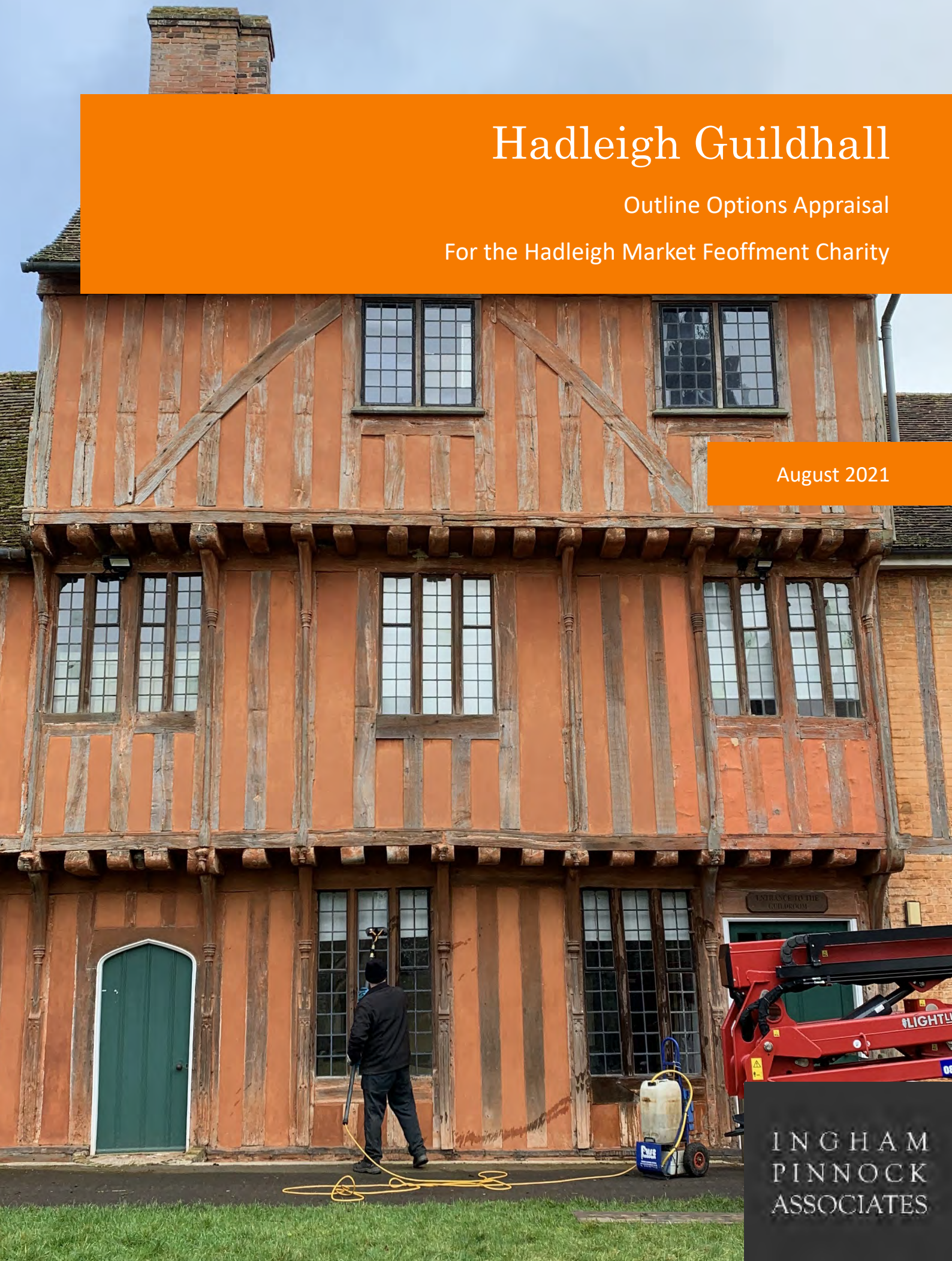


# Hadleigh Guildhall

Outline Options Appraisal

For the Hadleigh Market Feoffment Charity

August 2021



INGHAM  
PINNOCK  
ASSOCIATES

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# 1. Introduction

Ingham Pinnock Associates (IPA) was commissioned by the Hadleigh Market Feoffment Charity (HMFC or the Charity) in 2021 to prepare an Outline Options Appraisal looking into ideas for the future of a complex of buildings known as Hadleigh Guildhall. This document represents an initial draft report.

The work is funded by the Architectural Heritage Fund who provided a grant to the Charity and is taking place alongside a broader suite of surveys and feasibility looking at the Guildhall; this included a condition survey, design work and costings.

The initial brief for this specific piece of work as follows:

- Baseline research (socio-economics, property market, competitors & comparators)
- Literature review (HTC documents, Local Authority strategies, policies and initiatives, previous reports on the building, plans etc.)
- Appraisal of a long-list of options against standard criteria to identify a short-list of possibilities (including Do Nothing)
- Consultation with stakeholders, relevant advisors such as the structural engineer or legal advisors to understand any impacts of their work on short-listed options
- Appraisal of a short-list of options against bespoke criteria to identify a preferred option or options (including Do Nothing)
- Recommendations on next steps to progress.

It should be noted that as the project has progressed some other tasks have been undertaken in lieu of some of those listed above which were not required or appropriate.

This report is structured to as follows:

- Section two describes the site
- Section three provides a summary of a range of background research undertaken, including socio-economics, a literature review, use analysis and financial performance. This provides an empirical context for the site and any proposals and helps to establish a series on non-financial appraisal criteria
- Section four sets out an initial preferred option and how it was arrived at including sketch plans
- Section five provides a series of practical next steps.

Section four should be read alongside a cost estimate for the preferred option being prepared separately by Andrew Morton Associates.

## 2. The site

## Hadleigh

Hadleigh is a market town located in rural Suffolk. It is located in an area that is made up of a number of historic famous 'wool towns', known for their large churches, picturesque landscape and exquisite architecture which inspired painters such as Gainsborough and Constable. Hadleigh is just under ten miles west of Ipswich and 15 miles north of Colchester.

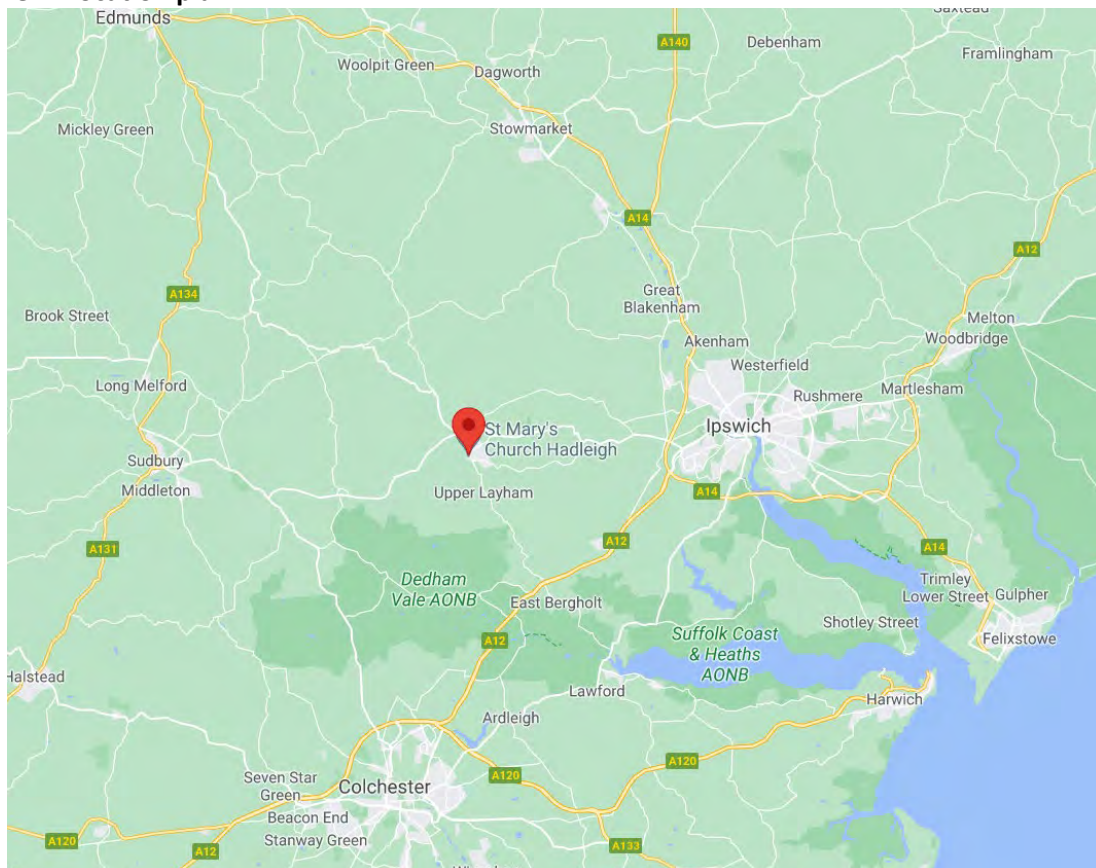
Hadleigh's historic centre is focussed along a linear medieval High Street running broadly north-south, parallel to the River Brett. The town has grown over time largely to the east, extending up higher ground away from the river valley.

## Hadleigh Guildhall

This report is concerned with an historic range of buildings known variously as Hadleigh Guildhall and Hadleigh Town Hall, both of which are arguably correct depending on which period of time one wishes to consider; however, for consistency the building is referred to throughout this report as Hadleigh Guildhall.

The Guildhall is situated to the west of the High Street, adjacent to the fine St Mary's Church and the impressive Deanery. Together the buildings form a grouping of highly significant historic assets and form a very attractive secluded space within the town centre.

### Figure 1: Location plan



Source: Google Maps

**Figure 2: Hadleigh Guildhall (outlined in light blue)**



Source: Google Maps

The Guildhall complex which consists of two main buildings, the Guildhall which dates to the latter part of the 15<sup>th</sup> century and is Listed at Grade I and the Town Hall which dates to the mid 19<sup>th</sup> century and Listed at Grade II.

The List descriptions for both buildings are provided below for reference:

Hadleigh Guildhall list description:

Latter part of C15 with later additions on east and west, a 3 storey wing on south-west and a long wing extending south. Frontage circa 80 ft. The whole building is timber-framed and plastered, roofs tiled. The timber-framing is exposed on the north side of the main building and this is the most interesting and picturesque part. Each of the upper storeys projects on this north front on curved brackets with moulded capitals and shafts - the shafts on ground floor front are panelled and have traceried heads. Some of the timberwork and most of the window mullions have been renewed, but the westerly window of the 1st floor has remains of traceried heads. Interior includes open kingpost roof and moulded beams. The wing on east originally projected (upper storey) on both sides but has been underbuilt in brick; the east end is semi-octagonal. The wing on west has mainly C18 characteristics and probably was part of the old Grammar School. The wing on south-west is of 3 storeys with projecting upper storey on south and the long wing extending south (used as a dormitory to the workhouse in C18) has ground floor brick facing on east with small panel and date 1780. NMR photos.

All the listed buildings in Church Walk form a group.



Listing NGR: TM0259342421

#### Hadleigh Town Hall list description:

1851 rectangular Italianate building. 2 storey. 5-bay front, centre and flank bays slightly advanced and marked with rusticated quoins of stone. Red brick with gray brick bracket eaves and gray brick below band at springing level of flank arched entrances, with stone voussoirs. The inner 3 bays have arched windows, the centre being Palladian and with sculptured coat of arms below. Hipped slate roof. 3-bay return, east.

Listing NGR: TM0260242389

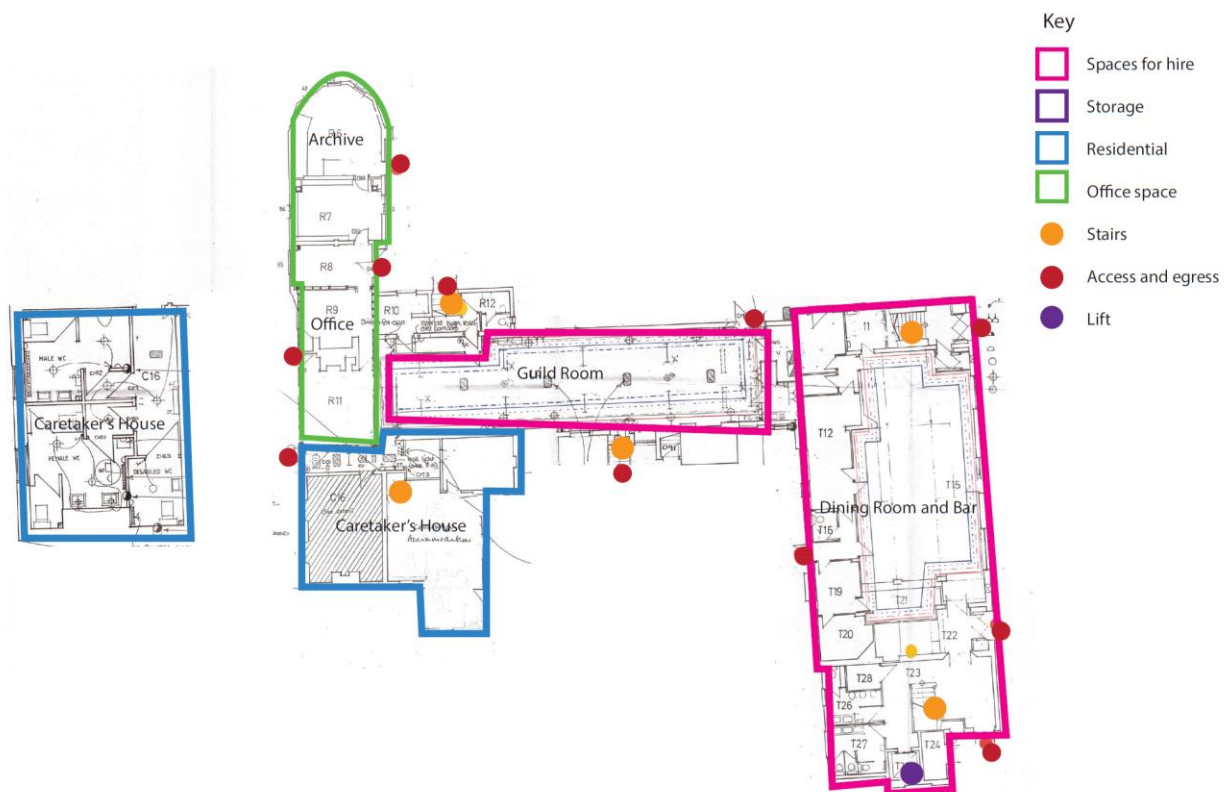
#### **Ownership**

The Guildhall is vested in the Official Custodian for Charity's with the Hadleigh Market Feoffment Charity (HMFC) acting as custodian where the sole trustee of is Hadleigh Town Council. A committee (Hadleigh Market Feoffment Charity Committee) of the Town Council is responsible for looking after the building.

#### **Existing use**

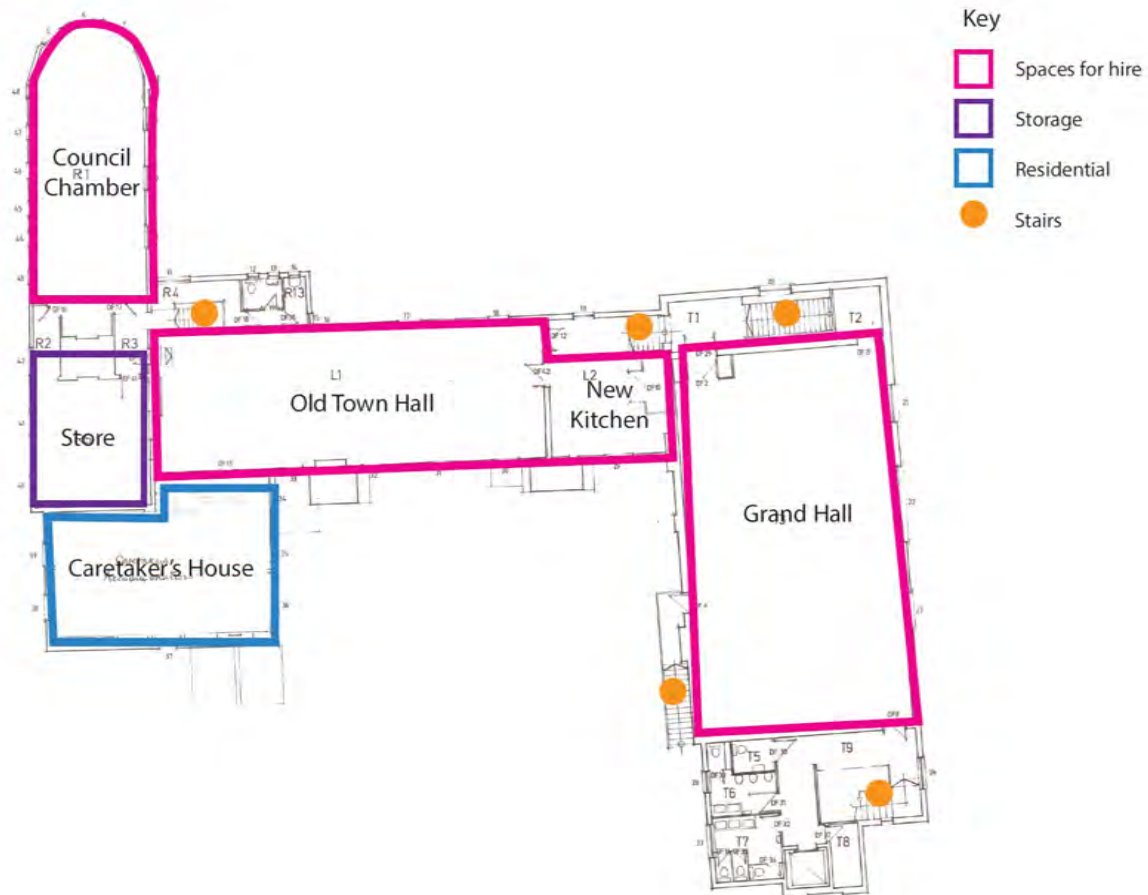
The buildings are currently split into several different spaces, predominantly across two floors, but in places extending to three. The ground floor consists Hadleigh Town Council offices, the archive, the Guild Room (a space for hire), the Caretaker's House, Dining Room and bar (a space for hire), kitchen and semi-private garden. The first floor consists Caretaker's House, Store, Council Chamber (a space for hire), Old Town Hall (a space for hire), new kitchen and the Grand Hall (a space for hire).

**Figure 3: Existing use (ground floor)**



Source: Base plan provided by the Client

Figure 4: Existing use (first floor)



Source: Base plan provided by the Client

The building benefits from a very attractive adjacent and semi-private garden with direct access to the Guild Room, Dining Room and Grand Hall, the latter by way of an external stair. There is limited parking adjacent to the building. Parking for events and activities is available in town centre car parks.

### 3. Baseline research

#### Socio-economic context

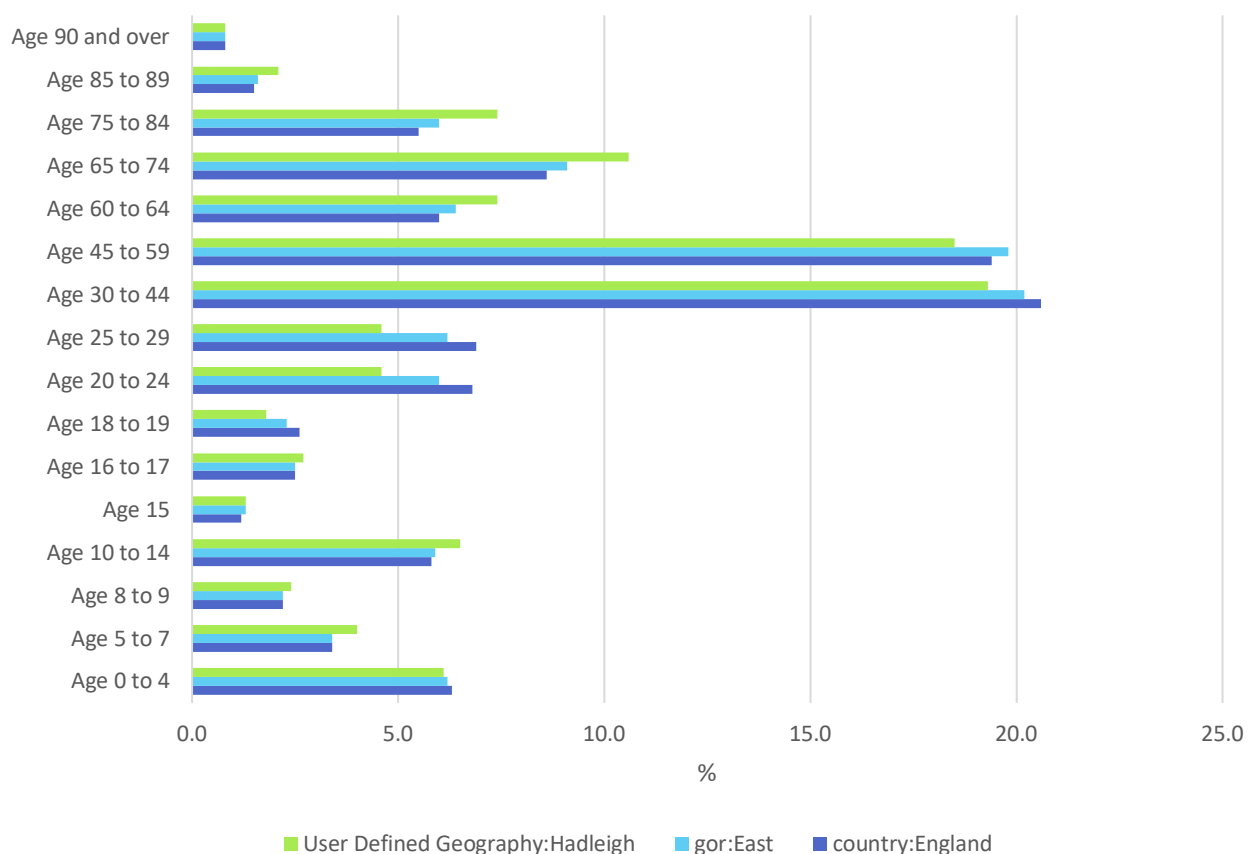
The following section presents a sample of simple socio-economic data for Hadleigh in order to understand a little more about the characteristics of the town, its community and its economy. The purpose of this review is to provide an empirical context for the development of any options for the future use of Hadleigh Guildhall to ensure they are based on actual data, where appropriate.

#### Population

Hadleigh is a small to medium-sized market town with a population of around 9,000. The figure below highlights that whilst the age breakdown of residents of Hadleigh broadly reflects the national and regional trend there are a few noticeable differences:

- There is a higher proportion of residents aged between 60 and 85 living in Hadleigh
- There is a lower proportion of residents aged between 20 and 59

**Figure 5: Population breakdown (2011 Census)**



Source: NOMIS, 2021

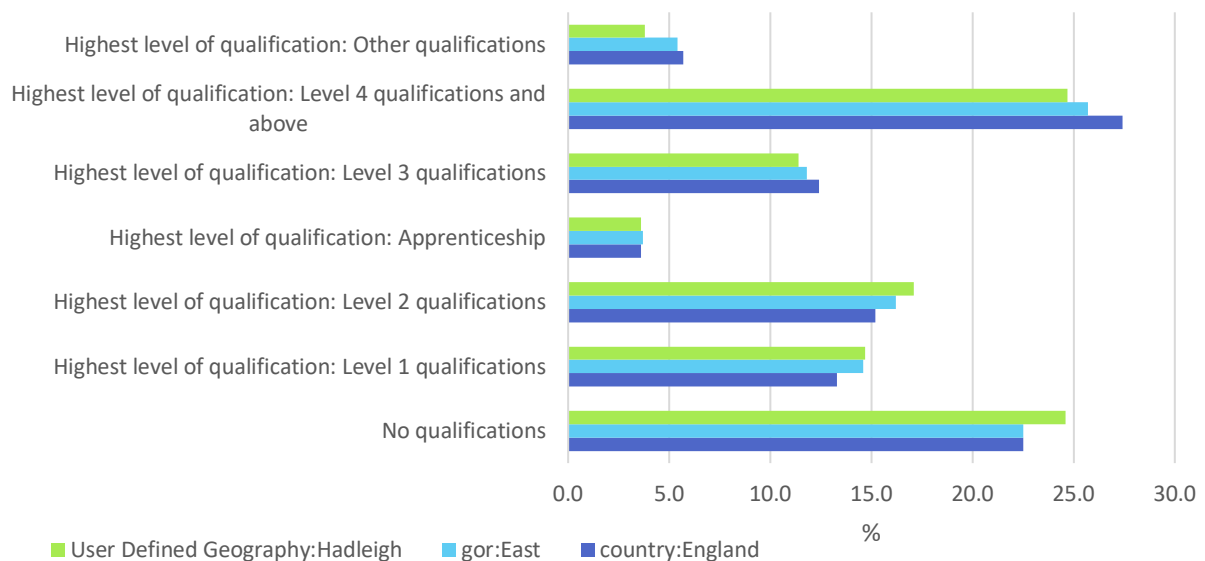
#### Qualifications

The figure below illustrates the highest level of qualification obtained by working age residents in Hadleigh, the East of England and across England as a whole. The graph identifies higher proportions



of residents with no qualifications and lower order qualifications in Hadleigh and lower proportions of residents with higher order qualifications.

**Figure 6: Qualifications of working age residents (2011 Census)**

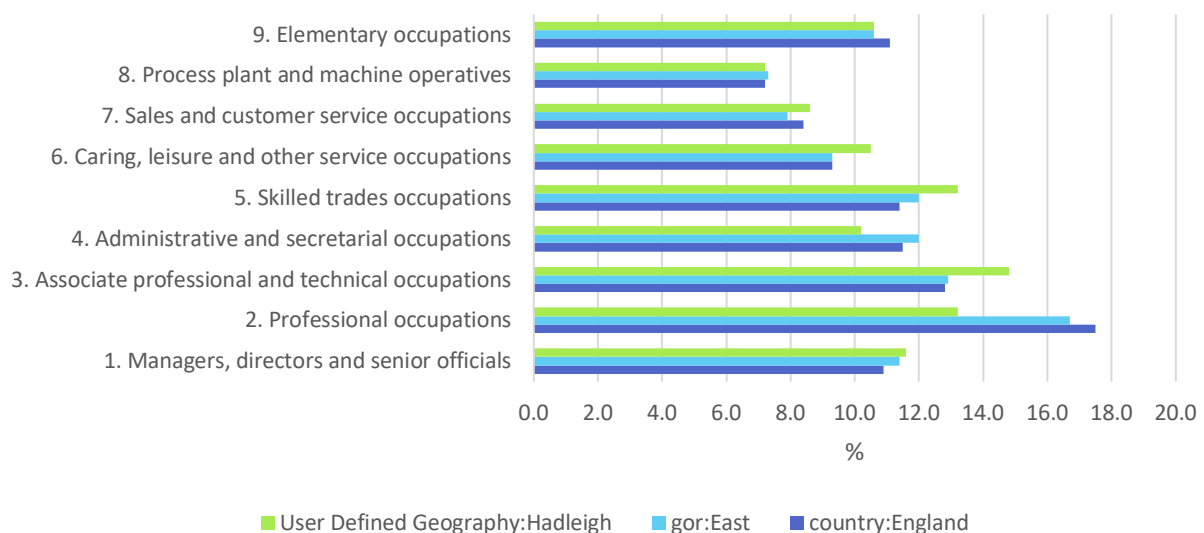


Source: NOMIS, 2021

### Occupation

The figure below illustrates the broad occupational grouping that working age residents fall into. It highlights that whilst trends in Hadleigh broadly reflect trends at the larger areas, the proportion of residents falling into professional occupations is significantly lower in Hadleigh than elsewhere. It also highlights a trend towards higher proportions of residents in 'lower order' occupations (7-5).

**Figure 7: Occupational classification of working age residents (2011 Census)**

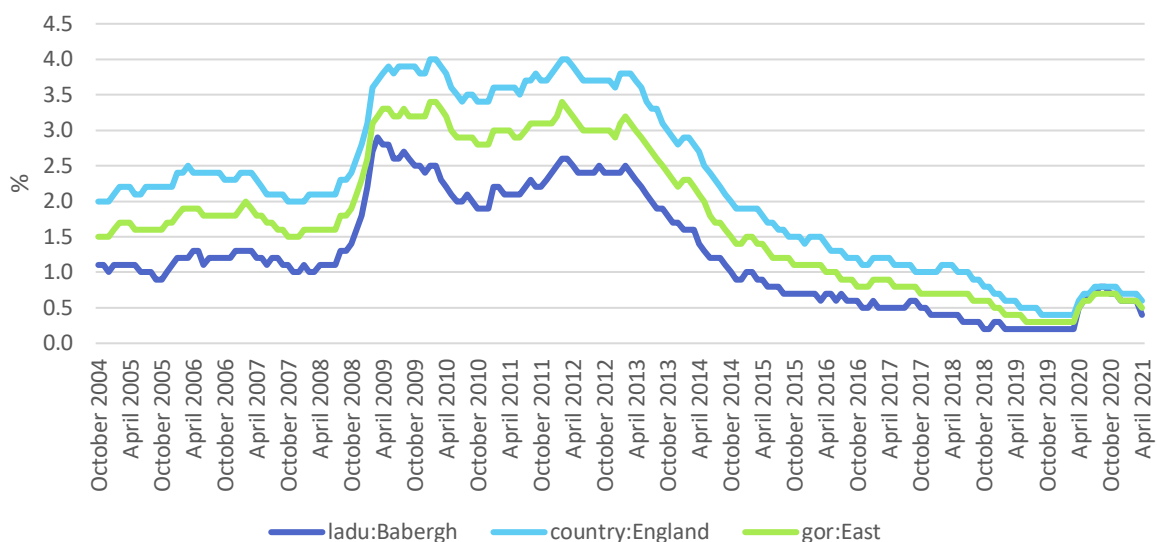


Source: NOMIS, 2021

## Jobseekers and levels of pay

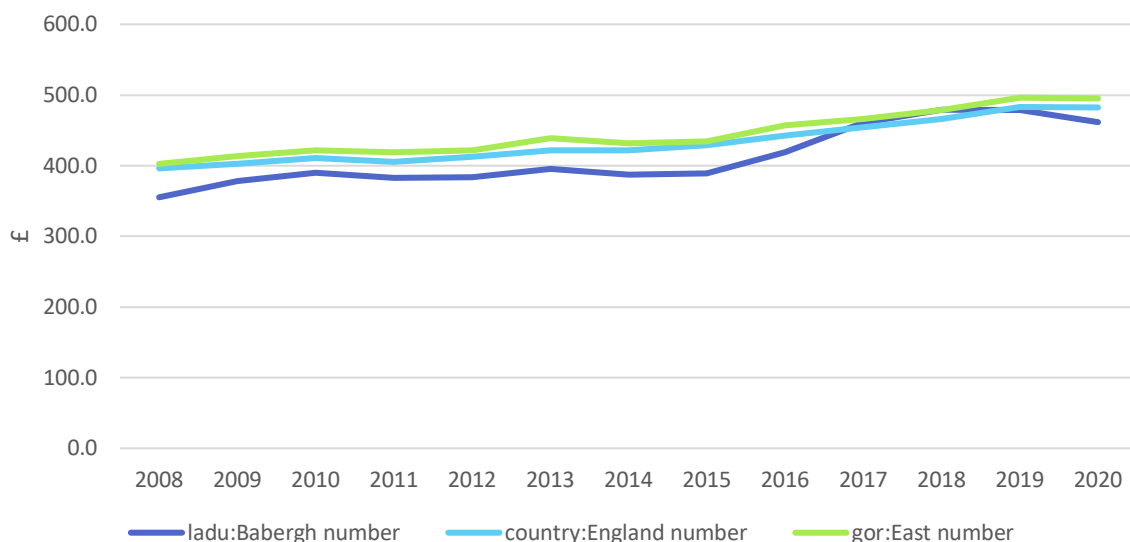
The following two graphs illustrate the proportion of residents claiming job seekers allowance and mean weekly pay. Due to the nature of the data it has not been possible to review trends at the Hadleigh level and so the data is provided for the Babergh Local Authority Area as a whole. The graphs identify that trends across Babergh broadly track those at the national and regional level.

**Figure 8: Jobseekers Allowance claimants (2004-2021)**



Source: NOMIS, 2021

**Figure 9: Mean weekly pay of working age residents (2008-2020)**



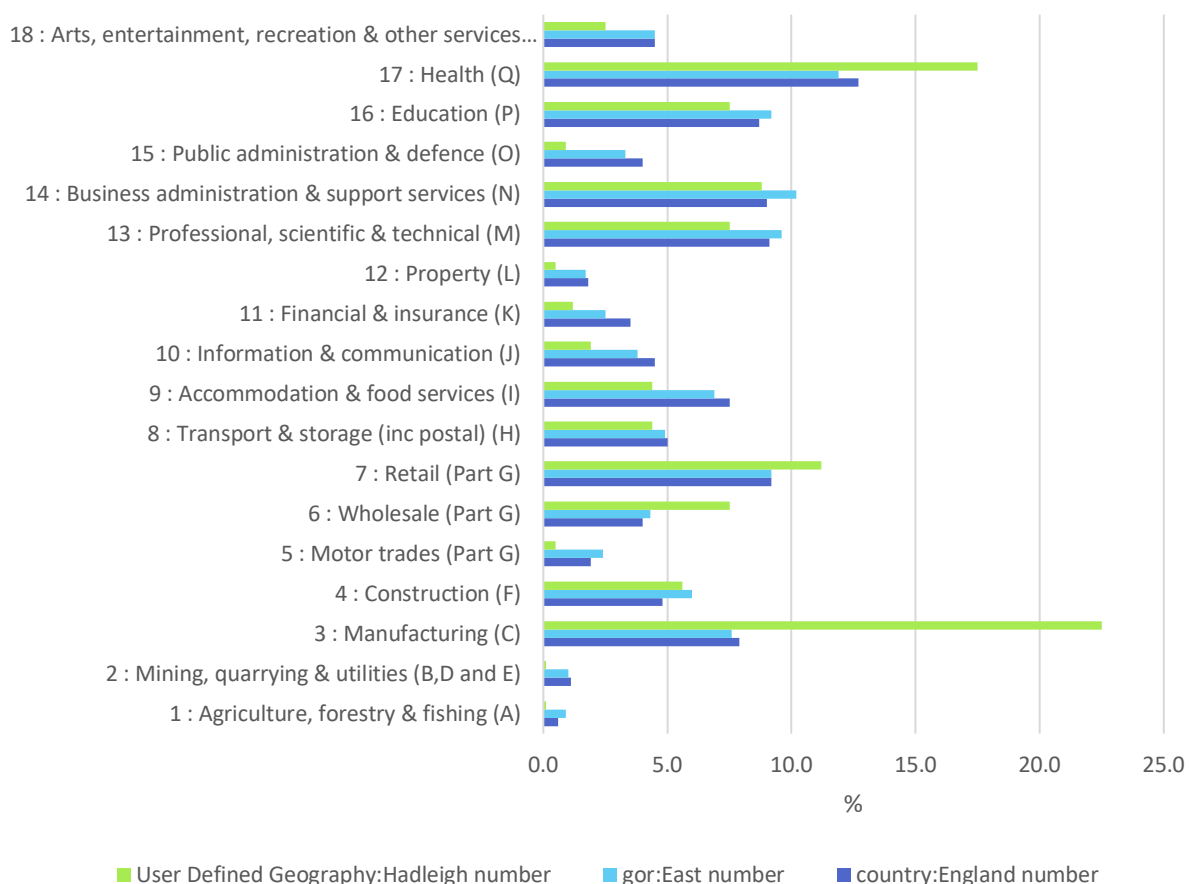
Source: NOMIS, 2021

## Employment in Hadleigh

The figure below shows the number of jobs located in the three different geographies, broken down by standard industrial sector. A number of sectors immediately stand out where the economy of Hadleigh is significantly different to that across the region and England:

- Manufacturing accounts for over 20% of all jobs in the town compared to around 8% across the East of England and England as a whole; it is assumed that this is driven by the employment area on the north eastern edge of the town which is home to a number of large manufacturers
- Healthcare accounts for around 18% of all jobs in the town, around 5% more than across England and the East; it is understood there is a large health centre and a number of care homes in the town which may underpin this trend
- The proportion of employment in advanced professional services such as information & communication, professional and scientific services etc. is lower in Hadleigh than across the other geographies

**Figure 9: FTE jobs by sector (2019)**



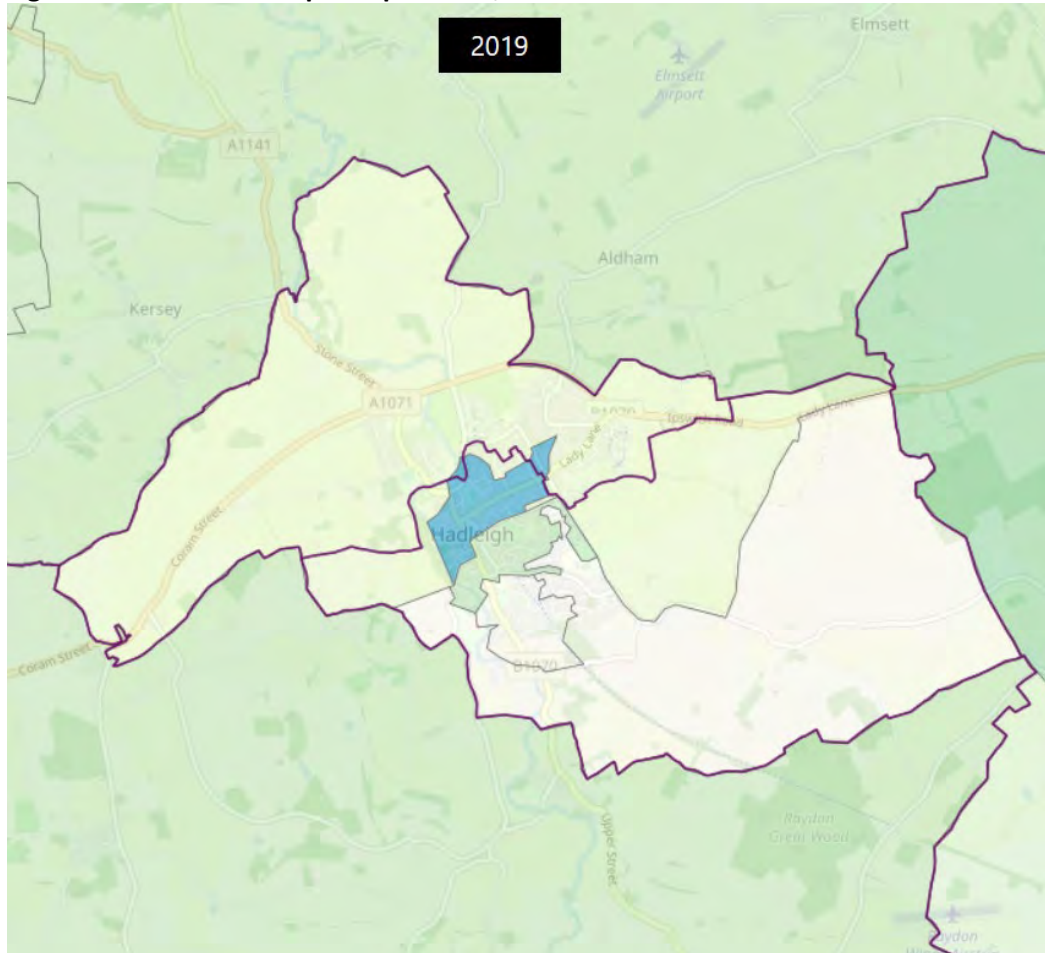
**Source: NOMIS 2021**

### Multiple deprivation

The image below illustrates patterns of multiple deprivation recorded in 2019 where dark blue represents high levels of deprivation and light green represents low levels of deprivation. The image highlights that deprivation in Hadleigh is on the whole relatively low.



**Figure 10: Index of Multiple Deprivation, 2019**



## Literature review

In addition to the socio-economic baseline presented above, a review of relevant policy documents has been undertaken to understand the spatial planning context for the Guildhall. The review is limited in this case to considering statutory planning and related documents that address this part of Suffolk and the site itself; it does not therefore include a review of national level documents such as the NPPF which local policies should be in conformity with.

Documents reviewed and featured below include:

- The Submission version of the Babergh & Mid Suffolk Joint Local Plan from 2020
- The Adopted Babergh Local Plan, 2006 which remains extant
- Hadleigh Conservation Area Appraisal, 2008

### Babergh & Mid Suffolk Joint Local Plan from 2020 (Submission version)

The Babergh and Mid Suffolk Joint Local Plan was formally submitted to the Secretary of State for Housing, Communities and Local Government for independent examination on 31 March 2021. That examination is now taking place.

Whilst the Joint Local Plan may yet change, assuming it is found to be sound and ultimately adopted, it is likely to remain largely as it is written today. It is therefore useful to review some of the key

relevant policies contained in the JLP as they are likely to have a material impact on the future of the Guildhall.

*Policy LP21 - The Historic Environment*

Policy LP21 deals directly with the historic environment and heritage assets such as the Guildhall. The two most pertinent parts of the policy for this piece of work state:

1. *Where an application potentially affects heritage assets, the Councils will:*
  - a. *Depending on the nature of the works/development proposed, require the applicant to submit a heritage statement that demonstrates:*
    - i. *The significance of the heritage asset is appropriately understood (statement of significance);*
    - ii. *The potential impacts on the heritage asset's significance, including the contribution made by setting, are understood (impact assessment);*
    - iii. *That the proposal has been fully justified in light of the significance and impact identified above (statement of justification);*
    - iv. *If relevant, that the proposal has considered how preservation in situ of archaeological assets can be achieved through the design of the site;*
    - v. *An effective conservation strategy, including details of recording, mitigation, repair, preservation, protection and management as appropriate;*
  - b. *Where development includes (or has the potential to include) heritage assets with archaeological interest, an appropriate desk-based assessment and, where necessary, a field evaluation by a suitably qualified person is required.*
2. *The Councils will support:*
  - a. *The re-use/ redevelopment of a heritage asset, including Heritage at Risk, where it would represent optimal viable use, including assets in isolated locations, and the proposal preserves the building, its setting and any features which form part of the building's special interest and complies with the relevant policies of the Plan;*
  - b. *Development proposals that contribute to local distinctiveness, respecting the built form and scale of the heritage asset, through the use of appropriate design and materials;*
  - c. *Proposals to enhance the environmental performance of heritage assets, where the special characteristics of the heritage asset are safeguarded and a sensitive approach to design and specification ensures that the significance of the asset is not compromised by inappropriate interventions.*

The first part of the policy therefore establishes that any alterations to buildings such as the Guildhall must be based on an understanding of the relative historic significance of part of the building and that any changes must be justified in terms of their impact on that significance. to the Guildhall to be justified in terms of heritage significance and impact.

The second part of the policy establishes that heritage buildings can be repurposed or even redeveloped so long as any proposals preserve features that form part of the building's special interest.

### *Policy LP31 - Services and Facilities Within the Community*

Policy LP31 deals with community services and community facilities such as the Guildhall. Relevant parts of the policy in the context of this study are provided below:

- 2. Loss of facilities Development involving or comprising of the loss of an existing community facility, service or a premises, which is currently or last used to provide such use, will only be permitted if either;
  - a. Compensatory provision of an alternative or improved facility will be, provided in an equally accessible or improved location; or*
  - b. The applicant can sufficiently demonstrate that the service or facility is not viable or valued by the community, either in its current or future form and is not needed for an alternative community use.**
- 3. Evidence to demonstrate that a service or facility is not viable, either in its current or future form should be agreed with the Council in advance (before being gathered) and should include:
  - a. A sustained marketing period of 6 months, undertaken at a realistic asking price and on a range of terms and in an appropriate format by an independent qualified assessor; and*
  - b. Regard to any material considerations, designations or adopted plans for the area.**
- 4. Conversion of community facilities or premises into residential dwelling(s) will only be permitted where it complies with the relevant Plan policies.*

This policy will again be key in determining what may nor may not be acceptable in planning terms for the future of the Guildhall. For example, the first part of the policy introduces a series of checks and balances to guard against the loss of community facilities or services without robust justification or the re-provision of alternative facilities elsewhere. The second part of the policy provides more detail on what these checks and balances might be and gives a clear steer towards engaging with the Local Planning Authority a proposal would result in the loss of a community facility.

### Adopted Babergh Local Plan, 2006

Prior to the arrival of the new Joint Local Plan, the 2006 Babergh Local Plan provided the statutory planning framework for Hadleigh. There are a number of policies from this plan which are understood to be 'saved' and therefore relevant whilst the Joint Local Plan is still in development.

### *Policy CN08: Development in or near Conservation Areas (saved Policy)*

Policy CN08 states that:

*Proposals for the alteration, extension or change of use of an existing building, or for the erection of new buildings in a conservation area or which have an impact on views into or out of a conservation area should:*

- Preserve or enhance the character of the conservation area or its setting;*
- Retain all elements and components, including spaces, which contribute to the special character of the area;*
- Be of an appropriate scale, form, and detailed design to harmonise with its setting;*
- Include fenestration which respects its setting;*
- Use materials and components that complement or harmonise with the character and appearance of the area; and*
- Ensure that natural features such as trees and hedges are retained and integrated into any development proposals.*



### *Policy CN06: Proposals affecting Listed Buildings*

Policy CN06 states:

*Proposals for the alteration (including part demolition), extension or change of use of buildings of Special Architectural or Historic Interest (including curtilage structures), or for the sub-division of, or new work within the curtilage or setting of a listed building should:*

- *Preserve the historic fabric of the building, and ensure that all proposals to remove by demolition, or alter any part of the building are justified in terms of preserving the special character of the building and will cause the minimum possible impact;*
- *Retain all elements, components, and features which form part of the building's special interest and respect the original scale, form, design and purpose of the architectural unit;*
- *Not conceal features of importance or special interest;*
- *Be of an appropriate scale, form, siting and detailed design to harmonise with the existing building and its setting; Retain a curtilage area and/or setting which is appropriate to the listed building and the relationship with its surroundings;*
- *Include fenestration which respects the character of the building;*
- *Retain traditional thatch roof coverings;*
- *Use materials and components which are natural or handmade, and which complement or harmonise with those on the building and the area. This will include: lime plasters and lime mortars; natural clay or slate roofs; bricks; handmade timber windows and doors;*
- *Use appropriate detailing, finishes, and colours, both internally and externally;*
- *Respect those features which contribute positively to the setting of a listed building including space, views from and to the building and historic layout; and*
- *Comply with Annex C of PPG 15.*

### Hadleigh Conservation Area Appraisal, 2008

A large proportion of Hadleigh town centre is designated as a Conservation Area. The Conservation Area Appraisal accompanying this designation is relatively historic and does not extend into management policies or recommendations so there is very little of specific relevance to the future of the Guildhall. However, the site's location within the Conservation Area does mean that other national and local planning policies that seek to influence development within Conservation Areas (such as described above) will need to be taken into consideration.

### **Current use**

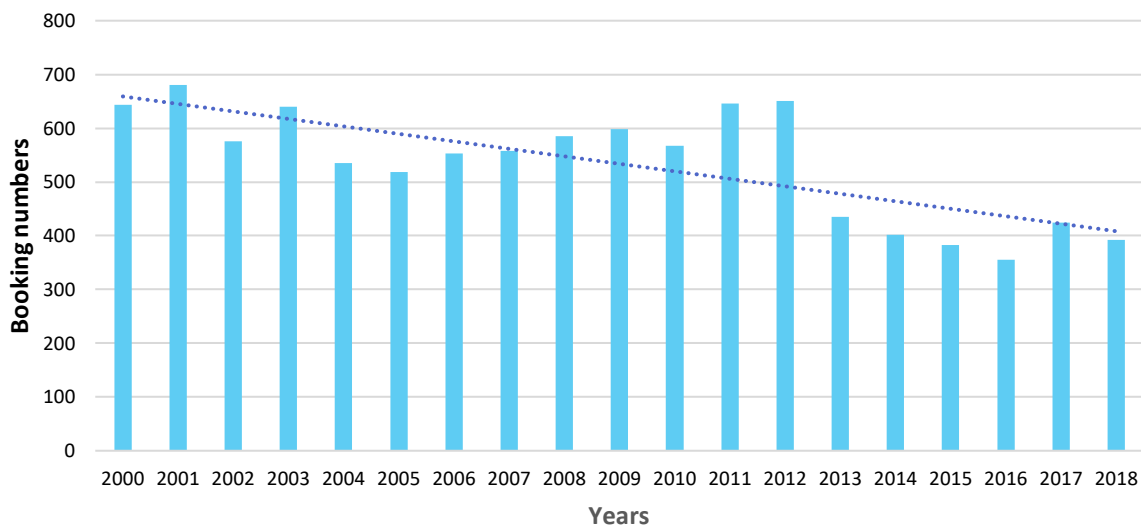
The following section reviews the operational performance of the Guildhall and the rooms within it. Booking data has been analysed since 2000 which provides a good indication of how and what the building is being used for and the trends for use over time.

### Total bookings (all spaces)

The following graph shows the number of bookings per year since 2000. There is an overall trend of declining bookings across the Guildhall, during the earlier years bookings were between 550-650 per year on average. However, in 2018 there were approximately 400 bookings which is a reduction of circa 45% over this period. One area to note is that there is a particularly steep decline in 2012 from

which bookings have never recovered. Having reviewed this with the Charity, it is difficult to ascertain what led to this decline.

**Figure 11: Total bookings 2000-2019**



Source: Client data

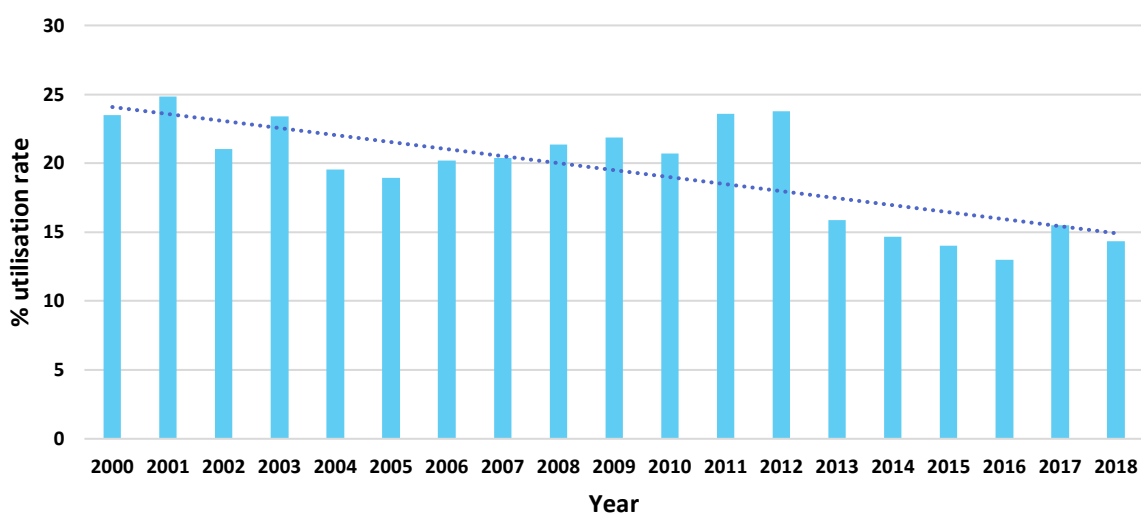
#### Utilisation (whole building)

The graph below illustrates the average utilisation rate for the building each year based on broad bookings data. A number of assumptions were made when analysing the data as follows:

- Total capacity = 5 spaces available for 365 days per year with 3 bookable sessions per day
- Each booking = 2 out of 3 bookable sessions per day
- Each booking = 1 bookable space

The overall trend for this data is the same as that for the total number of bookings, one of an overall decline, with a large reduction in bookings after 2012. The use of all the space combined is approximately 15%. This is one of the lowest utilisation rates we have seen when undertaking an outline options appraisal. It is likely that utilisation of some spaces is higher than others.

**Figure 12: Estimated utilisation rate 2000-2018**

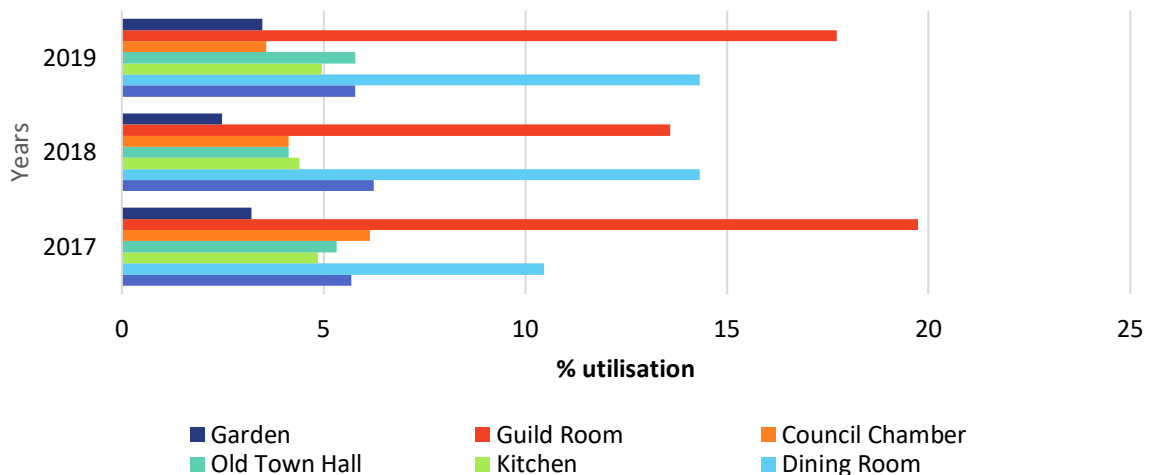


Source: Client data

### Utilisation rate (individual spaces)

The following graph illustrates the percentage utilisation of each of the main spaces within the Guildhall. It clearly shows that the Guild Room and Dining Room are used more frequently than the other spaces. However, the utilisation of each of the spaces is very low, with the kitchen, garden, Council Chamber and Old Town Hall often falling below 5%.

**Figure 13: Estimated utilisation rate 2000-2018**



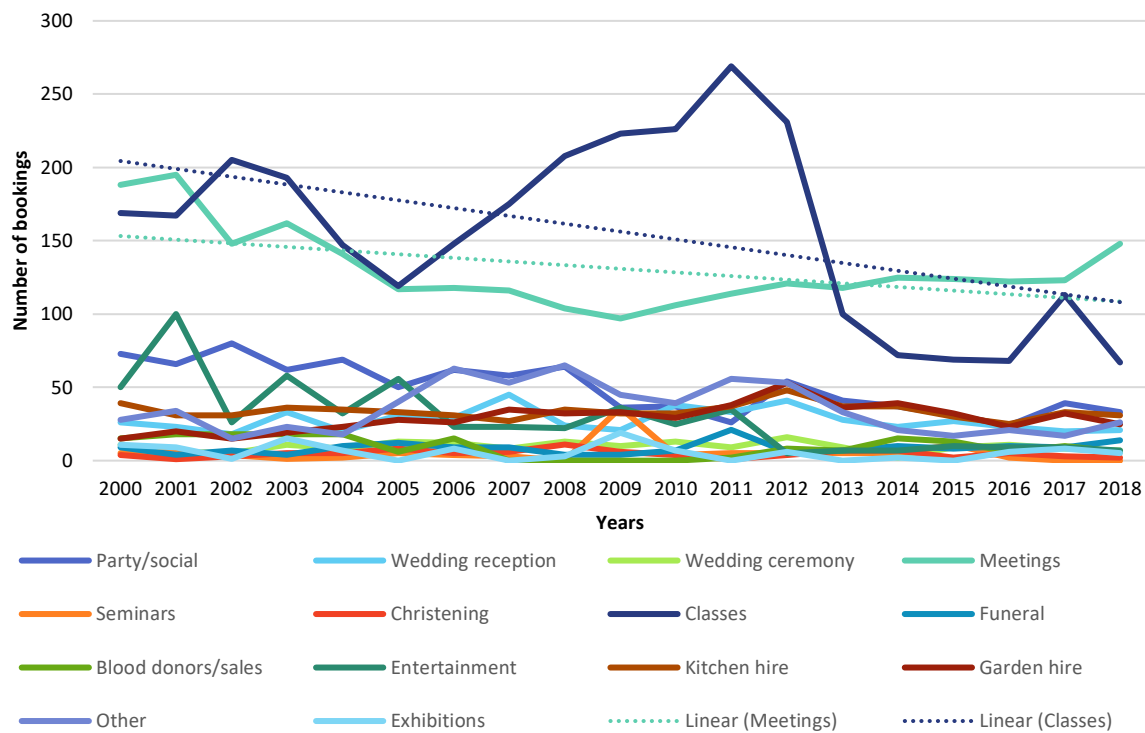
Source: Client data

### Frequency of bookings by type

The following graph illustrates the bookings per type. There is a general declining trend over the period, but with some variance, particularly in the middle of the time period. It is clear to see from this graph that meetings (turquoise) and classes (dark blue) are the two most common bookings.



**Figure 14: Frequency of bookings by type, 2000-2018**

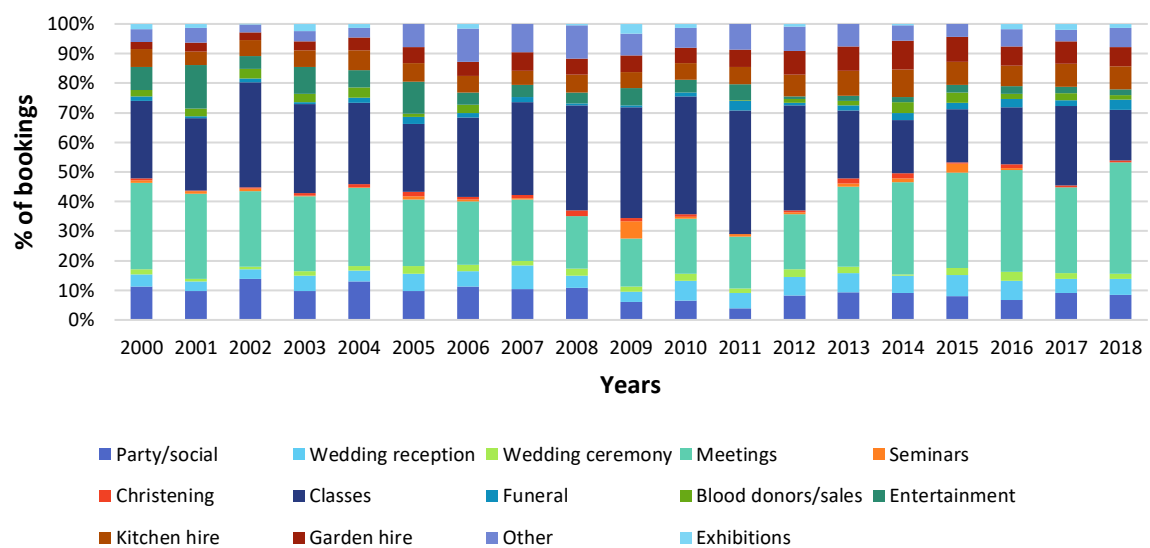


Source: Client data

#### Percentage of bookings by type

The following graph presents the same data as above but in a slightly different way, highlighting the proportion each type of booking in each of the years analysed. It shows the importance of meetings and classes, which account for more than 60% of all bookings.

**Figure 15: Proportion of bookings by type, 2000-2018**

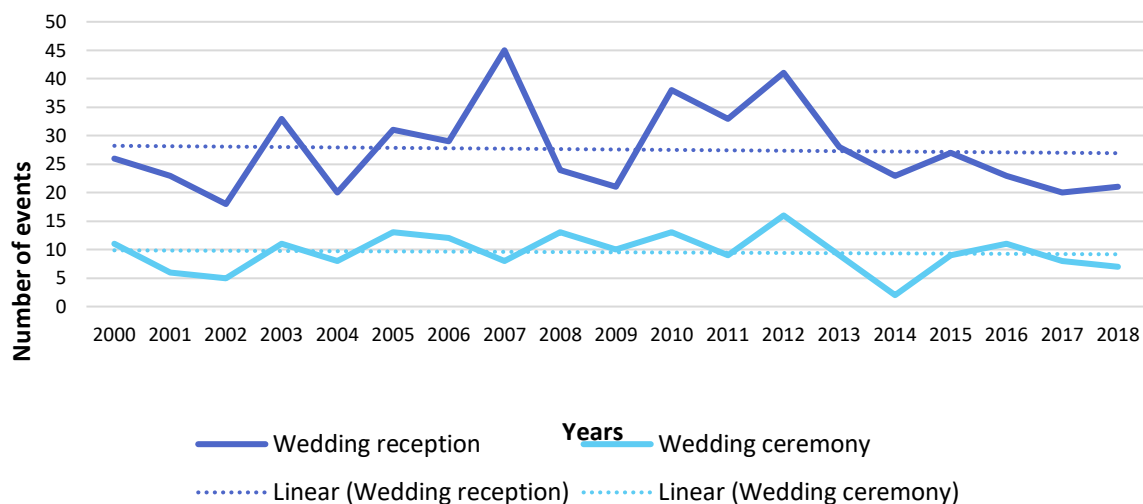


Source: Client data

### Bookings: Weddings & ceremonies

The following graph looks at the bookings for weddings and ceremonies specifically. It shows that there are more wedding receptions than ceremonies held in the building. The trend is relatively stable which demonstrates a good market position. The number of events appears to be reasonable in comparison with other venues.

**Figure 15: Bookings: Wedding Reception & Ceremonies, 2000-2018**

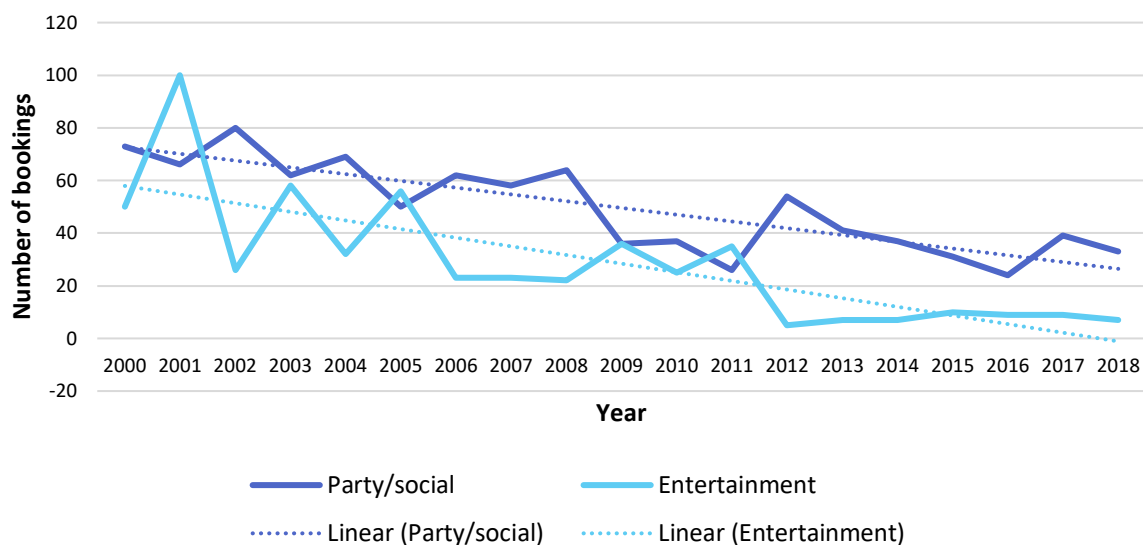


Source: Client data

### Bookings: Party/Social & Entertainment Bookings

The following graph looks at the bookings for parties/social and entertainment bookings specifically. Unlike weddings and ceremonies, the trend of for a strong decline in these bookings since 2000.

**Figure 16: Bookings: Party/social and entertainment, 2000-2018**

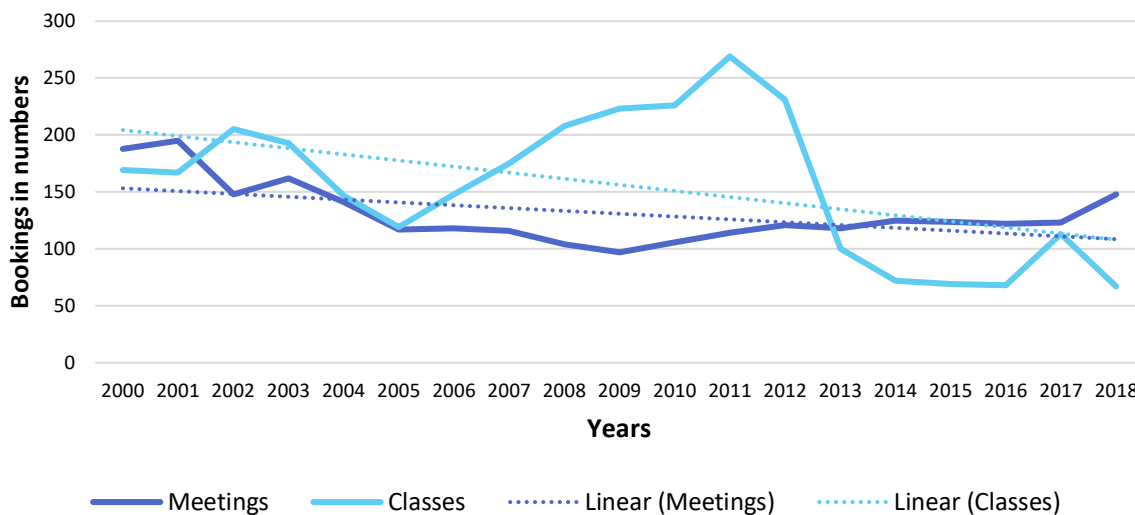


Source: Client data

### Bookings: Meetings & classes

The following graph looks at the bookings for meetings and classes specifically. These two types of bookings are the two most important in terms of volume of bookings. However, they are both in decline, although it is possible to see that bookings for meetings is starting to recover.

**Figure 17: Bookings: Meetings and classes, 2000-2018**

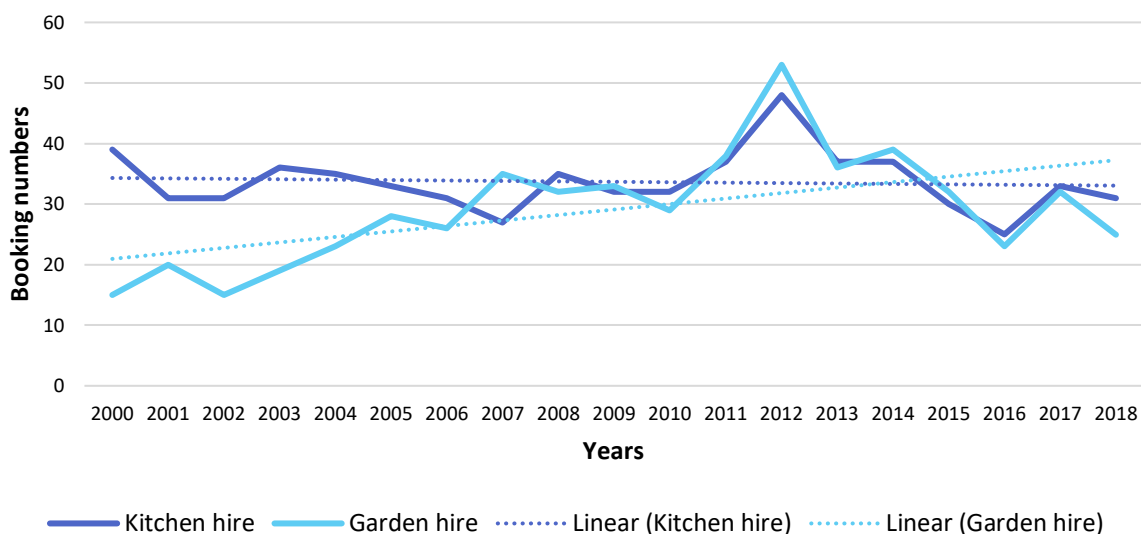


Source: Client data

### Bookings: Kitchen and garden bookings

The following graph looks at the bookings for kitchen and garden bookings specifically. The trend for garden bookings shows an increase, whilst the trend for kitchen bookings remains quite static, with some notable spikes in bookings in 2012. However, this graph shows there are on average 30 bookings a year for the kitchen, this is out of a possible 400 bookings per year, which suggests it is used for less than 10% of the time.

**Figure 18: Bookings: Kitchen and garden, 2000-2018**



Source: Client data



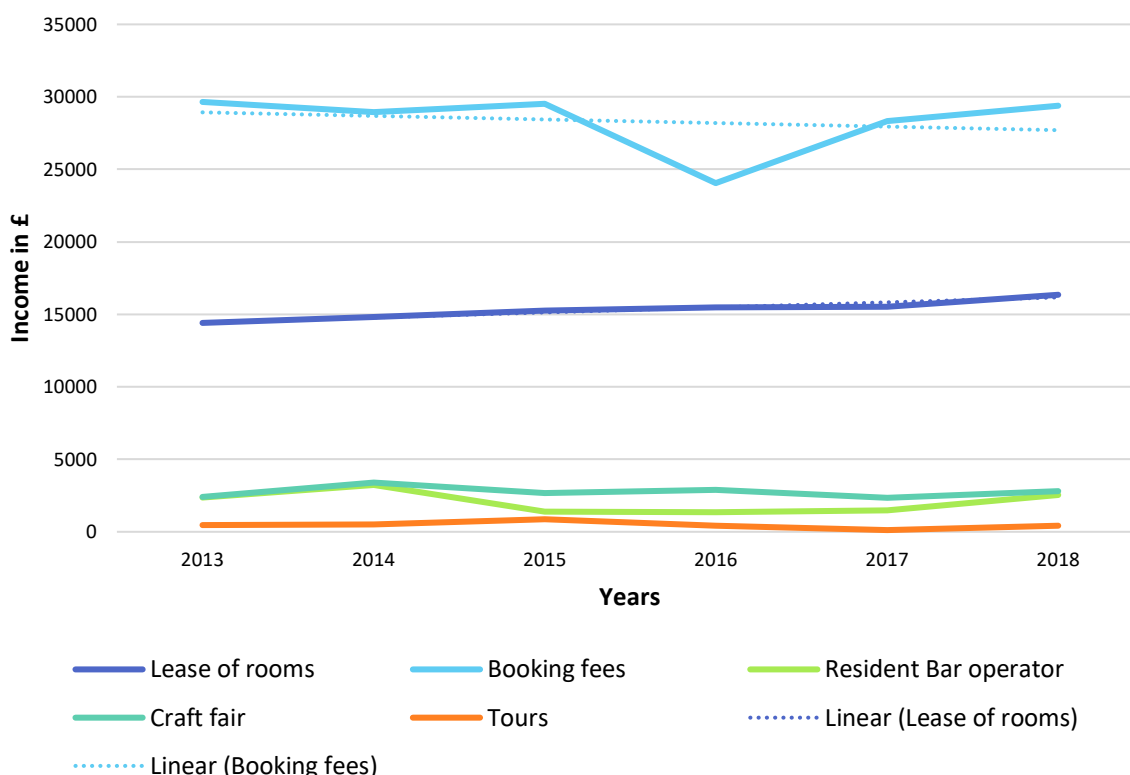
The above set of graphs clearly show a general downward trend in bookings across the various uses, with the notable exception of the garden, which appears to be increasing in popularity. It also is apparent that utilisation rates are very low. They demonstrate the importance of meetings and classes in terms of booking numbers, although how this translates into income is important and is explored further below.

The following section looks financial side of the building. Firstly we look at the income, expenditure and then comparing the two.

### Income

The following graph illustrates income for the whole building from 2013-2018 (please note this data is over a much shorter period than for bookings). It shows that income has remained relatively stable over the period. It highlights the importance of the income generated from the Town Council which is shown as 'lease of rooms' in the blue line.

**Figure 19: Hadleigh Guildhall income, 2013-2018**

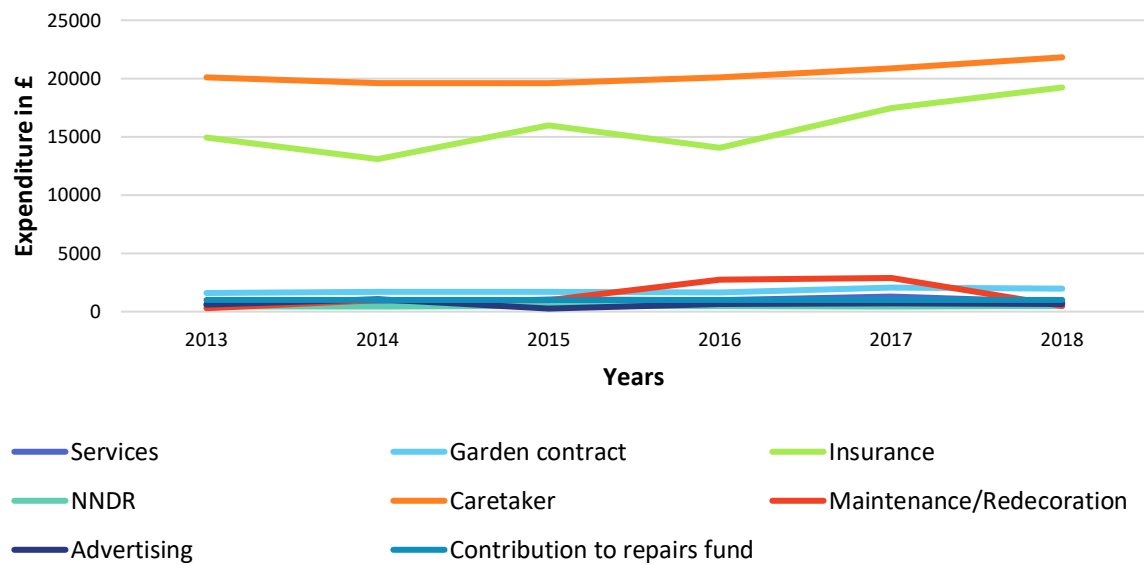


Source: Client data

### Expenditure

The following graph illustrates expenditure for the whole building from 2013-2018. It shows that expenditure has remained relatively static, but with a notable increase in the cost of insurance over the period. It highlights that the single biggest annual cost is the Caretaker and this cost is increasing. It also shows that the maintenance costs are generally low, however, it is presumed that this is offset by the employment of the Caretaker.

**Figure 20: Hadleigh Guildhall expenditure, 2013-2018**

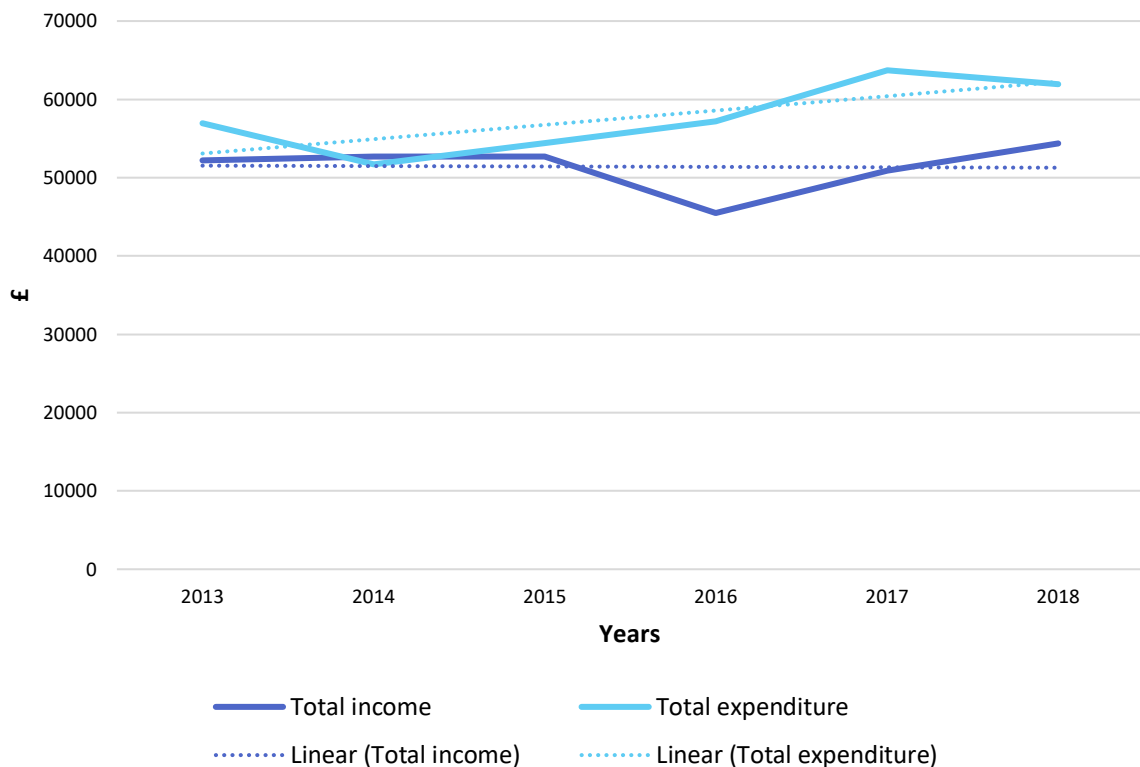


Source: Client data

#### Total income and expenditure

The following graph illustrates income and expenditure for the whole building from 2013-2018. It shows that expenditure exceeds income and that this trend appears to be increasing over the period.

**Figure 21: Hadleigh Guildhall income & expenditure, 2013-2018**



Source: Client data

## Summary of key issues: Use and finances

In summary, the following observations can be made with regards to use and finances for the building:

- There is a downward trend in bookings
- There is an average of 8% utilisation across spaces. The Guild Room has the highest utilisation rate at around 19%, but all other rooms are much lower
- Meetings and classes most common type of booking, they account for more than 60% of all bookings
- There are more wedding receptions than ceremonies, the trend is good and relatively stable
- There is a strong decline in social private bookings e.g. parties
- Bookings that use the kitchen are low
- Garden bookings are increasing, but are still low
- The income from Town Council is significant proportion (25%) of the total income and therefore important to the financial sustainability of the building at present
- Income has been relatively stable from 2013-2018
- In terms of costs, the Caretaker is the single biggest cost (30%+), however, this may offset the costs associated with maintenance which appear to be low for a building of this age and size
- Expenditure exceeds income and this trend appears to be increasing.

## Summary SWOT

Having undertaken the above research and consultation we have summarised the key Strengths, Weaknesses, Opportunities and Threats to the building below:

### Strengths

- Spectacular building
- Variety of spaces – provides flexibility of use for different audiences
- Nicely presented spaces
- Good central location and attractive setting
- Kitchen spaces already in situ
- Lift access to Grand Hall already in situ
- Modern facilities in Grand Hall and Dining Room
- Multiple access and egress points

### Weaknesses

- Low utilisation rate – there are too many spaces doing the same thing
- Other spaces are un-used / unused / used ad-hoc
- Difficult for the visitor to orientate themselves/understand the building
- Some spaces do not seem to link/flow together
- Lack of storage
- Lack of disabled access to Council Chamber, Old Town Hall
- Offices in most historically significant part of the building – lack of public access
- Archive in space that is too small and unsuitable

### Opportunities

- Beautiful, secluded garden with access to the Old Town Hall
- Position in Suffolk
- Variety of spaces which could be used for different types of activities
- Historically interesting building – could appeal to different audiences

### Threats

- Continued general decline in use
- Degradation of the building
- Lack of overall income to sustain the building going forward.
- Lack of diverse income streams
- Dining Room not as attractive as other spaces

## 4. Preferred option

The following section sets out the preferred use option for the Guildhall that has emerged from this study.

### **The preferred option**

To establish a preferred intervention option for the future of the Guildhall, a series of aims or objectives were developed to inform thinking, shape idea development and decision making. They provide an agreed framework of ambitions, parameters and principles for the future of the Guildhall and a means of establishing what might or might not be acceptable. The aims reflect the issues emerging from the baseline research presented in the previous sections and were tested and agreed in discussion with the Charity.

The agreed aims establish that any preferred intervention option for the future of the Guildhall needs to:

1. Balance the need to generate more income with continued provision of widespread public access
2. Respond to known patterns of demand for different spaces within and outside the building
3. Diversify income streams in order to improve resilience and financial sustainability
4. Avoid un-doing major recent investment
5. Respond to heritage significance and sensitivity
6. Improve the delivery of and access to local government and Town Council services
7. Improve public access to the town's archive.

Several internal workshops were subsequently held to discuss ideas and devise an option that met these aims. Emerging from this process, an initial, broad preferred option was developed as set out below.

### Old Town Hall and old Council Chamber

The preferred option proposes that the total amount of floorspace in the Guildhall that is given over to general venue for hire space is reduced. The option achieves this by proposing the conversion of the old Council Chamber and the space below and adjoining it into residential or self-catering holiday accommodation and by converting the old Town Hall room into commercial office accommodation. As part of the adaptation of the old Council Chamber the preferred option proposes that the Town Council offices and Hadleigh Archive move into the Dining Room (see below).

The old Town Hall room at first floor level was prioritised for change of use because it lacks disabled access; this is a significant impediment to its current function and one that would be difficult and costly to overcome if the space were to remain as a venue for hire given the nature of the space and its historic significance.

The old Council Chamber and its adjoining rooms were prioritised for conversion for similar reasons to the old Town Hall but also because, at ground floor in particular, the building is highly compartmentalised and on several different levels that make it difficult and inefficient for its current use.



Where space is taken out of general venue for hire use such as in these instances, the preferred option seeks to replace it with a use that has the potential to generate a new and unrelated income stream to help overcome the issue with the building at the moment where running costs exceed income.

### Guild Room

The preferred option proposes to retain the Guild Room as a general purpose venue for hire space. The reasons for this include the fact that it is fully accessible at ground floor level with adequate disabled access and WCs, it is currently the most popular space for hire and it has direct access to the gardens which are thought to help improve its attractiveness as a space.

### Grand Hall

The preferred option proposes to keep the Grand Hall as a large, high status premium venue for hire space. This capitalises on the significant investment in the recent extension which created a new WC, stairs and disabled access.

With the Council relocated to the Dining Room below (see below), the Grand Hall would become the venue for Council meetings, benefitting from full accessibility. The loss of kitchen facilities in the Dining Room (see below) which currently serve the Grand Hall, is mitigated by improving linkages to the new kitchen recently installed using a LEADER grant adjoining the old Town Hall.

### Dining Room

The preferred option proposes to significantly re-order the Dining Room to create new and improved Town Council offices, a replacement Hadleigh Archive and a new meeting room for hire or use by the Town Council.

The altered Dining Room would provide the Town Council and Hadleigh Archive with more appropriate and better quality accommodation. By relocating these two uses to this part of the building the Preferred Option also improves public access and accessibility by bringing them to the front of the building with a direct connection to the street. For the Town Council in particular, visibility will be improved which will in turn help the organisation to support its community.

The new meeting room responds to known demand for smaller venue space and its adjacency to the gardens should provide a useful complement. It is intended to serve both the Town Council and Archive for smaller meetings or research but also be used as a space for hire. Its relatively small scale means that it is adding a new type of space for hire to the Guildhall and hopefully tapping into a new market that it cannot currently serve.

By focussing the majority of change into this part of the building the Preferred Option proposes the most physical intervention into a part of the building that is the least historically significant and should therefore be more acceptable in planning terms.

### Caretaker's Cottage

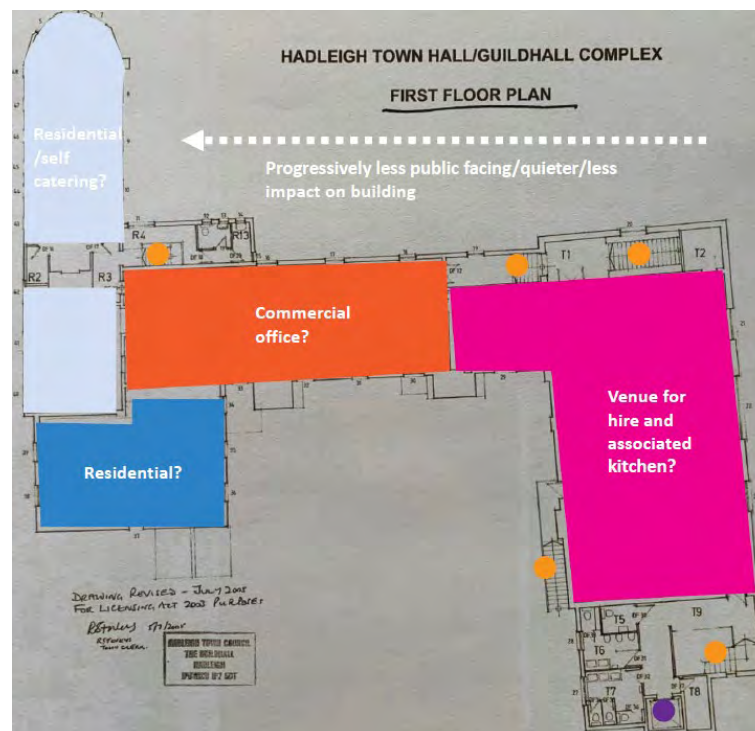
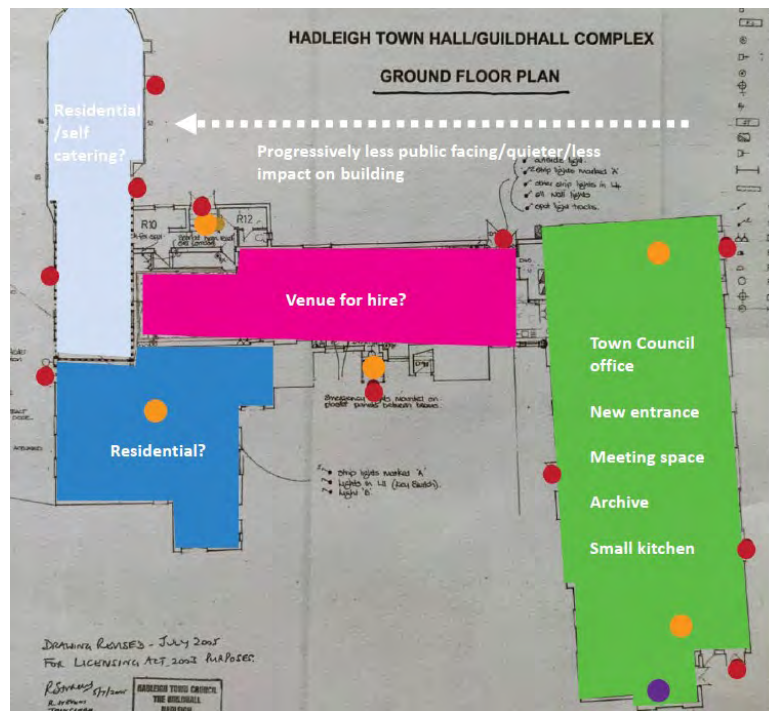
The Preferred Option proposes that the Caretaker's Cottage remains in residential use. As and when the current caretaker steps down or retires, it is suggested that the Charity consider the costs and benefits of giving the space to a successor caretaker versus letting the space on the open market to a third party. For example there are clearly benefits of having a caretaker on site 24 hours a day but do these benefits outweigh the cost of using a caretaker/similar based away from the site who is called

upon as and when necessary out of hours. And it is assumed that the caretaker's salary is discounted to reflect the fact the role benefits from free accommodation; a key question would be who much would a caretaker cost that does not have the accommodation and what could the cottage generate in terms of income if it was let-out. If the net cost to the Charity of this arrangement is less, it would be logical to switch to this model.

### The Gardens

The gardens are very attractive and a tremendous asset to the site. We believe that they are a significantly under-utilised asset and the preferred option proposes to make more of them. There is already reasonable demand for using the garden and this is one of the few booking types where use is increasing; post-COVID we would expect this to continue as people remain keen to use outdoor spaces much more. The preferred option therefore proposes that works are undertaken to make the gardens more usable as an outdoor venue for hire/supplement to the indoor spaces and infrastructure is installed to enable a mobile coffee cart to set up in the summer months and use the space as an outdoor café.

Figure 22: Preferred use option sketches



This draft preferred option was discussed with the Charity and presented to a number of Councillors. Whilst it was recognised that the proposal results in parts of the building changing from use as a venue for hire, it was accepted that significant change was needed, in particular, in light of the very low utilisation rates. It was noted that too many parts of the building fulfil broadly the same function and are competing with themselves as much as they are other venues in and around the town.

Following the endorsement of the Charity, the preferred option was developed further by Caroe Architecture Limited; these more developed plans are provided below. In addition a specialist conservation quantity surveyor has produced an initial cost estimate for the preferred option; this is presented in a separate report.

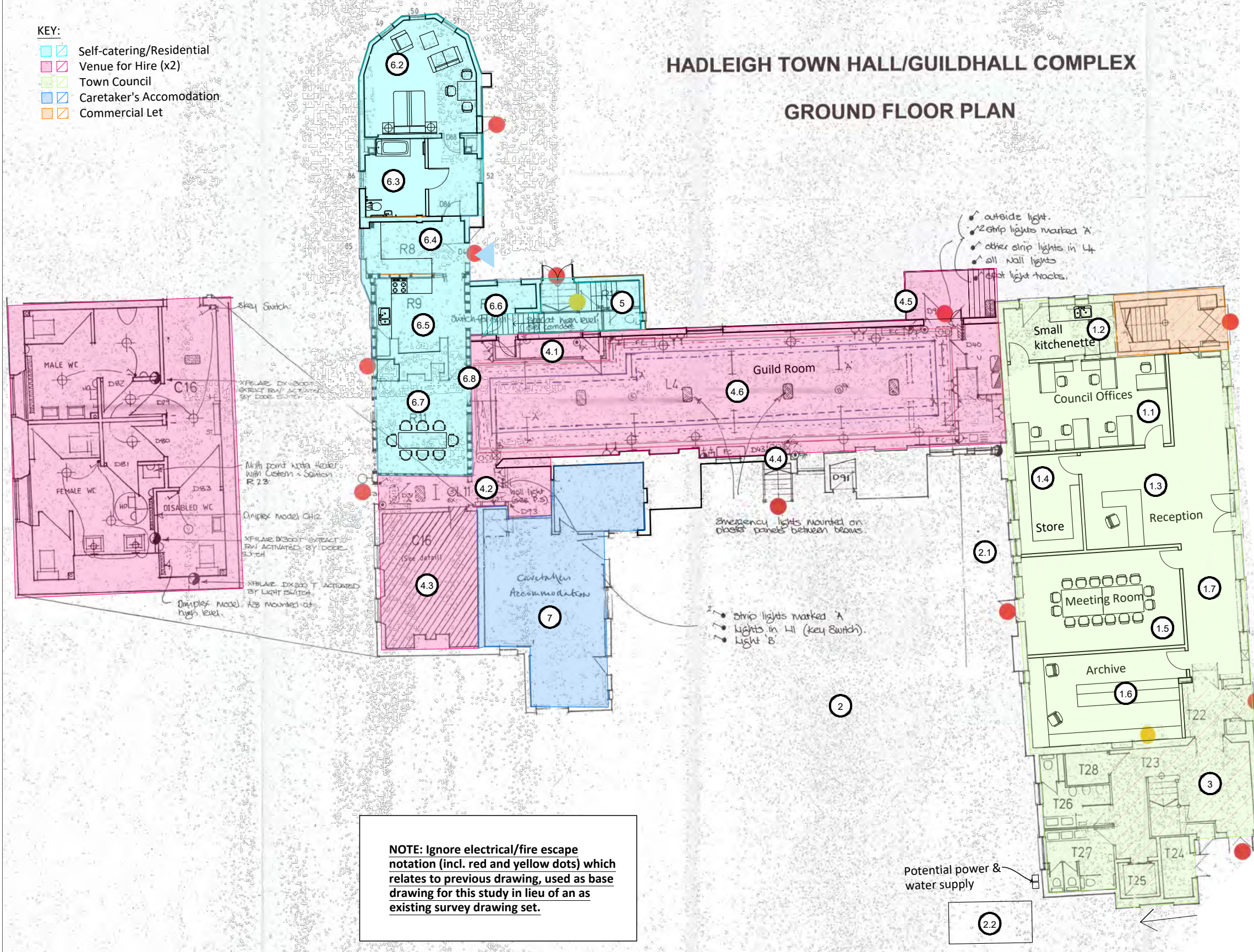


## KEY:

- Self-catering/Residential
- Venue for Hire (x2)
- Town Council
- Caretaker's Accommodation
- Commercial Let

## HADLEIGH TOWN HALL/GUILDHALL COMPLEX

## GROUND FLOOR PLAN



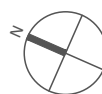
## Notes to Drawing

- Dining Room**  
Modern partitions removed and the ground floor space reordered and partitioned with new stud walls to provide the following. Studies for alternate entrances (either end or centrally on the elevation) have been explored. Option 1 'Central Entrance' is shown herewith. Note: It may be necessary to enclose the reception area to provide a draft lobby.
  - Council Offices
  - Small kitchenette for office; existing WC and partition to be removed.
  - Reception Area providing front of house to Council Offices, venues and commercial office, if required.
  - Store room.
  - Meeting Room approx 16 person capacity. Existing door replaced to provide more welcoming link to the garden space.
  - Archive Room
  - Generally: First floor level acoustic insulation/fire separation installed to the full extent of the ceiling subject to specialist consultant advice and specifications. Assumed installation from underneath to the ground floor ceiling to avoid disruption of Grand Hall floor.
- Garden Space**
  - Re-landscape along the Dining Room to open the garden to the ground floor rooms.
  - Potential area for pop-up food van on west corner. Note: restricted access and no turning circle will limit what may access. Hard-standing, electrical and water points to be provided. Existing bin store must then be organised/managed to prevent obstructions.
- Circulation Core with WCs and lift**  
To be retained as is.
- Guild Room**  
Existing usage retained.
  - Awkward corridor from existing Council offices to circulation core removed; Guild Room floor made-up to wall. Doorway to be blocked.
  - Ramped access into the Guild Room from the picturesque churchyard elevation to be retained to give a welcoming entrance.
  - Existing WC facilities retained but subject to full refurbishment.
  - Existing stepped access from garden side to be retained.
  - Existing stepped access to the alley way to be retained.
  - Generally: First floor level acoustic insulation/fire separation provisionally installed from above. See First Floor Plan.
- Circulation Space lean-to**  
Retain as existing to provide access to Residential/Self-catering at first floor level. Refurbish WC. Alternatively review opportunity to reorder and introduce landing area in front of the fire doors (will lose WC).
- Self-catering/residential apartments**
  - Apartment set out around existing footprint to minimise disruption to historic fabric. New timber stud partition walls to partition where necessary. Full M&E fit out and furnishings to each; extraction and heating strategies subject to design development. Secondary glazing installed to all windows to improve thermal comfort.
  - Bedroom
  - WC/bathroom. Potential for additional WC cubicle if required.
  - Lobby
  - Kitchenette
  - Cloakroom/storage
  - Dining Room
  - Fire compartmentation strategy subject to input from specialist fire consultant. Assume requirement for fire separation between usage areas.
- Caretaker's Accommodation**  
General refurbishment/decoration but existing ground floor layout retained.

Rev.	Date	Drn.	Chkd.	Description	Key Plan
01	12.08.21	GH	MH	Updated following comments from IPA	

Filename: 133 GA100\_First\_Floor\_Plan LM 1.02 ALTERNATE RESI OPTION 1.01.dwg  
Printed: 2021-08-16 9:53 AM

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20m

Stage 0 - Strategic Definition				Not for construction	
CLIENT	Hadleigh Town Council	SCALE	1:200	DATE	04.08.21
PROJECT	The Guildhall, Hadleigh - Options Appraisal	DRAWN	LM	CHECKED	MH
DRAWING TITLE	Ground Floor Proposed	JOB NUMBER	133	DRAWING NO.	GA 100
				REVISION	0.01

**CAROE ARCHITECTURE**

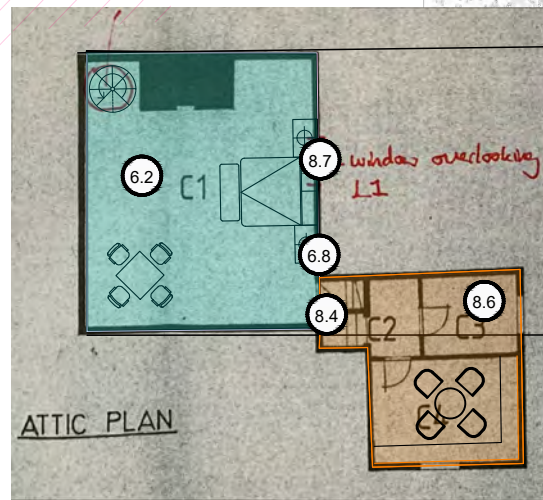
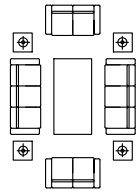
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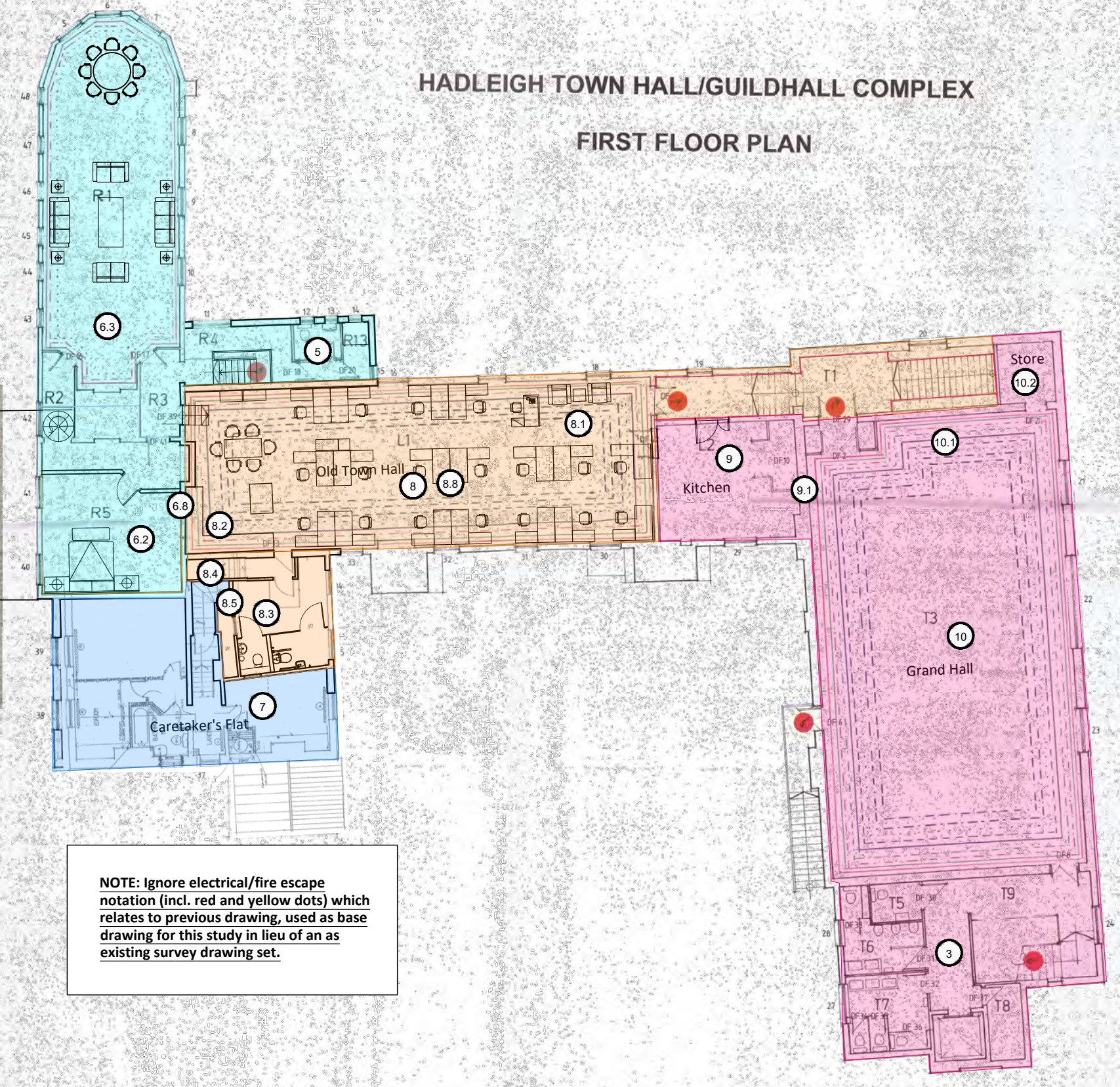
- KEY:
- Self-catering/Residential
  - Venue for Hire (x2)
  - Town Council
  - Caretaker's Accommodation
  - Commercial Let



NOTE: Ignore electrical/fire escape notation (incl. red and yellow dots) which relates to previous drawing, used as base drawing for this study in lieu of an as existing survey drawing set.

## HADLEIGH TOWN HALL/GUILDHALL COMPLEX

### FIRST FLOOR PLAN



#### Notes to Drawing

Numbering following from drawing GA 100 Proposed Ground Floor.

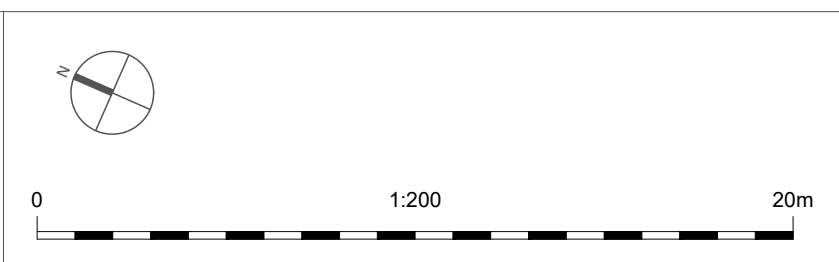
- Circulation Core with WCs and lift**  
To be retained as is.
- Circulation Space lean-to**  
Retain as existing. Refurbish WCs, replacing one with shower.
- Self-catering/residential apartments**  
6.1-6.7 See drawing GA 100 Proposed Ground Floor.  
6.2 Bedroom.  
6.8 Fire compartmentation strategy subject to input from specialist fire consultant. Assume requirement for fire separation between usage areas.  
6.9 Apartment set out around existing structural frame to minimise disruption to historic fabric. New timber stud partition walls introduced to partition spaces where necessary. Full M&E fit out and furnishings to each; extraction and heating strategies subject to design development. Secondary glazing installed to all windows to improve thermal comfort.
- Caretaker's Flat**  
First floor layout modified to separate apartment from commercial office space. Interim landing area may fall to either commercial office as described in 8.3 below, or remain with apartment depending on detailed briefing requirements.
- Commercial Office**  
Open plan office proposed to maintain character of the space. Approx capacity 18 persons. Includes the following. Note: At present no alternate to stepped access which is considered a risk. Note potential lift location identified in 5. 'circulation space lean-to.'  
8.1 Small reception area  
8.2 Small break-out area  
8.3 WCs - subject to detailed survey and design development; assume floor level partially raised to provide level access from office but not obstruct door to roof space.  
8.4 Access to attic rooms retained for office use. Access to self-catering apartment removed/blocked off for security; used as fire escape only.  
8.5 Staircase to Caretaker's Flat also blocked off for security. Assumed staircase itself would be retained for use (storage potential) by either flat or office.  
8.6 Auxiliary rooms for Office; small meeting room/library/cleaner's cupboard.  
8.7 Window between residential/self-catering and office spaces to be obscured.  
8.8 Floor level acoustic insulation/fire separation between the Guild Room and Office space. Assume installed from above, removing existing floor boards, installing between existing joists to prevent level changes and replacement with engineered timber floor finish. Electrical fit-out providing power supply to desk positions.
- Kitchen**  
To be retained and redecorated. Mech. ventilation requirements to be reviewed.  
9.1 Dumbwaiter installed to link kitchen with Grand Hall.
- Grand Hall**  
Existing use retained.  
10.1 Bar to be modified/extended to incorporate servery area.  
10.2 Storage area retained.
- Compartmentation and Fire Safety**  
Notional comments have been made in specific areas although all will be subject to advice from a specialist fire consultant. It should be assumed that all usage boundaries (vertical and horizontal) will require fire stopping upgrades. Any assumed existing compartmentation must also be verified.

Rev.	Date	Drn.	Chkd.	Description
01	12.08.21	GH	MH	Updated following comments from IPA

Filename: 133 GA100\_First\_Floor\_Plan LM 1.02 ALTERNATE RESI OPTION 1.01.dwg  
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Key Plan
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Stage 0 - Strategic Definition		Not for construction	
CLIENT	Hadleigh Town Council	SCALE	1:200
PROJECT	The Guildhall, Hadleigh - Options Appraisal	DRAWN	LM
DRAWING TITLE	First Floor Proposed	JOB NUMBER	133
		DRAWING NO.	GA 101
		REVISION	0.01

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### Notes to accompany Options Appraisal Drawings 1.01

#### 13.08.21

#### Development of Detailed Briefing Requirements

The accompanying studies have been developed on the basis of proposed usage options put forward by Ingham Pinnock Associates (IPA) and presented by IPA to the Town Councillors. Explorations have sought to evaluate potential layouts and indicative capacities although are subject to change following more detailed briefing requirements from the client, as the proposals develop.

For example the Dining Room, where the organisation of the newly created spaces has been driven by the need for a clear main entrance and front-facing aspect for the building. For this there are three primary options; making use of the existing doorways on the east or west sides of the elevation, or reinstating a previous (but not original) central point of access. Each have benefits and disadvantages although the preferred management practice will likely determine which to be taken forward in the development of design proposals. It has been assumed that the partitions currently creating the auxiliary spaces at this level are generally modern and can be removed, and that the proposed layout plans will incorporate the grid of the existing columns.

#### Survey Information

The studies have been made on the basis of drawings by Purcell Miller Tritton and Partners c.1991. It was noted that some alterations have been made since these were drafted and, whilst they provide sufficient information for indicative layouts at this stage, their accuracy is unverified. Should the proposals be taken forwards, a full and up-to-date survey would be advised to provide an up-to-date, 'as-existing' drawing set to work from.

Detailed survey information of local areas will be required to confirm, in particular, ground floor level changes and the lean-to circulation core layout. At present lift access is only provided in the south range of the building and only as far as the Grand Hall. A lack of wheelchair access to the first floor offices may be considered a project risk.

#### Fire/Acoustic Separation

It is assumed that fire separation will be necessary around all usage boundaries. Given the high historic value of the building fabric, the Heritage Impact of any proposed upgrades will be a vital consideration and may challenge compliance with modern building regulations.

One such boundary is that between the residential spaces proposed at the north end of the building, and the commercial office/Guild Room spaces, where any form of lining would completely alter the character of the spaces and would likely be unfavourable from a Heritage stand-point. There are a number of strategies which may be pursued, such as incorporation of a fire curtain; integration of fire suppressing equipment etc.

Assessment of the feasibility and methods of achieving adequate fire compartmentation will be a complex task, and should be undertaken alongside a comprehensive review of the building wide fire strategies. Both will require input from a specialist Fire Consultant. For any areas with assumed compartmentation at present, further investigation would be required to verify the presence and extent of compartment boundaries, and their actual fire resistance, before they can be relied upon.

Further detailed survey information, potentially accompanied by limited opening-up, will be required to confirm existing construction details for assessment of potential fire/acoustic separation methods. For example, PMT Drawing 7233/B indicates that the floor structure between the Guild Room and the Old Town Hall consists of joints running perpendicular to those seen from the Guild Room below. This may allow such

## **HADLEIGH TOWN HALL**

### **Notes to accompany Options Appraisal Drawings 1.01**

#### **13.08.21**

interventions to be integrated without significant modification of the floor level although would need to be checked determined at an early stage.

#### **Early Engagement**

Following from the above, it is strongly advised that early engagement be sought from the statutory bodies on all proposals. This should include the Conservation Officer, Historic England and the Joint Committee of the National Amenity Societies with regards to Heritage Impact, Listed Building Consent and Planning, and an Approved Inspector (over and above the aforementioned specialist input) in relation to the Building Control strategies.

## Alternative option

### Disposal

The Charity requested that the option of selling the entire site was included in this report.

The most recent market valuation of the Guildhall suggests that an open market sale could generate a capital receipt of around £675,000. In addition, the Charity would relinquish any ongoing revenue liability associated with keeping the building open and dealing with day to day running costs.

Whilst the provision of the venue for hire facilities in the Guildhall is not a statutory or legal responsibility, the disposal of the building would give rise to several issues that would need to be addressed as part of any sale including:

- Where would the Town Council base themselves in terms of their office function and where would they hold meetings? Alternative premises would need to be found that would incur a rental cost if leased or capital cost if purchased and there would be likely to be transactional capital costs in terms of decant, relocation, fit out etc. Key to any relocation would be the need to provide adequate public access and facilities that are capable of hosting Council meetings
- What happens to the Hadleigh Archive? Where would it be relocated to and how would the cost of decant, removal and any ongoing costs be covered? The archive is a significant and important local resource and whilst part or all of it could be accessioned into the County archive this would impact local accessibility and the work of the Hadleigh Society
- What happens to the uses and social activities that currently take place in the Guildhall? Are there suitable alternative premises elsewhere?
- Are there any contractual conditions attached to the LEADER grant or funding for the extension to the Grand Hall that might be breached if the building is sold?
- Is there an appetite to provide ongoing public access to the Guildhall once it has been sold and if so, how could this be facilitated?

## 5. Next steps

Having identified a preferred option for the Guildhall, the purpose of this section is to set out some practical next steps for the Charity should it wish to take that option forward. The next steps deliberately focus on the next 12 months and so consider only the most immediate and practical issues.

The next steps suggested are provided at a particular point in time and, for example reflect our experience of the current funding landscape. Circumstances may and probably will change over time that would make it useful to review these again in due course if there is a significant pause between the issue of this report and the Charity starting to progress the project.

### **Over-arching twin-track strategy**

Overall, we believe that it would be prudent for the Charity to progress a twin-track strategy for how to deliver the preferred option i.e. pursue a comprehensive project for the whole building whilst planning to be able to break the project down into smaller phases if funding for the whole scheme ultimately is not forthcoming.

If it becomes clear that funding for a single, comprehensive scheme, is achievable that would clearly be the first preference and would be pursued. However, if this is not the case, this twin track strategy means that the Charity is not completely reliant on one option and finds itself needing to start all over again; rather, it can still move forward and deliver a smaller element or first phase of that larger project and, crucially start to make progress.

This approach has several benefits:

- At present (August 2021), the funding environment is challenging and securing grants for large scale capital projects is increasingly difficult. For example, we know that competition for grants from the Heritage Fund, who would be the most likely major funder for a scheme of this nature, is even stronger than ever. Success rate at the Expression of Interest stage for example is as low as 30%
- Even prior to the coronavirus pandemic, there was an increase in the number of smaller scale, quick turnaround funds emerging, particularly for regeneration schemes. The pandemic seems to be increasing this trend in funding which is designed to support local economies, particularly in town centres which are expected to be one of the most badly hit areas. Having a series of smaller projects, that when combined deliver a holistic scheme, 'oven ready' would enable the Charity to respond quickly and secure funds as and when they become available
- Funders often like to see applicants apply for a smaller grants in the first instance to demonstrate their ability to manage and deliver a project. After all, funders want certainty that the projects they are giving their money to can be relied upon to deliver
- Even if a single-phase project is progressed it will clearly take time to deliver, it might be beneficial to deliver a quick-win phase of work to demonstrate progress as soon as possible. The twin-track approach allows this by identifying smaller parcels of work that will contribute towards the larger project

### **Funding for short-term next steps**

The next steps set out below will incur a cost to the Charity to complete. Should the Charity wish to proceed, and subject to its own financial position, it is suggested that it engages with the AHF about a



Project Delivery Grant and if necessary approaches one or two other funders who might grant aid this type of project development work such as the Pilgrim Trust.

### Short term next steps

Task	Detail	Timescale
<b>Formalise the Guildhall Working Group</b>	<ul style="list-style-type: none"> <li>Establish and formalise the membership of a working group with a simple set of terms of reference and establish a programme of regular meetings for the next 12 months.</li> <li>The working group should be given some delegated authority to progress certain matters such as the design of the preferred option and procure minor services contracts, such as additional surveys.</li> <li>The Working Group should include a Project Champion and Project Sponsor. The Champion would most likely be a Trustee with a strong interest or relevant experience and the Project Sponsor should be an officer such as the current Project Officer.</li> <li>The Champion and Sponsor would report regularly to the Town Council and Charity as appropriate.</li> <li>The Working Group would include relevant external specialists such as the lead architect and a project coordinator.</li> </ul>	0-3 months
<b>Charity structure</b>	<ul style="list-style-type: none"> <li>It is understood that the Charity has recently undertaken a governance review that included legal advice on the appropriateness of the current arrangement. In addition to this and mindful of a future fundraising campaign, it would be prudent to briefly review whether or not the current structure would be eligible to apply to major funders such as the National Lottery Heritage Fund. If not, it might be worth considering establishing a more modern and funder-friendly form of charity such as a CIO.</li> </ul>	0-3 months
<b>Commission a measured survey</b>	<ul style="list-style-type: none"> <li>To develop the designs and costings to a greater level of detail and accuracy it is strongly recommended that a full digital measured survey is commissioned. Thus far the design team has been working with scans of hard copy plans provided some years ago by a third party for another purpose.</li> <li>Procuring proper digital measured surveys will significantly reduce the risk of design and cost issues arising in the future when it could be discovered that the existing plans were inaccurate and the project has to change significantly as a result.</li> <li>Procuring a digital survey also provides the Charity with an accurate record of the Guildhall as it is today. As well as floor plans, the survey would enable the production of elevations and sections which will provide a valuable archival resource for the town in the future.</li> </ul>	0-3 months

<b>Commission a Conservation Management Plan</b>	<ul style="list-style-type: none"> <li>• A Conservation Management Plan or CMP is a key tool for the owners' of significant historic buildings. It is a technical document that has currency with the majority of funders and statutory bodies such as Historic England. It will help to research and describe the history of the site and establish a clear guide to the significance of the Guildhall in a way that statutory bodies such as Historic England will expect and understand. It is also notable that the new Joint Local Plan policy regarding heritage assets such as the Guildhall emphasises the importance of understanding significance in order to justify change; a Conservation Management Plan would do this.</li> <li>• It is therefore recommended that the Charity commission a simple Conservation Management Plan by an appropriately qualified conservation architect or architectural historian. The presence of the Hadleigh Society and their archive on site will help to make the job of preparing the CMP significantly easier and faster as so much knowledge and so many documents will be at hand on site.</li> </ul>	0-6 months
<b>Design and cost development</b>	<ul style="list-style-type: none"> <li>• The design work undertaken as part of this options appraisal exercise is necessarily high level, intended only to identify potential uses for the building. The lack of measured surveys and the scope of the work within the AHF grant-aided package meant that the design development would deal more with principles and ideas than it would practical details. The design work at this stage was therefore intended to highlight what might be possible and establish a concept that could generate support with the Charity and Town Council.</li> <li>• As a next step and following the production of measured surveys and ideally the CMP, it is recommended that more detailed designs are progressed and, alongside this a more detailed and accurate cost estimate is provided. More detailed work would allow the design team to test some of the assumptions around access, fire and building regulations. It is suggested that designs are developed to RIBA stage 2 with associated costs. Due consideration should be given to the twin track approach and opportunities to identify smaller packages or works or phases as well as the single comprehensive project</li> <li>• As part of this exercise we would also suggest that the design team engage with Historic England and the Local Authority Conservation Officer either informally or as part of a formal Pre-Application Consultation process. Early engagement with these two statutory bodies is absolutely key; both will want to know that alterations and changes</li> </ul>	3-9 months

	<p>are being considered and both will want to understand what those changes might be. Feedback from both on what may or may not be acceptable can help avoid any abortive design work (and cost) and pave the way for a smoother process through planning as and when planning applications are prepared and submitted</p> <ul style="list-style-type: none"> <li>• In addition to a core design team, there may be a related need to commission small, focussed pieces of specialist or technical advice for example on fire risk or disabled access.</li> </ul>	
<b>Community engagement</b>	<ul style="list-style-type: none"> <li>• Given the public facing nature of the Guildhall and its status as an asset established for the benefit of local people, going forward it will be important to undertake some form of engagement work with the local community</li> <li>• Whilst, clearly there are fundamental issues about viability and economic sustainability that will take precedent, it is important that the local community is engaged in the process, understands the pressures and parameters affecting the building and is able to help shape those parts of the project where it is appropriate.</li> <li>• This would help to manage people's expectations about the project and explain practical basics about how long a project might take, where the funding is coming from and on a very practical level when parts of the building might be out of action.</li> <li>• In addition, if the NLHF Eol is successful there will be a particular need to develop a comprehensive community engagement programme as part of the process of preparing a Development Phase (Round One) application.</li> </ul>	0-12 months
<b>Financial appraisal &amp; soft market testing</b>	<ul style="list-style-type: none"> <li>• The scope of this piece of work stopped short of preparing a financial appraisal of the preferred option that considers the revenue costs and income streams that might be generated. This exercise would add value to the project development process and provide the Charity with another basket of evidence on which decisions can be made</li> <li>• Financial appraisals could also form part of any business planning work or for making a case to public bodies for financial support</li> <li>• If the Charity did wish to proceed with this, it is suggested that the financial appraisal considers a 25-30 year period and calculates a discounted cashflow that incorporates both capital and revenue expenditure, in line with public sector project appraisal best practice</li> <li>• In parallel to the financial appraisal it is suggested that the Charity undertakes some focussed soft market testing i.e. approaching agents and potential suitable occupiers (such as the Landmark Trust) to understand the likely interest,</li> </ul>	3-9 months

	business models and commercial arrangements. This information will help to shape the financial appraisal and inform the Charity about the level of income that might be achievable.	
<b>Funding strategy</b>	<ul style="list-style-type: none"> <li>• It is understood that the Charity has limited capital available to invest in the delivery of the preferred option and that external funding will be required; it is assumed that this applies regardless of whether the Charity delivers the project in a single phase or as a series of smaller packages of work</li> <li>• It is therefore suggested that the Charity commissions a simple funding strategy that identifies possible sources of grant (or loan) funding and gives practical information what is required for applications and the timescale for submission and determination</li> </ul>	3-6 months
<b>Lead advisor / project coordinator</b>	<ul style="list-style-type: none"> <li>• The contracts for the current professional teams cease at completion of the various reports commissioned using the AHF grant. Pursuing a significant project like this, even at this relatively early stage will be complicated and nuanced and if the Charity do not feel sufficiently experienced in this area they might consider commissioning some sort of lead advisor or project coordinator role to help guide them through the process.</li> </ul>	0-12 months