

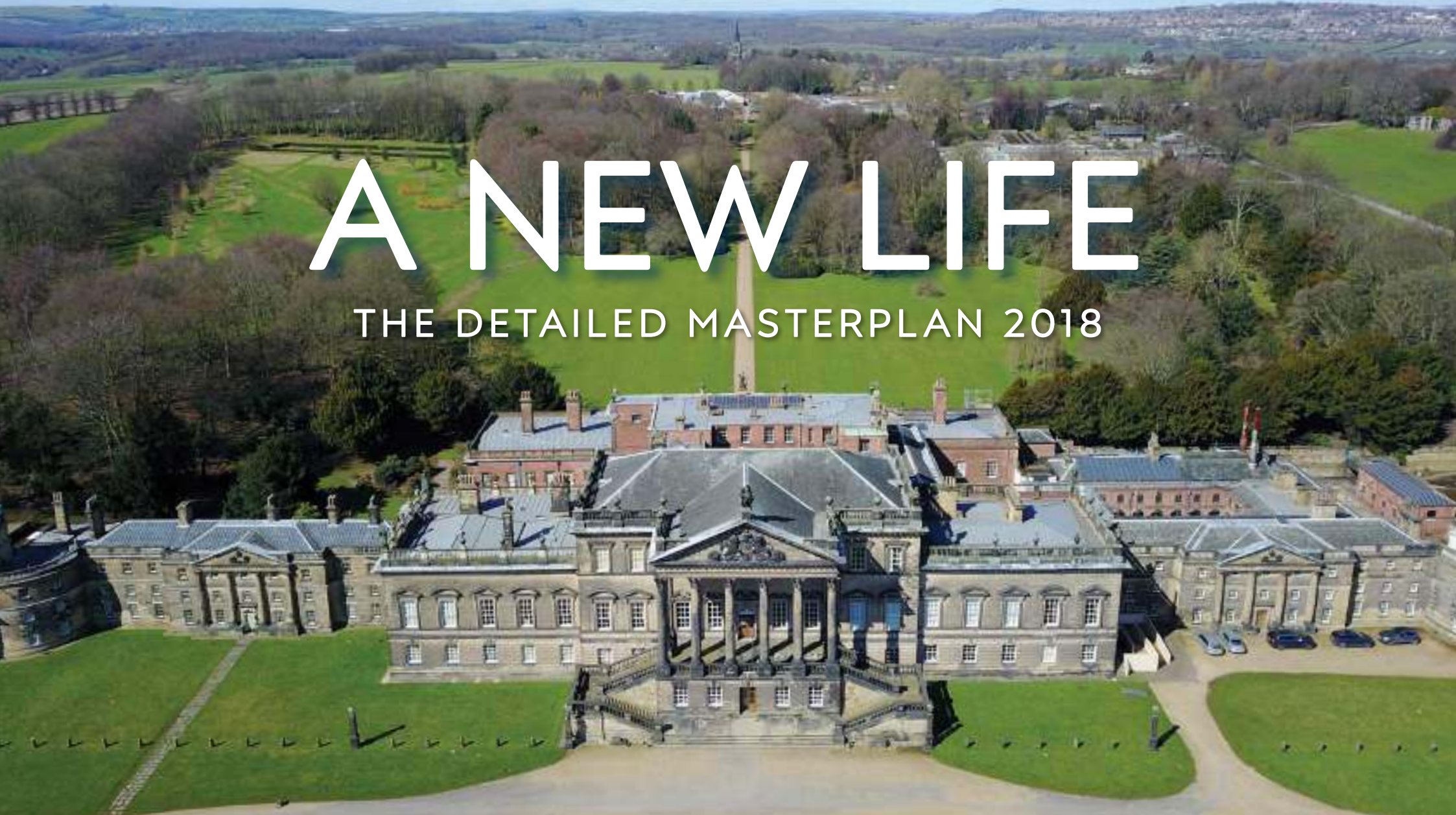


WENTWORTH WOODHOUSE

◆ ROTHERHAM ◆

A NEW LIFE

THE DETAILED MASTERPLAN 2018





WENTWORTH WOODHOUSE

• ROTHERHAM •

A NEW LIFE

THE MASTERPLAN 2018



WENTWORTH WOODHOUSE
PRESERVATION TRUST

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Charity Number 01155374



OUR MISSION

The Wentworth Woodhouse Preservation Trust is committed to delivering an innovative programme of mixed-use regeneration at Wentworth Woodhouse. Using only the highest standards of conservation workmanship, the Trust will create a fully inclusive world class visitor offer of exceptional quality whilst providing training, work experience and job opportunities for the communities of South Yorkshire.



A MESSAGE FROM THE CHAIR

I consider it a great privilege and honour to Chair the Wentworth Woodhouse Preservation Trust, not because the house is one of the finest and grandest in the country, nor because it is arguably the greatest restoration project for a generation. It is a privilege because it allows me to work with, to meet and to engage with staff and volunteers who never fail to impress me with their dedication to the task in hand and their determination of spirit. On behalf of the Board of Trustees I thank you all.

This review references the “small but dedicated masterplanning team” that worked tirelessly over the last 12 months to deliver the full masterplan, but the reality is that over 1500 people have contributed to this process in some way. Experienced site operators and management teams, our neighbours, members of the South Yorkshire community, our stakeholders. Their help, input, advice and assistance in the masterplanning process has proved invaluable and enabled the Trustees to consider a variety of options and make informed decisions.

The Trust is truly blessed to have so many people who want to see us succeed and who want to help us. But we need more, including funders if we are to accomplish our mission.

The Masterplan is the start of this exciting journey. We truly believe that this project is a catalyst for change for the people whose lives we touch in some way. The communities we serve, our staff, volunteers, our visitors and supporters.

Julie A. Kenny

JULIE A KENNY
CBE DL
CHAIR OF WENTWORTH
WOODHOUSE PRESERVATION TRUST





INTRODUCTION

Wentworth Woodhouse, once home to the Fitzwilliam family, is one of the great houses of England, a mighty work of architecture, a palace of beauty and art and for 300 years both a political power-house and the hub of social and economic life across a swathe of South Yorkshire.

It was once as revered as Chatsworth, Blenheim and Stowe.

4.3.22. *The Council recognises the long-term need to conserve the historic parkland setting of Wentworth Woodhouse and is sympathetic to proposals of an appropriate scale and nature to develop the House to secure its long-term future, subject to the necessary listed building consents and planning permissions. This is reflected in Objective 8 and Policies CS23 Valuing the Historic Environment and CS11 Tourism and the Visitor Economy.*

ROTHERHAM METROPOLITAN BOROUGH COUNCIL LOCAL PLAN CORE STRATEGY 2014

Today, if the name Wentworth Woodhouse is recognised at all, it is only for its extraordinary length.

How is it that the reputation of this great national treasure has diminished to a statistic? The answer is in one word: Coal.

Wentworth Woodhouse was in the heart of the Yorkshire coal field and in 1947 the Government decreed that coal should be mined to within a hundred yards of the house in great open pits.

From that moment, the long process of decline set in.

Over the following decades the house was leased to the Local Authority, occupied as a college and saw most of its contents dispersed. In 1989 it was sold, and since then successive owners have been unable to keep pace with its restoration and maintenance.

Today, this magnificent house, its beautiful grounds and great stable complex are in a critical state of decay.

The Wentworth Woodhouse Preservation Trust (WWPT) was established in 2014 with the overarching purpose of securing the future of Wentworth Woodhouse for the benefit of the nation.

In particular, the Trust was faced with the challenges of repairing and developing the house and grounds on a long-term sustainable basis with extensive public opening, and finding sustainable and sympathetic uses for those parts of the property which would not be open to the public and for raising funds, initially for acquisition which took place in 2017, and subsequently, for repairs and development.

The enormity of the challenge should not be underestimated.

NAME	BRIEF DESCRIPTION	GRADE
WENTWORTH WOODHOUSE	Country mansion, c. 17th century core; remodelled from c. 1724-28 to c. 1734 to form west front; east front commenced immediately and largely completed in the next two decades; service wings heightened late 18th century.	Grade I
SOUTH GATE AND SCREEN WALL OF CHAPEL COURT	Gateway with attached plinth wall and ironwork screen. Gateway c. 1630; refixed and screen added probably in mid 18th century.	Grade II*

NAME	BRIEF DESCRIPTION	GRADE
CIRCULAR GARDEN	Wall with railings encircling pool with statue, 19th century.	Grade II
HA-HA AND NORTH BOUNDARY	Ha-ha forming northern boundary of the gardens of Wentworth Woodhouse west front, c. 18th century	Grade II
STABLES	Started 1766 and in use by 1779, riding school completed 1789 (Wragg); converted to present use c. 1950. By John Carr of York for Charles Wentworth, 2nd Marquis of Rockingham; completed for his nephew the 4th Earl Fitzwilliam.	Grade I
RIDING SCHOOL	Started 1766 and in use by 1779, riding school completed 1789 (Wragg); converted to present use c. 1950. By John Carr of York for Charles Wentworth, 2nd Marquis of Rockingham; completed for his nephew the 4th Earl Fitzwilliam.	Grade I
MEWS COURT	Late 18th century or early 19th century. T shaped range of ancillary buildings to Stable Block, late 18th and 19th century.	Grade II
CAMELLIA HOUSE	Camellia House. Early 19th century incorporating mid 18th century part to rear.	Grade II*
IONIC TEMPLE	Ornamental temple. Possibly as early as 1735. By Henry Flitcroft (engraving).	Grade II*
SOUTH TERRACE	Retaining wall with parapet and gateway. Commenced c. 1735 by Ralph Tunnicliffe for Thomas Watson Wentworth, some later rebuilding.	Grade II
PUNCHBOWL	Giant urn approximately 100 metres to south-south-west of south wing of Wentworth Woodhouse (west front). Mid-late 18th century.	Grade II
FOUNTAIN IN STABLES COURT	Pool and fountain. Probably c. 1775 (contemporary with completion stages of Stable Block), later repairs.	Grade II
CAST IRON URNS	Pair of cast iron urns at south end of Wentworth Woodhouse (west front). Garden ornaments. Early 19th century.	Grade II
CAST IRON URNS	Pair of cast-iron urns at north end of Wentworth Woodhouse (west front). Early 19th century.	Grade II
GARDEN ORNAMENTS	Group of 6 garden urns flanking main steps to Wentworth Woodhouse (west front). Late 18th century.	Grade II
GARDEN ORNAMENTS	Group of 6 garden urns set along west edge of path immediately in front of Wentworth Woodhouse (west front). Late 18th century.	Grade II

NAME	BRIEF DESCRIPTION	GRADE
SUNDIAL BASE	Sundial base at eastern end of south terrace. Mid-18th century.	Grade II
LAMP STANDARDS	Set of six lamp-standards with intermediate bollards to east front of Wentworth Woodhouse. Early-mid 19th century.	Grade II
SUNDIAL BASE	Sundial base at mid-point of south terrace. Mid-18th century.	Grade II
GATE PIERS	Pair of gate piers approximately 60 metres to north-east of north pavilion of Wentworth Woodhouse (east front). Early-mid 19th century.	Grade II
GARDEN ORNAMENTS	Pair of ornamental vases flanking main avenue to Wentworth Woodhouse west front, approximately 130 metres west of house. Late 17th or early 18th century.	Grade II
GARDENS AND PARKLAND	Gardens of the 18th and 19th century and a park remodelled by Humphry Repton in the early 1790s, with a set of notable early to mid-18th century monuments and follies within and around the edge of the park.	Grade II*

Since the formation of the Trust tremendous progress has been made. It has worked closely with the Department for Culture Media and Sport (DCMS) and its Ministers. In his 2016 Autumn Statement the Chancellor of the Exchequer awarded a grant of £7.6 million towards the most urgent repairs.

This allowed Trustees to proceed with the purchase and ensured that decline in some of the most critically affected areas of the site could be halted.

However, this was just the starter's gun. It provided some security, but it also set the Trust off on a race to find a long-term solution for the great house and 83 acres it now owned.

In March 2017 the Trust took possession of the site with one phone line, an intermittent internet connection, a single vacuum cleaner and a handful of committed staff who had been working without clear direction. This was no ordinary challenge.

It was clear to Trustees that a three-pronged approach was required:

1

First, to establish a successful business on the site, to produce an immediate income to allow the Trust to function and grow. Trustees had raised the money for the purchase, but there were no funds for the day-to-day operation.

Thanks to seed-funding in the form of grants from the National Trust, the Heritage Lottery Fund and the Architectural Heritage Fund, the Trust now has a small, but thriving business with 19 full time staff and over 100 volunteers. In the first year of operation the Trust has hosted a number of weddings, provided locations for film and TV, developed an extensive events programme and created a new tour-offer of both the house and gardens. A retail space has been created with an in-house branded range of merchandise.

2

The capital works programme of urgent repairs needed to start before the winter weather added to the decline.

The programme was split into 3 phases, the first of which is now almost complete and the second well underway. Tendering for the third and largest phase is currently in progress and work is due to commence in November 2018.

3

The Green Book Appraisal (2017), a requirement of the Chancellor's grant, examined the strategic, economic, commercial and financial case for investment. However, a more detailed Masterplan was required, setting out the long-term vision for the site. The public, funders, supporters and the communities of South Yorkshire all needed to understand the very essence of the Wentworth Woodhouse Preservation Trust, its vision, its values and the benefits that development of the site would bring.



THE MASTERPLAN

Throughout 2017 and early 2018 a small dedicated team from the Trust, with the support of specialist consultants, developed the Wentworth Woodhouse Masterplan. The property did not come with a trust fund endowment and trustees are determined to fund and deliver a programme of real change not only to the site, but across a range of areas including heritage, the local economy and the communities surrounding the site.

In 2015, 11.3 million overnight visits and 112 million day trips were made to the Yorkshire and Humber region.

In 2016, 1.36 million inbound visits were made to Yorkshire by tourists from outside of the UK.

Overnight domestic tourism in South Yorkshire brought in £284 million in visitor spend.

VISIT ENGLAND COUNTY DATA





BLEMHEIM PALACE



THE ENGINE SHED



NOSTELL PRIORY



CHATSWORTH HOUSE



HOPETOUN HOUSE



STIRLING CASTLE



NEW LANARK MILL



AUCKLAND CASTLE



BROUGHTON HALL

To do this successfully the Masterplanning team were committed to:

- 1 Researching and understanding the strategic context of the project, including revisiting previous planning and business appraisals.
- 2 Meeting and talking to stakeholders and understanding their roles and the likely impact of the development on them.
- 3 Learning from others by visiting historic houses and mixed-use regeneration projects that had been through similar development programmes, understanding what worked well for each of them, but equally taking advice from the owners and management teams, all of whom had made mistakes along the way, which Wentworth Woodhouse can now seek to avoid.
- 4 Extensive examination of Wentworth Woodhouse and the surrounding 83 acres owned by WWPT, including spatial-planning workshops to consider a number of options.

Trustees agreed the criteria for developing the site must be:

CAPACITY FOR CHANGE

Wentworth Woodhouse and its ancillary buildings are listed Grade I and Grade II*, affording the highest level of protection for historic buildings in the UK. The Trust is committed to conserving and protecting the historic fabric, but is aware that due to previous interventions some areas offer more flexibility than others in terms of their capacity for change. The architectural design team at Purcell were able to identify where change is possible and where the buildings, both internally and externally, are more sensitive, helping to inform the decision-making process.

SUSTAINABILITY

Previous owners in recent decades have tried and failed to run the house as a private dwelling. It is simply too large and expensive to maintain. Financial considerations are key to any masterplanning process, both in terms of initial development costs and ongoing revenue requirements. Once the current emergency works are complete, each phase of works must be self-sustaining, generating enough income to cover its maintenance and operational costs.

COMMUNITY ENGAGEMENT

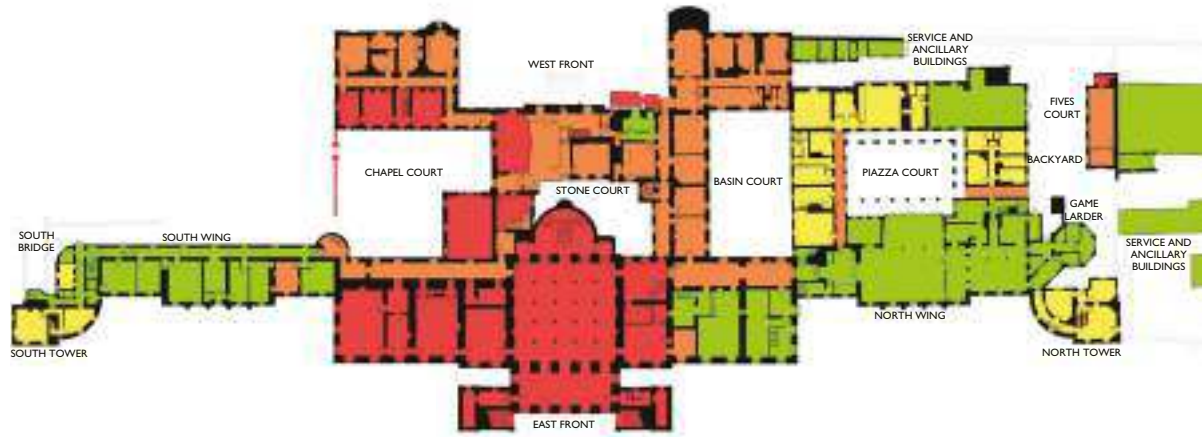
Early in the Trust's formation it was clear that support for the regeneration of the site is strong throughout the local community and the wider region. The Trust recognised that successful regeneration projects revolve around people, the communities that will live, work, and play on or around the site. Wentworth Woodhouse will be no exception. From the start the Trust has endeavoured to engage with the communities of South Yorkshire, to keep them informed and to listen to their views. Over 1,000 members of the public responded to the masterplanning process either by way of the online questionnaire or by attending one of the many community consultation events and filling in comments cards.

922 people responded to the online public survey regarding the masterplan.

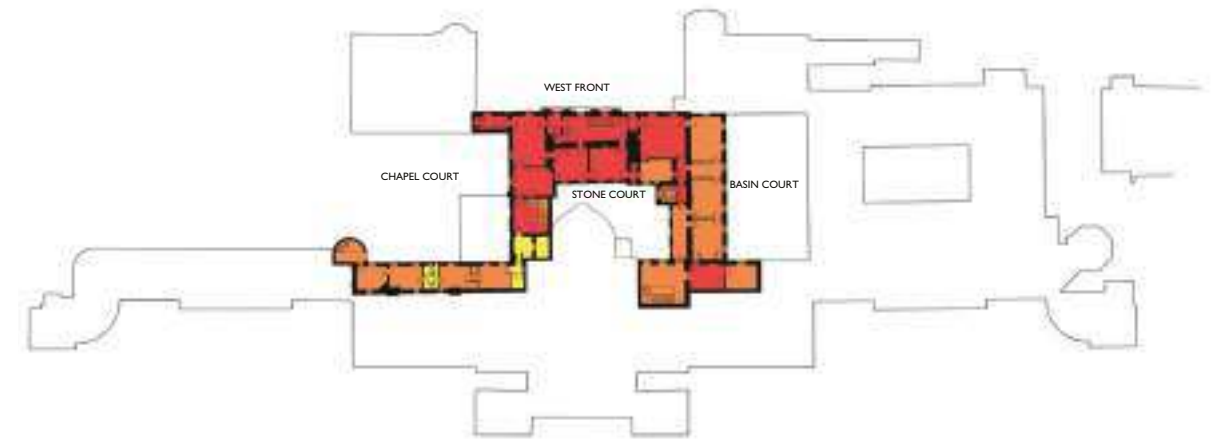
Over 100 ideas and recommendations were handed in by attendees at the public consultations.



GROUND FLOOR PLAN



CHAMBER PLAN



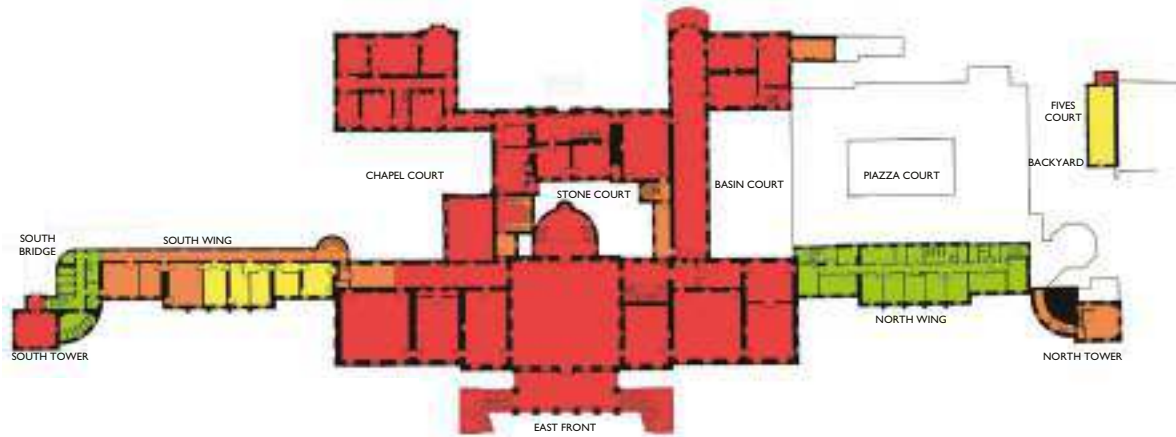
MEZZANINE PLAN



ATTIC PLAN



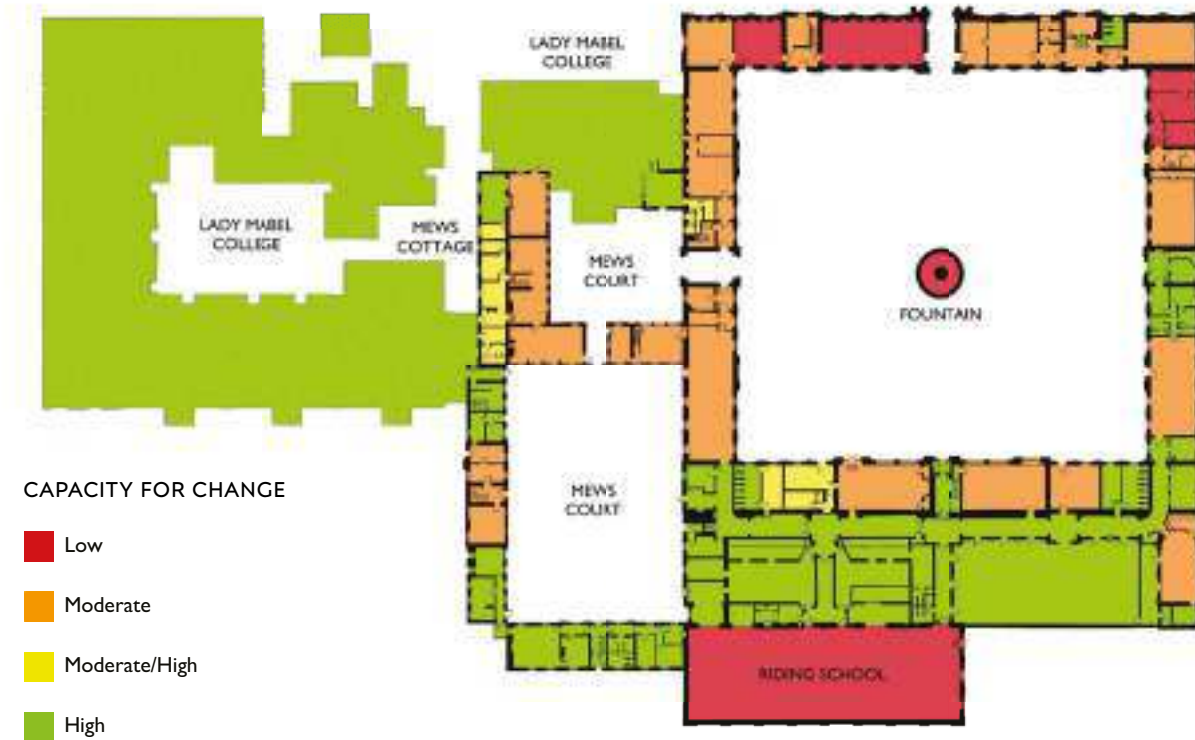
PRINCIPAL PLAN



CAPACITY FOR CHANGE

- Low
- Moderate
- Moderate/High
- High

GROUND FLOOR PLAN



FIRST FLOOR PLAN



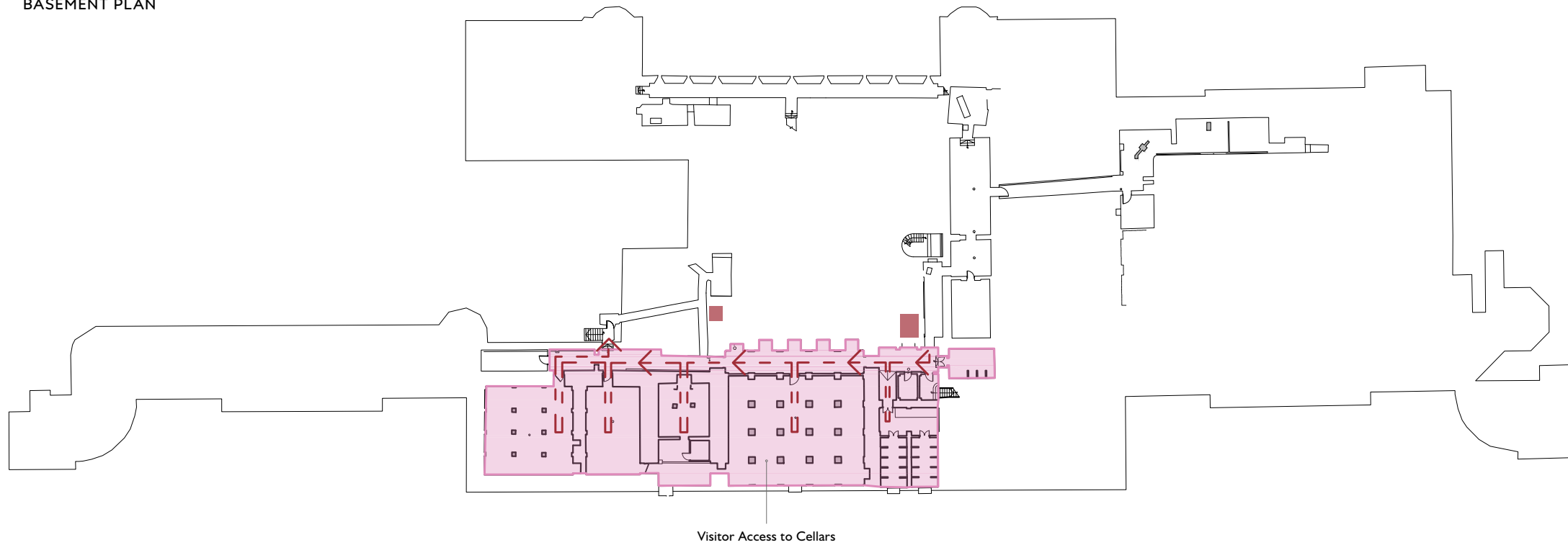
The options Trustees considered were as follows:

MANSION HOUSE	
OPTION A	Visitor Attraction, Commercial Units, Catering, Holiday Accommodation, including both Pavilions and State Bedrooms
OPTION B	Visitor Attraction, Commercial Units, Catering, Basement Events, limited Holiday Accommodation at the South Pavilion
OPTION C	Visitor Attraction, Commercial Units, Catering, Holiday Accommodation, including both Pavilions and State Bedrooms
STABLE BLOCK	
OPTION A	Wedding / Celebration Centre
OPTION B	Commercial Business Hub
OPTION C	Mixed Visitor Use (increased retail)
OPTION D	Mixed Visitor Use (increased accommodation)
CAMELLIA HOUSE	
OPTION A	Café Use
OPTION B	Events Use
OPTION C	Education Use

Trustees considered all of the above and concluded that the preferred regeneration options for the site were as follows:

MANSION HOUSE	
OPTION A	Visitor Attraction, Commercial Units, Catering, Luxury Holiday Accommodation, including both Pavilions and State Bedrooms
STABLE BLOCK	
OPTION D	Mixed Visitor Use (increased overnight accommodation and events space)
CAMELLIA HOUSE	
OPTION A & B	Café Use with Events Use

BASEMENT PLAN



HERITAGE, CULTURE AND EXHIBITION

Areas to be publicly accessible include:

- Wine cellars at basement level
- A large selection of rooms within the central block at ground and principal levels

* State Bedrooms not accessible to public except as accommodation

VISITOR HOSPITALITY AND RETAIL

Dining facilities within North Wing include:

- Cafe within double height space with external seating in Piazza Court (covered seating for approx 97 covers)
- Fine dining restaurant towards East Front (for approx 118 covers)
- Private dining space within Octagonal game larder (approx 16 covers)

Wentworth Woodhouse visitor shop between dining and heritage offerings

COMMERCIAL BUSINESS

14 commercial units suitable for small businesses with shared access and facilities

RESIDENTIAL / HOLIDAY LET

Short Term Accommodation:

- State Bedrooms as 2 suites for exclusive overnight accommodation to support events offering
 - 5-6 bedroom guesthouse for holiday let
 - Self-contained apartments for holiday let, one each in North and South Pavilions
 - En-suite rooms on the Principal floor to support dining
- Long-term accommodation for Wentworth Woodhouse staff:
- 1 staff flat at the Chamber Floor level

EVENTS

Long Gallery and attached rooms can be utilised for evening events when the main house is closed to visitors

EDUCATION

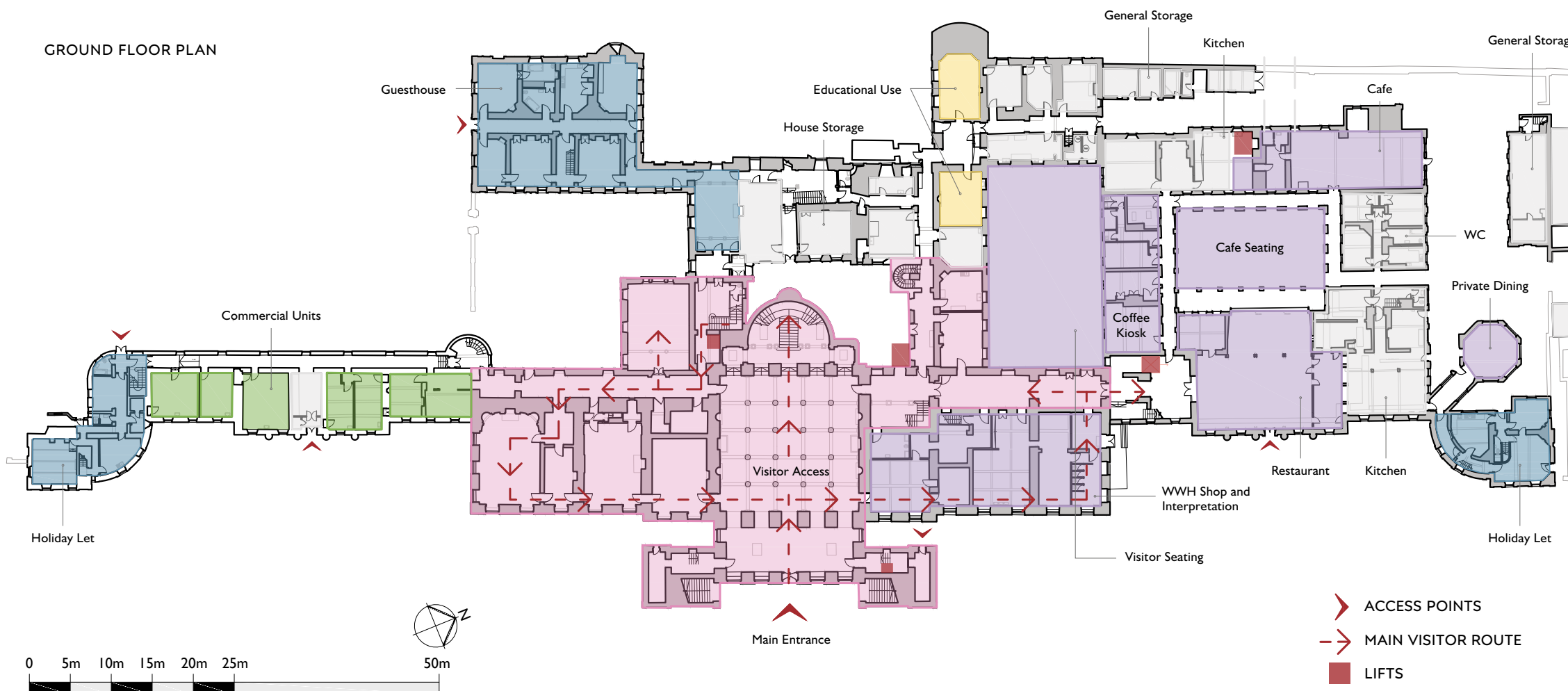
3 libraries on the principal floor can be separated from the main visitor route when necessary and be used for educational purposes

ADMINISTRATIVE USE / ANCILLARY SPACES

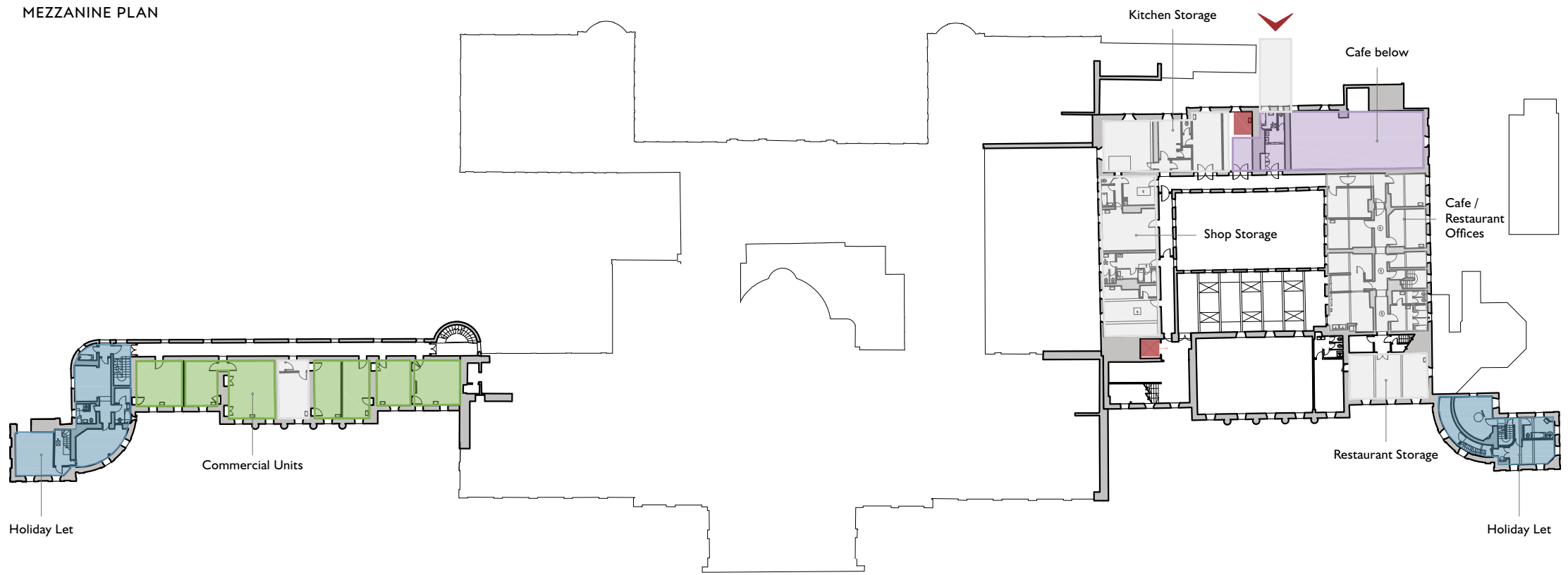
Wentworth Woodhouse Offices:

- Back of house offices on the Chamber Floor
- Offices on the Mezzanine Floor to support cafe and restaurant functions
- Security office in Fives Court
- Designated storage areas to support all offerings

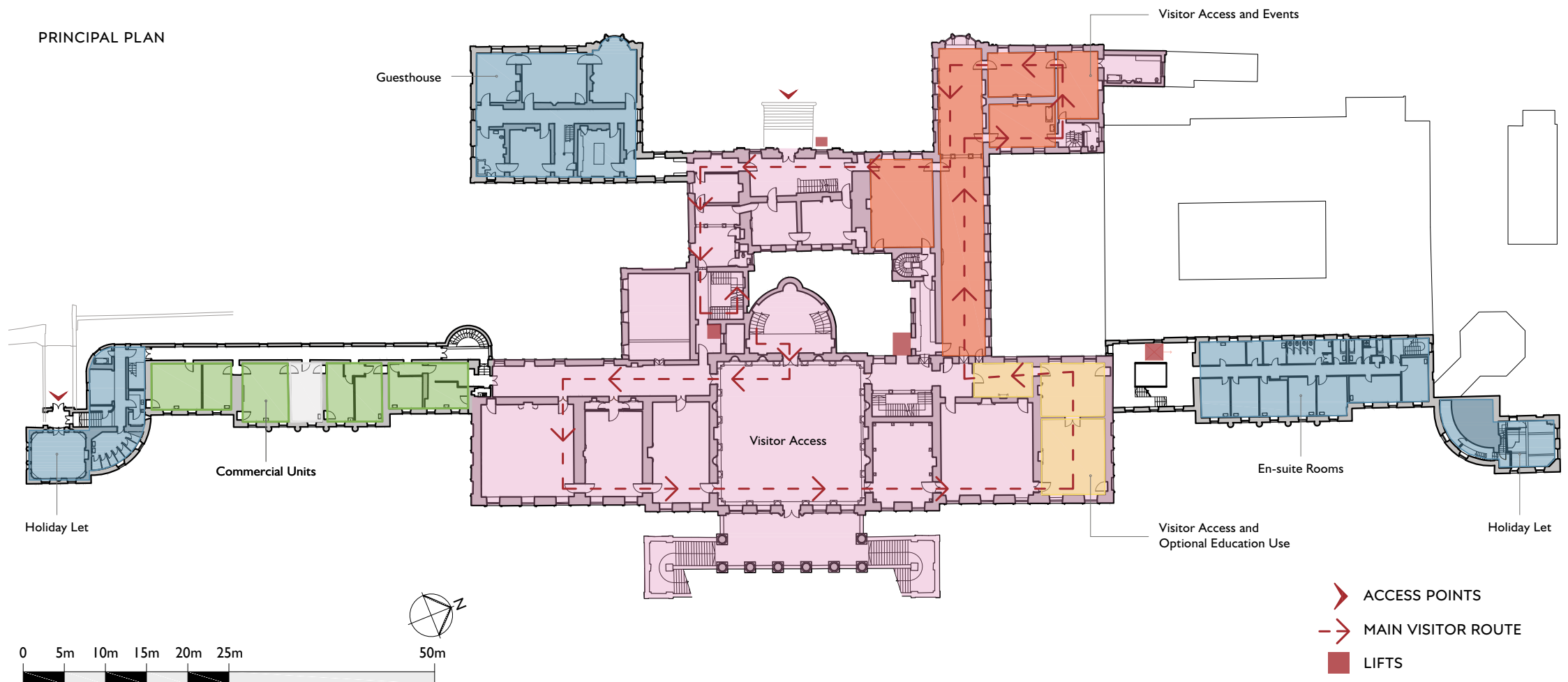
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MEZZANINE PLAN



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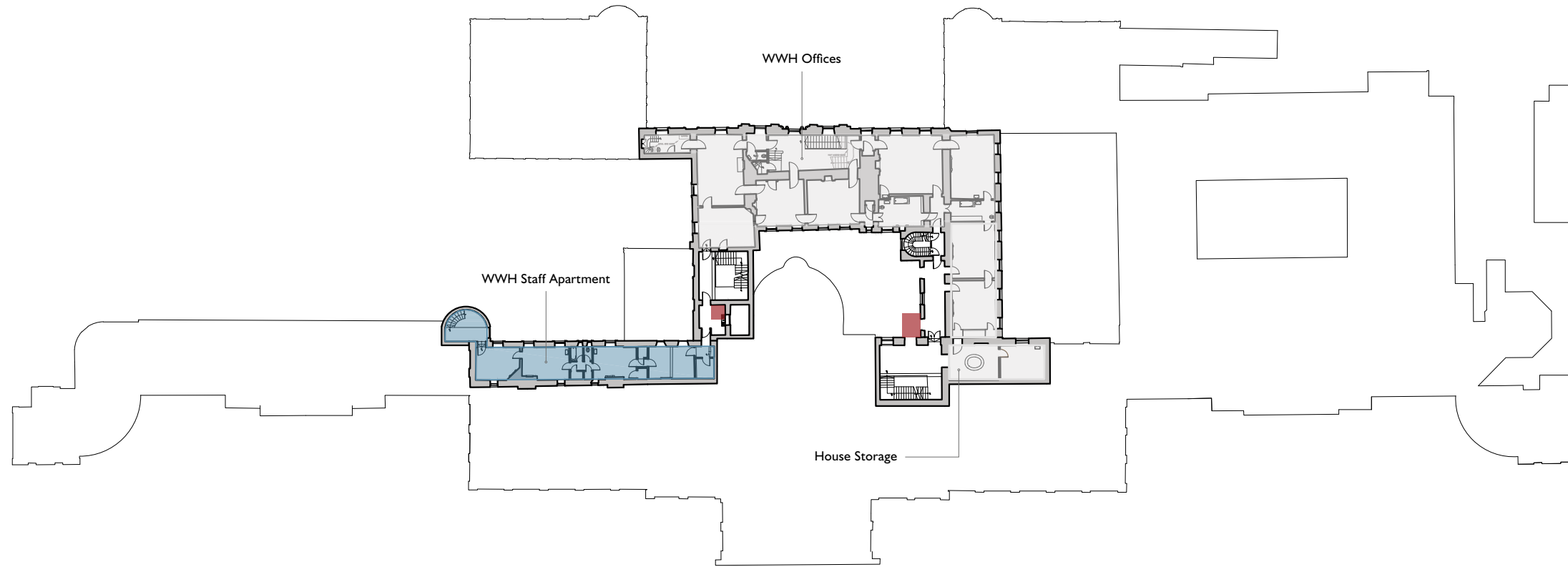
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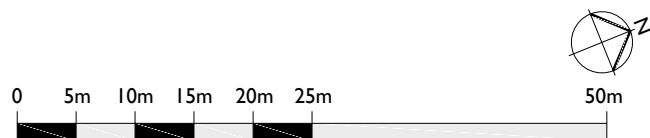
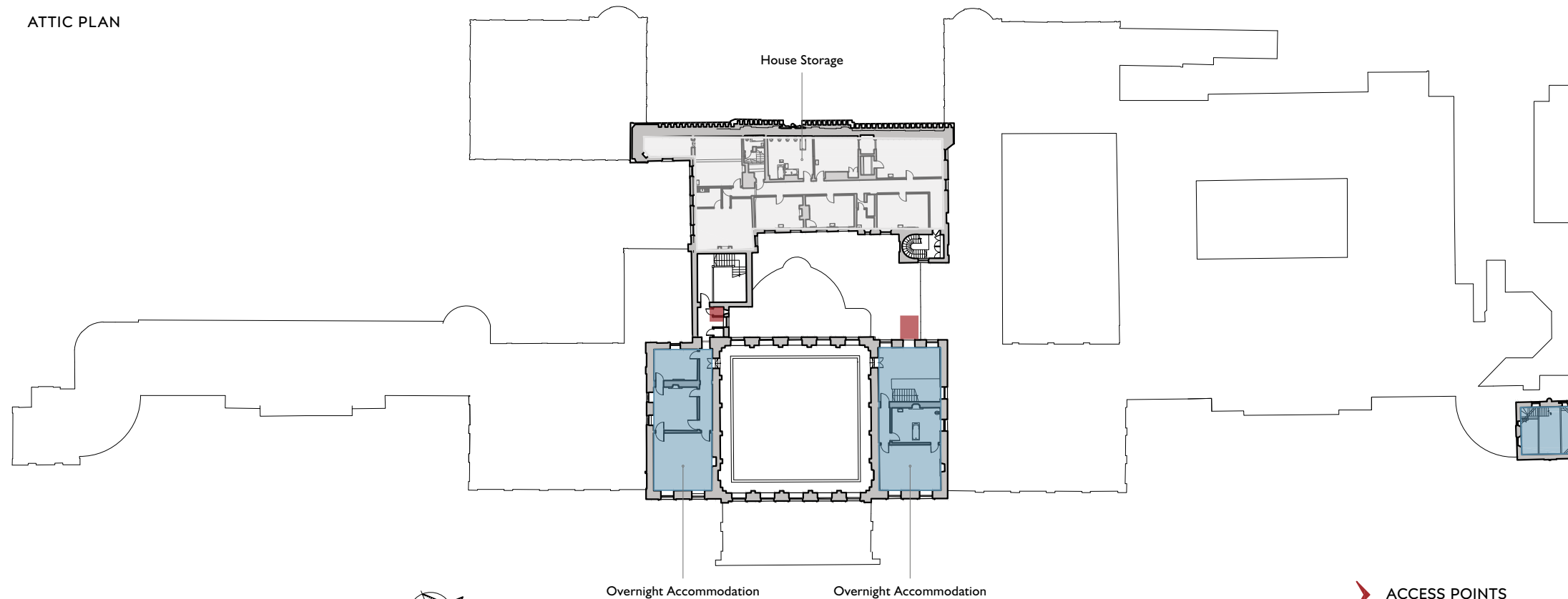
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CHAMBER PLAN



ATTIC PLAN



- ACCESS POINTS
- MAIN VISITOR ROUTE
- LIFTS

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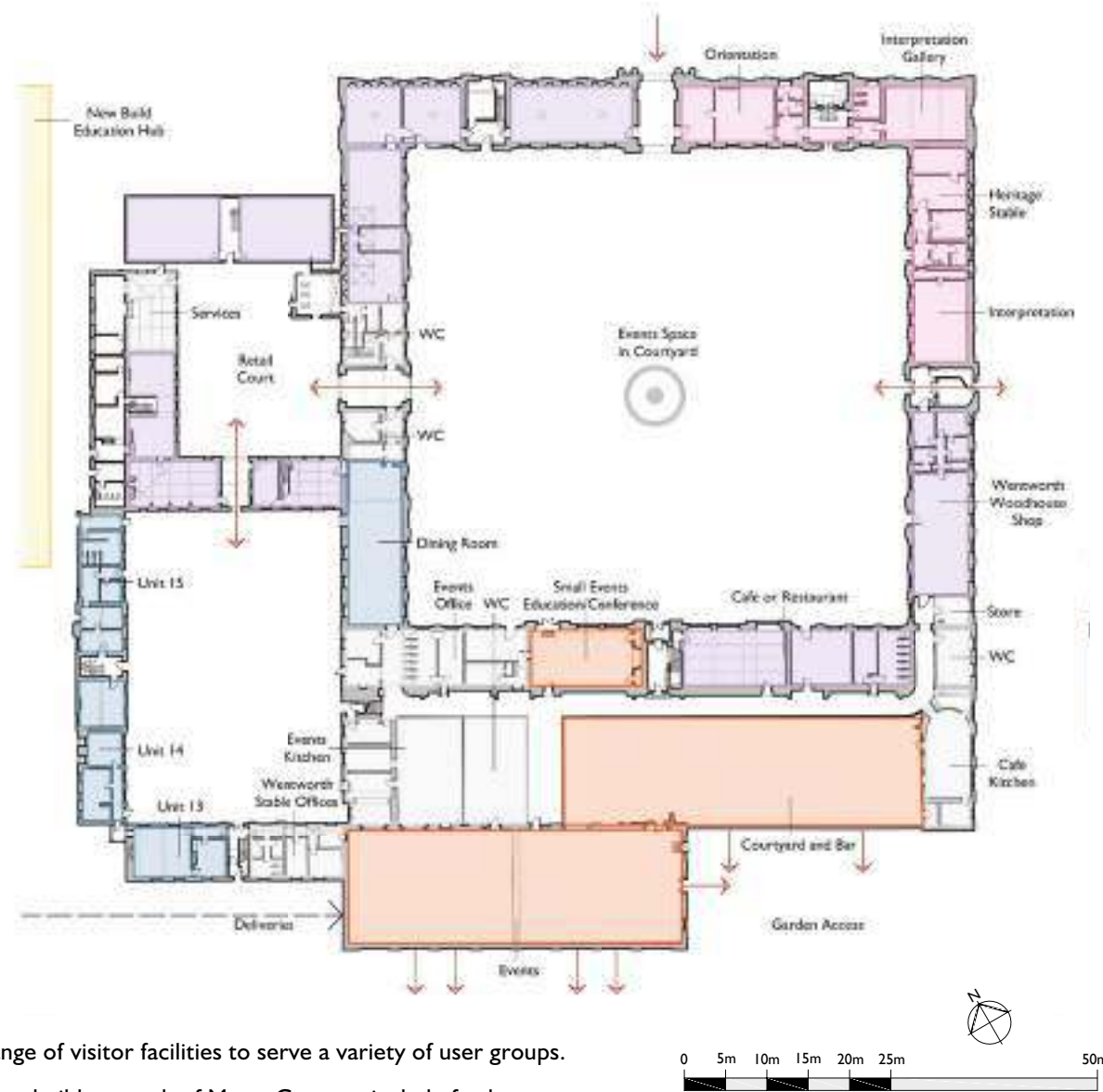
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GROUND FLOOR PLAN



Range of visitor facilities to serve a variety of user groups.

New build to north of Mews Court to include further retail and residential units.

HERITAGE, CULTURE AND EXHIBITION

Heritage and interpretation within areas of high significance with space for: ticketing, galleries, changing displays and visitor access to garden.

VISITOR HOSPITALITY AND RETAIL

- 8 retail units for artisan crafts (2 within new build to north of Mews Court)
- 1 for Wentworth Woodhouse Cafe/Restaurant to support visitor offer

EVENTS

Various spaces suitable for a range of events:

- Large events space suitable for weddings with (approx 614 guests)
- Covered courtyard breakout space with bar facilities, to support or work independently of other event space (approx 434 guests)
- Smaller events space/ conference room approx 90m²
- Events office

RESIDENTIAL / HOLIDAY LET

15 self-contained apartments 60-97m² to let to event guests or for holiday use including 2 within new build to north of Mews Court

EDUCATION

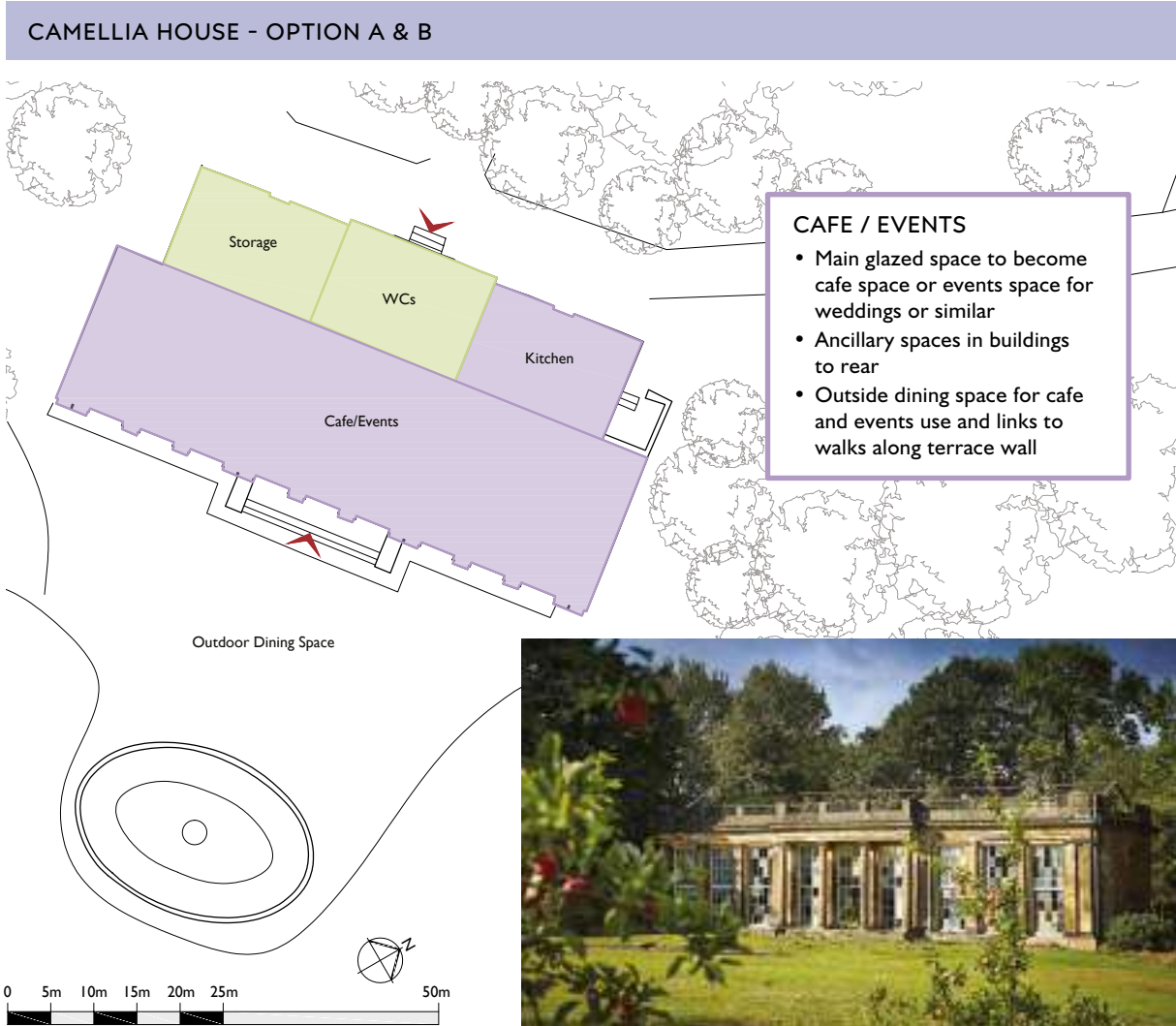
Possible additional new build family and education centre on site of existing college buildings

ADMINISTRATIVE USE/ ANCILLARY SPACES

Wentworth Woodhouse Offices
Designated storage areas to support all offerings

FIRST FLOOR PLAN





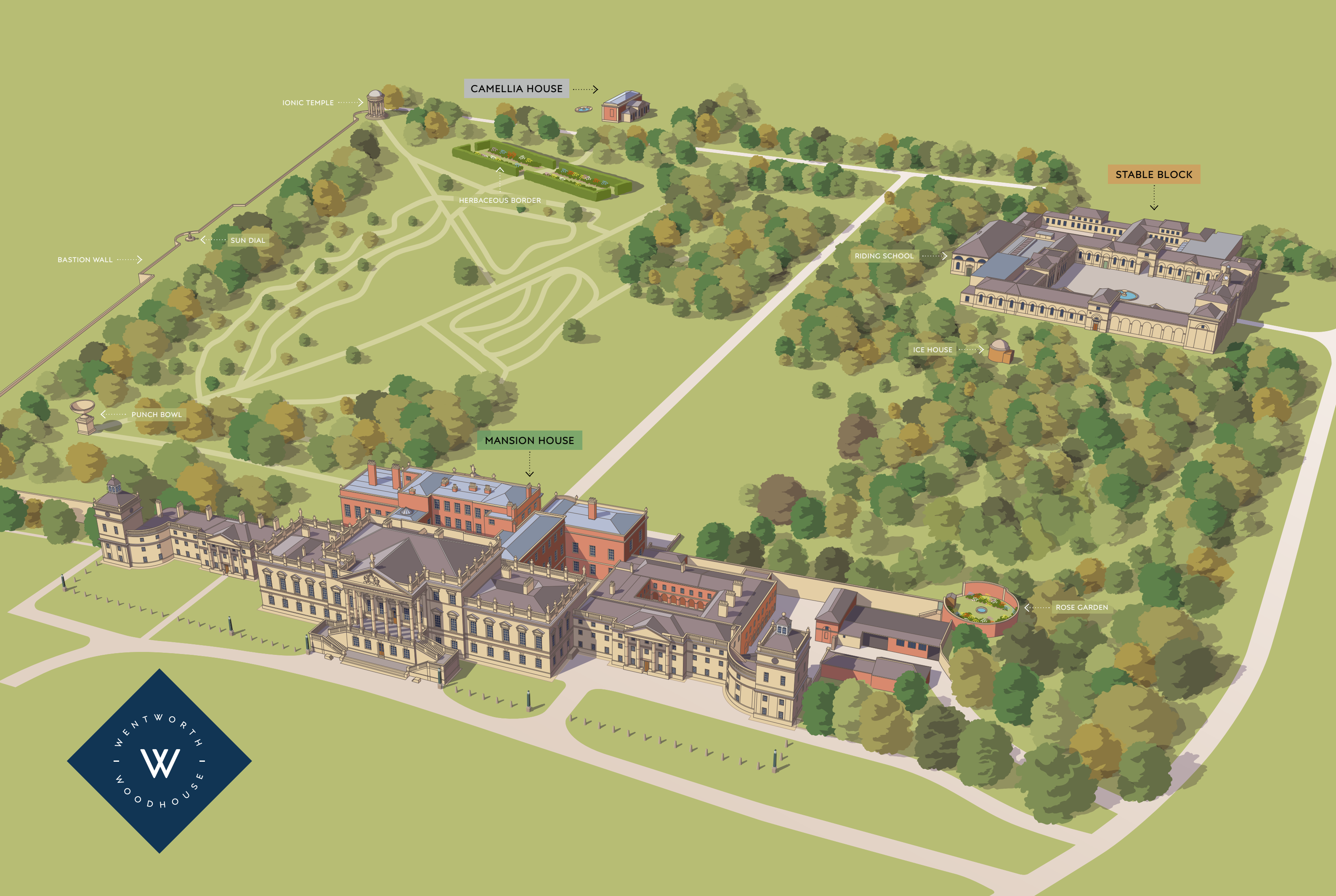
These offered the widest variety of sustainable income streams and the most accessible visitor offer.

The works are to be broken down into a programme of four phases. Phases are subject to change due to the influences from the marketplace. Therefore, if viable funding opportunities occur, some phases could be delayed or started early.

PHASE	YEARS	WORK AREA	DESCRIPTION
1	2019/20 TO 2021/22	CAMELLIA HOUSE	Development of the Camellia House into a Café/Events Space
2	2019/20 TO 2024/25	MANSION HOUSE PART 1	Restoration of the main Mansion House state rooms, installation of accessibility infrastructure, installation of interpretation, creation of business units
3	2021/22 TO 2026/27	STABLE BLOCK	Development and building of events spaces, visitor area, café space and retail units
4	2024/25 TO 2029/30	MANSION HOUSE PART 2	Creation of luxury holiday and event accommodation within the Mansion House

MASTERPLAN PROGRAMME	PRE PROGRAMME 2018/19	YEAR 1 2019/20	YEAR 2 2020/21	YEAR 3 2021/22	YEAR 4 2022/23	YEAR 5 2023/24	YEAR 6 2024/25	YEAR 7 2025/26	YEAR 8 2026/27	YEAR 9 2027/28	YEAR 10 2028/29	YEAR 11 2029/30	YEARS 12-25 2030/31-2043/44
CAMELLIA HOUSE													
Primary Funder Round 1 Pre Enquiry													
RIBA 0-2 Development													
RIBA 3-7 Development													
Camellia House re-opens													
MANSION HOUSE Accessibility & Interpretation (Visitor Experience)													
Matchfunding													
Primary Funder Round 1 Pre Enquiry													
RIBA 0-2 Development													
RIBA 3-7 Development													
Mansion House Reopens													
STABLE BLOCK													
Primary Funder Round 1 Pre Enquiry													
RIBA 0-2 Development													
RIBA 3-7 Development													
Stables Reopens													
MANSION HOUSE All other Mansion House and Event & Holiday Accommodation													
Primary Funder Round 1 Pre Enquiry													
RIBA 0-2 Development													
RIBA 3-7 Development													
Event Accommodation for hire													
HOUSE FULLY OPEN Minor projects or gallery improvements													

ESTATE LOCATION	CAMELLIA HOUSE	STABLE BLOCK	MANSION HOUSE
OPTION NO.	A & B	D	A
DESCRIPTION	Café and Event Use	Mixed Visitor Use (increased accom)	Mixed Visitor Use
STATUS	Preferred/Costed	Preferred/Costed	Preferred/Costed
COSTED OPTIONS	£1,500,846	£49,211,683	£79,671,972
COST PER M ²	£4,780	£10,325	£7,234



IONIC TEMPLE

CAMELLIA HOUSE

STABLE BLOCK

HERBACEOUS BORDER

SUN DIAL

RIDING SCHOOL

BASTION WALL

ICE HOUSE

PUNCH BOWL

MANSION HOUSE

ROSE GARDEN





CHALLENGES AND OPPORTUNITIES

Wentworth Woodhouse poses a number of challenges, not least of which is the condition of the buildings.

The key objectives of the restoration project are:

To retain the architectural heritage and natural quality of the surrounding grounds for the benefit of the nation and local people.

To develop a mixed-use scheme that generates sufficient income to provide a sustainable future for Wentworth Woodhouse.

GREEN BOOK APPRAISAL APRIL 2017





THE CHALLENGES

The Mansion, Stables and Camellia House are riddled with asbestos and uninhabitable. Dry rot is endemic, drains have collapsed, roofs are leaking, bats are roosting, timbers are rotting and stone work deteriorating. As is often the case with projects of this nature, the solution to one problem only goes to reveal, highlight or impact on another. Restoring and regenerating the site will be complex, but the Trust has assembled an exceptionally experienced team at board, executive and consultant level.

The cost of the project will be high. The Trust does not have the necessary funds and fundraising is increasingly competitive. A funding mix will therefore be required, made up of public, private and self-generated income.



Progress in the first year has been on target and good income streams have been generated from weddings, events, filming and the visitor experience. Additionally, a number of funding organisations are in touch with the project team and the level of interest in the masterplan and the long-term vision is very encouraging.

To maintain income while the house is under repair a number of logistical issues must be addressed. The executive team is working closely with the design team and contractors to find innovative ways of working around the challenges, including introducing hard-hat tours so that visitors can engage with the work as it progresses.

Rotherham is one of the most socially deprived areas in Britain. This is beginning to change, but the demographic of the region is not the traditional audience for large country houses. Our approach, therefore, must be bold and imaginative.

The restoration will require workmanship of the highest standard in many heritage skills, but long-term deprivation has resulted in a lack of an employable skilled workforce in the area. The Trust is committed therefore to ensuring the project helps to reverse this trend by providing opportunities for training.

The house has been hidden for decades with little public or no public access. Our aim is to rebuild a national and international profile. The support we have received from Rotherham Metropolitan Borough Council and, more particularly, central government confirms how significant this project is on the national and international stage.

The UK boasts over 3000 country houses, all of which are competing to attract audiences. Wentworth Woodhouse will offer something new.

Access on and off and to and from the site, is problematic, with parking, public transport links, the local road system and access to and from the motorway posing a number of transport challenges. A detailed study has been commissioned to explore these issues and find a phased solution.

THE OPPORTUNITIES

The opportunities the project brings are many.

A multi-use solution mitigates risk by creating several different revenue streams, rather than “putting all eggs in one basket”. A mix of residential and commercial lets alongside events, weddings, food and beverage and a wider visitor offer avoids relying too heavily on one market sector in an economic environment that is subject to change. Likewise, a mix of income streams, some seasonal and others less so, will aid with cashflow. The Trust needs to be certain that it has a firm financial foundation.

The restoration of the buildings and gardens will provide great opportunities for training, upskilling, work experience and volunteer participation. Building our own skilled workforce will be very important and accessing and implementing training programmes across a variety of skills areas will be core to our aims. The Trust will need to grow its workforce significantly over the coming years and a number of exciting new employment opportunities will be created.

Wentworth Woodhouse is, for the most part, empty and its collections long gone. This provides an opportunity for the Trust to think imaginatively about how it tells the many stories of the house. The Trust will work with partners to find innovative solutions to storytelling, adopting cutting-edge techniques for a 21st century audience.

The regeneration of the house and gardens will provide a much-needed community leisure facility for the people of South Yorkshire, some of whom may not be familiar with heritage or the country house sector. The project provides an opportunity for harder-to-reach groups to engage with heritage, be it through leisure use of the site, work and training programmes, the events programme or volunteering.

A phased approach to the development of the site will allow for public access throughout the regeneration programme.



The development will help to establish a social hub for South Yorkshire, reinforcing Wentworth Woodhouse in peoples’ hearts and minds and restoring a sense of local pride.

As evidenced by other large community-led regeneration projects, this scheme will act as a catalyst for further regeneration, boosting the local economy and attracting businesses which will support the new facilities we are creating.

The project will provide opportunities for learning, education and study. Several projects are already underway with schools, colleges and universities.



Wentworth Woodhouse will not be static, but a dynamic and inclusive place of activity. The Trust will create world-class access arrangements, ensuring that everybody feels welcome.

The continuing restoration will always be part of the Wentworth Woodhouse experience, encouraging repeat-visits as visitors see first-hand the skilled workmanship and high-quality restoration taking place.

WENTWORTH WOODHOUSE BELONGS TO YOU TOO

The Wentworth Woodhouse Preservation Trust is now ready to move forward with the development of this incredibly exciting project. Implementation of the masterplan over the next 2-3 decades will provide visitors with an opportunity to engage with the historic features, buildings and gardens at Wentworth in innovative and diverse ways, providing intellectual access for all, not just the few. Promoting opportunities for learning, training, upskilling, academic study and work experience.

The projects undertaken will create new jobs whilst helping to retain others in construction and heritage skills.

New opportunities will also be created in tourism, project-management, marketing and the service industries. Volunteers of all ages and abilities will be drawn out of social isolation, made to feel part of a working community and given the chance to feel valued. New businesses will thrive at Wentworth Woodhouse.

4,097,186 adults aged 15+ live within a 60 minute drive time of Wentworth.

Wentworth Woodhouse will help to define Rotherham as a destination of choice, a place people are proud to be associated with. Through investment, innovative thinking and an audience-focused approach, Wentworth Woodhouse will be a testament to the grit and fortitude of a region that has changed radically over the last century. It will be a beacon for learning. For new approaches to integrating heritage and business. It will be an iconic reminder of the passion, pride and power of the people who pulled together to make this happen.

We hope you will join us on this journey.



SARAH MCLEOD
CHIEF EXECUTIVE

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Timothy Cooke OBE
Rachel Cowper
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John Merlin Waterson CBE

The staff and volunteers at Wentworth Woodhouse

THE MASTERPLANNING TEAM

Sarah Dowd and Kim Stabler – *Tricolor*
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Dumfries House
Chatsworth House
Hodsock Priory Gardens
Welbeck Abbey
New Lanark Mill
Hopetoun House
The Engine Shed
Broughton Hall
Ripley Castle
Nostell Priory
Aske Hall (Zetland Estate)
Alnwick Castle
Harewood House
Blenheim Palace
Castle Howard
Auckland Castle





OUR CORE VALUES

REGENERATION

Always attaining to the very highest conservation standards to protect and restore the site, its buildings, structures and landscape through balanced and appropriate re-use, finding creative solutions leading to an economically sustainable future.

ENGAGEMENT

Engage with, listen to and work with local communities and wider audiences. Engaging hearts and minds to celebrate the site as an asset to the region and the nation. Offering a positive long-term contribution to the economic and social life of local communities and acting as a tourist driver for Rotherham and the wider tourist offer.

OPPORTUNITIES

Using Wentworth Woodhouse as a remarkable heritage asset to provide multiple year-round opportunities for the advancement of skills, education and life-long learning by way of training, work experience, volunteering and employment, whilst enhancing knowledge through scholarship and academic research.

WORKING RELATIONSHIPS

To work with the Fitzwilliam Wentworth Amenity Trust to ensure that Wentworth Woodhouse, comprising the house, gardens, park and monuments, is preserved as an entity, for the benefit of the local community and the nation.

PARTNERSHIPS

To develop appropriate partnerships with others including stakeholders who share our values and subscribe to our long-term vision.

REACH NEW AUDIENCES

To provide a world class, inspirational and enjoyable experience for all, with equality and diversity as key drivers of our audience development plan.

ENTREPRENEURIAL SPIRIT

To operate a creative and solutions focussed business with commercial flare whilst always seeking to deliver our charitable objectives.

PROFESSIONALISM

To operate with openness and transparency, promoting best practice, behaving professionally and acting respectfully towards others at all times.

CARING FOR OUR ENVIRONMENT

Be committed to sustainable policies and practices. Environmental concerns are essential to our decision making. We understand the value of acting in an environmentally responsible way to minimise the impact on the environment from our operations.



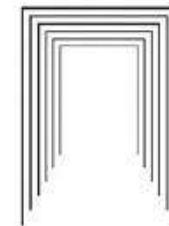
Historic England



National
Trust



E+M+C



PURCELL

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SECTION ONE: THE WENTWORTH WOODHOUSE PRESERVATION TRUST

Summary

The Wentworth Woodhouse Preservation Trust is committed to delivering an innovative programme of mixed-use regeneration at Wentworth Woodhouse. Using only the highest standards of conservation workmanship, the Trust will create a fully inclusive world-class visitor offer of exceptional quality whilst providing training, work experience and job opportunities for the communities of South Yorkshire.

Wentworth Woodhouse is a Grade 1 listed country house situated in the village of Wentworth, near Rotherham, South Yorkshire. The Mansion House dates from the early 18th century and sits within 87 acres of gardens and grounds.

The House is now owned by Wentworth Woodhouse Preservation Trust (“WWPT”) who purchased the property in 2017. The Trustees of WWPT are experienced at operating both successful businesses and historic visitor attractions and have ambitious plans to put the Mansion House, Stables and Riding School, Camellia House and gardens at the heart of Rotherham’s future development.

Wentworth Woodhouse is one of the finest and largest country houses in the UK but was devastated by death duties, resulting in the family selling many of the Mansion House’s original fixtures and furnishings. The property has been used by a variety of

educational establishments, including the Lady Mabel College and Sheffield University (then Sheffield Polytechnic). Private investors have attempted to restore the property to its former grandeur, but significant issues such as subsidence and water damage have had a substantial impact on the success of these ventures.

Upon their purchase of Wentworth Woodhouse, WWPT applied to the Department for Culture, Media and Sport for financial assistance to undertake roof and other emergency repairs. This request was granted, the £7.6 million grant is currently in the process of being discharged and the urgent works are underway.

The organisational background and structure at Wentworth Woodhouse is a strong base from which the project can progress. The experience and calibre of the Trustees will provide a stable base for decision making.

1.1 Introduction

Wentworth Woodhouse is a Grade 1 listed country house in the village of Wentworth, near Rotherham, South Yorkshire. The present Wentworth Woodhouse was built from the early 18th century for Thomas Watson-Wentworth, 1st Marquis of Rockingham. It sits within some 80 acres of gardens and grounds, with extensive views over historic parkland.

The Mansion House has an extraordinary Palladian frontage, some 185m in length, with 25 elaborate staterooms designed and created by notable architects such as Henry Flitcroft, John Carr,

James Stuart, James Gibbs, Joseph Nollekens and John Fisher. The contemporary Stable Block and Riding School, also by John Carr, is similarly listed Grade 1, with the 19th century Camellia House (Grade II*) and some 1970s educational buildings also on the site.

The Wentworth Woodhouse Preservation Trust (WWPT) was established in 2013. The overarching purpose of the Trust is in securing the future of Wentworth Woodhouse for the public benefit. In particular:

1. To preserve the House and grounds on a long-term sustainable basis with extensive public opening;
2. To find sustainable and sympathetic uses for those parts of the property not open to the public;
3. To raise funds both for acquisition and repairs and other essential works.

Since 2015, the WWPT has worked closely with the Department for Culture, Media and Sport (DCMS) in securing financial support and heritage advice to allow for the acquisition, conservation and transformation of the House. The Trust eventually purchased the Mansion House, Stable Block, Camellia House and educational buildings from the Newbold family in March 2017, on behalf of the nation.

As part of HM Treasury's financial support, in the Autumn Statement of 2016, the Chancellor of the Exchequer agreed on a grant in the sum of £7.6m (£7.2m of which is just for repairs). The immediate works to be covered by the grant are:

- Essential works to preserve the most vulnerable parts of the House for the winter months of 2017/18
- Other substantive repairs to the House, Stable Block and Riding School
- Repairs to roof surfaces and rainwater disposal systems.
- Urgent repairs to masonry
- Repairs to internal staircases
- Floor and ceiling repairs
- Plaster stabilisation
- For repaired areas to be brought into income generation uses, not just repaired and mothballed.

A Green Book Appraisal, completed in April 2017, was required to comply with DCMS grant conditions. The Green Book estimated that the costs of totally renovating Wentworth Woodhouse could be in the region of £42m, but current thinking suggests they are more likely to be in excess of £100m.

The Green Book is a forerunner to this Masterplan and is discussed in more detail at section 3.1.2. However, key information from that assessment runs throughout this report.

While some parts of Wentworth Woodhouse are well preserved and have been well cared for, other parts of the site are almost completely derelict. The size of the site, coupled with the wide range in the condition of the internal rooms of the Mansion House, will require a programme of phased work to realise its full potential.

The WWPT has commissioned this Masterplan to ensure that the long-term vision of the site continues for the duration of conservation and renovation works and beyond.

1.1.1 Purpose of the Masterplan

This Masterplan will provide the strategic framework for the 25-year development of Wentworth Woodhouse. It has been developed through a collaborative process between the Trust, key stakeholders, partners, approving bodies and specialist consultants.

This section (Section 1) establishes the organisational structure and governance of the Wentworth Woodhouse Preservation Trust and their strategic vision, aims and objectives for Wentworth.

The development of the Masterplan is outlined in Section 2. This includes a brief history of the House, the current Deed of Covenants, and a detailed description of the key documents that have shaped the development of the Masterplan, such as the 2017 Green Book prepared by SQW. The current business plan is also discussed.

The strategic context of the project and area is provided in Section 3. This section covers the nature of the historic assets on the site and their significance, the Fitzwilliam Wentworth Estate, and the history and demographics of Wentworth village and Rotherham. The local, regional and national policy context is also discussed, along with regional cultural and tourism strategies. Section 4 assesses the potential market and audiences that a regenerated Wentworth Woodhouse could meet. This section

includes an analysis of current and potential audiences, suggesting where target markets could lie. A full market appraisal is included, which looks at comparators and competitors for a number of potential income streams, such as accommodation, commercial lets and events. This section also discusses the results of extensive stakeholder and public surveys on current attitudes towards Wentworth Woodhouse and what would attract future audiences. We also include a TOWS, which is a strategic and outward-facing strengths and weaknesses assessment in light of opportunities and threats. It also covers the overall brand and image for Wentworth Woodhouse.

The next two sections (Sections 5 and 6) of the document outline the Masterplan, starting with the project vision. Section 6 is the Masterplan itself, the conclusion of the preceding research. This includes architectural plans, critical path analysis and policies for the WWPT to adopt to ensure their values and objectives are carried through later decision making.

Section 7 details the financial assumptions on all potential income streams that are used in creating the financial model for how the site might operate.

The remaining sections, Sections 8, 9 and 10, suggest ways of delivering the Masterplan, such as an organisational structure, governance, risks and monitoring and evaluation.

Central to the whole document are the themes of income generation and partnership. These aspects do not have their own separate sections as they are integral to every stage of the Masterplan.

1.2 Structure and Operation of the Trust

The Wentworth Woodhouse Preservation Trust is a charitable company limited by guarantee established to secure a long-term future for Wentworth Woodhouse. The WWPT charity number is 1155374 and the company number is 08809187.

1.2.1 Patrons and Trustees

The current Patrons of WWPT are:

- Lady Juliet Tadgell;
- Marcus Binney CBE

Trustees of WWPT are:

- Julie Kenny CBE (Chair);
- James Berry;
- Simon Carr;
- Timothy Cooke OBE;
- Rachel Cowper;
- Peregrine Cavendish, 12th Duke of Devonshire;
- Martin Drury CBE;
- Keith Knight;
- Sir Philip Naylor-Leyland;
- Merlin Waterson CBE;

The Board also have a range of skills and experience in managing historic properties:

- The opening of historic houses, curatorship and conservation, architecture and experience of historic

interiors: the Duke of Devonshire, Lady Juliet Tadgell, Merlin Waterson, Martin Drury, Keith Knight, Marcus Binney

- Management of major projects and private sector business leadership: Julie Kenny, Timothy Cooke, Simon Carr, Keith Knight
- Catering and events management: the Duke of Devonshire, Julie Kenny, Timothy Cooke
- Financial management: Timothy Cooke, Simon Carr, Julie Kenny
- Estate management: Duke of Devonshire, Sir Philip Naylor-Leyland
- Fund-raising: Martin Drury and Timothy Cooke
- Legal Advice: Rachel Cowper, James Berry

1.2.2 Strategic Advisors

WWPT have secured ongoing specialist professional advice from the following individuals and organisations:

- Marcus Binney of SAVE Britain's Heritage, an architectural historian and fundraiser;
- Kit Martin, who has overseen the restoration of many historic country buildings;
- Roger Tempest who developed and delivered events and business space at Broughton Hall, Yorkshire;

- Robert Dalglish and Anthony Barber-Lomax, who represent the Fitzwilliam Wentworth Estate, Milton (Peterborough) Estates and the Fitzwilliam Wentworth Amenity Trust;
- Christopher Tadgell, architectural historian;
- David Trevis-Smith, DTS Solutions, heritage project organisers;
- Purcell, specialist architects in heritage conservation;
- Rex Procter and Partners, cost consultants;
- Law firms Currey & Co, and Irwin Mitchell;
- Tricolor Associates, heritage consultants.

1.2.3 Additional Board Experience

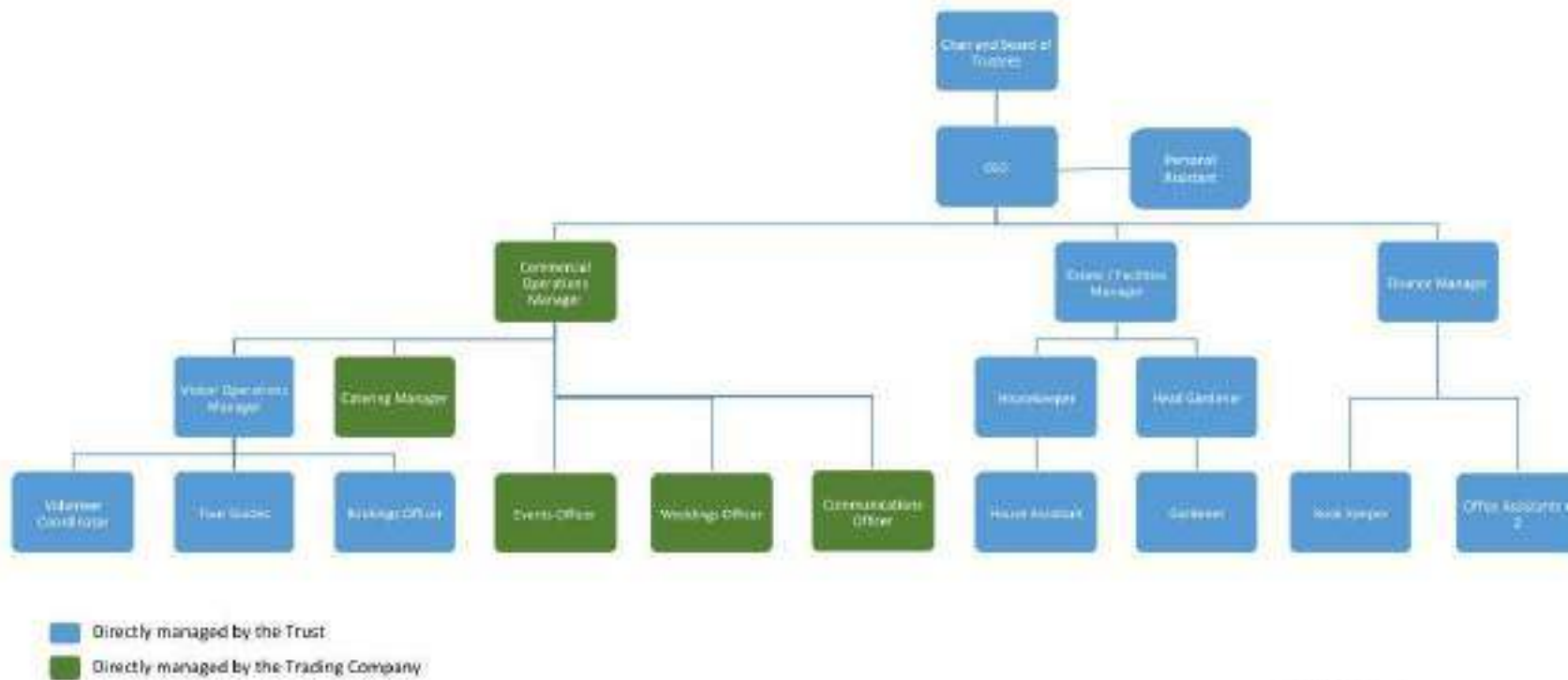
The Trust is going through the process of appointing additional Board members with financial expertise and a Young Person with particular skills in social media and youth engagement.

1.2.4 Governance Structure

The Wentworth Woodhouse Preservation Trust are the owners of Wentworth Woodhouse. They are responsible for the strategy of the House, and the overall success of the project. WWPT oversaw the appointment of Sarah Mcleod as the CEO in 2017. She is responsible for the strategic management of the House and

implementation of the Masterplan, including staffing and operations.

An organogram of the staffing is included below.



19/07/2018

Image: Governance and staffing structure of Wentworth Woodhouse Preservation Trust

1.2.5 Masterplanning Project Team

The Masterplanning Team for this project includes:

- Julie Kenny (Wentworth Woodhouse Preservation Trust - Trustee)
- Sarah Mcleod (Wentworth Woodhouse Preservation Trust - CEO)
- David Trevis-Smith (DTS Solutions, Project Organiser)
- Charles Rutherford (Charles Rutherford Landscape Architect)
- Giles Proctor (Heritage at Risk Team, Historic England)
- Anthony Barber-Lomax (Fitzwilliam Wentworth Estate)

Specialist advisors and contractors on the Masterplanning project include:

- Purcell (Chris Cotton and Claire Humphrey)
- Tricolor & Perfect Moment (Sarah Dowd, Kim Stabler, John Lancaster and Emma Shirtcliffe)

Additional specialist consultation has included:

- Andrew Rose (Weddings)
- Simon Cope and Eddy Hoare (E+M+C)

1.3 WWPT achievements

1.3.1 Funding

In order to purchase the property in April 2017, the following grants were received by WWPT:

Funder	Grant Amount
National Heritage Memorial Fund (NHMF)	£3,575,000
The Monument Trust	£2,200,000
The Art Fund	£200,000
The JP Getty Jnr Charitable Trust	£500,000
Sir Siegmund Warburg's Voluntary Settlement	£500,000
An anonymous donor (£100k) and other contributions	£125,000
Total	£7,100,000

Since the purchase of the property was agreed, the following grants were received for the ongoing restoration and transformation of Wentworth Woodhouse:

Funder	Grant Amount	Conditions of Grant
HM Treasury	£7,600,000	For emergency remedial works, including project management, to be distributed through Historic England.
National Trust	£750,000 (£250,000 p.a. for 3 years)	The financial part of this support package is revenue for staff costs relating to the visitor attraction. Additional support is given by the provision of specialist advice.
Heritage Lottery Fund (HLF) – Resilience Grant 1	£222,700	For the purposes of covering salary costs of CEO and Business and Finance Manager and the costs of a governance review.
Heritage Lottery Fund (HLF) – Resilience Grant 2	£227,100	For the purposes of covering salary costs for 2 years of Commercial Operations Manager and Marketing Officer and associated marketing budget

Historic England	£25,000	To support Masterplanning
The Monument Trust	£30,000 + £4,000	Restoration of fixture and fittings and the purchase of historic items for the Mansion House
The Monument Trust	£250,000	For revenue costs
Architectural Heritage Fund (AHF)	£25,000	Towards immediate expenses, including short-term project management and part-funding the Green Book Appraisal.

1.3.2 Visitor Programme

The WWPT inherited an events programme and visitor offer with the purchase of the property which has since been delivered. In parallel, the Trust is developing an exciting new offer for 2018 onwards.

Events undertaken have included:

- A range of regular tours of the property
- Outdoor tours and walks
- Themed evenings
- Music recitals
- Weddings
- Book signings
- Car Fairs
- Christmas Programme

These projects have grown in interest and popularity since the site was opened, with Facebook proving to be an important tool for the publicising of upcoming events and activities.

The events programme being developed by the WWPT is proving popular and are varied and of high quality with excellent attendance. In addition to outdoor film nights and theatre performances, recent highlights include:

Tour de Yorkshire land art

2018 saw the Tour de Yorkshire come through Elsecar and Wentworth villages with Wentworth Woodhouse given a 3-minute TV slot during the broadcast of both the men's and women's races. Working with the HLF funded Great Places Team, the WWPT commissioned three land artists to interpret the story of Wentworth Woodhouse. The 'confetti' land art took just over three weeks to complete. The aim was to engage the public who would see it on TV with the House.



Image from Welcome to Yorkshire, <https://yorkshire.app.box.com>

The land art worked every well: within five minutes of the display being broadcast the tour booking lines rang non-stop with people making enquiries and bookings, which continued for a further 3 days.

Music Festival

The Wentworth Music Festival is now in its 2nd year and is hosted by third-party organisers Toby Foster and Steve White and an external events team. The Festival attracted just under 3,000 visitors in 2018, 300 more than the previous year.

The Music Festival is aimed at local families and those with slightly more disposable income. Its aims are for people to engage with acts of a varied notability, some were well-known acts from past decades and others were a mix of local and up and coming artists. All of the performances were well received, and the event was very well executed.

WWPT are planning to run the third event in 2019, hoping to have positive feedback again and begin to develop ways to increase profit and reduce deficit.

Man Engine

Man Engine was another event which was planned and funded by the Great Places Scheme, in June 2018. The aim of the event was to bring Cornwall's extravagant show, 'Man Engine', to Yorkshire and also put on an event which would engage the entire community surrounding it. To assist with this the ticket prices

were set at the lowest possible price, £5 per adult and £20 a family.

This worked very well with over 2500 visitors attending the event and giving some of the most positive feedback any event at the Mansion House has ever received.

The event ran similar to a 1940s vintage event, with traditional entertainment and shows, this was all received positively and was a fantastic build-up to the main show of Man Engine. The show was big and loud but also emotionally moving. Although the event ran at a loss, it has provided valuable lessons and will act as the building blocks for future events of a similar scale.

1.4 WWPT strategic objectives

1.4.1 Core Values

The Trust has established their core values, which are being used as the overall strategic objectives for the masterplanning project. The core values are:

Regeneration

Always attaining to the very highest conservation standards to protect and restore the site, its buildings, structures and landscape. through balanced and appropriate reuse, finding creative solutions leading to an economically sustainable future.

Engagement

To engage with, listen to and work with local communities. Engaging hearts and minds to celebrate the site as an asset to the region and the nation. offering a positive long-term

contribution to the economic and social life of local communities and acting as a driver for Rotherham and the wider tourist offer.

Opportunities

Using Wentworth Woodhouse as a remarkable heritage asset to provide multiple year-round opportunities for the advancement of skills, education and lifelong learning by way of training, work experience, volunteering and employment, whilst enhancing knowledge through scholarship and academic research.

Working Relationships

To work with the Fitzwilliam Wentworth Amenity Trust to ensure that Wentworth Woodhouse, comprising the Mansion House, gardens, park and monuments, is preserved as an entity, for the benefit of the local community and the Nation.

Partnerships

To develop appropriate partnerships with others including stakeholders who share our values and subscribe to our long-term vision.

Reach New Audiences

To provide a world-class, inspirational and enjoyable experience for all, with equality and diversity as key drivers of our audience development plan.

Entrepreneurial Spirit

To operate a creative and solutions focussed business with commercial flare whilst always seeking to deliver our charitable objectives.

Professionalism

To operate with openness and transparency, promoting best practice, behaving professionally and acting respectfully towards others at all times.

Caring for the Environment

Be committed to sustainable policies and practices.

1.4.2 Purpose

The objects of the Wentworth Woodhouse Preservation Trust state that the Trust exists:

“To acquire and preserve for the benefit of the Nation the whole or any part of the buildings, grounds and surrounding land known as Wentworth Woodhouse in the Metropolitan Borough of Rotherham and which are of special historical, architectural and constructional Heritage and interest (“the Building”) together with such fixtures, fittings, furniture, pictures and other chattels (“the Contents”) as are contained within or form part of the Building and which are in their own right or by association with the Building objects of particular historical, architectural or artistic interest.”

The Masterplan will help the WWPT achieve its objective of preserving the Wentworth site by developing a sustainable mixed-used business model.

SECTION TWO: DEVELOPMENT OF THE MASTERPLAN

Summary

This section outlines the historic journey taken by WWPT to reach the point of developing a Masterplan for the Wentworth Woodhouse site.

This Masterplan provides a strategic framework for the development of Wentworth Woodhouse to assist WWPT in achieving the following vision. It has been developed through a collaborative process between the Trust, key stakeholders, partners, approving bodies and specialist consultants.

A considerable amount of work had already been undertaken by SQW and other agencies to assess the viability of the Wentworth Woodhouse project in the short term. This Masterplan, however, takes a more long-term view, exploring the opportunities for growth and development over the next 25 years.

The main assumptions from these documents that have informed the development of the Masterplan are:

- Wentworth Woodhouse has a unique story, and its history and heritage are important to regional, national and international audiences.
- The historic separation of the Mansion House from the wider estate is as much a part of Wentworth Woodhouse's story as any other. Now, however, the story must

demonstrate how the two organisations are working together to support and promote the local community.

- The Deed of Covenants direct operational and land uses which have been agreed by the WWPT and the Fitzwilliam Wentworth Estate; any variations need to be formally discussed and agreed.
- The Green Book appraisal created by SQW which outlines the Strategic, Economic, Commercial, Financial, and Management cases for the Mansion House is still valid, particularly the philosophy for a 'mixed-use' model at Wentworth Woodhouse, which is also central to the approach outlined within this Masterplan.
- The Four Pillars explained in the Green Book Appraisal form the central income generation activities explored within this Masterplan, however, the financial models are further developed and applied within this document.

2.1 History of Wentworth Woodhouse

Wentworth Woodhouse is one of the finest and grandest Georgian houses in England. A formidable mansion, it was one of the most expensive ever built and ranks amongst Britain's largest and most important country houses.

Originally recorded in the Domesday book, the land at 'Winteworth' was mainly pastoral. The first house on the site was not built until c. 1630 by the 1st Earl of Strafford. No clear pictorial illustrations of this original house exist, although some structures

are listed as being 'Wentworth' in paintings from the time, it is unlikely that these are accurate representations.¹

The original Mansion House was left to Thomas Watson-Wentworth, the 1st Marquis of Rockingham, in 1723. He redeveloped the estate with the present Wentworth Woodhouse as the primary building and historic core.

The elaborate West Front, with its colourful Baroque stylings and a more domestic scale, was considered out of fashion by 1730 when a more extensive building project was started on the East Front. The imposing and sober Palladian style was popular at the beginning of the 18th century and appears to show the change in ambition and direction of Thomas Watson-Wentworth during this time.

His son, Charles Watson-Wentworth, the 2nd Marquis of Rockingham (1750 - 1782), followed in his father's footsteps by continuing the work on the Mansion House, although he favoured alteration, rather than rebuilding. He had a keen interest in architecture and classicism, going on to purchase a number of busts and statues in this style². The 2nd Marquis was instrumental in the design of a Palladian Stables and Riding School, for which he commissioned John Carr. Built on a grand scale the Stables retain evidence of the original stalls and

¹ Denton, L. (2009) *The History of Wentworth Woodhouse*, Rural Solutions, pp.8-10.

² Denton, L. (2009) *The History of Wentworth Woodhouse*, Rural Solutions, p.34.

³ Denton, L. (2009) *The History of Wentworth Woodhouse*, Rural Solutions, p.38.

innovative metal feeding racks in several ground floor rooms in, or near, the North Range.

The 2nd Marquis went on to become Prime Minister, twice, successfully turning the Mansion House into a Whig centre of influence. Whilst his father was responsible for many of the architectural schemes at Wentworth Woodhouse, it was Charles who undertook most of the interior alterations to the Mansion House. He oversaw its transformation from a cold and austere Palladian masterpiece to an extravagant, fashionable and elegant House.³

The House was inherited by the 4th Earl Fitzwilliam, nephew of the 2nd Marquis of Rockingham, in 1782. He is most known for his addition of further stories to each of the wings of the Mansion House. In 1782 the old Stables were finally taken down, at the request of the 4th Earl, who continued to use John Carr, who had now established himself as the Estate's architect⁴.

The Mansion House stayed within the family line of the 4th Earl of Fitzwilliam, enduring the first and second world wars. In the early 1940s, the East Front was used by the Intelligence Corps, and the family retreated to the West Front⁵.

After the war, part of the Mansion House, the parkland, Stables, Riding School and Mews Court were leased to the Local

⁴ Denton, L. (2009) *The History of Wentworth Woodhouse*, Rural Solutions, p.48.

⁵ Denton, L. (2009) *The History of Wentworth Woodhouse*, Rural Solutions, p..68

Education Authority for use as a teacher training college, resulting in huge alterations to the interior of the North Wing in particular. The Fitzwilliam family remained in residence in the West Front of the Mansion House.

As part of the Lady Mabel College for Physical Education, in the early 1970s, a number of ancillary buildings were erected to the north of the Stables and Mews Court, including a swimming pool and dormitories. In 1979 the college closed, and the lease was taken over by Sheffield City Polytechnic, who moved out in 1986 and surrendered the lease to the Fitzwilliam Wentworth Estate.

Wentworth Woodhouse remained in the hands of the Fitzwilliam family until 1989, when the Mansion House, associated buildings and surrounding parkland was sold to Mr Wensley Haydon-Baillie for use as a private residence and grounds. In turn, it was purchased by the Newbold family in 1999, until it was sold to WWPT in 2017.

As with the Mansion House and main architectural elements across the site, the landscape also preserves many significant elements, including parts of an early 18th century garden and pleasure grounds, a collection of mid-late 18th century landscape structures and Repton influenced design features of the late 18th / early 19th centuries. Together these represent the changing fashions of contemporary landscape design.⁶

The history of Wentworth Woodhouse must also include the role of the estate and family within the region. The Fitzwilliam

Wentworth Estates were a significant employer, developer and philanthropic entity, both within the Mansion House, lands and mining interests. Many of the surrounding villages and mining communities were dependent upon the Estate, and the influential and notable guests who visited Wentworth also contribute to its story. Coal mining shaped the social and economic history of the Estate, leading in the 19th and 20th centuries to the development of Wentworth village and other communities, and a key contributor to the family's income. The open cast mining and quarrying on the Estate in the mid-20th century has left a permanent legacy on the House and gardens.

The relationship between the 'Big House' and Wentworth village is a significant one. The two have a historic dependency, in that the people living in the village worked in the Mansion House, gardens and mines, and conversely, the House could not have functioned as it was intended without the base and support the village provided. There is an enormous sense of ownership amongst the people of the village towards Wentworth Woodhouse and a huge enthusiasm to see it conserved and remain open to the public. It is a cherished heritage asset of exceptional cultural importance and potential. In addition to the Mansion House and Stables, the parkland is enjoyed by many residents in the local community and wider region who regularly use the public footpath that runs through the park.

⁶ *Wentworth Woodhouse Landscape Conservation Plan*, Historic Landscape Management, 2007, pp.34 - 35

2.2 Deed of Covenant

The site is subject to a *Deed of Certain Covenants and Related Arrangements Affecting Wentworth Woodhouse and Surrounding Land*, dated 24th March 2017 (Appendix 1). The Deed has been signed by the Wentworth Woodhouse Preservation Trust, as both owners of the property and protected fittings and as Trustees of the Wentworth Woodhouse Property Trust, and the Trustees of the Fitzwilliam Wentworth Amenity Trust (FWAT), the Trustees of the Earl Fitzwilliam Charitable Trust (EFCT) and the Milton (Peterborough) Estates Company (MPE).

The property remains subject to the 1989 Conveyance Covenants, the Deed 1 Covenants and the Deed 2 Covenants, supplemented by the current Deed in order to accommodate the purposes and activities of the WWPT.

2.2.1 Deed Clauses

The Clauses and Schedules contained within the Deed of Covenants provide considerable scope for the regeneration of Wentworth Woodhouse as a mixed-use site, with ancillary supporting activities and events. The uses in the Deed include overnight hotel accommodation, residential units, commercial lets and business units, artisan manufacturing, restaurants and retail, as long as it can be demonstrated that the uses are in support of the wider WWPT objectives of securing the preservation of Wentworth Woodhouse. Also included are provisions for temporary structures for a maximum of 28 days in the year, such as marquees, tents and booths for weddings, fairs and other events. This restriction relates only to temporary structures within the parkland (to the north of the main access road, north of the Stables, and the open lawn east of the

Mansion House) – there is no restriction about structures in the garden area on the west side of the Mansion House.

Access and parking arrangements are also detailed in the Deed. Of note is the commitment to the demolition of the 20th century college buildings on the parkland, to the east of the main entrance gate to the site.

Also to note is the establishment of a liaison committee, required to meet a minimum of four times per year, consisting of representatives of the WWPT and the Fitzwilliam Wentworth Amenity Trust, with others co-opted as required. This is a positive move in encouraging joint working and partnership between the two organisations.

The most relevant Clauses to the development of the site and the preparation of the Masterplan are:

8 ACCESS

8.1 The Beneficiaries acknowledge that in order to operate in accordance with the Business Plan, WWPT requires improved road access to the Property. Accordingly, it is agreed as follows:

8.1.1 WWPT and FWAT [Fitzwilliam Wentworth Amenity Trust] shall (or the Committee on their behalf shall) within three months of the date hereof instruct jointly a consultant to report on the access and parking arrangements appropriate to the execution of the Business Plan, the consultant taking into account (inter alia) the following matters:

- 8.1.1.1 the needs and amenity of residents of Wentworth village;
- 8.1.1.2 any possible disruption to the businesses in and local to Wentworth village;
- 8.1.1.3 the use of the Beneficiaries' land;

8.1.1.4 the Business Plan;

8.1.1.5 visitors to Wentworth Village who are not visiting the Property,

and WWPT shall pay 50% of the costs and the Beneficiaries the other 50% of the cost of such report; and

8.1.2 WWPT and FWAT [Fitzwilliam Wentworth Amenity Trust] shall use reasonable endeavours to agree a plan to improve access to the Property having regard for the recommendations set out in the consultant's report, referring to the Committee any matters on which they disagree.

9 PARKING

9.1 Subject to WWPT using all reasonable endeavours to make alternative parking arrangements on land not forming part of the Parkland it is agreed that the 2017 Covenants are relaxed to permit the following arrangements until the date being seven years from the date of this agreement:

9.1.1 to allow parking on the areas shown shaded blue, shaded orange, and edged green and numbered 1, 2 and 3 respectively on the plan at Schedule 9 PROVIDED THAT the area numbered 2 shall only be used once the area numbered 1 has no further capacity and the area numbered 3 shall only be used once the areas numbered 1 and 2 have no capacity; and

9.1.2 the area tinted brown on the plan at Schedule 9 may be used for the parking of disabled badge holder vehicles only.

9.2 It is agreed that WWPT will minimise the use of the area numbered 3 for parking so far as is reasonably practicable.

9.3 Without prejudice to clause 9, the parties shall discuss and give due consideration to such recommendations concerning parking as may be made from time to time by experts commissioned by the Committee.

10 DEMOLITION OF 20TH CENTURY CONSTRUCTIONS; BROWNFIELD LAND RIGHTS

10.1 It is acknowledged there is a consensus between WWPT and FWAT [Fitzwilliam Wentworth Amenity Trust] to demolish the 20th Century Buildings within five years from the date hereof so as to improve the amenity of the Property.

10.2 It is further acknowledged by the parties that notwithstanding the consensus the Business Plan does not provide for WWPT funding the cost of such demolition within the timescale at clause 10.1.

10.3 It is agreed between the parties that notwithstanding the five year period referred to at clause 10.1 above and the rights of FWAT [Fitzwilliam Wentworth Amenity Trust] at clause 10.5 there is no obligation on either WPPT or FWAT to undertake the said demolition works.

10.4 In the event WWPT have not commenced demolition of the 20th Century Buildings within five years of the date hereof FWAT [Fitzwilliam Wentworth Amenity Trust] may arrange and carry out at its own cost the demolition of the 20th Century Buildings (including the reinstatement of the site to parkland in accordance with FWAT's charitable objectives. For the avoidance of doubt, it is confirmed that FWAT may carry out any such demolition and reinstatement as to the whole or any part of the 20th Century Buildings and may carry out such works in one phase or any number of phases at any time after five years from the date hereof and the rest of this clause shall be construed accordingly SAVE THAT WWPT may veto the demolition by FWAT of any part of the 20th Century Buildings adjacent to the Stable Block (on the other side of the access road from the main group of 20th Century Buildings)).

10.5 Prior to demolition pursuant to clause 10.4 WWPT and FWAT [Fitzwilliam Wentworth Amenity Trust] will agree:

10.5.1 in writing the specification for the demolition and reinstatement of the site of the 20th Century Buildings ("Demolition Works") both parties acting reasonably ("Demolition Specification");

10.5.2 the timing and Works programme of the Demolition Works and the reasonable requirements of WWPT in respect of such works having regard to the reasonable business requirements of WWPT so as to minimise (so far as practicable) disruption of the business operated at the Property by or on behalf of WWPT ("WWPT Requirements");

10.5.3 prior to commencement of the Demolition Works WWPT will grant FWAT a licence to enter the Property to undertake the Demolition Works pursuant to this clause 10 which licence shall include (inter alia) the following provisions:

10.5.3.1 an indemnity from FWAT indemnifying WWPT from or against any liability in respect of FWAT undertaking the Demolition Works;

10.5.3.2 an obligation by FWAT to undertake the Demolition Works in accordance with:

10.5.3.2.1 the Demolition Specification;

10.5.3.2.2 the WWPT Requirements;

10.5.3.2.3 all statutory requirements and regulations;

10.5.3.2.4 good working practices, and to undertake the works in a good and workmanlike manner

10.5.3.3 a requirement to make good in a reasonable time any damage caused to the Property or any neighbouring properties as a result of FWAT undertaking the Demolition Works such making good to be to the reasonable satisfaction of WWPT.

10.6 WWPT and FWAT [Fitzwilliam Wentworth Amenity Trust] shall cooperate with each other to enable any accrued and/or accruing

brownfield planning rights relating to any part of the Property to be transferred to areas within the Property where development is permitted within the terms of the 2017 Covenants and/or this Deed (excluding for the avoidance of doubt anywhere in the Parkland).

11 SIGNAGE

The parties acknowledge that the current signage relating to the Property is inadequate for the activity contemplated by the Business Plan. Accordingly, the parties shall cooperate to procure the installation of appropriate signage in the vicinity of the Property, in keeping with the historic environment and the amenity of Wentworth village and the surrounding land, and more widely PROVIDED ALWAYS that, for the avoidance of doubt, the Beneficiaries retain absolute discretion as to the location of any signage (if any) approved for locations outside the Property.

12 LIAISON COMMITTEE

12.1 A liaison committee ("Committee") shall be established in accordance with the following provisions:

12.1.1 the Committee shall be comprised of one person nominated by WWPT and one person nominated by FWAT [Fitzwilliam Wentworth Amenity Trust], and up to two other persons ("co-opted members") from time to time co-opted by agreement of the persons nominated by FWAT and WWPT, provided that a co-opted member may be removed from the Committee at any time by either WWPT or FWAT giving them notice in writing;

12.1.2 the purposes of the Committee shall be to act as a forum for discussion between the parties on any matter concerning the Property, Wentworth village and the surrounding lands, to promote agreement on such matters, and to put forward recommendations to the parties on operational and strategic issues; and

12.1.3 the Committee shall meet on no fewer than four occasions in any calendar year.

12.1.4 MPE [Milton (Peterborough) Estates Company] and EFCT [Earl Fitzwilliam Charitable Trust] shall be given adequate advance notice of every meeting and each may by notice in writing nominate a person to attend all or any meetings to represent their interests and the Committee shall have due regard for their interests as Beneficiaries and neighbours.

12.2 As a priority the Committee shall produce a strategy to address the state of disrepair of the Bastion Wall, replacement of the Deer Fence, and of repairs to the shared access road.

2.2.2 2017 Schedule

Schedule 8 details the 2017 Covenants. These provide the broad operational and capital works that the WWPT may be able to take in developing the site as a sustainable venture. Clauses 2 - 10 are reproduced below:

2. Not at any time to use or permit or suffer the Property or any part thereof to be used in any manner which is a legal nuisance to the Beneficiaries or the owners or occupiers of the Protected Lands.

3. Not at any time to use or permit or suffer the Property to be used for residential use (other than as single private Residential Units occupied by single households) or the purposes of a hotel leisure centre sports centre school college university hospital hospice nursing home convalescent home asylum religious centre or for manufacturing or other industrial purposes or as a conference centre or offices other than ancillary to the actual use of the Property Provided that:

i. part of the Property may be used for residential use by way of the provision of Residential Units for use as long-term long leasehold or short term residential or holiday lettings any such

lettings to be for terms of no more than 20 years unless the Beneficiaries give prior written consent to longer term leases PROVIDED THAT the Beneficiaries consent cannot be unreasonably withheld in the event WWPT can establish to the reasonable and proper satisfaction of the Beneficiaries that the granting of leases of more than 20 years (from time to time) will not fall within the scope of any legislation from time to time which allows a tenant to exercise rights to enfranchise, acquire a freehold, or obtain a lease extension (in each case whether individually or collectively);

ii. in addition to (i) above part of the Property may be used for the purpose of a hotel and/or the provision of rooms for overnight accommodation in respect of functions, events or facilities provided at the Property (up to a maximum of 50 rooms providing overnight accommodation) together with ancillary leisure and guest facilities;

iii. in addition to (i) and (ii) above and (iv) below part of the Property may be used for commercial and retail purposes (including without prejudice to the generality of the foregoing the provision of conference facilities, restaurants and artisan manufacturing purposes) as are reasonably required by WWPT to sustain achieve and further the charitable objects of WWPT;

iv. Provided further that uses usually provided by and ancillary to a historic visitor attraction and the use of Parkland for events and functions are permitted SUBJECT TO the restrictions contained in this deed.

4. Not to erect any structures on the Parkland provided that:

i. the erection of Temporary Structures on the Parkland for no more than a total of 28 days in any one calendar year is permitted; and

ii. the erection of cabins, kiosks and or ticket huts reasonably required for the operation of the Property in accordance with the Business Plan and as a visitor attraction is permitted provided that the number design and size of such are approved in writing by the Beneficiaries (such approval not to be unreasonably withheld or delayed)

5. Not to use the Parkland for car parking other than as permitted by clause 9 of this agreement.

6. Not to use the Parkland for the parking or storage of caravans other than alongside any Temporary Structures on the Parkland for special events on no more than a total of 28 days in any one calendar year.

7. Not to create any new hardstandings on the Parkland.

8. Not to alter the external appearance of the Elevations of the Historic Buildings.

9. a. Subject to 8 b below not to make a Disposition of part of the Property otherwise than by way of an Excluded Disposition and/or by way of a Permitted Lease and/or by way of a Permitted Development Lease.

b. Not to grant a Permitted Lease and/or Permitted Development Lease unless the lease:

i. contains obligations to observe and perform the 2017 covenants insofar as such are applicable to the property demised by the Permitted Lease or Permitted Development Lease;

ii. is contracted out of the security of tenure provisions of the Landlord and Tenant Act 1954 or its equivalent (or is otherwise granted in a manner which precludes the tenant acquiring a right to renew or any form of security of tenure) (except in the case of a Permitted Development Lease)

10. Not at any time to sever or permit or suffer the severance of any of the Protected Fittings (as defined in the 1989 Conveyance) from the fabric of the Mansion House on the Property otherwise than temporarily for the purpose of protecting repairing cleaning or restoring the Protected Fittings or exhibiting them elsewhere in the United Kingdom for periods not exceeding six months.

11. WWPT covenants with each of the Beneficiaries (for itself and its successors in title) to enforce the tenant covenants (including without limitation the obligation to observe and perform the 2017 Covenants insofar as such are applicable to the property demised by a Permitted Lease or Permitted Development Lease) contained in any Excluded Disposition or Permitted Development Lease.

2.3 Previous Planning Applications

The Wentworth Woodhouse Preservation Trust has been granted 3 separate Planning Permission / Listed Building Consent applications since 2017. These were for the erection of a disabled access ramp to the front of the Mansion House (RB2017/1043 and 1046); the demolition of three modern outbuildings attached to the game larder (RB2017/1511), and; LBC for the replacement, alterations and repairs to the roofs under the current DCMS grant (RB2018/0348).

Previously, a change of use application for the conversion of the Mansion House and Stables to a hotel and exhibition centre was granted in 1988 (RB1987/1540, 1541 and 1542). However, this scheme was not implemented.

2.4 Green Book Appraisal

In April 2017 SQW completed a Green Book Appraisal of the Wentworth Woodhouse Mansion House as requested by the DCMS as part of the £7.6m grant request. The appraisal identified that the project presented both significant need, and opportunities. In the process of saving a nationally important heritage asset, the government investment would also have a demonstrable economic benefit and considerable impact on the surrounding communities of Rotherham and South Yorkshire (1.11, p.3).

The Green Book examines the Strategic Case, Economic Case, Commercial Case, The Financial Case and the Management Case for investment in the property. The Business Plan element of the Green Book can be found in Appendix 2.

2.4.1 The Four Pillars

A single-use business model for Wentworth Woodhouse was rejected as a sustainable business model in the Green Book. Instead, the Green Book based the strategy for the property on four 'Pillars'. These Pillars are the foundations on which the current, and future, business models are built. The aim of the Pillars is to provide a multi-stream income base from which the property can move towards financial self-sufficiency. This approach allows for flexibility and mitigates some of the financial risks associated with a single income stream model. It also supports a phased Masterplan approach, allowing WWPT to develop income streams as the site is renovated and restored. This Masterplan, developed with the Trust, has further analysed and refined the original Pillars.

The Four Pillars are:

Pillar 1 - Opening of the public rooms at the core of the Mansion House to visitors. A circuit will be created around the Mansion House, including the major rooms on the ground and first floors; an area alongside these will be dedicated to a public tea room.

Pillar 2 - An event space will be created in the North Wing of the Mansion House for weddings, events and conferences, as well as at the Riding School. The original plan was to engage a specialist operator for the wedding/events facility at the outset. This would have enabled joint planning throughout but raised potential issues regarding open competition. WWPT decided to move away from this model. Instead, the management and operation of the facility will either be put out to tender and an operator selected on the basis of 'best value', or to operate different suppliers on an 'ad hoc' basis. There will also be several smaller events held within the grounds each year, which will be overseen internally. A dedicated event space will be housed in the North Wing, courtyard and Riding School. A permanent kitchen will be developed to support this. Bedroom space (16 bedrooms) will be built above the event space in the North Wing and around the courtyard area to support these activities.

Pillar 3 - Residential use - both in the Mansion House and the Stables. Apartments are planned to be built in the attic and, through renovation, at the back of the main Mansion House. Vertical units are envisaged in the South Wing of the Mansion House (including the Tower House at

the end of the South Wing) and in the two smaller courtyards of the Stables. The initial expectation is that the residential spaces (13 units) will be made available either through short-term leases or as holiday rentals on a flexible basis, depending on market conditions, with a view to maximising income. This will be managed by WWPT.

Pillar 4 - Spaces for business - These will be developed in the Stable Block. It is anticipated that 24 units could be developed, which would be operated and managed by WWPT.

2.4.2 Strategic Case

(pp. 8 - 23)

The Strategic Case for investment considered the character of the Mansion House, the wider context, the timeliness of the project, the parties involved, the project scope, development of a preferred option, and how this fits into the wider strategic context. Such as:

- The Mansion House is Grade I Listed but stands within 83 acres of parkland and landscape.
- Coal was mined on the original estate throughout the 19th and 20th Centuries. When the land was nationalised, this and increasing death duties meant that the property was passed into the ownership of the local authority in the 1940s.
- A Trust was created after the death of the 10th Earl of Fitzwilliam in 1979, to manage the estate. The Fitzwilliam Wentworth Estates and the Fitzwilliam Wentworth Amenity

Trust oversee and manage the large estate surrounding the Mansion House.

- The Newbold family, who purchased the Mansion House in 1999, claim to have spent £10m opening the House to the public. Full public access on a continual basis has not been achieved as recent investment has proved insufficient to maintain, let alone improve, the House and Stables.
- A claim made against the Coal Authority for £100m by the Newbold family failed in part because the areas of damage to the Mansion House were either the result of long-standing decay or more recent neglect.
- Both SAVE Britain's Heritage and the National Trust were instrumental in the formation of WWPT and the Trust's subsequent purchase of the Mansion House.
- The National Trust has pledged funding and personnel support to help launch the visitor attraction part of the business plan.

After examining the strategic context of the property, including the parties involved in the project and those with complementary interests, the Strategic Case went on to explore the socio-economic demographic of Rotherham and the surrounding area.

Wentworth Woodhouse falls within the Dearne Valley of South Yorkshire. The local authority for this area is the Rotherham Metropolitan Borough Council ("RMBC"). This forms part of the Sheffield City Region ("SCR") and the SCR Local Enterprise Partnership.

It continued by describing the proposition for the restoration of the Mansion House, explaining the key objectives of the project. The two objectives are:

- Retain the architectural heritage and natural quality of the surrounding grounds for the benefit of the nation and local people.
- Develop a mixed-use scheme that generates sufficient income to provide a sustainable future for Wentworth Woodhouse.

The Strategic Case concludes by outlining that there is a strong case for investment in the project at a strategic level. It identifies that the project is a close fit with both national and regional priorities, by both saving an important heritage site, whilst boosting the visitor economy to the local area.

2.4.3 Economic Case

(pp. 24 - 49)

This section identified a long list of possibilities for Wentworth Woodhouse, and are assessed against the critical success factors for the project. This analysis then provides the five shortlisted options outlined in this section. Once the short list is explained, the benefits, impact, value for money and benefit-cost ratios are calculated.

The Economic Case identified critical success factors for the project which would not only protect and preserve the heritage but would be a benefit to surrounding communities, and develop a mixed-use scheme that allows Wentworth Woodhouse to

operate on a self-sustaining model. The success factors identified were:

- As much of the heritage of WWH is retained on site and renovated as possible
- The option maximises benefits, including economic benefits and wider social and community benefits
- Value for Money is demonstrated in undertaking the proposed option, with benefits maximised against the cost of the option
- The option delivers a scheme that is self-sustaining once major works are completed. A convincing fundraising programme is produced, leveraging in funding for additional works.

A long list of ten options was then identified and RAG (Red, Amber, Green) rated against the project objectives (from the Strategic Case) and critical success factors. This analysis indicated that five Options should be taken forward to a shortlist. These were:

- Option 1 - Do Nothing
- Option 2 - Do Minimal
- Option 3 - Restore for Multiple Use - Pillar 1
- Option 4 - Restore for Multiple Use - Pillars 1 & 2
- Option 5 - Restore for Multiple Use - Pillars 1, 2 & 4

These options were then appraised through an examination of the options over a period of 40 years, a cost-benefit analysis performed, discounted rates are applied, the impact area defined as being the Sheffield City region, additional outputs

discussed, and multipliers used to assess indirect and induced impacts.

The section examines the capital costs, operating costs, construction impacts including GVA impacts on employment during capital works, visitor impacts and operational impacts.

The total net GVA benefits deriving from the construction phase, visitor-related impacts and operational impacts over a 40 year appraisal period were calculated. This showed considerable net benefits for Options 3, 4 and 5.

Table 3-10: Total net GVA benefits, by shortlisted option

	Net construction GVA benefit, including composite multiplier (£m, 2016 prices)	Net visitor-based GVA benefit (£m, 2016 prices)	Net employment-based GVA benefit (excluding visitor attraction jobs), including composite multiplier (£m, 2016 prices)
Option 1	0	0	0
Option 2	2.2	0	0
Option 3	2.4	43.7	0
Option 4	4.2	43.7	21.7
Option 5	6.4	43.7	58.5

Source: SQW

The Economic case concluded by confirming that there are substantial benefits to society from the repair works. The investment would also create a platform from which additional capital investment could also be secured. The results of this, according to the Economic Case, would be to support jobs in the region, increase visitors, and increase jobs across the wider economy.

There would also be significant heritage benefits as a result of the government investment, both locally and nationally.

2.4.4 Commercial Case

(pp. 50 - 60)

The commercial case takes the shortlisted options and explores what will be needed to implement them effectively. It also explored the potential markets the project serves, and the procurement arrangements that are central to delivery. It takes into account the work that WWPT were already undertaking at the time to increase the Mansion House's profile.

This section explores the commercial potential and delivery of the shortlisted options suggested using conservative estimates.

The Commercial Case began by exploring how both the purchase and the ongoing project is being funded. It goes on to detail the history of the project and offers a very outline timeline of key project stages.

Following on, this section then explores how WWPT needs to build a position in key markets. This included examining some key country house comparators for Wentworth Woodhouse as well as exploring wedding competitors and the wedding market in the area, alongside the potential market and uptake for other income generating streams.

A summary of the key findings from the commercial case is outlined in the table below:

Visitor Numbers	<ul style="list-style-type: none"> Once opened and operational, annual visitor numbers could increase to 100,000 per annum. Significant increase in income from cafe and tour bookings.
Weddings	<ul style="list-style-type: none"> Requires further investment. Estimated value of £100k per annum for a marquee only wedding offer. Could be increased with the renovation of the Stables. Stable would offer a significantly larger space, which would be attractive for the multi-faith wedding / celebration market.
Other Events	<ul style="list-style-type: none"> One-off events already hosted at Wentworth Woodhouse. Renovation under Pillar 2 would allow for more varied events programme and capacity. Estimates income of £25k in year 1, rising to £100k in years 4 & 5.
Filming	<ul style="list-style-type: none"> This was identified as being an important income stream before the Mansion House was purchased by WWPT in 2017. Income from filming is estimated at £75k in year 1, rising to £100k by year 3. However, this has not been included in the economic assessment.
Business Space	<ul style="list-style-type: none"> The commercial case identified through consultation with other sites in the area that business space would be a popular resource for local enterprises.

The commercial case concluded by reiterating that there was a strong commercial case for the project and that the suggested income streams complemented one another.

2.4.5 Financial Case

(pp. 61 - 71)

The financial case examines the financial case for public investment. It analyses the shortlisted options in terms of affordability, arrangements for financial management, and a financial risk assessment.

The conclusion to this chapter explores how public subsidy will support each of the four pillars and assess how much the investment will act as a 'springboard' to a financially sustainable business model.

Affordability

The financial case identified that the most comprehensive option, Option 5, is likely to take 10 years to deliver, with the full development taking approximately 15 years or more.

A case discussed within this section was Tyntesfield, a Grade 1 listed building near Bristol which was sold in 2002. Some key learnings identified from Tyntesfield are:

- Capital works were planned in a way which ensured visitor involvement throughout
- Detailed feasibility studies are needed in advance of each stage.

- Fundraising will involve a range of actions, often undertaken in parallel: most major gifts, and probably most small on-site donations, were incentivised by the desire to conserve heritage.
- Green initiatives can reduce running costs, as well as being desirable in themselves.
- Volunteers provide a real resource, as can save some costs, but need active management to be effective.

Arrangements for Financial Management

The financial case also identified that a CEO and a number of other key posts had either been secured or were in the process of recruitment. This included a Finance and Business Manager and an Operations Manager.

It went on to discuss additional sources of funding and explained that the Trustees were actively building networks and relationships with funders. The 5-year business plan anticipated raising £250k in years 1-5 for core running costs, and £26.75m raised to meet capital costs.

Risk Assessment

The financial case also included a short risk assessment looking specifically at financial risks. It also made suggestions for mitigation of these risks, which are very practical. SQW were also very positive about the actions of WWPT as a competent organisation.

This section of the Green Book Analysis identifies that, as the project is long-term, it will inevitably face significant risks.

However, the work of WWPT has given SQW confidence that the Trust is competent. The detailed business plan, which on paper delivers a surplus, and the Board's work at developing relationships with core funders, have also produced confidence in the project.

2.4.6 Management Case

(pp. 72 - 85)

This section of the plan examines the plan in place for the successful delivery of the project. It explores the governance and management structure needed at Wentworth Woodhouse, project monitoring and control, risk mitigation, and benefit realisation. It is closely linked to a 5-year business plan included within the Analysis, and discussed in more detail at 3.1.6.

Governance

The governance information covered within this section of the Management Case has already been summarised above and is subject to change once the additional Trustees have been recruited.

The management and delivery of the project, as described in the Greenbook, require the formation of several teams and committees by the Trustees. These are:

- Finance, Audit and Risk Committee
- Fundraising Committee
- Marketing/Visitor Attraction Committee
- Restoration and Renovation Committee

Staffing

The Management Case also outlined the staffing situation at Wentworth Woodhouse, and, at that time included:

- CEO - Sarah Mcleod
- Finance and Business Manager - Penny Ramsden
- Office Manager - Andrew Jones

Below these key management positions are:

- Visitor Operations Manager - Jennifer Wicks
- Project Manager - David Trevis-Smith

Benefits realisation, reporting and dissemination

The Management Case highlights that the number of funders, and the grants they have provided, show that both local and national stakeholders have a significant interest in the success of the project. The method of reporting will be through a bespoke framework, which logs resource inputs against target outputs over time, and which will be made widely available.

The project will be evaluated by a project manager after 12 months through a Project Evaluation Review. This will be followed by an independent evaluation, overseen by the CEO, and will compare the data against pre-project estimates.

2.5 Income generation and current business model

WWPT have developed a 5-year Business Plan (Appendix 2 - taken from the SQW Green Book) which covers the immediate needs and plans for the Mansion House. This business plan covers only the operational costs, it does not cover the capital works.

The plan identifies that the initial start-up costs are £123,054.09. The Trust has secured income of £330,962.74 from trusts, grant-giving bodies and donations. This leaves an estimated surplus of £207,908.65 on startup.

The next five years include income from trading sources, such as tours, weddings, events, functions and filming. In addition to a trading income stream, the WWPT has received grant funding from the National Trust (secured for the first three years), HLF (year 1), Architectural Heritage Fund (Year 1) and DCMS (Year 1).

Summary of the income/expenditure for each of the five years from the business plan.

	Year 1	Year 2	Year 3	Year 4	Year 5
<i>Trading Income</i>	£395,000	£587,500	£754,902	£1,035,445	£1,144,492
<i>Grant income</i>	£800,305	£517,500	£475,000	£261,000	£221,500
Total Income	£1,195,305	£ 1,105,000	£1,229,902	£1,296,445	£1,365,992
Expenditure	£941,303	£772,764	£811,334	£855,955	£892,958
Total Surplus	£254,002	£332,236	£418,569	£440,490	£473,034

As can be seen in more detail in Appendix 2, the aim is for the trading income to significantly increase over the 5 years, by 189.7%. The income streams that are aimed to increase significantly are:

- Cafe (from £18,000 in year 1 to £98,000 in year 5);
- Functions (from £50,000 in year 1 to £100,000 in year 5);
- Weddings (from £83,000 in year 1 to £121,000 in year 5);
and
- Tours (from £108,000 in year 1 to £588,000 in year 5).

The biggest sources of expenditure in the business plan are staff costs, for both existing and new posts. The business plan includes the costs of existing employees under TUPE arrangements. It also includes what are referred to as 'New posts', such as the new CEO, Project Manager, Finance/Business Manager, Visitor Operations Manager and Fundraising Manager. It also includes additional fundraising support from Year 2. Many of these posts have been filled since the business plan was created.

The business plan aims for an increase in the total surplus from £254,002 to £474,034 over the five years. This is due to a projected increase in trading income over those five years, and the stabilisation of operational costs between years 3 and 5.

SECTION THREE: STRATEGIC BACKGROUND

Summary

The creation of the Masterplan is an ideal opportunity to address some of the bigger challenges faced by the Trust. These include:

- Damage - The Mansion House, Stables and Camellia House have suffered significant damage both through natural decay and human intervention, meaning that some of the original interiors and historic spaces have been lost. The property cannot be easily displayed in the traditional 'country house' style without sizable investment.
- Funding & Income – The Trust does not have the financial reserves required to restore such a Mansion House to its 'former glory'. It needs to operate on a mixed-use basis to provide a stable range of income streams. Fitting these income streams into the historic fabric of the site sensitively is critical to the success of the regeneration.
- Strategic Context – Rotherham as a region has struggled with deprivation and a lack of employability and skills. This is beginning to change, but the demographics of the region is not the traditional audience for large country houses.

However, there are a number of exciting opportunities that have given this project traction and that have provided the rationale behind a development project at Wentworth Woodhouse.

First, the support from Government shows that this is a property of significant national importance and has the potential to reach both a national and international audience.

Second, the progress made by the Trust in just over a year is very promising. The Trust's commitment to the property by developing

the visitor experience and increasing weddings and events has shown that these income streams could be successful at the property.

Finally, both the Trustees and Rotherham Metropolitan Borough Council have supported the view that Wentworth Woodhouse has the potential to add value to the community, both economically and socially, and could be a catalyst for regeneration and positive change throughout the region.

3.1 The Historic Environment

Wentworth Woodhouse is one of the most spectacular of the nation's country houses. Located in South Yorkshire, the Mansion House is Grade I listed and is one of the most impressive stately homes in England. It stands within 83 acres of historic gardens and grounds, overlooking parkland, a deer park and lakes vested in the Fitzwilliam Wentworth Amenity Trust.

The site is situated in designated Green Belt and a Green Infrastructure Corridor, and adjacent to the Wentworth Village Conservation Area.

3.1.1 Designated heritage assets

There are 21 Listed Buildings or Structures of special or exceptional interest across the site in the WWPT's ownership. Most of these assets are Grade II Listed features in the parkland or gardens, such as ornamental urns, lamp standards, sundial bases, vases and gate piers. Larger landscape features include the ha-ha to and south terrace (bastion wall). The significant buildings on the site are Listed Grade I or II*, including Wentworth Woodhouse, the Stables and Riding School, Mews Court and the Camellia House. The gardens and parklands of Wentworth

Woodhouse and the wider Estate are Listed Grade II* on the Register of Historic Parks and Gardens.

The following is a list of the designated assets:

Map Ref.	Name	Brief Description	Grade	List Entry No.
A	Wentworth Woodhouse	Country mansion, c. 17th-century core; remodelled from c. 1724-28 to c. 1734 to form west front; east front commenced immediately and largely completed in the next two decades; service wings heightened late 18th century.	I	1132769
B	South Gate and Screen Wall of Chapel Court	Gateway with attached plinth wall and ironwork screen. Gateway c 1630; refixed and screen added probably in mid 18th century.	II*	1193422
C	Circular Garden	Wall with railings encircling pool with statue, 19th century	II	1240948
D	Ha-ha and north boundary	Ha-ha forming northern boundary of the gardens of Wentworth Woodhouse west front, c. 18th century	II	1240957
E	Stables	Stable Block and Riding School now part of college of further education. Started 1766 and in use by 1779, riding school completed 1789 (Wragg); converted to present use c. 1950. By John Carr of York for Charles Wentworth, 2nd Marquis of Rockingham; completed for his nephew the 4th Earl Fitzwilliam.	I	1203779

Map Ref.	Name	Brief Description	Grade	List Entry No.
F	Riding School	Stable block and riding school now part of college of further education. Started 1766 and in use by 1779, riding school completed 1789 (Wragg); converted to present use c. 1950. By John Carr of York for Charles Wentworth, 2nd Marquis of Rockingham; completed for his nephew the 4th Earl Fitzwilliam.	I	1203779
G	Mews Court	Ostler's House now offices. Late C18 or early C19 T shaped range of ancillary buildings to Stable Block, late 18th and 19th century.	II II	1203780 1281512
H	Camellia House	Camellia House. Early 19th century incorporating mid 18th century part to rear.	II*	1286162
I	Ionic Temple	Ornamental temple. Possibly as early as 1735. By Henry Flitcroft (engraving).	II*	1132730
J	South Terrace	Retaining wall with parapet and gateway. Commenced c. 1735 by Ralph Tunnicliffe for Thomas Watson Wentworth, some later rebuilding.	II	1286155
K	Punchbowl	Giant urn approximately 100 metres to south-south- west of south wing of Wentworth Woodhouse (west front). Mid-late 18th century.	II	1314610

Map Ref.	Name	Brief Description	Grade	List Entry No.
L	Fountain in Stables Court	Pool and fountain. Probably c. 1775 (contemporary with completion stages of Stable Block), later repairs.	II	1240983
-	Cast iron urns	Pair of cast iron urns at south end of Wentworth Woodhouse (west front) Garden ornaments. Early 19th century.	II	1132771
-	Cast iron urns	Pair of cast-iron urns at north end of Wentworth Woodhouse (west front). Early 19th century.	II	1286192
-	Garden ornaments	Group of 6 garden urns flanking main steps to Wentworth Woodhouse (west front). Late 18th century.	II	1132770
-	Garden ornaments	Group of 6 garden urns set along west edge of path immediately in front of Wentworth Woodhouse (west front). Late 18th century.	II	1314609
-	Sundial base	Sundial base at eastern end of south terrace Sundial base. Mid 18th century.	II	1132772
-	Lamp standards	Set of six lamp-standards with intermediate bollards to east front of Wentworth Woodhouse. Early-mid 19th century.	II	1193326

Map Ref.	Name	Brief Description	Grade	List Entry No.
-	Sundial base	Sundial base at mid-point of south terrace. Mid 18th century.	II	1193441
-	Gate piers	Pair of gate piers approximately 60 metres to north-east of north pavilion of Wentworth Woodhouse (east front). Early-mid 19th century.	II	1203778
-	Garden ornaments	Pair of ornamental vases flanking main avenue to Wentworth Woodhouse west front, approximately 130 metres west of the House. Late 17th or early 18th century.	II	1203777
-	Gardens and parkland	Gardens of the 18th and 19th century and a park remodelled by Humphry Repton in the early 1790s, with a set of notable early to mid 18th century monuments and follies within and around the edge of the park.	II*	1001163

The site has suffered from significant underfunding for decades, resulting in a large backlog of maintenance and repairs that now require substantial investment to rectify. The current urgent repairs grant of £7.6million is being primarily used for roof works at the Mansion House, but there are many more areas that require attention.⁷ The repair, conservation and maintenance of the historic assets at Wentworth Woodhouse are of the highest

⁷ Visual Condition Inspection Report Wentworth Woodhouse (2009), Purcell Miller Tritton; Visual Condition Inspection Report Wentworth Woodhouse Stable Block (2009), Purcell

Miller Tritton; Visual Condition Inspection Report Wentworth Woodhouse Camellia House and Ionic Temple (2009), Purcell Miller Tritton.

priority for the Trust, and the outcomes of this Masterplan will help to identify and address the conservation deficit.

Wentworth Woodhouse, the Stables and Riding School and the Camellia House were all put on Historic England's Heritage at Risk Register in 1999 on the basis of condition and lack of use/occupancy. The Mansion House was temporarily removed from the register in 2003 but was added back on in 2016. The Camellia House was removed from the register in 2004 following repair but was added back on in 2013 following the theft of lead and subsequent deterioration. At present, the Camellia House is considered to be in very bad condition and vacant, with the Mansion House and Stables in poor condition with part-occupancy. The current grant and the working relationship of the Trust and Historic England has enabled Historic England to change the category of the buildings from 'D' (slow decay; solution agreed but not yet implemented) to 'F' (Repair scheme in progress and (where applicable) end use or user identified, or functionally redundant buildings with new use agreed but not yet implemented).



3.1.2 Conservation Management Plan

A Conservation Management Plan (CMP) for Wentworth Woodhouse was prepared by Purcell in February 2010.⁸ This, as well as the Landscape Management Plan, will need to be updated to capture changes in planning policy and the condition of the historic assets (both positive and negative) over the intervening years.

The CMP provides an overview of the history, development, significances and vulnerabilities to the built environment of Wentworth Woodhouse, consisting of the Mansion House, Stables and Riding School and the 20th century Lady Mabel College Buildings. The Camellia House, interior fittings and decoration of the Mansion House, including historic wallpapers and decorative

⁸ *Wentworth Woodhouse Conservation Management Plan*, Purcell, February 2010

paintings, are not part of this CMP. The style and layout of the early 17th-century Mansion House and archaeological evidence pertaining to this or previous development/occupation of the site are also unknown.

According to the CMP, the key points of significance are as follows:

- Wentworth Woodhouse Estate forms part of a large historic entity incorporating estate buildings, (Fitzwilliam Wentworth Estates) monuments, follies, landscape features, historic parkland, gardens and villages, especially the adjacent Wentworth Village. Individual features are enhanced through being part of a wider historic landscape with an exceptional group value.
- Exceptional examples of a predominantly Georgian country house and sophisticated Georgian Stables complex. The buildings greatly enhance the strength of the architectural character and visual quality of the immediate setting and wider region.
- Wentworth Woodhouse is one of the half-dozen or so most important 18th century houses in England in terms of its architectural and historical significance.
- Wentworth Woodhouse is probably the largest private Mansion House in England or indeed Europe. It is also one of the largest classical buildings of any type.
- The buildings represent a direct response to contemporary lifestyles and fashions and have evolved in a changing political and socio-economic context. The strong links of

the successive owners to Whig politics are reflected in the Palladian architecture of the West Front of Wentworth Woodhouse, the Stables, the Riding School and elements of the interior, contents and circulation of Wentworth Woodhouse.

- The Stables and Riding School are a realisation of the aristocratic passion for horses, racing, hunting and Haute école which were very important social activities.
- The buildings represent the achievement of nationally and regionally renowned and respected architects, craftsmen and specialists including John Carr, Henry Flitcroft, Joseph Nollekens, probably James Gibbs, as well as James Stuart and John Fisher.
- Relatively intact Riding School which retains much of its original design and is a reminder of the importance of the historical phenomenon of Haute école. Riding Schools are a relatively rare and little examined historic building type.
- Held in high regard by the local communities and interest groups such as the Georgian Group, SAVE etc.
- Many of the remaining paintings, sculptures, archives, books etc within Wentworth Woodhouse are of exceptional significance.
- The groups of bats, bat roosts and breeding roosts within the Stables are of considerable significance. Wentworth Woodhouse also has some significance for bat roosts.
- The Lady Mabel College development is considered to adversely impact on the setting and character of the historic buildings, parkland, Conservation Area and wider Green Belt.⁹

⁹ *Wentworth Woodhouse Conservation Management Plan*, Purcell, February 2010, pg. 160-161

The below table is a summary of the significances assigned to the various areas of the site:¹⁰

Category of Significance	Wentworth Woodhouse	Stables complex	Lady Mabel College Buildings
National, Regional, Local	Exceptional	Exceptional	Little
Statutory (Listing)	Exceptional	Exceptional	N/A
Architectural	Exceptional	Exceptional	Detrimental
Historic	Exceptional	Exceptional	Little
Community and Social	Considerable	Considerable	Little
Educational and Academic	Considerable	Considerable	Little
Formal and Aesthetic	Exceptional	Exceptional	Detrimental
Group Value	Exceptional	Exceptional	Detrimental

The significance of Wentworth Woodhouse is clearly very high, and any changes to the historic fabric, built environment or setting need to be carefully and sympathetically designed and be in keeping with the architectural character.

The CMP also discusses the Capacity for Change throughout the site, identifying areas which are capable of 'sensitive adaptation and conservation without detriment to the historic design due to the degree of unsympathetic 20th century change where adaptation is likely to be beneficial.'¹¹ Plans illustrating the Capacity for Change are included as Appendix 3.

In general, areas with a Low Capacity for Change have an exceptional architectural significance and significant alteration,

¹⁰ *Wentworth Woodhouse Conservation Management Plan*, Purcell, February 2010, pg. 161

¹¹ *Wentworth Woodhouse Conservation Management Plan*, Purcell, February 2010, pg. 187

deterioration or demolition would represent a great loss to the heritage and would negatively affect the value of the asset. Within the Mansion House, such areas would include the main state rooms, principal floor of the West Front, South Tower, Pillared Hall, principal floor of Long Gallery and other core and intact areas of the Mansion House. At the Stables, it is primarily the Riding School that exhibits a Low Capacity for Change.

Within these areas, where change is necessary, it should be limited to the following (and subject to planning permission / listed building consent):

- Repairs and that meet high conservation standards and design
- Essential changes of use which are necessary to ensure the long-term viability of an area or building
- Alterations to meet fire and health and safety legislation and other government guidance on the efficient use of the built environment where necessary and appropriate
- Removal of inappropriate or intrusive features
- Reinstatement of original elements/design features where sufficient evidence exists and where this would enhance significance
- Change to provide an accessible environment where possible and appropriate
- Replacement of services (with retention of historic fittings).¹²

¹² *Wentworth Woodhouse Conservation Management Plan*, Purcell, February 2010, pg. 187

Areas with considerable architectural significance are likely to have only a Moderate Capacity for Change. These areas have a certain level of cultural importance, and maintenance and conservation are a priority, but there is greater flexibility towards sympathetic change. In particular, change to layouts which allow new or improved uses and some external alteration - such as doors or windows - could be possible. Within the Mansion House, the ground floor of the West Front and much of the chamber and attic floors fall into this category, as does much of the Stable courtyard.

In areas with some architectural significance where there is little cultural heritage present, there is a Moderate - High Capacity for Change. Here, alteration or loss would be acceptable if it were to benefit the site or another building or feature of higher significance. Extensions necessary to support new uses would be allowable, provided they were in keeping with the overall integrity of the historic environment and architectural design.

There is a High Capacity for Change in areas with little architectural significance and in places where change will have a very limited overall impact or will be positive to the consideration of the site as a whole. At the Mansion House, areas with a Moderate-High or High Capacity for Change include the Bedlam Wing, North Wing and areas surrounding Basin Court. At the Stables, this would include the infill buildings between the Riding School and the Stable courtyard, the Ostler's House, much of Mews Court and the derelict Lady Mabel College Buildings.

¹³ *Wentworth Woodhouse Landscape Conservation Plan*, Historic Landscape Management, December 2007.

3.1.3 Landscape Management Plan

A Landscape Management Plan (LMP) was prepared in 2007, detailing the history, significances, issues and opportunities, and conservation policies regarding the historic landscape and gardens associated with Wentworth Woodhouse.¹³ The Mansion House is significantly enhanced by the setting, which takes advantage of the natural landscape and views across the parkland to the north, east and south. Wentworth Woodhouse is a significant feature in the landscape and its visual interrelationship with the park and gardens is an important design element.

According to the LMP, the key points of significance when considering impact or change to gardens and associated landscape are:

- The 18th century park design, begun in the 1720s and developed over the whole century, is still clearly legible, despite having been partially destroyed and subsequently restored following the open cast mining operations of the mid 20th century
- The 18th century gated entrances, lodges and drives all survive (apart from the Doric Lodge route)
- The early 18th century gardens were partly turned into informal pleasure grounds in the 19th century and subsequently partially destroyed by open cast mining in the 20th century, yet through all these changes their main architectural and landscape design structure has been largely retained, principally in the form of the West Vista,

the South Terrace and the north ha-ha, all features which are still partly connected by some original linking paths

- The layout of the gardens in the 1730s (as shown on the c. 1750 map) displays elements of the latest fashions in landscape design at the time. Contemporary with Charles Bridgeman's designs at Gunton (Norfolk) and Castle Howard (Yorkshire), William Kent's work at Rousham (Oxfordshire) and Stephen Switzer's plans for 'bosquets', the Wentworth gardens, laid out to accompany the new Mansion House, were given a formal structure adorned with fashionable informal features including curved paths and planting beds, serpentine walks and opportunities for views out into the wider landscape. Surviving examples of this style are now rare and therefore highly significant. In addition to the surviving structural features listed above, the Ionic Temple and a small circular walled garden at the east end of the ha-ha survive from this period, and the Edwardian sunken garden appears to have, in fact, been an embellishment of the old botanical garden which dates from the late 18th or early 19th century
- The later 18th century layout of the park and wider landscape was on a vast scale, reflecting the power and influence of the owners. This is demonstrated by the strong visual links between Wentworth Woodhouse and the main temples and structures in the designed landscape
- Visual links continue beyond the park wall via long views to Hooper Stand, Hoyland Law Stand, the Needle's Eye and Keppels Column set in wider estate land. Even outside the estate boundary, the relationship between Wentworth

Woodhouse and its wider landscape setting is evident since some of these structures dominate the scenery for miles around

- Although Repton is associated with the late 18th century layout of Wentworth Park it seems that many of his suggestions were already on the drawing board and came from others, including the 4th Earl himself
- In the gardens, the 19th century designs were at the leading edge of the national fashions of the time, and early in the century the plant collections of the Botanic Gardener Joseph Cooper were very highly regarded, being likened to those of Joseph Paxton at Chatsworth. It is from the latter part of the 19th century that the surviving rhododendron collection comes. However, the gardens were clearly much more diverse in style and planting than the surviving rhododendrons suggest. The southern sections of these gardens were destroyed by open cast mining in the mid 20th century, reducing the extent of surviving 18th and 19th century features.¹⁴

3.2 The Fitzwilliam Wentworth Estate and Fitzwilliam Wentworth Amenity Trust

3.2.1 History

The Fitzwilliam family inherited the lands and estates at Wentworth in 1782 when the 2nd Marquis of Rockingham died without an heir and the Estate passed to his nephew, the 4th Earl Fitzwilliam. The title was held by successive Earls until the death of

¹⁴ *Wentworth Woodhouse Landscape Conservation Plan*, Historic Landscape Management, December 2007 pp. 35 - 36

the 8th Earl in 1948. Also without a male heir, the title went to his father's cousin, upon whose death in 1953, Thomas, great-grandson of the 5th Earl, became the 10th Earl. Again without an heir, when Thomas died in 1979, the title finally expired and the remainder of the Estates passed to the 10th Earl's daughter, Lady Elizabeth Hastings (Sir Philip Naylor-Leyland's mother) and Lady Juliet Tadgell, daughter of the 8th Earl.

Central to the estate were the Mansion House and the coal mines. The workers for these mines - thought to be some 2,000 men at their peak - needed accommodation and facilities, so the family built houses and amenities within the village of Elsecar and surrounding settlements. Whilst Wentworth is the village closest to the Mansion House and expanded to service its staffing needs, emerging research has found that Elsecar may have been an original model industrial village. Continuous investment in land and buildings, as well as business interests in glass, pottery, chemicals and cars, saw the estates develop into a significant landholding.

The Estate now consists of 15,000 acres of land, including parkland, serpentine lakes operated as a coarse fishery and a diverse portfolio of farms, residential lets and other business premises in and around the village.

3.2.2 The Fitzwilliam Wentworth Amenity Trust

Prior to his death in 1979, the 10th Earl placed circa 2,500 acres of land and much of Wentworth village into charitable trusts, in particular the Fitzwilliam Wentworth Amenity Trust which has the stated aims of conserving and improving the heritage assets and amenities within Wentworth village and the surrounding area,

and to make available grants to projects which improve the education, social welfare and leisure opportunities of local residents. This includes:

1. providing public access to historic buildings
2. providing housing
3. providing facilities for sport and recreation
4. providing support for education
5. conserving the environment
6. preserving historic buildings and landscapes

Conservation and maintenance of heritage assets are a key objective for the Trust, in order to maintain the visual appearance and historic authenticity of Wentworth and the surrounding area to ensure that the village remains an attractive place to live and visit. This includes improvements to the Deer Park, the operation of the Wentworth Fishery and providing access to the follies and monuments across the Estate.

The Amenity Trust's strategic objectives are achieved through generating sufficient funds from the letting of its assets - residential, agricultural and commercial - at rates which enable maintenance costs and reserves for improvements and exceptional heritage expenditure should the need arise.

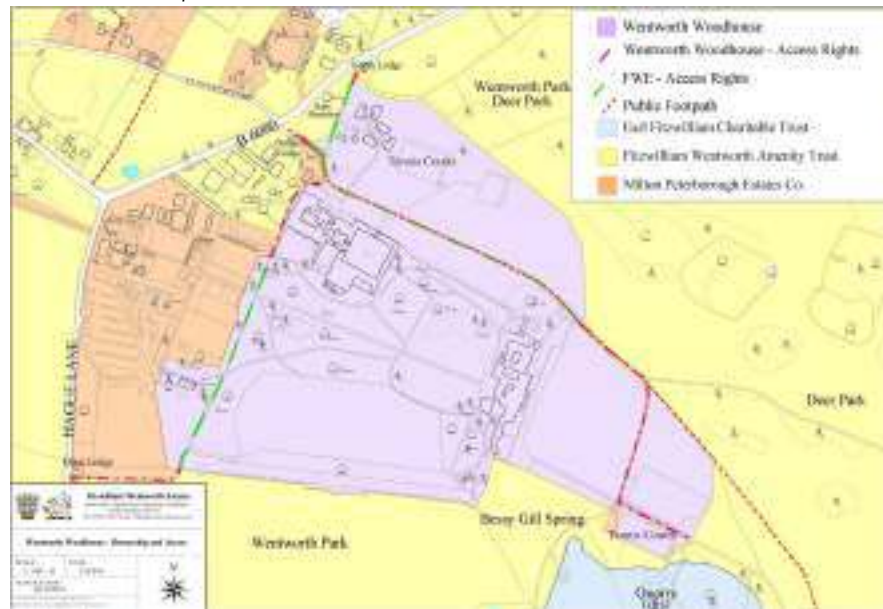
The residential properties in the village are highly desirable and the occupancy rates are high. The Trust has a solid reputation amongst its tenants and has demonstrated a willingness to assist the Wentworth Woodhouse Preservation Trust in achieving their own objectives. Improvements to the Mansion House and other buildings in the Preservation Trust's ownership will accord with the Amenity Trust's aims within Wentworth and the surrounding villages as a whole.

3.2.3 Maps of Landholding

The map below illustrates the landholding in the area both immediately surrounding Wentworth Woodhouse, and the wider Estate.

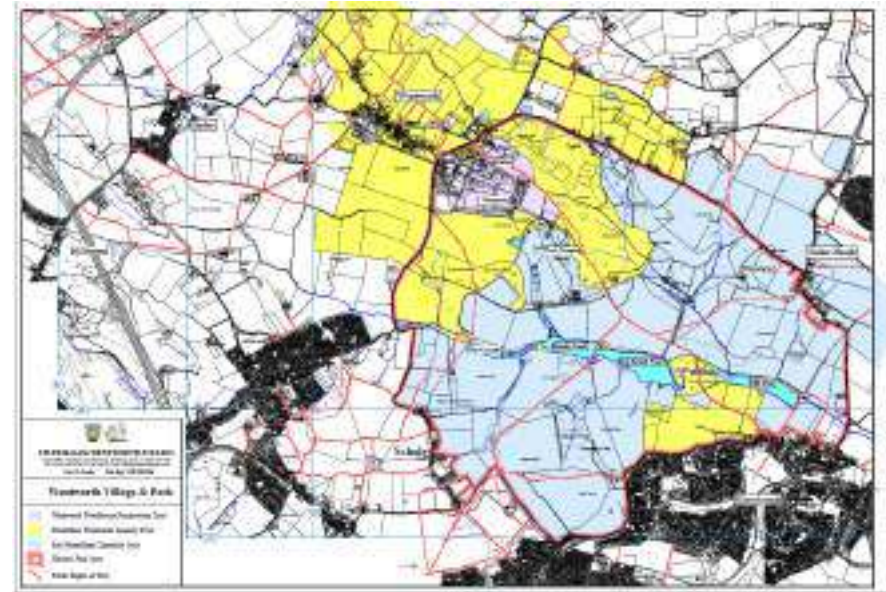
As can be seen from the map showing the land ownership of Wentworth Woodhouse, the land owned by the WWPT sits within the land owned by the Fitzwilliam Wentworth Amenity Trust. The Estate also own most of the access routes to the Mansion House, although access is permitted through the Deed of Covenants (see above, Section 2.2). The land shaded orange is owned by the Milton Peterborough Estates and includes Wentworth Garden Centre.

Land Ownership at Wentworth Woodhouse.



The map below shows the land ownership of the area more widely. As can be seen from the map, the Fitzwilliam Wentworth Amenity Trust owns most of the land surrounding the village of Wentworth and a significant area of the historic parkland owned by the Earl Fitzwilliam Charitable Trust is also managed by the Amenity Trust.

Fitzwilliam Wentworth Estates Land Ownership.



3.3 Wentworth Village

3.3.1 Background

The lands and Wentworth village were given, in 1066, to Adam de Newmarch, and at some point before 1300, the Wentworth families acquired the land, although it is not known exactly when or how this happened. During 1300, the Wentworth family

married into the Woodhouse family. After this period, the family continued to buy land around the area, and increase their standing. The fledgeling village was already growing by 1641, when Thomas Wentworth, 1st Earl of Strafford, was buried beneath the Old Church after his execution¹⁵.

Much later, the 2nd Marquis of Rockingham, who commissioned both the East and West fronts of the Mansion House, was responsible for the construction of several important structures in the village, including the Barrow School and a former windmill.

However, it was the Fitzwilliam family that had, and continue to have, the biggest impact on the structure and community of the village. After the family inherited the lands in 1782, they set about creating industrial infrastructure in the area supporting the mines and factories. The family helped establish the Mechanics Institute, former Girls School, and cottages for the workers. The New Church (Holy Trinity) was paid for by the 6th Earl Fitzwilliam¹⁶.

When the estate was established as Trusts on the death of the 10th Earl Fitzwilliam, all of the land and properties were distributed between them. Most of the village, including residential and commercial spaces, is still owned by the Fitzwilliam Trusts.

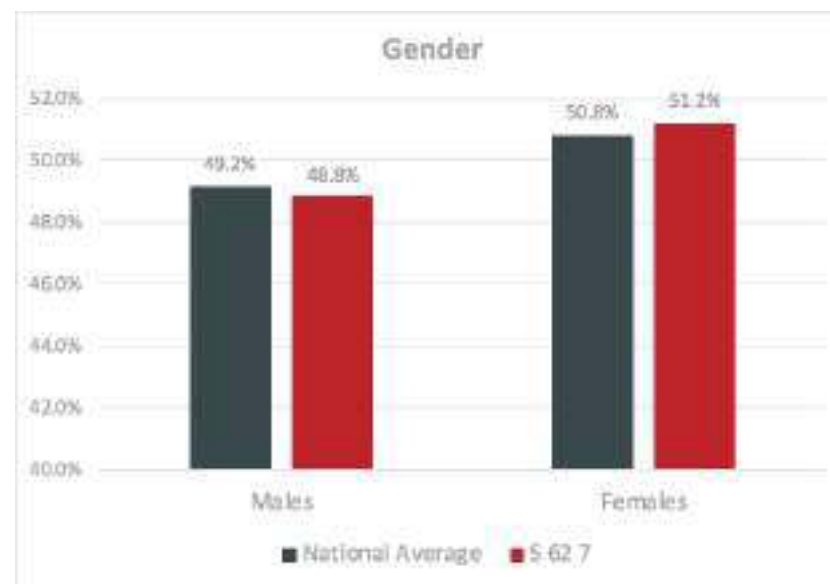
3.3.2 Demographics of Wentworth

This information is from the 2011 Census of the S62 7 Postcode, which covers Wentworth, Harley and Rawmarsh. The census information was gathered from a report provided by the Audience Agency on 14th December 2017.

¹⁵ From a History of Wentworth:
http://www.wentworthvillage.net/history/a_brief_history_of_wentworth/

It should be noted that whilst the census data is the most comprehensive of its type, the demographics of the village may have changed.

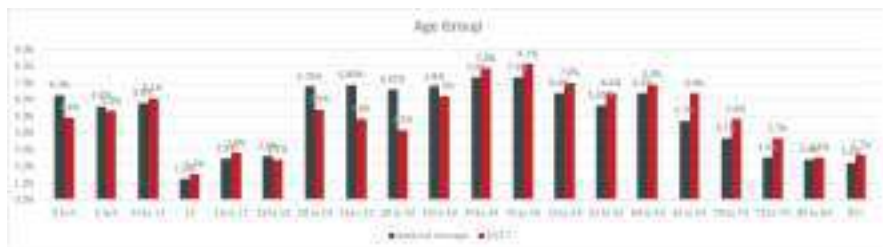
Gender



As can be seen from the graph [1.1] above, the percentage of females in the village of Wentworth is marginally higher than males. This is largely equivalent to the national average in England.

¹⁶ From a History of Wentworth:
http://www.wentworthvillage.net/history/a_brief_history_of_wentworth/

Age Group



Graph 1.2 shows the percentage of the population by age group both nationally and in the village of Wentworth. As can be seen clearly from this graph, the highest percentage age group in the village are those aged 40 - 45, with a total of 16% of the population falling into these groups. This is higher than the national average of 14%. From this point on, the percentage of older people in Wentworth is higher than the national average, with a particularly large difference between the average of those aged 65 - 69 in the village, and nationally.

From this, it can be inferred that the village is home to people who are mainly 35+, primarily those who are retiring to Wentworth.

Ethnicity

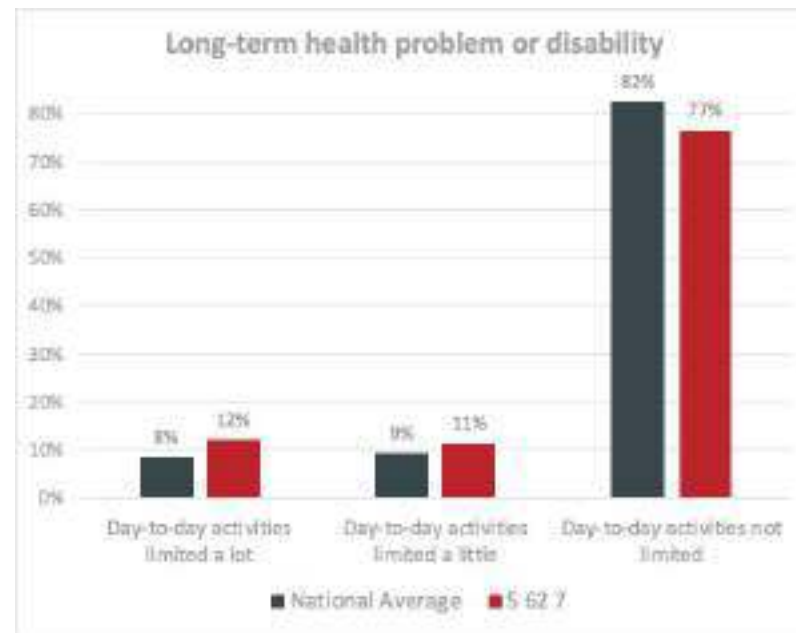
Ethnic Group	National Average	S 62 7	1 Hour Drivetime
White (including White British 80.5%, White Other 4.4%, and other 'White' categories) ¹⁷	86%	98.0%	88.2%
Mixed/multiple ethnic group	2.3%	0.5%	1.8%
Asian/Asian British	7.8%	0.9%	7.4%
Black/Black British	3.5%	0.4%	1.8%
Other	1.0%	0.2%	0.7%

¹⁷ Source: 2011 Census - <https://www.ons.gov.uk/peoplepopulationandcommunity/culturalidentity/ethnicity/articles/ethnicityandnationalidentityinenglandandwales/2012-12-11#ethnicity-in-england-and-wales>

The above table shows the ethnicity of Wentworth Woodhouse compared to the national average. In this table, the ethnic demographics of the wider area is also included to show just how different from the wider area the postal code is. As can be seen from the table, 98% of the residents in the Wentworth area describe themselves as 'White'. This is significantly more than both the national average and the wider region.

Long Term Disability

The 2011 census data appears to show that the percentage of people reporting themselves to have a disability or health problem that limits day to day activities in some way is higher than the national average. We anticipate that the main cause of this increase is the higher proportion of older people living in the village.



3.3.3 Amenities

Wentworth is serviced with a number of amenities that have been lost in many villages across the UK. It boasts the following facilities:

- Post Office
- Local Shop
- Garden Centre
- Two Public Houses
- Parish Church
- The Mechanics Institute
- Boutique Shops
- Gallery
- Hairdresser

- Wine Merchant
- Restaurant

The garden centre is exceptionally popular, with 78.3% of visitors attending the garden centre¹⁸.

3.4 Rotherham

3.4.1 Background

Rotherham is one of four metropolitan boroughs in South Yorkshire.¹⁹ Rotherham has a population of over 260,000 people and has grown by 5.6% between 2000 and 2015.²⁰ Only 15% of the population of Rotherham live outside of the town centre, covering villages including Wentworth.²¹ However, over 70% of the borough's land is rural, which is mainly agricultural land, although it does include parkland and woodland.²²

The area has good road connections, with nearby junctions to the M1 and M18. It is also close to rail links at Sheffield, Doncaster and Leeds²³.

¹⁸ "Wentworth - Research and Appraisal Report" (2012) Rural Solutions, p.7.

¹⁹ Demographic Profile of Rotherham 2016/17, p.1, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

²⁰ Demographic Profile of Rotherham 2016/17, p.1, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

²¹ Demographic Profile of Rotherham 2016/17, p.1, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

²² Demographic Profile of Rotherham 2016/17, p.2, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

In the 1950s, 65% of the total workforce was involved in mining or manufacturing, but now under 15% of workers are employed in manufacturing. Rotherham was hit hard in the 2008-10 recession, losing 12% of total jobs.²⁴

3.4.2 Demographics of Rotherham

Gender

The total split between men and women in the borough is 50.8% female to 49.2% male. This is in line with the national averages for men and women. Interestingly, in people aged 0-22, there are more men than women within the borough. However, in adults aged 23 - 42, there are more women than men²⁵.

The reason given for this in the council's demographic report is that men leave at this age to find work outside Rotherham. However, in the population aged between 43 and 66, there are similar numbers of men to women. After 67, there are more women than men in every age bracket²⁶.

²³ Demographic Profile of Rotherham 2016/17, p.2, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

²⁴ Demographic Profile of Rotherham 2016/17, p.2, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

²⁵ Demographic Profile of Rotherham 2016/17, p.5, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

²⁶ Demographic Profile of Rotherham 2016/17, p.5, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

Age Group

Within the Rotherham area, 51.3% of the total population is aged 25 - 64, with children making up 21.6%.

One of the biggest challenges for Rotherham is an ageing population. Rotherham now has as many people aged over 63 as it does children under 18.²⁷ According to their research, the number of people aged over 65 is estimated to increase by 18% in the next ten years.²⁸ However, people aged over 85 is due to rise by a significant 41% by 2026.²⁹

Ethnicity

The total number of people in Rotherham from Black and Minority Ethnic (BME) backgrounds has more than doubled to 20,842, with non-white groups representing 6.4% of the total population of the area. However, this is still well below the British average of 20.2%.³⁰

The largest BME group in Rotherham is the Pakistani and Kashmiri community, representing 3.1% of the total population. This community is well established in the area following a migration to the borough in the 1960s and 70s. The fastest growing BME communities in Rotherham are Black African and White European communities. The Black African community has grown

²⁷ Demographic Profile of Rotherham 2016/17, p.2, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

²⁸ Demographic Profile of Rotherham 2016/17, p.3, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

²⁹ Demographic Profile of Rotherham 2016/17, p.3, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

³⁰ Demographic Profile of Rotherham 2016/17, p.8, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

by 829% in ten years between 2001 and 2011. The biggest increase in the White European communities has come from Romanian migrants.³¹

Long Term Disability

Within Rotherham, the number of people who described themselves as having a limiting long-term illness was 21.9%. This is significantly higher than the national average of 17.6%.³²

16.4% of the population aged between 16 - 64 described themselves as having a limiting long-term illness, compared to a national average of 12.7%.³³ The demographic report does not present potential reasons for this significant increase in the Rotherham area.

Deprivation

The Index of Multiple Deprivation ranks areas in the UK on a number of factors that are linked to deprivation. Out of 326 English districts, Rotherham is currently the 52nd most deprived

13.02.2018 - Please note the figures in these sources are based on 2015 estimates from the ONS. The 2011 Census records show an England and Wales average of 14% of people from BME backgrounds.

³¹ Demographic Profile of Rotherham 2016/17, p.9, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

³² Demographic Profile of Rotherham 2016/17, p.12, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

³³ Demographic Profile of Rotherham 2016/17, p.20, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

region³⁴. The categories that have the biggest impact on Rotherham are:

- Education, training and skills;
- Employment; and
- Health and disability.

31.5% of the borough's population lives in some of the most deprived areas in the UK, and the deprivation in these areas has increased significantly since 2007³⁵.

3.5 Local, Regional and National Policies

3.5.1 Council Plan and The Rotherham Plan

In 2017 Rotherham Metropolitan Borough Council produced the *Council Plan 2017 - 2020*. This sets out the Council's overarching priorities for the next three years and delivery strategies. The document forms part of a major Council reform in 2015, following government intervention and the appointment of Commissioners to oversee a programme of improvement.

The Council has identified four priorities, formed through extensive public consultation and sectorial and partner feedback, to ensure that Rotherham can deliver services to residents in the most efficient way and meet people's needs more effectively, helping them to live healthier happier lives. The four priorities are:

1. Every child making the best start in life
2. Every adult secure, responsible and empowered

3. A strong community in a clean, safe environment
4. Extending opportunity, prosperity and planning for the future

The Council aims to enable local people to be confident in its ability, effectiveness and accountability, and to provide a modern, efficient, outward-looking authority.

In parallel, the Rotherham Together Partnership, a voluntary group comprised of 28 representatives from various local organisations, including the Council, Barnsley & Rotherham Chamber of Commerce, the South Yorkshire Police, members of the education, children's services, health and voluntary sectors, have prepared *The Rotherham Plan: A new perspective 2025*. The Partnership works together on a range of shared priorities, aiming to improve the economic and social well-being of the borough.

The Rotherham Plan provides a framework for the project's partners to create a borough that is 'better for everyone who wants to live, work, invest or live here.' The wider aims are to create a Rotherham that:

- Has a vibrant town centre where people want to visit, shop and socialise;
- Feels safe, where people are able to participate in their community; sharing their knowledge and skills for the benefits of themselves and others;
- Has highly skilled people who have access to good and sustainable work;

³⁴ Demographic Profile of Rotherham 2016/17, p.20, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

³⁵ Demographic Profile of Rotherham 2016/17, p.20, downloaded from: http://www.rotherham.gov.uk/jsna/downloads/file/112/rotherham_demographic_profile_2016-17 on 13.02.2018

- Has good connectivity: physically with other areas, digitally and socially;
- Is clean and attractive, culturally rich and welcoming;
- Is outward-looking: building relationships and learning from others.

The Rotherham Plan focuses on enabling people to have equal access to opportunities, activities and services, and in particular halting the trend of deprivation that is becoming more acute in the least well-off areas where there are significant low-income families and children in need of social care services. The partners are therefore committed to making Rotherham a child-centred borough, aiming to put the wellbeing of children, young people and their families at the core of all Council and wider services and initiatives.

The regeneration of Wentworth Woodhouse could have a significant role to play in supporting and encouraging these aspirations for Rotherham.

3.5.2 Local Plan Core Strategy

The Rotherham Local Plan Core Strategy was adopted in 2014, covering the Council's strategic plans from 2013 - 2028, and used to inform strategic decisions for the wider borough. It sets out the spatial strategy, strategic policies and infrastructure requirements for the whole Borough and identifies the broad locations for delivering new housing and employment, including provision for retail, leisure and community facilities, how much new development is needed, where it should go and when it should

³⁶ Rotherham Core Strategy (2014), Rotherham City Council, pp.25-29. Available to download from: http://www.rotherham.gov.uk/downloads/file/1571/adopted_rotherham_core_strategy

happen. This will be supported by the Rotherham Sites & Policies document when adopted in June 2018.

The Core Strategy is also supported by a number of other policy documents, including the Economic Growth Plan (2015), the Housing Strategy (2016) and more recently The Rotherham Plan 2025 (2017).

The Core Strategy outline's the council's strategic objectives³⁶:

- Delivering development in sustainable locations
 - Objective 1: Scale of future growth
 - Objective 2: Green Belt
 - Objective 3: Sustainable locations
- Creating mixed and attractive places to live
 - Objective 4: Provision for housing
- Supporting a dynamic economy
 - Objective 5: Retail and service centres
 - Objective 6: Provision for employment
- Movement and accessibility
 - Objective 7: Local transport connections
- Managing the natural and historic environment
 - Objective 8: Landscape, historic environment and settlement identity
 - Objective 9: Greenspaces, sport and recreation
 - Objective 10: Biodiversity/ geodiversity
 - Objective 11: Minerals
 - Objective 12: Managing the water environment

- Objective 13: Carbon reduction and renewable energy
- Creating safe and sustainable communities
 - Objective 14: Design
 - Objective 15: Community well-being
 - Objective 16: Waste management
- Infrastructure
 - Objective 17: Infrastructure delivery

Wentworth Woodhouse has its own policy within the Core Strategy:

“4.3.22 The Council recognises the long-term need to conserve the historic parkland setting of Wentworth Woodhouse and is sympathetic to proposals of an appropriate scale and nature to develop the House to secure its long-term future, subject to the necessary listed building consents and planning permissions. This is reflected in Objective 8 and Policies CS23 Valuing the Historic Environment and CS11 Tourism and the Visitor Economy.”

Wentworth Woodhouse is within designated Green Belt, a Green Infrastructure Corridor (particularly in associated with Rotherham Town Centre redevelopment) and adjacent to the Wentworth Village Conservation Area, and relevant policies will apply. The WWPT will also need to ascertain if any development proposals represent a change of use, and respond accordingly.

Relevant Core Strategy Policies

Objective 8

³⁷ Rotherham Core Strategy (2014), Rotherham City Council, p.27. Available to download from: http://www.rotherham.gov.uk/downloads/file/1571/adopted_rotherham_core_strategy

³⁸ Rotherham Core Strategy (2014), Rotherham City Council, p.137. Available to download from: http://www.rotherham.gov.uk/downloads/file/1571/adopted_rotherham_core_strategy

Objective 8 of the Core Strategy is “Landscape, historic environment and settlement identity”. The implementation of the plan's policies will, *“have helped promote the continuing management, protection and enhancement of the borough's distinctive historical features and landscape character. While allowing for growth of certain settlements to implement the plan's spatial strategy, wherever possible, the identity and setting of individual settlements will have been maintained and enhanced.”*³⁷

The primary policy that will have a direct impact on Wentworth Woodhouse is Policy CS23.

Policy CS23

Policy CS23 is described in the Core Strategy as seeking to preserve the heritage assets of Rotherham, and safeguard or enhance their future, both for their own importance, and the wider benefits they bring.³⁸ The Core Strategy outlines these benefits as including:³⁹

- Improvement in the quality of the historic built and landscaped environment;
- the stimulation of high architectural quality in new buildings;
- creation of a stronger local identity and sense of place;
- increased sustainability;
- encouragement of local building craft skills;

³⁹ Rotherham Core Strategy (2014), Rotherham City Council, p.137. Available to download from: http://www.rotherham.gov.uk/downloads/file/1571/adopted_rotherham_core_strategy

- greater opportunities for use of the historic environment in education; and
- increased levels of investment and tourism.

Policy CS23(c). reads *"The character and setting, including key views to and from the historic buildings and designated landscape, of the Wentworth Woodhouse Estate will be conserved, enhanced and protected from inappropriate development."*⁴⁰

Other policies that may affect Wentworth Woodhouse

Policy CS4 - Green Belt

Policy CS4 reads:

Land within the Rotherham Green Belt will be protected from inappropriate development as set out in national planning policy.

In line with Policy CS1, land within the Strategic Allocation at Bassingthorpe Farm is removed from the Green Belt, as shown in Map 3 'Strategic Allocation Policies Map'.

A comprehensive review of the remaining boundaries of the Green Belt will be undertaken and shown on the Policies Map to accompany the Sites & Policies document. This Review will assess land against the national purposes of Green Belt and, together with sustainability and constraints considerations will identify sufficient land to meet housing, employment and other development needs in the borough.

Changes to the Green Belt will be considered in the following locations:

- *The wider Rotherham Urban Area*
- *Principal Settlements for Growth*
- *Principal Settlements*
- *Thurcroft*
- *A broad location for growth is identified at Dinnington East, which will be removed from the Green Belt; the detailed Green Belt boundaries will be defined in the Sites and Policies document and accompanying Policies Map.*
- *Consideration will be given to a limited review of the Green Belt in other locations, as necessary, to deliver the spatial growth strategy established in CS1 and to ensure the long-term sustainability of all communities.*

Land will also be removed from the Green Belt and identified as Safeguarded Land available for longer-term development beyond the Plan period.

Opportunities to support and enhance the beneficial use of the Green Belt will be pursued in the future through compensatory measures including the creation or enhancement of Green Infrastructure.

Policy CS9 - Transforming Rotherham's Economy

This policy seeks to transform the economy of Rotherham, which has declined since the 2008-10 recession. This policy will support the building of commercial and industrial property in the area. Industries that are particularly favoured are listed at CS9(3)(a-f) and include the Creative and Digital Industries, and Business,

⁴⁰ Rotherham Core Strategy (2014), Rotherham City Council, p.136. Available to download from: http://www.rotherham.gov.uk/downloads/file/1571/adopted_rotherham_core_strategy

Professional and Financial Services, both of which are ideal industries to be housed in offices in Wentworth Woodhouse. Another area of support covered by this policy is the support of small start-up businesses, which would also be ideal tenants for commercial properties at Wentworth Woodhouse.

Policy CS9 reads:

Rotherham's economic performance and transformation will be supported by:

1. Allocating sufficient land in the Sites and Policies document to meet Rotherham's employment land requirement of 230 hectares of land for business and industrial development and 5 hectares of land for office floorspace for the Plan period in accordance with the Spatial Strategy set out in Policy CS1 Delivering Rotherham's Spatial Strategy. These allocations will support employment growth in sustainable locations and meet modern economic requirements.

2. Protecting viable employment sites and supporting the regeneration and intensification of previously developed land, including proposals which safeguard the viability of established industrial and business area

3. Safeguarding our manufacturing base and targeting the following priority sectors:

- a. Creative and Digital Industries*
- b. Advanced Manufacturing and Materials*
- c. Environmental and Energy Technologies*
- d. Construction Industries*
- e. Business, Professional and Financial Services; and*
- f. Low Carbon Industries*

4. Encouraging the development of an Advanced Manufacturing cluster at Waverley by supporting proposals for complementary uses

5. Encouraging developments which support small and start-up businesses

6. Encouraging proposals which support the Dearne Valley Eco-vision.

7. Supporting innovative and flexible schemes, such as live/work developments, which diversify Rotherham's employment opportunities

8. Supporting rural farm diversification proposals where they are modest in scale, additional to the main agricultural / farm use and re-use existing buildings wherever possible.

9. Assisting the relocation of uses which are ill-suited to their surroundings and which prejudice the satisfactory planning of the area, whilst protecting existing and potential employment opportunities.

Policy CS10 - Improving Skills and Employment Opportunities

Policy 10 aims to improve skills and employment in the Rotherham area. Construction training and other training programmes are particularly encouraged. This policy supports the possibility of running heritage skills training programmes or school. This will not only provide possibilities for training but if the school were to be directly involved in the renovation works at Wentworth Woodhouse, potential employment.

Policy CS10 reads:

The Council will work with its partners to improve skills in all of Rotherham's communities through the promotion of access to training, education and local employment opportunities.

Where appropriate and viable the Council will seek to enter into a local labour agreement with applicants and developers to

improve the links between local communities, developers and employers by:

- a. Ensuring that new developments contribute to the provision of education and training
- b. Promoting local employment opportunities, and securing construction training experience through employment on site, through financial contributions or through other training programmes.

Policy CS11 - Tourism and the Visitor Economy

Tourism can play an important role in the sustainable future of local communities, and the council will actively support proposals relating to improving the tourism offer and associated infrastructure that will benefit both the visitor and the local resident. An increase in visitors to the region can have an important role to play in the diversification of the local economy, providing employment opportunities and creating a positive profile of Rotherham. Heritage tourism and leisure learning, in particular, can be good potential sources of growth matching increased expectations around culture and hobbies. This policy will be primarily delivered through planning permissions, but the council will also consider partnership working wherever possible.⁴¹

Policy CS11 reads:

The Council recognises the contribution that tourism can make to sustainable economic development and job creation. The Council will support development proposals for hotels, conference centres, leisure-related tourism facilities, transport

facilities, camping and caravanning sites and visitor accommodation in appropriate locations. Proposals focused on the borough's canal's and rivers will be supported where they can be delivered safely and in line with relevant flood risk policy. Tourism and visitor developments will be supported which

- a. improve the quality and offer of Rotherham's visitor economy
- b. improve the image and perception of Rotherham and promote the borough as a visitor destination
- c. attract investment to the local area and increase job creation
- d. increase the skills base in tourism associated areas
- e. enhance and conserve the borough's urban and rural heritage, and
- f. utilize existing or replacement buildings wherever possible, particularly outside of existing settlements
- g. are consistent with town centre regeneration objectives
- h. enhance the character and role of Rotherham's country parks, including the provision of appropriate additional recreation, leisure and tourist facilities.

The Council will support proposals for a comprehensive, regional scale leisure and tourist attraction north of Rother Valley Country Park compatible with its location within the Green Belt.

In considering the appropriateness of the location of proposed tourism and visitor developments regard will be had to the proximity to existing and connectivity with other visitor attractions, destinations and amenities, particularly by public transport, walking and cycling.

⁴¹ Rotherham Core Strategy (2014), Rotherham City Council, p91. Available to download from: http://www.rotherham.gov.uk/downloads/file/1571/adopted_rotherham_core_strategy

Policy CS21 - Landscape

The Core Strategy seeks to both preserve the existing landscape of Rotherham, and develop new areas. This includes limiting development in areas that are High Landscape Value and ensuring that important views of landscape features are maintained. As a Registered Park and Garden, and situated within a notable historic landscape, planned activities at Wentworth Woodhouse must respect and where possible enhance its setting and role within the landscape.

Policy CS21 reads:

New development will be required to safeguard and enhance the quality, character, distinctiveness and amenity value of the borough's landscapes.

This will be achieved through the principles set out below:

- a. All new development proposals will be required to respect and enhance the character and distinctiveness of the relevant National Character Areas and the Local Landscape Character Areas identified for Rotherham.*
- b. Within Areas of High Landscape Value, development will only be permitted where it will not detract from the landscape or visual character of the area and where appropriate standards of design and landscape architecture are achieved.*
- c. Significant landscape features, important views including landmarks and skylines will be safeguarded and enhanced. Proposals that reduce the negative visual impact of landscape detractors will be encouraged*

d. Development will respect the setting of neighbouring settlements.

e. Where opportunities exist, the Council, and its partners, will support landscape enhancement, restoration, reclamation and other environmental improvements to enhance the quality, appearance and attractiveness of the borough and encourage future investment, development and tourism.

f. Landscape works shall be appropriate to the scale of the development.

g. Developers will be required to put in place effective landscape management mechanisms including long-term landscape maintenance for the lifetime of the development.

h. Support will be given to initiatives, strategies and projects working towards or contributing to landscape scale conservation, implementing an integrated approach to managing the environment and all its functions.

3.5.3 Local Plan Sites and Policies

Rotherham Council's *Publication Sites and Policies* document (September 2015) sets out how the Council and its officers will implement and deliver the policies set out in the Core Strategy.⁴² In particular, the document addresses the allocation of development sites to meet Core Strategy targets on areas such as housing, employment and retail, as well as detailing the

⁴² Rotherham Publication Sites and Policies September 2015, available to download here: http://www.rotherham.gov.uk/localplanexamination/download/downloads/id/2/sd02_publication_sites_and_policies_-_september_2015.pdf

development management policies to guide the determination of planning applications.

A number of development management policies may have a direct impact on any future proposals for Wentworth Woodhouse. These include:

- SP2 - development in the Green Belt
- SP4 - extensions to buildings in the Green Belt
- SP5 - alternative uses for buildings within the Green Belt
- SP6 - replacement buildings in the Green Belt
- SP29 - suitable transport for development
- SP35 - Green Infrastructure and landscape
- SP43 - listed buildings
- SP45 - archaeology and scheduled ancient monuments
- SP46 - understanding and recording the historic environment
- SP47 - historic parks, gardens and landscape
- SP58 - design principles
- SP59 - car parking layout
- SP62 - advertisements

These policies are provided in full in Appendix 4.

3.5.4 Rotherham Housing Strategy

The Rotherham Housing Strategy 2016 - 2019 sets out the ways that Rotherham Metropolitan Borough Council will meet the 30-year vision established in 2012 for the region. By 2043 the council wants to see:

- “People living in high-quality homes, whether in the social rented, private rented or home ownership sector”
- “Rotherham Council playing its part by being the best housing provider in the country, delivering high-quality services and support, and peaceful and well-managed neighbourhoods”
- “A smaller gap between the most and least disadvantaged neighbourhoods, so that all of Rotherham’s people can live in safe, healthy and vibrant communities”, and
- “No households living in homes that are poor in terms of energy efficiency.”⁴³

Since the 2012 vision, the following aim as also been added to the strategic vision for 2043:

- “A revitalised Town Centre with a new urban community.”⁴⁴

The Council’s housing strategy is linked with its overall corporate vision, and in particular address the levels of deprivation and need across the area. There is a commitment to the provision of sufficient affordable social housing, better joined-up working between RMBC Housing, Adult Services and Children & Young People Services and alleviation of fuel poverty.

In 2015, a Strategic Housing Market Assessment was completed. It identified the need for 900 new dwellings, 237 of which would need to be affordable housing. There is a real need in the area

⁴³ Rotherham Housing Strategy 2016 - 2019, available to download here: http://www.rotherham.gov.uk/shf/downloads/file/18/housing_strategy_2016-19 pp.5

⁴⁴ Rotherham Housing Strategy 2016 - 2019, available to download here: http://www.rotherham.gov.uk/shf/downloads/file/18/housing_strategy_2016-19 pp.5

for affordable 1 and 2 bedroom social housing. In addition, there is a need for new high-quality homes across the private rental sector.

Part of delivering these objectives is the Bassingthorpe Farm housing development, just south of Wentworth Woodhouse. This major new housing development is intended to provide c.2,500 new homes, along with employment opportunities, a new primary school, play areas, sports pitches, allotments and a local centre.⁴⁵

The Council's housing policies should be considered when making strategic decisions about the direction of Wentworth Woodhouse. There is a strong push to develop social and affordable housing in the region, which will potentially bring in younger families with less disposable income. The development at Bassingthorpe Farm will also increase the number of families in the immediate area. The WWPT needs to be aware of this changing demographic, and ensure that the future visitor offer at the site accommodates a variety of audiences.

3.5.5 Rotherham Economic Growth Plan

The *Rotherham Economic Growth Plan 2015 - 2025* maps out a programme of investment in economic growth and infrastructure over the short, medium and long-term. The Plan, which has a 10 year lifetime, is a partnership between the public, voluntary and private sectors. It aligns closely with the Sheffield City Region Strategic Economic Plan, to ensure strong links between the two.

⁴⁵ Source:

http://www.rotherham.gov.uk/info/200074/planning_and_regeneration/1217/bassingthorpe_farm

Rotherham needs both more and better jobs to increase its contribution to the national economy and provide residents with the employment opportunities to meet their needs. This includes supporting training and skill development and creating the necessary infrastructure to support economic growth. The delivery of the Growth Plan is supported by the Rotherham Investment and Development Officer (RiDO), who can provide businesses with advice, property searches and marketing, and recruitment and training advice, as well as offering office space on a monthly licence to startups.

The overall objectives of the Growth Plan are to:

- Seek to deliver 10,000 net new jobs in the private sector over the next 10 years, from the current figure of 92,900.
- Seek to create 750 additional new businesses over the next 5 years by targeting those sectors with the greatest potential.
- Seek to increase GVA through starting, growing, and attracting businesses.

Three themes in the Growth Plan have a particular relevance for Wentworth Woodhouse, both for the organisation itself and for developing commercial/office or retail units as a potential income stream as well as formal learning programmes during capital works.

Growing existing and developing new business

The RMBC aims to encourage an increase in start-up rates and in levels of innovation across the borough, stimulating investment and employment. There is a notable enterprise gap, and to address this the Council, through RiDO, has established four Business Incubation Centres across the region providing support for start-ups and SMEs. Partnerships have been established with colleges, schools and youth enterprise services to encourage skill development. Incubator units or small offices at Wentworth could help serve this need.

The Council will also seek to support any business with growth potential, and see Advanced Manufacturing, Business Process Services and Logistics as particular areas of strength.

Skills for employment and progression

Rotherham needs to continue its shift from traditional manufacturing to high-tech industries and a service-based economy, which requires a well-educated local workforce. The number of people qualified to Level 4 and above needs to increase in order to meet this demand.

Rotherham College will shortly be launching a higher education campus in the town centre, increasing higher skill levels and opportunities. The Council is also keen to develop and support apprenticeship and target learning programmes and in increasing employment among young people. There are potential partnership opportunities for Wentworth Woodhouse.

⁴⁶ Rotherham Economic Growth Plan 2015-2025, pg. 21

Employment land and business premises

Rotherham requires a sufficient stock of industrial land, units and office space of the right quality to attract investment into the borough. In particular, the Council requires major developments sites - over 20+ hectares - to deliver the job growth targets. At present, there is a c. 10.9% vacancy rate that is being addressed.⁴⁶

Although the Growth Plan theme focuses on large-scale schemes, there is a role for new business premises for SMEs and start-ups that the Council wishes to support. The RiDO team reports that over half of enquiries about business rentals are for units less than 1000 sqm in size. There is an additional ambition for business in the area to be serviced by fast and reliable broadband.

3.5.6 Local Enterprise Partnership

The Sheffield City Region LEP was established in 2010 in order to provide the strategic direction for Sheffield City Region (SCR), which is composed of nine local authorities: Barnsley, Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales, Doncaster, North East Derbyshire, Rotherham and Sheffield. The LEP has produced and takes ownership of the region's *Strategic Economic Plan (SEP)*, setting out the blueprint for local economic growth.⁴⁷

This ambitious plan aims to put local stakeholders in both the private and public sectors in control of the area's future. Increased productivity will enable export-led, sustainable growth, based upon the existing strengths of the LEP - manufacturing,

⁴⁷ Sheffield City Region LEP *Strategic Economic Plan: A focused 10 year plan for private sector growth 2015 - 2025* (2014)

advanced engineering, a growing CDI sector (Creative and Digital Industries), the service sector and SMEs. The region also benefits from 2 universities, a significant capacity for the development of new and existing employment land, an established tourism offer and the introduction of high-speed rail.

The SEP has set the following 10-year targets to address the current enterprise deficit:

1. The creation of 70,000 new jobs (30,000 of which are to be in highly skilled occupations)
2. Increase GVA across the region by 10%
3. Create 6,000 additional businesses beyond the baseline growth rates

These targets will be achieved through the creation of a stronger, larger private sector, encouraged through the creation of more start-ups, help in growing indigenous firms and attracting new firms. Sectors such as business and professional services, advanced manufacturing, healthcare technologies, CDI and low carbon are particularly important to the local economy.

Through the development of 'Growth Hubs', such as RiDO, the SCR will provide first class business support services, offering products and services in finance, exports and international trade skills, innovation and new product development and start-up support. This support network and mentoring will, in particular, assist SMEs in the region to grow. This is linked with the ambition to create an average of 600 new business a year over the next 10 years, which will see targeted advanced support packages

⁴⁸ Sheffield Culture Consortium *A Culture Plan for the Sheffield Culture Consortium 2017 – 2022* (2016); Barnsley Metropolitan Borough Council *Visitor Economy Strategy for Barnsley 2017 – 2020* (2017)

given to a number of high impact start-ups, and encouraging flexible leases, affordable rents and rates and working with universities and FE colleges to continue encouraging small businesses, especially in the CDI sector.

The regional support for new and small business growth can provide an opportunity for Wentworth Woodhouse in offering small business units as a potential income stream.

3.5.7 Adjacent Authorities

The neighbouring authorities of Sheffield and Barnsley will contribute to the success of Wentworth Woodhouse, and in turn, will benefit from the increased tourism and cultural offer in the region that the regeneration of Wentworth will bring. The WWPT is already engaging with the regional LEP, is working with Barnsley in the Great Places scheme and contributes to the Elsecar Heritage Action Zone (below, Section 3.6.4 and 3.6.5). The Sheffield Culture Consortium 'Cultural Plan 2017 – 2022' and the Barnsley Council 'Visitor Economy Strategy for Barnsley 2017 – 2020' both stress the opportunities for investment in culture and partnership working in improving the region's cultural offer, wellbeing and tourism economy.⁴⁸ Continued relationship building and joint programming with both neighbouring authorities will increase the sustainability of the Wentworth offer, and expand influence beyond the local community.

3.5.8 National policy

The primary historic environment legislation, policy and guidance against which development would be considered include:

- Planning (Listed Building and Conservation Areas) Act 1990;
- National Planning Policy Framework (NPPF) (2018);
- Managing Significance in Decision Taking in the Historic Environment: Good Practice Advice in Planning Note 2 (Historic England 2015);
- The Setting of Heritage Assets: Historic Environment Good Practice Advice in Planning Note 3 (Second Edition) (Historic England 2015); and
- Conservation Principles, Policy and Guidance (Historic England 2008);

There is a large suite of guidance papers published by Historic England on a wide variety of topics that will be of use when considering change to Wentworth Woodhouse, on subjects such as energy efficiency, lead roofs, external lighting and repointing. These documents should be referenced in any revised Conservation Management and Landscape Management Plans.

Planning (Listed Building and Conservation Areas) Act 1990

Statutory protection for built heritage is principally provided by the Planning (Listed Building and Conservation Areas) Act 1990. In considering whether to grant planning permission for development that affects a Listed Building or its setting, Sections 16 and 66 of the Act requires local authorities to have special regard to the desirability of preserving the Listed Building or its setting or any features of special architectural or historic interest that it possesses.

National Planning Policy Framework (NPPF) (2018)

The NPPF sets out the Government's planning policies for England and how these are expected to be applied. At the heart of the National Planning Policy Framework is a presumption in favour of sustainable development (para. 7). There are three dimensions to sustainable development: economic, social and environmental. The purpose of the planning system is to encourage sustainable development that makes a positive contribution to the quality of the built, natural and historic environment, and contributes to the overall quality of people's lives. To this end, economic, social and environmental gains should be sought jointly and simultaneously through the planning system (para. 8).

Section 12 addresses the importance of good design of new structures and features in relations to the pre-existing environment. Paragraph 127 requires the local authority to ensure that proposals are 'sympathetic to local character and history, including the surrounding built environment and landscape setting, while not preventing or discouraging appropriate innovation or change.'

Section 16: Conserving and enhancing the historic environment sets out the framework for local planning authorities to make informed decisions on developments that affect heritage assets. Paragraphs 185 - 200 set out the information requirements and policy principles in relation to heritage assets.

Paragraph 189 requires an applicant to 'describe the significance of any heritage assets affected, including any contribution made by their setting. The level of detail should be proportionate to the

assets' importance and no more than is sufficient to understand the potential impact of the proposal on their significance'.

Paragraph 185 states that *'plans should set out a positive strategy for the conservation and enjoyment of the historic environment, including heritage assets most at risk through neglect, decay or other threats. This strategy should take into account: a) the desirability of sustaining and enhancing the significance of heritage assets, and putting them to viable uses consistent with their conservation; b) the wider social, cultural, economic and environmental benefits that conservation of the historic environment can bring; c) the desirability of new development making a positive contribution to local character and distinctiveness; and d) opportunities to draw on the contribution made by the historic environment to the character of a place'.*

Further to this, Paragraph 200 encourages opportunities for new development within Conservation Areas, or the setting of heritage assets, which could *'enhance or better reveal their significance'*, and *'proposals that preserve those elements of the setting that make a positive contribution to the asset (or which better reveal its significance) should be treated favourably'*.

Paragraph 193 states that *'when considering the impact of a proposed development on the significance of a designated heritage asset, great weight should be given to the asset's conservation (and the more important the asset, the greater the weight should be). This is irrespective of whether any potential harm amounts to substantial harm, total loss or less than substantial harm to its significance.'* Any harm to an asset's

significance and setting requires clear and convincing justification and must be weighed against the public benefits resulting from the proposal.

3.6 Cultural, Tourism and Heritage context

3.6.1 Domestic tourism in Yorkshire

Visit England is the organisation responsible for monitoring tourism and tourist visiting within England and Great Britain. They produce reports on a variety of different types of tourism and keep a list of the most visited tourist attractions.

A lot of their figures are amalgamated into national tourism figures, with regional figures usually being disseminated by the local Destination Management Organisations or local authorities. Visit England do also produce regional reports, but this is not always annually. The most recent regional report into domestic tourism was released in 2015 - *"Yorkshire and the Humber Domestic tourism (2015)"*.

According to this report, in 2015, one in ten overnight visits and day trips were to the Yorkshire and Humber region.⁴⁹ This equated to 11.3 million overnight visits and 112 million day trips.

Of these, the average number of overnight visits in South Yorkshire was 1,912,000⁵⁰. For Rotherham, this was just 219,000 overnight visits.

⁴⁹ *Yorkshire and the Humber Domestic tourism (2015)*, p.1.

⁵⁰ *Ibid*, p. 7 - 3 year average trips and holidays to South Yorkshire for 2013-15.

The average spend per night of visitors staying overnight in the region was approximately £71, but visitors are likely to spend less time on holiday in the region than the UK average, meaning their average spend per trip is £214.⁵¹

When visiting the region, domestic tourists are most likely to do the following activities⁵²:

Outdoor activities (including long walks)	46%
Outdoor activities (excluding long walks)	38%
Visitor Attractions	32%
History and Heritage	28%
Visit Beaches	20%

Overall, overnight domestic tourism in the South Yorkshire region brought in £284m in visitor spend, with £30m of that going to Rotherham, for both short trips and holidays.

3.6.2 International tourism to Yorkshire

Visit England also records inbound tourism from countries outside the UK. According to the latest data, 1.36m visits were made to Yorkshire in 2016⁵³, which was a 5.59% increase from the previous year.

The average length of a visit by inbound visitors was 8.42 days, an increase of over 4% from the previous year. The average spend per visit, however, decreased by 5.38% to £378.

⁵¹ Ibid, p. 3

⁵² Ibid, p.5

Seasonality of visits was as expected, with more people visiting between April and September (61.48%).

The majority of international tourists to the region were visiting friends and family (42.66%), with almost a quarter visiting for a holiday (24.26%).

3.6.3 'Welcome to Yorkshire' - Destination Management Organisation

Welcome to Yorkshire is the Destination Management Organisation for the Yorkshire region. They work to promote the region nationally and internationally to tourists, and to inspire them during their visit to the region.

According to their website, Welcome to Yorkshire suggest the following key statistics about tourism in the region:

- Tourism is worth £8 billion to the Yorkshire economy
- Tourism day visitors have increased by 8% to the region
- £1.67 billion was spent in the region by overnight domestic visitors

3.6.4 Elsecar Heritage Action Zone

Elsecar is a village within the Earl Fitzwilliam estates. It was previously a hub within the region for iron and coal. Now the mining and workshops have gone, the village has rebranded itself as a place of fascinating heritage alongside contemporary shopping. The many upstanding listed building contribute

⁵³ Source: <https://www.visitbritain.org/nation-region-county-data>

significantly to the character of Elsecar, which sits just over one mile from Wentworth Village.

The village boasts a Heritage Centre, a private hire venue (The Ironworks), shopping and crafts workshops, a heritage railway, and the Newcomen Beam Engine. The website for the site is available here: <http://www.elsecar-heritage.com/>

The Heritage Centre is maintained and operated by the Barnsley Museums Service, their Annual Review is available here: <http://www.elsecar-heritage.com/content/downloads/Barnsley-Arts-and-Museums-Annual-Review-15-16-41719234.pdf>

Heritage Action Zone

Elsecar Village was made a Heritage Action Zone (“HAZ”) by Historic England in March 2017.⁵⁴ This three-year partnership between Barnsley Museums and Historic England aims to boost the local economy of the Action Zones through their heritage. Other HAZ's include Sunderland, Hull Old Town, Nottingham and Weston Super Mare.⁵⁵

As part of the project, Historic England will provide services such as research, funding, advice on planning policy and help in engaging local communities.

Specifically, at Elsecar, the HAZ aims to:

- Improve understanding of the village's heritage, which is largely hidden, extending the visitor experience to include important archaeological sites.
- Bring historic buildings back into use, providing offices and retail units.
- Identify suitable sites for new housing.
- Encourage local people and community groups to get involved in the village's development - to help them forge new skills, provide rewarding experiences and raise awareness and pride in Elsecar's heritage.⁵⁶

According to the Elsecar Heritage Centre: “Over the next three years the HAZ will be working with the local community to research, uncover and celebrate the incredible, but often hidden, history and archaeology of the village. The project will also help to realise the village's potential as part of the region's growing visitor and tourism economy through enabling the conservation and re-use of historic buildings and guiding plans for future development.”⁵⁷

Visitor Figures

According to a “DRAFT Visitor Economy Strategy for Barnsley 2017-2020” on the Barnsley council website, the heritage attractions in Elsecar are very popular. The report lists the annual visitor figure in 2016/17 to the Elsecar Heritage Centre as 449,802 (although this does represent a 3% reduction from 2015/16); and annual visitors to the heritage railway as 15,000⁵⁸.

⁵⁴ <https://historicengland.org.uk/services-skills/heritage-action-zones/breathe-new-life-into-old-places-through-heritage-action-zones/>

⁵⁵ <https://historicengland.org.uk/services-skills/heritage-action-zones/>

⁵⁶ <https://historicengland.org.uk/services-skills/heritage-action-zones/elsecar/>

⁵⁷ <http://www.elsecar-heritage.com/heritage-action-zone->

⁵⁸ <http://barnsleymbc.moderngov.co.uk/documents/s25161/Item%204b.pdf>, p.8.

According to the same draft report, “Cannon Hall and Elsecar, in particular, attract people from across the North of England; whereas Worsbrough Mill has a predominately local audience. Visitors tend to be in the 55 plus age range, with Experience Barnsley and Elsecar attracting a younger age group. The biggest motivator for visitors is to spend time with family and friends.”⁵⁹

Elsecar Masterplan

The Barnsley Museums Service annual report mentioned that a Masterplan for Elsecar is to be launched ‘soon’⁶⁰. But this was in 2015/16. A quick google search does not reveal that the Masterplan has been published or released. Obtaining a copy of this Masterplan, if available, would be advantageous.

3.6.5 Great Place Scheme

The Great Place Scheme is an initiative designed by the Heritage Lottery Fund, Arts Council England, and Historic England to encourage communities and heritage to work together, putting heritage at the heart of the community. The scheme is in its pilot phase, with 16 places receiving funding in England. The scheme is now being rolled out across Wales, Scotland and Northern Ireland⁶¹.

Of the 16 places successful in receiving funding towards these aims, Rotherham and Barnsley put into a joint bid and successfully secured £1,264,000.⁶²:

⁵⁹ Ibid, p.11

⁶⁰ <http://www.elsecar-heritage.com/content/downloads/Barnsley-Arts-and-Museums-Annual-Review-15-16-41719234.pdf>, p.34

“The Boroughs of Barnsley and Rotherham are among the most deprived in England but have the potential to become major visitor destinations and create economic growth and prosperity. This is thanks to some immensely important heritage in the villages of Elsecar and Wentworth and the National Lottery-funded Cooper Gallery in Barnsley and Clifton Park in Rotherham. Funding will allow the boroughs to work with deprived communities who were hit hard by the decline in traditional industries, increasing engagement culture, tackling social issues and using heritage stories to reignite a sense of local pride and ambition.”⁶³

The main focus of the project is to inspire and encourage young people in the communities. The projects run as part of this scheme will aim to tackle some of the biggest issues facing young people in the boroughs: education, health, and wellbeing.

The programme is still in its infancy, but one of the major events organised as part of this was the arrival of the ‘Man Engine’ display at Wentworth Woodhouse on 23rd June 2018.

3.6.6 Rotherham cultural and tourism objectives

Cultural Plan

Culture in Rotherham has been an area of development for the Borough Council for some time. The council is in the process of

⁶¹ <https://www.greatplacescheme.org.uk/>

⁶² <https://www.greatplacescheme.org.uk/england>

⁶³ <https://www.greatplacescheme.org.uk/england>

developing a 'Cultural Plan' that will specifically consider how the cultural and heritage assets of Rotherham can be developed and supported by the local authority. The geographical regions covered by this plan will be:

- 1) Wentworth Woodhouse;
- 2) Rotherham Valley Country Park and Gullivers Theme Park;
and
- 3) Rotherham Town Centre.

At the time of writing, a cultural strategy has been developed by Rotherham Metropolitan Borough Council, but it is not anticipated to be completed until October 2018.

Children and Young People

The Council also plans to become an exemplary national local authority in its provision for Children and Young People.

Throughout all of the activities of the Council, they want to ensure that children and young people are cared for and nurtured to be the very best they can be. This aspiration is in its infancy at the time of writing, but consultation with Council staff have confirmed that it is likely to increase in importance in the coming years.

Destination Management Plan

At the time of writing, a brief has been written for a Rotherham Destination Management Plan, however, this is not anticipated to be completed until after December 2018.

SECTION FOUR: MARKET APPRAISAL AND CONSULTATION

Summary

The research undertaken to create the market appraisal within the Masterplan has included both desk-based research and primary consultation with comparator organisations and stakeholders.

This research has created an evidence base from which the gaps in the market have been identified. By learning from comparator organisations, the expectations of stakeholders, and the activities of comparator sites, the proposed vision for Wentworth Woodhouse is grounded in evidence and is proactive regarding potential challenges.

Central to this project has been the involvement of the immediate and wider community. Wentworth, Rotherham and South Yorkshire have always been viewed as the primary geographic audiences for the site. Building community support and pride for the redevelopment project is an integral first step to promoting Wentworth Woodhouse as one of the most significant houses in the country. If it does not have the support of the local community, this will hamper its success as a national attraction.

From the desk-based research and the site visits several key learning outcomes became apparent that have directly informed the Masterplan and overall vision for Wentworth Woodhouse.

Interpretation and the visitor experience

The visitor experience and the stories told through interpretation, whether verbal or visual, is extremely important. Comparator site visits showed that there was a significant gap in the market in the communication of personal stories and histories that Wentworth could fill in innovative and contemporary ways. The Project Team became more convinced through their site visits that a visit to Wentworth Woodhouse should be inspiring. Whether this was through immersive digital displays, or engaging stories of the real people who served the site, making the interpretation relevant and authentic for everyday people was essential.

Income

Successful comparators had implemented mixed-use income streams that were continuously reviewed and refreshed. Residential units were not a popular income stream. Although many of the larger, privately owned estates rented out cottages, very few had residential units within the main house. A more popular and successful option was holiday lets within the historic properties.

Potential market saturation

There are many popular and successful historic houses in the region. While many of these are significantly smaller than Wentworth Woodhouse, both in physical scale and potential audience reach, the visitor profiles for these houses could be similar. The WWPT will need to develop a visitor experience that stands apart from the other historic houses.

Strong brand identity

Organisations in the region that achieve high visitor numbers have a very strong brand identity. They also strategically market other income streams using the same brand identity.

Range of visitor 'access points'

Popular attractions in the region allow visitors to engage with their property in a variety of ways. For example, some visitors simply want to use the cafe as a meeting spot, whilst others want to walk their dog and explore the grounds. Offering a variety of 'access' points makes the property appealing to a wider audience, thereby increasing its profitability.

Partnership

Regional partnership and co-marketing will be integral to the success of the Wentworth Woodhouse Masterplan. Properties that are successful in the region often partner with tourism agencies and co-market with local attractions. The Yorkshire Sculpture Park and Hepworth Wakefield provide ideal partnership opportunities for co-promotion with other major cultural organisations in the region. Partnerships should also be formed with the Rotherham Museums service, to co-promote local organisations, as well as regional or national partners.

Audience Research

Potential audiences were identified using the Audience Agency's Audience Profile Report. This report outlines the different potential audiences immediately surrounding Wentworth Woodhouse and within a 60-minute drive from the property. Each audience has been 'segmented' into a defined 'pen portrait'. These audience segments help to describe the motivations, interests, and feelings towards heritage and culture

of the residents within the immediate vicinity of Wentworth Woodhouse.

As part of the report, it outlines how many people have visited a heritage property in the last 12 months. This segment could be 'low hanging fruit' for the project. They are the most likely to visit Wentworth Woodhouse, with less marketing investment, as they are already interested in historic or heritage properties.

However, these audiences are not the audiences of tomorrow, and they are not the typical audience in the surrounding area. In order for the project to be a success, it needs to engage audiences from a much broader demographic and bring hard to reach communities onboard.

Embracing the needs of these audiences early on is integral to success. Considering them in the creation of activities, interpretation, events, pricing, access requirements and transport will all have a direct impact on the delivery of the Masterplan. By being as accessible as possible Wentworth Woodhouse will be more financially sustainable. More detailed audience analysis will be required as individual work packages are better understood and advanced.

The project will be a catalyst for change for Rotherham and the region, which is a key strategic priority for the Trust.

Consultation

Support for the regeneration of Wentworth Woodhouse runs strong throughout the community and region. Uptake to consultation has been impressive. An online survey promoted on the Rotherham Metropolitan Borough Council and Wentworth

Woodhouse websites and social media platform generated over 900 responses.

The online survey explored what facilities and activities visitors would like to see at Wentworth Woodhouse. The most popular facilities include a café, the landscape, a gift shop, a restaurant and an events / wedding venue.

Respondents were also keen to express their positivity for the project, wishing the Trustees well in their activities, but stressing that community involvement was critical to success.

There are numerous positive impacts associated with the regeneration of Wentworth Woodhouse. These include positive change to the heritage, access to the site, economic growth, the increase of employment and training opportunities, and social, environmental and community changes.

4.1 Audiences

4.1.1 Current Audiences

Under the operations of the Wentworth Woodhouse Preservation Trust, the Mansion House has been open to the public for guided tours since April 2017. The Trust does not currently collect demographic or audience information from their visitors, although they do ask for feedback and comments on the tours.

General Public Survey Data

To establish what the current audience demographic may be, as part of the masterplanning process, we created a general public survey which ran during February - April 2017 (for a full analysis of

the survey, see Section 4.3.3 below). From the over 900 people responding, current audiences at Wentworth Woodhouse are likely to be:

- Female
- Aged between 41 -70
- Have visited Wentworth Woodhouse once or twice within the last 6 months to 2 years
- Visited with their partner, family or friends.

Due to the WWPT's partnership with the National Trust, National Trust members are able to visit the Wentworth Woodhouse with a 50% price reduction on tours as part of their National Trust membership. This was launched in 2017 and has proven very successful, with c. 50% of tour visitors holding National Trust memberships. Wentworth Woodhouse is clearly of interest to NT Members, and if possible, this partnership should be further developed.

The map below shows the distribution of UK based survey respondents from the general public survey. Although the majority of respondents are local, there is a national interest in the site.



4.1.2 Potential Audiences

To understand potential users for Wentworth Woodhouse, it is necessary to have an in-depth understanding of the visitor profiles for the catchment area, including their participation in sporting and cultural activities. In this instance, the national dataset compiled by the Audience Agency - called Audience Spectrum - has provided a baseline of information on which to base projections.

Audience Spectrum is a national population profiling tool developed by the Audience Agency (www.theaudienceagency.org), on behalf of Arts Council England. It identifies the differences between attendance, participation and engagement as well as behaviours, attitudes and preferences at arts, museums and heritage organisations in locations across England. It is designed to be relevant to organisations of different sizes across the cultural sector and allows users to target and profile audiences at postcode level.

Why use segmentation

According to the Audience Agency, "Segmentation is a useful technique to help organisations manage a range of relationships, and forms a cornerstone of a healthy audience development plan. It is worth taking some time and effort to get this right. Segmentation is simply the process of dividing and organising the population into meaningful and manageable groups –or segments – so that you can tailor your cultural offer and communications to the preferences of each group."

A segment is not the same as a target audience, which is a group within the general population we might choose to try and work with through targeted events. Audience profiling by visitor characteristic tells us about trends across a broad population rather than the needs and wants of a specific target group. This process of segmentation is a vital step in identifying, developing and managing audiences. It enables the development of events that are compelling and resonant with target groups and gives greater insight into how those people think and behave regarding heritage and culture. Using segmentation helps to inform marketing and communication effectively and provides a firm basis for audience understanding and growth.

Audience Spectrum uses ten 'segments' to describe audiences within a given area. Data for this research has been taken from a report generated from the Audience Agency data by Tricolor using postcodes within a 60-minute drive time from Wentworth Woodhouse, compared with the whole of England. The report enables a greater understanding of potential audiences on a local level. The visual for the area covered is as follows:



Audience Spectrum's 10 segments

Audience Spectrum uses 10 'segments' to describe audiences within a given area. The figures below are the English average:

- Metroculturals (5% of English Households)
- Commuterland Culturebuffs (11% of English Households)
- Experience Seekers (8% of English Households)
- Dormitory Dependables (15% of English Households)

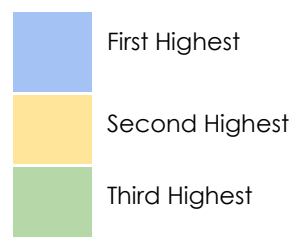
- Trips and Treats (16% of English Households)
- Home and Heritage (10% of English Households)
- Up Our Street (9% of English Households)
- Facebook Families (12% of English Households)
- Kaleidoscope Creativity (9% of English Households)
- Heydays (6% of English Households)

South Yorkshire (60-minute drivetime from S62 7TQ)

As can be seen from the table below, the three most common segments within the search area are Trips and Treats, Facebook Families, and Up our Street.

Audience Spectrum segment	60-minute drivetime from S62 7TQ	
	Count	%
Metroculturals	5,686	0%
Commuterland Culturebuffs	214,241	5%
Experience Seekers	210,203	5%
Dormitory Dependables	486,143	12%
Trips & Treats	772,251	19%
Home & Heritage	417,228	10%

Up Our Street	589,375	14%
Facebook Families	695,189	17%
Kaleidoscope Creativity	385,937	9%
Heydays	320,933	8%
Unclassified	49,859	
Adults 15+ estimate 2016	4,097,186	



Trips and Treats (19%)

This group enjoy engaging with mainstream arts and popular culture. They are usually influenced by their children, families and friends. This group have active lifestyles, and whilst they may not view arts and culture as a particular passion, they are still culturally active because they see such activities as socially important.

This segment tends to live in suburban areas and are comfortably off. They enjoy going to arts and cultural sites as a family day out or a way to meet up with friends. They particularly enjoy heritage

sites and museums, with almost half visiting one of these sites in the last 12 months. They enjoy live music, musicals, films, and street arts.

They are actively engaged in other leisure activities, such as team sports or dancing. They are also some of the keenest shoppers and enjoy doing this as part of their family time together. Trips and Treats regularly visit restaurants for meals out, with big brand and family-friendly chains being some of the most popular choices.

Reaching Trips and Treats audiences can be quite difficult. They already have active and engaged lifestyles, so encouraging them to attend a new place can prove hard. A good way to engage them is to link the heritage site with an existing interest, in a family-friendly environment. They do respond to direct marketing and advertising but require endorsement from friends and family.

They are also regular attendees of annual 'blockbuster' events, such as Christmas events, but they are less likely to visit 'risky' arts events.

In terms of pricing, whilst able to occasionally pay a premium price, they appreciate value for money experiences, and a flexible family ticket or discount. As keen shoppers, they are more likely to spend in a shop or cafe on-site if the entry cost is comparatively low. A high ticket entry will discourage this additional spending.

If Wentworth Woodhouse developed a family-friendly approach to opening, such as family tours, a children's play area, or

dressing-up events, this is exactly the type of site that Trips and Treats would want to attend. If a high-quality shop and family friendly cafe/bar was created, then this would meet all of the group's needs.

However, Yorkshire is full of excellent historic houses and castles, so a clarification of the specific USP of Wentworth Woodhouse needs to be decided, and communicated clearly, for this group to consider attending.

Facebook Families (17%)

Facebook Families are families living in suburban and semi-urban areas with high unemployment. They are often interested in going out and spending time together as a family but have very little disposable cash.

They prefer attending events that will guarantee family enjoyment and fun over being specifically cultural. They are some of the lowest attendees of cultural activities, but may occasionally visit the cinema or a pantomime. A museum visit or heritage site may be considered, but usually only if it is free.

While they do go out to visit events or free activities, Facebook Families are very likely to have at-home games consoles or spend leisure time watching television. They enjoy doing DIY and gardening to develop their houses, and many have pets that they may want to bring with them on days out.

In terms of earnings, 84% of people in this group are on a salary less than £25k, with 26% on less than £10k. They are likely on a tight budget and many of them claim multiple benefits.

Facebook Families are some of the highest users of the internet and emails and are the group most likely to use Facebook every day. Many access the internet through their mobile phones, using it to watch TV and YouTube. They also use Facebook and other online sites to see what is happening in the local area and express their interest in attending.

The best way to engage with Facebook Families is to offer them a family-friendly experience at no or very low cost. They prefer activities that are attractive to a range of ages and offer a social opportunity for adults. They will be looking for an endorsement for these types of events through television advertising as well as social media and local news outlets.

It is important to understand that, even if Wentworth Woodhouse put on exactly the type of events that would interest Facebook Families, this group may require public transport to attend an event. This might be a significant barrier for Wentworth Woodhouse depending on the transport links to the Mansion House from Rotherham and the surrounding area.

Up Our Street (14%)

Up Our Street are a group that have comfortable lives, living in or just outside small cities or towns, usually in the North and Midlands. They don't engage regularly in arts or cultural activities but may be tempted by the right type of event.

They particularly like attending live music events, usually rock or pop music, although they do have quite broad tastes. They may also attend musicals, craft fairs and carnivals, showing that they also enjoy easily accessible, free, experiential events. However,

very few of these audiences are likely to visit a historic site, with low levels of National Trust or English Heritage memberships.

In terms of other leisure activities, this group enjoys spending time in their homes doing DIY and gardening. They are not particularly sporty but may do some fishing. They also enjoy going out to restaurants and pubs, bars, and social clubs.

Around 95% of Up Our Street earn less than £25k and lead a modest lifestyle with inexpensive hobbies. Most of them are homeowners, aged between 51 - 65, and are not likely to own a car. They are most likely to be singles or married couples without children living at home.

As avid readers of newspapers, Up Our Street are receptive to press advertising. They are happy using the internet but aren't as adventurous online as other groups. They struggle with too many options and are swayed by word of mouth promotions. Aiming events as family days out, with history and wildlife, may be particularly attractive for this group who may be wanting to take grandchildren out for the day. As incomes are relatively low, pricing should be appropriate and consider additional costs, such as public transport, that may be a barrier to engagement.

This group are also more likely to have a disability or illness that affects their ability to undertake daily tasks. Therefore, having clear information on accessibility will be important.

England

One of the aims of the Wentworth Woodhouse Project is for the Mansion House to be a nationally recognised House, attracting

visitors from around England. Therefore, understanding the most popular audience segments for England should also shape the types of programmes offered and the promotional channels used.

Trips and Treats (16% of English Households)

Please see the description above.

Dormitory Dependables (15% of English Households)

Dormitory Dependables are dependable, if not frequent, attendees of arts and cultural events. Most of this group live in suburban areas and enjoy attending museums, heritage sites, and galleries. They tend to be older couples with a comfortable standard of living. The highest concentration of this group live in the South East of England, but they are usually spread across the country.

This group enjoy mainstream activities, such as festivals, events, and music performances. Whilst they enjoy visiting museums, they are likely to have only gone once or twice a year. Fewer visit heritage sites but of those that do, half of them attend three or four times a year.

In terms of other leisure activities, the home is very important for Dormitory Dependables. They enjoy spending time gardening, as well as undertaking other outdoor sporting activities. They are more likely to consider themselves 'sporty' instead of 'arty' but do feel it is important to engage with cultural activities in addition to sport.

As keen users of the internet, Dormitory Dependables are frequent users of heritage and cultural organisations' websites, as

a way of finding out more information about visiting. However, they are less likely to book tickets through a website.

Having an excellent website, which is clear and helpful, is important when reaching out to this audience. They prefer music events and are excited by events linked to experiences. Therefore, having a programme of changing events and music, along with the traditional heritage offer, will be important in attracting this audience. They are more likely to respond to email and direct communications.

Home and Heritage (10% of English Households)

The Home and Heritage segment of audiences in England usually live in more rural communities and are older with more conservative tastes in cultural engagement. Many of them enjoy heritage sites in addition to arts and museums, with a high proportion of National Trust Members. They are not highly engaged audiences due to physical access issues, and the availability of transport. However, they are an excellent audience to engage in day-trip and daytime activities.

47% of these audiences have visited a heritage site between three and four times in the last 12 months, and they are also likely to visit the theatre. In terms of other leisure activity, this group enjoy spending time in their homes, with reading and gardening being popular pastimes. They are very high consumers of television, with a preference for historic dramas and nature programmes.

They have high levels of education, but as most of this group are retired, they do not have a high level of disposable income. They

also have low car usage and are unlikely to engage with an evening offer.

In terms of reaching this segment, they are very suspicious of advertising but prefer a direct and personal approach. They are also low users of the internet, so may not respond to Facebook or social media targeting, but will comfortably use email or face-to-face appeals. In terms of pricing, whilst they are not on high incomes, neither discounted entry nor premium pricing is likely to appeal to them. Offering value for money, all-in tickets, and senior memberships may be appealing to this audience.

Mosaic

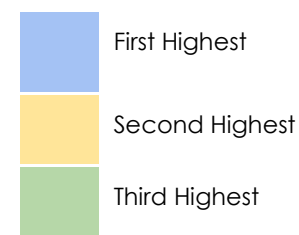
Mosaic is Experian's cross-channel consumer classification designed to help organisations understand the demographics, lifestyles, preferences and behaviours of the UK adult population in great detail. By synthesising millions of pieces of data, Mosaic has been developed to create an easy to understand segmentation that allocates 49 million individuals and 26 million households into one of 15 Groups. This knowledge of behaviours and preferences helps to inform project programming and, equally importantly, the marketing that will be used to engage the diverse audiences for the project.

South Yorkshire (60-minute drivetime from S62 7TQ)

The report from the Audience Agency revealed that the top three Mosaic profiles within the search area were Family Basics, Aspiring Homemakers, and Transient Renters.

Mosaic group	60-minute drivetime from S62 7TQ		England	
	Count	%	Count	%
A City Prosperity	5,679	0%	2,114,882	5%
B Prestige Positions	183,673	5%	3,284,577	7%
C Country Living	96,593	2%	2,760,609	6%
D Rural Reality	154,862	4%	2,482,802	6%
E Senior Security	383,034	9%	3,803,963	9%
F Suburban Stability	325,984	8%	2,740,692	6%
G Domestic Success	258,566	6%	3,834,270	9%
H Aspiring Homemakers	468,009	12%	4,251,592	10%
I Family Basics	468,431	12%	3,457,895	8%
J Transient Renters	429,568	11%	2,701,859	6%
K Municipal Challenge	237,924	6%	2,396,941	5%
L Vintage Value	350,326	9%	2,584,823	6%

M Modest Traditions	313,118	8%	1,887,614	4%
N Urban Cohesion	187,064	5%	2,686,437	6%
O Rental Hubs	206,644	5%	3,392,123	8%
U Unclassified	60,727		650,106	
Adults 15+ estimate 2015	4,069,475		44,381,079	



Family Basics

Families with limited resources who have to budget to make ends meet.

Family Basics are families with children who have limited budgets and can struggle to make ends meet. Their homes are low cost and are often found in areas with fewer employment options. People within this group exhibit a range of financial security, from those who are able to rent from social landlords and are stable families, through to those who own a basic home, but are struggling to meet childcare costs.

Aspiring Homemakers

Younger households settling down in housing priced within their means.

This group usually own their homes in private suburbs, which they have chosen to fit their budget. Aspiring Homemakers are typically younger families, couples who are yet to have children, and singles in their 20s and 30s. The starter salaries they earn mean that most can manage their household budgets, but outgoings can be high.

Transient Renters

Single people privately renting low-cost homes for the short term.

Transient Renters are single people who pay modest rents for low-cost homes. Mainly younger people, they are highly transient, often living in a property for only a short length of time before moving on. This group range in age from those who are nearing middle age and renting on a short-term basis before buying, or those who are house sharing or renting a room.

England

Aspiring Homemakers

Please see description above.

Domestic Success

Thriving families who are busy bringing up children and following careers.

They are usually high-earning families that live in upmarket homes in popular neighbourhoods. Their affluent lifestyles are busy and often revolve around their children and successful careers. Individuals in these groups tend to have professional roles or higher managerial responsibilities.

Senior Security

Elderly people with assets who are enjoying a comfortable retirement.

They are usually elderly couples or singles that live independently in their own homes. They have a comfortable level of financial security and include those who have stayed in the family home after their children have left. It also includes people who have chosen to downsize in order to live in communities with others of a similar age and lifestyle.

Leisure, Arts and Cultural Attendance

Arts Attendance

Understanding the leisure and entertainment habits of potential audiences both within the search area and nationally should help shape targeted programming. There may be opportunities to adapt leisure activities into events that can be hosted by Wentworth Woodhouse. The benefit of doing this is in piquing the interest of non-attenders through something that does interest them, in order to add them to direct marketing and promotions.

The report ordered from the Arts Agency, included below, shows the percentage of attendance at certain types of events by those living in the search area and within England.

Attended in past 12 months	60-minute drivetime from S62 7TQ		England	
	Count	%	Count	%
Art galleries	979,132	24%	12,559,395	28%
Art gallery once a month or more	27,706	1%	541,904	1%
Ballet	332,792	8%	4,749,928	11%
Classical concerts	469,540	11%	6,583,894	15%
Contemporary dance	266,389	6%	3,740,918	8%
Jazz concerts	254,588	6%	4,409,312	10%
Opera	321,797	8%	4,202,763	9%
Plays	1,242,920	30%	15,083,207	33%
Popular/rock concert	1,571,317	38%	17,389,640	39%
Theatre	1,553,533	38%	18,995,067	42%
Theatre once a month or more	76,999	2%	1,162,513	3%

As can be seen from this table, in the South Yorkshire area pop/rock performances and the theatre were the most attended arts or cultural events over a 12 month period. Shortly behind this are plays, which are also extremely popular in the region.

However, all of these 'top 3' activities have significantly less attendance than the national average. Indeed, attendance percentages across all of the categories are less than or equal to the national average. This shows that arts engagement across the region is lower than the national average. This may make engaging local audiences in programming more difficult than engaging national audiences.

Museum and Heritage Attendance

Visited in past 12 months	60-minute drivetime from S62 7TQ		England	
	Count	%	Count	%
Museums	1,046,004	25%	13,237,133	29%
Archaeological sites	205,750	5%	2,991,258	7%
Stately homes/castles	780,045	19%	9,713,743	22%
Adults 15+ estimate 2015	4,130,202		45,031,185	

In a similar pattern to arts attendance, heritage and museum attendance percentages are also lower than the national averages. Heritage sites sit comfortably in the middle between museum attendance and archaeological sites in the South Yorkshire region, as they do with national audiences.

This is where partnerships with local museums and other stately homes will be useful. Co-marketing with local museums can help increase the visibility of, and attendance at, Wentworth Woodhouse from those visitors who are attending museums. This will also help develop a cultural and heritage 'scene' in the area, encouraging engagement in these organisations more generally, helping all of the organisations in the area to build a market for high-quality, family-friendly, heritage experiences together.

Leisure Attendance (Cinema Visits)

Cinema visits	60-minute drivetime from S62 7TQ		England	
	Count	%	Count	%
Ever go to the cinema	3,110,331	75%	35,283,264	78%
Go every two or three months	549,255	13%	6,560,611	15%
Go once or more a month	626,727	15%	7,235,776	16%
Never go	1,006,493	24%	9,684,482	22%

The Audience Agency report shows that 75% of people in the region attended the cinema and that 15% of these people go once or more a month. However, cinema attendance, on the whole, is also lower than the national average. This indicates that paid leisure activities may not be as frequently attended in the region as they are nationally. There is, therefore, an argument for providing free or subsidised activities or access for local people.

Summary

One difficulty that may face Wentworth Woodhouse in the future is that the Yorkshire region has a substantial number of historic houses, castles and similar attractions. At Tricolor, we try not to use the word competition as we do not feel it reflects the collaborative approach that museums and heritage organisations need to take. However, the area is fast becoming a saturated market. The programming and events schedule for Wentworth Woodhouse must be targeted and unique in order to stand out. The vision for the property is national, therefore, the programming should also have similar ambitions.

However, what should be avoided at all costs is a place that local people and communities close to the Mansion House come to resent, or at worst, forget. Wentworth Woodhouse will be more successful if the local communities feel that they have ownership of the Mansion House and feel part of its story.

Because local audiences are less affluent than national audiences and are less frequent attendees of arts, heritage and cultural venues, a programme of free or subsidised events and activities aimed at local people may help them feel included, not excluded, from the Mansion House.

The high proportion of families in the region should also be considered when designing the visitor offer. Children will not always be able to walk silently around rooms. Therefore, engaging educational provision, a play area, and a picnic area should be considered. These sorts of provisions can make families feel more welcome and encourage repeat visits.

The results of the Audience Agency reports highlight that interpretation throughout the Mansion House should be clear, easy reading, relevant and interesting for families and local people, with another level of interpretation for those enthusiasts who would like a bit more information. This can be done through audio/app guides, touch screens, or guided tours, but the base level of interpretation should be intellectually accessible for all visitors.

4.2 Comparators

4.2.1 Case study site visits

As part of the early stages of the masterplanning process, the need to understand comparators to Wentworth Woodhouse was identified as an important step.

The WWPT and Masterplanning Team were keen to learn from the experiences of other historic houses and to see examples of best practice in action. Britain is particularly blessed with a large number of important houses that could be comparators for Wentworth Woodhouse. However, there was not the time or financial resources to visit all of them.

Therefore, from a long list of initial considerations, a RAG rating analysis (Red Amber Green) was undertaken to create a shortlist of the sites that are most relevant for the plans at Wentworth Woodhouse.

Methodology

A two-stage process of analysis was designed to create a shortlist for site visits as part of the project.

Stage 1 Analysis - Comparability

The first stage used six weighted criteria that focused on the organisations. These criteria were:

1. Profitability
2. Total Investment
3. Visitor Attraction
4. Statutory Listing
5. Historic House
6. Major mixed-use

If the properties scored between **80 - 100** in the analysis, they were automatically nominated for a site visit.

All other scores were put through a second round of analysis.

Stage 2 Analysis - Speciality Areas

The second round of analysis examined the income generating activities undertaken by the comparator. The study prioritised earned income, such as venue hire, events sales, catering and retail activities, and innovative income generation.

The remaining venues were then allocated a weighting of 5 points per income generation area.

- Scores 50+ = site visit
- Scores 20 - 50 = telephone Interview
- Scores under 20 = desktop research only

Results

From the analysis outlined above, the following properties were identified as the most appropriate for site visits:

- Alnwick Castle;
- Castle Howard;
- Harewood House;
- Blenheim Palace;
- Burghley House;
- Hampton Court Palace;
- Tyntersfield;
- Swinton Estate;
- Highclere Castle;
- Holkham Estate;
- Woburn Abbey;
- Zetland Estates (Aske Hall);
- Dartington Hall;
- Ripley Castle.

Lessons from site visits

The following 'Lessons Learnt' were shared by the Masterplanning Team during a session lead by David Trevis-Smith on 22nd February 2018.

Site & Date	Lessons
<p>Chatsworth House 10th & 11th October 2017</p>	<ul style="list-style-type: none"> • Retailing and catering – high quality and intensive. • An element to attract all family members. • Add on ticket options. • No weddings or overnight visitors in the house. • Regular programme of events and exhibitions – high quality and themed to attract different audiences. • High-quality exhibitions, both high status and popular (blockbuster) • Car-park location can disrupt views of landscape and house.
<p>Hodstock Priory 23rd November 2017</p>	<ul style="list-style-type: none"> • Single-use venue, only weddings • New build function room to avoid damage to historic property. • Self-catering accommodation created onsite. • 3 bridal rooms in the house • Rooms also suited conferences • Intensive wedding use dictates the fit-out design and causes hard-wear on the fabric • A totally operational model.

Site & Date	Lessons
Welbeck Abbey 23rd November 2017	<ul style="list-style-type: none"> • High-quality group comprising farm shop, cafe, gallery, and shop • High quality brand needs all visitor areas to be the same standard • Large-scale catering college (Artisan School) operated by the charity • Museum standard environmental control not essential to display private collections. • Good quality conversions of commercial tenanted property. • Good display of touring exhibitions • Willing to consider loans to Wentworth Woodhouse from art collection.
Dumfries House 29th November 2017	<ul style="list-style-type: none"> • Fantastic scheme achieved by private donations without limitations of public funding. • Demonstrates what can be achieved if funding can be found. • Lessons learnt that new house designs need to align with local need and expectation. • Well communicated vision essential to secure private funding. • Wedding function room is separate from the main house.
New Lanark Mill 30th November 2017	<ul style="list-style-type: none"> • Different skill set required to manage the operation after the main project • Diverse income stream self-managed - e.g. hotel, wool spinning sales, electricity generation • Sinking fund recommended for repairs and interpretation updates

	<ul style="list-style-type: none"> • Catering and retail need to be easy for visitors to find • Next generation of residents not so engaged with the purpose. • New initiatives focus on transport infrastructure - electric buggies.
Hopetoun House 30th November 2017	<ul style="list-style-type: none"> • High-quality temporary exhibitions (e.g. Christmas fayre) • Focus on corporate events rather than weddings, linked with Edinburgh • Poor road access via local village • Riding School used for conferences and events, ballroom, etc. • Stables converted to commercial lets, e.g. conservation studio • Excellent retail and a cafe • Extremely busy • Biomass.
The Engine Shed 1st December 2017	<ul style="list-style-type: none"> • Conference centre but with no car park, deliberately. • Well fitted out conference room. • Innovative interactive map using ipads • Training outreach using used shipping containers fitted-out with a training workshop.
Stirling Castle 1st December 2017	<ul style="list-style-type: none"> • Thorough recreations • Excellent reception venue • Attractive vaulted cafe though more capacity needed for peak season.

Site & Date	Lessons
Broughton Hall 12 th December 2017	<ul style="list-style-type: none"> ● Focus is entirely commercial, with 100 commercial tenants on site. ● On-site nursery supports tenant businesses ● Private funding enables quicker development ● House available for short-term rental but no other public access ● Introducing mixed-income via holiday lets and filming ● New-build cafe and meeting rooms in walled garden, primarily for tenants ● New-build Wellness Centre under construction.
Ripley Castle 12 th December 2017	<ul style="list-style-type: none"> ● Successful tea room and gardens, a local visitor destination ● Place is perceived as part of the community ● Limited car parking other than in the village – creating footfall to benefit the village ● Partnerships developed to deliver outdoor events.
Nostell Priory 19 th December 2017	<ul style="list-style-type: none"> ● Re-thinking price barrier and approach to the house from the carpark ● Temporary exhibitions in the house to encourage repeat visits ● Infrastructure stretched by increasing visitor numbers ● Function spaces under-used ● Interpretation designed to be low impact on historic house.

Aske Hall (Zetland Estate) 8th February 2018	<ul style="list-style-type: none"> ● Focus on commercial lets – fully let, with tenants travelling a distance due to the attractive location ● Recommends starting with small units and flexible spaces ● Licence to occupy more flexible than leases and attracts tenants ● Remote location would create an opportunity for a café, also creating networking space ● Interested in the loan of art to Wentworth Woodhouse to help with tax exemption ● Biomass heating saves costs but requires a ready supply of timber.
Richmond Station 8th February 2018	<ul style="list-style-type: none"> ● Imaginative reuse of historic space, including brewery ● Cinema a good local amenity ● Attracts a mix of local people
Alnwick Castle 9th February 2018	<ul style="list-style-type: none"> ● Good quality interpretation engages all ages ● Imaginative “backstairs” displays ● Good function space, including backroom facilities and bar within the same space ● Attractive gardens, mainly local visits ● Developed international visits, mainly China, Germany and Belgium ● Sudden increase in visitor numbers from connection with Harry Potter films created infrastructure challenges ● 350,000 visitors to the house, mainly international and national visitors. Local visitors go to the grounds, probably about 500,000 ● Car-parking is remote from the site, with no apparent impact on visitor numbers.

Site & Date	Lessons
Harewood House 9th February 2018	<ul style="list-style-type: none"> ● Focus on membership, giving a regular income but local families using it extensively for the playground ● Hold accreditation for government indemnity, even without any special environmental controls ● Considering holiday lets in the house, with a butler service
Blenheim Palace 13th February 2018	<ul style="list-style-type: none"> ● Annual pass scheme provides a valuable database about visitors ● Excellent IT systems ● High visitor numbers with excellent traffic management arrangements for major events - essential to plan and get right ● Multiple catering locations though still stretched at peak times ● Displays and exhibitions are best when a coordinated theme ● Engaging multi-media experience on the history of the palace.
Castle Howard 14th February 2018	<ul style="list-style-type: none"> ● Need to consider accessibility at the start of the design process ● Increase in visitor numbers through connection with Brideshead Revisited ● Good use of fire-damaged parts of the house for exhibition displays ● Main income generation: campsite and coffee shop. Looking to extend the caravan site ● Heat from the lake heat source and biomass ● Boat-house café benefits from being next to the adventure playground.

Auckland Castle (Auckland Project) 15th February 2018	<ul style="list-style-type: none"> ● Created the Kynren Festival, engaging the local community ● Multiple projects, with changing vision and future plan ● Inspiring exhibition of miners' art strengthens bond with local community ● Lots of learning points about organisational planning ● Major positive impact on the town ● Strong brand image.
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4.2.2 Historic Houses in Yorkshire and North Derbyshire

Desk-based research into 45 historic houses in Yorkshire and Derbyshire was undertaken to establish the provision of historic properties within easy reach of Wentworth Woodhouse and the facilities available. These findings helped to shape the activities and recommendations suggested in the consultation and Masterplan by directing the questions outlined in the General Public Survey and shaping discussions regarding possible income generation activities at Wentworth Woodhouse.

The aim of this desk-based research was to gather a broad base of comparator examples and to examine the 'bigger picture' of heritage provision within the geographic region of Wentworth Woodhouse. This research then highlighted gaps in that provision and identified successful operation and income generation strategies.

A map showing the sites researched is included below. The orange markers represent sites in Yorkshire, the purple markers

are sites in Derbyshire, and the blue marker indicates Wentworth Woodhouse.



Entrance Fees

Of the 45 sites researched, only two were free to visit by the general public. One is Bishop's House in Sheffield, and the other is Steeton Hall Gateway. All of the other sites charge for entry or admission.

In terms of admission, many sites offer at least two levels of access, grounds only or grounds and house. Admission to the

grounds alone is usually significantly cheaper, with some being completely free.

For adult entry without Giftaid, 51% of sites charged over £10pp, whilst 40% of sites advertised adult admission of under £10pp. The remaining sites did not advertise prices on their websites.

For children, 49% of properties advertised admission as over £5, with 38% advertising admission under £5 per child. 49% advertised free entry for under 5s.

Families are an important market for historic houses, and 76% of sites advertised a family ticket for admission. Some of these are flexible, allowing for different quantities of adults/children to reflect the changing nature of families in the UK.

However, only 18% of sites offered a Season Ticket model for regular visitors, and only one site offered a 'friends of...' rate.

Season tickets may not be an appropriate model for Wentworth Woodhouse, but they may be popular with the grounds or gardens if a decision is made to charge for access.

Income Generation Facilities / Activities

Research into income generation facilities at the 45 historic houses showed that cafes and retail facilities were available at most of the venues (cafes are at 64% of the properties; retail at 69%).

These facilities not only provide additional income-generating opportunities, but they also improve the overall visitor

experience. Larger sites are also finding that having just one cafe or shop is not enough to cope with visitor demand.

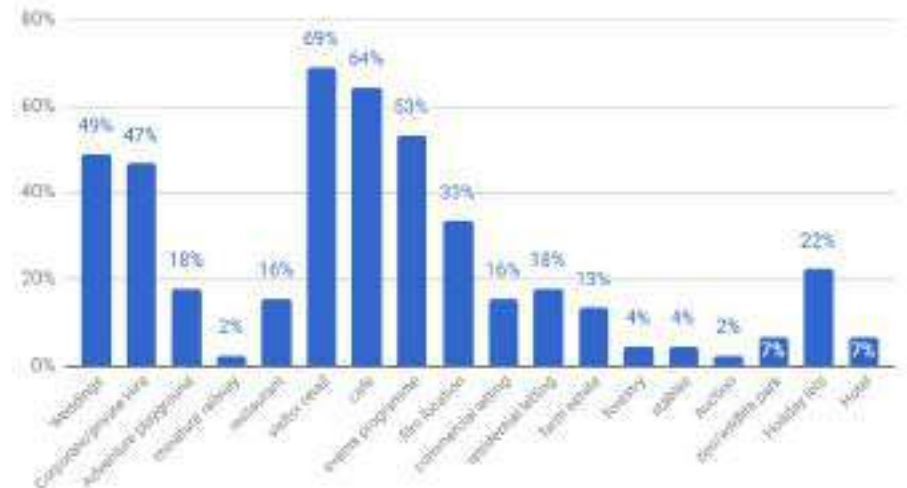
Sites like Chatsworth and the larger National Trust properties offer different levels of visitor catering, with cheaper kiosks and cafes catering to families or visitors with less disposable income, to à la carte restaurants and boutique retail for more affluent visitors. Offering a range of catering options for different budgets and visitors helps engage every type of visitor, encouraging them to spend at a level that is affordable.

The most popular income generating activities at historic houses include:

- Special events programmes (53%)
- Weddings (49%)
- Corporate / private hire (47%)
- Filming (33%)

These are standard income generation activities for historic houses, which are also represented in the 'Pillars' of the Wentworth Woodhouse business plan. However, weddings and special events will cause congestion and may put pressure on the infrastructure of the surrounding villages, so it is important to consider other activities or facilities that could supplement these larger activities on a regular or continual basis.

Income Generation in Historic Houses



An interesting opportunity for income generation may be the creation of an adventure playground for children. This could be charged in addition to a grounds ticket, or included in the price. Alternatively, a large child-friendly cafe very close to an adventure playground would be a popular income source.

Holiday lets and hotels are popular activities and would work well at Wentworth Woodhouse. This is discussed in more detail in Section 4.2.5 below.

Education Provision

Providing educational facilities and resources will be an important part of the visitor attraction at Wentworth Woodhouse. They will also be important if funding is secured through public sources such as the Heritage Lottery Fund. Creating a robust educational offer will also link with Rotherham Metropolitan Borough Council's strategic aims.

Of the 45 sites researched in Derbyshire and Yorkshire, 55% offered learning or education resources in some form. However, only 24% offered schools tours or sessions. This is most probably because school groups do not generate an income. Educational tours meet a social, not financial, need. If a historic property is in private ownership, there are fewer financial reasons to run school sessions at the property. This is not to say that all private estates exclude schools, but that the properties providing the most comprehensive educational offers are in local authority ownership or that of the National Trust or English Heritage / Historic Scotland.

4.2.3 Residential Property Research

One of the Pillars of Wentworth Woodhouse outlined in the Green Book Appraisal is the provision of luxury residential housing within the North Wing of the Mansion House, where the historic dormitories were when the House was used by the Lady Mabel College.

Baseline Research

Limited desk-based research into luxury properties of a similar size and quality to those proposed at Wentworth Woodhouse, within 20 miles of the property, was undertaken in order to establish a rudimentary understanding of the potential market.

The results of online searching carried out on 30th January 2018 produced only ten properties (seven houses and three flats) that matched most of the parameters above. One of the houses was located within Wentworth village. Of these properties:

- All were listed above £650,000
- Six of the seven houses had four bedrooms
- All of the seven houses identified were valued at over £500,000
- The three flats each had three bedrooms and ranged in price from £180,000 - £349,000

There were considerably more houses available on the site, but all of the houses with a valuation price above £650,000 were either in an urban location or were detached houses.

There were also other flats with considerably higher valuations than £349,000, but these were mainly new builds.

Fitzwilliam Wentworth Amenity Trust Residential Lettings

The Fitzwilliam Wentworth Amenity Trust are landlords and freehold owners for the majority of the historic residential properties within Wentworth village.

The Amenity Trust very generously provided the following information on their residential lettings within Wentworth.

- Properties on the Estate range from 1 to 8 bedrooms and from 350 to 5,800sq ft
- The average rent range (£pcm) is as follows:
 - 1 bed = £450-£500
 - 2 bed = £500 - £750
 - 3 Bed = £600 - £1,000
 - 4 Bed = £800 - £1,500
 - 5 Bed = £1,200 - £1,700

- The type of people that choose to rent in Wentworth are 'lifestyle choicers'. They tend to be more mature or retired, with equity or additional income from elsewhere. As the majority of the houses are let to older residents, the Trust wishes to let to families where this is possible. At present, only 20% of lettings in Estate properties are families.
- The occupancy rates for the properties are usually 95%, however, these have recently been as low as 90%. This is partly due to situations outside of the Trust's control (tenant relation breakdown, deaths, desertion etc), but the Trust often try to improve vacant properties to a high standard, so this may increase the time a property is vacant.
- Lettings are often made without carpets, curtains or white goods, but residents usually understand this, and as they are long-term commitments, are happy to pay these additional costs.
- In general, the Trust also tends to charge below the maximum rent rates in order to secure longer-term occupancy.

Wentworth Woodhouse Residential Property Valuations

During research into residential property within the Mansion House, Tricolor attempted to contact residential developers and estate agents to establish demand and valuations for the proposed properties.

However, it became clear that in order to provide this level of information, the agents and developers would require detailed

architectural drawings and specifications, which are not presently available. Should the WWPT wish to progress options surrounding this potential income stream, they would need to further develop plans with the project architects and directly commission residential valuers.

4.2.4 Commercial Property Comparators

Background desk-based research into properties advertised on commercial property sites was carried out in order to inform decisions regarding office space at Wentworth Woodhouse as part of the Masterplan.

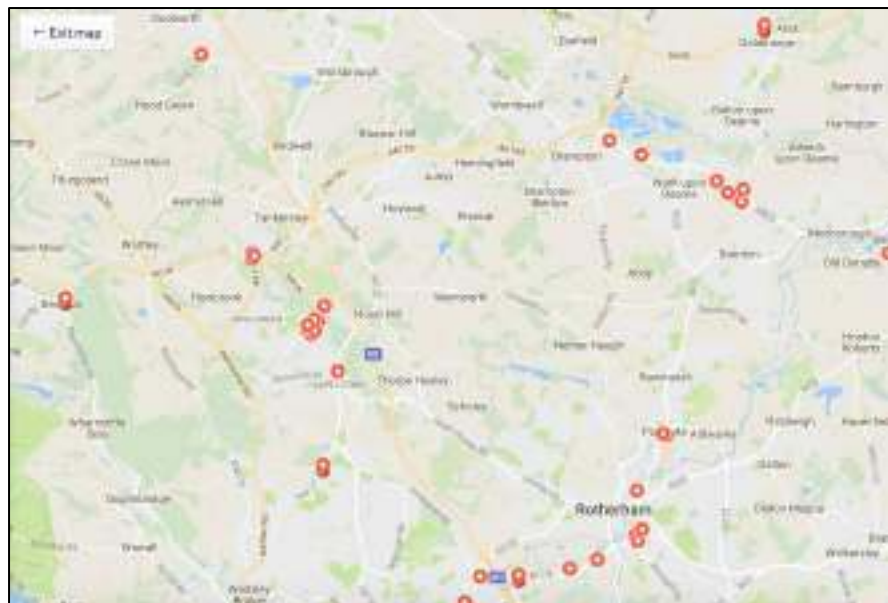
Baseline Research

The results of online searching produced the results listed in tab 2 of [this spreadsheet](#).

The results from the commercial property search were much more varied, from entire properties being available as office units, to smaller offices on larger new-build developments.

The range in prices for rentals of office space was considerable, but the average price given per square ft was between £11 - £12.50. The variety of sizes and prices offered by the commercial property searches, as well as varying management fees and access to amenities, makes it difficult to work out an average price.

One interesting finding from the commercial property search appeared on the Map view:



The map above shows the location of office units in the Rotherham / Wentworth Area (Wentworth is central in the image). It showed that there were no office units available for rental in this rural area. Instead, the units are situated along major local roads ringing Wentworth, and effort will need to be made into marketing the commercial lets at Wentworth as being exceptional to compensate for the more rural location. Other factors that should be taken into consideration regarding developing commercial office lets include:

- Provision for fibre broadband / superfast internet
- Improvement of local mobile phone reception
- On-site amenities for tenants, including shared meeting room space, safe cycle storage, showers, electric car charging points and sufficient parking
- Security and 24-hour access
- Co-location with events and activities

The average prices in the region were identified as being in the region of £120 - £130 per square metre per annum. However, many properties were let on significantly lower rates, the lowest being £57 per square metre.

Rotherham Metropolitan Borough Council - Rotherham Investment and Development Office

Rotherham Council's Investment and Development Office (RiDO) manages and lets office space in four council-owned co-working spaces to local business, as part of the Council's Economic Strategy to promote start-up enterprises.

RiDO confirmed that their commercial facilities in the borough were at a 90% occupancy rate. They also supplied a table showing all of the enquiries that have been dealt with by the regional development team from March 2017 - March 2018 in relation to requests for commercial units by size. This table is included below:

Office	All locations		
	Sq Ft	Sq M	Enquiries
0-1000 sq ft	13511.00	1446.57	20
1000-2000 sq ft	8500.00	789.65	5
2000-5000 sq ft	22000.00	2043.80	6
5000-10000 sq ft	28000.00	2601.20	3
10000-20000 sq ft	67000.00	6224.50	3
20000-50000 sq ft	0.00	0.00	0
50000-100000 sq ft	0.00	0.00	0
100000+ sq ft	200000.00	18580.00	1
Total	309011.00	21695.62	38

Information provided by Rotherham Council included a Joint Land Employment Land Review with Sheffield City Council. Within this document, the following rates from 2010 are included:⁶⁴

Location	£psf
Sheffield City Centre	£20.00
Barnsley	£15.00
Doncaster	£14.00
Rotherham	£12.50
Sheffield out-of-town	£12.50

Business Unit Demand Study

In order to further understand the potential uptake for business units in the area, a Business Unit Demand Study should be undertaken by WWPT. This in-depth analysis would help define the needs and requirements of businesses in the area when considering capital works programmes. However, as a rule of thumb, smaller units are more desirable, particularly when there is flexibility on the site to expand and contract with changing business needs. This is in alignment with the Council's objectives of encouraging SMEs and start-ups in the Rotherham area. Units might be particularly attractive to CDI businesses, especially if high-speed broadband can be provided.

4.2.5 Hotels and Holiday Let Research Baseline Research

⁶⁴ Sheffield and Rotherham Joint Employment Land Review, 2015 - table taken from 2011 Sheffield Market Activity Report, Knight Frank

One of the categories explored through the comparator research was hotel or holiday lets as an income generation strategy. Offering holiday lets, or a small hotel service, had been explored as part of the Green Book, but an analysis of how many other historic houses offer this service had not been undertaken.

From desk-based comparator research undertaken into historic houses in Yorkshire and South Derbyshire, 29% of sites researched offered self-catering holiday lets (22%) or a hotel service (7%).

Of these comparators, one venue, Hopton Hall, is exclusively a holiday let, with capacity to sleep up to 40 people if the whole venue is hired. However, the quality of these rooms is significantly lower than those envisaged at Wentworth Woodhouse.

A better example of the quality of fit-out of the holiday / short term lets is Tissington Hall's Butler's Retreat.⁶⁵ This suite is the only accommodation at the site situated within the historic house. It offers not only a suite of rooms but also a kitchenette area (although without hob or cooker) for continental breakfasts. However, the property is within walking distance of a local cafe and pub, where visitors appear to go for more substantial meals.

From the comparator site visits, four sites offered a hotel or holiday let service (Chatsworth House, Hodstock Priory, New Lanark Mill, and Broughton Hall) with another offering camping (Castle Howard), and Harewood House is considering the offer of a luxury holiday let service with a butler and other personalised services.

⁶⁵ <http://tissingtonhall.co.uk/tissington-hall-butlers-retreat.html>

National Trust

As one of the most popular providers of holiday accommodation in historic properties, the National Trust was contacted for further information on their business model.

Information provided by the National Trust showed that the majority of their bookings are for short breaks rather than holidays; accordingly, they prioritise creating offers around short-break packages.

Occupancy rates for all 4 and 5* rated properties were above 60%. For properties sleeping 2-4 people these rates are between 71% and 88%, with an average of 78%. Occupancy rates for larger properties, sleeping 10-12 people, are significantly lower (average of 66%). The principle is the larger the property, the lower the income per bed, the lower the occupancy. Whilst the property itself may generate more per let, it is not proportional.

The National Trust also has a very good repeat booking rate, with 89% of survey respondents saying they would be happy to visit again, and a running average of 63% actual repeat bookings, 25% of which are usually at the same site.

Hotels within 20 miles from Wentworth Woodhouse

Additional research into luxury 4 and 5* hotels in the area has also shown that there is a significant gap in the market in the South Yorkshire area. Within a 20 mile radius of Wentworth Woodhouse, there are only six 4 or 5* hotels that are not national chains and which offer a boutique experience. Only three of these are in South Yorkshire, with the rest in Derbyshire.

The cost of a basic double room in these hotels ranged from £90 (Whitley Hall Hotel) to £347 (Fischer's at Baslow Hall).

Event Accommodation

A good example of offering accommodation as part of a wedding package are those offered at The West Mill in Derbyshire. Currently, these rooms are only available to wedding parties, on an optional basis, and are not available for private use during the week. The accommodation has been developed as a second phase of the wedding venue project, allowing them to test if there is a market. The rooms currently have a 60% take-up rate, but West Mill anticipates this will increase over the next few years.

The accommodation comprises 8 en-suite double bedrooms, including a luxury bridal suite.

Similarly, at Eastnor Castle, in Ledbury, a number of rooms were gradually converted for accommodation as part of wedding packages. They now have 12 bedrooms available, and offer a breakfast/tea service, at c. £250 / night.

4.2.6 Weddings

E+M+C

E+M+C has been commissioned by WWPT to create an events strategy, Pillar 2 of the Wentworth Woodhouse business plan.

Wentworth Woodhouse already has an existing wedding offer and markets weddings in the Mansion House or in marquees on the grounds.

However, the intensity of weddings has caused damage to significant parts of the site's important historical features. The most striking examples of this can be seen in the Marble Saloon, where damage to the marble floor is being protected using gaffer tape. Many of the sites visited as case studies have faced similar issues, and now only offer short wine receptions and photographs in the more significant and fragile areas of their properties.

The Riding School in the Stables offers an opportunity for a wedding venue, still within an important heritage setting, but in a space that is not as vulnerable to damage.

The size of the Riding School may also make it appealing for larger celebrations, such as multi-faith weddings, which commonly have over 500 guests.

Consultation with Andrew Rose

Andrew Rose is the owner of The West Mill Wedding Venue in Derbyshire. A former mill, Andrew has turned the space into a boutique wedding venue. He offers exclusive use of the mill to couples looking to book the venue for their special day.

Lessons Learnt

In a consultation call on 27th February 2018, Andrew raised the following points that he felt should be considered by WWPT.

- Weddings bring a lot of intensive activity. Having them out of the Mansion House is a very good idea. They can always be re-introduced later.
- Weddings are also a bit all or nothing. Retailers or businesses in the Stables may not appreciate having a big

wedding on site whilst trying to use their units. This may cause tensions, or make the site less attractive to business users.

- The Camellia House is a lovely space, but it is not big enough for a full days' wedding venue, in his opinion. It might make a nice space for a ceremony, but not a reception as well.
- Accommodation could be developed as a second phase.
- Accommodation only offered to wedding parties, not during the week.
- Weddings contribute a huge amount to the local economy.
- At West Mill, they outsource catering, but only use one caterer for all bookings. The venue has a fully fitted out kitchen, which the caterer can use to store equipment. This allows the West Mill to keep catering costs down without the stress of in-house catering.

4.3 Stakeholder and public consultation

4.3.1 Consultation Plan and methodology

A Consultation Plan was created and submitted to WWPT in January 2018.

The primary purposes of the research and consultation were to:

- Inform the WWPT Mission
- Establish the main issues and opportunities in developing a sustainable mixed-use site
- Identify existing and potential audiences

- Guide approaches to interpretation

A summary of the agreed consultation methods are included in the table below:

Audience type	Consultation method
General Public	<ul style="list-style-type: none"> • Online survey
Local Communities	<ul style="list-style-type: none"> • Online survey • Hard copy survey • Open Evenings
Stakeholders (External) <ul style="list-style-type: none"> • Local Councillors • Council staff • HLF • Local educators • Wentworth Fitzwilliam Estate • Community Organisations • Local Business and Tourism organisations 	<ul style="list-style-type: none"> • One to one interviews, by telephone and face to face • Council staff open day
Stakeholders (Internal) <ul style="list-style-type: none"> • Staff and volunteers • Trustees • Masterplanning Team 	<ul style="list-style-type: none"> • Workshop sessions • Staff consultation session • Volunteer consultation session

The findings from these consultations are summarised in the sections below.

4.3.2 Key Stakeholder Consultation Summary

Stakeholder consultation was undertaken by Tricolor from January - March 2018. Consultation followed a standard set of

questions, and stakeholders were interviewed in person, over the telephone, or by email.

This document summarises the topics covered by each stakeholder during their interview, grouping responses by topic. A short analysis of the responses, and how these have been applied within the Masterplan, is included at the end of each topic.

“What’s Possible”

Question 1: In an ideal world, what would a successful regeneration project at Wentworth Woodhouse look like at the end of a 15-year Masterplan?

Many of the stakeholders consulted had a similar, long-term, vision for what a successful project at Wentworth Woodhouse would look like: that the redevelopment project should support and build the immediate community surrounding it, working in partnership for the growth of the wider Rotherham area.

The project needs to work together with immediate local stakeholders, such as the Garden Centre and Fitzwilliam Wentworth Estate and Amenity Trust. There is a real need to create a holistic offer that extends beyond Wentworth, to Elsecar and the wider Rotherham region.

Focusing back on the Mansion House itself, many of the participants felt that a successful regeneration project would save the fabric of the House, a primary aim of the WWPT, making it more accessible and open to the public. As one Trustee said, the plan needs to “create a place that is fun and that people want to visit, but also that they come away having learnt something.”

Key to many stakeholders, particularly the Trustees, was that the long-term security of the Mansion House was established through the Masterplan, rather than short-term gains. In order to achieve this, all of the stakeholders interviewed expected that it would need to be a multi-use venue.

For the local community groups consulted, access to the grounds was especially important. They want local people to feel they can still walk through the rolling countryside and escape the bustle of the towns and cities like they have done for many years before.

Staff and volunteers were keen to have a more varied and multi-generational offer as a result of the regeneration project. They wanted visitors of all ages to have an entertaining time, and to learn from their visit. Many staff wanted visitors to be able to explore more of the landscape surrounding the Mansion House. At the heart of both staff and volunteers consultations, there was a central love for Wentworth Woodhouse. Staff and volunteers want to see the future secured, and to do so in a way that is different.

Question 2: What do you see as the overall potential for the main Mansion House?

The responses to this question were very similar and fell into the following categories

- A high-quality visitor attraction that explores new techniques for interpretation and exhibition design

- A visitor experience that is educational and tells the history of the Mansion House, as well as the role it is currently playing
- The fabric of the Mansion House is preserved
- Commercial activities in the Mansion House must not be at the expense of the historic fabric.

Internal stakeholders were supportive of accommodation being within the Mansion House as a source of commercial income (primarily in the South Wing), either as short-term, holiday lets or longer tenancies. Longer term lets, however, would require careful management on behalf of the Trust, and co-occupancy and usage of the site may be an issue. This contrasted with the community groups who were not as keen on residential units being on site.

Question 3: What do you see as the overall potential for the Stable Block?

A wide variety of ideas and views were received in response to this question.

The Trustees were strongly in favour of commercial lets and business units in the Stables, but as before a mix of uses would be welcome if sustainability could be assured. Conversion of historic stables has been modelled successfully at other sites such as Broughton Hall or Zetland Estates.

In conversations with the planning department, they advised that any applications for the conversion of the Stable Block into business or office units, especially if undertaken as the first major capital project, would need to demonstrate clearly how commercial development supports the Trust's work to save the

physical infrastructure of both the Mansion House and the Stables.

Community groups consulted suggested that the Stables should actually be the main 'public' area - whether this is through events and functions, or another gallery/interpretation space.

One local resident consulted thought that this space might work better as private residential apartments, or a small leisure centre, providing a fitness suite, sports hall and swimming pool, like the neighbouring college buildings used to. They said that this was the only facility missing from the village and that it would be a good way to support the local community.

E+M+C, the Events Consultant brought in by WWPT to evaluate the viability of events at Wentworth Woodhouse, feel that the Stables needed to be the main events space at Wentworth Woodhouse (discussed below).

Question 4: How do you see Wentworth Woodhouse integrating with the activities of the Fitzwilliam Estate / Wentworth Village / Rotherham / South Yorkshire?

As highlighted above, there is a need for the project to partner and co-work with a number of local, Rotherham, and regional projects in order to achieve long-term sustainability.

When asked how this could be achieved, stakeholders responded as follows:

Local Partnerships

Working together with the Fitzwilliam Wentworth Estate and Amenity Trust to ensure a joined-up approach to the land

immediately surrounding Wentworth Woodhouse, Wentworth village, Elsecar, and further afield.

Working with Elsecar Heritage Action Zone as the Mansion House historically was very connected to the village, and further capitalising on the current Great Places Scheme and recent initiatives and research carried out at Elsecar.

Partnering with the Wentworth Garden Centre - they are interested in educational links as the family already have connections with the South Yorkshire Wildlife Trust and are an RHS Centre.

Rotherham Partnerships

Working with Rotherham Metropolitan Borough Council - through their cultural plan, Great Places Scheme, the growth in the town's economy, and supporting civic engagement in Rotherham.

In the Council Takeover Day, it was mentioned that there are no big venues in the area to host multi-faith weddings and cultural celebrations. They suggested that creating a partnership with a wedding planner that specialises in these weddings would be a good idea.

Regional Partnerships

Barnsley Council, the neighbouring authority, would be willing to consider joint applications for future heritage, well-being or community events and initiatives. Suggestions included joined up visitor trails and transport between Wentworth and Elsecar.

One stakeholder suggested partnerships with other South Yorkshire arts and cultural venues, such as the Yorkshire Sculpture Park and The Hepworth, making a 'triangle' of cultural or historic places to visit.

Question 5: What are the areas for potential income generation that you think would be popular at Wentworth Woodhouse?

Income generation options suggested by stakeholders included:

- Weddings (and Celebrations)
- Events in the Mansion House and in the grounds
- Cafe / Gift Shop
- Hotels
- Spa / Wellness Centre
- Restaurant / Bar
- Office units
- Retail units
- Residential Housing
- Art Galleries/exhibitions
- Parking
- Study days and education provision (formal or informal)

“What isn't Possible”

Question 6: What risks do you foresee with these income generation opportunities?

The biggest risks expressed by stakeholders, particularly local community groups, was that the commercial activities did not have the following effects:

1. Increasing the traffic issues already persistent within the village and wider area
2. Damaging the authenticity of a visit to the Mansion House

3. Creating an 'exclusive' environment that discouraged local access

A traffic management strategy is required in support of any planning applications for the site and should be undertaken as early as possible. Continued work with traffic management companies will also be seen as an improvement, and that the Trust is committed to solving this issue.

All of the stakeholders expressed a need to find new entrance/exits to and from the Mansion House to alleviate road pressure and ease traffic management.

Other common risks included:

The Camellia House - It needs a clear vision. One consultee expressed that it may be too small for weddings, but all others and the events consultants consider it an excellent potential wedding venue. Other stakeholders suggested alternate uses, such as an educational space or a luxury cafe venue.

Stables - A 'mixed-use' approach at the Stables is considered a reasonable approach, as long as access requirements are satisfactorily addressed. There is some concern that retail units are becoming less profitable, and there is already a strong retail offer within the village, at the Garden Centre, and at Elsecar; the offer at Wentworth must be different from what else is available locally.

Visitor Offer - The volunteers and staff are keen that the visitor offer is multi-layered and accessible for a wide variety of uses. However, concepts like art galleries, and the partnerships with the National Trust, may make the visitor offer seem less appealing

for those local communities and some audiences. This could result in a dichotomy, where visitors expecting a 'National Trust' experience are dissatisfied with a family-friendly, interactive, contemporary experience and do not return, or those from less affluent communities are excluded from access because of perceived financial and intellectual barriers.

Residential - The provision of residential accommodation at Wentworth Woodhouse has been popular with WWPT for a long time. However, as one stakeholder pointed out, residential accommodation has a significant capital investment and will be difficult to fundraise for. It will likely require a private contractor and considerable up-front investment. The impacts of Brexit on the economy and housing market is not fully known, and at this point could be a considerable risk. The same stakeholder, with a professional history in regeneration and housing, felt that before this was embarked upon, a dedicated piece of market research would need to be undertaken to establish demand for this type of housing.

Fundraising - Several of the Trustees considered fundraising to be the most significant risk to income generation and the project more widely. The capital projects will have to be phased, meaning that income streams will need to grow slowly, which may not provide the level of fundraising required to progress the project. In addition, some of the traditional methods of income generation at historic houses, such as borrowing against agricultural land, are not possible here.

Question 7: Do you have any ideas about moving visitors on and off the land?

Rotherham Metropolitan Borough Council suggested exploring Park & Ride schemes, directional signage and encouraging other means of transport (cycling and walking routes) as part of a traffic management plan.

Other suggestions from stakeholders include:

- Parking where the old college buildings are
- Widen the Doric Gate access onto the Thorpe Hesley road and make it a left turn only
- Reduce speed limits surrounding the village from 60mph to 30mph
- Introduce a footpath if possible
- Introducing a southern access - even if only a few times a year for big events - would be a huge help
- Reinstate the formal drive leading from the Mansion House to the church through the garden centre, at least visually
- Put parking outside of the village and make it all more pedestrianised
- Push congestion issues further away
- Use the landscape better, with education, trails, picnic areas
- Establish and encourage Park & Ride and Park & Walk opportunities
- Develop cross-organisational working and cut across individual interests and authorities.

Question 8: Are there any heritage organisations or sites that you think engage with people management and traffic management very well?

Some examples provided by stakeholders included:

- Biltmore, North Carolina as the best example of a privately-owned house that generates £20 million / year with 1.5 million visitors
- Hampton Court Palace and Blenheim Palace

Question 9: What do you see as being some of the barriers to the success of the Wentworth Woodhouse project?

Management and Finance

- Running out of money
- Key people unavailable
- Reputational risk through poor H&S or an accident
- How to finance continuing works/operations
- Maintenance in perpetuity
- Management of the operations
- Lack of investment will result in a lack of imagination and ambition, meaning funders will not support the project
- A lack of ambition and drive from Board may result in the failure of the project. There will be bumps in the road, but they need the determination to succeed.

Infrastructure and Roads

- Challenge of the Mansion House itself might be bigger than anticipated - unexpected discoveries, asbestos, dry rot, additional restoration/conservation issues
- Access/parking/people movement/traffic impact on local communities

- Loss of community support because of bad communication and not dealing with the traffic issues
- Not being able to agree on new access routes with the Estate and village

Visitor Experience

- Need to ensure a high quality and delivery of service
- Making sure the quality of guided tours is exemplary; mix local volunteers with professional actors
- Increase the press, marketing and signage
- Not having enough visitors, but more likely to be successful if the offer is good
- Having too many visitors and putting undue pressure on the Mansion House, wider Estate and village

External

- Political interference - a new national or local government might not be as receptive

“How can you help?”

Question 10: Are there any synergies with your organisation's own projects that could lead to a partnership project?

Staff wishes

Staff at Wentworth Woodhouse would like to see a joined up and active partnership with the Garden Centre, particularly as the land and the gardens at the Garden Centre were originally part of the Wentworth Woodhouse estate. Staff would also like to see the barriers, fences, and signage removed that detract from the landscape around Wentworth Woodhouse, particularly with the Garden Centre, so that the Camellia House and bear pit can be viewed and interpreted as part of the same experience.

Education

A local education provider contacted as part of the consultation expressed an interest in partnering with Wentworth Woodhouse to offer heritage construction skills and training. They suggested that this could include offering apprenticeships in stone masonry, stone working, and plastering. These apprenticeships would be in specialised heritage construction and related trades.

The focus of developing a training programme would need to be on creating highly skilled individuals, located in a centre that offered an excellent experience. This is important and should be considered over 'saving money' from using apprentices to undertake renovation works.

To provide this service, they would require the following:

- Appropriate site-based provision
- Classroom space as well as workshops
- Accommodation would be a plus but not essential
- Areas could be combined with other users if managed well

Also to be taken under consideration is the scale of the capital works programme and repairs, the ratio of skilled workers to apprentices and the duration of works so that a 2 – 3-year programme for heritage skills can be taken within that time frame.

Wentworth Garden Centre

As has been mentioned above, the Wentworth Garden Centre is particularly keen to have an open and transparent relationship with WWPT. They would welcome discussions around access,

catering, interconnectivity, cross-marketing and the Camellia House.

Question 11: Can you think of any other Wentworth / Rotherham / Yorkshire initiatives or organisations that might work as a partnership project?

Rotherham Metropolitan Borough Council

In discussions with the Council, two initiatives were discussed that could have an impact on the Wentworth Woodhouse project.

The first is that the Council is developing a 'Cultural Plan' which will focus on three regions: 1) Wentworth Woodhouse; 2) Rother Valley Country Park and Gullivers Theme Park, and; 3) Rotherham Town Centre. The Cultural Plan will have a significant impact on the project, but it could also provide a clarity of purpose, direction and a programme of events to support the plan, as well as partnership and funding opportunities.

The second element is that the Council plans to become an exemplary national local authority in the provision for children and young people. Throughout all of the activities of the Council, they want to ensure that children and young people are cared for and nurtured to be the very best they can be. By partnering with the Council on this, Wentworth Woodhouse can support local children and young people in the area, improving educational and learning opportunities, training, well-being and quality of life.

The Council Takeover Day was also a source of potential partnership projects. One suggestion was to work with the Museums team at the Borough Council to establish if there are any collections they have in store that would be suitable to

feature in temporary exhibitions. This would help both the Museums Service to improve access to their collection, but to also connect the region's heritage and history with the 'Big House'.

Volunteer thoughts

Discussions with the volunteers did not bring to light any specific projects, but rather an ethos that should drive any future partnerships engaged with by the Trust: 'In the past, people served the House; now the House needs to serve the people'

Historic England & Local Councillors

Historic England is keen to see a greater interconnectivity between the WWPT landscape and that of the surrounding area. This involves both the immediate and wider historic landscapes.

This ties well with the general view that a greater connection with the Heritage Action Zone at Elsecar was essential. In addition, connecting to the wider Rotherham historic landscape through the Great Places Scheme was also seen as important.

Local Community Groups

A representative of a local community venue in the area suggested that drama provision for young people was missing in the area. They commented that there used to be a performing arts school in the village, but that this had since closed down. There are, however, pilates, yoga and art classes already available at the Mechanics Institute.

They also suggested partnering with "Into Film Clubs", a national charity that aims to engage young people with film. The project is aimed at schools and education providers but could be a

good way to reach local young people and engage them with activities at the Mansion House.

Education Provision

A local education provider is soon to open a new university campus in Rotherham, targeting local people who are not able to travel to get a degree qualification. The purpose of the project is to provide access to higher education for those from communities where this has not been possible and to promote the local economy. Wentworth Woodhouse may be able to partner with this project by accepting work placement students, designing course modules, offering educational trips, or offering a venue to host exhibitions or events.

4.3.3 General Public Survey

The General Public Survey was created as an online platform and available to the public from 21st February to 4th April 2018. The survey was distributed through the Wentworth Woodhouse website and social media channels and promoted on the Rotherham Metropolitan Borough Council's website. Hard copies were also made available at the Mansion House and at the Wentworth Garden Centre.

The survey generated 922 responses, considerably higher than the anticipated 100 responses approved in the Consultation Plan.

The full report of the general public survey is attached in Appendix 5, but the main findings are summarised in this section.

Demographics

The most common age range for respondents to the survey was 51-60, with nearly 30% of respondents classing themselves in this bracket.

The survey did not receive many responses from those aged 18-25 (just 2.4%) or those aged 26-30 (3.9%). Within the length of the Masterplan vision, and potentially the length of the full scheme, these generations are likely to be nearing their 40s or early 50s. This makes them an important target audience to engage and consult at an early stage, to ensure that the decisions being made about the future uses of Wentworth Woodhouse are in line with those expected by the next generation of visitors.

Over 90% of respondents would not consider themselves to have a disability, but the 8% of respondents that answered 'Yes' is above the national average of 6% of the population. Therefore, any capital works undertaken should make the building as accessible as possible. Accessibility is a significant barrier for visitors to historic properties. Making the building accessible will not only benefit people who have a disability but those visitors with other additional needs that are not classed as disabled.

The majority of respondents to the survey classed their ethnicity as 'White British', 'White European' or 'Prefer not to say'. This is broadly in line with the demographic profile of the Rotherham area. Activities and events targeting other audiences - such as multi-faith weddings and multi-cultural celebrations - could be potential income sources and would need to be marketed appropriately. In general, given the growth of BME communities in the Rotherham area, consideration should be given to

designing targeted outreach sessions and building direct relationships within this audience group.

Attendance at Heritage Attractions

87.8% of respondents had visited at least one heritage site within the last year, with 33% visiting 3 - 5 different sites. There is a very strong market for a developed offer at Wentworth Woodhouse, with repeat visits potentially high.

Visiting Wentworth Village

Over 89% of respondents had visited the village before, demonstrating that there is potential for high conversion rates from tourist or local traffic.

Of the survey respondents, 38% were from postal areas local to Wentworth Woodhouse. The below table shows responses by local postcode:

Region	Postal Code	Count
Wentworth Woodhouse	S62 7QT	0
Wentworth village & surrounding area	S62 7	50
Elsecar	S74 8	12
Wider Rotherham Area (inc Greasbrough)	S61 1	11
	S61 2	67
	S61 3	18
	S61 4	24
Other Local Postcodes	S65	28

Region	Postal Code	Count
	S60	38
	S63 6	22
	S62 6	8
	S64 8	32
	S35 1	6
Total		316
%		38%

When visiting the village, over 92% of respondents had visited the Wentworth Garden Centre, followed by the Estate (74.7%) and the Rockingham Arms Pub (57.2%). Developing a joined up 'brand' for Wentworth Village that includes local 'landmark' sites, such as the Garden Centre, local pubs, Building Yard Shops, the Estate Deer Park and others, will be important to fostering a strong relationship with other local businesses. This could involve the co-creation of a tourism group or micro-strategy.

Visiting Wentworth Woodhouse

72.2% of respondents had visited Wentworth Woodhouse. Of those that had visited, they were more likely to have visited once or twice within the last 5 years (50.5%). When asked when they had last visited, the highest percentage of respondents had visited within the last 1-2 years. This shows that the Trust has made an impact since taking over the property in 2017 and making it more accessible to the public.

Visitors were more likely to visit Wentworth Woodhouse with their partner (43%) or family (40.6%), but a significant number of respondents visited on their own ('Other' - 9.3%). The Mansion House is an excellent day out for friends and family. Historic houses are special in that they allow intergenerational and meaningful family time. However, the current offer does not appeal to young families.

In order to reach these audiences, there needs to be more interactive and family-friendly elements. Whether that is through child-friendly activities, outdoor play areas or interactive galleries, large numbers of families will not feel comfortable taking their children on a guided tour of a house. 88% of respondents travelled to Wentworth Woodhouse by car. Developing a car parking infrastructure that can handle almost 90% of projected visitor numbers coming by car will be essential. Reducing the number of visitors reliant on private vehicles should be a priority for the WWPT. The recent Tour de Yorkshire route, which went through Wentworth village, may be a positive way of encouraging access to the Mansion House by cycling.

Over 88% of people who had visited Wentworth Woodhouse ranked their visit a 4 or 5 out of 5 (5 being high). This shows that the Trust is already doing excellent work at making visits to the Mansion House engaging and interesting. This should be an encouragement to the staff and Trust.

Future plans at Wentworth Woodhouse

The responses to activities and events that visitors would be interested in attending had some very clear popular responses. Over 80% of respondents want to explore the Mansion House in a

free-flow or self-guided basis or to attend open days. There may be several reasons for this:

- Visitors see tours as a luxury, where a free-flow experience is considered more affordable
- Likewise, a free or reduced cost open day is more financially accessible to a broader audience.

Whilst the short-term approach to visitor access is to continue the guided tour model, this may keep visitor numbers low. A free-flow approach encourages greater numbers of visitors to engage with the Mansion House in a personal way. One way to encourage this engagement, when a full free-flow model is not viable, is to trial 'open days', where visitors can explore a few spaces on a self-guided basis, once or twice a year.

Other popular activities included:

- Craft Fairs
- Music Performances
- 'Behind the Scenes' tours
- Christmas events
- Food and Drink fairs.

Some suggested elements that the Trust and project team are keen to explore - such as temporary exhibitions or travelling exhibitions - were not very popular according to the survey. This could be because the respondents did not understand what this meant, or it could also be because this is not an immediate area of interest to local communities. Before the project team commit to any options that include a large gallery space, further

consultation and explanation with local communities may be required.

Prices

Survey respondents were asked a variety of questions about preferred ticketing types and prices. The type of admission and the most popular response is included in the table below:

Question	Most popular response
How much would you be willing to pay for a daytime special family event, for a flexible family ticket (this would include access to the gardens)?	£15.01 - £20.00 (27%)
How much would you be willing to pay for a special evening event?	£20.01 - £30.00 (33%)
How much would you be willing to pay for House tours when the building re-opens after refurbishment works are completed?	£10.00 - £15.01 (48%)
How much would you be willing to pay for a garden/landscape only ticket?	£4.00 - £8.00 (70%)

Visitor Spend

Respondents were asked to estimate how much they might spend on additional 'add-on' or visitors spend activities. The most popular responses were:

In a cafe: £5.01 - £10.00 (48%)
 In the gift shop: £5.01 - £10.00 (33%)

At concessions: £0.00 - £2.00 (27%)
On additional activities: £0.00 - £2.00 (28%)

These figures give an indication of the type and level of spending by potential visitors. They are likely to spend more in a cafe or shop than at concession kiosks. The focus should be on making the cafe and gift shop at Wentworth Woodhouse high quality in order to maximise income, before considering adding additional facilities.

Facilities

The most popular facilities that respondents would like to see at Wentworth Woodhouse are:

- Cafe / Tearoom (89%)
- Gardens / Landscape (71.3%)
- Gift Shop (61.5%)
- Restaurant / Bars (49.2%)
- Events / Wedding Venue (43.2%)
- Spa/Wellness Centre (40.5%)
- Education Centre (40.5%)

These are all as expected, except for the addition of a Spa/Wellness Centre. This does not fit with the offers currently envisaged at Wentworth Woodhouse, but this could be a longer-term aspiration or potential for new-build. The 'Avalon' development at Broughton Hall is an example of a new-build well-being centre that is popular with local communities, business clients, and tourists visiting the area. ⁶⁶

⁶⁶ <https://www.avalonwellbeing.com/>

The other suggestions included museums or exhibitions, Landmark Trust / National Trust holiday accommodation, and independent boutique retailers.

Respondents were also asked to leave any additional comments. These have been included in their entirety within the summary report appendix.

4.3.4 Public Open Day

Public consultations on the emerging Masterplan and spatial planning options were held on 12th and 14th June 2018, at the Rockingham Arms Public House in Wentworth village. The plans were also made available in the Mansion House and online.

The presentations gave local people, staff, and volunteers the opportunity to voice their preferences for the different options emerging from the Masterplan process that may be available to WWPT. Financial details and income generation models were intentionally not included in presented options - opinion was sought on the spatial arrangements and general use only.

The people who attended the events had a brief presentation on the project and plans and were then able to view the plans, speak with the project team, and leave feedback on pre-printed comment cards. A total of 398 people registered to attend the events.

The options presented to the public were:

Mansion House	
Option A	Visitor Attraction, Commercial Units, Catering, a significant amount of holiday accommodation, including both pavilions and State Bedrooms
Option B	Visitor Attraction, Commercial Units, Catering, Basement events, limited holiday accommodation at the South Pavilion.
Option C	Visitor Attraction, a significant amount of catering, Cellar Cafe, holiday accommodation at both north and south pavilions
Stables	
Option A	Wedding/Celebration Centre
Option B	Commercial Business Hub
Option C	Mixed Visitor Use (increased retail)
Option D	Mixed Visitor Use (increased accommodation)
Camellia House	
Option A	Café Use
Option B	Events Use
Option C	Education Use

There were 61 responses to the request for feedback, giving the event a response rate of 15.3%.

The use of a comment card method for feedback collection was used to encourage attendees to respond with their first thoughts and feelings towards the options. These responses offer a personal reflection on the options, rather than a prescribed set of tick boxes which would have restricted this.

Responses

The responses were categorised according to the themes expressed in their feedback. Some responses fell within more than one category, and not all responses outlined a preference for the capital work options.

A full analysis of the results from the consultation is included in Appendix 6, but a summary is included below.

General Observations

The consultation events had a very good turn-out rate. It is clear that the residents and stakeholders in the project are excited to see how the Trust plan to develop Wentworth Woodhouse, and they want to be involved in that too.

Mansion House Options

The Mansion House is very important to local people, with the majority of respondents preferring Option. This option offers the most 'mixed-use' approach to the Mansion House, with the inclusion of commercial units in the Bedlam wing. In previous plans, this wing contained residential units for long-term leases or short-term lets. However, discussions around the significant capital outlay required for residential units, and the uncertainty around Brexit, has directed the Project Team towards having commercial units instead.

Holiday accommodation within the Mansion House was very well received as a method of income generation, with one respondent even suggesting a time-share option for holiday properties in addition to the Landmark Trust style approach to holiday lets.

Option C was also popular with respondents for its focus on holiday accommodation within the Mansion House. However, the respondents who selected Option C said they did so because this option did not have commercial units within the Mansion House, and because this option had increased catering spaces. Several responses suggested that, in their opinion, commercial units in the Bedlam Wing were not as attractive or reliable an income as residential lettings.

Stables Options

From the consultation results, Option A was the favourite for the Stables development. This option has more of a focus on being an events venue and offering retail units and catering options. This approach may have been popular because of its similarity to the offer at Elsecar.

The community preference for the Stables (Option A) is different from the Project Team's preferred option (Option D). However, the financial information that has been used to make these decisions by the Project Team was not published as part of the public consultation, which could have affected the public decisions.

Camellia House Options

The favourite use for the Camellia House is Option C, an educational space for horticultural education, although it should be noted that only 6 votes were cast for this option. This option could retain the existing camellia plants, which are thought to be important and may be related to the original planting.

As educational space, the Camellia House is not likely to generate a significant income for the Trust, but it does have a positive impact for the community and region, meeting the aims of the Rotherham Metropolitan Borough Council to support children and young people.

There were some responses that showed concern for the Camellia House being used as a cafe space, mainly its proximity to the existing cafe at the Wentworth Garden Centre.

Parking Suggestions

Within the consultation sessions, a presentation was also made about the parking recommendations by Charles Rutherford. The majority of responses to the parking and landscaping proposals showed some element of concern or made a different recommendation.

Many of the responses agreed with the landscaping decisions, such as to remove the 1970s buildings, but many expressed concerns that the traffic flow through the site, and the suggested parking allocations, were not quite right.

These concerns appeared to mainly be from local people, who are understandably concerned about the flow of visitor traffic

through the villages, which is beyond the scope of the current Masterplan.

General Responses to Options and Concepts

Attendees at the consultation events that expressly commented on the presentation themselves, or the concepts presented, were positive. The majority of attendees felt that the options presented were good and that the presentations were informative and insightful.

However, one respondent did express disappointment that the presentations were not made to staff and volunteers before the general public sessions:

“A very detailed (and confusing) presentation of boards. It is such a pity that this was not given to existing staff and volunteers first before the general public.”

Recommendations from Participants

39 of the feedback responses included additional recommendations. In total over 100 additional individual recommendations were made (many of the response cards included more than one recommendation).

There were four separate requests for provision of adventure activities. Whilst this falls more within the scope of ‘events’ than landscaping, consideration should be made regarding where these sorts of activities could go. The allocation of a specific place for outdoor activities on the grounds would be helpful to consider at this early stage.

In addition, respondents were very keen for Wentworth Woodhouse to work with national art galleries and museums, such as the V&A or Tate for visual arts provision. Beginning these discussions and building partnerships now may help with fundraising.

Holiday lets are also important to respondents, with three comments being made about the practicalities of operating such properties. There is a real desire for these properties to be successful, which is evident in the very practical suggestions made by respondents. This should be encouraging for the Trustees, with further consultation about how this business area could work within the local community.

4.4 TOWS ANALYSIS

A TOWS analysis is a strategic planning tool similar to a SWOT analysis. The reason we have chosen a TOWS analysis rather than a SWOT is to ensure that the analysis is not too 'inward' looking. It is very easy for an organisation to focus on what it does wrong, lose enthusiasm and miss opportunities to grow and succeed. A TOWS analysis should give an added dynamism to the Trust and allow it to address specific issues quickly and decisively.

A TOWS approach looks at the main external threats to success and the external opportunities the organisation could grasp to

make it more successful. It then looks at weaknesses within the organisation that need to be addressed to mitigate the threats or to ensure that the opportunities identified can be achieved. The strengths look at what the organisation does well and what they need to expand upon to continue growing successfully. This approach enables an organisation to develop strategies that are specific to certain issues and gives a clearer idea of the direction that could be taken.⁶⁷

The full TOWS analysis for Wentworth Woodhouse is included on the next page.

⁶⁷ Heinz Wehrichh, Professor of Management, University of San Francisco, http://www.usfca.edu/fac_staff/wehrichh/docs/tows.pdf

TOWS Analysis

	<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Experience of Board • Experience of CEO • Nationally Significant Heritage Asset • Gardens & parklands • Green Book appraisal positive • Strong Masterplanning Team • Good relationships with sectoral partners • Support of local community • No furniture allows for a different historic house experience • Potential to engage with digital interpretation 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Scale of repair/renovation needed to bring the Mansion House back to 'former glory' • Lack of financial reserves • Length of delivery time/programme • Potential conflict in aims of Board members • Staff capacity to deliver Masterplan • Parking • Lack of land
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Catalyst for positive change in Rotherham • National audience and international market • Government support • Multi-use model allows the Mansion House to reach different types of audiences • Council's aim to support children and young people 	<p><u>Strengths/Opportunities</u></p> <ul style="list-style-type: none"> • The multi-use model allows Wentworth Woodhouse the opportunity to do something different with interpretation. The lack of furniture allows digital engagement to be used • Potential to partner with other attractions and galleries to provide new and exceptional experiences and offers • Doing something different will help inspire and engage young people in the region • The support of the local community should bolster the Masterplan. However, they need to feel involved and part of the vision • The vision of the Masterplan needs to support the local community and economy • There is an opportunity to engage a younger generation and support the council's ambition to improve services for children and young people 	<p><u>Weaknesses/Opportunities</u></p> <ul style="list-style-type: none"> • With a good understanding of the potential value to Rotherham, the Council will provide full support across sectors • A phased programme of works enables financial reserves to be created • The national significance of the Mansion House should be promoted by the council as part of a Destination Management Plan • The multi-use model will attract more audiences, but this needs to be considered for parking allocations • Staffing needs to be appropriate in order to deliver the Masterplan. This might include recruiting an events manager, interpretation consultant and business manager to support CEO if operations are to be managed in-house
<p><u>Threats</u></p> <ul style="list-style-type: none"> • Brexit • Funding required to complete Masterplan • Income streams not competitive with the rest of the sector • Rotherham not invested in as a visitor destination by the Council 	<p><u>Strengths/Threats</u></p> <ul style="list-style-type: none"> • The Board, CEO and Masterplanning Team are aware of the potential issues facing the project. Getting a Masterplan in place is part of mitigating the risks • The project will really succeed if the council, and wider Yorkshire tourism board, market 	<p><u>Weaknesses/Threats</u></p> <ul style="list-style-type: none"> • Financial assumptions provided in the Masterplan will be conservative, robust, and will take into account the potential challenges relating to public funding and Brexit, as far as possible • Parking will be future-focused, allowing for

<ul style="list-style-type: none"> • Planning permissions refused • Access and road infrastructure not improved 	<p>the area as a visitor destination</p> <ul style="list-style-type: none"> • Access and parking is already being discussed as a part of the Masterplan process • Innovation and a clear vision will help to secure funding 	<p>significant increases in visitors</p> <ul style="list-style-type: none"> • Thoughts into non-car access and promotion will also be built into the traffic management plans • Relationships with the Council planning, highways, cultural services and regeneration have been created through the Masterplanning process
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4.5 Market Positioning

4.5.1 Positioning Statements – by Audience

To the people of Rotherham, Wentworth Woodhouse is the only historic house in England that represents the soul, grit, fortitude, innovation and aspiration of the people of South Yorkshire.

Wentworth Woodhouse exists to support the local community by providing employment, skills development, improving economic investment into the area and telling the unique story of the estate, its people and its integral relationship with the South Yorkshire Coalfields.

Adult visitors

Visiting Wentworth Woodhouse as an independent adult will provide all the benefits of a visit to a National Trust property but with a twist. With a building as vast as Wentworth Woodhouse, it will never be crowded or difficult to manage. Book a tour or in the coming years, roam and be free amongst the ghostly halls of this fabulous palace. Find out more about the family who lived here – The Fitzwilliams – and their legacy on the neighbouring villages and city of Rotherham. Enjoy a sumptuous tea and brisk walk around the award-winning gardens or join us for one-off bespoke events you won't find anywhere else in Yorkshire.

Child visitors

Run, jump, laugh, sing, explore, hide, seek and play – all in one day at Wentworth Woodhouse. Being child and family-friendly is at the heart of what we do. Come and experience a historic house like no other, where you and your family can learn about another family who lived here – perhaps you're more like them

than you think? Wentworth Woodhouse has speciality areas for families, including child-friendly interpretation rooms where they can engage with the history and fabric of the building in a tactile 'hands-on' way. Never be 'shushed again' – at Wentworth Woodhouse, your children are our future visitors.

Residential Letting

Did you ever want to know what a duke or duchess felt like? Or perhaps even a king or queen? Come and stay at the private Wentworth Woodhouse holiday accommodation, where you and your family can experience a relaxing vacation like no other. Why not have an exclusive lunch and champagne dinner served on the same portico as King George and Queen Mary when they visited in 1912. Accommodation varies from smaller self-contained units in the Stables to palatial apartments in the Mansion House.

Commercial tenants

Finding the right space to work is just as important as where you live. At Wentworth Woodhouse, we have a wide variety of flexible spaces both within the Mansion House and in the newly renovated Stable Block. We have created bespoke spaces just for you or you and your whole team. With super-fast broadband, free onsite parking, access to our onsite café, bars and restaurants, working at Wentworth is what can make your work-life extraordinary.

Wedding and Celebrations

Space, luxury, heritage and a boutique service in one of the largest historic houses in Britain. At Wentworth Woodhouse, you might think that 'big' is the only things we do, but you'd be surprised. Our celebrations, which are created by you and our

very own in-house Experience Designer, are crafted to your needs and vision, providing both you and your guests with an event like no other.

We are specialists in creating intimacy, emotional connection and bespoke design solutions whether you are designing an event for 1000 people or just 50. If it's one thing we have plenty of, it's space and we have the right aspect for any occasion. Have photos in front of the grand Palladian façade or curl up together and capture the moment with the deer park in the background. We also have on-site accommodation available for wedding guests in the Stable Block, and exclusive Bridal Suites in the Mansion House to make your day complete.

A celebration at Wentworth Woodhouse is one that will never be forgotten for all the right reasons.

SECTION FIVE: PROJECT VISION

Summary

The conservation and development of Wentworth Woodhouse, its immediate landscape and the ancillary activities surrounding the Estate will be a 'game-changer' for the region and Rotherham in particular, with the potential to reach a national audience. The investment over the long-term is set to deliver real change across a range of areas including heritage, economy, community and social well-being.

To implement their vision, the WWPT has the following aims:

1. To preserve the Mansion House and grounds on a long-term sustainable basis with extensive public opening;
2. To find sustainable and sympathetic uses for those parts of the property not open to the public;
3. To raise funds both for acquisition and repairs and other essential works.

5.1 What is Masterplanning?

Wentworth Woodhouse Preservation Trust has been working with stakeholders, audiences and community members over the last six months to identify the needs of the buildings and grounds in terms of repair as well as how they will be community-focused, and commercially viable.

During this period we have been exploring what the Mansion House and wider estate means to different people and what

they think the future could look like. As part of this, we have developed five keywords that we believe represents the Wentworth Woodhouse brand and act as a promise of the type of experience we want people to have when visiting or working with us.

5.2 Visioning Principles

The following pages outline the five words that have inspired the options that have been developed so far.

These are called 'visioning principles' and their purpose is to help the Trust make good decisions that keep the development of the organisation and its physical assets firmly focused on what makes Wentworth Woodhouse not only special to people, but open, accessible, passionate and philanthropic.

These principles will be applied when considering what 'progress' looks like at 'the Woodhouse' directing, shaping and inspiring the future.

Exceptional

Wentworth Woodhouse is not like any other historic house. It is a house for the people.

Innovative

What we will achieve will change the community in South Yorkshire for the better.

Connected

We will positively encourage the use of the Mansion House and our landscape by residents and visitors. It is everyone's family home.

Yorkshire

Our visitor experience will celebrate the 'Yorkshire-ness' of Wentworth Woodhouse - a tale of fortitude in a changing landscape.

Inclusive

We will offer a varied programme of opportunities aimed at people of all social classes, cultural backgrounds and ability.

5.3 Impact

The conservation and development of Wentworth Woodhouse, its immediate landscape and the ancillary activities surrounding the Estate will be a 'game-changer' for the area, and Rotherham in particular, with the potential to be one of the great historic houses of England. The investment over the long-term is set to deliver real change across a range of areas including heritage, economy, community and social well-being.

5.3.1 Heritage Impacts

Wentworth Woodhouse is one of the last of the surviving great houses yet to be rescued, and much of it is in large-scale disrepair. Without significant intervention, this prime piece of heritage telling the story of the people of Rotherham and South Yorkshire will eventually be beyond saving.

Over the course of the 25-year Masterplan, the Wentworth Woodhouse Preservation Trust not only will manage the site better but will guarantee the long-term improvement of its condition. The Masterplan ambition is to deliver a clear series of phased plans that will reduce the size and scope of physical deterioration and intervention in the future, ensuring the future maintenance of the Mansion House is manageable, well-considered and appropriately resourced. These plans will bring back into use vast areas that are currently derelict, conserving their historical importance but also bringing them back into use as a visitor attraction, new café and dining experiences, events venues for both community, corporate and private use as well as holiday accommodation, office and private business spaces.

5.3.2 Access Impacts

The Masterplan ensures greater access to the Mansion House for all people and better explanation of its importance in the context of the world at large and the local area in particular. The restoration of the Mansion House, particularly the move from pre-booked tours to a free-flow model of visitor attraction over the next five years will mean that more people and a more extensive range of people will have engaged with the heritage.

New interpretation and visitor experience will breathe new life into the Mansion House and its gardens, drawing out its history – which is one of class divides, the impact and transition of industry in the UK and the effect of work, vocation and identity on a community of people. It is also the story of what it meant to be a private House within the great circle of the community it supported, and conversely, the community of people who now support the Mansion House. This style of interpretation means

that more people will have learnt about heritage, changed their attitudes and/or behaviour and had an enjoyable experience – all key indicators of the Inspiring Learning for All Framework of Generic Learning Outcomes. These are funder priorities as well as the areas that will fundamentally shift attitudes and centralise Wentworth Woodhouse in the hearts and minds of local people.

Investment in Wentworth Woodhouse's future will also mean that the people of South Yorkshire will have their story told in a way not addressed in any other venue or museum. The visitor experience will use both traditional and interactive media to engage the public including immersive experiences, interpretation events, resonant and exciting temporary exhibitions and the opportunity for local people to interpret their own story in a historic venue they identify as their own as well.

One of the primary outcomes for the community will be the improvement of traffic management, physical access, parking, exit and egress to the Estate and the Garden Centre. A Transport and Traffic Management Study will be commissioned to develop a realistic, workable and resident-sympathetic scheme that allows for ongoing consumer spending within the community but not at the expense of quality of life. Extensive consideration will go on options around off-site parking outside the villages improved walking, and cycle routes and motorway access.

5.3.3 Economic Impacts

The goals of the Local Enterprise Partnership are:

- The creation of 70,000 new jobs (30,000 of which are to be in highly skilled occupations)

- Increase GVA across the region by 10%
- Create 6,000 additional businesses beyond the baseline growth rates

The Masterplan is set to impact on the 'envelope' around the Estate, including Wentworth Village, Elsecar, Scholes, Hooper and Thorpe Hesley, Rotherham and the Sheffield / Barnsley corridor.

Rotherham has 6,390 VAT and/or PAYE based enterprises (ONS UK Business Counts 2015) which equates to 304 per 10,000 adult population. The UK average is 467, so Rotherham would need 3,376 more enterprises to reach this level. The plans for office units, which could also include incubators, can significantly impact on the opportunity for local business growth.

The offer at Wentworth Woodhouse for businesses will encourage occupation by small and medium-size companies in the financial and other business services sectors which currently represent just 17.9% of enterprises in Rotherham whilst nationally the average is 21.8%. The unique office premises at Wentworth Woodhouse will also be attractive to service-based businesses which are connected with the events industry, such as artisan jewellers, florists, wedding and fashion designers. This will help to diversify the range of employer types within the area, as Rotherham has a higher percentage of medium-sized and large employers than average: 15% of enterprises in Rotherham employ more than ten people, but nationally the figure is 12%. This increased diversity adds value to the local labour market, offering new types of employment opportunities with a variety of skill requirements.

5.3.4 Construction Jobs and Training Opportunities

The broader job market of South Yorkshire will also benefit from the rebirth of Wentworth Woodhouse. With over £100m needing to be spent on the site and gardens to deliver the Masterplan, this project represents a significant opportunity within the region to use it as an opportunity to recruit, train and resource local people with skills that are in demand in the geographic area and within the sector. This could potentially equate to circa 1,000 construction jobs over the course of the Masterplan period.⁶⁸

As part of the skill building aspiration for the Masterplan, this could include the specialist development of heritage constructions skills such as traditional joinery, stone-masonry, heritage plastering as well as new apprenticeship schemes. According to the Construction Industry Training Board, opportunities for employment in construction is still substantial despite the potential impact of Brexit and other global influences.

“More than 150,000 UK construction jobs are set to be created over the next five years despite Brexit uncertainty and Carillion's collapse, according to a new report. The Construction Industry Training Board (CITB) predicts 15,350 carpenters and 9,350 labourers will be needed as more homes are built. The strongest job growth in the sector is expected to be in a range of professional and managerial roles as the industry seeks to boost its productivity.”⁶⁹

⁶⁸ This assumes roughly £100,000 of capital expenditure creates one construction job.

Wentworth Woodhouse is dedicated to maximising the benefit for local people, and this includes jobs in the ongoing construction and maintenance of the site. Over the next five years, there is a forecasted increased need for specific job roles within the construction sector in Yorkshire, mainly managerial/supervisory and other professional types such as surveyors and project managers. However, plant operatives are expected to have the highest requirement at 5.6% of base 2017 employment. The Trust will endeavour to plan for how this Masterplan can contribute to the skills and experience of local people to fill these roles, but also provide jobs in their own right within the overall capital works programme.

In Yorkshire and Humber, the average recruitment requirement is forecast to be 1,860 between 2017 and 2021. On an absolute basis, the largest requirements are for non-construction professional, technical, IT, and other office-based staff (380), wood trades and interior fit-out (300), labourers and surveyors (180) and senior, executive, and business process managers (160).

The Masterplan at Wentworth will help develop transferable skills that can be used in other areas of construction and employment and enabling people to train, gain experience and potentially achieve much higher earnings than the county average. For instance, a university graduate can earn upwards of £60,000 per annum, not to mention receiving perks like access to company transportation and other equipment. By locally sourcing employees for the construction and maintenance works,

⁶⁹ <https://www.independent.co.uk/news/business/news/construction-jobs-150000-added-five-years-citb-carillion-brexit-a8191746.html>

Wentworth Woodhouse will also benefit the community by providing more mobility and opportunities regarding employment in the future, not just on the Estate but around the county and indeed the country.⁷⁰

According to the Rotherham Joint Strategic Needs Assessment, the prioritisation of training and employing local people as part of the capital works project would have a significant impact on the local labour market. There is a higher proportion of people who are only prepared for lower-skilled occupations in Rotherham and a lower proportion of managerial, professional and technical workers. As part of the long-term vision for the construction works at the site, focusing on addressing these particular issues could also effectively improve the percentage of people in the city who have no qualifications whatsoever (9.9% compared to national average of 8.8%). The rate qualified at the highest levels (NVQ4+ or degree level and above) is just 23.1%, below the regional average and well below the 36% national average.⁷¹

5.3.5 Operational Employment

Current estimates are anticipating circa £6.7m in net financial benefit by the Trust, based on the construction interventions planned. Currently, wages make up 35% of the overall annual costs to the Trust and as the requirement grows, so too will the employment opportunities at Wentworth Woodhouse. Should the expenditure costs rise to around £2.2m as forecast, wages may increase to represent close to £770,000 per year, which could be

⁷⁰ <https://jobs.telegraph.co.uk/article/uk-construction-industry/>

⁷¹ www.rotherham.gov.uk/jsna/info/24/economy/18/labour_market

up to 26.5 jobs based upon an average salary of £29,000 including pensions and on-costs.

As part of the ongoing Masterplanning process, Economic Impact Assessments will be undertaken as part of all project business planning. This will look at understanding in detail Wentworth Woodhouse's overall economic impact on the wider 'envelope' regarding Gross Value Added (GVA) from visitor spending, as well as new job creation outside of the Trust, e.g. hospitality staff as a result of increased visitor numbers. The visitor growth projections for the next decade have been made purposefully conservative, showing only a slow, but consistent growth to just over 100,000 visitors per year in 2027. The current estimates by the Fitzwilliam Amenity Trust are that over 500,000 people use the Estate annually.

Visitor Impacts – a worked example:

By 2024, Wentworth Woodhouse could have an annual visitor count of 70,000 visitors, of which 42,000 are adults (60%). The estimates are that 50% of these are local visitors, 40% day trippers and 10% overnight visitors.

- Local visitors: 35,000 X £15.00 = £525,000
- Day trippers: 28,000 X £30.00 = £840,000
- Overnight visitors: 7,000 X £72.00 = £504,000 ⁷²

Total estimate gross visitor impacts of £1.86m per annum in the local economy.

⁷² These daily spend figures are based upon the Association of Independent Museums figures for Yorkshire / South Yorkshire in 2013, with a small increase to accommodate inflation

5.3.6 Community, Social & Environmental Impacts

In addition to the physical and financial benefits of the Masterplan, it will also make a significant difference in a plethora of other ways.

The ongoing environmental impact of the deterioration will be reduced, and as part of the capital works, additional surveys will be undertaken to assess the long-term effects of the coal mining on the local environment. The Masterplan will also promote and prioritise the use of renewable energy as well as better waste, emissions and traffic management. This will result in a lower carbon footprint for the Mansion House and gardens.

The wider community will benefit because more people will have volunteered time to be part of Wentworth Woodhouse, meaning they will receive training as part of their volunteer work which will be applied to other community groups and networked organisations. It will increase people's well-being and connect them to local activities both on-site and in the wider 'community envelope'. It will help groups and organisations to increase their capacity and to reach out to communities, e.g. by engaging local Scout, Guides and Cadets in volunteering at Wentworth Woodhouse, not only will the young people involved benefit from learning about Wentworth, but specific training such as first-aid, audience development or listening and speaking skills will be used time and again by these young people in their future lives.

Volunteering at Wentworth Woodhouse will also improve the quality of life of residents and create a sense of pride and connectedness that increases civic pride and reduces incidents

of anti-social behaviour and helps to avoid the isolation of vulnerable members of the community. According to Big Lottery Fund, the difference that volunteering has made for volunteers includes "... their social well-being, a sense of feeling valued, more active lifestyles (particularly in retirement) and better mental health."

One volunteer explained: 'My confidence has increased massively – I now have a reason to get up in the morning.'⁷³

⁷³ Research and Learning Fact-sheet: Well-being and Volunteering, Big Lottery Fund,

SECTION SIX: The Masterplan

Summary

The preferred regeneration options proposed within the Masterplan is the strategic phasing of the following:

Mansion House	
Option A	Visitor Attraction, Commercial Units, Catering, luxury holiday accommodation, including both pavilions and State Bedrooms
Stable Block and Riding School	
Option D	Mixed Visitor Use (increased accommodation and events space)
Camellia House <i>(At the time of writing, a finalised use for the Camellia House was still in development. The preferred option was Option A, however, all options were explored and costed as part of the Masterplan.)</i>	
Option A	Café Use
Option B	Events Use
Option C	Education Use

These options offered the trustees the most 'mixed-use' approach, offering the widest variety of income streams and

most accessible visitor offer. These works are broken down into a programme of four phases:

Phase	Years	Work Area	Description
1	2019/20 - 2021/22	Camellia House	Development of the Camellia House into a Café/Education Space/Events Space
2	2019/20 - 2024/25	Mansion House – Part 1	Development of the main Mansion House state rooms, installation of accessibility infrastructure, installation of interpretation, the creation of business units.
3	2021/22 - 2026/27	Stables	Development and building of events spaces, visitor area, café space and retail units.
4	2024/25 - 2029/30	Mansion House – Part 2	Creation of luxury holiday and event accommodation within the Mansion House.

6.1 Spatial planning

6.1.1 Methodology

The spatial planning assessment for the Masterplan was undertaken by the project architects, Purcell.

The methodology in developing the spatial planning and Masterplan options was based on collaborative working with the Trust, key stakeholders, consultative and approving bodies and advisory specialist consultants.

Developing the Masterplan options began with understanding the site and buildings with respect to their history and significances. This enabled Purcell to establish the capacity for change within the building and thereby ensure the best outcomes for the heritage and sympathetic use. The conservation management plans for both buildings and landscape provided the starting point (see above, Section 3.1.2). These documents guided and informed the decision making from strategic approaches for the use of the site, to potential adaptations to the buildings to support sustainable future uses, ensuring the emerging options were consistent with heritage value and the capacity for acceptable change.

Through the process of visiting and evaluating comparable mixed-use heritage and cultural sites, the range of different offers and uses that large complex heritage sites could be successfully adapted to become apparent. This informed the range of activities and uses that might be transferable to the site and buildings at Wentworth Woodhouse. From this a range of generic activity uses emerged, including, public heritage and cultural attraction with associated facilities; public access to the pleasure

grounds and landscape spaces; public and private events and meeting venues; a tourism contribution through holiday let and overnight accommodation; specialist exhibition and education using the landscape gardens and horticulture; employment created through commercial, retail and catering offers; educational and training opportunities, as well as the necessary ancillary support facilities for a large complex of historic building and gardens.

Each of the generic uses was evaluated with respect to the capacity and opportunity presented by the buildings, spaces and site to sympathetically accommodate them; this identified where the most favourable uses of space were, as well as those areas that were not conducive to a particular use. Several options for mix use developments were developed, that were complementary to the buildings, this enabled capital development cost to be assessed, as well as potential revenue and financial sustainability.

A key consideration in masterplanning the site has been to look at the vehicular and pedestrian flow into and around the site. This has enabled a number of complementary offers for access to the landscape, gardens and buildings to be developed. A key aim has been to develop proposals that restore the landscape and gardens, maximise the public access and enjoyment, whilst at the same minimising the visual impact on the heritage and key views of the buildings and landscape. The Masterplan proposals have also taken the opportunity to clear the heritage site of those accretions and developments that have a detracting influence on the value and significance of Wentworth Woodhouse.

A Landscape Masterplan is being developed separately to cover future plans for the gardens and formal and informal landscape.

6.1.2 Spatial Planning Options

Following the above methodology, several spatial planning options were developed for the Mansion House, Stable Block and Camellia House, which were presented to the WWPT and the public in a series of meetings and public events in June and July 2018.

The spatial planning options were guided by several high-level principles: the site would be mixed-use in order to maximise sustainability; visitor access to the Mansion House would be retained, with enhanced provision for exhibition and display of historic interiors; flexible events and education spaces would be required as part of the visitor experience and social outcomes; income generation streams could include a variety of options, such as accommodation, commercial units, catering & retail and large-scale events space; accommodation for office staff and the Trust should be provided, and; the space must be made as accessible as possible.

For the Mansion House, three options were presented, all of which adhered to the above principles (see Appendix 7). The differences between the presented options were relatively slight, as all incorporated a variety of visitor attraction, event, accommodation, commercial and office space uses. Variations in the options were of a shift in emphasis from one use to another, however, most of the space (c. 50%) in all three options was dedicated to the heritage offer.

For the Stable Block and Riding School, four spatial planning options were produced (Appendix 8). These were more varied and showed how the Stables would look if dedicated to one primary function. Option A, for example, was weighted towards a contained wedding and celebration venue, with associated accommodation and retail offers, but little space given towards the visitor offer or heritage interpretation. Similarly, Option B was almost exclusively commercial/business lets, with essentially no other usage. Options C and D presented mixed-use schemes, with an emphasis on retail and accommodation, respectively.

Three options were also presented for the Camellia House; however, these are mainly associated with end-use rather than different capital works programmes – café, events or educational use (Appendix 9).

6.1.3 Preferred Options

Mansion House

The Trust's preferred option for the Mansion House is Option A, which presents a mixed-use scheme with increased flexibility built in. The plans should not be read as final, but are indicative of the Trust's direction of travel, and have been used to create the financial models presented in Section 7.2.

The primary usage is as a visitor attraction, with a large selection of rooms within the central block at ground and principal floor levels dedicated to the heritage offer. The cellars will also be publicly accessible, and new interpretation/exhibition areas are located to the left of the main entrance. The visitor offer will be enhanced with a dedicated shop area, as well as catering and seating areas in the north wing, which is presently in a semi-ruinous state. The areas of greatest construction impact, therefore, are situated in the areas with the highest capacity for change.

Elsewhere in the Mansion House, the south wing will be converted to commercial/business use, with 14 offices for small businesses/start-ups over three levels. These will have shared access and facilities.

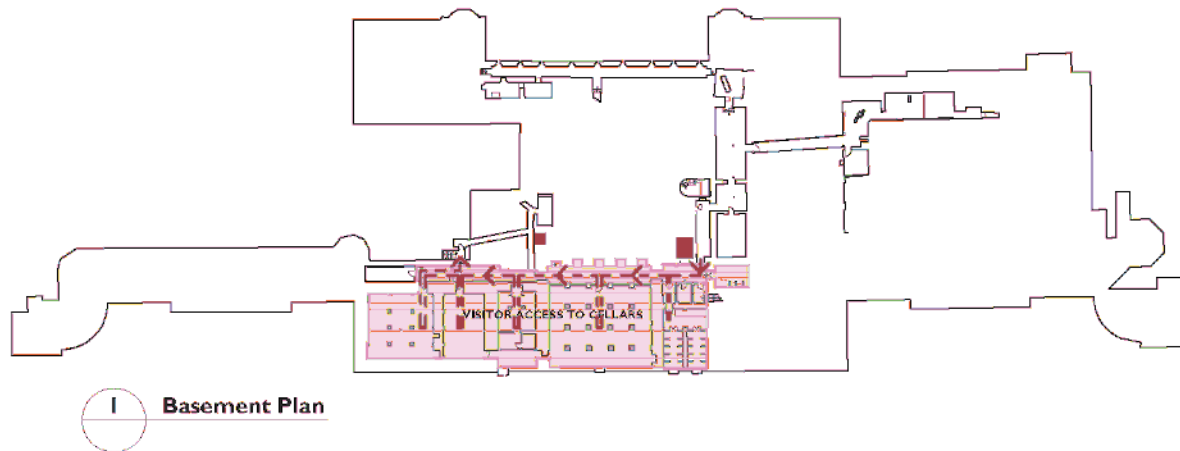
Accommodation is also a feature of this option, with two self-contained holiday apartments in the North and South Pavilions, and the two State Bedrooms converted to exclusive overnight accommodation to support the events/wedding offer. The use of the East Wing (the Newbold Apartment) as a guest house is not agreed and will require further discussion but is shown on the plans for illustrative purposes.

Events share space with the visitor offer, with the Long Gallery and State Rooms available for events usage when the Mansion House is closed to visitors.

Education suites are situated on the ground floor level (currently the WWPT offices) and will provide separate space for school groups away from the general public. Additional educational space is available in the three libraries on the principal floor, to be shared with visitor use.

Also, within the Mansion House will be the WWPT offices, staff accommodation, offices to support catering and retail functions, storage, and security offices.

MANSION HOUSE: OPTION A



HERITAGE, CULTURE AND EXHIBITION

- Areas to be publicly accessible include:
- Wine cellars at basement level
 - A large selection of rooms within the central block at ground and principal levels

*State Bedrooms not accessible to public, except as accommodation

VISITOR HOSPITALITY AND RETAIL

- Dining facilities within North Wing include:
- Cafe within double height space with external seating in Piazza Court (covered seating for approx 97 covers)
 - Fine dining restaurant towards East Front (for approx 118 covers)
 - Private dining space within Octagonal glass larder (approx 16 covers)

Wentworth Woodhouse visitor shop between dining and heritage offerings

COMMERCIAL-BUSINESS

14 commercial units suitable for small businesses with shared access and facilities

RESIDENTIAL/HOLIDAY LET

- Short Term Accommodation:
- State Bedrooms as 2 suites for exclusive overnight accommodation to support events offering
 - 54 bedroom guesthouse for holiday let
 - Self-contained apartments for holiday let, one each in North and South Pavilions
 - Ensuite rooms on the Principal floor to support dining offering

Long-term accommodation for Wentworth Woodhouse staff:

- 1 staff flat at the Chamber Floor level

EVENTS

Long Gallery and attached rooms can be utilised for availing events when the main house is closed to visitors

EDUCATION

3 libraries on the principal floor can be separated from the main visitor route when necessary and to be used for educational purposes

ADMINISTRATIVE USE/ ANCILLARY SPACES

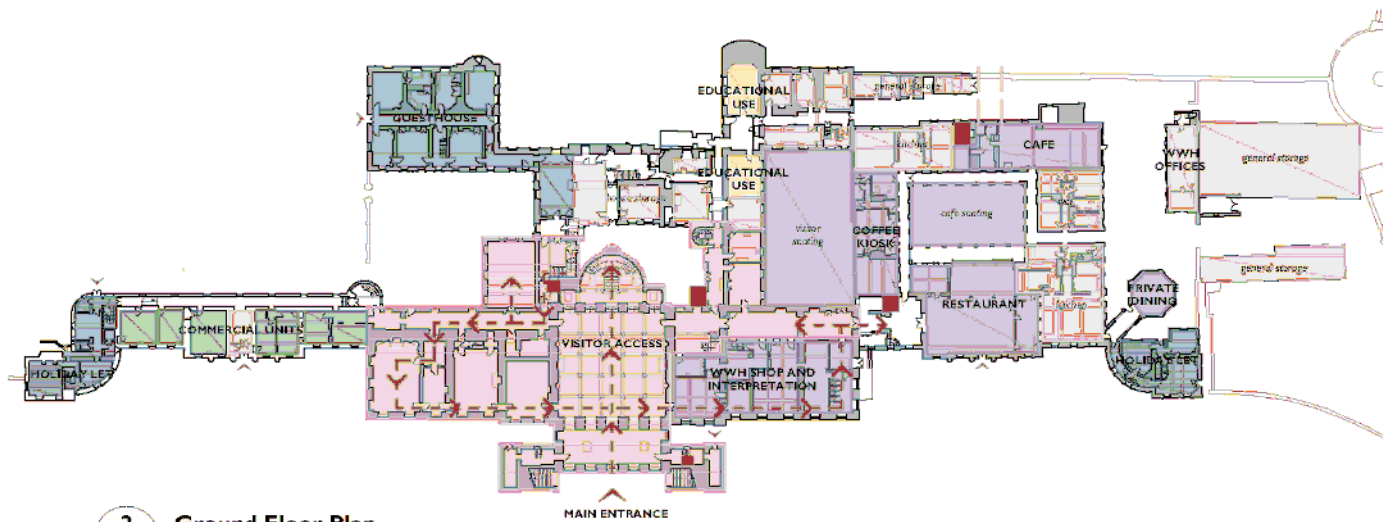
- Wentworth Woodhouse Offices:
- Back of house offices on the Chamber Floor
 - Offices on the Mezzanine Floor to support cafe and restaurant functions
 - Security office in Pikes Court

Dedicated storage areas to support all offerings

- KEY**
- > ACCESS POINTS
 - ➔ MAIN VISITOR ROUTE
 - LIFTS



MANSION HOUSE: OPTION A



2 Ground Floor Plan

HERITAGE, CULTURE AND EXHIBITION

Areas to be publicly accessible include:

- Wine cellars at basement level
- A large selection of rooms within the central block at ground and principal levels

*State Bedrooms not accessible to public except as accommodation

VISITOR HOSPITALITY AND RETAIL

Dining facilities within North Wing include:

- Cafe within double height space with external seating in Piazza Court (covered seating for approx 97 covers)
- Fine dining restaurant towards East Front (for approx. 116 covers)
- Private dining space within Octagonal game larder (approx 16 covers)

Wentworth Woodhouse visitor shop between dining and heritage offerings

COMMERCIAL-BUSINESS

14 commercial units suitable for small businesses with shared access and facilities

RESIDENTIAL/HOLIDAY LET

Short Term Accommodation:

- State Bedrooms as 2 suites for exclusive overnight accommodation to support events offering
- 5-6 bedroom guesthouse for holiday let
- Self-contained apartments for holiday let, one each in North and South Pavilions
- Ensuite rooms on the Principal floor to support dining offering

Long-term accommodation for Wentworth Woodhouse staff:

- 1 staff flat at the Chamber Floor level

EVENTS

Long Gallery and attached rooms can be utilised for evening events when the main house is closed to visitors

EDUCATION

3 libraries on the principal floor can be separated from the main visitor route when necessary and to be used for educational purposes

ADMINISTRATIVE USE/ ANCILLARY SPACES

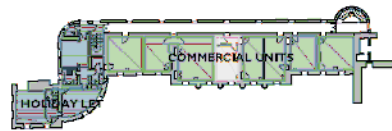
Wentworth Woodhouse Offices:

- Back of house offices on the Chamber Floor
- Offices on the Mezzanine Floor to support cafe and restaurant functions
- Security office in Pines Court

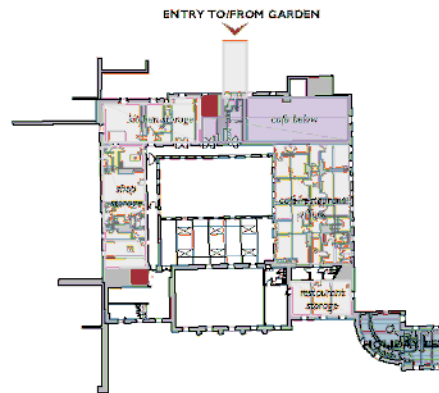
Designated storage areas to support all offerings

- KEY**
- > ACCESS POINTS
 - ➔ MAIN VISITOR ROUTE
 - LIFTS

MANSION HOUSE: OPTION A



3 Mezzanine Plan



HERITAGE, CULTURE AND EXHIBITION

Areas to be publicly accessible include:

- Wine cellars at basement level
- A large selection of rooms within the central block at ground and principal levels

*State Bedrooms not accessible to public except as accommodation

VISITOR HOSPITALITY AND RETAIL

Dining facilities within North Wing include:

- Cafe within double height space with external seating in Piazza Court (covered seating for approx 97 covers)
- Fine dining restaurant towards East Front (for approx 118 covers)
- Private dining space within Octagonal game larder (approx 15 covers)

Wentworth Woodhouse visitor shop between dining and heritage offerings

COMMERCIAL-BUSINESS

14 commercial units suitable for small businesses with shared access and facilities

RESIDENTIAL/HOLIDAY LET

Short Term Accommodation:

- State Bedrooms as 2 suites for exclusive overnight accommodation to support events offering
- 5/6 bedroom guesthouse for holiday let
- Self-contained apartments for holiday let, one each in North and South Pavilions
- En-suite rooms on the Principal floor to support dining offering

Long-term accommodation for Wentworth Woodhouse staff:

- 1 staff flat at the Chamber Floor level

EVENTS

Long Gallery and attached rooms can be utilised for evening events when the main house is closed to visitors

EDUCATION

3 libraries on the principal floor can be separated from the main visitor route when necessary and to be used for educational purposes

ADMINISTRATIVE USE/ ANCILLARY SPACES

Wentworth Woodhouse Offices:

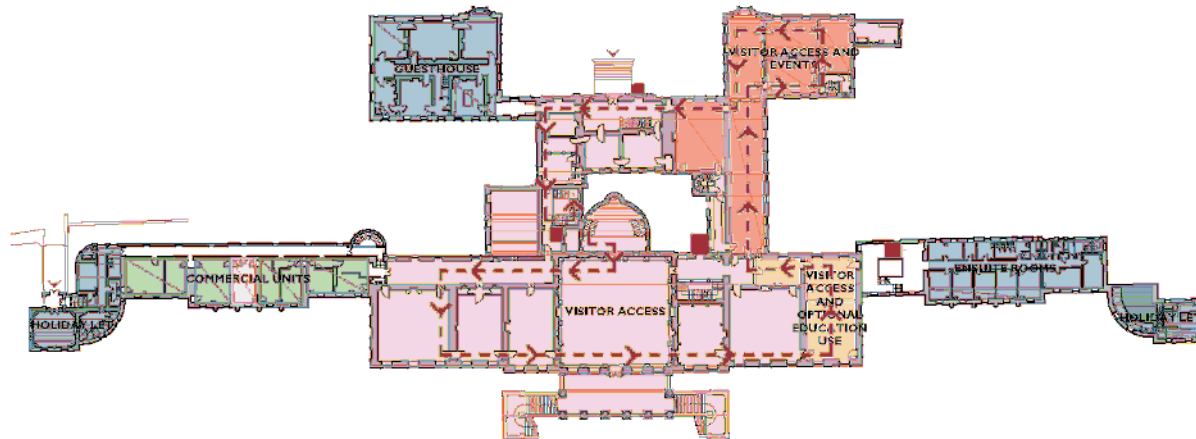
- Back of house offices on the Chamber Floor
- Offices on the Mezzanine Floor to support cafe and restaurant functions
- Security office in Fives Court

Designated storage areas to support all offerings

KEY

- ACCESS POINTS
- ➔ MAIN VISITOR ROUTE
- LIFTS

MANSION HOUSE: OPTION A



4 Principal Plan



HERITAGE, CULTURE AND EXHIBITION

Areas to be publicly accessible include:

- Wine cellars at basement level
- A large selection of rooms within the central block at ground and principal levels

*Data Bedrooms not available to public except as accommodation

VISITOR HOSPITALITY AND RETAIL

Dining facilities within North Wing include:

- Cafe within double height space with external seating in Piazza Court (covered seating for approx 97 covers)
- Fine dining restaurant towards East Front (for approx 118 covers)
- Private dining space within Octagonal game larder (approx 16 covers)

Wentworth Woodhouse visitor shop between dining and heritage offerings

COMMERCIAL-BUSINESS

14 commercial units suitable for small businesses with shared access and facilities

RESIDENTIAL/HOLIDAY LET

Short Term Accommodation:

- Suite Bedrooms 2 suites for weekend overnight accommodation to support events offering
- 5-6 bedroom guesthouse for holiday let
- Self-contained apartments for holiday let, one each in North and South Pavilions
- En-suite rooms on the Principal floor to support dining offering

Long term accommodation for Wentworth Woodhouse staff

- Staff flat at the Chamber Floor level

EVENTS

Long Gallery and attached rooms can be utilised for evening events when the main house is closed to visitors

EDUCATION

3 libraries on the principal floor can be separated from the main visitor route when necessary and to be used for educational purposes

ADMINISTRATIVE USE/ ANCILLARY SPACES

Wentworth Woodhouse Offices:

- Back of house offices on the Chamber Floor
- Offices on the Mezzanine Floor to support cafe and restaurant functions
- Security office in Fives Court

Designated storage areas to support all offerings

- KEY**
- > ACCESS POINTS
 - ➔ MAIN VISITOR ROUTE
 - LIFTS

MANSION HOUSE: OPTION A



5 Chamber Plan



HERITAGE, CULTURE AND EXHIBITION

- Areas to be publicly accessible include:
- Wine cellars at basement level
 - A large selection of rooms within the central block at ground and principal levels

*State Bedrooms not accessible to public except as accommodation

VISITOR HOSPITALITY AND RETAIL

- Dining facilities within North Wing include:
- Cafe within double height space with external seating in Piazza Court (covered seating for approx 67 covers)
 - Fine dining restaurant towards East Front (for approx 118 covers)
 - Private dining space within Octagonal game larder (approx 18 covers)

Westworth Woodhouse visitor shop between dining and heritage offerings

COMMERCIAL-BUSINESS

14 commercial units suitable for small businesses with shared access and facilities

RESIDENTIAL/HOLIDAY LET

- Shark Trench Accommodation:
- State Bedrooms as 2 suites for exclusive overnight accommodation to support events offering
 - 5-6 bedroom guesthouse for holiday let
 - Self-contained apartments for holiday let, one each in North and South Pavilions
 - Ensuite rooms on the Principal floor to support dining offering

Long-term accommodation for Westworth Woodhouse staff:

- 1 staff flat at the Chamber Floor level

EVENTS

Long Gallery and attached rooms can be utilised for evening events when the main house is closed to visitors

EDUCATION

3 libraries on the principal floor can be separated from the main visitor route when necessary and to be used for educational purposes

ADMINISTRATIVE USE/ ANCILLARY SPACES

- Westworth Woodhouse Offices:
- Back of house office on the Chamber Floor
 - Offices on the Mezzanine Floor to support cafe and restaurant functions
 - Security office in Fines Court

Designated storage areas to support all offerings

KEY

- ACCESS POINTS
- ➔ MAIN VISITOR ROUTE
- LIFTS

MANSION HOUSE: OPTION A



6 Attic Plan



HERITAGE, CULTURE AND EXHIBITION

Areas to be publicly accessible include:

- Wine cellars at basement level
- A large selection of rooms within the central block at ground and principal levels

*State Bedrooms not accessible to public, except as accommodation

VISITOR HOSPITALITY AND RETAIL

Dining facilities within North Wing include:

- Cafe within double height space with external seating in Piazza Court (covered seating for approx 97 covers)
- Fine dining restaurant towards East Front (for approx 116 covers)
- Private dining space within Orangerie game border (approx 16 covers)

Wentworth Woodhouse visitor shop between dining and heritage offerings

COMMERCIAL-BUSINESS

14 commercial units suitable for small businesses with shared access and facilities

RESIDENTIAL/HOLIDAY LET

Short-Term Accommodation:

- State Bedrooms as 2 suites for exclusive overnight accommodation to support events offering
- 5-6 bedroom guesthouses for holiday let
- Self-contained apartments for holiday let, one each in North and South Pavilions
- En-suite rooms on the Principal floor to support dining offering

Long-term accommodation for Wentworth Woodhouse staff:

- 1 staff flat at the Chamber floor level

EVENTS

Long Gallery and attached rooms can be utilised for evening events when the main house is closed to visitors

EDUCATION

3 libraries on the principal floor can be separated from the main visitor route when necessary and to be used for educational purposes

ADMINISTRATIVE USE/ ANCILLARY SPACES

Wentworth Woodhouse Offices:

- Back of house offices on the Chamber floor
- Offices on the Mezzanine floor to support cafe and restaurant functions
- Security office in Floor Court

Designated storage areas to support all offerings

- KEY**
- > ACCESS POINTS
 - ➔ MAIN VISITOR ROUTE
 - LIFTS

Stable Block and Riding School

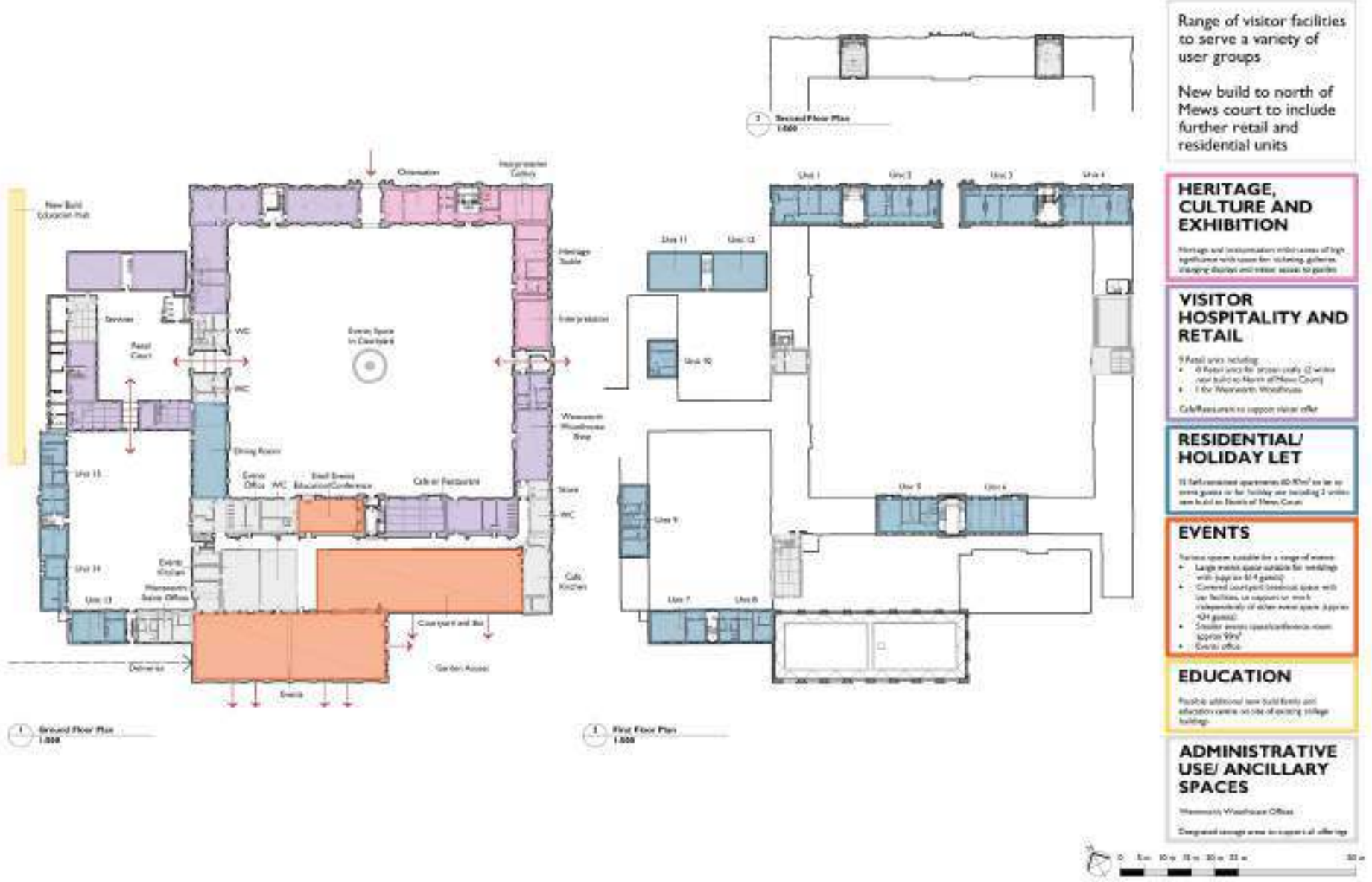
The preferred option for the Stables Block and Riding School is Option D, which offers a range of visitor facilities in order to serve a wide variety of user groups. The only area of new build is proposed to the north of Mews Court, to accommodate further retail and residential units.

Events and celebrations will feature heavily in the Stables – the Riding School is inherently suitable for a large events space and is able to accommodate over 600 guests. The covered courtyard space adjacent to the Riding School will have bar facilities and can work alongside or independently of the main events space. A smaller event/conference room of c. 90m² is also available.

Visitor hospitality and heritage uses will include an orientation space upon entering the Stables, as well as areas for interpretation and exhibition. The visitor offer will be enhanced with cafes/restaurants and 9 retail units, one of which will be dedicated to retail sales for Wentworth Woodhouse.

Truly multi-use, the Stables will also provide 15 self-contained apartments ranging from 60-97m² to support the events offer or which can be used as holiday lets. Ancillary spaces include offices, storage, WC facilities and service areas. In all, the Stable Block will present a vibrant and busy space that is in use throughout the day and night and supports the activities in the Mansion House.

STABLES OPTION D: MIXED VISITOR USE (INCREASED ACCOMMODATION)



Range of visitor facilities to serve a variety of user groups

New build to north of Mews court to include further retail and residential units

HERITAGE, CULTURE AND EXHIBITION

Heritage and contemporary exhibits of high significance with space for visiting galleries, changing displays and visitor access to gardens

VISITOR HOSPITALITY AND RETAIL

9 Retail units including:

- 6 Retail units for groceries (2 within new build to North of Mews Court)
- 1 for Mews North Woodhouse

Call Reception to support retail offer

RESIDENTIAL/ HOLIDAY LET

11 Residential apartments (60-70m²) to be in three groups or for holiday use including 3 units new build to North of Mews Court

EVENTS

- Various spaces suitable for a range of events
- Large main space suitable for meetings with approx 50-60 guests
- Covered courtyard/covered area with open facilities, or support or use independently of other event space (approx 400 guests)
- Smaller event space/conference room approx 100m²
- Events office

EDUCATION

Facile additional new build facility and education centre on side of existing stable building

ADMINISTRATIVE USE/ ANCILLARY SPACES

Mews North Woodhouse Office

Designated storage area to support all offerings

Camellia House

The final use of the Camellia House has not yet been decided by the Trustees. Out of the three proposed options, the use of the

Camellia House as a café is likely to be the most sustainable and generate a high level of return.

6.1.4 Capital Costs

Rex Procter and Partners have provided budget estimates for each of the preferred options, current as of June 2018 with an update in September 2018 (see Appendix 10).

The costs exclude the following:

- VAT
- AV/ICT
- Interpretation
- Repair works undertaken to date (urgent works and Phase 1 & 2 repairs)
- BREEAM (Building Research Establishment Environmental Assessment Method)
- Improvements over Part L Building Regulations (Building regulation in England setting standards for the energy performance of new and existing buildings)

In addition, it is assumed that works will be procured as a single tender, and the impact of phasing and inflation are yet to be assessed.

BREEAM (Building Research Establishment Environmental Assessment Method) compliance has not been included in costs as it will be very difficult and costly to achieve.

Part L is part of Building Regulations compliance and centres on the energy modelling of the building based on use. It looks at building fabric and energy efficiency. This has been excluded from the capital costs as the implications are difficult to estimate now and near impossible to foresee so many years into the future.

It should also be noted that the full impact of Brexit is unknown and may have a significant impact on costs and programme.

Estate Location	Camelia House Options			Stables Options			Mansion House Options			
	Camelia House	Camelia House	Camelia House	Stables	Stables	Stables	Stables	Mansion House	Mansion House	Mansion House
Option No.	1	2	3	A	B	C	D	A	B	C
Option Description	Café Use	Events Use	Education Use	Wedding/Celebration Corridor	Commercial Business Hub	Mixed Visitor Use (Increased retail)	Mixed Visitor Use (Increased economy)			
Option Status	Costed	Costed	Costed				Preferred/Costed	Preferred/Costed		
Costed Options - Q5 V1 June18 - See Notes below	£1,539,252	£1,474,547	£1,500,847				£49,211,683	£79,671,972		
Cost per m ²							£10,326	£7,234		

6.1.5 Car parking and traffic management

Traffic management and car parking are without the reach of this Masterplan. Both issues, however, were a repeated concern with both the public and key stakeholders.

The WWPT is aware of these concerns and is working with the Fitzwilliam Wentworth Estate and others to find acceptable solutions for access to the site and parking, during daily operations and large-scale events. At present, a traffic management company is commissioned during special events – such as the music festival – which is proving a successful short-term solution.

The WWPT should commission a separate Transport and Traffic Management Study as soon as possible, which should involve representatives from the village and Estate, and which should consider the impact of traffic management solutions on the wider landscape and setting of Wentworth Woodhouse.

6.2 Masterplan Programme

The approach to spatial planning, alongside the development of the financial toolkit and the public consultation, has had a significant impact on the design of the Masterplan Programme.

The current programme aims to have all the capital works completed within 12 years of the start of the Masterplan, with the remaining 13 years as contingency and 'settling in' time.

The spatial planning and visitor consultation have shown there is demand for an addition to the visitor experience at Wentworth Woodhouse within the next five years. This is not enough time to begin any significant capital work on the Mansion House or Stables, so therefore the programme prioritises the development of the Camellia House.

6.2.1 Phase 1 – Camellia House

The programme assumes a total project length of four years, beginning with a Round 1 Pre-enquiry in 2018/19. As this is the year in which the HLF plans to launch its new Strategic Framework 5, success through the HLF grant scheme has not been assumed. Therefore, if other funding sources are available and successful, the programme has been structured in terms of achieving RIBA Stages 0-2 in 2019/20, then RIBA Stages 3-7 in 2020/21. This sees the Camellia House re-open in 2021/22.

6.2.2 Phase 2 – Mansion House (Part 1 – Visitor experience)

This work will improve the visitor experience through re-interpretation and display in the State Rooms and repair and improvements to spaces such as the Marble Saloon and the installation of accessibility infrastructure such as lifts and changing places as well as retail and catering opportunities. The development of commercial business units within the Mansion House could also take place at this time.

This first part of the development is anticipated to begin in 2018/19 with a year of match funding activities to ensure any application to a major funder is successful, followed by a Pre-Enquiry in 2019/20.

Assuming a grant is successful, the programme anticipates two years to create plans between RIBA stages 0-2 (2020/21-2021/22), with RIBA stages 3-7 taking a further two years during 2022/23 - 2023/24. The anticipated re-opening of the property would be within financial year 2024/25.

6.2.3 Phase 3 - Stables

The third phase of the programme is to begin a capital project at the Stables. This redevelopment would see the Stables re-open as a mixed-use venue, offering a large events space with event accommodation, a café area, retail units, estate offices and visitor admissions.

It is anticipated that a Round 1 pre-enquiry submission would be made in 2021/22. If this application is successful, RIBA stages 0-2 would be completed over two years between 2022/23 and 2023/24. The following two years would be developing the

project from RIBA stages 3-7, with a planned reopening in 2026/27.

6.2.4 Phase 4 - Mansion House (Part 2 – Holiday Accommodation)

This part of the Mansion House redevelopment will focus on the North and South Pavilions as holiday accommodation and luxury event accommodation in some of the state bedrooms.

It is anticipated that work on these areas of the Mansion House will begin in 2024/25 with a Round 1 Pre-enquiry. If the application is successful, RIBA stages 0-2 would be completed over two years between 2025/26 - 2026/27. The following two years would see the development of RIBA Stages 3-7, with an anticipated opening of these rooms for hire in 2029/30.

Westworth Woodhouse Masterplan Programme														
	PC Programme	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Years 12 - 25	
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2031/31 - 2045/44	
Camellia House														
Major Funder Round 1 Pre Enquiry														
RIBA 0-2 Development														
RIBA 3-7 Development														
Camellia House re-opens														
Mansion House - Accessibility & Interpretation (Visitor Experience)														
Matchfunding														
Major Funder Round 1 Pre Enquiry														
RIBA 0-2 Development														
RIBA 3-7 Development														
Mansion House Reopens														
Stables														
Major Funder Round 1 Pre Enquiry														
RIBA 0-2 Development														
RIBA 3-7 Development														
Stables Open														
Mansion House - All other Mansion House and Event & Holiday Accommodation														
Major Funder Round 1 Pre Enquiry														
RIBA 0-2 Development														
RIBA 3-7 Development														
Event Accommodation for hire														
House fully open - minor projects or gallery improvements														

6.3 Masterplan policies

The following policies should be adhered to when considering the future direction of the Trust and Wentworth Woodhouse.

Policy No	Policy
Organisational	
OR01	Have regard to its core values and overall vision for the site in all decisions made by the Trust.
OR02	Regularly review the composition of the Board of Trustees and alter/supplement the Board to provide appropriate expertise and advice.
OR03	Continue developing exemplary working relationships with partners associated with all of Wentworth, including the Wentworth (Fitzwilliam) Estate and the Wentworth Garden Centre, to develop an integrated and holistic approach over the long-term management of the site and areas in divided ownership.
OR04	Continue developing exemplary working relationships with other heritage and visitor attractions in the local area, including Elsecar Heritage Village, Wentworth Castle and other members of the Great Places scheme.
OR05	Liaise with Rotherham Metropolitan Borough Council on their emerging Cultural Strategy, and work to develop partnerships within this context.
OR06	Continue to consult with stakeholders, the local community and others as a focussed part of a process of engagement
Conservation	
C01	The conservation, repair, restoration and maintenance of the historic assets associated with Wentworth Woodhouse should be paramount in all decisions making by the WWPT and proportionate to the significance of the historic environment, in accordance with expert advice and recommendations.
C02	Any restoration or new build, including works to the gardens and parkland, will respect and wherever possible enhance the historic setting and relationship with the landscape.
C03	Commercial or other income generating activities are undertaken in the understanding that any surplus revenue will contribute to the conservation, repair, restoration and maintenance of the historic assets in order to secure their long-term future.
C04	Fully understand detailed significances of any historic features or assets prior to any major work programme, including survey work and investigation, where appropriate.
C05	New design work should relate to its context and be sympathetic to the historic character, although this does not preclude new build
C06	Adopt proactive and preventative measures for the maintenance and security of the site, aiming to safeguard its future and retain its significance.

C07	Adopt the policies provided in the revised Conservation Management Plan and Landscape Management Plan
Financial	
FIN01	Devise strategies for enabling a sustainable business model that does not put the heritage values of the site at risk
FIN02	Ensure that sufficient reserves are available to maintain the site, gardens and historic assets appropriately
FIN03	Explore opportunities for funding.
Operational	
OP01	Ensure that all public-facing operations and activities are made fully accessible, both physically and intellectually.
OP02	Before granting any new tenancy or licence, the WWPT will ensure that the prospective tenant or licensee agrees to be bound by a restrictive covenant that maintains and preserves the outstanding architectural, historic and landscape interests of the site.
OP03	Subject to the limitation of financial resources, employ a sufficient number of suitably experienced and trained staff to ensure that long-term aims for the Trust and site are upheld to the highest standards.

SECTION 7: FINANCIAL APPRAISAL

Summary

The financial models developed alongside this Masterplan have been created in the form of a “Toolkit”. They work as a practical document that can grow and adapt as the Masterplan is further defined and segmented.

They were developed with the following objectives:

- Flexibility - The models are designed to be a flexible “Toolkit”. Dynamic and flexible, the Toolkit is broken down into individual business areas.
- Aligned with spatial options - The Toolkit has been structured to reflect the preferred spatial options of the Trustees. This ensures that the results of the Toolkit are built on the preferred spatial planning options.
- Modifiable - The Toolkit can be easily modified by the Trustees in order to cope with variance and change, providing the Trustees with a powerful document that can support them through the 25 years of the Masterplan.
- Contribution Model - The Toolkit is not a 10-year income & expenditure forecast, instead, it shows potential earnings from each business area. This is to allow the Trustees to see the earnings from each business area as they are developed, allowing flexibility for this to change if necessary. It also complements the financial models generated by project Events Consultants E+M+C, ensuring that all of this data for events income can be built into The Toolkit.

The financial models have also informed decision making, ensuring the Trust makes informed choices about the Masterplan programme.

The Toolkit outlines how each business area will contribute to income over the next ten years. The overall income the Trust could earn in year 1, after maintenance contributions, is in the region of £247,745. However, by the end of year 10, after significant investment in the infrastructure and visitor experience, the Trust could expect to generate £1,261,543. Over the 10 years of the Financial Model, the total income contributed (after deductions) could be in the region of £6 million.

The financial appraisal also identifies potential sources of funding that WWPT could apply to for capital works, interpretation projects, or activities, to help support the concepts explored within the Masterplan.

7.1 Financial Assumptions

The research and workshops used to generate the different business options outlined in Section 4 have been used to create a series of financial assumptions. These assumptions directly feed into the financial models outlined below and in the accompanying worksheets.

For the purpose of clarity, the financial assumptions are summarised by business area in the following sections.

It is important to note that, rather than solely reviewing existing commercial practices, all information included in this section

focuses on analysing additional income generation activities, with their associated costs, to produce a net contribution figure.

7.1.1 Admission and Tours

The information outlined in the admission and tours section of the financial model is based on the following assumptions:

- Visitors will continue to book for guided tours only, there will be no element of self-guided tours within the Mansion House in the immediate future, although there may be an element of self-guided tours in the gardens.
- There will be four tours available at Wentworth Woodhouse:
 - The Wentworth Tour - The State Rooms and 'East' side of the Mansion House
 - The Clifford Tour - The Long Gallery 'West' side of the Mansion House
 - The Garden Tour
 - A 'Special' Tour - Possibly a hard-hat, cellar or roof tour, still to be confirmed.
- There will be four tours per day, four days a week but with seasonal weighting for the garden tours and special tours.
- The duration and prices of the tours are as follows⁷⁴:
 - Wentworth tour 1 hour £20 pp
 - Clifford Tour 1 hour £20 pp

- Garden Tour 1 hour £5 pp
- Special Tour 1 hour (TBC) £10-20 pp (TBC)

- These tours will be run by trained staff, requiring 2,498 person-hours per annum⁷⁵. The hourly rate for tour guides from June 2018 will be £7.83 p/h plus 12%⁷⁶, rising annually in line with National Living Wage requirements.

7.1.2 Visitor Projections

It is estimated by WWPT that 9,158 visitors will be received in financial year 2018/19. This figure has been generated by averaging the annual number of visitors for tours and group visits over the last five years. This baseline data has been used to generate a series of visitor projections over the next 25 years. The full and detailed visitor projections are included within the Financial Toolkit.

The major factors affecting visitor attendance at Wentworth Woodhouse are outlined in the table below.

Year	Factor	Description	Visitor Numbers Increase, Static or Decrease?	Total visitors per annum
2019/20	Increased number of tours run	The number of tours operated per week increases to 4.	Increase	11,729 (28% increase on previous year)

⁷⁴ From WWPT Website

⁷⁵ From data provided by Jennifer Wicks, WWPT, 27.04.2018

⁷⁶ From data provided by Jennifer Wicks, WWPT, 27.04.2018.

Year	Factor	Description	Visitor Numbers Increase, Static or Decrease?	Total visitors per annum
2020/21	Free-flow weekends begin	Visitors can enter the House on a 'free-flow' model on weekends, whilst tours and group visits operate during the week. This will generate income both through 'general admission' and 'concession admission' in addition to tour tickets. General admission projections have been based on a 2% penetration of general visitors to the WWPT Estate.	Increase	55,679 (375% increase on the previous year)
2021/22	Camellia House Re-opens after an HLF or otherwise funded capital works project	The Camellia House will reopen as a café in 2021/22, improving the visitor offer at Wentworth Woodhouse, and seeing a 50% increase in visitor numbers, as this is a typical spike metric for HLF projects (See 'Other Assumptions' below)	Increase	78,008 (40% increase on the previous year)

2022/23	Mansion House major spaces closed for works	The Mansion House staterooms and other spaces are closed to visitors for capital works. The popularity of the Camellia House is still keeping levels stable.	Increase	79,568 (2% increase on previous year)
2023/24	Mansion House major spaces closed for works	The Mansion House staterooms and other spaces are closed to visitors for capital works.	Decrease	77,778 (2% Decrease on the previous year)
2024/25	Mansion House works completed, and new visitor offer available.	Visitors can enter the improved house on a 'free-flow' model on weekends, whilst tours and group visits operate during the week. The previous year's general and concession admission numbers have been multiplied by 150% to show a 50% increase, as this is a typical spike metric for HLF projects (See 'Other Assumptions' below)	Increase	110,621 (42% increase from previous year)

Year	Factor	Description	Visitor Numbers Increase, Static or Decrease?	Total visitors per annum
2025/26	Final Year of Stables' Capital Works	Impact of Stables' capital works not felt because of reopened Mansion House	Increase	114,601 (4% increase on the previous year)
2026/27	Stables Re-open as an events venue	Commercial opportunities increased - enabling expansion of staff and operating hours. The previous year's general and concession admission numbers have been multiplied by 150% to show a 50% increase, as this is a typical spike metric for HLF projects (See 'Other Assumptions' below)	Increase	165,813 (45% increase on the previous year)
2027/28	The first year of full visitor offer after Stables redeveloped. Holiday accommodation in the delivery phase,	Continued high levels of growth due to re-opened Stables and increased visitor attraction. Word of mouth spreads, increased events offer.	Increase	171,999 (4% increase on the previous year)

2028/29	Mansion House accommodation still in Delivery phase	No levels of growth as visitor experience at Mansion House has not improved, accommodation not yet open.	Increase	175,239 (2% increase on previous year)
2029/30	Mansion House accommodation opens	Medium level of growth from the increased use of holiday accommodation in the first year available to hire.	Increase	188,314 (7% increase on previous year)
2030/31	None	Continued high levels of growth due to the re-opened visitor attraction	Increase	202,432 (7% increase on the previous year)
2031/32	None	Visitor growth begins to slow	Increase	210,079 (4% increase on the previous year)
2032/33	None	Visitor growth begins to slow	Increase	214,081 (2% increase on the previous year)

Visitor number assumptions are included from 2033/34 until 2044/45, however, there are no significant factors affecting their fluctuation. Instead, a model anticipating natural levels of fluctuation, growth and deficit, are modelled to give an estimate

of the types of visitor numbers that could be expected over the period.

The final projections anticipate that in 2044/45, Wentworth Woodhouse could reach 208,379 visitors. However, these are estimates, given that there may be significant external factors that affect these projections unknown to the Trust at this point in time.

Other Assumptions

Other assumptions used to calculate the visitor projections include:

AVG GROWTH RATE (YORKSHIRE)	1.73%
AVG GROWTH RATE (YORK & EM)	1.57%
AVG GROWTH RATE (ENGLAND)	8.57%
AVG MEDIAN VISITOR NO (YORK)	38,192
AVG VISITOR NO (YORK & EM)	19,110
AVG VISITOR NO (ENGLAND)	26,913
AVG VISITOR NO (HIGH VOL)	161,326
<i>Visit Britain Annual Attractions Survey 2016</i>	

Immediate Market		Notes
Estate Visitors	500,000	Est in 2012
Garden Centre Visitors	800,000	Est in 2017
Growth Phase - LOW	102%	Based on York & EM historic houses avg growth rate since 2011-17
Growth Phase 2 - MED	104%	Based on a mix between Y&EM growth rate since 2011-17 and all England.
Growth Phase 3 - HIGH	108%	Based on high volume house growth rate.

Stabilisation	100%	Stable visitor number rate
Decrease	97%	Anticipated natural dips in visitor attraction cycles, post major projects
Spike	150%	Most HLF projects see an average of a 50% increase in visitor numbers before stabilising

7.1.3 Events

E+M+C Events Consultants have been commissioned by the Wentworth Woodhouse Preservation Trust to provide projections for expected income from events at Wentworth Woodhouse. Tricolor has not been involved in the creation of the assumptions, and so any enquiries concerning the income from events must be directed to E+M+C. This section is a summary of their findings and reported figures.

E+M+C's models, attached as Appendix 11, highlight that event income could be generated through the following sources:

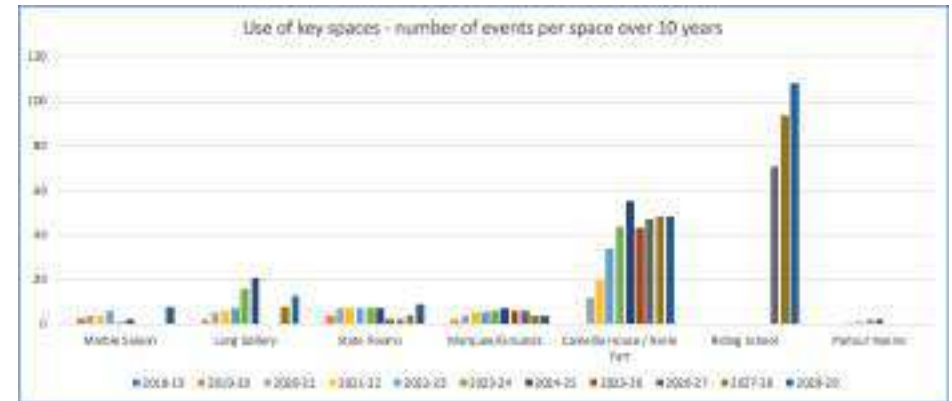
- Weddings
- Private/Corporate Room Hire
- Public Events
- Fundraising Events

The table below summarises the expected event income according to E+M+C.

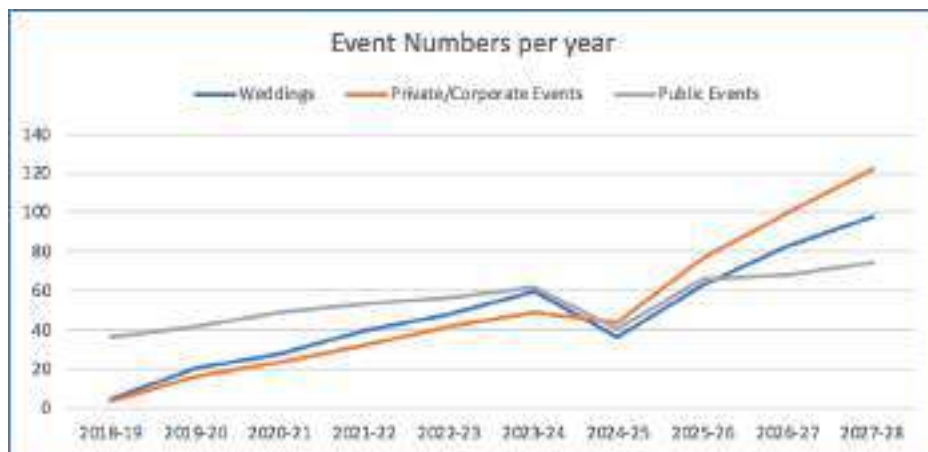
The table below summarises the expected event income according to E+M+C.



The final chart below shows the number of events held within each space over the next 10 years, as envisaged by E+M+C.



The table below shows the number of events by type (excluding fundraising events and filming) over the 10-year period.



Each of the event income streams will be summarised in a little more detail below.

Weddings

Weddings will happen across a range of rooms over the ten years:

- Marble Saloon
- State Rooms
- Long Gallery
- Marquee/Grounds
- Camellia House⁷⁷ / BoHo Yurt
- Riding School

Not all of these rooms will be available every year, but the models are very dependent on both the Riding School and the

⁷⁷ Camellia House not available until after 2022.

Camellia House being used for events of all kinds, not just weddings. The table below shows the projected number of weddings E+M+C think Wentworth Woodhouse could be able to deliver in the next ten years.

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Weddings Per year	5	21	28	40	48	60	36	63	83	98

The prices charged for weddings by room size also change over the ten years, as can be seen from the table below:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Marble Saloon	£8,200	£8,200	£8,200	£8,200	£8,200	-	-	-	-	£8,200
State Rooms	-	-	-	-	-	-	£4,000	£4,000	£4,000	£4,000
Long Gallery	£6,200	£6,200	£6,200	£6,200	£6,200	£6,200	-	-	£6,200	£6,200
Marquee/Grounds	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000	£12,000
Camellia House / BoHo Yurt	-	£300	£1,200	£3,000	£3,000	£3,000	£3,000	£3,000	£3,000	£3,000
Riding School	-	-	-	-	-	-	-	£6,000	£6,000	£6,000

Notes to the wedding information above:

- The Marble Saloon is not available due to floor repairs in years 6-9.
- A “BoHo” Yurt is used outside the Camellia House until the Camellia House is repaired in 2021/22.
- The Long Gallery, in E+M+C’s models, is closed for renovation around years 7 and 8
- The Riding School becomes the main venue for weddings, going from 25 - 48 weddings per year, after opening in Year 8.

Private Hire

The spaces outlined by E+M+C as being used for private hire events, and the type of events they could be used for are outlined in the table below:

<u>Room</u>	<u>Event Type</u>	<u>Value</u>
Marble Saloon	Convention	£8,200
State Rooms	Meetings	£4,000
Long Gallery	Party	£6,200
Marquee/Grounds	Corporate Day	£12,000
Camellia House	Camellia House meetings	£3,000
Riding School	Riding School meetings	£6,000
Parlour Rooms	Meetings	£2,300

Other Events	Networking	£2,500
	Small presentations	£250
Parkland only	Team-building	£500
	Conference activities	£7,500
	Ride and Drive	£7,500
	Family Fun Day	£15,000

The private hire model uses a very similar principle and charging policy to the wedding model. The estimated number of private hire events per year are included in the table below:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Private/Corporate Events	4	16	24	32	42	49	44	77	100	122

Public Events

The spaces identified as appropriate for public events include:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Marble Saloon	-	1	1	1	1	2	-	-	-	2
Long Gallery	-	-	1	1	2	3	-	-	1	1
State Rooms	2	3	3	3	3	3	-	-	-	-
Marquee/Grounds	1	1	2	2	2	3	4	4	2	2
Camellia House	-	-	-	2	3	4	5	6	5	3
Riding School	-	-	-	-	-	-	-	22	24	26
Parlour Rooms	-	-	-	-	-	-	-	-	-	-
Other Events										
Inside/ Multiroom	13	14	15	15	16	16	-	-		
Lectures/Community	10	12	14	15	16	16	16	18	20	25
Parkland only										
Special interest groups	4	4	5	5	5	5	5	5	5	4
Car Clubs etc	2	2	2	2	2	2	2	2	2	2
Outdoor cinema, extreme sport	2	3	4	4	4	5	5	5	5	6
Music, festival, re-enactment	2	2	2	3	3	3	4	4	4	4
TOTAL	36	42	49	53	57	62	63	68	70	77

Notes to Public Events

- The income for these events is based on a flat rate hire fee, rather than a ticketed model.
- The flat fee per room varies throughout the period but stays within the range of those outlined in the private hire rates.

Filming

Income from filming has not been included within the financial models or financial assumptions as it can be an intermittent and highly variable income stream. Filming income will still be sought by WWPT, but it will not be relied upon as a budgeted income stream.

Fundraising Events

Fundraising events outlined by E+M+C include two annual events. The amount earned at these events totals between £35,000 - £55,000 for 'normal' years.

7.1.4 Retail Units

Through the spatial planning workshops, retail units at Wentworth Woodhouse have been considered as possible within the Stables.

The masterplanning has identified three different options for retail units, Options A, C and D (Option B does not include any retail units):

	Option A	Option C	Option D
Total No. Units	12	15	8
Total m2	1,172	1,065	650

The Wentworth Woodhouse Garden Centre has retail units that they let for £12 sq ft = £129 sqm. However, they are currently in the process of bringing the units back under the Garden Centre's control due to lack of demand, and the different approaches to work ethic expressed by the tenants which has caused tension.

For these assumptions, the financial models calculate an income based on the possible rent per square metre. The retail offer will be more desirable and a premium rate compared to the Garden Centre, so an assumption of £17.50 sq ft = £188 sqm has been used in the financial models⁷⁸.

The financial models also include provision for a Retail Unit Administrator at £30,000 plus 15% on costs, 0.4 FTE.

Retail Unit Assumptions

The model assumes a rate of £188 per m2 for the retail units at Wentworth Woodhouse, and income will be calculated on the basis of Commercial Units below.

Other Assumptions:

- Occupancy: 30% in Year 1, rising to 80% in Year 5.

⁷⁸ Assumption of £17.50 sq ft included at the request of WWPT, converted to m sq to match architectural plans.

- Costs of running: 48% in Year 1, reducing to 25% in Year 5.
- Administrator: £30,000 plus 15% on costs, 0.4 FTE.

7.1.5 Wentworth Woodhouse Shop

In addition to rentable retail units, Wentworth Woodhouse would also have its own shop. The quality of the offer would be comparable to that offered by the National Trust.

In order to calculate the possible income, the following assumptions were made:

The Association of Independent Museum's ("AIM") guidance, The Royal Cornwall Museum, & Hull Maritime Museum, have been used to calculate average spend per visitor and conversion rates.

AIM's guide to museum retail shops suggests £2.00 spend per head per visitor should be the target rate. However, on similar sized operations, Royal Cornwall Museum achieved only £1 SPH whilst Hull's figure was very low so we modelled at £0.75 SPH. For WWPT we have started at a modest £1.25⁷⁹.

Shop Assumptions

The assumptions used in the financial models are:

- Spend per head: £1.25
- Cost of running %: 46%

⁷⁹ Retail modelling figures have been kept conservative as the retail offer is not anticipated to change significantly until the stable works are completed. Once the stable works are complete,

These assumptions have been taken from the Royal Cornwall Museum retail model.

7.1.6 Wentworth Woodhouse Catering/Cafe Income

Wentworth Woodhouse will also have a selection of cafe and catering outlets. The size and scope of these are dependent on the options selected by the Trust.

Cafe

The capacity and size options provided by Purcell are

Stables

	Option A
Total Capacity	68 covers
Total m2	96

Mansion House

	Option A	Option B	Option C
Total Capacity	97	97	97
Total m2	136	136	136

Cafe Assumptions

and the visitor entrance is through the stable block, it is anticipated that the quality of the retail offer will be increased, improving SPH. For the purposes of this model, however, a flat SPH has been used.

The financial assumptions are based on the following assumptions⁸⁰:

- Baseline visitor projections: 79,568 visitors based on year 5 projections (2022/23)
- Weekday conversion rate: 55% of visitors
- Weekend conversion rate: 60% of visitors
- Average transaction per weekday: £3.50
- Average transaction per weekend: £4.00 (weekday rate + 50p)
- Food and beverage costs: 30% of sales
- Labour Costs: 35% of sales
- Sundry Costs: 12% of sales
- Rates: TBC - *Dependent on Local Authority*

Each model shows variations for low, medium, and high visitor attendance, and the contributions associated with those.

7.1.7 Commercial Units

Commercial comparators consulted as part of the master planning process included:

Comparator	Total Size sq/ft	Total Size sq/m	Prices sq/ft	Price Sq/m	Occupancy Rates
Broughton Hall	150,000 sq/ft	13,935	£15	£161	100%
Newby	19,490 sq/ft	1,810	£9 - £12	£96 - £129	100%

⁸⁰ Conversion rates and spend per head assumptions are from a model regularly used by Perfect Moment for cafe financial modelling. This is based both on industry guidance, and the experience of catering consultants.

Stables			(negotiable)		
Aske Hall (Zetland Estates)	55,000	5,109	£10 sq/ft	£108	90%

CASE STUDY: Broughton Hall

Broughton Hall is owned by Roger Tempest. Roger and his family live at Broughton, but it is primarily used for private functions, weddings, and corporate hire. Within the grounds of the estate, Roger has developed a business park, comprising of 150,000 sq feet of space for office units.

Roger was the founder of Rural Solutions, a consultancy that is very experienced in developing and managing stable conversions. Rural Solutions was commissioned to write the original business plan for the Wentworth Woodhouse Stables and Riding School.

Facilities and physical infrastructure

The units at Broughton Hall are flexible spaces that can adapt and grow with the requirements of tenants, and internal walls can be easily removed, or added, depending on the need. They all come with high-speed internet. The estate also has electric car charging points, cycle racks and showers for business clients.

The main communal facility at the Business Park is 'Utopia' - a cafe, meeting rooms for hire, and venue for hire.

Business users will also have access to a new well-being centre called 'Avalon' which sits on the estate and is set to open soon.

Rental rates & financial information

At Broughton Hall's Business Park, smaller units are charged at an annual rate. Roger finds that this is a more attractive proposition for clients who require a smaller business unit. However, as a flat rate, the usual rental cost for units is £15 per sq ft.

The development costs for the business park was approximately £100 per sq ft. However, this was because the development was undertaken privately, using in-house developers and builders, and he did not use grants or subsidy, which meant Roger had more control over the development costs.

Business Rates at Broughton are usually charged at 40%, and they do not do rent-free periods. Management rates at Broughton are a flat rate of 10% of the rent.

Occupancy rates at Broughton Hall are currently 100% with a waiting list for commercial units. They have managed to achieve this by having a dedicated Business Centre Manager and advertising and marketing units continually. They are always open to negotiations with clients, making sure they feel like they have a say in the process, and feel valued. The biggest part of the Business Centre Manager's role is to develop relationships with clients, ensuring that they feel valued and invested in.

Units are usually offered to clients on 12-15 year leases to ensure sustainability and security for both client and Broughton.

Recommendations for Wentworth Woodhouse development

Below are some of the recommendations made by Roger for the developments at Wentworth Woodhouse:

Operations

- "Make sure you have a Business Centre Manager. They are usually about £30k a year. But that will just make sure you have someone dedicated to making the business units work and that they are always occupied.
- It also helps to have someone who can keep up that relationship with clients, listening to them. They are more likely to stay because they enjoy using the space."

Marketing

- "Never just use one big agent, that is my Golden Rule. Go to all of them, and use all of them."
- "Remember that 9/10 of business in the UK employ less than 7 people. That's the market you're looking for. Don't bother going after the big boys, go for these guys."
- "Market them as excellent, high quality, flexible spaces. Whether there is a demand in the area, or not, people will come for excellence."
- "Call it a 'Business Park' or 'Business Centre', people seem to really like that."

Timescales

- "Try and begin letting them as capital works are happening, that way you have spaces let when it opens on day 1. That's the ideal situation, it doesn't always work that way, but if you work really hard, it is possible."

CASE STUDY: Aske Hall (Zetland Estates)

Aske Hall, part of the Zetland Estates, is owned by Robin Dundas, Earl of Ronaldshay. Robin was contacted for consultation as he manages a high-quality business park within the converted Grade II Listed stables at Aske Hall.

Facilities and physical infrastructure

The total unit space available at Aske Hall is 55,000 sq ft. The units at Aske are flexible, allowing units to grow or contract in line with the needs of their clients. However, they do tend to find that smaller units (250 - 750 sq ft) are more popular than larger ones.

All units are supplied with a landline broadband connection which is charged to occupiers as the BT connections in the area are poor. They also supply sewerage and water services to the units as they are not on the mains supply. All units have small kitchenettes provided.

Rental rates & financial information

Units are let for about £10 sq ft, with a 10% service charge. All other business rates or electricity rates are billed directly to the client by the local authority or utility companies.

The units have been operating at about a 90% occupancy rate since 2000.

Recommendations for Wentworth Woodhouse development

Robin had a very simple recommendation for the Wentworth Woodhouse development from his own experience: *"Provide good space, don't overcharge, look after people when they're in occupation – simple rules which seem to work."*

CASE STUDY: Newby Hall & Gardens

Newby Hall and Gardens is a visitor attraction in Ripon, North Yorkshire. The House is now a mixed-use visitor attraction, but the Compton family (who still own the House) have converted the stable block into commercial office units.

Facilities and Physical Infrastructure

The total unit space available to Newby Stables is 19,490 sq ft. The units are a range of smaller and larger spaces, available at negotiable rates.

All of the units are air-conditioned, have electric car charging points, showers and high-speed broadband. A meeting room is also available to hire.

Business tenants can have access to the parkland and cafe within the House as a bonus to their occupation. When the House is not open, a sandwich van does deliveries to the tenant businesses.

Rental rates & financial information

Units are let at a negotiable rate between £9 - £12 sq ft, and a 10% service charge is included on top of that. When interviewed they had a 100% occupancy rate, but since the date of the interview, one unit has since become available.

Recommendations for Wentworth Woodhouse Development

Advice from Newby Stables included:

- They are very similar to Wentworth as they are rural, but not remote. This does put off some potential clients as

there is no immediate access to a supermarket and other amenities.

- The majority of users are local businesses, this might be a good technique to start with, encourage local business.
- Smaller units are easier to let than larger ones.
- Offer access to your visitor attraction.

Further Research

Research into commercial units available in Wentworth, Rotherham, and the surrounding areas revealed 13 properties that were either heritage properties, mock-heritage properties, or rural. The rates for these properties were:

Property	Price sq/m
Property 1 ⁸¹	118
Property 2 ⁸²	128
Property 3 ⁸³	123
Property 4 ⁸⁴	82
Property 5 ⁸⁵	106
Property 6 ⁸⁶	108
Property 7 ⁸⁷	129

⁸¹ <http://www.rightmove.co.uk/commercial-property-to-let/property-651746>

⁸² <http://www.rightmove.co.uk/commercial-property-to-let/property-63216757.html>

⁸³ <http://www.rightmove.co.uk/commercial-property-to-let/property-47922061.html>

⁸⁴ <http://www.rightmove.co.uk/commercial-property-to-let/property-42825735.html>

⁸⁵ <http://www.rightmove.co.uk/commercial-property-to-let/property-64124093.html>

⁸⁶ <http://www.rightmove.co.uk/commercial-property-to-let/property-65828681.html>

⁸⁷ <http://www.rightmove.co.uk/commercial-property-to-let/property-39681732.html>

⁸⁸ <http://www.rightmove.co.uk/commercial-property-to-let/property-67926854.html>

Property	Price sq/m
Property 8 ⁸⁸	129
Property 9 ⁸⁹	175
Property 10 ⁹⁰	128
Property 11 ⁹¹	57
Property 12 ⁹²	135
Property 13 ⁹³	126
Average	£119 sq/m

Information provided by Rotherham Council included a Joint Land Employment Land Review with Sheffield City Council. Within this document, the following rates from 2010 are included⁹⁴:

Location	£psf
Sheffield City Centre	£20.00
Barnsley	£15.00
Doncaster	£14.00
Rotherham	£12.50

⁸⁹ <http://www.rightmove.co.uk/commercial-property-to-let/property-61995445.html>

⁹⁰ <http://www.rightmove.co.uk/commercial-property-to-let/property-53867485.html>

⁹¹ <http://www.rightmove.co.uk/commercial-property-to-let/property-42781701.html>

⁹² <http://www.rightmove.co.uk/commercial-property-to-let/property-65171528.html>

⁹³ <http://www.rightmove.co.uk/commercial-property-to-let/property-69762845.html>

⁹⁴ Sheffield and Rotherham Joint Employment Land Review, 2015 - table taken from 2011 Sheffield Market Activity Report, Knight Frank

Location	£psf
Sheffield out-of-town	£12.50

A conversion of the Rotherham average rent of £12.50 sqft gives an equivalent rent of £134 per sqm.

The research undertaken, plus the desirability of the area has been used to calculate an assumed income of £17.50 sq ft⁹⁵, equal to £188 sqm. These rates have been used in the financial models.

Occupancy Rates

The Rotherham Investment and Development Offices' Senior Inward Investment, Programmes and Projects Officer, James Green, also clarified that council owned commercial units in the borough were at a 90% occupancy rate.

This information, plus the experiences of the comparator heritage sites outlined above, have guided the financial modelling to assume that the project would aim to reach an 80% occupancy rate within 5 years of the units being opened, aiming for a 40% rate in the first year.

Enquiries and Demand

The RiDO also supplied a table evidencing all of the enquiries that have been dealt with by the regional development team from March 2017 - March 2018 in relation to requests for commercial units by size. This table is included below:

⁹⁵ Assumption of £17.50 sq ft included at the request of WWPT, converted to m sq to match architectural plans.

Office	All locations		
	Sq Ft	Sq M	Enquiries
0-1000 sq ft	13811.00	1446.57	20
1000-2000 sq ft	8500.00	799.65	5
2000-5000 sq ft	22000.00	2043.80	6
5000-10000 sq ft	28000.00	2601.20	3
10000-20000 sq ft	67000.00	6224.30	3
20000-50000 sq ft	0.00	0.00	0
50000-100000 sq ft	0.00	0.00	0
100000+ sq ft	200000.00	18580.00	1
Total	326011.00	31685.62	38

Commercial Units Spatial Options

The spatial planning workshops have identified spaces both in the Mansion House and the Stables for commercial units.

Mansion House

	Option A	Option B
Total No. Units	14	14
Total m2	567	567

Stables

In the Stables options, only Option B identifies commercial units in the Stables Block. In Option B, the primary purpose of the Stables conversion is to provide commercial units, with a small catering provision for commercial tenants.

	Option B
Total No. Units	21
Total m2	2,210

The Stables development outlined at Option B is slightly larger than that at Newby Stables, which makes it an ideal comparator.

Assumptions

For the financial models, the following assumptions have been made:

- Price per sqm: £188
- Cost of Running: 36% of income (based on staffing and associated costs)
- Occupancy Rate⁹⁶: 40% rising to 80%

7.1.8 Event Accommodation

The options for events accommodation are split across the Mansion House and Stables options:

Mansion House

	Option A	Option B	Option c
Total No. Rooms	4	1	2
Total m2	918	298	678

⁹⁶ Based on case studies and RMBC Investment and Development Office figures, kept conservative at the request of WWPT.

Stables

	Option A	Option C	Option D
Total No. Rooms	14	12	15
Total m2	1,131	970	1,199

CASE STUDY - West Mill Wedding Venue, Derby

The West Mill Wedding Venue is a Grade 1 Listed converted cotton mill just outside Derby. The mill is an exclusive use wedding venue and only holds one wedding at a time.

Andrew & Chrissie Rose are the founders of the wedding venue, who are supported by a team of five other staff.

West Mill has won several awards for the project including:

- The 2017 Wedding Industry Awards: East Midlands Town and City Venue of the Year
- The 2017 Wedding Industry Awards: National Town and City Highly Commended Venue of the Year
- RICS East Midlands Building Conservation Award 2017
- RICS East Midlands Building Hospitality & Leisure Award 2017
- Derby Civic Trust Restoration Award 2016
- George Rennie Conservation Award 2017

Weddings at West Mill

Weddings at West Mill are exclusive use, meaning that only one wedding has use of the venue at any time. There are five rooms within the building that can be used for the ceremony and/or reception, and grounds for summer drinks receptions.

Andrew's approach is to make the space as appealing as possible for all types of weddings and all types of couples. That is why they allow a couple to broadly choose how they want to use the Mill's space.

Catering

West Mill does not have an in-house catering team. Instead, they provide a fully fitted catering kitchen within the building with one dedicated caterer. This means that the venue does not have the financial burden of a catering team, but also ensures that the costs of external caterers are kept down as the dedicated catering company can leave their own equipment and utensils in the kitchen.

The dedicated caterer offers a good level of flexibility and has a good selection of different options for a variety of wedding budgets. The level of personalisation available across the whole wedding offer is very popular with couples.

Wedding Accommodation - room standard, fittings, costs

West Mill had 8 bedrooms available for wedding parties to hire in addition to the standard wedding package.

The quality of the rooms was described by Andrew as 'boutique'. He estimated that the cost of fitting out each room to this quality was about £50,000 per room from a finished shell.

Wedding Accommodation - Occupancy, room rates

The rooms are only available for wedding parties, and all eight rooms must be booked in advance, the couple is then responsible for arranging who will stay in the rooms.

There is currently about a 70% conversion rate for room take up. This is lower than the target of 90%. The biggest challenge for the West Mill is that they are just on the outskirts of Derby, but not into the countryside enough for users who would want a boutique experience. They are also quite a new venture, only launched last October. As knowledge improves about the availability of rooms, Andrew anticipates this will increase.

They currently charge between £95-£120 per night for the rooms, depending on the size.

Advice for Wentworth Woodhouse Development

Andrew offered the following additional advice for weddings and event accommodation at Wentworth Woodhouse:

Camellia House

"It's a bit small. It could be used as part of it. It depends what else you can do. Can you link that to any other spaces? It would be a cool place for a ceremony, but you would need one other structure. I would try and go away from marquees. They are hard to give USP. You've got some really beautiful buildings with so much to work with, why add another structure? Fit it out, then add kitchens. Definitely try and use it for something."

Weddings at Wentworth Woodhouse

“You could do two venues, one in the Stables, one in the Mansion House. The Stables are easier to Masterplan. You don't have to go into the Mansion House. You approach it sooner, can keep it contained. An interesting space, the buildings etc, I'm sure it could work.”

“I think a couple might expect to get married in the Mansion House. When you're there, you're not getting married in the House, and you set that out in all the picture and literature. I think it stands alone.”

“I wouldn't be looking to do weddings in the Mansion House, tail those off, getting another venue in that site. It's quite intimidating. In time, there could be some profits of space, it would need different access, at the rear, it needs to be really carefully thought through.”

Event Accommodation

“There is a larger suite for couples, some larger doubles and kings etc. a range of sizes. For a wedding party you ideally want up to 20 bedrooms, can increase.”

“You'd have a bigger draw, we haven't got a visitor attraction. There's nothing really else to do as part of that. You could easily have your accommodation full with wedding guests, lots of ideas.”

⁹⁷ Based on Andrew Rose, West Mill Recommendations

⁹⁸ Benchmarked against industry indices across a range of hotel reports

⁹⁹ As above

¹⁰⁰ As above

It is envisaged that weddings would be offered the rooms on a similar basis at weekends, and that larger events or conferences could also book the event accommodation rooms on a similar basis during the week.

Assumptions

Event Accommodation

- Price per night⁹⁷: £120
- No. Bookable Days: 364
- Occupancy: 60%
- Cost of Sales⁹⁸: 20%
- Staff⁹⁹: 30%
- Unallocated Costs¹⁰⁰: 10%

The above assumptions are based on events figures from Year 5 - 50 weddings per year (2 days each), plus other events (conferences, leisure courses etc)

State Bedrooms (Mansion House)

- Price per night¹⁰¹: £300
- No. Bookable Days: 365
- Occupancy: 50%
- Cost of Sales¹⁰²: 20%
- Staff¹⁰³: 30%
- Unallocated Costs (inc security)¹⁰⁴: 20%

¹⁰¹ Rate of £300 p/n included at the request of WWPT, based on luxury room rentals researched within historic houses, which were between £300-£400 p/n.

¹⁰² Benchmarked against industry indices across a range of hotel reports

¹⁰³ As above

¹⁰⁴ As above

These assumptions are based on research into luxury room rentals within historic houses or period properties. The average rate of the rooms was between £300 -£400 per night.

7.1.9 Holiday Accommodation

Holiday accommodation in historic houses is very popular, with the National Trust and Landmark Trust offering holiday accommodation in many of their properties. These can either be apartments or whole buildings.

In the case of Wentworth Woodhouse, the spatial planning sessions have outlined potential holiday apartments in the North and South Pavilions, and a 5-6 bedroom guest house in the West Front.

Each apartment would have two bedrooms. Information provided by the National Trust shows that the majority of their bookings are for short breaks, and they recommended spending significant energy creating and marketing short-break packages.

Occupancy rates for rooms sleeping 2-4 people at National Trust properties are between 71% and 88%, with an average of 78%.

Occupancy rates for larger properties, sleeping 10-12 people, are significantly lower (average of 66%). The principle is the larger the property, the lower the income per bed, the lower the occupancy. Whilst the property itself may generate more per let, it is not proportional.

The National Trust also has a very good repeat booking rate, with 89% of survey respondents saying they would be happy to visit

again, and a running average of 63% actual repeat bookings, 25% of which are usually at the same site.

Assumptions

Considering this, the assumptions used within the financial model are:

South Pavilion

- Annual Sales per Bed (based on NT figures):
£6,600
- Total Annual Sales: £26,400
- Occupancy Rate (based on NT figures): 79%

North Pavilion

- Annual Sales per Bed (based on NT figures):
£6,600
- Total Annual Sales: £26,400
- Occupancy Rate (based on NT figures): 79%

Costs

- % cost of sales (includes utilities, laundry etc): 5%
- % staff looking after rooms: 35%
- % other costs - (welcome packs, broadband etc): 5%
- (Optional Agency fee): 25%

The financial models have been based on the assumption that WWPT will market, promote, and manage the properties internally. However, In discussion with the National Trust to gather hard facts about their holiday accommodation offer, the NT were keen to offer their support with marketing and managing the holiday apartments. They would be happy to discuss promoting the apartments through their existing catalogue and

brochure and handling bookings. Or, they would be happy to completely manage all aspects of the holiday lets.

The financial models contain the capacity to include an agency rate, which can be added if required.

These are of course early negotiations, but it would be good for the Trustees to discuss this offer in more detail as the project develops as NT occupancy rates are very high and are a successful model.

7.1.10 Leisure Courses

Leisure courses have been identified by the project team as an opportunity to generate additional income.

The approach outlined in the financial models is based on the assumption that Wentworth Woodhouse will deliver the courses internally, rather than letting studio spaces to artists or a company to run their own workshops and courses.

Research into other leisure course comparators included:

Comparator	Leisure Course rates (per person)	Average No. Participants
The WI at Denham	Residential rates: £340+ Day rates: £105 - £125	15
Dillington House	Residential: £356+ Day Rates: £54	10-30
The Grange, Ellesmere	Residential: £320+ Day Rates: £145 (from a £290 two day non-residential rate)	unavailable
Madingley Hall	Residential: Day rate + £100/£120 accommodation Day Rates: £95	unavailable
Plas Tan y Bwlch	Residential: £219+ Day Rate: £45 plus meals	15

At Wentworth Woodhouse, the approach explored in the model is based on a single day rate per course, with a range of these being 1, 2 and 3-day options. None of the courses presented in the assumed model offer residential rates, but there is scope for event accommodation to be used for this purpose should the Trust wish to offer residential courses in the future.

Tutor Costs

The cost of tutors depends on their level of experience, the amount of preparation they do, and their specialism. SuperProf, a website that advises tutors and advertises tutoring availability,

¹⁰⁵ Based on consultation calls with leisure course providers: WI @ Denham, Dillington House, and Plas Tan Y Bwlch.

advises tutors to consider setting their rates at between £15-£30 per hour for private tutoring.

Taking a rate of £30 per hour, the cost of a half day tutor (4 hours) would be £120. However, this does not factor in materials, preparation, travel, or group size. Therefore, an assumption of £200 has been included in the financial models.

Assumptions

The assumptions used in the models are:

- Number of course days per year: 30
- Average number of participants per course¹⁰⁵: 15
- Price per participant per day: £100
- Cost of tutor per day¹⁰⁶: £300
- Marketing Costs: 15% of income
- Course Director: £34,500 + 15% on-costs

7.2 Financial Models – the Toolkit

The full financial models can be viewed in Appendix 12, however, a narrative summary of the findings of these models is included below.

7.2.1 Objectives

The financial models produced to support this Masterplan have been designed with the following objectives:

¹⁰⁶ This is a variable rate, depending on the type of course offered. A rate of £300 has been included whilst the types of courses that will be offered are not formalised.

Flexibility - The models are designed to be a dynamic and flexible 'Toolkit,' broken down into individual business areas.

Aligned with spatial options - The Toolkit has been structured to reflect and build on the preferred spatial options of the WWPT.

Modifiable - The Toolkit can be easily modified by the Trust, allowing them to cope with variance and change. This will provide the Trust with a powerful document that can support them through the 25 years of the Masterplan.

Contribution Model - The Toolkit is not a 10-year income & expenditure forecast. Instead, it shows potential earnings from each business area, allowing the Trust to see earnings as they are developed, providing flexibility.

7.2.2 Methodology

The methodology used to create The Toolkit was based on three core strands:

- Spatial planning
- Creating, testing and refining financial assumptions
- Building a contribution model (Income & expenditure forecasts for individual business areas that produce a net contribution/surplus figure for the business)

Spatial Planning

Modelling each of the spatial planning Options, produced by Purcell, allowed the size and scope of income generation potential for each Option to be assessed and compared. Some of the financial modelling is tightly linked to the Options, whereas

others, like the cafe, are modelled on anticipated visitor numbers as their business modelling is not space or option dependent.

This has been done to allow flexibility for some income generating elements but also provides accurate income and expense data where the link to the capital works is essential for that income generating activity.

Assumptions created, tested, and refined

Following the spatial planning assessment and review, a series of assumptions were created, tested and refined. These were further sense-checked at the Board of Trustees Financial Presentation meeting in July 2018. The full assumptions paper is included in Section 7.1, above.

The Toolkit has been designed with flexible business calculators and other adjustable elements included within it, for the Trust to adapt the Toolkit as necessary over the Masterplan period.

Adjustable elements include:

- Seasonal days
- Weekdays/weekends
- Conversion rates
- Flat unit rates
- Net average transaction rates
- Visitor numbers
- Capital costs

Contribution model (Income & expenditure forecasts for individual business areas)

The Toolkit was then created to show a contribution model, rather than a full profit/loss model. This approach was adopted for two reasons. First, this is a simpler way of displaying the financial implications of the Masterplan and means the model is adaptable. Second, this was the approach adopted by E+M+C for their events financial modelling, ensuring that the events model can be displayed and integrated into the full financial models for the Toolkit.

The contribution model within the Toolkit includes costs/labour/staffing for each business area and includes detailed workings.

7.2.3. Overview of financial models

The Toolkit shows the annual income, expenditure, and contributions made to WWPT by each of the income streams discussed in 7.1 above.

Each of the business areas then feeds through to a summary sheet showing the impact of all the business areas together. At the top of the summary sheet is a table that aggregates all of the the headline figures for the various business areas. It also includes inflated maintenance costs provided by Purcell and an allocation towards a sinking fund for Wentworth Woodhouse. In addition, the model also includes two summary tables/tabs showing the impact of delivering the preferred Options – Mansion House Option A and Stables Option D so the Trust can gauge the impact on the business to carrying out those specific capital interventions.

The headline 10-year contributions, if all capital works are completed as per the suggested schedule, are included in the table below:

WWPT - Impact of business areas											Inflation Rate	1.02	
Phase 1: Camellia House, Ionic Temple and Bastion Wall							Cam House Open						
Phase 2: Mansion House (Accessibility, Interpretation)												Mansion House Open	
Phase 2: Riding School and Stable Block													Stables Open
Phase 4: Mansion House Part 2 (Event Accommodation)													
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29		
Total Impact of Options Below													
Total Income		448,957	746,474	864,992	1,042,659	1,129,495	1,387,041	1,210,704	1,087,075	1,463,862	2,839,128		
Total Expenditure		142,052	284,437	357,412	417,358	429,386	550,517	598,238	931,950	1,108,761	1,257,083		
Total Potential Additional Contribution (E222K at 17.28)		306,905	462,036	507,580	625,301	700,109	836,524	612,466	1,155,125	1,355,100	1,582,245		
Maintenance costs (Purcell M & M) - inflated		59,160	60,343	61,550	62,781	64,037	65,317	66,624	67,956	69,315	70,702		
Total after maintenance deducted		247,745	401,693	446,030	562,520	636,072	771,206	545,843	1,087,168	1,285,785	1,511,543		
Potential additional investment &/or a annualised maintenance (sinking fund)						100,000	150,000	200,000	225,000	250,000	250,000		
Total contribution after sinking fund deducted - for loan repayment, reserves, investment etc		247,745	401,693	446,030	462,520	466,072	571,206	320,843	837,168	1,035,785	1,261,543		
Business Growth			62%	11%	4%	5%	18%	-44%	161%	24%	22%		

As can be seen from the figures above, the annual total contributed income for Wentworth Woodhouse begins at approximately £448,957 in Year 1. When the total anticipated expenditure for that year is deducted (£142,052), this leaves £306,905.

The anticipated maintenance costs identified by Purcell (inflated by 2% annually) comes to £59,160. Once these costs are deducted, the total contribution to WWPT from the income generating activities is £247,745 in 2019/20.

In Year 4, annualised contributions to a sinking fund are included. This does reduce the total contribution in Year 4 compared to Year 3, but it acts as a bit of a check on Optimism Bias for the

model and begins to build financial security in the form of the sinking fund.

Over the ten years of the Toolkit, the total potential income contribution, before maintenance and sinking fund deductions, comes to £8.1 million. After maintenance and sinking fund contributions, this is £6 million.

7.3 Financial Contributions

The breakdown of the financial contributions by income generation area is detailed below.

Admission and Tours

The contribution from admission and tours outlined in the Toolkit are based upon the prices for current and future tours and anticipated visitor numbers over the next 10 years, as outlined in the financial assumptions paper above.

These figures could be significantly increased if a ticketed, free flow model were introduced alongside the pre-book tour income.

The model shows an anticipated income of between £165,520 in 2019/20 to £197,812 in 2028/29. These figures reflect the changes in visitor numbers to Wentworth Woodhouse over this period.

Expenditure for admissions is based on anticipated tour guide hours provided by WWPT paid at a living wage rate, plus employer on costs for the tour guides. This equates to an anticipated expenditure of £21,906.

The total contribution from admission and tours is anticipated to rise from £143,614 in 2019/20 to £171,631 in 2028/29. This represents an annual growth in contributed income of 2% each year.

Events

The financial data developed to show events income has been created by consultancy E+M+C. The assumptions for the events income are outlined in Section 7.1 above.

Within the financial models, the income for events is broken down by event type, with the income contribution from each event type outlined. The event types that contribute the most in terms of income are Public Events, Weddings and Private Events.

The total annual income contribution (including commission) shown in the Toolkit ranges from between £247,956 in 2019/20 to £1,479,923. This represents significant investment in the events infrastructure and capital improvements to events and wedding spaces including the Marble Saloon, State Rooms, Riding School and Camellia House over the 10 years covered by these models.

In terms of expenditure, the events financial information does not include the cost of capital developments to the events spaces but solely relate to operational expenses such as the cost of sales, staffing, marketing, and office costs. Anticipated events expenditure is estimated by E+M+C to start at £96,825 in 2019/20, rising to £553,569 by 2028/29.

Therefore, the financial contributions to WWPT from events start at £151,131 in 2019/20 and rise to £926,354 in 2028/29.

Events will be the biggest contributor to WWPT's income over the masterplanning period and offer an opportunity to generate much-needed revenue income. However, the capital works required to reach this point will require significant funding.

Cafe and Catering

Cafe or catering outlets will be available in both the renovated Stable Block and the North Wing of the Mansion House, as outlined in Option D for the Stables and Option A for the Mansion House. A catering calculator was supplied separately to the Trust to allow the modelling of a café operation in the Camellia House.

The financial models, in the detailed Tab 3A of the Toolkit, show how the income from the cafes increases as the cafe in the Stable Block is expected to open (2026/27) and when the redeveloped Cafe in the Mansion House takes over from the existing café as capital works are undertaken (2024/25).

The models also include financial modelling for a restaurant. However, these have not been included in the contributed income as this is not a firm option in the current Masterplan. It is included should the Trust choose to open a restaurant instead of a cafe.

In terms of income generation, the Toolkit anticipates that in 2019/20 a cafe would generate £22,579 in income. This is based on a 55% conversion rate of visitors and an average spend of £3.50 per transaction. By 2028/29, when both sites are open, the cafes are expected to generate a total income of £337,336.

Expenditure on the total operating costs for both cafes has been modelled at 77% of the total income. This is broken down into 30% for cost of food and beverages, 35% for staff and labour costs, and 12% for sundry costs. Business rates have not been

included at this stage, as the determined relief rate could be 80%+, which will not impact these figures greatly.

In monetary terms, the anticipated expenditure in 2019/20 is £17,386. By the end of the financial modelling period, this is expected to increase to £259,749.

In the first year of operating, the total anticipated contribution from a cafe at Wentworth Woodhouse is £5,193. By 2028/29, this is expected to increase to £77,587.

Retail Units

Retail units will form an important part of the Stable Block development, contributing both to the visitor experience of a visit to Wentworth Woodhouse, but also providing an additional income stream.

There will be eight units in the Stables development, which are not anticipated to be opened before 2026/27. Their possible contributions to income are included in Section 7.1.

Income generated from the retail units will be on an annual rental fee, based on a price of £188 sqm (£17.50 sqft). Option D, the preferred option for the Stables development, has a total of 650 m2 in eight units available for let.

The occupancy rate for Years 8 -10 after opening start at 30% and increase to 70% by Year 10. To provide a realistic contribution rate, the total value of all the lettable space per annum (£122,439) has been divided by the occupancy rate (e.g. 30%) to give an annual income contribution.

In Year 8 this is anticipated to be £36,732 (30% occupancy), increasing to £73,464 (60% occupancy) in income by Year 10.

Expenditure for the retail units does not include the capital costs required but instead covers ongoing operational expenditures. This is anticipated to include the cost of having a Business and Retail Unit Manager (plus on costs) at 0.4 FTE, and other management costs coming to 10% of the income.

This means the total anticipated expenditure on retail units is included in the model as being between £17,473 and £21,704 over the three years the units are open.

The total contribution of retail units in Year 8 is expected to be £19,259 gradually increasing to £51,760 in Year 10 as the units gain occupancy.

Wentworth Woodhouse Shop

The Wentworth Woodhouse shop will provide visitors with an opportunity to purchase products and gifts in a retail space operated and owned by the Trust. This gift shop will provide an additional income stream which is based on product sales, rather than unit lettings. The income outlined in the Toolkit is based on an average spend per head model for the number of visitors. The assumptions used to calculate the income are explained in Section 7.1 above.

In financial year 2019/20, the anticipated income from the shop is £12,902. This is based on Wentworth Woodhouse receiving over 11,000 visitors, with an average spend of £1.10.

Over the ten years of the model, income from shop sales increases from £12,902 to £271,621. This is due to the increasing visitor numbers and a gradual increase in average spend per head to £1.55.

Expenditure on the retail shop has been calculated on a percentage of income basis. This is anticipated to be in the region of 46% of total income, which equates to £5,935 in Year 1 (2019/20) increasing to £124,946 in Year 10 (2028/29).

The overall contribution of the shop in 2019/20 is expected to be £6,967, rising to £146,675 in 2028/29.

Commercial Units

Commercial units have been an important income generating stream throughout the masterplanning process. The preferred Option for business units is in Mansion House Option A, which locates business units within the South Wing of the main Mansion House.

Commercial units have been forecast as generating £188 per sqm, with Option A allocating 567m² to 14 office units. The occupancy rates for these units are anticipated to start at 40% in the first year of opening (2024/25) increasing to 80% by 2028/29.

Using the same approach implemented for calculating the income from retail units, the total value of all the lettable space per annum (£106,805) has been divided by the occupancy rate (e.g. 40%) to give an annual income contribution.

Income from the commercial units in their first year open (2024/25) is anticipated to be £42,722 (40% occupancy). This is expected to increase to £85,444 in 2028/29 (80% occupancy).

Expenditure for the units does not include development or capital costs, only the cost of running and operating the units. As with the retail units, the model includes provision for a Business and Retail Unit Manager 0.4 FTE with on costs. In addition to these costs, it is anticipated that other costs of operating the units will be 10% of the income.

In 2024/25, this has been estimated at £24,972. This equates to the running costs in the first year of operations being about 58% of the income. As the units increase in occupancy, this percentage reduces. The total expenditure for 2028/29 is expected to be £30,951, the cost of running the units at this time reduces to 36% of the income.

Contributed income from the commercial units in 2024/25 is estimated to be in the region of £17,750. By 2028/29, the anticipated contributed income is £54,493.

Event Accommodation

Event accommodation is the provision of lettable rooms for overnight stays by event or conference guests. Most of the events accommodation will be housed in the Stable Block (15 units) with provision for some accommodation in the main Mansion House (two units in the State Rooms). Events Accommodation will initially be generated from just the accommodation in the Stables. The income from the State Rooms has not been added into the event calculations until after the scope of the Financial Toolkit, in 2029/30, when the capital

works are scheduled to complete according to the programme outlined in this masterplan.

The units in the Stable Block will be charged at £120 per night, with the units in the Mansion House charged at £300 per night.

The event accommodation income stream is not expected to be active until 2026/27 (Year 8 of the Toolkit). The total anticipated income in this year from all the event accommodation, both the Mansion House and Stables, is £196,560. Over the three years, the accommodation is available until 2028/29, the income is expected to increase to £327,600.

The expenditure for event accommodation is based on a percentage of the of income generated. For the accommodation in the Stables, this is estimated at 60% of the total income. This is broken down into 20% for the cost of sales, 30% for labour, and 10% for other unallocated costs.

For the accommodation in the Mansion House, the total estimated expenditure is 70% of the total income generated. The breakdown is the same as those for the Stable Block for the cost of sales (20%) and labour (30%), but unallocated costs have been increased to 20% of total income to cover increased security.

The total anticipated expenditure for the event accommodation in 2026/27 is £117,936. By 2028/29, this is expected to have increased to £196,560.

Taking the expenditure from the anticipated income, the contribution that could be expected from event

accommodation when it opens in 2026/27 is £78,624. By 2028/29 this will have increased to £131,040.

Holiday Accommodation

Holiday accommodation at Wentworth Woodhouse will be in the form of two holiday apartments, one in the North Pavilion and one in the South Pavilion. Each holiday apartment will sleep four people, with an anticipated occupancy rate of 79% based on figures provided by the National Trust.

The National Trust also provided annual sales per bed figures that were £6,642 at 79% occupancy. This gives each property the potential to earn £26,568 per year. This means that the annual income potential, at 79% occupancy £53,168.

The Toolkit anticipates the holiday accommodation not being available until after 2029/30. These incomes are therefore not shown in the 10-year models. However, the detailed Toolkit includes a contribution calculation should this be required.

Leisure Courses

Leisure courses offer the Trust an income stream with very little capital costs. They are also flexible and require little to no maintenance.

The income from leisure courses has been calculated based on other comparators, the cost per participant, the number of participants per course, and the number of courses per year. Leisure courses are anticipated to start in Year 2 (2020/21)

The Toolkit anticipates WWPT will run 30 leisure courses per year (including half-day courses), each with 15 participants, charging

£100 per participant. This brings an annual income of £45,000. For the first three years, a 10% increase in income has been added, before an inflation rate of 2%.

Expenditure for leisure courses will mainly be generated through the employment of a dedicated Course Director, 0.5FTE, plus on-costs. Having a dedicated course director ensures that all leisure courses are managed well and that marketing is active. Anticipated marketing costs will be in the region of 15% of total income. The cost of course tutors is anticipated to be £300 per day.

Therefore, the expenditure modelled within the Toolkit comes to £29,550 in 2020/21. As with the income, for the first three years, a 10% increase in expenditure has been added, before an inflation rate of 2%.

The total contribution from leisure courses shown in the models in 2020/21 is £15,450. The following three years are £16,995, £18,695 and £20,564 respectively. From 2024/25 onwards, a 2% inflation rate is anticipated, gradually increasing to a total of £22,704 in 2028/29.

7.4 Fundraising Sources

Part of the masterplanning process has included research into potential sources of funding to act as match-funding or part-funding for the capital works.

A full analysis of the potential funding sources identified as part of this research is attached at Appendix 13.

The research has been broken down into three core funder types:

- Trusts and Foundations
- Livery Companies
- Government Funding

7.4.1 Trusts and Foundations

76 separate Trusts and Foundations have been identified as potential sources of funding for Wentworth Woodhouse, and included within the research is a brief description of the funder, the activities they support, their geographic location, funding amounts, deadlines, and where appropriate, application methods. Funding amounts range from £1,000 to £2.5 million, with most awards being under £50,000.

Some of the larger funders and funders of capital projects include:

Trust Name	Description	Funding Amounts
Biffa Award - Partnership Programme	Organisations looking to improve a built or natural environment. This will mean supporting brand new projects of regional or even national significance. The majority of costs should be direct capital delivery work.	£250,000 – £750,000
Big Lottery Fund - People and Places: Large Grants	People and Places can fund capital and revenue costs up to £500,000, such as equipment, staff costs and refurbishments. They can fund projects for up to five years.	£500,000
Clore Duffield Foundation - Learning Spaces Fund	Creation of a dedicated learning space.	£50,000 - £2.5million
Clore Duffield Foundation - Main Grants	The majority of its support is directed towards the cultural sector, and in particular to cultural learning and to museum, gallery, heritage and performing arts learning spaces. The majority of expenditure is for capital projects.	£10,000 to in excess of £1m

Country Houses Foundation	Grants are available to organisations and individuals for repairs and restoration work required to prevent loss of or damage to historic buildings, their gardens, and any outbuildings.	£250,000
Esmee Fairbairn Foundation	Funding supports the social, emotional and learning needs of young people at greater risk of being left behind educationally or who have been left behind. Fund programmes that use the arts to address social change. They should offer artistic excellence and social impact. They are looking for programmes that address difficult issues and/or increase the participation, involvement and engagement of harder to reach groups. They are particularly interested in projects that link arts and social change organisations and offer opportunities for further development.	Not capital costs - £100,000 for additional running costs or project costs. Increased capacity etc.
Foyle Foundation	Capital, education, seeks a demonstration of excellence and doing something different from others. Arts - This strand is designed to improve the sustainability of the arts and support groups which work to achieve this. Generally, funding is for specific projects/activities that offer long-term benefit and sustainability. Learning - This strand is designed to support projects that facilitate the acquisition of knowledge such as through increased access to places of learning (e.g. museums and libraries) and which have a long-term strategic impact. Projects assisting those with special educational needs or learning difficulties are welcomed.	£50,000 and over for Capital (Can go up to £500,000)

Trust Name	Description	Funding Amounts
Garfield Weston Foundation - Major Grants Programme	<p>One-off grants are available to charitable organisations in the UK for a wide range of projects in the areas of welfare, youth, community, arts, faith, environment, education, health and museums and heritage.</p> <p>The Foundation continues to support organisations that conserve and interpret our nation's heritage for future generations, ensuring it is accessible and available to all.</p> <p>The Foundation awards grants for both capital and activity expenditure.</p>	Over £100,000
Heritage Lottery Fund	Priorities are changing and will be announced shortly	TBC
Liz And Terry Bramall Foundation (The)	The charity supports, through grants, charitable organisations which promote Christian faith in accordance with the beliefs of the Church of England; promotes urban or rural regeneration in areas of social/economic deprivation for the benefit of the public, enhances the lives of those with illness; the advancement of health for public benefit; promotes the arts and promotes the advance of education. Preference is given to Yorkshire	£500 and £1,250,000
Paul Hamlyn Foundation - Access and Participation Fund	Grants are available to support organisations to test, implement and develop ambitious plans to widen access to and deepen participation in the arts.	£400,000
Wolfson Direct Application: Historic Buildings & Landscapes	<ul style="list-style-type: none"> Conservation of buildings listed grade I or II* in need of repair Excellent interpretation of historic buildings, landscapes and collections Increased numbers of visitors to historic sites Better public engagement with and understanding of sites of historical and cultural significance Improved future sustainability of organisations Eligibility: They include restoration or conservation work to the historic fabric of buildings that are listed either Grade I or II* and 	£10,000 - £115,000

	<ul style="list-style-type: none"> The building is accessible to the public for the majority of the year 	
Wolfson Direct Application: Museums & Galleries	<ul style="list-style-type: none"> Display of permanent collections National significance that demonstrates excellence in this field Excellent interpretation of designated collections of national significance Increased numbers of visitors to museums and galleries Better public engagement with and understanding of collections Improved future sustainability of organisations Conservation of architectural heritage 	This isn't stated, and interestingly, on the application questions, they ask for the funding shortfall - not the amount requested. In 2017 they varied from £10,000 - £750,000.

7.4.2 Livery Companies

These funders have descended from the medieval trade guilds but are now largely charitable organisations that seek to support local or national organisations. These funders do not tend to offer significant grants, amounts ranging from £500 - £50,000. These funders may be useful to provide match funding for smaller projects, or targeted activities.

13 livery companies were identified as part of the research. Of these 13, those that most reflect the aims of the Masterplan include:

Livery Company	Description	Funding Amounts
The Clothworker's Company	<ul style="list-style-type: none"> Alcohol and substance misuse People with disabilities Disadvantaged minority communities Disadvantaged young people Domestic and sexual violence Older people Homelessness Prisoners and ex-offenders Visual impairment 	No max grant, average grant £25,000

Livery Company	Description	Funding Amounts
The Draper's Company	<ul style="list-style-type: none"> Education and Young People Social Welfare Textiles and Heritage 	£5,000 - £15,000
The Grocer's Company	<ul style="list-style-type: none"> Relief of poverty for youth Help for the disabled Medical research The arts and heritage Military charities The elderly 	£5,000
The Ironmonger's Company	<p>Projects must meet all of the following criteria:</p> <ul style="list-style-type: none"> For children and young people under the age of 25 who are disadvantaged Consist of educational activities that develop learning, motivation and skills Have clear aims and objectives to be met within a planned timescale Are within the UK 	Grants range from a few hundred pounds up to around £10,000. The average grant awarded is £4,000.

DCMS Wolfson Museums and Galleries Improvement Fund	<p>The Fund is open to bids from museums, museum services and galleries in England falling into one of four categories:</p> <ul style="list-style-type: none"> Museums/museum services with Designated collections Designated University-based collections Museums/museum services that are or have been members of an ACE development scheme (NPO; Major Partner Museums; Renaissance) Museums and galleries sponsored by DCMS <p>Material improvements to the display and interpretation of collections, in both permanent galleries and exhibition spaces</p> <p>Improvements to access and/or interpretation for visitors with disabilities</p> <p>Physical improvements to public spaces to enhance visitor experience</p> <p>Improvements to environmental controls, collections storage and conservation facilities to enhance the care of collections</p>	£300,000
Place-Based Social Action	<p>Place-Based Social Action (PBSA) is a joint £4.5m programme between the Department for Digital, Culture, Media and Sport (DCMS) and Big Lottery Fund (the Fund) using National Lottery funding.</p> <p>PBSA aims to create positive change by enabling people, communities, local non-statutory organisations and the statutory sector to work collaboratively to create a shared vision for the future of their place and address local priorities through social action.</p> <p><i>Currently closed but is due to re-open</i></p>	

7.4.3 Government Funding

WWPT has already significantly benefited from government funding, through the Department for Culture, Media and Sport. These sources may also be willing to fund additional works at Wentworth Woodhouse if the applications are thorough and appropriate.

Some of the government funding sources identified through the research include:

Funder Name	Description	Value
Arts Council England - Capital: Large Grants	Invest money from the government and the National Lottery in arts and culture across England. This funds a wide range of activities – from theatre to digital art, reading to dance, music to literature, crafts to collections; and helps to achieve a mission of great art and culture for everyone.	£500,000 minimum for capital grants. If less required there is a Capital: Small Grants scheme.

Funder Name	Description	Value
Sheffield City Region Business Investment Fund	Supporting businesses in the city region to grow is a major part of Sheffield City Region's work, and the Business Investment Fund has £52million to invest in businesses that demonstrate growth or the potential to grow. Funding commitments of £36.6 million have been made to date to help businesses unlock investment in activity that helps their business to grow, become more productive and recruit new employees.	Dependent on application

This financial appraisal has also identified potential sources of funding that WWPT could apply to for capital works, interpretation projects, or activities, to help support the concepts explored within the Masterplan. These range from funders who could support a multi-million-pound capital works programme, to smaller social action charities that would proudly sponsor an activity or exhibition at Wentworth Woodhouse.

7.5 Section Summary

The financial models developed alongside this Masterplan have been created in the form of a 'Toolkit.' They work as a practical document that can grow and adapt as the Masterplan is further defined and implemented.

The current financial models have also informed decision making, ensuring the Trust makes informed choices about the Masterplan programme.

The Toolkit outlines how each business area (and how each capital Option – Stables Option D and Mansion House Option A) will contribute to Wentworth Woodhouse's income over the next ten years. The overall income the Trust could earn in Year 1, after maintenance contributions, is in the region of £247,745.

However, by the end of Year 10, after significant investment in the infrastructure and visitor experience, the Trust could expect to generate £1,261,543. Over the 10 years of the Masterplan, the total income contributed (after deductions) could be in the region of £6 million.

SECTION 8: GOVERNANCE, MANAGEMENT AND STAFF

Summary

Implementation of the Masterplan over the next 25 years will require increased staffing provision in order for the project to be successful – this will be delivered either through direct hires or through partnerships with experienced delivery organisations, e.g. café operators. The model for operations would be determined as part of detailed business plans developed for any specific scheme. However, this Masterplan has identified several roles which will either need to be amended or recruited over the masterplanning period.

The Masterplan has also addressed the increased operational management impacts the increase in staffing and change in visitor services may have. Major impacts such as “departure or unavailability of staff”, “inability to manage the various income streams and visitor attraction”, and “failure to manage traffic flow and parking, particularly during large events” have all been identified as major operational management impacts and have been specifically addressed through the risk register.

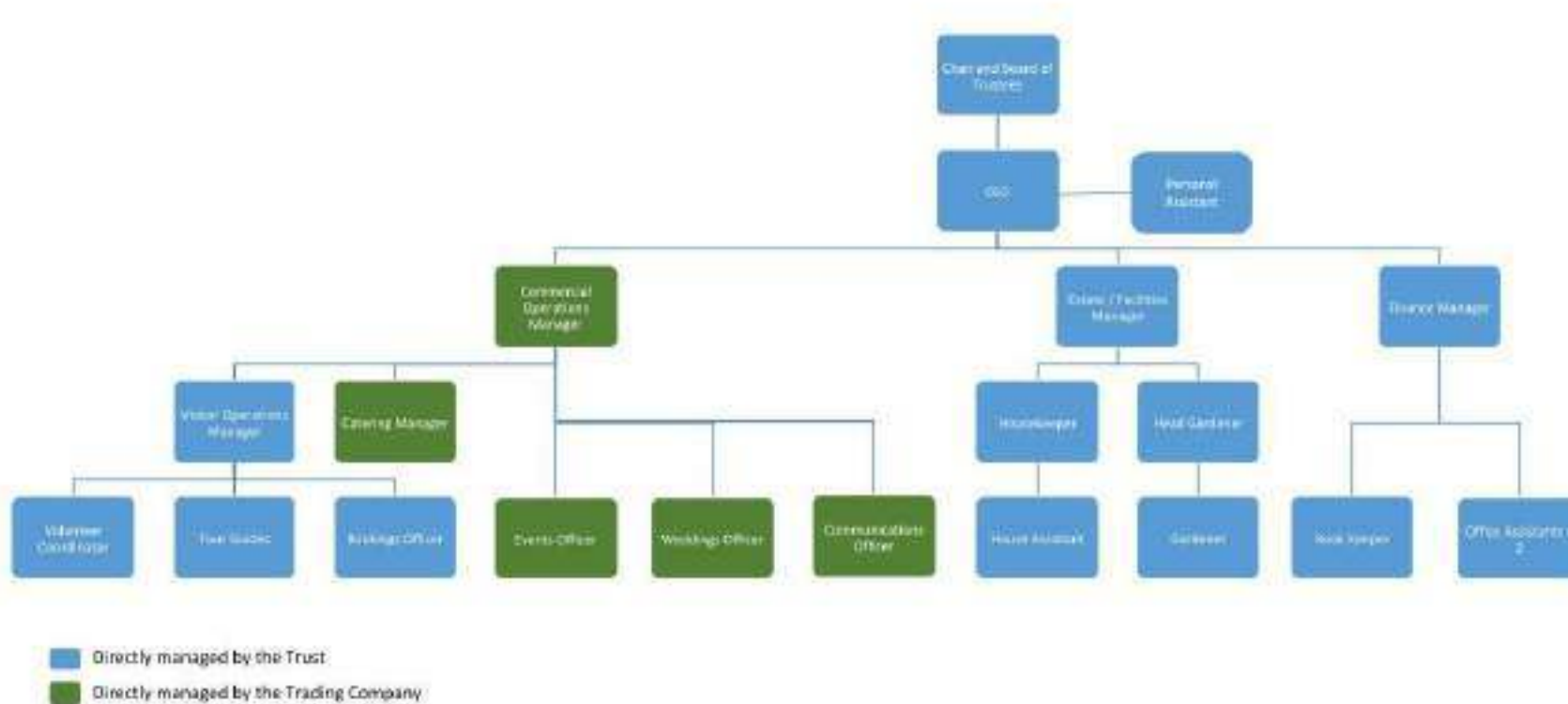
Governance of Wentworth Woodhouse may also be impacted during the masterplanning period, but this is not likely to be directly caused by the Masterplan itself. Instead, it is anticipated that external factors will have the biggest impact on WWPT and the governance of Wentworth Woodhouse.

Ensuring Trustees remain up-to-date in terms of skills, experience, innovation and aspirational attitude at board level is a priority for the Trust and will include annual skills surveys and training programmes that will support the ongoing successful delivery of the Masterplan.

8.1 Staffing

Organisational Charts

The series of charts below show the anticipated staffing requirements at Wentworth Woodhouse over the Masterplan period. The organogram immediately below shows the current staffing structure of Wentworth Woodhouse, as at July 2018.



19/07/2018

This chart shows the proposed staffing structure of WWPT from 2019/2020 to 2025/26

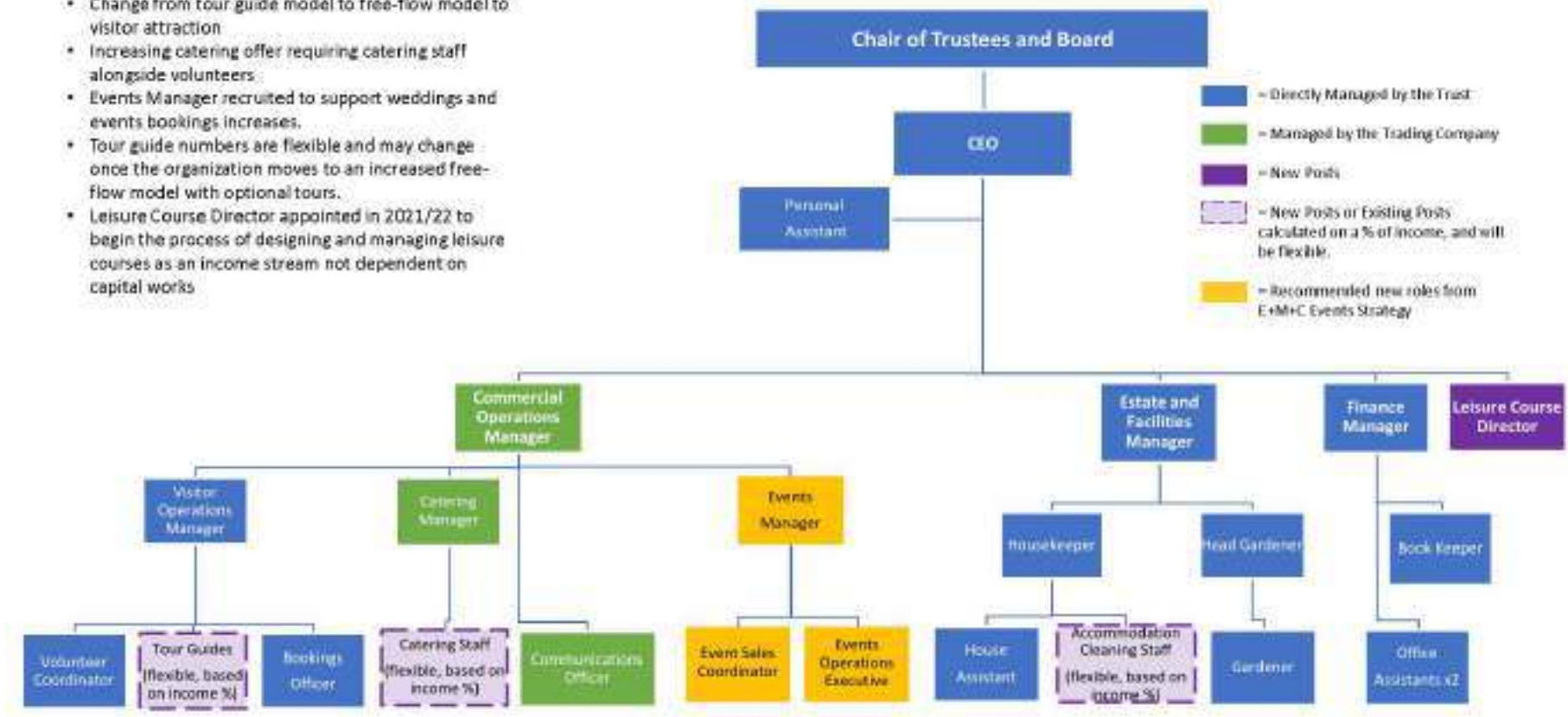
Masterplan programme elements completed:

Phase 1 -Camellia House

Phase 2 -Mansion House (Part 1) – In Development, anticipated completed 2024/2025

This chart assumes the following changes:

- Change from tour guide model to free-flow model to visitor attraction
- Increasing catering offer requiring catering staff alongside volunteers
- Events Manager recruited to support weddings and events bookings increases.
- Tour guide numbers are flexible and may change once the organization moves to an increased free-flow model with optional tours.
- Leisure Course Director appointed in 2021/22 to begin the process of designing and managing leisure courses as an income stream not dependent on capital works



The new roles added or amended to the existing staff structure at WWPT in this period are:

Amended Roles

Tour Guides

As visitors to the Mansion House can begin to access the property on a free-flow model, the role of tour guides will need to adapt to also be engaging and passionate room hosts. The aim of this role is to be an informative and friendly face, offering wisdom and stories. Tours will continue to be offered during the week with a dedicated tour guide, but these will not exceed the current levels. There will always be something for tour guides and room hosts to do, but their number may fluctuate over the first ten years of the Masterplan, dependent on how successful trials are.

New Roles

Catering Staff

A café at the Camellia House will need to be staffed and operated. The financial models calculate the labour costs as a % of the anticipated income, rather than as a set number of staff, in order to allow the Trustees flexibility in recruitment. At this stage, the staffing is envisaged to be kept in-house, but offering the space to a third-party operator may also be successful and an option for the Trust to explore in more detail as these plans are developed.

Events Manager – E+M+C Suggested Post

E+M+C have suggested in their 2018 report three new events posts to support their proposed strategy. More information on

these roles can be found in their report, but the overall role of the Events Manager is to oversee the inception, planning and delivery, of a variety of events at Wentworth Woodhouse, including weddings and large public events.

The cost of all of these posts are allocated within E+M+C's financial models, summarised in the Masterplan "Toolkit".

Event Sales Coordinator – E+M+C Suggested Post

The event sales coordinator will oversee the booking and sales for Wentworth Woodhouse. Whether this is on a ticket basis or a private hire function, the Coordinator will oversee any event sales at the property.

Event Operations Executive – E+M+C Suggested Post

The event operations executive will oversee the operational delivery of events at the Mansion House. They may take a hands-on approach to delivery, but this is still to be decided. This role will essentially ensure that all event operations, facilities, staffing and infrastructure are in place and can support a successful events programme.

Leisure Course Director

This role will be recruited in 2021/22 to create and manage a programme of leisure courses at Wentworth Woodhouse. This income stream is particularly important as it is not dependent on a capital works programme but can grow as these activities take place. Having a dedicated course director to plan and oversee the delivery of an events programme ensures that the activities are interesting and high-quality, increasing the likelihood of

repeat visits. The director's salary and on-costs are included within the financial models.

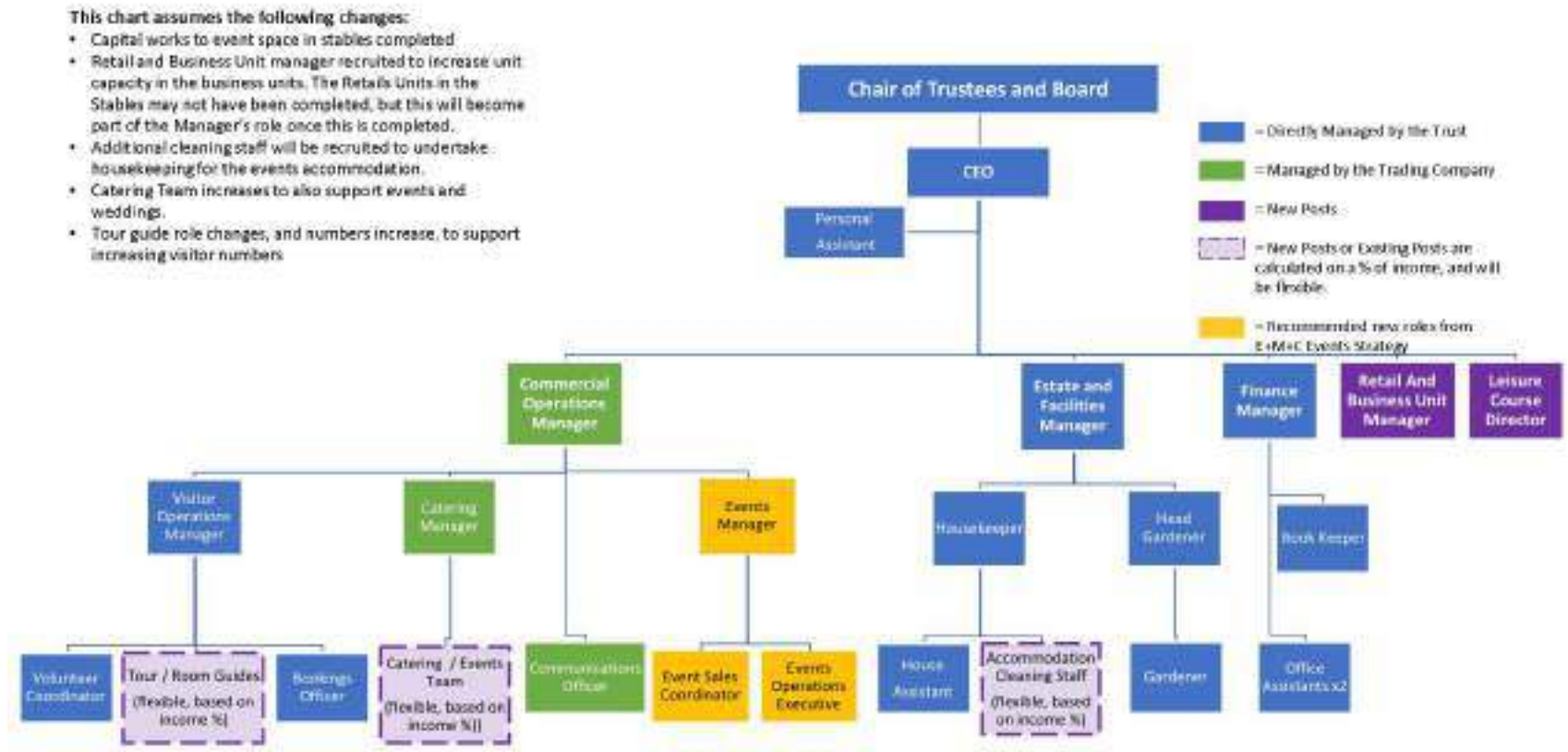
This chart shows the structure required at WWPT between 2024/2025 and 2043/44

Masterplan programme elements completed:

Phase 2 -Mansion House (Part 1) – 2024/2025

Phase 3 – Stables Development – 2026/2027

Phase 4 – Mansion House (Part 2) – 2029/2030



The new and amended roles added to the previous staff structure during this period are:

Retail and Business Unit Manager

The Retail and Business Unit Manager will be recruited to manage all lettings of business and retail units at Wentworth Woodhouse. This will initially mean just managing the business units created in the Mansion House, but as the Stables development is completed by 2031, this will also involve retail unit lettings. Tasks that will need to be undertaken include advertising, networking,

and client relationship management. The cost of a Retail and Business Unit Manager has been included within the "Toolkit".

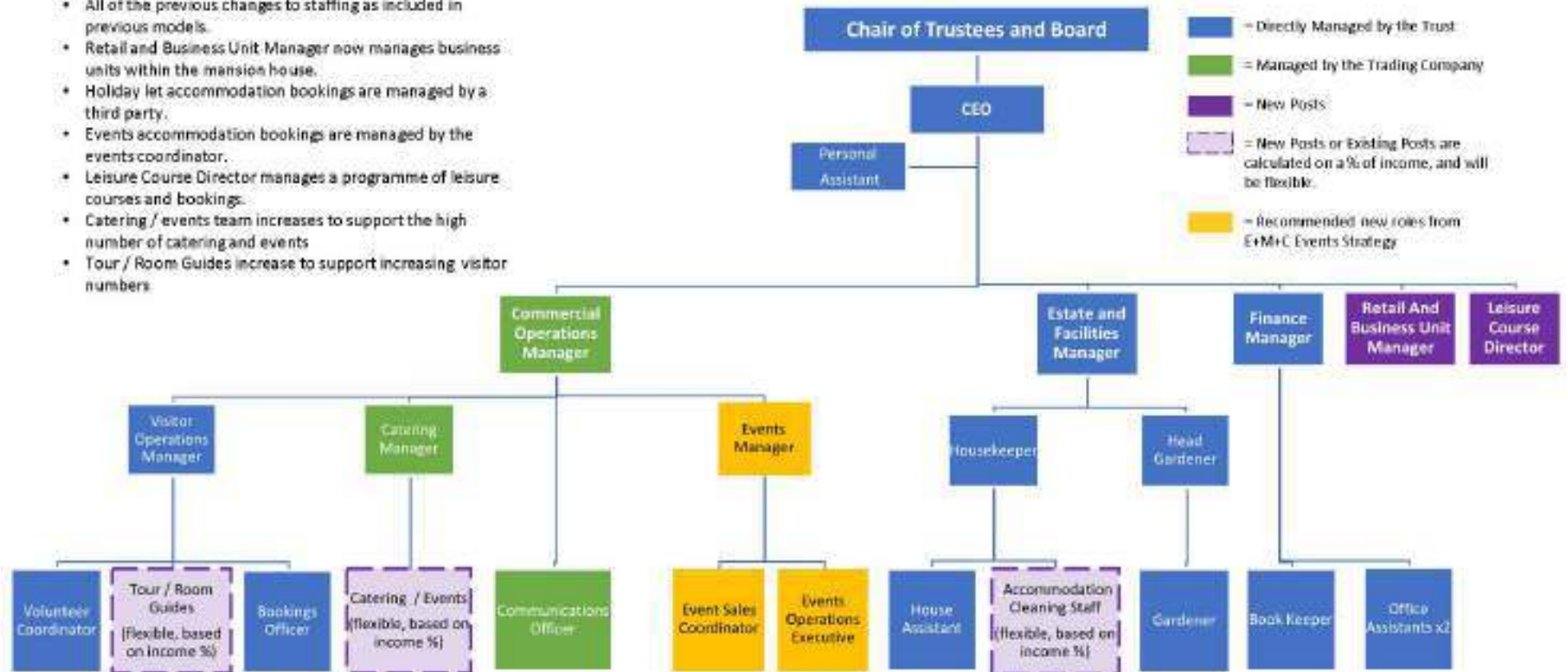
Accommodation Cleaning Staff

Accommodation cleaning will be necessary to keep the event and holiday accommodation to a high level of cleanliness. This has been calculated within the models as a percentage of the anticipated income, to allow the Trust flexibility regarding cleaning staff. However, this could also be undertaken by a third-party cleaning company should the Trust wish to outsource these responsibilities.

This final chart shows the recommended staffing structure required at the end of the Masterplan period to take WWPT into the future.

This chart assumes the following changes:

- All of the previous changes to staffing as included in previous models.
- Retail and Business Unit Manager now manages business units within the mansion house.
- Holiday let accommodation bookings are managed by a third party.
- Events accommodation bookings are managed by the events coordinator.
- Leisure Course Director manages a programme of leisure courses and bookings.
- Catering / events team increases to support the high number of catering and events
- Tour / Room Guides increase to support increasing visitor numbers



No new roles have been added to the ongoing staffing structure after the previous image, as the direction and vision for Wentworth after 2045 is beyond the scope of this Masterplan.

However, some roles the Trust may wish to consider, depending on requirements nearer the time, are:

Learning, Access & Education Officer

This role would support and expand the learning and education offer at Wentworth Woodhouse, exploring how these elements can be communicated both formally through school group visits, and informally, through interpretation, activities and events.

Community Participation Officer

A key part of the vision for Wentworth Woodhouse is that it is not only inspiring and excellent but is also relevant as it tells the stories of everyday people, as well as the stories of the owners.

In order for Wentworth Woodhouse to have a significant impact on the wider Rotherham and South Yorkshire community, a Community Participation Officer is a dedicated team member who builds relationships with the community, particularly those that are harder to reach.

Development Manager

A Development Manager would support the Trustees and CEO in fundraising activities for the Mansion House long-term. They would be a dedicated team member who oversees and collates all fundraising and development activities. As Wentworth Woodhouse does not currently have an endowment, having a dedicated Development Manager may be beneficial to the Trust.

Digital Marketing Officer (Development or replacement of Communications Officer)

This role could either be a development or replacement of the existing Communications Officer post. Digital communications are fast becoming the primary way many users engage with Heritage. Having a Digital Marketing Officer would allow WWPT to expand and improve its online presence and actively be involved in digital marketing within the region.

8.2 Operational Management

The Masterplan will have an impact on the operational management of Wentworth Woodhouse. Potential impacts on the operational management of the property include:

- Departure or over-capacity demands on the Board, senior managers and officers;
- Inability to attract and retain staff;
- Inability to manage the various income streams and visitor attraction;
- Failure to manage traffic flow and parking, particularly during large events;
- Not having enough visitor numbers to meet targets;
- Too many visitors put undue strain on the historic fabric and parkland;
- Inability to deliver an exceptional experience to all users;
- Inability to find necessary partners to operate events venue;
- Weddings and events fail to meet the expectations of the public and business users;

- Reputational damage from negative media stories/publicity;
- Insufficient funding to deliver the Masterplan;
- Inability to fund maintenance programme;
- Insufficient income to support operations;
- Uncertainty over Brexit matters may exponentially increase capital costs
- Tender Price Inflation rises over capital works programme;
- Fail to deliver objectives in line with funders' expectations and agreements.

- The necessary partners required to operate the events venue cannot be found or involved as WWPT requires.
- Major funders withdraw their support for the project.
- A non-compliance issue arises with Charity SORP, HMRC, and FCA regulations and standards, and other legal duties, including employer responsibilities, procurement regulations etc.
- Loss of capital due to theft, fraud or inadequate financial controls.

These impacts are outlined in more detail in the Risk Register at Section 10 below, where they are assessed as to their level of probability and impact. The register also proposes a mitigation procedure for each of the identified risks.

As with the operational management impacts above, all of these points are outlined in more detail in the Risk Register in Section 10 below.

8.3 Governance

Wentworth Woodhouse is governed by a highly experienced board of Trustees who include local business owners, entrepreneurs, and operators of historic visitor attractions.

The Masterplan itself should not have any direct impacts on WWPT, but several external factors that may affect the governance of Wentworth Woodhouse have been identified below.

- Reduction in vision and drive of Trust, especially given the duration of the project
- New or changing political environment may affect overall vision and support
- The governance framework fails to adapt to changes in external factors

SECTION 9: NEXT STEPS

Summary

In order to adopt the Masterplan and begin work on the project in earnest, there are a number of significant 'next steps' that need to be undertaken, both in the short term (0-12 months) and medium-term (12 months – 2 years).

Short Term

To successfully implement the Masterplan, the Trust should next begin creating defined briefs and programmes of work for each development phase, which includes individual business plans, audience development strategies, interpretation and visitor experience plans and funding requirements. A Transport and Traffic Management Study should be commissioned as soon as possible, as access and parking are major barriers. An Exhibition and Learning Strategy should also be prepared, providing overall direction to the Trust in how it wishes to engage with people across all audiences.

Medium Term

Commissioning and implementing a Fundraising Campaign Strategy will be integral to moving forward. This will provide a Case for Support and structure to major fundraising campaigns and ensure the overall message is consistent and in line with funders expectations.

9.1 Short-Term Next Steps

Master Action Grid

A master action grid should be created which connects the job descriptions of all staff and links to the existing day-to-day

delivery programme. The development programme should be added to this list to establish staff capacity during the development programme, and whether additional recruitment is necessary.

Creation of Briefs for Each Stage of Work

The Masterplan phases should be broken down into defined briefs for each stage of the process. This could include:

- Development of business plans / Economic Impact Assessments for each stage or business area
- Establish a capital giving programme for each stage of the programme.

Commission a Transport and Traffic Management Study

WWPT need to commission a detailed traffic management study in order to resolve the issue of transporting cars on and off the site, with as little disruption to the village and local communities as possible.

Develop an Exhibition and Learning Strategy

The strategy should be broken down into each area of the programme of works, once outlined, in order that the strategy is specific and implementable.

As part of this, the Trust and front-of-house team should continue to collect visitor metrics and comments to support future programmes and fundraising bids.

Develop a Partnership Brief for the Stables Development

Although the Stables development is not anticipated to begin until 2025, the Trust should begin the process of developing a

partnership brief for potential funding and investment partners in this project. This will help the Trust ensure they know what they want in a partner organisation, what WWPT can offer as part of the project, and ensure relationships are strong in advance of the project.

9.2 Medium Term Next Steps

Develop a Fundraising Campaign Strategy

The Trust needs to establish a long-term fundraising campaign strategy that not only builds the necessary match funding required for the larger capital projects but also builds a significant endowment for the property so that it is preserved for future generations.

The funder research undertaken as part of the Masterplan has highlighted several potential sources of project funding to act as match funding for the capital works.

However, in order to establish and grow the necessary endowment for the property, the Trust should consider a legacy fundraising campaign to begin building this. The financial toolkit shows that regular surplus income can be ringfenced towards the endowment, but this will not be enough on its own.

SECTION 10: ASSESSING RISK

Risk ID	Risk identified	Likelihood of occurrence	Severity of impact	Consequence	Control procedure
Governance and management					
GOV01	Reduction in vision and drive of Trust, especially given the duration of the project	Low	High	Inability to fully implement the Wentworth brand and vision	Ensure Trustees lead on developing and implementing the Masterplan, with appropriate advice where required; continuously review Trust composition; ensure that Trustees receive appropriate training; ensure Trustees are not overloaded
GOC02	New or changing political environment may affect overall vision and support	Low	Medium	Inability to fully implement the Wentworth brand and vision	Ensure the Trust is active in forming successful relationships with all stakeholders
GOV03	Departure or over-capacity demands on the Board, senior managers and officers	Low	High	Negative impact on the project and unsettling of potential funders	Keep all staff fulfilled by their roles and provide appropriate support from Trustees; develop strength and depth within the overall team; add control procedures to avoid overstretching staff
GOV04	The governance framework fails to adapt to changes in external factors	Medium	High	Poor levels of assurance and control to run an effective Trust	Appoint suppliers with strong track records to ensure appropriate advice; ensure Trustees regularly undergo skills audits with training and additional appointment as required; make use of HLF mentors
Legal					
LEG01	Failure to comply with planning permission and listed building consent	Low	High	Reputational risk; potential programme delay; potential cost increase	Ensure that the Trust is compliant with any planning / listed building consent conditions

Risk ID	Risk identified	Likelihood of occurrence	Severity of impact	Consequence	Control procedure
LEG02	Failure to comply with Charity SORP, HMRC and FCA regulations and standards and other legal duties	Low	High	Reputational risk; risk of prosecution and sanction, including financial penalties	Brief Trustees appropriately on legal responsibilities, including Charity SORP and FCA regulations; appoint an HR consultancy/advisor to deal with staff matters; appoint highly experienced auditors and legal support
Operational					
OP01	Inability to attract and retain staff	Low	Medium	Lack of continuity and ambition; inability to develop a successful commercial and visitor offer	Ensure appropriate remuneration packages are in place; introduce a PDP for all staff members
OP02	Inability to manage the various income streams and visitor attraction	Medium	High	Reputational risk; loss of customer confidence and repeat visits	Ensure that appropriately skilled staff are in place to manage various operations
OP03	Failure to manage traffic flow and parking, particularly during large events	Medium	Medium	Reputational risk; loss of local community support	Work with traffic management companies during events; communicate event programme and restrictions to the local community; continue to work with the Estate to develop long-term solutions to access arrangements
OP04	Not having enough visitor numbers to meet targets	Low	High	Loss of revenue; loss of partner support and further funding	Ensure that the visitor offer is exemplary; invest in marketing and promotional material and staff
OP05	Too many visitors put undue strain on the historic fabric and parkland	Medium	Medium	Loss of partner support; potential damage to historic fabric and grounds; loss of repeat visitors	Ensure that numbers at tours and events are appropriate and carefully managed; liaise with the Estate over impact to the wider parkland
OP06	Inability to deliver an exceptional experience to all users	Medium	High	Reputational risk; loss of repeat visitors; loss of commercial users	Ensure appropriate evaluation procedures are in place and acted upon

Risk ID	Risk identified	Likelihood of occurrence	Severity of impact	Consequence	Control procedure
OP07	Inability to find necessary partners to operate events venue.	Low	High	Loss of partner support; inability to meet financial targets and overall objectives	Engage with potential partners early; commission events strategy and register of approved suppliers and partners
OP08	Weddings and events fail to meet the expectations of the public and business users	Medium	High	Number of bookings fall with the associated loss of income; sustainability compromised	Develop new branding and marketing; appoint sufficient staff to manage events and wedding programmes; consider partnership working for events.
OP09	Reputational damage from negative media stories/publicity	Medium	High	Conflicts of interest may emerge; project progress slows; WWH's reputation is irreversibly damaged, leading to a loss of confidence of funders, clients and public and subsequent loss of income/inability to deliver project objectives	Develop policies on media engagement; regularly monitor media (including social media) and develop response procedures.
Financial					
FIN01	Insufficient funding to deliver the Masterplan	High	High	Inability to undertake planned capital works and reinvest in the conservation and maintenance of the site	Establish a fundraising strategy and campaign as soon as possible; continue to investigate and develop relationships with private and public funding bodies
FIN02	Inability to fund maintenance programme	Medium	High	Further decay or deterioration of historic fabric; inability to address routine maintenance	Prioritise maintenance programme; undertake repairs in a timely fashion; create endowment funds to support larger maintenance issues
FIN03	Insufficient income to support operations	Medium	High	Loss of operational functions and staff	Undertake new operational ventures in a controlled manner; consider outsourcing where required
FIN04	Uncertainty over Brexit matters may exponentially increase capital costs	Medium	High	Inability to undertake planned capital works and reinvest in the conservation and maintenance of the site	Build contingencies into business planning and cost models; value engineering where necessary

Risk ID	Risk identified	Likelihood of occurrence	Severity of impact	Consequence	Control procedure
FIN05	Tender Price Inflation rises over capital works programme	Medium	Medium	Inability to undertake planned capital works and reinvest in the conservation and maintenance of the site	Build contingencies into business planning and cost models; value engineering where necessary
FIN06	Fail to deliver objectives in line with funders' expectations and agreements	Low	High	Potential loss of trust of funders and future support; potential loss of financial support	Implement a formal strategic review cycle and performance review to ensure funding is on track and within requirements; capture and build on lessons learned.
Technical and conservation					
CON01	Unexpected discoveries during capital works could affect costs and programme	Medium	High	Negative impact on the programme; increased costs; inability to carry out works	Ensure appropriate surveys and investigation works are taken early in any capital works programme; ensure sufficient contingencies are in place
CON02	Poor/inadequate conservation advice leads to damage to historic fabric, landscape or setting	Low	High	Negative impact on historic fabric; loss of support of heritage advisors and funders; increased costs and programme	Ensure appointed advisors have robust track records in dealing with similar buildings and technical roles

SECTION 11: MONITORING AND EVALUATION

11.1 Overall Project Evaluation

1. Inputs	2. Outputs		3. Outcomes		
Resources	Activities	Participation	Short	Medium	Long
<p>Costs of the capital works – over £100m over 25 years</p> <p>Sustained delivery across numerous governance and management teams, with a strong focus on outcomes delivery, heritage conservation and cash management</p>	<p>A phased programme of capital works supported by income generation activities and fundraising campaigns</p> <p>Improved visitor attraction experience that addresses the interests, needs and accessibility of all audiences</p>	<p>Enable staff members to have fulfilling and supporting roles with appropriate CPD</p> <p>Increase the numbers of volunteers and further develop existing volunteers so that they have a meaningful volunteering experience and are able to act as ambassadors for Wentworth Woodhouse</p> <p>Provide skill building and training opportunities for local people</p> <p>Meet visitor projection targets, while providing an exciting and welcoming experience that encourages repeat visits</p>	<p>Short: secure urgent conservation and repair of the historic fabric</p> <p>Medium: implement a phased programme of works based upon the recommendations in the Masterplan and overall WWPT objectives</p> <p>Long: create a visitor attraction and commercial entity that is sustainable and can ensure that Wentworth Woodhouse is preserved and made accessible for the nation and future generations</p>		
<p>4. Assumptions WWPT aims and objectives are adhered to Masterplan Policies are implemented Risk is appropriately managed</p>			<p>5. External Factors Funding and economic factors Impacts of Brexit on the overall economy and construction sector in particular</p>		

Stakeholder	Priorities	Metrics for Monitoring	Evaluation Method	Reporting Frequency
Fitzwilliam Estate (and sister companies/trusts)	<ul style="list-style-type: none"> • Providing public access to historic buildings • Providing housing • Providing facilities for sport and recreation • Providing support for education • Conserving the environment • Preserving historic buildings and landscapes 	<ul style="list-style-type: none"> • Progress on Masterplan development. • Phasing of Masterplan. • Progress on each phase of Masterplan once started. • Success of Partnership Activities • Provision of educational activities - no. school pupils attended • Visitor Numbers - % of local residents. 	<ul style="list-style-type: none"> • Visitor data gathered through booking system - postcode, reason for visiting. • Masterplan project updates and attendance at meetings. • Post-event surveys • Post schools visit surveys • Event evaluation 	Quarterly
HM Treasury (distributed through Historic England)	<ul style="list-style-type: none"> • For emergency remedial works, including project management, to be distributed through Historic England. 	<ul style="list-style-type: none"> • Progress on Masterplan development. • Progress on emergency remedial works 	<ul style="list-style-type: none"> • Masterplan project updates and attendance at meetings. • Successful completion of Phase 1 & 2 urgent works programme • 	As agreed with an end of project report
National Trust	<ul style="list-style-type: none"> • Staff recruitment • Provision of specialist advice and support • Improvement in visitor attraction offer 	<ul style="list-style-type: none"> • Progress on Masterplan development. • Uptake of advice and professional support • NT member visit numbers • Staff recruitment 	<ul style="list-style-type: none"> • Masterplan project updates and attendance at meetings. • Staff recruitment and resulting increase in capacity and activities • Visitor data gathered through booking system - postcode, reason for visiting. 	As agreed

Stakeholder	Priorities	Metrics for Monitoring	Evaluation Method	Reporting Frequency
Rotherham Metropolitan Borough Council	<p>Rotherham Council Plan 2017 - 2020:</p> <ol style="list-style-type: none"> 1. Every child making the best start in life 2. Every adult secure, responsible and empowered 3. A strong community in a clean, safe environment 4. Extending opportunity, prosperity and planning for the future <p>Rotherham Core Strategy: Objective 8 & Policy CS23</p> <ul style="list-style-type: none"> • Improvement in the quality of the historic built and landscaped environment; • the stimulation of high architectural quality in new buildings; • creation of a stronger local identity and sense of place; • increased sustainability; • encouragement of local building craft skills; • greater opportunities for use of the historic environment in education; and • increased levels of investment and tourism. <p>Policy CS23(c). reads <i>"The character and setting, including key views to and from the historic buildings and designated landscape, of the Wentworth Woodhouse Estate, will be conserved, enhanced and protected from inappropriate development."</i></p>	<ul style="list-style-type: none"> • Progress on Masterplan development. • Phasing of Masterplan. • Progress on each phase of Masterplan once started. • Visitor numbers • Number of school and educational visits • Visitor satisfaction rates. • Use of heritage tradespeople in renovations • Protecting and conserving the heritage environment. • Increased tourism to the region because of the Wentworth Woodhouse Project. • Increased employment opportunities 	<ul style="list-style-type: none"> • Visitor data gathered through booking system - postcode, reason for visiting. • Performance against KPIs. • Exit surveys & annual performance survey. • Post schools visit surveys • Economic Impact Assessment • Visitors to parkland and gardens monitored separately • Evidence of increased employment in the region 	<p>Annually</p>

Stakeholder	Priorities	Metrics for Monitoring	Evaluation Method	Reporting Frequency
Architectural Heritage Fund (AHF)	<ul style="list-style-type: none"> • Towards immediate expenses, including short-term project management and part-funding the Green Book Appraisal. 	<ul style="list-style-type: none"> • Completion of Green Book Appraisal • Project Management outcomes 	<ul style="list-style-type: none"> • Completion of Green Book 	As agreed
Heritage Lottery Fund Resilience Grants	<ul style="list-style-type: none"> • For the purposes of covering salary costs of CEO and Business and Finance Manager and the costs of a governance review. • For the purposes of covering salary costs for 2 years of Commercial Operations Manager and Marketing Officer and associated marketing budget 	<ul style="list-style-type: none"> • Appointment of CEO and Business and Finance Manager • Governance Review complete • Commercial Operation Manager recruited • Marketing Officer recruited • Marketing materials and spend according to agreed budget 	<ul style="list-style-type: none"> • Successful recruitment complete • Governance Review recommendations adopted • Marketing Strategy complete and implemented 	As agreed
Historic England	<ul style="list-style-type: none"> • To support masterplanning 	<ul style="list-style-type: none"> • Progress on Masterplan development. 	<ul style="list-style-type: none"> • Masterplan project updates and attendance at meetings. 	As agreed
The Monument Trust	<ul style="list-style-type: none"> • Restoration of fixtures and fittings and the purchase of historic items for the Mansion House • For revenue costs 	<ul style="list-style-type: none"> • Restoration and repair works/purchase of historic items agreed and carried out • Revenue cost elements evidenced as required 	<ul style="list-style-type: none"> • Successful completion of repair works • Object acquisition according to agreed parameters • Evidence of appropriate use of revenue costs 	As agreed

11.2 Project Aims and Objectives

11.2.1 Aims

The primary aim of the Wentworth Woodhouse Preservation Trust is to preserve and protect Wentworth Woodhouse for the nation and future generations. This Masterplan has outlined the exciting and forward-thinking ways in which this aim will be achieved.

The overarching aims of the regeneration project are:

- To support and inspire the communities of Wentworth, Rotherham and South Yorkshire.
- To aim for excellence in all areas.
- To creatively use a mix of income generation opportunities to secure the future of Wentworth Woodhouse.
- To become the regional emblem and icon for Yorkshire.
- Conserve, restore and repair the historic fabric of the buildings and landscape that make up Wentworth Woodhouse.
- To use the five vision keywords to shape and direct the future of the Mansion House and site:
 - Exceptional
 - Innovative
 - Connected
 - Yorkshire
 - Inclusive

11.2.2 Objectives

These aims will be achieved by successfully reaching the following objectives:

To support and inspire the communities of Wentworth, Rotherham and South Yorkshire.

- Work with local community groups through the development of Wentworth Woodhouse
- Offer schools and learning visits
- Tell the stories of real, local people
- To be a place of innovation and inspiration, with a range of interactive activities and experiences
- To provide skills, training and employment opportunities in the local community
- Improve social well-being in the immediate area and wider region

To aim for excellence in all areas.

- To create an experience that highlights the excellence of Wentworth, Rotherham and South Yorkshire
- To have a volunteer programme that is innovative and involves volunteers in decision making
- To partner with world-leading galleries and organisations

To creatively use a mix of income generation opportunities to secure the future of Wentworth Woodhouse.

- Develop a phased programme that allows the Mansion House to be as self-sufficient as possible for revenue funding
- To provide services and provision for local communities, whilst also generating an income
- To be innovative and creative with income generation activities
- To achieve long-term financial sustainability and resilience

To become the regional emblem and icon for Yorkshire.

- Create own branding and identity to provide a distinct and unique voice in the region
- Develop partnerships with Yorkshire organisations and galleries to create a destination to visit in South Yorkshire
- Partner with nationally important organisations
- To take part in significant national days and campaigns
- Developing the existing relationship with the National Trust

Conserve, restore and repair the historic fabric of the buildings and landscape that make up Wentworth Woodhouse.

- Develop a Masterplan with self-contained phases to ensure the sustainability of the project
- Ensure all development work is done to the highest quality
- Work with Historic England and specialist advisors from the beginning to ensure the work completed meets their requirements

Use the five vision keywords to shape and direct the future of Wentworth Woodhouse: Exceptional, Innovative, Connected, Yorkshire, Inclusive

Capital works, interpretation spaces, cultural and educational activities, income generation activities, and partnership work will always be judged against these vision keywords

- The site will be developed with inclusivity at the centre of the project

11.2.3 Evaluation Processes

The Masterplan project will be evaluated by an external consultant who will cover at least the following areas:

- Achievement of Aims and Objectives
- Visitor experience
- Visitor reach
- Economic impact
- Success of income generation activities

The consultant will also design a set of evaluation materials to be used to benchmark visitor experience and feedback throughout the Masterplan process. The materials will be distributed and input by staff and volunteers at Wentworth Woodhouse, but an annual report will be required from the Consultant.

11.3 Monitoring

11.3.1 KPIs

The following Key Performance Indicators (KPIs) are indicative of those that can be used to establish the success of the Masterplan projects, events and activities:

Income Generation:

- Tour sales
- Retail and Catering Sales
- Event Bookings
- Accommodation Bookings and occupancy rates
- Commercial and retail unit occupancy rates
- Other generated income revenue vs targets
- Fundraising Targets - Private, public and match funding

Marketing:

- Wentworth Woodhouse Facebook page average monthly reach
- Unique visitors to Wentworth Woodhouse webpage per year
- Visitor comment cards and feedback

Process:

- Media opportunities with local/regional media
- Media opportunities with national/international media

Growth:

- Staff
- Volunteering

Visitors:

- Visitor satisfaction scores
- Increased numbers of visitors from new audiences and demographics, particularly hard to reach audiences
- Increased number of repeat visitors

Legacy:

- Events engagement
- Diversity of visitors

11.3.2 Qualitative Feedback

The methods used to obtain qualitative feedback will include:

- visitor feedback and comment cards completed by visitors to the site/public events including facilities to

collect feedback from children, young people and visitors with sensory impairments;

- evaluation forms will be completed by school and group organisers;
- observational research carried out around the site and at activity sessions;
- visitor and audience comments and contributions made online and via social media.

11.3.3 Roles and Responsibilities

The Visitor Services Manager will lead on the Evaluation and Monitoring throughout the project, supported by the Volunteer Coordinator, staff and volunteers.

The Events Officer will distribute all monitoring and evaluation forms, questionnaires and surveys, undertake focus groups and post activity assessments and also ensure that other members of the project team are fully briefed about any areas of information they will be responsible for gathering and collating.

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APPENDICES

1. Deed of Covenants
2. SQW Green Book – Business Plan
3. Purcell – Capacity for Change
4. Rotherham Metropolitan Borough Council – Development Management Policies
5. Masterplan General Public Survey – Evaluation Report
6. Masterplan Public Open Days – Evaluation Report
7. Spatial Planning Options – Mansion House
8. Spatial Planning Options – Stable Block & Riding School
9. Spatial Planning Options – Camellia House
10. Rex Procter & Partners – Budget Estimates
11. E+M+C – Events Strategy
12. Financial Models
13. Fundraising Research
14. Historic England Comments



WENTWORTH WOODHOUSE


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