case Scenario - Expenditure

	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Pay Costs												
Manager f/t S6		6,352	27,045	28,762	29,625	30,514	31,430	32,372	33,344	34,344	35,374	36,435
Total Pay Costs	0	6,352	27,045	28,762	29,625	30,514	31,430	32,372	33,344	34,344	35,374	36,435
Non Pay Costs												
Training		129	530	546	562	579	597	614	633	652	671	692
Utilities		644	2,652	2,732	2,814	2,898	2,985	3,074	3,167	3,262	3,359	3,460
Travel Expenses		220	700	721	743	765	788	811	836	861	887	913
IT		2,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344
Stationery General Office Expenses		700	1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
Marketing			4,120	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376
Photocopying			500	515	530	546	563	580	597	615	633	652
Postage			800	824	849	874	900	927	955	984	1,013	1,044
Telephones			594	612	630	649	669	689	709	731	752	775
Financial Support			2,200	2,266	2,334	2,404	2,476	2,550	2,627	2,706	2,787	2,871
Auditing			1,000	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305
IT Support			1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344	1,384
Cleaning			2,122	2,186	2,251	2,319	2,388	2,460	2,534	2,610	2,688	2,769
Catering			318	328	337	347	358	369	380	391	403	415
Maintenance			4,244	4,371	4,502	4,638	4,777	4,920	5,068	5,220	5,376	5,537
Insurance			3,209	3,305	3,404	3,507	3,612	3,720	3,832	3,947	4,065	4,187
Repayment of Loan												
Total Non Pay Costs	0	3,821	26,610	27,408	28,231	29,077	29,950	30,848	31,774	32,727	33,709	34,720
TOTAL COSTS	0	10,174	53,655	56,171	57,856	59,592	61,379	63,221	65,117	67,071	69,083	71,155

Assessing Risk

There are undoubted risks associated with this ambitious proposal for a Tamar Valley Centre for all of the Partners. This section assesses what the risks are and how they can be minimised.

Organisation	Issue	Vulnerability	Extent of Risk
Tamar Valley AONB Partnership	Ability to underwrite Centre	Change in government core funding for the AONBs via transitional period leading to successor of Countryside Agency	Small likelihood of government support for protected landscapes reducing, more likelihood that DEFRA will continue to increase funding for AONBs. As long as the Tamar Valley Service exists it will require an office base.
	Support of Partnership for the Centre	The Partnership may not fully back the Centre and take a joint and several liability for the funding of the capital and revenue project costs.	The AONB Partnership has been aware of the development of the centre and has supported it so far. Long-term support will be determined by the more detailed business plans and cash flows required before building starts.
	Partnership security	The dissolution of the AONB Partnership leading to closure of the Centre -loss of underwriting and support.	Low, current partnership Agreement until 2010. Still Countryside Agency policy to renew agreements and government policy to support protected landscapes, but difficult to predict the longer term funding policy.
Tamar Valley Community Land Trust	Establishment of Trust	Currently the entire project is dependant upon the ownership of the Centre by someone other than the local authority partners, it is envisaged this will be via the Tamar Valley Community Land Trust or similar. This requires much work to bring to fruition but the Centre itself is a huge incentive to make it happen.	The trust fails, the Centre cannot find an owner, the project does not start.

Organisation	Issue	Vulnerability	Extent of Risk
Tamar Valley Centre	Viability of building	The Centre has been designed to provide a range of income streams to ensure the long-term viability of the building. These include:	
		Workshops - lack of take up of units leading to loss of income.	These will be new high quality, high profile units attached to a visitor centre. Indications are they can be let. Project partners including Silvanus Trust and Westden have already indicated support for the units and currently believe they could find suitable businesses tenants. Additionally the AONB can almost certainly access some subsidy for the marketing of local products, e.g. for the Tamar Valley fine Furniture Cooperative.
		Calstock Parish Office - withdrawal of support from Calstock Parish	The Parish are partners within the capital programme and have agreed to pay rent. The office is needed and it is unlikely that they would withdraw if the building is established. It is hoped and assumed that the Parish would hold meetings at the Centre and pay towards room hire, there is a chance that this may not happen.

Organisation	Issue	Vulnerability	Extent of Risk
		Interpretation/ Orientation centre - low visitor numbers, poor secondary spend. There could be a scenario where the building just does not attract enough visitors to make it viable. The higher the visitor numbers the better the return, and it is known that neighbouring attractions receive up to 90,000, also some 20,000 children visit the valley for education, it is envisaged that a proportion of these might visit the Centre.	It is believed that the combination of the World Heritage Site, investment in the tourism and recreational infrastructure of the area, and lack of any other facility inside the AONB will ensure the Centres future. Its success will ultimately depend on ensuring a high throughput of visitors and children. The combination of timing and opportunity offers the Centre a high chance of success.
		Exhibition/ meeting space - lack of uptake, low incomes, lack of success in developing projects and opportunities for arts, education which utilise the space	There is a huge scope to develop uses for the space and there is a lack of high quality meeting space in the area. Its success will be dependant on good marketing within the local community and outside of the area. There is also great scope to continue with complementary project work can bring funding into the centre particularly linked to marketing, arts, crafts, tourism, recreation and education.
		Reception/ café/ shop - lack of support for any facility, inability to find franchisees	The viability of the concessions are linked to the overall viability of the Centre. There is a risk in not finding any people willing to take on the concessions. If not done then it is feasible for the centre to take on these functions itself.

Final hurdles and next steps

The project has a few last stages to complete;

- Planning - an outline planning application was submitted to Caradon around March 2004. This has been subject to long delays due to technical queries about the mining surveys. It took until September for the planners to finally read the reports and give feedback. This has led to some extra work being commissioned which will be completed in the next few weeks.
- Funding package - the project is being funded by a partnership and up until recently there have been some uncertainties about a few elements of the package. Extra work has been undertaken within Cornwall County Council to access capital funding, it is likely that this will ensure the projects success. The completion of the final Objective 1 has been delayed until this is resolved.
- AONB Support - fundamental to the capital input from the County Council has been the need for the AONB Partnership to support the whole concept. This is both for support in principle but also in terms of underwriting the Centre. This obviously hinges on several elements including the long-term ownership of the Centre and Trust.
- Business plan - a full business plan will be required which assesses the whole Centre and its viability, its ownership, the Trust. This will have to be done before any building work can take place.

Conclusions and final questions

There are certainly risks involved with building any Centre of this nature but these seem balanced. The whole concept has great strengths;

- The strong local authority, parish and AONB partnership
- The spread of income streams within the building and baseline income into the office

- Sharing of resources/ expenses between the partner bodies
- The ownership of the building by the Trust as an asset for the whole community
- The capital costs of the building will have been found.
- Building will not start without the full support

Final questions;

- Are the risks inherent in the building worth taking.
- Is there a strong enough community partnership to make the building work.
- A Trust needs to be established to own the building - is there sufficient support for this.
- Can the AONB Partnership support the Centre
- Should the building be progressed to the next stage.