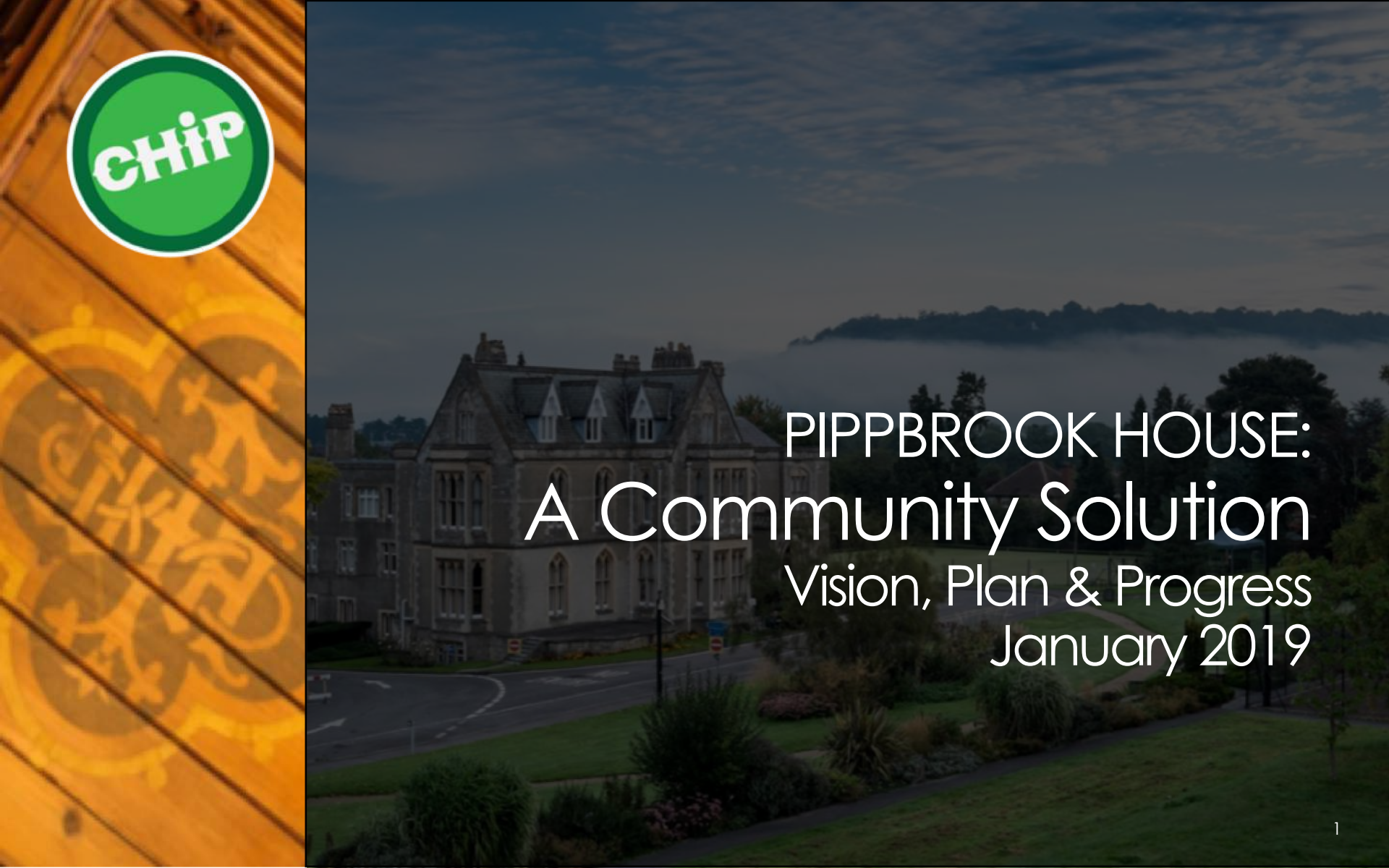


# PIPPBROOK HOUSE:
# A Community Solution
## Vision, Plan & Progress
## January 2019

# Why CHiP?

Pippbrook House has been the hub of recent municipal history, much of which has left the community in the surrounding area with concerns about its future – concerns that have given rise to emotional and practical reactions, and the creation of **CHiP Community Hub in Pippbrook (ChiP CIC) is a recent result of these concerns**.

# CHiP?

**CHiP CIC** is a community interest company, set up to organise and raise funds to acquire Pippbrook House and to make possible its running for use by the local community.

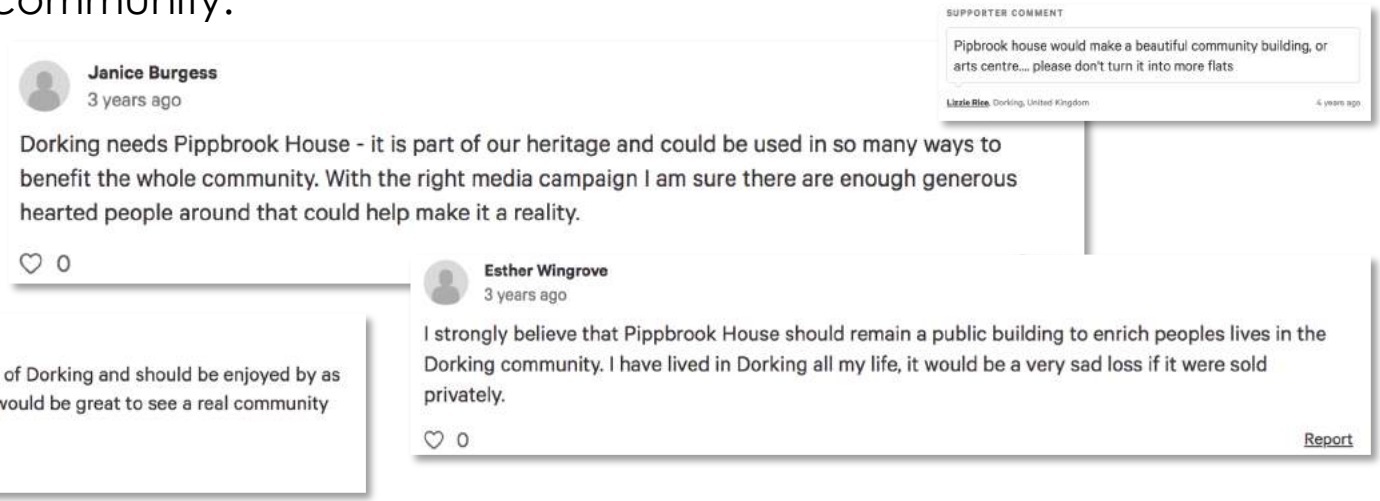
There is a **proven** enthusiasm for the potential uses of the house and **confidence** in the potential to make this **community-focused project financially viable and sustainable**.

# Community Support and Need

- 4th PippFest in 2018, each averaging 2,000 attendees demonstrating the local level of love and support for Pippbrook House.
- Dorking's Business Breakfast Group members and Business Coffee Club have consistently shown overwhelming support and demand for a local hotdesking and co-working hub.
- MVDC Economic Development Needs Assessment concludes that there is an opportunity to encourage local startups and support for the self-employed in the area.

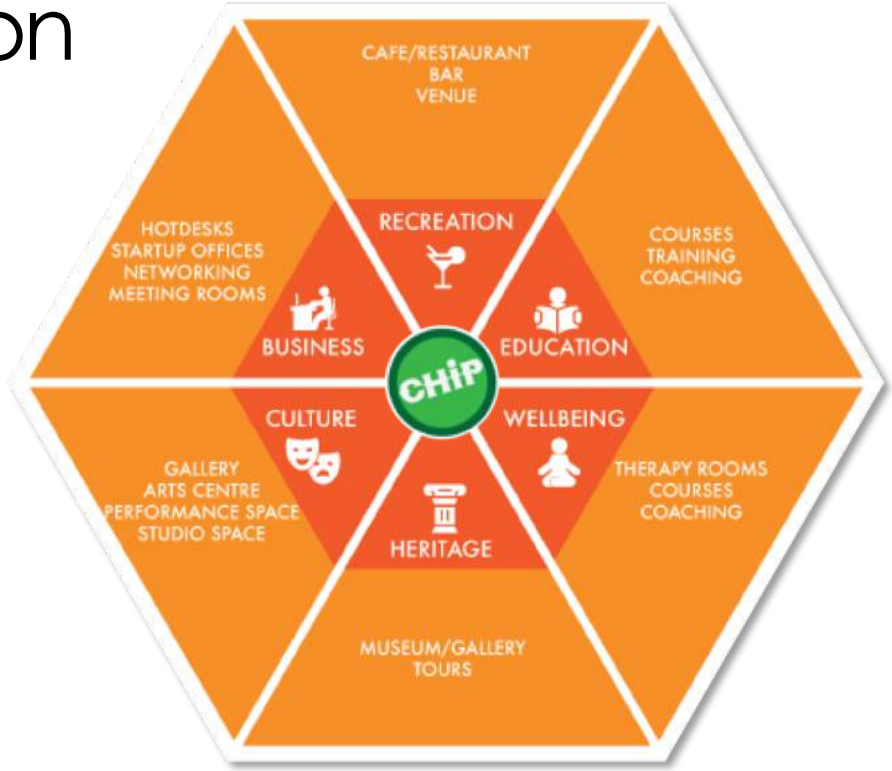
# Community Support and Need

To date, **over 2,000 Dorking** residents have expressed a shared desire to keep Pippbrook House as an asset for the community:




**Let's use Pippbrook House to encourage and incubate entrepreneurs in our community – a hub to interact with local businesses, artists, wellbeing practitioners and learn from each other…**

# A Vision




Despite the development limitations of a Grade II* Listed building, we believe **we can create a site of great commercial and community value**.

# The Proposal

- CHiP CIC acquires Pippbrook House;
- CHiP will raise funding to recommission and monetise the building for the community;
- CHiP guarantees that there will be no ongoing financial dependency on MVDC;
- MVDC retains an advisory role in the CHiP project.

# A COMMUNITY-OWNED BUSINESS

## Realising a Business Opportunity

# A Community-Owned Hub & Venue

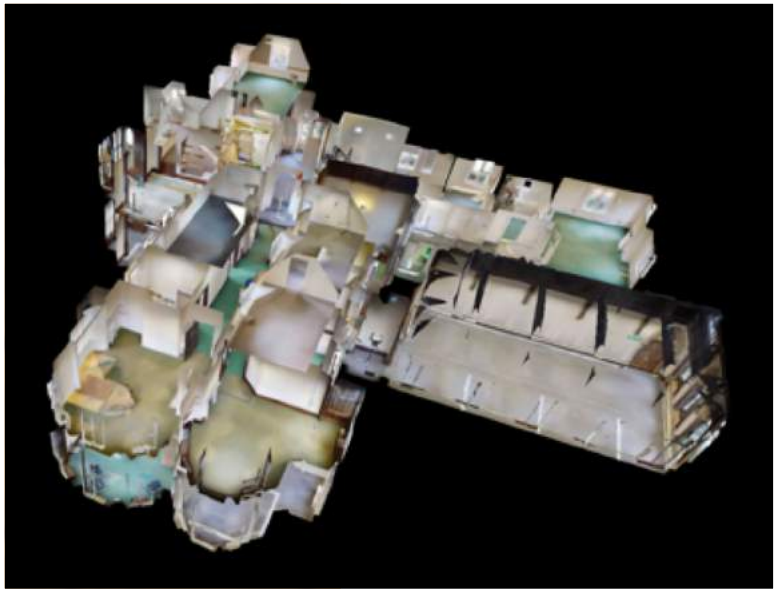
*The ONS Annual Population Survey indicates that the numbers of self employed (i.e. not employees) has risen from 6,300 to 8,700 in 2015-16.* ***The District has substantially higher rates of self employment (as a % of total employment) than the national average; 16.3% compared with 10.2%.****

More than simply a retail and leisure facility, **Dorking needs a hub that encourages entrepreneurism, start-ups and local networking**:

- Local therapists and healthcare practitioners need professional, affordable and flexible therapy spaces.
- Affordable, flexible co-working spaces and meeting rooms.
- Arts and Performing Arts Spaces.
- Training, Coaching and Educational Spaces.
- Events Spaces

*Source: MVDC Economic Development Needs Assessment

# Progress Highlights Dec-Jan



GilbertScott.org
The Scott Dynasty

1. **CHiP transitioned to CIC.**
2. **MVDC LOI in December 2018**
3. Discussions for grant funding with Heritage Lottery Fund and Historic England started
4. CHiP signs partnership agreement with RJK Properties for property development and management
5. 3D Digital mapping and condition record completed
6. Dorking Museum agreement to be CHiP Heritage Partner
7. CHiP secures formal support from the Scott family
8. RJK reviewed Condition Reports
9. Business Strategy formulated
10. Social Investment Tax Relief (SITR) scheme in progress.

# Development Partner: RJK Properties/Copeland

COPE LAND

A family run property development and management company with a track record of transforming old and neglected buildings into vibrant, economically sustainable mixed-used creative spaces; whilst engaging diverse communities and significantly enhancing the areas they serve.

# The Model

- Rental/Revenue share with local catering company

- Hotdesk Membership Fees
- Startup Office Rentals
- Media Facilities Hire
- Meeting Room Hire

- Facilities Hire for local trainers

- Facilities Hire/Rents for local Artists/Performers

- Facilities Hire for local practitioners

By leveraging access to various grants, we believe we can create an array of services in a membership and public access structure that is revenue-generative as well as being of value to the community.

# Business Principles

A proven, sustainable model funded by key areas:

- Co-working and social memberships;
- Long Term Tenancies (6 months to several years);
- Short Term Bookings (from hourly classes to whole day events).
- Social Investment Tax Relief (SITR) scheme for seed-and angel backers.

# Business Plan Update

**Two-tier Strategy:**

1. Open the building (partially) to start generating income ASAP, **led and managed by RJK Properties** (Copeland);
2. In parallel, CHiP focuses fundraise to restore critical and listed components of the building.

# Grants & Fundraising

- Confirmed eligibility
- New funding programme opens imminently

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- Registered for Creative People & Places Funding Programme

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- Registration in progress

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- Heritage Partners Support Agreements

# Cost Review In Progress

Our due-diligence process has begun:

- Grove Millican (GM) estimated that another £1-1.5 million (at 2012 prices) would be needed to improve the internal fittings to bring the building up to a "good modern office standard". This figure depends on the style and level of internal finish is *needed* and what is *required* by CHiP; we believe we have a pragmatic solution.
- We will also need to invest in upgrading internal rooms and providing more facilities e.g. toilets, to bring it to a good modern condition.

# Options

## Initial Review led to 3 cases:

| OPTION 1 | OPTION 2 | OPTION 3 |
|---|---|---|
| **Completely restore the building internally and externally. Cost: circa £4M upfront.**<br><br>This would take circa 2 years before anyone can use the building. Time would have to be allowed for getting the various permissions, planning, listed building consents and raising the money. | **Spend circa £200k now to improve the internals, carry out essential external work to arrest decay.**<br><br>The building could then be occupied and established as a 'placemaker' and get initial community use going as well as generating income flow. | **Similar to Option B, but phase the timeline for the major works over a period of 5-8 years as separate projects.**<br><br>This would give more time for establishing Pippbrook as usable space and business centre now, but runs some risk of deterioration of the external fabric, so the costs over time would increase. |

Option 3 most viable and pragmatic.

# Financial Modelling

Financial Model framework in place.

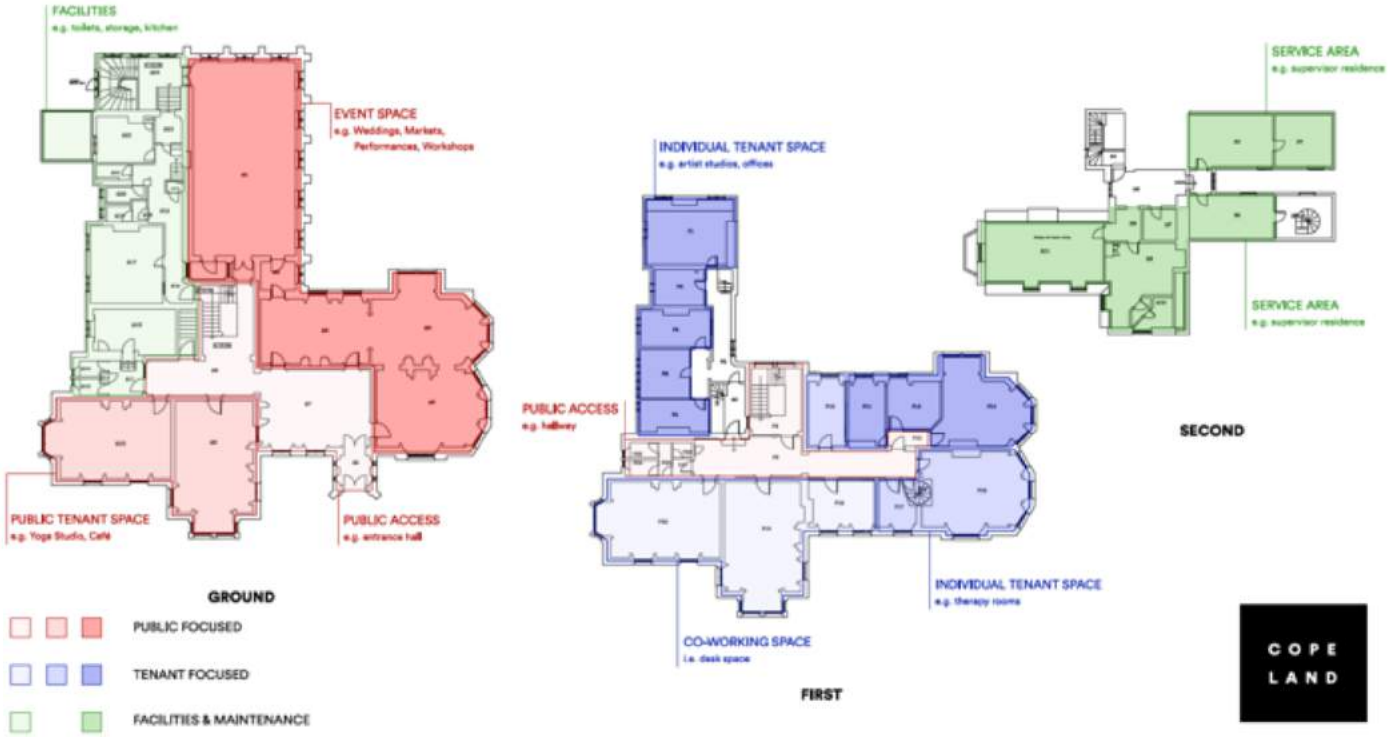
Details in progress, working with RJK to produce:

- Setup Costs
- Revenue
- Balance-sheet
- Cashflow Forecast

Funding Portfolio being assembled:

- LEP (C2C) finance a possibility
- SITR investment funding being explored
- ACE Funding available for community arts projects

# Zoned Commercial Plan




Pending a more detailed survey, we will prioritise initial development zones to open – and commercialise.

# Rapid Development Timelines

**Month 0:** Building acquisition by CHiP

**Months 1-5:** Carry out any immediate required works, apply for planning and licencing changes, host community meetings, advertise to local artists and businesses, develop social media and website.

**Months 6-7:** Employ local staff to manage and establish the building, host a launch event for the opening of Pippbrook House.

**Months 8-10:** Organise at least one key public event each month.

**Months 11-12:**

- Focus on improving the short term bookings, carry out any further necessary works
- Establish a weekly/monthly market, increase the classes and weekday activities

NB: Indicative cadence: Estimates based on information available

# Precedents for Success

We propose a 'tried and tested' model for the project; **a blend of commercial community workspaces and facilities** successfully employed by:

- Copeland Place
- WeWork
- Beckenham Place Mansion
- Boxpark

# A NETWORK

## Support From Beyond Mole Valley

# A Robust Funding Network

The CHiP Founder Team has an established network of funding sources and awareness-raising for the required sum of circa £3-3.5M over two years.

This network includes:

RIBA Royal Institute of British Architects

ENGLISH HERITAGE

LOTTERY FUNDED | ARTS COUNCIL ENGLAND

Historic England

(Our key challenge is that we cannot start funding applications UNTIL we have certainty/clarity over the acquisition of the property.)

# Expert Advisor Network

**The CHiP Founder Team has an established network of expert advisors and influencers.**

This network includes:

- **Robert Hoare:** Great, great grandson of Sir George Gilbert Scott. Director of Watts & Co (founded by George Gilbert Scott Junior).
- **Tony Heaton OBE**, Trustee, Portland Sculpture & Quarry Trust / Disability Arts
- **Mark Lockhart**, Finance Director/Joint CEO Westway Trust
- **Michael Brophy CBE**, ex-CEO, Charities Aid Foundation
- **David Case**, Leader, Diss Heritage Partnership
- **The Good Economy,** Social Economic researchers, impact assessor & strategy consultants
- **Paul Scoffield**, Chartered Institute of Building - historic building and stonework restoration specialist.
- **Arc-A** (Architecture Assembly), award-winning Architects & lecturers
- **Nick Elias,** award-winning architect formerly with Foster and Partners, lecturer
- **Chris Hughes**, Architectural Historian
- **Dr. Jim Docking,** U3A - local historian author of the book on Pippbrook House
- **Andrew Shaylor,** photographer with an international reputation who has photographed all of Pippbrook House.

# A TEAM

## Proven Track Records

# Experience

**Jeff Zie, MBA** – Entrepreneur, Angel Investor, Board Advisor. With a background in business at Director and C-level with Microsoft, Sky, Electronic Arts and leading venture capital groups and startups, Jeff has successfully raised and generated hundreds of millions of dollars in value internationally.

**Jacqui Hamlin** – 30 years in IT. Distiller of gin. Founder member and Director of Food Float, a successful not-for-profit CIC. Co-founder of community projects including Pippfest, TEDxDorking, STEAMroom, the Dorking Radical Film Festival and the Dorking Repair Cafe.

**David Scoffield** – 30 years in third sector community development, social enterprise and management. Outcomes focused social impact assessments, quality assurance systems and bid writing.

**Sally Elias** – Experienced community activist & Dorking resident of 50 years. Drove the successful Dorking Bid, and has strong links with local businesses, media, and Mole Valley community groups. Co-founder of Pippfest and the original campaign to save Pippbrook for the local community.

# Summary

- A way for MVDC to responsibly transfer financial responsibility of Pippbrook House into community ownership.
- A confident business model with precedence.
- A network of funding-sources and experts.
- An experienced team to take over stewardship of a much-loved community asset.
- A community-owned asset.

# Contacts

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