

The Riverside Civic Hall

Final Report



December 2010

Project Title:	The Riverside Civic Hall Development Options and Business Plan		
Client:	Rossendale Borough Council		
Date:	2312 2010	Release:	Final Report -
Project ref:	1674 - Rossendale BC - Riverside Civic Hall		
Prepared by:			
Quality assured:			

**Globe Consultants Limited**

26 Westgate
Lincoln
LN1 3BD

t: 01522 546483 **f:** 01522 538712

e: enquiry@globelimited.co.uk

w: www.globelimited.co.uk

Contents

1.	Introduction	5
2.	Premises	7
3.	Observations	10
3.1.	Financial	10
3.2.	Marketing, Promotion and Event Management	10
4.	Potential Uses	13
5.	Development Option Summaries.....	15
5.1.	Option 1 – Do Nothing	15
5.1.1.	SWOT Analysis of Option 1	15
5.2.	Option 2 - Consolidation	15
5.2.1.	SWOT Analysis of Option 2	16
5.3.	Option 3 - Grow The Existing Model	16
5.3.1.	SWOT Analysis of Option 3	17
5.4.	Option 4 - Contract Growth Model.....	17
5.4.1.	SWOT Analysis of Option 4	18
5.5.	Option 5 - Tenancy Model.....	18
5.5.1.	SWOT Analysis of Option 5	19
5.6.	Option 6 - Disposal Model.....	19
5.6.1.	SWOT Analysis of Option 6	20
6.	Prioritisation.....	21
7.	Proposed Business Strategy	23
8.	Pro Forma Management Accounts Apr-Jun 2010 - Weekend Opening Only.....	25
9.	Adjusted Overheads – Weekend Opening Only.....	26
10.	Action Plan	28
	ADDENDUM	31
	Appendix 1 - High Rateable Value Businesses, Rossendale & Rochdale	33
	Appendix 2 - Bacup Leisure Hall Bookings List.....	36

1. Introduction

The Riverside Civic Hall in Whitworth is operated by Community Leisure Association Whitworth (CLAW) and was rebuilt following a fire in 2006. The facility includes a main hall with a stage and smaller lounge and kitchen facilities.

CLAW also manages Whitworth Leisure Centre which consists of a swimming pool and fitness suite. The Riverside and the Leisure Centre share a common car park and are located on the same site.

It was envisaged that the rebuilt Riverside Civic Hall ("The Riverside") – also known as Whitworth Civic Hall – would generate profits to cover the operational costs of Whitworth Leisure Centre, eliminating the reliance on funding from Rossendale Borough Council and ensuring ongoing investment in the site. To date, despite the hard work of CLAW, this has not been achieved and the Council continues to subsidise the operation of the Leisure Centre.

The recent leisure review, carried out by Knight, Kavanagh and Page, indicates that there is the potential in the operation of The Riverside to improve its financial position and increase its profitability.

The following report and its appendices form the basis of a review of The Riverside, to identify potential areas for increased income and/or reduced costs. The nature of the review concentrates on areas for improvement and/or omissions in the operation, programming and marketing of the facility. We would therefore like to preface our comments with an acknowledgement that The Riverside is run by a small voluntary management board – CLAW – whose principal focus is retaining the Whitworth Leisure Centre (swimming pool and gym), which is also under their management. The organisation is a clear example of grass roots community action, which, based on our experience across a wide range of projects, appears to be an excellent example of a social enterprise providing a service to which the local community attaches a high value.

From observation the Leisure Centre appears to be actively managed and appears to be achieving reductions in overheads. Both the Leisure Centre and The Riverside are well presented and do credit to both CLAW and the local community. Throughout this project it has been clear that CLAW is under considerable pressure and that the current time commitment of the CLAW 'executive' is unlikely to be sustainable, so that any measures requiring additional time commitment from CLAW are unlikely to be realised. Despite these pressures CLAW have given the consultant's team every consideration, making both themselves and their management information available as required. Accordingly, we present our comments and any criticism constructively in the hope that CLAW will continue to develop as a community business and become a model of good practice for other communities.

In the latter stages of this review CLAW has undergone a number of changes. Initially, following discussion with the Borough Council, two key members of the CLAW 'executive' took the decision that they could no longer maintain their commitment to CLAW and tendered their resignations from the CLAW board. Due to the limited number of active CLAW members, the CLAW Chairman had advised the Council that the organisation was no longer in a position to continue management of The Riverside (this also had potential implications for the Leisure Centre).

Subsequently, additional supporters were identified within the community and have stepped forward as new directors/trustees. With this additional support CLAW has been able to revise its position in relation to the management of The Riverside and has advised the Council that it is in a position to continue in its present role.

The role of CLAW as a social enterprise is clearly an important one within the community, evidenced by the ability of the organisation to quickly attract additional support. As with many social enterprises, however, the recent changes highlight the fragility caused by reliance on the sustained voluntary commitment of a small number of dedicated individuals. In discussion with the Council we have therefore revisited the options within this report and have attached an addendum, which seeks to reflect the issues that would arise, if CLAW was unable to continue to manage The Riverside.

As the scenario of CLAW potentially ceasing to trade/manage The Riverside was presented to the Council by CLAW in November 2010, it would be advisable for Rossendale BC to undertake a risk assessment of the implications of this eventuality on both the Leisure Centre and The Riverside.



2. Premises

The Riverside was built in 2006 following the destruction of the previous civic centre by fire and is of conventional single storey stone/block and tile construction.

The building is in a good state of repair and the internal decoration and fittings are clean and well presented. General impressions of the building from both outside and inside are good and suggest a high quality, well run facility. Three separate visits to the building, including a Monday lunch-time visit following three wedding events over the previous weekend, found the building well presented and in a 'lettable' state.

One possible area of concern relating to the operation of the building is the costs of forward maintenance and renewal, costs which have not yet presented themselves in The Riverside's budgets. Given the age of the building, we would expect these costs to increase progressively from year 5 onwards, if the building is to be maintained at its current high standard. Some of these costs can (and are) mitigated by the voluntary labour of CLAW members, but this mitigation will not extend to the cost of replacing fixtures and fittings or any major future maintenance costs.

The scale and nature of The Riverside involve CLAW in the management and operational issues associated with the licensed trade, a performance venue and most of the non-resident facilities associated with a hotel. The CLAW Management Accounts show that The Riverside is currently running at around break-even (excluding revenue funding from Rossendale Borough Council). The Riverside is not generating surpluses, despite having a predominately commercial function and the benefit of having to bear no premises financing costs (the property is on a peppercorn lease) or business rates (CLAW has charitable objectives).

The Riverside consists of three separate elements within the building:

- A community police office with external access

- A community advice office and adjoining Town Council office with external access
(there is also internal access to the main areas of the building)

- Main accommodation consisting primarily of:

 - Reception

 - Festival Lounge (Lounge Bar)

 - Main Hall

 - Council Chamber/Meeting Room (Wedding Room)

The Main Hall can be sub-divided into two, with one area having access to the bar.

The Main Hall also houses a stage, with platform lift, mixing & lighting desk and lighting rig.



Outside, the building has off-street parking and a children's play area.



We understand that the building was constructed to a specification prepared by CLAW as a commercial venue capable of supporting the running costs of Whitworth Leisure Centre. The main accommodation spaces are large and well suited to weddings and larger scale civic functions in keeping with its role as a civic hall.

Despite the intended financial co-dependence of the Leisure Centre and The Riverside, the latter is detached from the Leisure Centre and sits at a different level in the valley. Joint use of the two facilities is not therefore practicable due to the distance between them. In addition, The Riverside has no changing or shower facilities, which limits the use of the facility as a 'hall space' for the Leisure Centre.

The Riverside has shared parking with the Leisure Centre, which also provides a turning area for coaches bringing school pupils to the swimming pool on weekdays. We have received differing views about the adequacy of parking, but CLAW has advised that they have not yet had any parking problems, even when hosting large civic events. Both the Leisure Centre and The Riverside have on-street parking available for overspill.

Parking is free of charge, but we understand that this is a matter of policy within Rossendale. Charging for parking is therefore likely to be counter-productive and move parking on-street or to other car parks.

Activity at The Riverside is strongly focused towards Friday, Saturday and Sunday bookings, with more limited weekday evening use.

Daytime use appears to be very limited.

The premises are licensed for events (rather than a public licence which would allow general opening of the bar) and have a large lounge bar with an adjoining outdoor terrace area. The outdoor area is secure and can only be accessed through the bar.

Outdoor bars can also be provided at The Riverside. These are supported by the brewery and our enquiries suggest that there is a positive working relationship between CLAW and the brewery.

The Riverside has a well equipped kitchen, although we are of the view that for full-scale on-site catering the cold storage and preparation facilities would need to be properly assessed to determine an appropriate specification (we also note that there is no commercial fryer)



At present catering is provided by Lords the Caterers (“Lords”), based in Whitworth. Anecdotal comment, independent of CLAW, has indicated that the standard of catering is considered to be good and the current arrangement provides CLAW with a reliable service for customers without the significant challenges of managing a commercial kitchen on a part-time basis. The Riverside charges Lords a 10% commission on catering.

The exterior of the building is well presented with an adjacent play area which is part of The Riverside’s facilities and a Bowling Green which is managed separately by Rossendale Borough Council. Land behind the Council Chamber/Meeting Room has been utilised to provide a small grassed area and pergola for wedding photos – the Council Chamber is used for civil wedding ceremonies.

The only detracting aspect is the view from the rear of the car park, which overlooks an area of boarded derelict buildings – this is obviously outside the control of CLAW and is perhaps only noteworthy because of the contrast with other views of and from the building.

3. Observations

3.1. Financial

The information provided by CLAW indicates that The Riverside is running at or close to break-even. However, not all aspects of the operation are profitable based on the Event/Function Analysis information made available. A number of events appear to have been run at a loss, although takings from the bar may have been sufficient to justify running them. However, we do feel that a review of costings for all events would be advisable to ensure that each event does not run at a loss.

The accounting and management information received show that the 'Wedding Packages' developed and offered by CLAW at The Riverside are profitable.

The current budgets make no provision for maintenance. This will need to be addressed in the short to medium term as the building, fittings and equipment age.

The Riverside appears to be achieving little or no daytime income despite being open between 10 a.m. and 4 p.m. on weekdays. Enquiries to the Borough Council have established that there are no concerns at a policy level at the lack of community activity in The Riverside, as it is perceived to have a primarily commercial function. We understand from discussion with CLAW that typical community building functions such as mums and toddlers, seniors' lunch clubs, after-school clubs, etc. are present in the town, but provided at alternative venues. We should stress that the building is used for some community events, including school revision classes, local festivals, etc.

On this basis and in consideration of the potentially low income levels generated by community lettings relative to the increased maintenance and management costs required to sustain The Riverside for its existing core business (weddings), we have not suggested that these use options are pursued.

We would like to thank CLAW for making their management accounting information available and also note that the organisation is working to improve many aspects of its financial and operational practices.

Of considerable concern at this juncture, however, is the reliability of some of the financial information available to the CLAW directors. In particular, CLAW have acknowledged that the Event/Function Analysis schedules, which purport to detail monthly income and expenditure by event and to incorporate actual figures for bar income, do not provide an accurate picture and cannot be reconciled with the Management Accounts. Discussion of these issues throughout the review has contributed to offers of assistance which are now in place from the Council's audit service and revenue services.

3.2. Marketing, Promotion and Event Management

In spite of the quality of the facilities at The Riverside, it is challenged by its location and the geography of the area.

The facility is on the periphery of the Borough at its south-eastern extremity and serves a local market of linear settlements with small populations. The geography of the area means that what

would normally be a 360 degree catchment area for most inland venues is limited to a largely linear pattern with larger settlements to the north and south forming in effect a 'dumbbell'. The largest potential catchment area is Rochdale to the south. This presents The Riverside with the additional challenge that for non-specialist events (i.e. weddings, funerals, significant celebrations) it may not be viewed as a local facility. This view is reinforced by local anecdotal comment.

At present The Riverside is promoted through two main media: website and print. Both of these require selective improvements that have been identified to CLAW through discussion.

The Riverside's website is recently developed, but also requires specific improvement, again identified to CLAW. Notably, some functions within the site do not work properly and of particular significance is the need for 'search engine optimisation' of the website content. General web-based (Google) searches¹ for wedding venues near to Rochdale, Bacup, Whitworth, and Rossendale appear not to identify The Riverside as a wedding venue. Similarly, specific 'wedding search engines' – weddingspot.co.uk; easyweddingsearch.co.uk; weddingvenues.com, etc. – do not identify The Riverside as a venue.

Interestingly, however, 'Ticketline' does identify The Riverside as being in Rochdale, but has no information on events. Links to 'The Stage' also identify The Riverside as a venue for gigs/concerts, but give no information on events².

In general, our comments on print have related to the proof-reading of content, improving the consistency of the message and the need to focus on – and differentiate clearly between – target markets.

We have also suggested that the use of 'rate sheets' as an alternative to quoting rates in quality printed material would extend print life and allow room for negotiation and flexible pricing to attract custom.

We have also urged a clearer and more targeted approach to the advertising of organised events, as we feel that it is difficult (in the examples that we have seen) for potential customers to determine if they are within the target audience or in some cases, to determine the type of event on offer.

Due to the current limited reach of existing print and online media, we have assumed that word of mouth may be the principal means by which the venue is identified for weddings. Word of mouth is a key marketing tool for venues and should not be underestimated, but it is important to recognise the limitations of overreliance on this sort of publicity, particularly when looking to increase trade, as it is frequently limited in its ability to sell across sectors.

Marketing to the business community is underdeveloped and in our opinion could borrow from existing good practice elsewhere – we have suggested Boston Conference & Management Centre as an example, as this has a number of similarities in terms of both business and social profile.

If there is a business user market for The Riverside to tap into, we believe that business-focused marketing materials should be developed, so that enquirers can be moved away from the wedding/celebration offer quickly and clearly to enable them to see the full potential of the venue as a business event venue as well as ensuring they get the information they need with the minimum effort and distraction.

¹ Searches were undertaken in the week commencing 8th November and the website meta data was also checked by Globe's design consultant

² Search undertaken in the week commencing 25th October

Our review of marketing material suggests that at the moment there is a product tailored for weddings, but no market segmentation. We have also seen only limited evidence of marketing and event analysis, although it is clear that CLAW is trying to improve this. For the ticketed events promoted by CLAW themselves, where we have seen figures, attendance has been disappointing and may reflect areas for improvement in terms of product selection and target marketing. We are of the view that promotion of ticketed events run by The Riverside needs to be much clearer – at the moment it is difficult to identify who the target audience is or the type of entertainment, etc.



It is also of concern that, when monitoring the usage and cost-base of the centre, current estimates of occupancy appear to take no account of earnings or periods of use e.g. a single judo class for 2 hours earning, say, £30 appears to be included in the measurement on the same basis as a wedding filling a full day and evening and earning, say, £4,000. The improvements suggested to the monitoring of usage and profitability of events could be used to inform segmentation and targeting, as a good starting point for a clear marketing strategy.

4. Potential Uses

Based on the facilities available, the following is a list of possible activities that we believe to be additional to those identified in the existing Event/Function Analysis information for The Riverside.

Meeting room-related uses such as:

- Business uses – e.g. hospitality, training, conferences, meetings
- Chamber / FSB / Trade Association events, etc.
- Borough Council uses
- Advertising planning applications / displays / promotions

Stage focused uses (including potential use for rehearsals, performances and private hire) such as:

- Bands
- Rural Touring Theatre
- Discos
- Dinner Dances
- Bingo
- Local Stage Events e.g. ballet, public speaking, talent and singing competitions
- School-related activities

General uses such as:

- Lunch Clubs
- Art Exhibitions
- Craft / Vintage Fairs
- Antique Fairs
- Specialist fairs e.g. Mind Body Spirit, Computer Toy fairs
- Drama / Opera
- Food Fairs - such as Tastes of Lancashire
- Farmers Markets – car park and inside.
- Cross promotion from the Leisure Centre – discounted drinks, food, room hire
- Rental by religious groups
- Rental by private professional practices e.g. sports or alternative therapists

Outdoor uses such as:

- Cycling (trailing?)
- Sports Fair?
- Car Boot Sales

The above list (by no means exhaustive) of possible activities was tested for realism with CLAW directors³. In all cases the target should be to attract activities that are relatively self-contained and place the minimum additional promotion/management burden on CLAW.

The majority of the possible areas for consideration were viewed by CLAW as warranting further investigation, whilst a few, particularly Local Stage Events and Lunch Clubs, were identified as already being served by The Riverside or by other local venues.

The challenge facing The Riverside for all events is to maintain profitability. This is easier to manage when dealing with fixed price bookings i.e. bookings sold to someone else who will run an event, rather than those that depend upon predicted ticket sales by the venue.

Some opportunities have been created for the Riverside by the recent disposal of Bacup Leisure Hall and, with assistance from the Borough Council, a list of events and contacts from Bacup Leisure Hall was made available to CLAW at the earliest opportunity in the course of this review. CLAW should however maintain a watching brief on the development of the Hall under its new management as its emerging business plan may increase competition in some areas, particularly in relation to hosting weddings.

In reviewing potential uses, our initial discussions with CLAW focused on our view that the quality of The Riverside buildings lent them to business conference and training uses. This potential market also appeared to address other key issues for The Riverside; particularly day time use, known-to-be-profitable bookings, and minimal management input. These views were informed in part by contact with Boston Conference & Management Centre (as noted previously, this centre faces similar challenges in terms of catchment and peripherality), which provides a range of room booking, catering and equipment hire for local businesses.

Research into potential business targeting looked at business premises with higher rateable values, initially in Rossendale and subsequently in Rochdale. However, as the potential of this market was explored further, it became clear that the concentration of businesses to the north and south of the centre was served by a number of business facilities and managed workspaces, all of which were already targeting the business market. The space available within The Riverside is not specifically tailored to this market and is physically more remote (albeit very small distances are involved) from the business community. It was therefore considered unlikely that this market could be developed without making significant in-roads into business networks. We are very aware from our own commercial activity of the management focus and time that is required to maintain a visible business presence through networking and peer marketing. Given the voluntary nature of CLAW we viewed this as an unsustainable approach for the organisation, although one that may be deliverable with the right private sector partner or contractor.

As part of our evaluation of potential activities and events we reviewed The Riverside's existing strengths and existing core market i.e. weddings. In developing options therefore, we reviewed the profitability of existing wedding activity and its potential based on the available information to form the core of a viable business offer.

³ Discussion took place on 25th October 2010

5. Development Option Summaries

The following options consider and test a range of approaches from ‘do nothing’ to a radical disposal option.

All options assume that existing promotional material is revised in line with earlier comments either by CLAW or by third parties depending upon the option. The extent and depth of this revision and the approach taken will be dependent upon the preferred option/s.

Each of the options will need to take account of the existing uses by the Whitworth Town Council including the shared use of the Council Chamber/Meeting Room/Wedding Room and the presence of the Lancashire Constabulary, Community Police Office.

5.1. Option 1 – Do Nothing

The option to do nothing (i.e. continue to run The Riverside without additional income or reduced revenue costs) will remove the possibility of the centre making a financial contribution to the Leisure Centre. Additionally, whilst the Management Accounts suggest break-even in 2010, there is a dependence upon public subsidy and no provision for the costs of ongoing maintenance, which will become an increasing issue in the coming years.

5.1.1. SWOT Analysis of Option 1

Strengths	Weaknesses
Requires no additional investment.	Unsustainable model. Doesn't meet CLAW or Borough Council needs.
Opportunities	Threats
The Borough Council's disposal of Bacup Leisure Hall.	Ongoing stress on the voluntary organisation leads to collapse. Borough Council is unable to justify/sustain future funding. New business developing at Bacup Leisure Hall

5.2. Option 2 - Consolidation

Some aspects of The Riverside's programme, particularly weddings, are profitable and established. Therefore, a 'consolidation' option could be considered in terms of reduced opening of the main areas of the building, opening only for major events – confined to a Friday, Saturday and Sunday programme. This would not affect the existing tenants who have separate access to the building and would therefore retain their income. For the remaining four days the building could remain closed with bookings and enquiries being dealt with either remotely or via voicemail and email.

The effect of this approach would be to consolidate the existing core business, particularly wedding packages, whilst reducing overheads where possible to maximise profit.

5.2.1. SWOT Analysis of Option 2

Strengths	Weaknesses
<p>Increased focus on profitable activity. Reduced operating costs. Concentration of management and staff input. Builds upon the most viable characteristics of the centre. Focuses marketing efforts. Could attract a greater share of the wedding/event market within the Rochdale catchment through focused marketing. CLAW retains control.</p>	<p>Narrows the range of activity. Reduces community-focused activity (commercial venue). Requires active management input. Requires a marketing strategy. Reduces 'in-person' contact opportunities for event bookings. Reduces capacity Reduces ability to be flexible to client needs.</p>
Opportunities	Threats
<p>Build specialism or niche perception. Focus on weddings at a time when competitors may be looking to diversify or reducing hours may make the centre more attractive. Decreasing the offer may create a perception of exclusivity compared to competitors. Present a clear and visible product to the market. The Borough Council's disposal of Bacup Leisure Hall. Establish a profitable operation upon which to base future expansion.</p>	<p>Commercial competition. Fashions in wedding planning mean The Riverside is less attractive as a venue. Profitable users may migrate to a preference for the days when the centre is shut. Unable to take advantage of enquiries that fall outside opening hours. Reduced capacity during the week identified and exploited by competitors. New business developing at Bacup Leisure Hall</p>

5.3. Option 3 - Grow The Existing Model

The option to grow the existing model will require a significant input from CLAW and the development of a marketing strategy supported by appropriate marketing materials.

The focus of activity should be on increasing use of the facilities in underused periods and increasing profit on peak-time activities. Part of this process will also involve 'audience' development and may require a series of activities/events intended to increase the spread and diversity of potential customers who are aware of the facilities. Particular targets for growth would be:

- A focus on business uses during the day, targeting the local business market in Rochdale and Rossendale.
- Selective bookings of bands and performances that have a mobile audience i.e. not wholly reliant on the immediate community.

The challenge presented by this option is that it requires a range of skills sets: the ability to optimise the existing wedding and event activity; the ability to develop a new business/commercial client group which will be driven by a mixture of new marketing activity and networking; and the ability to programme the venue in a manner similar to an arts centre or theatre.

To achieve this we are of the view that CLAW would need to recruit and retain a venue specialist with experience of both programming and having diversified the business use of a non-subsidised performance space or venue.

This option therefore has an investment risk associated with the recruitment and retention of a senior member of staff.

5.3.1. SWOT Analysis of Option 3

Strengths	Weaknesses
<p>The Riverside has significant unused capacity. Existing core markets are retained. The Riverside is within 10 minutes' drive of Rochdale as a centre of population and employment. CLAW retains control. Potential to increase income.</p>	<p>Limited catchment population in the local area – increases significantly in relation to the Rochdale area, but not a 'local facility'. Requires revenue investment in staffing. Requires significant marketing effort and associated costs. Facilities limit the offer for some types of event.</p>
Opportunities	Threats
<p>Untapped business sector in Rochdale and its environs. Performers and groups wishing to reach a Rochdale audience. Availability of stage and space within The Riverside in good condition. Ability to draw on contacts and expertise of new employee. The Borough Council's disposal of Bacup Leisure Hall.</p>	<p>Competition for market share. The offer is not strong enough to overcome location (other facilities are seen as more local/accessible venues). Increased activity/income is not guaranteed to generate increased profit. Competition for business sector custom from Futures Park and business-specific venues run by Rochdale Development Agency. New business developing at Bacup Leisure Hall. Economic climate and the ability of the local demographic to afford attendance at events.</p>

5.4. Option 4 - Contract Growth Model

This option assumes that CLAW continues to manage the centre as a social enterprise with a focus on optimising the profitable wedding package activity which forms the core of their existing business.

Alongside this they find two specialist commercial partners to develop business & conference activity and performance activity. Due to CLAW's principle activity, the Leisure Centre, being a deficit-based business and the non-profit distributing and charitable structure of their organisation, a joint venture is likely to be overly complex. The model therefore assumes a sub-letting of constant blocks of time to third party specialists in order to achieve growth as per Option 3 without the requirement for CLAW to take on specialist staff and associated costs.

For this option to be viable it will probably be necessary to offer the 'performance' commercial partner part of the peak booking periods, which will require CLAW to focus closely on selecting the most profitable uses for the slots they have available, and any contract to take account of the cost of reduced letting slots programmed by CLAW.

This option has risk associated with both the identification of suitable commercial partners and with the financial stability of the partners.

5.4.1. SWOT Analysis of Option 4

Strengths	Weaknesses
<p>Direct delivery and management input is reduced (CLAW's input become more strategic and less time bound).</p> <p>Retains core business activity.</p> <p>Diversification of expertise, skills and experience - introduction of proven sector specialists.</p> <p>Builds upon existing tenancy structure.</p> <p>Some marketing effort and risk rests with third parties.</p> <p>More predictable income stream.</p> <p>No requirement for specialist staff.</p>	<p>Requires tightly drawn tenancy/use agreements to minimise conflicting uses.</p> <p>Requires interested tenants.</p> <p>Requires financially robust tenants.</p> <p>Potential conflict with/between tenants.</p> <p>More complex structure.</p> <p>Limits flexibility.</p> <p>Loss of direct control for CLAW.</p>
Opportunities	Threats
<p>Untapped business sector in Rochdale.</p> <p>Performers and groups wishing to reach a Rochdale audience.</p> <p>Availability of stage and space within The Riverside.</p> <p>Potential to cross-sell services/facilities.</p> <p>Contacts brought in by tenants directly benefiting CLAW-run services/events.</p> <p>The Borough Council's disposal of Bacup Leisure Hall.</p>	<p>The offer is not strong enough to overcome location (other facilities are seen as more local/accessible venues).</p> <p>Tenants build a business portfolio and relocate to a more central venue.</p> <p>Tenants make changes which compromise or undermine the CLAW-organised events.</p> <p>Tenants cannot be found/replaced.</p> <p>Tenants leave unexpectedly.</p> <p>New business developing at Bacup Leisure Hall</p>

5.5. Option 5 - Tenancy Model

CLAW currently have two existing tenants; Whitworth Town Council and Lancashire Constabulary. The remainder of the facility is managed directly by CLAW. This model assumes that CLAW retains a lease with Rossendale Borough Council, but sub-lets all of the non-tenanted facility to a third party. This would give CLAW income from three tenants, reducing their operational management to the Leisure Centre only and, subject to the identification of a suitable tenant, would provide a stable income to support its core activities. This model is the most likely fully to exploit the commercial potential of The Riverside, but is dependent upon the commercial interest of suitably experienced and funded businesses or individuals. As CLAW would continue to have strategic management of the site and buildings and generate income, its role as a community enterprise would not be affected. It is likely that this arrangement would require a TUPE transfer of The Riverside's existing staff.

This option has risk associated with the identification of a suitable tenant and their financial standing, as well as the tenant's performance and long-term commitment to The Riverside.

5.5.1. SWOT Analysis of Option 5

Strengths	Weaknesses
<p>Direct delivery and day-day management input is removed, so CLAW's input becomes strategic and contract focused.</p> <p>Diversification of expertise, skills and experience - introduction of proven sector specialists.</p> <p>Builds upon existing tenancy structure.</p> <p>All marketing effort and risk rests with third parties.</p> <p>Predictable income stream.</p> <p>No staff responsibility (assuming that TUPE applies).</p>	<p>Requires an interested tenant.</p> <p>Requires a financially robust tenant.</p> <p>Loss of control.</p> <p>Understanding and skill developed outside of CLAW team.</p>
Opportunities	Threats
<p>Untapped business sector in Rochdale.</p> <p>Potential to diversify an existing business.</p> <p>The Borough Council's disposal of Bacup Leisure Hall.</p>	<p>The offer is not strong enough to overcome location (other facilities are seen as more local/accessible venues).</p> <p>Tenant cannot be found/replaced.</p> <p>Tenant leaves unexpectedly.</p> <p>New business developing at Bacup Leisure Hall</p>

5.6. Option 6 - Disposal Model

Given that The Riverside is perceived to be primarily a commercial asset, a disposal option could be considered. Our understanding is that the capital funding resources for the Riverside were a £980,000 insurance receipt for the rebuild of the previous hall, destroyed by fire and £350,000 of Rossendale capital receipts, partly supported by the disposal of the old Whitworth Town Hall giving a total cost of £1.33M. Assembly of the total site area including The Riverside, grounds, car park and Bowling Green (subject to a relocation condition) could provide a potential development site with or without retaining The Riverside. Informal enquiries to determine a basic site value for food retail (highest probable land value) indicate an estimate of £1.5m⁴ for the site. Residential value is estimated to be half of this sum or less. Should the Riverside be deemed surplus to Council requirements, any receipt from the sale of the site/buildings, net of relocation costs for some uses, could be used for the benefit of the Leisure Centre in terms of modernisation with reduced running costs and carbon footprint.

⁴ This figure is an estimate only and should not be treated as a valuation or used for valuation purposes. The retail foot print considered was approximately 20,000 sq ft.

5.6.1. SWOT Analysis of Option 6

Strengths	Weaknesses
<p>Removes medium to long-term maintenance and management liabilities.</p> <p>Generates funds to update the swimming pool giving reduced running and maintenance costs.</p> <p>Allows CLAW to focus on its main aim (Leisure Centre).</p>	<p>Loss of a public building.</p> <p>Adverse reaction of local populace.</p> <p>No ability for CLAW to return to The Riverside should they wish to in the future.</p>
Opportunities	Threats
<p>Subject to market conditions, wider land assembly to encompass existing derelict sites.</p> <p>Improved public facilities at the Leisure Centre.</p> <p>Increased/improved catchment for the Leisure Centre.</p> <p>Building is improved and its future made more secure.</p>	<p>Potential loss of facilities.</p> <p>Local market and/or planning policy may not allow value to be optimised (food retail/residential).</p> <p>Unstable property prices.</p> <p>Development market strength.</p>

6. Prioritisation

The following prioritisation has been undertaken from the perspective of CLAW (not the local authority landlord). Financial elements are based on estimates informed by modelling figures extracted from The Riverside's Management Accounts and CLAW's Event/Function Analysis schedules⁵.

Timescale assumes: Short – 1, 3 months; Medium – 3, 9 months; Long 9, 12+ months.

Cost – the cost range is relative to the five options with low cost assuming improvement to all aspect of marketing as a minimum, while higher costs assume the introduction of staffing or external professional services e.g. legal services, agency services.

Management/Intervention – seeks to indicate the anticipated level of input required by CLAW members to progress an option.

Difficulty – seeks to indicate an estimated degree of difficulty to implement the option.

Profitability – profitability estimates have been based on limited modelling from available financial information.

Risk – seeks to indicate the anticipated relative risk of the five options.

Weighting – seeks to reflect the emphasis of the project brief.

	Timescale	Cost	Management/ Intervention	Difficulty	Profitability	Risk	Score	Rank	Weighted Score	Rank
Range	Short 1-3	Low 1-3	Low 1-3	Medium 1-2	1-3 Static	Low 1-3				
Weighting	1	2	1	1	2	2				
Option	Excluding Option One.									
2	1	1	2	1	2	1	8	1	12	1
3	2	2	3	3	2	3	15	5	22	5
4	2	1	2	2	2	2	11	3	16	3
5	2	2	1	2	3	2	12	4	19	4
6	3	1	1	1	3	1	10	2	15	2

⁵ The Management Accounts and the Event/Function Analysis schedules cannot be reconciled. This is a weakness known to CLAW and currently being addressed. Cost modelling for events is therefore judgment-based using a combination of figures, but these are necessarily heavily qualified and should be regarded as no more than indicative.

Based on the prioritisation of the options the top three in rank order are:

- Option 2 Consolidation
- Option 6 Disposal
- Option 4 Contract Growth Model

We have disregarded Option 6 as being a radical option, worthy of consideration, but falling largely outside the scope of this brief.

Options 2 and 4 are therefore presented as preferred options for the basis of a business plan for The Riverside. The underlying approach in adopting these options is to consolidate existing activity before seeking a gradual, controlled expansion.

In terms of progressing a business plan for The Riverside we propose the following over-arching actions as pre-requisites:

- Review of the financial management processes and information available to inform the business. In particular there is a need for clearer information about the profitability of events and related bar takings as well as establishing a direct link between the Management Accounts and the Event/Function Analysis information.
- Review of marketing material and message with particular attention to:
 - On-line marketing & website optimisation
 - Quality of printed text and consistency of information
 - Advertising strategy
 - Market segmentation.

Key area for early intervention – to ensure that optimisation is undertaken to ensure web-based searches for wedding venues in the Rochdale area identify The Riverside as an option. Globe's Design Consultant has carried out a 'meta data' search on The Riverside's website and confirmed that the site content is largely invisible to search engines such as Google due to its format.

- Review of current staff cost/usage associated with events.

Key area for early intervention – to ensure that staff input is relative to the scale and profitability of the event. Whilst the available information is limited, we are of the view that currently staffing input for large-scale, high-value events is not being significantly altered for lower value events; a detailed understanding of event and bar profitability will help assess the value of accepting these events.

7. Proposed Business Strategy

In approaching this strategy we have been mindful of the nature and structure of CLAW and have therefore sought to keep the requirement for working capital and financial risk to a minimum. In addition we have sought to keep the requirement for additional management input to a minimum in recognition of the burden being carried by CLAW volunteers.

The Riverside is well suited as a wedding venue and this element of the business activity appears, based on the available information, to operate on a profitable basis, particularly when Wedding Packages can be sold. This is an established core market for the business focused primarily on weekend bookings and we are of the view that the overall profitability of The Riverside can be increased by a consolidation of existing activity into three-day weekends (Friday, Saturday and Sunday). In essence trying to do less, more efficiently and more profitably, in order to bring the business onto a sound financial footing in the short term. Of particular importance is that this market has been built with almost no visible web-presence for The Riverside.

We have attempted to extrapolate from the Management Accounts of The Riverside for the three months to 30th June 2010 and the Event/Function Analysis schedules provided by CLAW for each of those months, a Pro Forma Profit and Loss Account, which is detailed below, together with the assumptions on which it has been based. It shows The Riverside to be potentially more profitable if opened at weekends only than if opened from 10 a.m. to 4 p.m. on Mondays to Thursdays, too.

Although these figures can be regarded as no more than indicative, if they were replicated over a full year, The Riverside's profitability would increase from approximately £30,000 or break-even, if the funding from the Borough Council is excluded from the equation, to perhaps £75,000 (£45,000 net of funding). Clearly, this would enable the total package of funding from the Borough Council to The Riverside and the Leisure Centre to be reduced significantly and the objective of The Riverside generating a profit to subsidize the Leisure Centre would be achieved.

We are therefore recommending a strategy that focuses all of the marketing and operational effort of The Riverside towards maximising weekend profitability using the core strengths of the building as a wedding venue.

This strategy would not of course preclude profitable weekday bookings, but the default position would be for the venue to remain closed in the short-medium term for four days a week. The recommendations for work on the financial records of The Riverside should establish a clear cost base against which to assess the profitability of an individual event.

The potential effect of this can be illustrated as follows:

During the months of April, May and June 2010 four Fridays were not booked for any kind of event. In those three months the average profit on each of the nine Fridays when events did take place, according to the Event/Function Analysis schedules, was approximately £500 and the average bar income was £800. Assuming a profit of 50% on bar sales, the average total benefit of holding an event on a Friday was £900. So it would not be unreasonable to suggest that, had the four "empty" Fridays been booked, the profit for the three months to the end of June 2010 might have been higher than it was by approximately £3,500. So the profit of £18,500 for the quarter, shown in the Pro Forma Profit and Loss Account in relation to Option 2 above, might have been £22,000. Annualised, the profit could have been £88,000 – or £58,000 more than the actual annualised profit according to the Management Accounts.

Historically, not all weekend days/evenings have been booked and therefore the consolidation stage (Option 2) should also focus on filling blank weekend dates with profitable bookings. To fill these potentially un-booked days the priority should be on weddings and other 'external' bookings rather than on ticketed events run by CLAW. The Borough Council's disposal of Bacup Leisure Hall also creates potential booking opportunities although as stated previously CLAW should maintain a watching brief in relation to potential competition from the new business developing at the Hall.

In addition, The Riverside is not currently visible to most web-users seeking a wedding or celebration venue in the Rochdale/Rossendale area as its web site text is not in an appropriate format. This has arisen through the use of 'Flash' image software to generate the site content rather than the more universal HTML programming language. In addition to advice from our own Design Consultant, Globe sought advice from Design by Distraction, a graphic and web design company, also based at 26 Westgate Lincoln. They have appraised the existing website for The Riverside and estimate the commercial cost of rebuilding and optimising the site would be in the region of £2,500⁶. This work could however be undertaken by CLAW or the Borough Council subject to the necessary skills and software being available.

We would expect demand for The Riverside as a wedding/celebration venue to increase as soon as the venue begins to appear through Google and dedicated wedding search engines.

Once The Riverside has optimised its weekend market for weddings and celebrations in terms of both volume and profit, a second stage of development should be adopted. We propose that this would be based on attracting third party businesses (Option 4) interested in running events within The Riverside.

We would expect that by this time the cost basis of The Riverside would be clearly understood and the increased focus on weddings and celebration packages would have simplified the accounting model. CLAW would therefore be able to offer fixed price lettings based upon the typical income for a day plus a margin, with any income above this being retained by the third party company. Alternatively, and particularly for days that would not normally be booked, the full cost of opening plus a percentage.

In this way the use of The Riverside can be grown incrementally from a simple, but strong base with minimal risk and without significant additional management input.

The following Pro Forma Profit and Loss Account show how the estimated outturn for this proposal has been modelled.

⁶ As informally quoted 2 December 2010

8. Pro Forma Management Accounts Apr-Jun 2010 - Weekend Opening Only

	Notes	2010			Total £	Original	Annualised £	Original
		Apr £	May £	Jun £		Total £		Annualised £
Income (Sales)								
Revenue Funding - RBC		1,834	1,833	3,083	6,750	6,750	27,000	27,000
Donations		24	20		44	44	176	176
Revenue								
Income (weekends)	1	17,289	11,294	15,543	44,126	38,160	176,504	152,640
Bar income (weekends)	1	10,637	15,951	11,663	38,252	42,118	153,006	168,472
Rents	2	4,100	100		4,200	4,200	16,800	16,800
Contributions to running costs	2	2,000	0		2,000	2,000	8,000	8,000
Other	2	1,423	2,076	1,418	4,917	4,917	19,668	19,668
Total		37,307	31,274	31,707	100,288	98,189	401,154	392,756
Cost of Sales								
Wages: Not event-related	3	5,362	3,946	4,997	14,305	14,305	57,220	57,220
Event wages	4	3,115	3,450	2,617	9,182	9,182	36,728	36,728
Less: Event wages (weekdays)	5	(342)	(761)	(240)	(1,343)		(5,372)	0
Weekday wages	6	(1,029)	(1,029)	(1,089)	(3,146)		(12,584)	0
Pilates instructor	7	0	0	0	0	350	0	1,400
Bar costs	8	3,990	7,096	7,834	18,920	18,920	75,680	75,680
Entertainment	9	0	0	0	0	1,320	0	5,280
Wedding costs	10	0	0	0	0	1,248	0	4,992
Door Security	11	1,000	1,200	1,200	3,400	4,500	13,600	18,000
Catering	11	6,630	4,015	6,358	17,003	20,473	68,012	81,892
Table decorations etc	10	0	0	0	0	976	0	3,904
Other	12	3,407	1,143	695	5,245		20,980	0
Total cost of sales		22,134	19,061	22,372	63,566	71,274	254,264	285,096
Gross Profit		15,173	12,214	9,335	36,722	26,915	146,890	107,660
Gross Margin %		40.67%	39.05%	29.44%	36.62%	27.41%	36.62%	27.41%
Total Overheads		(7,088)	(5,335)	(5,746)	(18,169)	(19,458)	(72,677)	(77,832)
Net Profit/(Loss)		£8,085	£6,878	£3,590	£18,553	£7,457	£74,213	£29,828

9. Adjusted Overheads – Weekend Opening Only

	2010			Total £	Original Total £
	Apr £	May £	Jun £		
Administrative Expenses					
Telephone charges	236	82	37	355	355
Printing, postage & stationery		202	132	334	334
Advertising	330	(183)	214	361	361
Establishment Expenses					
Electricity	738	758	766	2,262	2,262
Saving of 20%	13	(148)	(153)	(452)	
Gas	938	982	367	2,287	2,287
Saving of 20%	13	(188)	(73)	(457)	
Water	1,160	344	388	1,892	1,892
Saving of 20%	13	(232)	(78)	(378)	
Maintenance & Repairs	160	(75)	118	203	203
Landscaping/gardening			350	350	350
Bar/Kitchen equipment		207	63	270	270
Insurance	386	384	428	1,198	1,198
Licences	(678)	114	77	(487)	(487)
Internal Décor				0	0
Premises expenses	1,734	216	325	2,275	2,275
Consumables	167	205	67	439	439
Miscellaneous	325	286	189	800	800
Other Expenses					
Promotions/Marketing	1,882	304	549	2,735	2,735
Health and Safety, Fire, Security	(59)	598	598	1,137	1,137
Training & Development	0	0	375	375	375
Recruitment	0	0	0	0	0
Uniforms	0	0	350	350	350
Depreciation	0	1,100	400	1,500	1,500
Financial Expenses					
Bank interest	0	0	0	0	0
Bank charges	159	78	107	344	344
Audit & Accounting Fees	178	150	150	478	478
Total Overheads	£7,088	£5,335	£5,746	£18,169	£19,458

Notes:

1. Income (weekends) and Bar income (weekends) are taken from the adjusted Event/Function Analysis schedules (attached).
2. Rents, Contributions to running costs and Other are taken from the Management Accounts.
3. Wages: Not event-related are Wages from the Management Accounts less Staffing costs from the Event/Function Analysis schedules.
4. Event wages are Staffing costs from the Event/Function Analysis schedules.
5. Event wages (weekdays) are Staffing costs per the Event/Function Analysis schedules, which were attributed to events held on Mondays to Thursdays.
6. Weekday wages are the estimated costs of employing a receptionist for six hours per day on Mondays to Thursdays (6 x £9 x 1.12 per day = £60.50).
7. No costs are included for a Pilates instructor, as no Pilates is taught at weekends.
8. Bar costs are taken from the Management Accounts (making Bar profit around 55%).
9. No Entertainment costs are shown on the Event/Function Analysis schedules.
10. Wedding costs and Table decorations etc are not identified in the Event/Analysis schedules, so have been included under Other.
11. Door Security and Catering are taken from the adjusted Event/Function Analysis schedules.
12. Other comprises all of the costs in the column headed 'Other' on the adjusted Event/Function Analysis schedules.
13. A conservative saving of 20% has been assumed as a result of opening only at weekends.

Additional Comment re Notes 3 and 6 above:

Wages: Not event-related less Weekday wages amount to £11,159 for the three months i.e. an annualised figure of £44,636, which represents:

- £21,000 for the Events Manager, who would work from home on Mondays to Thursdays, plus on-costs of £3,150.
- £10,200 for 20 hours of a Duty Manager and a second Duty Manager/Receptionist, excluding hours spent at weekends for events/functions (estimated at eighteen hours in total)of.
- £6,000 for two cleaners for three days per week (three hours per day).
- £4,000 for a caretaker for four days per week (three hours per day).

Clearly, it may be possible to make additional savings on these figures.

10. Action Plan

1. Pursue all possible bookings from the Bacup Leisure Hall.
Select profitable events and prioritise repeat and higher value events.
[Event and contact information made available to CLAW in the course of the review].
2. Review and revision of the financial management processes and information.
[Support offered from the Council's auditors].
[Support offered from the Council's finance department in relation to systems].
3. Review and revision of on-line presence and information.
Optimise website – this may require a new web package and revised content – see cost estimate above. [This could be undertaken by Council's IT provider]
Optimise Google maps [This could be undertaken by Council's IT provider in association with work on the website]
Contact specialist search engines
4. Review and revision of marketing material content and message.
Review of print content and accuracy
Implement revisions at point of re-printing
5. Review of current staff cost/usage associated with events.
Improve monitoring of staff activity.
Reduce staffing to suit a three day core operation.
Ensure staff inputs are relative to the income generation of weddings and events
6. Confirm Business Strategy financial assumptions against reviewed management information - see 2 above.
Revise financial assumptions in line with updated management information.
7. Give notice or move all non-weekend bookings.
Ensure arrangements are in place for The Riverside to accommodate periodic and profitable weekday events such as funerals.
8. Alter staffing levels and time allocations to suit the new opening hours - see 5 above.
Ensure that working hours align with building use.
Adopt flexible working practices where appropriate.
9. Make provision for contact and booking information to be accessed when The Riverside is closed - See 3 & 8 above
Ensure information is publicly displayed and visible when the centre is shut.
Optimise use of voicemail and home working where appropriate.
10. Move to a three day week operational model.
Implement option 2 and proposed business strategy.
11. Monitor financial impact and consolidate market position - see 2 & 3 above
The introduction of The Riverside to Google search and specialist search engines accesses a new customer base.

12. Market The Riverside to potential third party businesses to take-up any unused booking opportunities and/or offer peak booking space where third party businesses can guarantee a higher level of profit.

Post-consolidation The Riverside should be able to demonstrate a profitable business location as part of its marketing to prospective third party businesses.

Consideration should be given to Rossendale BC offering procurement advice and support to CLAW.

Potential locations for advertising should include publications like The Publican and the Morning Advertiser.

Clear understanding of breakeven and profit levels – see 2 above.



ADDENDUM

The following Addendum has been prepared in response to the risk of a reduction in the scale of CLAW and the doubts that this would raise about their ability to continue to operate The Riverside.

At this stage and, based upon the speed with which CLAW have been able to repopulate their board, there is clear evidence of community support for The Riverside. However, CLAW are managing two significant assets which have placed and will continue to place significant demands upon the volunteers. Throughout our discussions CLAW have been clear that the Leisure Centre is the priority of both the community and the organisation and that community support has been limited to a dedicated core group within the CLAW board. This addendum therefore considers the scenario faced by CLAW following the resignation of directors, had they not been able to secure new directors.

Assuming, therefore, that CLAW were to cease to manage The Riverside, the consideration of options needs to take account of a revised management approach no longer focused on a Social Enterprise model. As stated above this may also have significant implications for the Leisure Centre, generating a need for the Council to prepare a risk assessment based on CLAW ceasing to manage both facilities.

In the event of CLAW ceasing to manage the facilities in the short-term, management options for The Riverside are likely to be limited and confined to one of the public authorities, Borough or Town Council.

The Town Council have an existing presence on site and sub-let both office and council chamber space within the centre. Subject to finding suitable tenants/operators for all or the remainder of the building they could potentially operate The Riverside on the same business model recommended for CLAW - i.e. consolidate the existing business activity; then bring in one or more third party organisations to diversify the business.

Recent examples (involving Globe) of Town or Parish Councils fulfilling similar roles are:

Stanhope Hall in Horncastle where the final structure was: the District Council declared the Hall surplus to requirements, the Town Council took a head lease from the District Council at a peppercorn, the Town Council sub-let the building to a community interest group, the community lease allowed sub-letting and tenants included the Town Council. The Town Council provided capital and revenue grants for the Hall as a community asset, but it runs as a largely commercial venture. In the event of the 'business' failing, the financial responsibility, but also the use of the building, reverts to the Town Council.

Moulton Chapel Youth and Community Centre. In this instance the Parish Council was looking to resolve the problem of two existing but sub-standard community buildings, one of indistinct ownership (a temporary WW2 building) and one managed by a community trust with trustees drawn from the Town Council. The final outcome was the demolition and re-build on the site of the larger building. The management model was a new single voluntary organisation to replace three existing ones with an interest in the buildings. The Town Council appointed trustees for the building and worked in partnership with the District and County Councils to secure funding. The new buildings business model is very community orientated reflecting the scale and community infrastructure in Moulton.

Rossendale Borough Council are the owners of The Riverside building and are therefore potentially able to respond directly to the effects of any changes in the status of CLAW. The short term priority is to review the forward programme and provide interim management for The Riverside as required. The recent formation of a Leisure Trust in Rossendale may provide the potential for interim management. Alternatively this could be secured from a hotel, venue or facilities management company within the locality.

The recommended approach within The Riverside Business Strategy – consolidation of the existing activity to increase profitability – remains appropriate to a short term interim management solution and is not specifically dependent upon CLAW's management input. The model was developed expressly not to require a significant increase in CLAW's management input, recognising the existing strains on the organisation. The Riverside could therefore be run on reduced hours/days whilst negotiations take place concerning any future lease and longer term management of the facility.

Assuming that our financial assumptions, based on the available information, are correct, further development of The Riverside's business could be delayed until there is sufficient clarity to outsource the management and operation of the centre. This would have the additional benefit of ensuring that any effort and expenditure related to The Riverside's website and marketing materials would not be entirely abortive, if a third party business or businesses took over the total management and operation of The Riverside and chose to rebrand or revise the target market.

A key aspect of addressing any new structure will be the, already agreed, audit and financial systems and procedural review of The Riverside business.

In conclusion, having considered the implications of CLAW potentially taking a less active role in The Riverside or withdrawing completely, we remain of the view that the recommended strategy of business consolidation followed by growth, achieved through letting or leasing to one or more third party businesses (with appropriate modifications to the Action Plan) still offers an appropriate approach to improving profitability and will also simplify the task of short-term interim management, if it proves to be required.

Appendix 1 - High Rateable Value Businesses, Rossendale & Rochdale

Rossendale BC - Major Business Ratepayers

Name and Address of Business	Nature of Premises	Postcode	Rateable Value (£)	
Asda, St. Mary's Way, Rawtenstall	Superstore	BB4 8EL	2,580,000	
Tesco, Syke Street, Haslingden	Superstore	BB4 6LY	1,770,000	
Tesco, Bury Road, Rossendale	Superstore	BB4 6DT	1,150,000	
Fort Sterling Ltd., Stubbins Lane, Ramsbottom	Paper Mill	BLO OPT	735,000	
Interfloor, Braodway, Haslingden	Factory	BB4 4LS	545,000	
Camfil, Knowsley Road, Haslingden	Factory	BB4 4RX	465,000	
The Health Centre, Bacup Road, Rossendale	Health Centre	BB4 7PA	385,000	
J and J Ormerod Supplies Ltd. Olive Mill, Lee Road, Bacup	Factory	OL13 0EA	367,500	
Ewood Bridge Sewage Works, Irwell Vale Road, Rossendale	Sewage Works	BB4 6LF	362,500	
Focus (DIY) Ltd., Bocholt Way, Rossendale	Retail Warehouse	BB4 7NL	315,000	
Haslingden High School, Greens Lane, Rossendale	School	BB4 4EX	290,000	
W Holland & Sons Ltd., Blackburn Road, Rising Bridge, Accrington	Factory	BB5 2SA	262,500	
Reedsholme Works, Burnley Road, Rossendale	Factory	BB4 8LN	240,000	
Sparta Ltd., Victoria Works, Hill End Lane, Rossendale	Factory	BB4 7AG	239,000	
Lidl, Bacup Road, Rossendale	Shop	BB4 7NG	206,000	
		OL13		
Bacup Health Centre, Rochdale Road, Bacup	Health Centre	9NW	206,000	
Grammar School, Millar Barn Lane, Rossendale	School	BB4 7AU	201,000	10,319,500
Between £100,000 and £199,999	Factory	x 9	1,258,000	
	Warehouse	x 8	922,000	
	School	x 3	495,000	
	Offices	x 3	365,000	
	Workshop	x 2	232,000	
	Garage	x 1	187,000	
	Retail Warehouse	x 1	168,000	
	Works	x 1	165,000	
	Quarry	x 1	133,000	
	Petrol Filling Station	x 1	118,000	
	Police Station	x 1	113,000	
	Store	x 1	113,000	
	Hospital	x 1	108,000	
	Shop	x 1	108,000	4,485,000
Between £75,000 and £99,999	Commercial	x 21	1,790,000	
	Other	x 2	159,500	1,949,500
Between £50,000 and £74,999	Commercial	x 26	1,606,500	
	Other	x 2	106,000	1,712,500

Rochdale MBC - Major Business Ratepayers

Name and Address of Business	Nature of Premises	Postcode	Rateable Value (£)
Unit P4, Heywood Distribution Park, Heywood	Warehouse	OL10 2TT	2,190,000
Tesco Extra, Barton Road, Middleton	Superstore	M24 1UQ	2,010,000
Asda Superstore, Dane Street, Rochdale	Superstore	OL11 4EZ	1,910,000
Wm. Morrison PLC, Kingsway, Rochdale	Superstore	OL16 4AT	1,770,000
Scout Moor Wind Farm, Scout Road, Ramsbottom, Bury	Wind Farm	BL0 0RQ	1,620,000
Zen Internet, Holiday House, Sandbrook Park, Rochdale	Offices	OL11 1SA	1,580,000
Morrisons, Dawson Street, Heywood	Superstore	OL10 4ND	1,540,000
Tesco Stores Ltd., Silk Street, Rochdale	Superstore	OL11 3ER	1,530,000
Tesco Stores Ltd., Stakehill Industrial Estate, Middleton	Warehouse	M24 2RW	1,510,000
Next Distribution Centre, Heywood Distribution Park, Heywood	Warehouse	OL10 2TR	1,390,000
Aldi Stores Ltd., Stakehill Industrial Estate, Middleton	Warehouse	M24 2RW	1,350,000
Harry Yearsley, Hareshill Road, Heywood	Cold Store	OL10 2TP	1,320,000
Moto Birch Service Area, Whittle Lane, Middleton	Motorway Service Area	OL10 2RB	1,300,000
B&Q Warehouse, Sandbrook Park, Rochdale	Retail Warehouse	OL11 1SA	1,230,000
PC World, Waterfold Park, Rochdale Road, Bury	Offices/Warehouse	BL9 7BJ	1,020,000
Rochdale Infirmary, Whitehall Street, Rochdale	Hospital	OL12 0NB	985,000
Vacant Areas of Former Woolworths Factory, Rochdale	Offices/Warehouse	OL11 3DT	930,000
R Macbride (Middleton) Ltd., Middleton Way, Middleton	Factory	M24 4DP	830,000
Golden West Foods Ltd., Hareshill Road, Heywood	Factory	OL10 2TD	800,000
Unit 61, Stakehill Industrial Estate, Middleton	Cold Store	M24 2FL	750,000
Units P8,10,14 & 15, Heywood Distribution Park, Heywood	Warehouse	OL10 2TT	740,000
Unit 29, Stakehill Industrial Estate, Middleton	Warehouse	M24 2RW	665,000
Soudan Mills, Soudan Street, Middleton	Factory	M24 2GB	655,000
Carcraft of Rochdale, Nixon Street, Rochdale	Car Supermarket	OL11 3JD	640,000
Williams Rochdale Ltd., Gorrells Way, Rochdale	Car Showroom	OL11 2PX	610,000
Lancashire Health & Racquet Club, Heywood Old Road, Middleton	Leisure Centre	M24 4SB	595,000
Unit 30, Stakehill Industrial Estate, Middleton	Warehouse	M24 2RW	585,000
Village Hotel & Leisure Club, Waterfold Park, Rochdale	Hotel	BL9 7DB	575,000
Rochdale WWTW, Roch Valley Way, Rochdale	Sewage Works	OL11 4QH	565,000
Nye Bevan House Health Centre, Maclure Road, Rochdale	Health Centre	OL11 1DN	545,000
Virgin Media Inc PDSL126, Baron Street, Rochdale	Telecoms Cabling	OL16 1SR	540,000
Littlewoods Retail Ltd., Middleton Central Business Park, Middleton	Warehouse	M24 2UP	515,000
SSL International PLC, Stakehill Industrial Estate, Middleton	Warehouse	M24 2SJ	510,000
Unit M2, Heywood Distribution Park, Heywood	Warehouse	OL10 2TR	500,000
Between £200,000 and £499,999	Warehouse	x 33	10,822,500
	Factory	x 15	4,031,000
			35,805,000

Shop	x 11	3,156,000	
Retail Warehouse	x 7	2,163,500	
School	x 6	1,458,500	
Offices	x 4	1,216,500	
College	x 2	805,000	
Health Centre	x 2	523,000	
Leisure Centre	x 1	482,500	
Workshop	x 2	474,500	
Public House	x 2	457,500	
Warehouse/Workshop	x 1	342,500	
Hospital	x 1	330,000	
Cinema	x 1	310,000	
Prison	x 1	277,500	
Showroom	x 1	272,500	
Car Park	x 1	262,500	
Hotel	x 1	255,000	
Police Station	x 1	239,000	
Law Court	x 1	231,000	
Bingo Hall	x 1	213,000	
Waste Transfer Station	x 1	202,000	28,525,500

Appendix 2 - Bacup Leisure Hall Bookings List⁷

- Sabden Fold Archery
- Guitar Fair
- Dog Show x 4
- Forrester's dance
- Rossendale Players
- German Market
- Good as Gold Childcare centre
- National Blood Service
- Dog Training
- Bacup Indoor Bowling League
- UNISON
- Samba Dance & Fitness
- Fearn's School
- Individual
- St. Mary's
- Cheerleading

This list has been edited to exclude personal contact information – full details have been provided to CLAW.

⁷ List provided by Rossendale Borough Council