

Business, Economy and Enterprise Board St Mary's Guildhall



- Eagerness to promote heritage asset of St Mary's Guildhall in context of City of Culture 2021
- Need for St Mary's Guildhall to recover operating costs to be sustainable
- Opportunity to create a premier heritage, function, events and conferencing venue in the centre of Coventry

Agenda

- Background
- Scheme Engagement
- Medieval Kitchen and Concept Design
- Programme
- Scheme Costs & Funding
- Initial Business Case
- Political Engagement
- Next Steps
- Recommendations



Current Situation

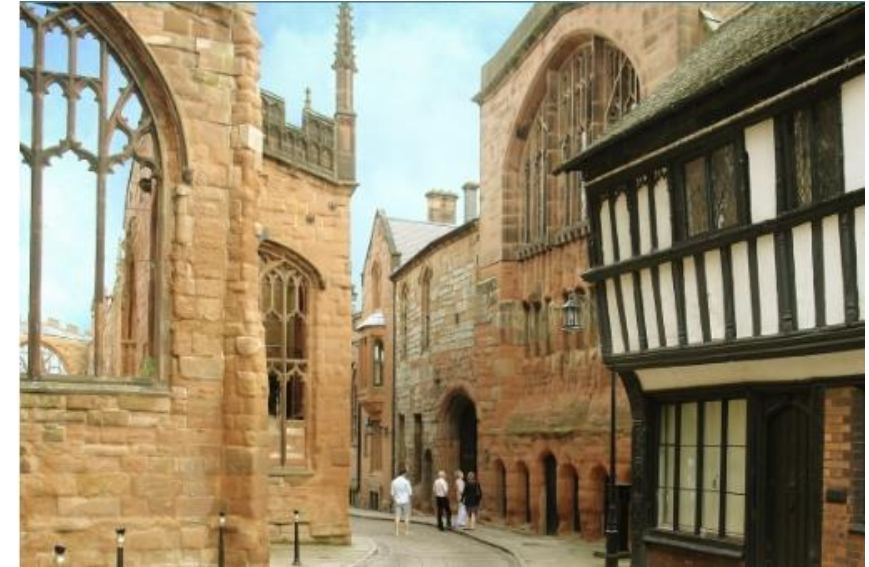
- St Mary's Guildhall is of significant heritage value to the city
- The tapestry is entirely unique and its context incredibly rare
- Caters for casual visitors and events

However

- Visitor experience not particularly engaging
- Minimal interpretation
- Dated hospitality and events offer
- Conferencing facilities not to modern customer expectations

Desire

- Significantly improve visitor experience
- Open more of the Guildhall
- Refurbish to offer a high quality hospitality and events venue
- Create a premier conferencing facility



Approach to Engagement

- Heritage experts developed room by room gazetteer and Significance Plans
- Consult internal heritage experts and Historic England
- Develop an ambitious *concept* scheme with narrow engagement
- Determine financial viability of a concept design
- Broader consultation to influence scheme development to outline, and then detailed design

Scheme Consultees

- Coventry City Council
- Historic England
- Oliver Architects

Approach to Scheme Design

- Consider closely the heritage value of the building
- Significance Plans influence design
- Changes compensated with heritage improvements
- Visitor experience and commercial sustainability considered in equal merit

Design Outcomes

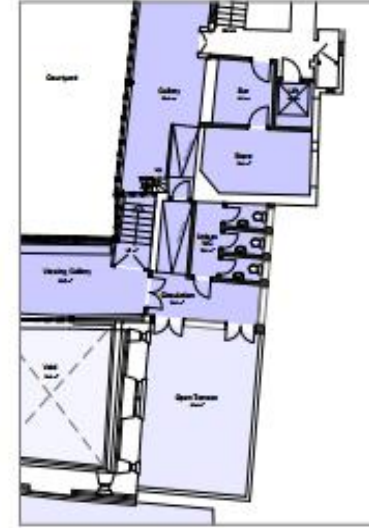
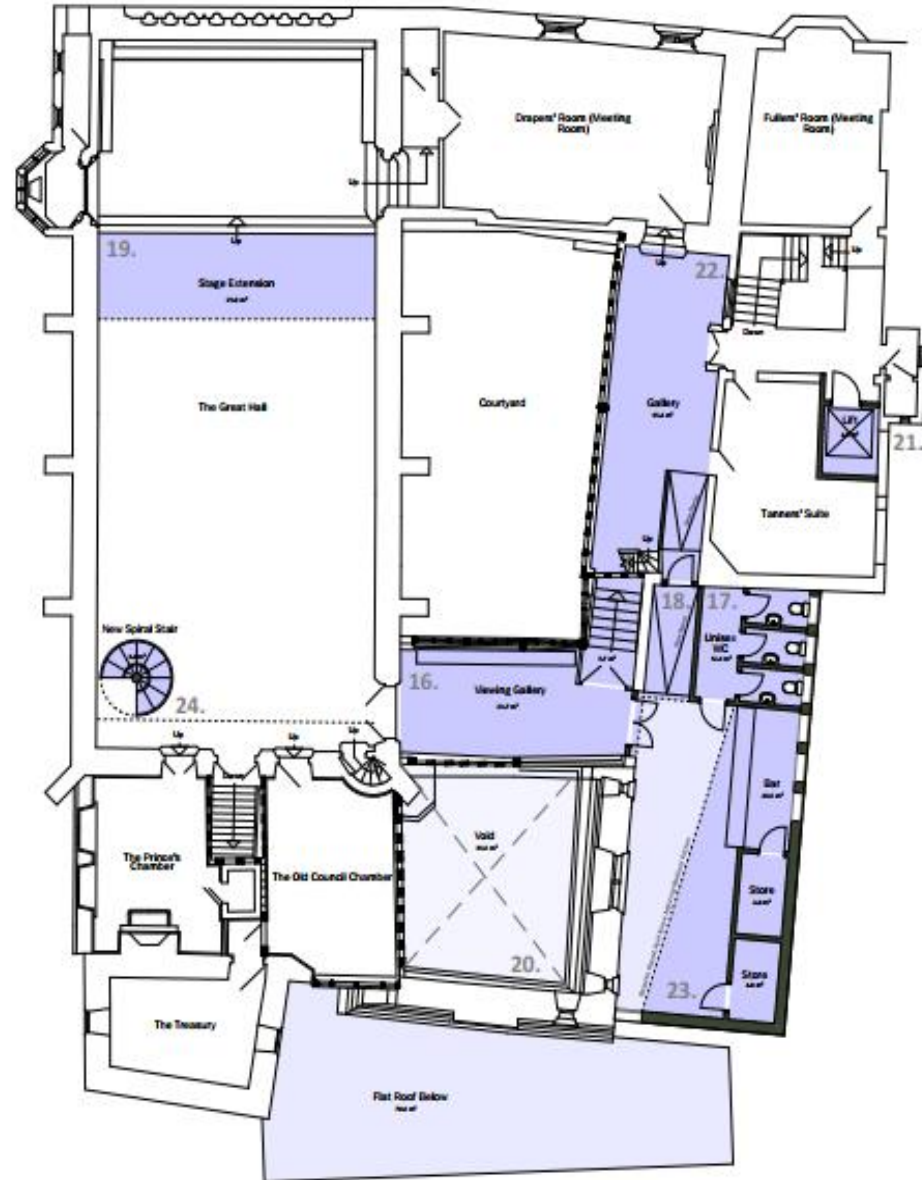
- Medieval kitchen
- Improved casual visitor experience
- Enhanced tapestry displays
- Muniments Room and Medieval Kitchen opened up
- Improved DDA access
- New bar and lounge area
- New kitchen and back of house

Concept design only at this stage, including proposals that may not be acceptable from a heritage or value for money perspective – designs to be developed in consultation with interested stakeholders at next stage

Ground Floor Concept Design



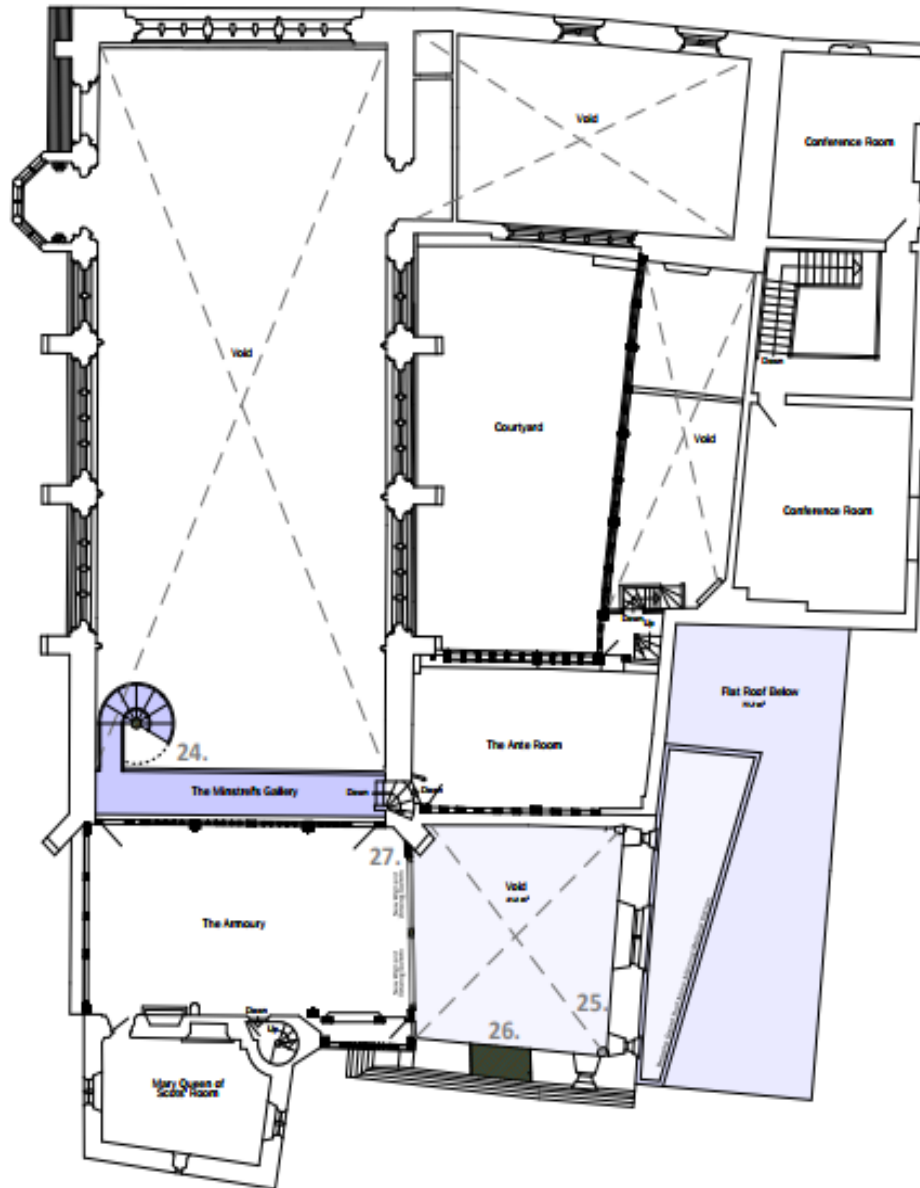
First Floor Concept Design



Alternative Bar Area-if an enclosure around the Medieval Kitchen is not acceptable to Historic England, the above alternative would relocate the proposed bar, with the loss of one conference space.



Second Floor Concept Design



Scheme Costs

- Scheme costs range £5.5M to £7.5M
- Depends on extent of scheme proposals (drawings show £7.5M scheme)

Includes for

- Works necessary anyway to maintain the existing building
- Improvements to display and interpretation of the tapestry
- Exposing of the Medieval Kitchen
- New kitchen building and fit out
- Significant contingency

Programme

- Prompt decision making should deliver a scheme in early 2021

Funding

- Budget announcement of £8.5m capital funding to Coventry, of which £1.5M earmarked for the Guildhall
- Further funding options may include, but not guaranteed:
 - CWLEP funding
 - City Council
 - Heritage Lottery Fund



Income Expectations

- Income expected to be delivered through
 - Events and hospitality
 - Food and beverage sales
 - Conferencing
- Anticipated £1M to £1.3M annual income at c.25% operating margin

Business Case

- Scheme approximately 'breaks even' if capital contribution from Coventry City Council is approximately £2.5M to £3.5M
- Leaving £4M to £5M to be funded, a further £2.5M to £3.5M in excess of DCMS funding



Options

- Seek additional funding to fill the gap (preferred)
- Reduce scheme scope to fit funding – could have impact on income sustainability
- Significantly reduce scope to deliver only the heritage attraction – would require revenue funding
- Do nothing



Officer Scheme Review

- Tighten the business case and income expectations
- Engage in appropriate governance regarding business case review and potential spend
- Review costs for progression to RIBA Stage 3 design (ready for planning), including professional fees of up to £200k
- Consider whether to progress to RIBA Stage 3 with or without all funding secured

Political Review

- Submit business case and report for Council consideration and approval

If decision to progress

- Appoint project manager to the scheme
- Engage with funders to secure additional funding
- Undertake additional surveys on medieval kitchen, 15th century staircase, tapestry etc to firm up costs
- Agree consultation strategy and undertake extensive heritage consultation to inform outline design
- Develop concept design to outline (planning application and Listed Building consent) design
- Review all costs for the scheme, reducing contingency as design is developed
- Stage Gateway – business case review before scheme progresses

Recommendation: Scrutiny Board 3 is asked to continue to support the natural progression of this project through business case review and appropriate officer and political governance