

Lostwithiel Heritage Buildings Edgcumbe and Taprell House

Demand Study and Options Appraisal for Future Use

22nd May 2023

Hayhurst & Co Architects

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Project Details

Project Details

Client

Lostwithiel Town Council
and Lostwithiel Town Team
Taprell House,
North Street
Lostwithiel
Cornwall
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Contact: Town Clerk
E: clerk@lostwithieltowncouncil.gov.uk

Site(s)

Edgcumbe House,
Fore Street
Lostwithiel
Cornwall
PL22 0BL

Taprell House,
North Street
Lostwithiel
Cornwall
PL22 0BL

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Contents

1.0 Introduction

- 1.1 Introduction
- 1.2 Heritage Buildings

2.0 Vision

- 2.1 Key Values and Objectives

3.0 Consultation

- 3.1 Consultation Events
- 3.2 Stakeholder Engagement
- 3.3 School Event

4.0 Use and Demand

- 4.1 Use Cards
- 4.2 Feedback on Uses
- 4.3 Assessment of Use and Demand

5.0 Strategies

- 5.1 Strategy 1
- 5.2 Strategy 2
- 5.3 Strategy 3
- 5.4 Strategies Overview

6.0 Recommended Strategy

- 6.1 Recommended Proposal
- 6.2 Recommended Strategy
- 6.3 Proposed Design Layout
- 6.4 Heritage Impact Assessment
- 6.5 Capital Cost
- 6.6 Findings and Recommendations
- 6.7 Conclusion

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1.0 Introduction

1.1 Introduction

1.2 Heritage Buildings



Town map with added notes from engagement with local community.

1.1 Introduction

Executive Summary

This demand and viability study was commissioned by the Lostwithiel Town Team and Lostwithiel Town Council through a Town Vitality Fund granted by Cornwall Council.

Prepared by Hayhurst and Co architects, its purpose is to investigate new uses for Lostwithiel's Heritage buildings; Edgcumbe House and Taprell House.

The purpose of this study is as follows:

1. To work with the Town Team and the local community to establish potential uses for Edgcumbe House and Taprell House.
2. To produce a Demand Study that identifies and assesses the viability of these uses.
3. To facilitate a public consultation strategy, that will include engagement with local groups and that will enrich the proposals and help to widen the awareness of, and the support for, the project.
4. To produce design options for the uses, that are supported by the Town Team and the local community and which are backed-up by a Demand Study and a Viability Appraisal
5. To consider how the Council's commitments to tackling the Climate Emergency and to become Carbon Net Zero may be addressed through the development.
6. To engage the existing users of the buildings so their use and future is considered.

7. To identify funding opportunities for the proposed options and provide high-level running cost projections for the use options, to support the viability assessment.
8. To identify Next Steps and recommendations so the Town Team can continue in their delivery of the project.

Context

This study continues previous work that was commissioned by the Town Council to look at the development of these buildings as well as the Guildhall and the Town Museum, so that they can be brought back into full use, preserving the town's heritage and providing a use that is beneficial to the local community.

This study relates to Edgcumbe House and Taprell House, but any development should to be considered in the context of the Guildhall and the Town Museum, which are a tight and centrally located group of heritage assets owned by the council.

Details on these buildings are provided on the following pages.

Findings from the Study

The report has found that there is demand for a heritage and arts centre for the town and that this would be supported and used by the local community as well as visitors. The demand uncovered was through informal contacts only as no formal marketing exercises have been undertaken. A number of viable precedents studies have been identified.

The viability study identifies that a proposed use that combines guest accommodation would create a viable financial model. Following client and community feedback a recommended model has been proposed, with capital and operational cash flow costing considered.

The report concludes with proposed next steps for taking this recommendation forward.

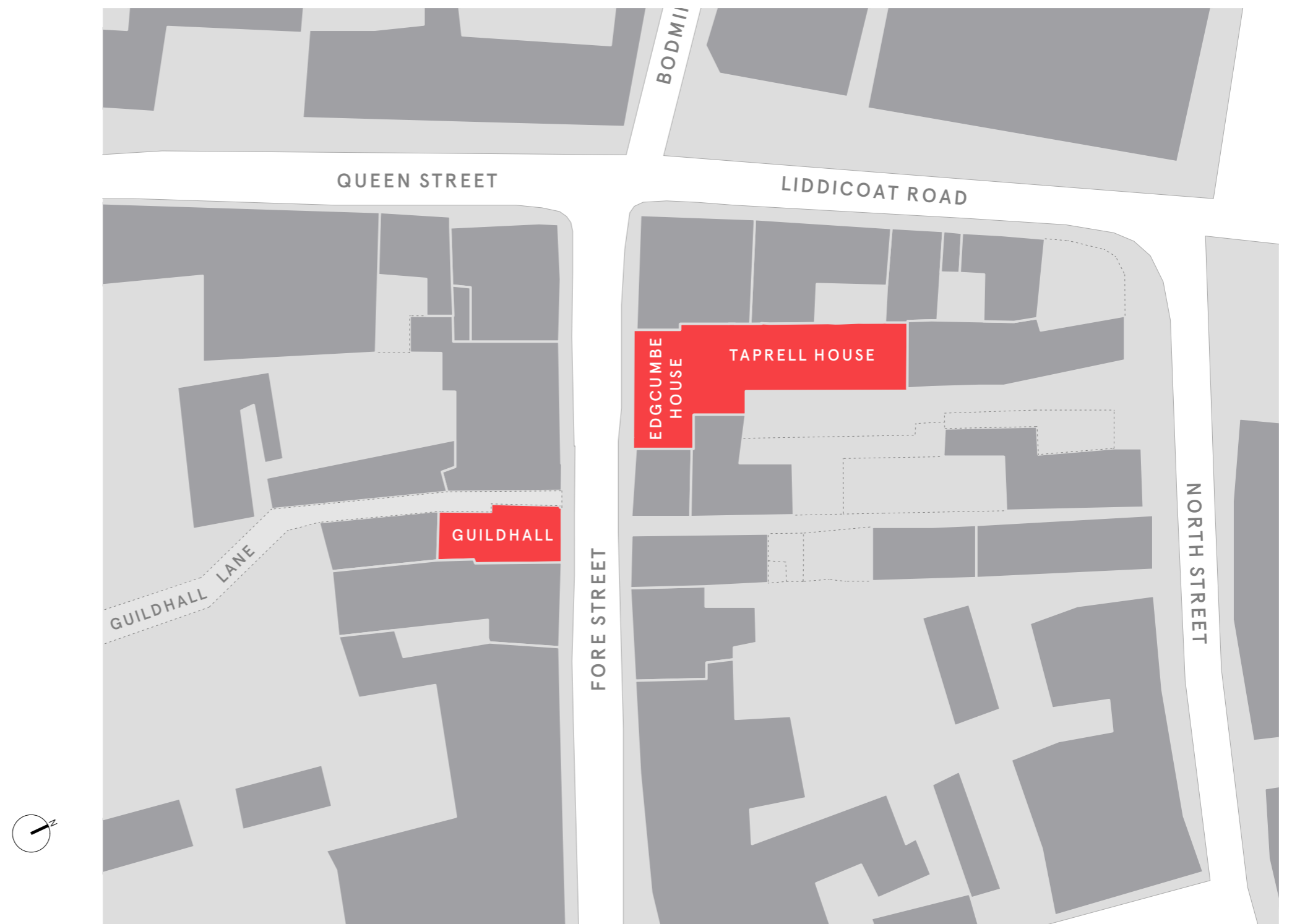
1.2 Heritage Buildings

Introduction to Buildings

Edgcumbe and Taprell House are Grade II* listed buildings, located at the heart of Lostwithiel town centre. Both buildings are a valuable contribution to the local character, culture and heritage of the town and form a key part of the Conservation Area and the town's historic core.

The Guildhall and Cornmarket and current Town Museum to the ground floor are Grade II listed buildings.

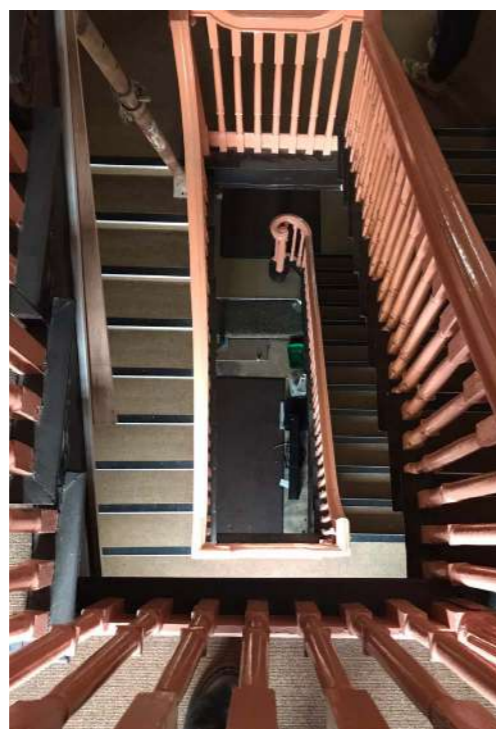
The heritage buildings are owned by Lostwithiel Town Council.



Above: Site plan, NTS.

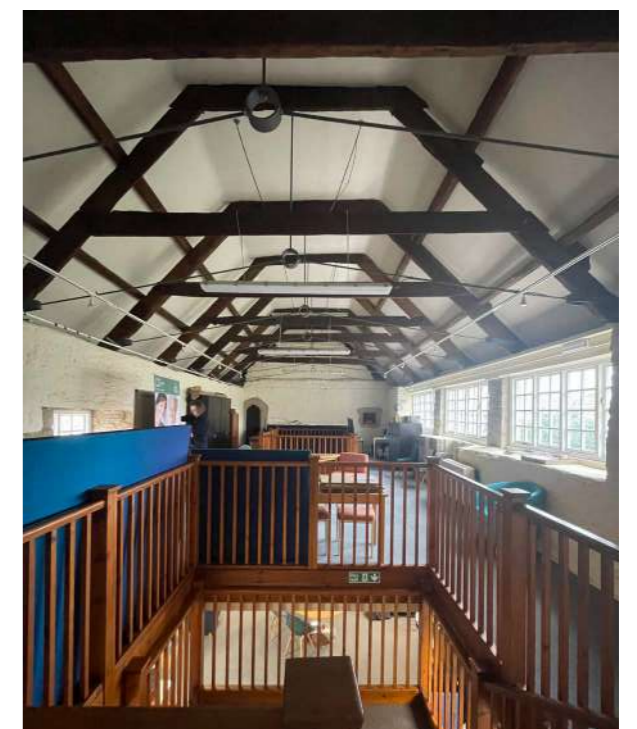
Edgcumbe House

Edgcumbe House is a Georgian extension to Taprell House, built in the 1740s as Lord Edgcumbe's town house. Coming under the ownership of the Lostwithiel Town Council, it previously housed municipal offices. The building is currently unoccupied and closed to the public due to structural concerns with the staircase and poor internal fabric to some of the rooms.



Taprell House

Taprell House is a 16th century building to the rear of Edgcumbe House. It has many original details including a full width kitchen fireplace, granite shelf and bowl details and first-floor garderobe. It was converted in the early 1990s into a public library and the east-end section into a Methodist chapel, which does not form part of the site. It is understood that the Methodist Chapel is let on a long-lease by the town council and so does not form part of the site considered by this study.



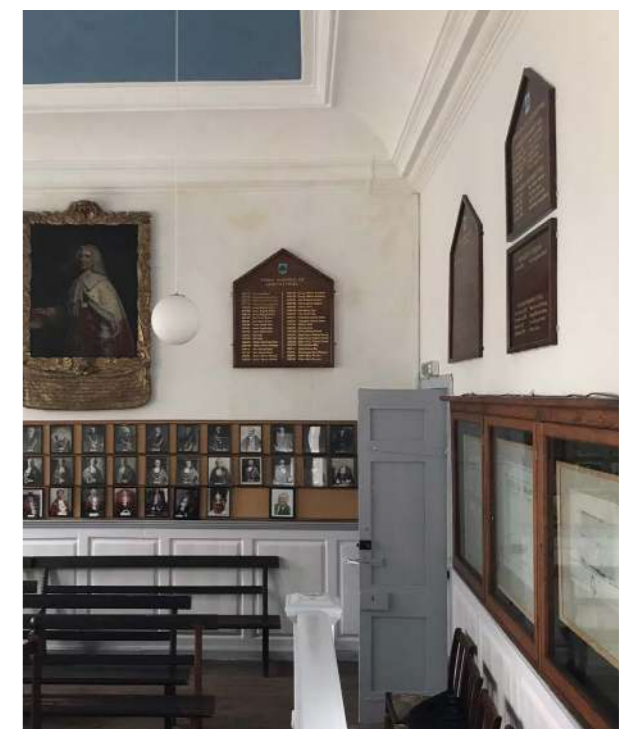
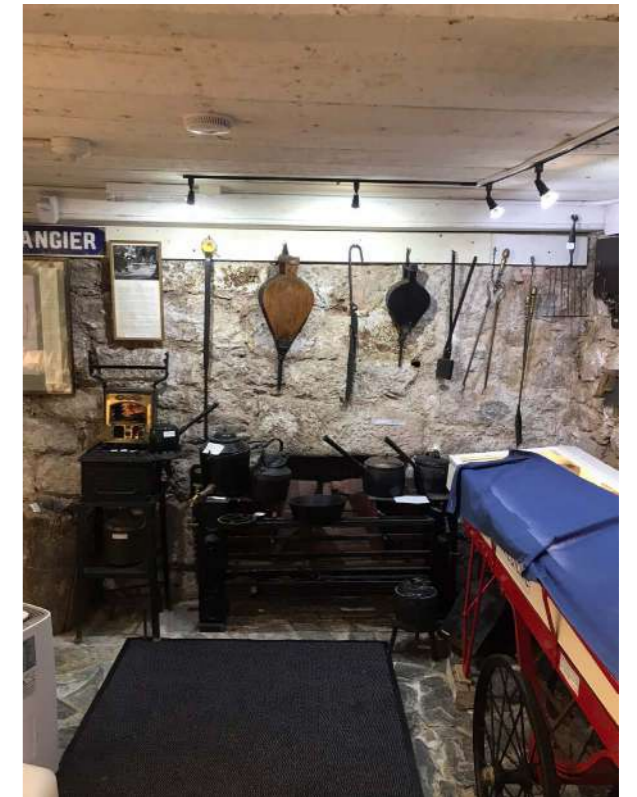
Guildhall - Museum

The Guildhall and Cornmarket were erected in 1740. The Guildhall is located to the first floor and is in its original condition with panelled walls and stepped seating.

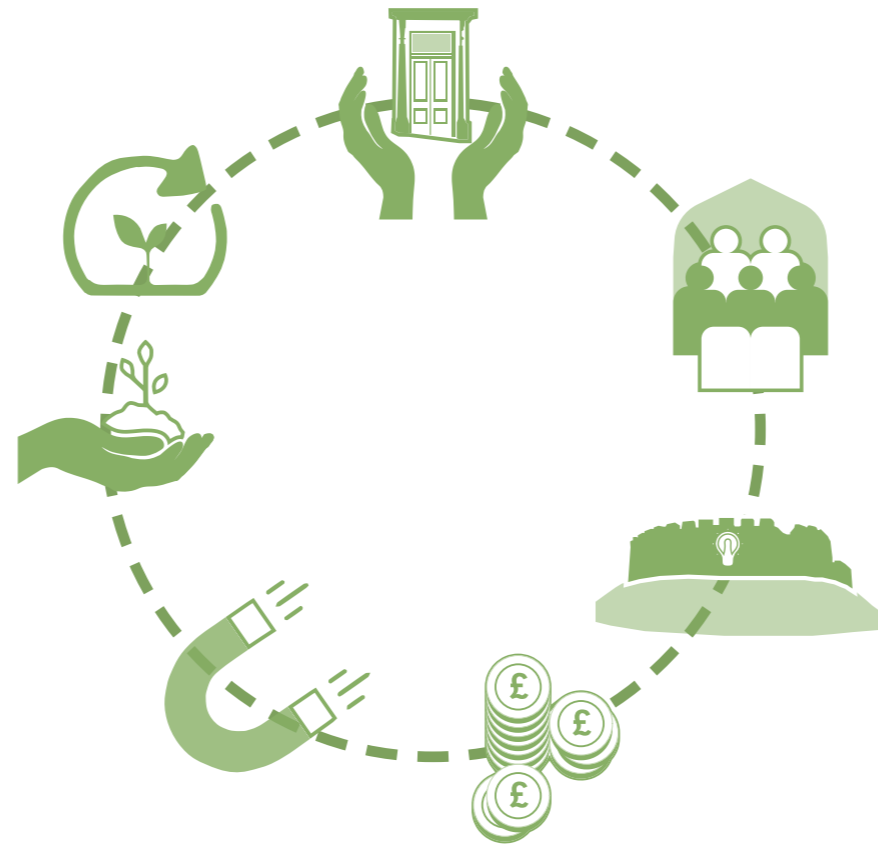
The ground floor would have originally been an open arcade with the town prison located to the rear. It was converted into the Town Museum in 1971.

The ground floor incurs damp issues. The first floor is only accessible by a steep staircase to the rear providing significant public access issues.

These issues present significant development considerations if these buildings were to be provided with new uses.



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2.0 Vision

2.1 Vision - Key Values and Objectives



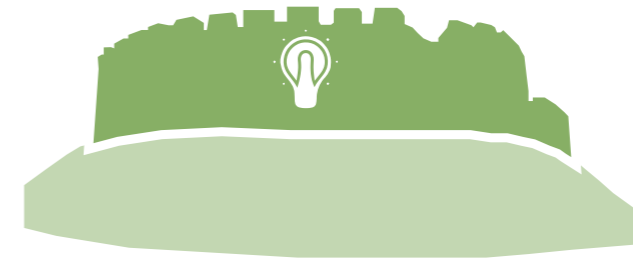
Protect Lostwithiel's Heritage

Conserve and enhance Lostwithiel's heritage assets, and protect the Town's heritage.



Support Lostwithiel's Community

Work as a sustainable community asset, which can support the Town's Community Spirit and Community Identity.



Support Creativity and Culture

Provide opportunities to support the wealth of creativity in the town and its wide range of cultural activities.



Support the Local Economy

Encourage growth in local employment and to help to create a resilient and expanding economy.



Strengthen Lostwithiel's Destination Status

Support the retail and commercial activities of the town centre, enhance the experience of local residents and attract visitors.



Support Lostwithiel's Existing Services

Strengthen the Town's services by supporting community health, well-being, and education.



Respond to the Climate Emergency

Works towards being carbon neutral, and mitigate the expected effects of climate change

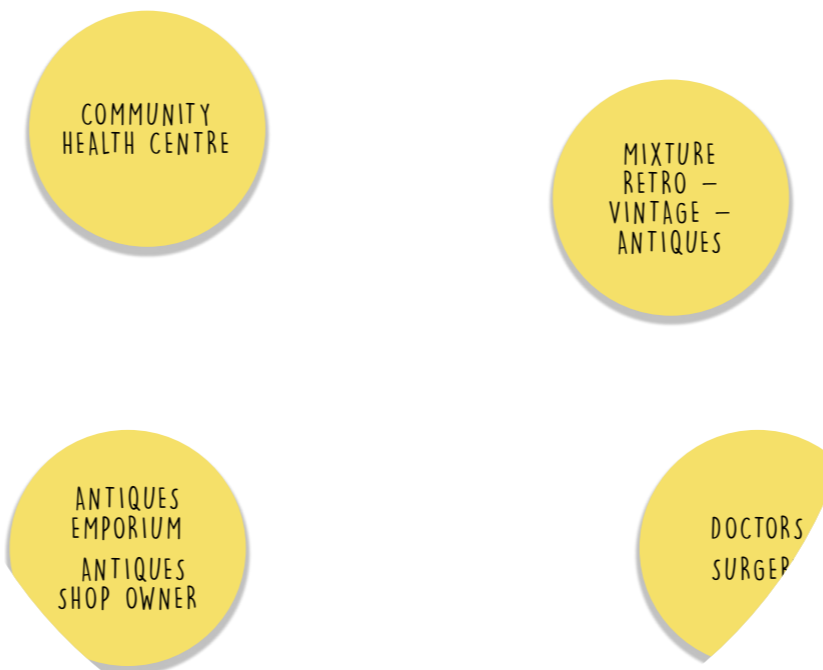
2.1 Vision

Key Values and Objectives

In collaboration with the members of the Town Team, we identified the key aims of the project and developed a 'vision' for the project, which is represented as icons on the adjacent page.

This vision can be used to measure the success of the proposed new uses for Edgcumbe House and Taprell House, and it can be used as a gage for development of the project as it continues after the issue of this report.

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3.0 Consultation Workshops

3.1 Consultation Events

3.2 Stakeholder Engagement

3.3 School Event

3.1 Consultation Events

Events

A number of different consultation events and workshops were held during the course of this study. These were with a cross-section of the local community, including stakeholders such as the Town Museum, external stakeholders and local organisations such as the Community Centre and local businesses and events to gain the insight of less typical consultees including parents and carers at a toddlers event and with pupils from Lostwithiel Primary School.

The purpose of the consultation events was to gain a spread of ideas on the types of uses for the buildings and to gain an insight into local opinion on demand and viability of these.

On the whole there was local support for finding new uses for the buildings and there was a positive attitude towards the project. Concerns were raised by some consultees over the prospect of finding a viable use and if the new use would impact on the local community through negative competition to existing facilities or businesses..



Event 1: Community Group, Community Centre Consultation

What: A workshop with members of the local community to present ideas for new uses, obtain feedback and record support/ concerns.

When: 22 February 2023

Who: Attendees of the Community Centre AGM.

How: An exhibition of potential new uses for the Heritage Buildings, identifying precedents of new uses for similar developments. Requesting feedback and commentary, identify preferences and asking for suggestions of other uses that might be of benefit to the community.

Where: Lostwithiel Community Centre

Attendance: 14 people

Feedback gained: Attendees shared a general view that there is demand and local support for cultural uses such as arts and crafts spaces, artist's studios, a heritage visitor's centre as well as a need for rental accommodation. A repair shop use was popular, and a film theatre were seen to be in demand (many attendees were unaware that similar facilities are currently provided at the Community Centre and Church Rooms). It was raised by a number of attendees that the heritage buildings will have to be financially viable and self-sufficient through their proposed new use.



Event 2: Toddler's Group/ Parents and Carers

What: A workshop with a mix of young and older members of the local community and wider region, to present ideas for new uses, obtain feedback and record support/ concerns.

When: 23 February 2023

Who: Attendees of the Toddler's Group

How: An exhibition of potential new uses for the Heritage Buildings, identifying precedents of new uses for similar developments. Requesting feedback and commentary, identify preferences and asking for suggestions of other uses that might be of benefit to the community.

Where: Lostwithiel Community Centre

Attendance: 16 people

Feedback gained: Attendees shared a general view that there is demand and local support for cultural uses such as arts and crafts spaces, artist's studios, a heritage visitor's centre as well as a need for rental accommodation for local people. Concerns were raised of potential competition with local facilities, including the offers made by the Community Centre, cafés and shops.



Event 3: Business Group Consultation Event

What: A workshop with stakeholders from local organisations to present ideas for new uses, obtain feedback and record support/ concerns.

When: 7 March 2023

Who: Lostwithiel Business Group, made up of commercial and institutional members of the community.

How: An exhibition of potential new uses for the Heritage Buildings, identifying precedents of new uses for similar developments. Requesting feedback and commentary, identify preferences and asking for suggestions of other uses that might be of benefit to the community.

Where: Lostwithiel Church Rooms

Attendance: 10 people

Feedback gained: Attendees shared a general view that there is demand and local support for cultural uses such as arts and crafts spaces, artist's studios, a heritage visitor's centre as well as a need for rental accommodation. A repair shop use was popular, and a film theatre were seen to be in demand (many attendees were unaware that similar facilities are currently provided at the Community Centre and Church Rooms). Some expressed support for a museum extension or relocation. Some attendees raised concern over the potential for competition with existing businesses, especially with hotel use.



Event 4: Lostwithiel Primary School Workshop Event

What: A workshop with local children to understand their views on the town, the heritage buildings and what their future uses might be.

When: 23 March 2023

Who: Lostwithiel Primary School pupils, Year 5

How: An exhibition of potential new uses for the Heritage Buildings, identifying precedents of new uses for similar developments. Requesting feedback and commentary, identify preferences and asking for suggestions of other uses that might be of benefit to the community.

Where: Lostwithiel Church Rooms

Attendance: 22 students, 2 teachers and 2 members of the Lostwithiel Town Team

Feedback gained: (see following pages)



Event 5: Public Exhibition / Consultation Event

What: A public exhibition of proposed use and development strategies for the heritage buildings, and the work and ideas of Year 5 pupils from Lostwithiel Primary School.

When: 30 March 2023

Who: Open event to members of the local community

How: An exhibition of work to date on the demand and use study and presentation of viability studies for the three strategic proposals.

Where: Taprell House

Attendance: 70 people

Feedback gained: The exhibition was well attended and constantly busy throughout the day. Attendees shared detailed opinions on the presented strategies and the viability cases put forward. They supported the proposal that an arts centre would be beneficial to the towns economy and local businesses. Some noted support for uses that were not included in the proposed strategies, including co-working spaces and museum relocation which had been disregarded as part of the demand study. Some attendees raised concern over the potential for competition with existing businesses and facilities and questioned how the new enterprise would be managed and if its finances would be dependent on the Town Council. Overall, the Heritage and Creative Arts Centre with Associated Guest Accommodation Strategy received the most support out of the three strategies presented.

3.2 Stakeholder Engagement

Lostwithiel Museum Meeting

On the 10th February 2023, the Chairman and Curator of Lostwithiel Museum provided us a tour of their Museum buildings and of the Guildhall.

The following feedback was provided on the Museums current standing and their view on this study and the potential for a new heritage use at Edgcumbe House and Taprell House:

- The Museum was first opened in 1971. It is an Accredited Museum (ACE) and is a registered charity.
- The Museum is financially stable. Its income is derived from the Lostwithiel Museum Association membership scheme, from selling in-house publications produced by volunteers, charitable donations, seasonal heritage walks and the occasional grant. It is important that the Museum's financial model is based on the current building it occupies, which is small and requires only a basic level of management. This financial model would be difficult to balance if the Museum were located in a larger building, where management and upkeep costs were higher.
- The Museum are keen on the idea of a complementary, heritage-based use for Edgcumbe, as this would compliment their current activities. They would like more flexible type space that they could use to support the Museum's facilities, such as WC access, rooms for meetings/ workshops, an education space and archive storage.
- The Museum are keen to have the use of the Guildhall. This would suit them for the purpose of heritage-based events, as a gallery space and for talks. The Guildhall has very poor public access, which is not easily solved.
- The Museum are keen to have a complementary space in addition to their current spaces, where they can host occasional heritage-based events, but with minimal cost and staffing implications.
- Over the years the Museum has taken on an informal role as the town's Visitor/Information Centre. The volunteers often offer information to visitors as the building is clearly legible as a public building in the town and not other provision exists.
- The Museum do not want to relocate as this would pose a significant challenge for the organisations finances and the condition of the exhibits.
- The Guildhall at first-floor level, is not part of the Museum. It does not have a regular use and is not open to public. The steep stepped entrance from Guildhall Lane poses significant issues for the public access that are not easy to improve.



3.3 School Event

Lostwithiel Primary School Workshop

On the 23rd March 2023, a workshop session was held with Y5 from Lostwithiel Primary School. The students were invited to share their knowledge of the town and their ideas on the future of the heritage buildings.

The aim was to understand how young local people perceive their town, which parts of it they value, the existing town facilities they use and how they feel it might be improved through a new use.

The exercise identified a limited familiarity with the centre of the town and its historic buildings. It demonstrated a common recognition by pupils towards social concerns and proposals that are would be in the common interest of the local community.

Exercise 1: Tell us about the great places in your town.

Students highlighted:

- Lostwithiel Primary School,
- Local food shops and restaurants
- Church rooms,
- St Bartholomew's Church,
- Lostwithiel Community centre,
- Lostwithiel museum,
- The Library in Taprell house.
- King George VI Playing field
- Lostwithiel Bridge and River Fowey

Exercise 2: Where you regularly go.

- Getting to and from Lostwithiel Primary School
- Trips to food shops
- Walking to the Community centre
- Along River Fowey, over the bridge to the Playing field
- Routes through Bodmin Hill, Fore Street and North Street were traced by many students on the map.

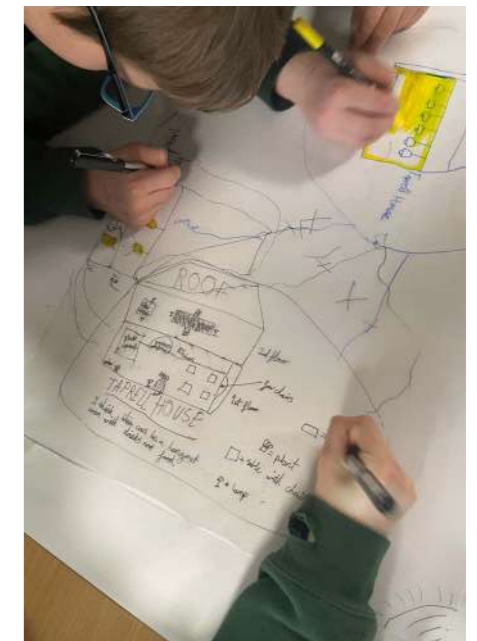
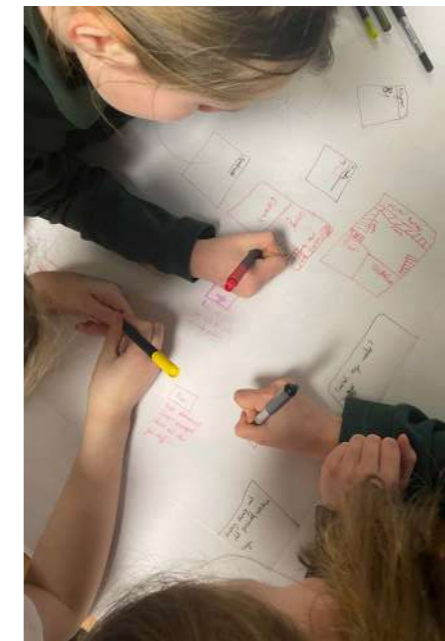
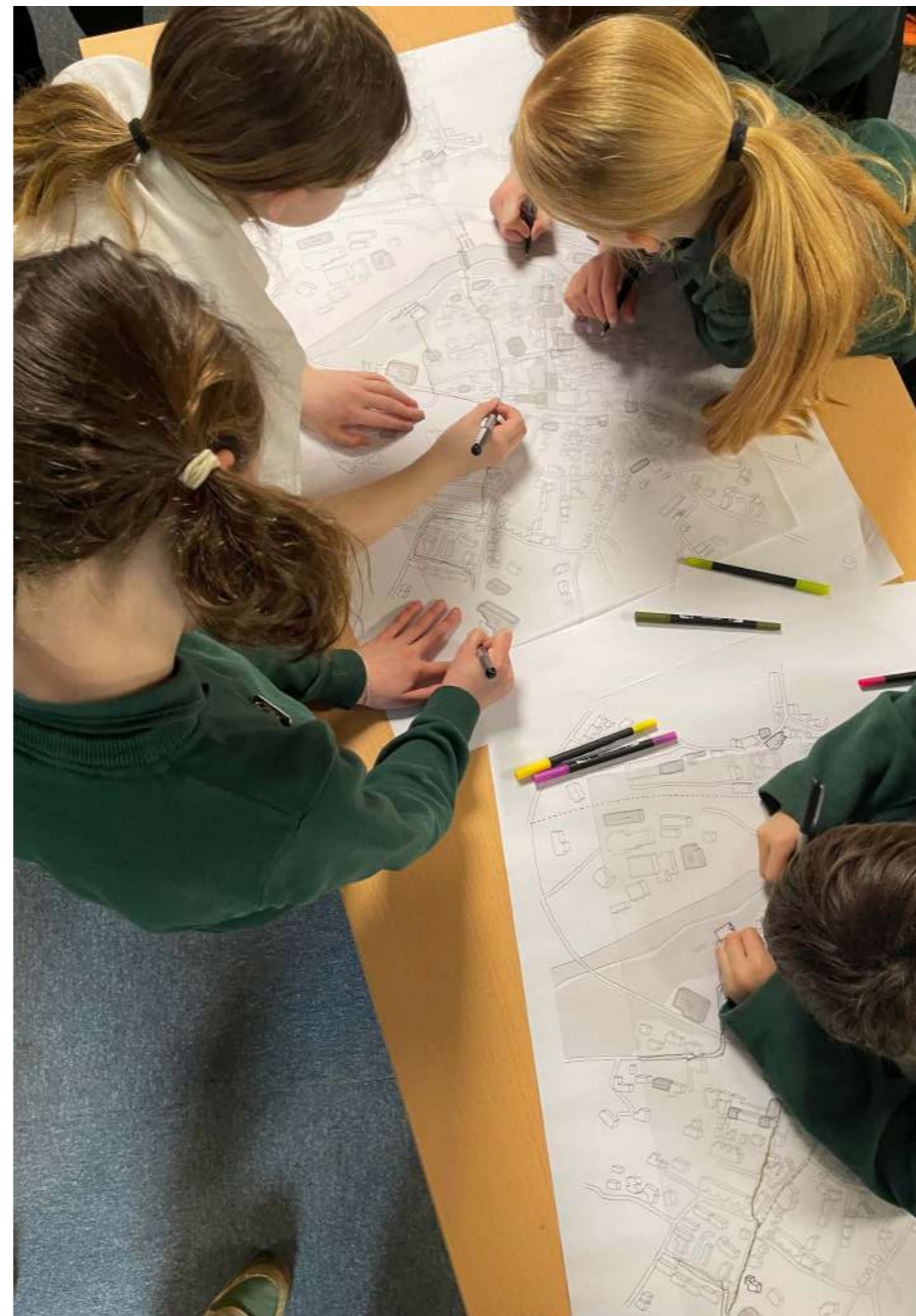
Exercise 3: Tell us what you think your town needs to make it better.

- An Arcade or Leisure centre within the town centre

- A new Cinema, Theatre, Cookery school, Mall, Bowling alley, or Amusement Park close to the industrial estate
- New apartments and a hotel were also proposed close to the Industrial estate
- A charity house, or food bank close to the community centre
- Animal cafés and pet shops spread across the town
- Young skills facilities with new areas for sports, climbing and swimming centre, close to the School area
- An Indoor swimming pool and Water Park was suggested on the west area of the town.
- Vegetable plots, Farm shops, Camping sites, more open Playing fields, Wild swimming facilities in various locations on along the green banks of River Fowey

Exercise 4: Tell us what you think the next use for Edgcumbe House and Taprell House should be.

- Apartments
- Care home, Nursery, Daycare, Homeless shelter
- 'Mini' Hotel
- Learning areas like Technology school, 'Small' Science lab
- Library with book shop
- A place for the history of Lostwithiel
- Theatre
- Arts hub, with suggestions for painting, writing, art workshops and gallery.
- Community hub where the local people can socialise with restaurants, bars and cafés.
- Well-being centre with facilities for mental health well-being, sensory room, Eco room for Reuse, Reduce Recycle awareness, a Cookery school and other clubs and activities that promote mental health and well-being.



Above: Photo of workshop with Lostwithiel Primary School held on 23rd March, 2023.

Most students' drawings illustrated the interiors of the building as a big open double height space, celebrating the buildings' heritage. The majority of the proposals accommodated and highlighted the need for inclusive and inter-generational spaces that both children and adults can enjoy.



4.0 Use and Demand Study

4.1 Use Cards

4.2 Feedback on Uses

4.3 Assessment of Use and Demand

4.1 Use Cards

Potential Building Uses

The basis of the study has been to identify potential uses for the heritage buildings, to research suitable precedent studies of these uses where applied to existing buildings and to determine demand and viability of these against the constraints of the site and the local context.

We compiled this study as a series of 'use cards' that display the potential uses that have been considered. These uses have been shared with the Town Team and with a cross section of the local community, to gain confidence that a full list of relevant uses have been considered and to gain insight on what the community thinks are good ideas.



CREATIVE ENTERPRISE HUB
Start-up business use; subsidised or supported workspaces for local social enterprises.

Project example ↑
CENTRAL PARADE Affordable Offices & Retail Spaces, London
Delivered in partnership with the London Borough of Waltham Forest, this grade II listed, former One Stop Shop now provides space to over 20 businesses of different scales and uses, a public bakery/cafe, incubator retail opportunities for start-ups and desks for freelancers.
Meanwhile Space has worked to transform with extensive refurbishment a former council direct centre into a mixed use creative hub, with a variety of retail, workspace and studio space, and bakery cafe, initially open for two years, this has since been extended for a further 3 years, whilst the long term future of the site is being decided upon.



CO-WORKING SPACES
Dedicated spaces with varied hot-desk space, virtual, flexi office spaces; short and long-term use.

Project example ↑
THE CLAY FACTORY WORK HUB, Ivybridge
The Clay Factory was officially taken over by RedPod Enterprises, a social enterprise, in 2016 when the building was set at the heart of the community once again. It houses a mixture of spaces available for individuals, organisations and charities that can be utilised in a variety of different ways.
Accommodating affordable, flexible work spaces. It is a place where one can be part of a vibrant community. It offers a new way of working, whether this is a desk for start up ventures, meeting rooms, training facilities or office space to help businesses grow even further. It accommodates all scales of businesses with affordable rates and flexible terms to everyone who joins. The profit goes back into supporting their charitable work.



HUB-FLEXIBLE STUDIO HIRE
Large room for hire; meetings, yoga, baby/toddler groups, regular arts and crafts events etc.

Project example ↑
KROWJI, Cornwall
Cornwall's largest creative hub, Krowji provides studios and workspaces for a wide range of creative businesses at the Old Grammar School buildings in Redruth. Krowji has a range of affordable workspaces to suit all needs, varying from shared to self-contained studio spaces and offices. All Krowji studio tenants can also tap into the support, contacts and funding opportunities which can be accessed via some of the other organisations based at Krowji, allowing tenants to thrive on the networking and collaboration opportunities available.



CO-WORKING+VENUE HIRE
Spaces for hire; meeting, working, events.

Project example ↑
intoBODMIN, Bodmin
The Old Library is a vibrant arts, culture & community venue in the centre of Bodmin. With a licensed cafe/bar, wifi, and wheelchair access throughout, and a range of hire-able meeting, working and event spaces, it offers an exceptional and exciting multi-purpose venue.
The Meeting Room offers a private space that can be used for meetings, classes and workshops. The cafe area doubles as an open performance, workshop or event venue, with an inter-changeable setup that can accommodate from seating rows to open space for live performances. The Old Library is a hub for like-minded professionals in need of an independent, friendly and creative work space. Desks are available to hire on a fixed or flexible basis in our bright, spacious co-working space.



FLEXIBLE STUDIOS TO RENT
Studio hire and meeting spaces; flexible space for artists, makers and local community

Project example ↑
OLD MANOR PARK LIBRARY, London
A partnership between arts charities, the local council and GLA, the Grade II listed Old Manor Park Library is an incubator for artists, makers and the local community. It incorporates affordable artists' studios, a community risograph print studio and publishing press and a space for the community to meet and create.
The studios, managed by Bow Arts, support a broad range of practice including film making, performance and research. The studios have been designed to both conserve the historical richness of the building and provide a new kind of space that enables the sharing of knowledge, skills and resources. The design allows for a freely adaptable space that can respond to the needs of its users, whilst always maintaining a visible link to its history.



ARTS AND CRAFT PRACTITIONERS
Dedicated studio spaces and facilities, potential for sales

Project example ↑
BOW ARTS, Artist Studios, London
Supporting community renewal across London by delivering arts and creative services through our financially sustainable social enterprise model. This first site, formed of two adjacent buildings, quickly established itself as a thriving artist studio supporting over 100 working artists. The artists help young people access education, improve their attainment and learn valuable creative skills.
The education programme, offers employment and training opportunities for professional artists in these schools. The Nunnery Gallery is a free public gallery with a local focus, championing the work of emerging artists and uncovering local history and heritage.



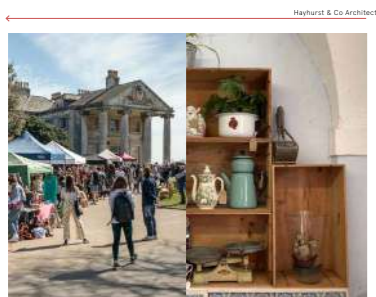
CRAFTS CENTRE/SHOP
Retail gallery;

Project example ↑
MAKE Southwest, The Riverside Mill, Bovey Tracey, Devon
MAKE Southwest (formerly Devon Guild of Craftsmen) is an acclaimed exhibition space for contemporary craft and design as well as a leading charity for craft education. The building now houses a retail gallery and 3 exhibition galleries, which stage over 20 exhibitions throughout the year!
MAKE Southwest supports over 300 of the most talented Craftspeople from all across the Southwest of England. The Retail Gallery is full of beautiful hand-crafted artisan wares. Apart from a handful of items, the MAKE Southwest retail gallery sells only the work of its Members, while the exhibitions aim to show a broad range of the best craft from around the country.



ARTS CENTRE
Spaces for artists, makers and the local community; talks; workshops; exhibitions; courses; classes

Project example ↑
MESSUMS CREATIVE, Wiltshire
Messums Wiltshire is a leading multi-purpose gallery and arts centre. It has become a platform for creative expression across artistic genre and a meeting point of minds to explore how art as a language is made, interpreted, resolved and shared.
Through its Membership Programme it supports the artistic programming in Wiltshire, including international artist residencies, and educational workshops. Messums Creative sees the act of physical making, often lacking in a digital world, brought back into focus via Ceramic workshops. Messums Wiltshire is an independent business run by a team led by Johnathan Messum and maintains a number of galleries supporting the promotion of modern and contemporary arts.



COMMERCIAL LET

Retail / Shop

Project example ↑

BECKENHAM PLACE MANSION, Beckenham

The team behind this project have a knack for transforming old and under-used buildings. The Mansion is managed by the people behind Copeland Park & The Bussey Building, which now has over 120 businesses and 700 people working on site and has become Peckham's arts and cultural quarter.

The Verso Vintage shop is now a popular and established part of the Mansion community, well-known to treasure-hunters. You'll find a wide and eclectic range of antique and vintage pre-loved treasures, including mid-century furniture, decorative glass, ceramics and jewellery from all eras.



FARMERS MARKET/FOOD HALL

Relocation of Farmers Market; food hall; food stalls; restaurant

Project example ↑

THE GOODS SHED, Canterbury

The Goods Shed brings together casual dining and a traditional farmers market, showcasing local seasonal produce and fine foods from an array of independent suppliers. Its continuing success with the local support, along with other home grown outlets has contributed to supermarkets stocking more British produce.

The 'food hall' reaches further afield to stock a fuller, more complete shop. This in turn has led to a greater turnover of fresh local produce and more British Cottage industries exposed to the consumer. The stalls are bursting with artisan goods and speciality ingredients.



HERITAGE HOLIDAY LET

B&B's, rooms or whole house

Project example ↑

THE EGYPTIAN HOUSE, Landmark Trust, Cornwall

The Egyptian house, dates from about 1835 and houses three apartments, each running the whole width of the building, set behind a unique and extraordinary facade. It was originally built as a museum and geological repository but following its purchase by the Landmark Trust in 1968, it was converted into three flats with two shops below.

Landmark Trust as a charity, specialises in the restoration of buildings of architectural and historic importance, restores holidays in historic castles, forts, towers and cottages and makes them available for self-catering holidays.



COMMUNITY BED&BREAKFAST

DIY Hotel.

Project example ↑

CALLENDER HOSTEL, Callander, Scotland

Set in one of Callander's oldest and most distinctive buildings (C Listed), Callander Hostel offers a selection of private rooms and shared dorms. The hostel offers communal facilities, including lounge and kitchen.

Callander Hostel is a social enterprise run by Callander Youth Project Trust (CYP). The hostel allows CYP to offer employability training and opportunities to young people from the local area, with the profits being re-invested in other CYP projects. More broadly, CYP provides youth services for people (aged 11-25) living within Callander and the surrounding area - incorporating a variety of activities and development opportunities.



REPAIR SHOP

Repair shop

Project example ↑

WALTHAM FOREST REPAIR CAFE, Blackhorse Road, London

North London Waste Authority is launching a series of Repair Café events, to help repair damaged belongings and fix broken household items for FREE. This has a positive impact on the environment as raw materials can be preserved and items are prevented from becoming waste.

Repair Cafes are meeting places where repair specialists provide free repair consultation and training to help mend broken or damaged household items. Where possible, items will be fixed on the event day and the repair specialists will share their knowledge, explaining how to carry out repairs like this in the future. This initiative offers: the opportunity to see how repairs of other items are being carried out; inspiration; and a new life to items that would normally be thrown away.

[?]

OTHER USE: _____

Project example ↑

PROJECT, Location

Description



EVENTS SPACE

One-off events, wedding venue

Project example ↑

TRENDERWAY, Weddings and Events, Cornwall

Trenderway Farm is set in the stunning countryside of Cornwall, a venue with a rich history and a variety of beautifully restored areas to hold your wedding. Following a few years of careful restoration the farm and accommodation welcomed the first couple to get married there.

The venue offers an award winning B&B accommodation, catering event services, space and services for celebrations.



MULTI-FUNCTIONAL COMMUNITY SPACE

Flexible use space; open space for flexible use, available to hire for public events

Project example ↑

Ealing Project, Ealing Broadway Centre, London

Ealing Project is a new multi-functional community space for the Borough of Ealing and beyond. Situated on the ground floor of the Ealing Broadway centre, the venue features a cinema, a café, a bar, community room, a stage for live music performance and space to exhibit art by local artists. It houses several events spaces for hire (including screens), where the public can organise a class or workshop, rehearse, perform, deliver a presentation or celebrate a special occasion.

The project's aim is to be a place for the local community to be inspired by watching films, attending events and actively taking part to our cultural programme by bringing their own ideas and creativity to the table. The vision of the project is that the community shapes the project and its deliverables.



FILM THEATRE

Cinema, live performance events.

Project example ↑

SOUTHSEA COMMUNITY CINEMA & ARTS CENTRE, Portsmouth

Let the visual arts take over. Southsea Cinema and Arts Centre is a multi-purposed theatre space with a classroom and small café. Both the flexible theatre and conference rooms are available for hire for private watch parties, seminars, gaming, green screen, birthday parties, live theatre, art exhibitions and VR experiences.

The community cinema offers a film programme throughout the year, as well as accommodating activities featuring experts in topics relating to the films shown. Other events include quiz nights, complimentary social programmes, talks and workshops. Southsea Cinema and Arts Centre is run by Portsmouth Film Society, a not for profit organisation which depends on money made from its business operations and donations.



HERITAGE VISITORS CENTRE

Heritage centre; visitors information centre; venue; events space

Project example ↑

TAVISTOCK GUILDHALL, Devon

With funding from the National Lottery Heritage Fund, Tavistock Town Council and other donors, the Grade II* building underwent extensive restoration and re-opened as an official Key Centre within the UNESCO Cornwall & West Devon Mining Landscape World Heritage Site. The building is also home to the town's Visitor Information Centre and a stunning Victorian courtroom which has been converted into a unique events venue.

Tavistock Guildhall has a unique position as a centre-point for guided walks, lectures, workshops, courses and fun events, enabling young and old to absorb and enjoy the region's fascinating heritage.



MUSEUM EXTENSION/RELOCATION

Modern resource with archive and learning centre space

Project example ↑

ELY MUSEUM, Cambridge-shire

Also known as the Gaol of the Bishop of Ely, the Grade 2 Listed building, supported by the National Lottery Heritage Fund, received a £2.2M renovation and extension and was re-opened as a museum to the public in 2021. The renovation offered an increased floor area available for displays, created a new multi-purpose space for education and community programmes, and restored historic features previously hidden from view. The whole building became fully accessible for the first time, with the addition of a lift and level floors throughout. All displays have been renewed, allowing unique items to be showcased fittingly alongside other treasures from the Museum's collections. Archive and storage facilities have also been improved, enabling the museum to improve its income and ensure its future sustainability.



RENTED RESIDENTIAL ACCOMMODATION

Rented flats

Project example ↑

PROJECT, Location

Description

4.2 Feedback on Uses

Observations on uses

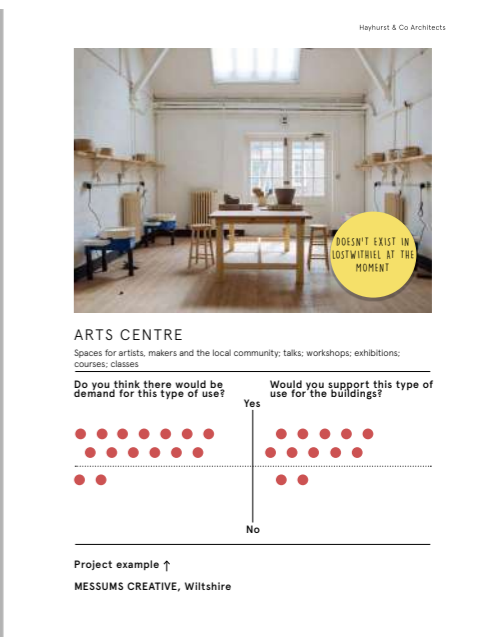
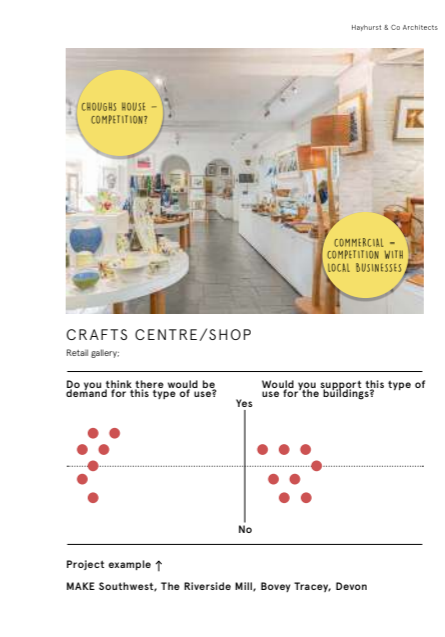
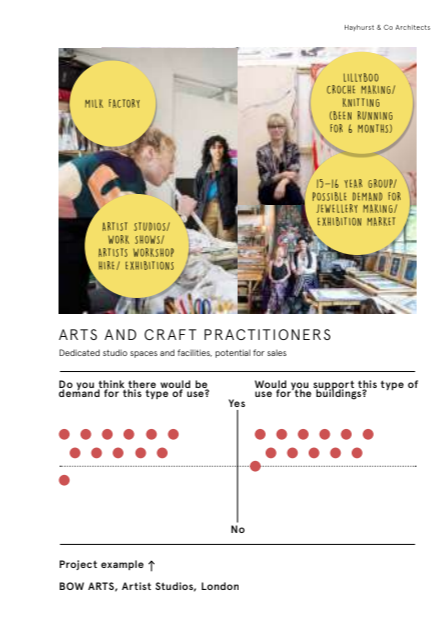
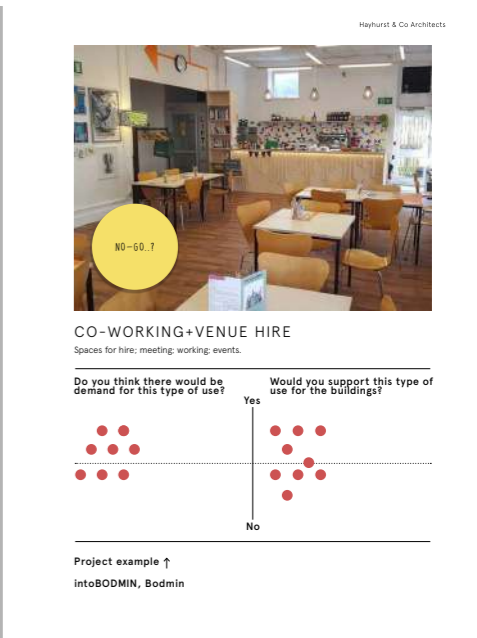
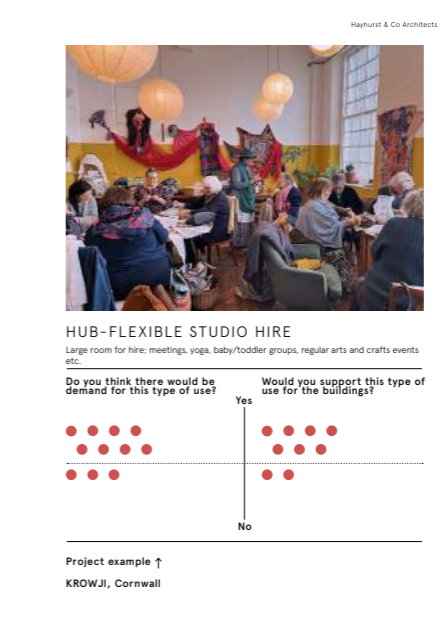
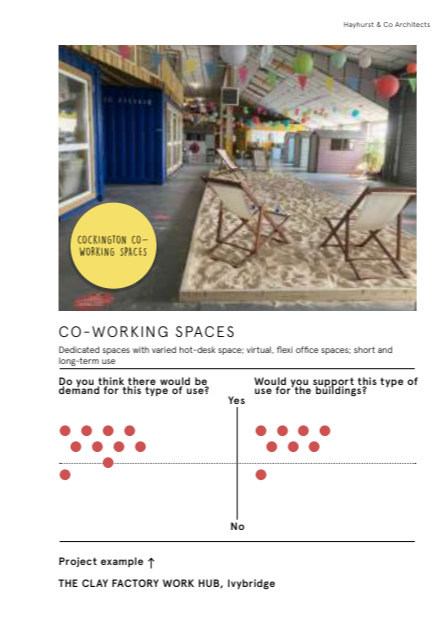
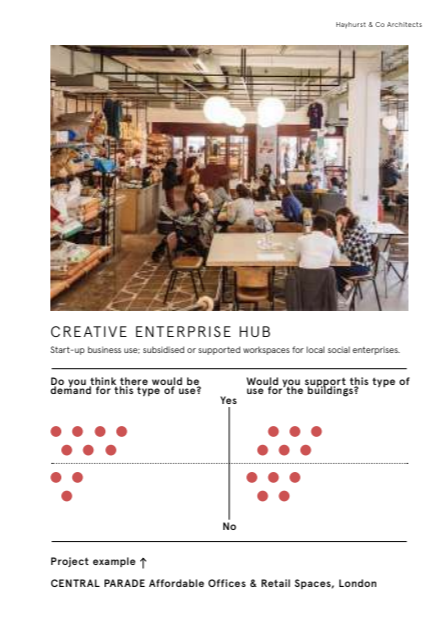
As part of this consultation, members of the Lostwithiel community have been asked their opinion on whether they perceive there to be a demand for a particular use and if they would support this use.

This consultation was carried out using the use cards and requesting that attendees at the meetings apply a red dot sticker in response to the questions.

The following observations can be made of the consultation on use and perception of local demand:

- Arts, culture and heritage based uses proved to be the most popular, with arts studios and arts and crafts practitioners gaining the most dots in support.
- The arts centre, heritage visitors centre and museum relocation were well supported.
- Uses with a more commercial basis proved more divide opinions, with the farmers market, crafts shop, film theatre and community space clearly splitting votes due to conflict with existing provision in the town.
- There were mixed views on co-working and flexible working space uses, and opinions on the demand for these were unclear.
- Residential accommodation was supported but with some of the consultees strongly against this use.

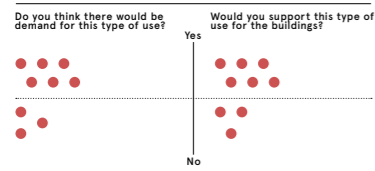
- Holiday let and Bed & Breakfast uses gained opposition. However, when the concept of a community run facility was discussed consultees became interested and more receptive to the idea.
- It was clear that not all the information presented was fully engaged with by consultees at the events and few read the detail of the case-studies presented and instead reacted to the use titles. Some noted this and after further discussion over how a use might work within the town changed their vote.
- A number of new uses were added during the process of consultation including residential accommodation, a doctors surgery and an antiques emporium.





COMMERCIAL LET

Retail / Shop

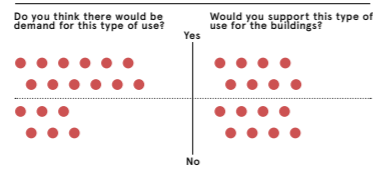


Project example ↑
BECKENHAM PLACE MANSION, Beckenham



FARMERS MARKET/FOOD HALL

Relocation of Farmers Market: food hall, food stalls, restaurant

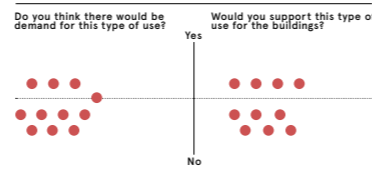


Project example ↑
THE GOODS SHED, Canterbury



HERITAGE HOLIDAY LET

BB&B, rooms or whole house

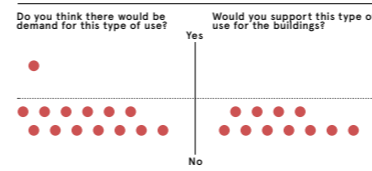


Project example ↑
THE EGYPTIAN HOUSE, Landmark Trust, Cornwall



COMMUNITY RUN HOTEL/BED&BREAKFAST

DIY Hotel.

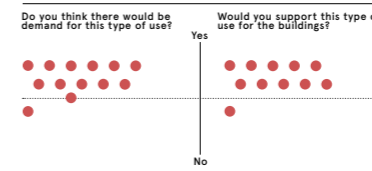


Project example ↑
CALLENDER HOSTEL, Callander, Scotland

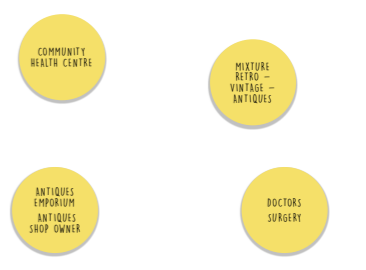


REPAIR SHOP

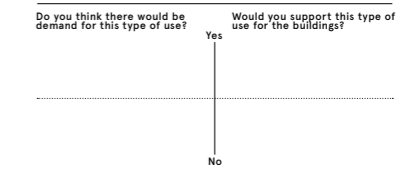
Repair shop



Project example ↑
WALTHAM FOREST REPAIR CAFE, Blackhorse Road, London



OTHER USE:

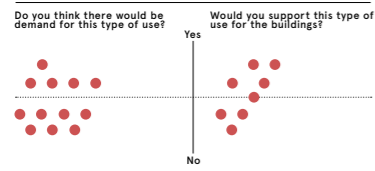


Project example ↑
PROJECT, Location



EVENTS SPACE

One-off events, wedding venue

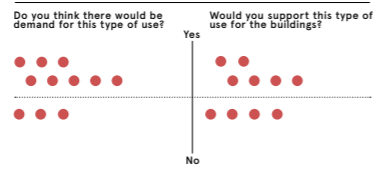


Project example ↑
TRENDRWAY, Weddings and Events, Cornwall



MULTI-FUNCTIONAL COMMUNITY SPACE

Flexible use space; open space for flexible use, available to hire for public events

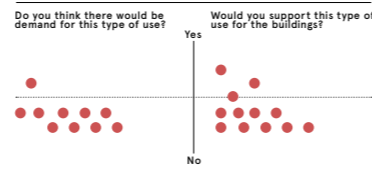


Project example ↑
Ealing Project, Ealing Broadway Centre, London



FILM THEATRE

Cinema, live performance events.

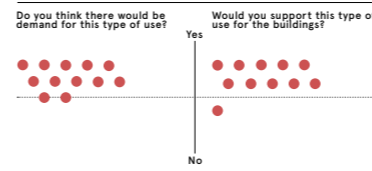


Project example ↑
SOUTHSEA COMMUNITY CINEMA & ARTS CENTRE, Portsmouth



HERITAGE VISITORS CENTRE

Heritage centre, visitors information centre, venue, events space

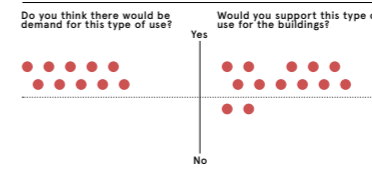


Project example ↑
TAVISTOCK GUILDHALL, Devon



MUSEUM EXTENSION/RELOCATION

Modern resource with archive and learning centre space

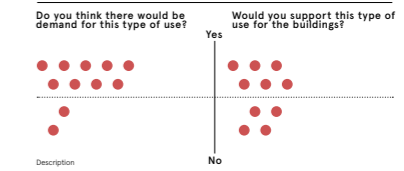


Project example ↑
ELY MUSEUM, Cambridge-shire



RENTED RESIDENTIAL ACCOMMODATION

Rented flats



Project example ↑
PROJECT, Location

4.3 Assessment of Use and Demand

Scoring

Each use has been considered on a number of criteria to assess their suitability and the understood demand there is for them within the local context. This assessment, albeit elemental in its scoring, is based on research that has been undertaken for the purpose of this study. This includes an assessment of market values, planning and heritage impact, constructional complexity and community benefits, where seen against the intentions of the project vision.

The below key, identifies how they have been assessed:

(Scores are from LOW to HIGH)

Complexity to Deliver - from low to high complexity to deliver the new building use; considering design, constructional, and functional issues associated with establishing the new building use.

Community Benefit - from low to high community benefit of the use; considering what the use provides the community in regards to new facilities, economy and social benefits.

Adverse Heritage Impact - from low to high impact on the buildings heritage; considering detrimental impact to building fabric or character that may make the development not viable due to planning and listed-building constraints.

Demand - from low to high demand with regard to the building use; considering assumed and measured demand, as well as popularity within the community.

Financial Viability - from low to high outcome of the income and running cost for the use; considering assumed and measured financial profit and losses of similar building uses.



CREATIVE ENTERPRISE HUB
Start-up business use; subsidised or supported workspaces for local social enterprises.

Complexity to deliver	● ● ● ● ●
Community benefit	● ● ● ● ○
Heritage impact	● ● ○ ○ ○
Demand	● ● ● ○ ○
Cost running cost + income	● ○ ○ ○ ○

Project example ↑
CENTRAL PARADE Affordable Offices & Retail Spaces, London



CO-WORKING SPACES
Dedicated spaces with varied hot-desk space; virtual, flexi office spaces; short and long-term use

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	○ ○ ○ ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
THE CLAY FACTORY WORK HUB, Ivybridge



HUB-FLEXIBLE STUDIO HIRE
Large room for hire; meetings, yoga, baby/toddler groups, regular arts and crafts events etc.

Complexity to deliver	● ○ ○ ○ ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ○ ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
KROWJI, Cornwall



CO-WORKING+VENUE HIRE
Spaces for hire; meeting, working, events.

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ○ ○ ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ○ ○ ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
intoBODMIN, Bodmin



FLEXIBLE STUDIOS TO RENT
Studio hire and meeting spaces; flexible space for artists, makers and local community

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ● ○
Cost running cost + income	● ● ○ ○ ○

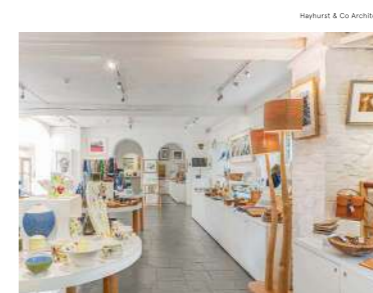
Project example ↑
OLD MANOR PARK LIBRARY, London



ARTS AND CRAFT PRACTITIONERS
Dedicated studio spaces and facilities, potential for sales

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ● ○
Cost running cost + income	● ● ○ ○ ○

Project example ↑
BOW ARTS, Artist Studios, London



CRAFTS CENTRE/SHOP
Retail gallery;

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ○ ○
Cost running cost + income	● ○ ○ ○ ○

Project example ↑
MAKE Southwest, The Riverside Mill, Bovey Tracey, Devon



ARTS CENTRE
Spaces for artists, makers and the local community; talks; workshops; exhibitions; courses; classes

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ● ○
Cost running cost + income	● ● ● ○ ○

Project example ↑
MESSUMS CREATIVE, Wiltshire

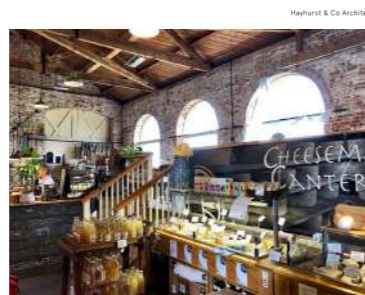


COMMERCIAL LET

Retail / Shop

Complexity to deliver	● ● ● ○ ○
Community benefit	● ○ ○ ○ ○
Heritage impact	● ● ○ ○ ○
Demand	○ ○ ○ ○ ○
Cost running cost + income	● ○ ○ ○ ○

Project example ↑
BECKENHAM PLACE MANSION, Beckenham



FARMERS MARKET/FOOD HALL

Relocation of Farmers Market: food hall, food stalls, restaurant

Complexity to deliver	● ● ● ○ ○
Community benefit	● ● ● ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ○ ○ ○
Cost running cost + income	● ○ ○ ○ ○

Project example ↑
THE GOODS SHED, Canterbury



HERITAGE HOLIDAY LET

BB&B, rooms or whole house

Complexity to deliver	● ● ● ○ ○
Community benefit	● ○ ○ ○ ○
Heritage impact	● ● ○ ○ ○
Demand	● ● ○ ○ ○
Cost running cost + income	● ● ● ○ ○

Project example ↑
THE EGYPTIAN HOUSE, Landmark Trust, Cornwall



COMMUNITY BED&BREAKFAST

DIY Hotel

Complexity to deliver	● ● ● ○ ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ● ● ○ ○
Demand	● ● ○ ○ ○
Cost running cost + income	● ● ● ● ○

Project example ↑
CALLENDER HOSTEL, Callander, Scotland



REPAIR SHOP

Repair shop

Complexity to deliver	● ● ● ○ ○
Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
WALTHAM FOREST REPAIR CAFE, Blackhorse Road, London



EVENTS SPACE

One-off events, wedding venue

Complexity to deliver	● ● ● ○ ○
Community benefit	● ● ● ○ ○
Heritage impact	● ● ○ ○ ○
Demand	● ● ○ ○ ○
Cost running cost + income	● ● ● ○ ○

Project example ↑
TRENDERWAY, Weddings and Events, Cornwall

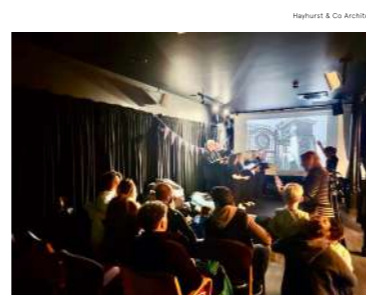


MULTI-FUNCTIONAL COMMUNITY SPACE

Cinema, live performance events

Complexity to deliver	● ● ● ○ ○
Community benefit	● ● ● ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ○ ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
Ealing Project, Ealing Broadway Centre, London



FILM THEATRE

Cinema, live performance events

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ○ ○ ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
SOUTHSEA COMMUNITY CINEMA & ARTS CENTRE, Portsmouth



HERITAGE VISITORS CENTRE

Heritage centre, visitors information centre, venue, events space

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ● ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
TAVISTOCK GUILDHALL, Devon



MUSEUM EXTENSION/RELOCATION

Modern resource with archive and learning centre space

Complexity to deliver	● ● ● ● ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ○ ○ ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
ELY MUSEUM, Cambridge-shire



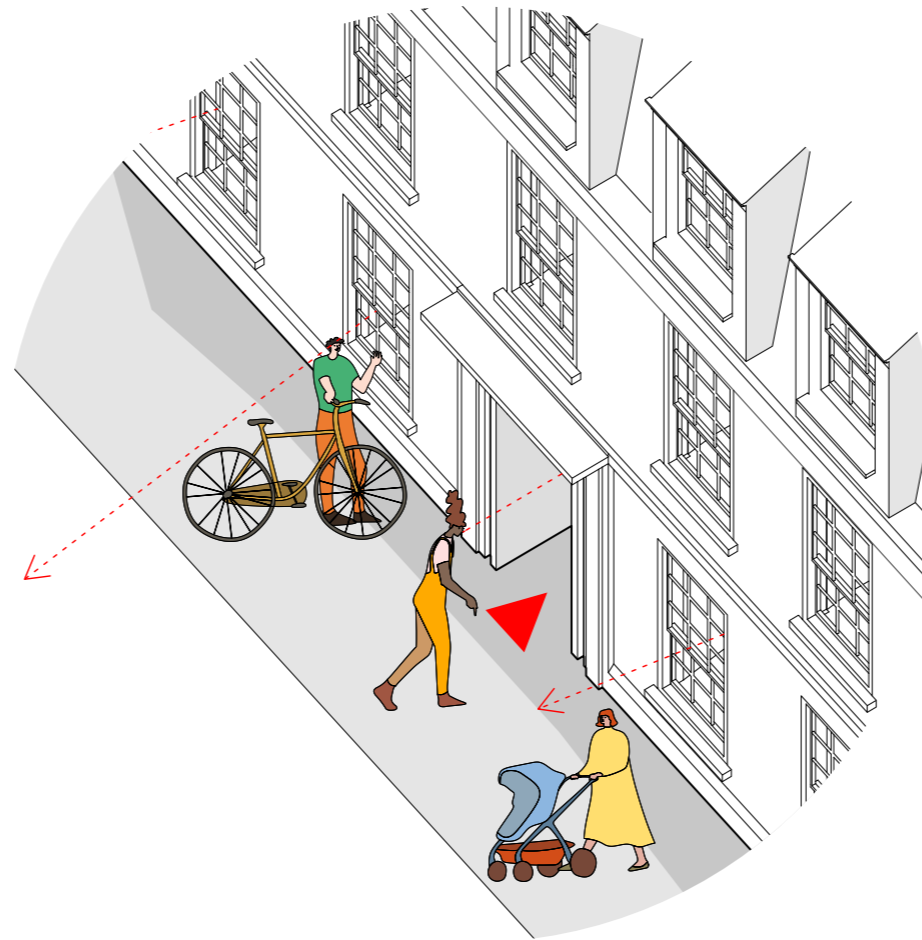
RENTED RESIDENTIAL ACCOMMODATION

Rented flats

Complexity to deliver	● ● ● ● ○
Community benefit	● ○ ○ ○ ○
Heritage impact	● ● ● ● ○
Demand	● ● ● ● ○
Cost running cost + income	● ● ● ● ○

Project example ↑
PROJECT, Location

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5.0 Strategies

5.1 Strategy 1

5.2 Strategy 2

5.3 Strategy 3

5.4 Strategies Overview

5.1 Strategy 1 – Heritage and Creative Arts Centre with Artists’ Studios

Strategic Concept

Heritage & Arts Centre / Events Space

- Flexible events space for hire – catering to heritage, arts and crafts events, exhibitions, workshops, classes and short courses, led by historians, local arts practitioners and artists.
- Taprell House to be remodelled to create a range of specialist spaces for heritage and arts events over two levels.
- Conceived as a high-quality and unique heritage space, the centre would provide a different offer to other hire spaces within the town. It would focus on catering to organised events and specialist cultural events rather than open to general hire.
- It would be available for community and heritage-based events, in collaboration with the Museum and to cater for seasonal town events.
- The new venue would have a specific heritage focus, creating a unique attraction for organised events and become an attraction for new visitors to Lostwithiel. It would create opportunities for economic benefit to local businesses in the town centre.

Heritage Room / Pop-up Shop and Events Space


- Use of Mayor’s Parlour as a flexible space for heritage events, community use and as a pop-up space for seasonal and town events.
- Minimal intervention to space, but alterations to improve access and visibility from the street.
- A heritage space on the high street would be a beacon for visitors, it could serve as a visitor centre and could create mutual benefits for the town through its use by the Museum as a heritage centre, and by the town for seasonal events.

Artists’ Studios

- Artists’ studios provided in the existing rooms to the upper floors of Edgcumbe House, with minimal alteration other than refurbishment of fabric.
- Rooms offered for rent to arts and crafts practitioners with potential to extend use as workspace to other local creatives or small-scale businesses.
- Incorporate a common space for facilities for tenants, including toilets, shared kitchenette and art sinks.
- New creative workplaces in the centre of town, would create a more diverse urban fabric and potentially create new opportunities for creative and community engagement.

ARTS CENTRE/
EVENTS SPACE


ARTISTS’ STUDIOS



ARTS CENTRE
Spaces for artists, makers and the local community; talks; workshops; exhibitions; courses; classes

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ● ○
Cost running cost + income	● ● ● ○ ○

Project example ↑
MESSUMS CREATIVE, Wiltshire



FLEXIBLE STUDIOS TO RENT
Studio hire and meeting spaces; flexible space for artists, makers and local community

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ● ○
Cost running cost + income	● ● ○ ○ ○

Project example ↑
OLD MANOR PARK LIBRARY, London



MUSEUM EXTENSION/RELOCATION
Modern resource with archive and learning centre space

Complexity to deliver	● ● ● ● ○
Community benefit	● ● ● ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ○ ○ ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
ELY MUSEUM, Cambridge-shire

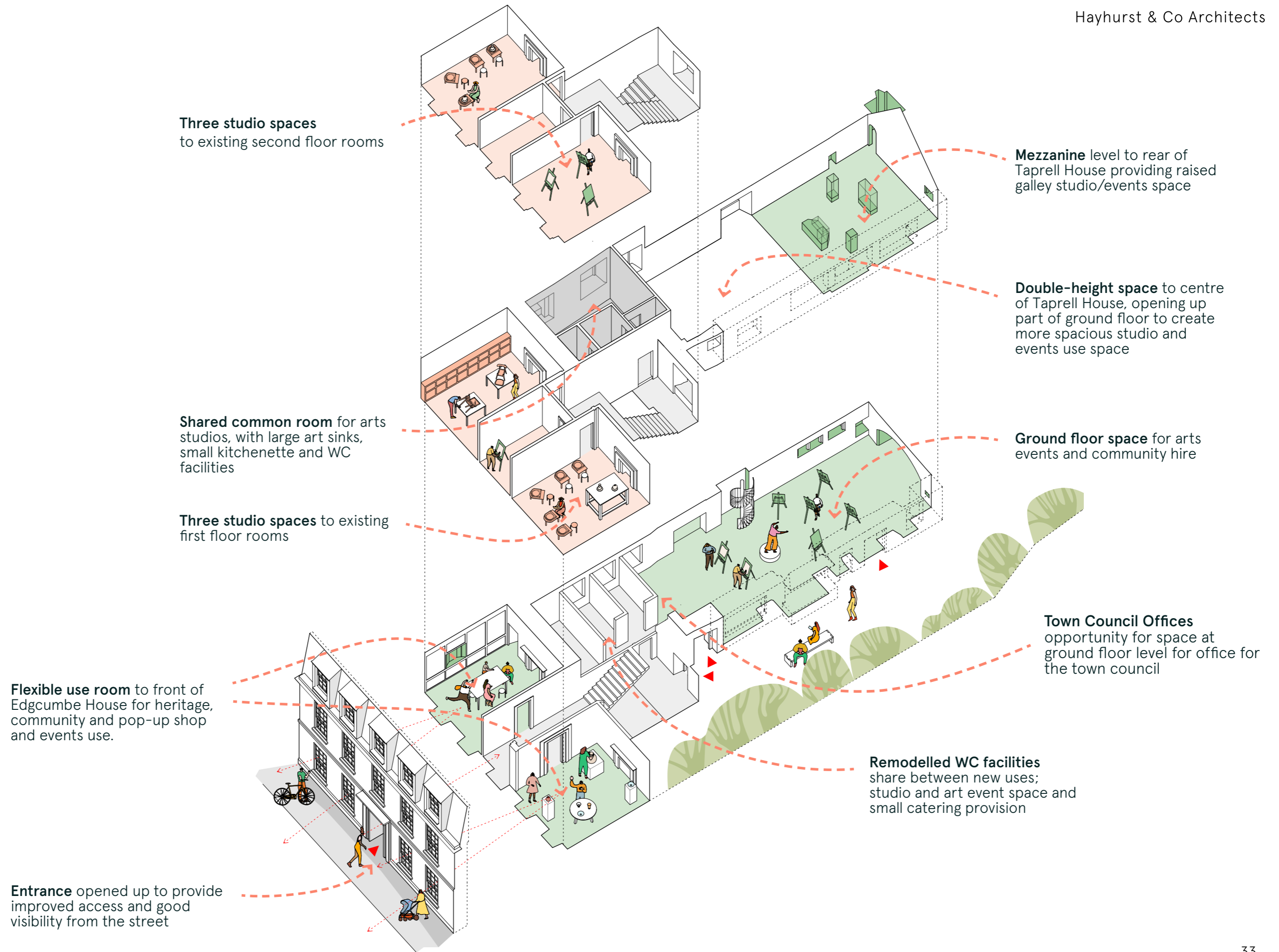


ARTISTS' STUDIOS

Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ● ○
Cost running cost + income	● ● ○ ○ ○

Project example ↑
BOW ARTS, Artist Studios, London

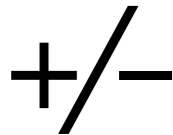
POP - UP SHOP/
HERITAGE ROOM

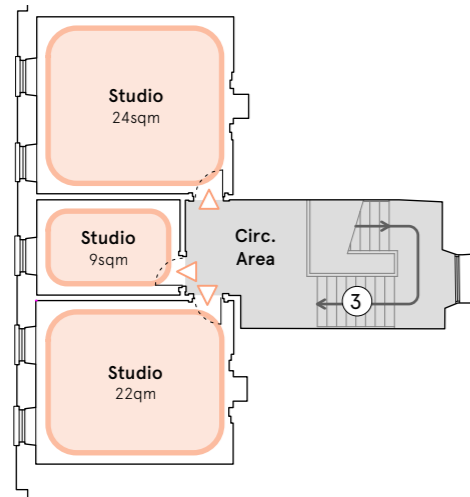


Financial Viability

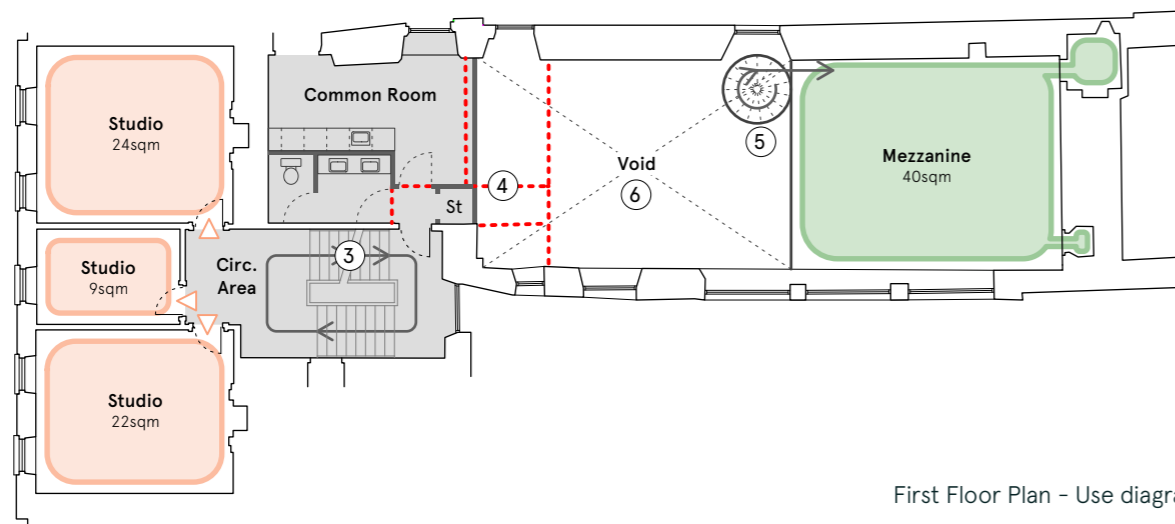
Strategy 1: Heritage and Creative Arts Centre with Artists' Studios

Projected income				Baseline		Target		Source / Supporting Information
Proposed Use	Details	GIA (sq.M)	Rental Value (PA) (£)	Estimated Occupancy (% per annum)	Estimated Income (£)	Estimated Occupancy (% per annum)	Estimated Income (£)	
Community areas	Pop-up shop/ meeting room/ studio spaces to GF Edgumbe House	45	£5,200	20.00%	£1,040	20.00%	£1,040	Based on comparative rental income of small shops within Lostwithiel, approx. £100/week
	Events space to GF Tapprell House including mezzanine level	111	£100,000	7%	£7,000	15%	£15,000	Based on assumed hire income of £275/day with assumed occupancy of 2 full days hire per month, comparative income to other rental spaces. Assumed potential opportunity for more regular use due to hybrid use by studios.
Studio spaces	Larger studio space, 1F - hire to artists/ commercial	24	£2,600	70%	£1,820	90%	£2,340	Based on indicative rates for studio spaces space of £50/week and consultation with local artists who pay in the region of £200-250/month.
	Larger studio space, 1F - hire to artists/ commercial	22	£2,600	70%	£1,820	90%	£2,340	
	Smaller studio space, 1F - hire to artists/ commercial	9	£2,080	70%	£1,456	90%	£1,872	Assumed lower value for smaller room.
	Larger studio space, 2F - hire to artists/ commercial	24	£2,600	70%	£1,820	90%	£2,340	Assumed lower value for smaller room.
	Larger studio space, 2F - hire to artists/ commercial	22	£2,600	70%	£1,820	90%	£2,340	
	Smaller studio space, 2F - hire to artists/ commercial	9	£2,080	70%	£1,456	90%	£1,872	
Total Income					£18,232	£29,144		
Projected expenditure								
	Management costs/ wages		£9,900	100%	£9,900	100%	£9,900	Management costs for one part-time staff member to manage bookings, access, day-to-day management of studio spaces and community space. 0.3 FTE of £22k/a, inc. employers contribution/ pension
	Cleaning		£3,120	100%	£3,120	100%	£3,120	Say cleaning of community and common parts areas, £60x52 weeks. Excludes studios.
	Book keeping		£1,000	100%	£1,000	100%	£1,000	Based on comparative costs to similar organisations
	Advertising and marketing costs		£500	100%	£500	100%	£500	Figure may fluctuate depending on business model
	IT and website maintenance		£500	100%	£500	100%	£500	Figure may fluctuate depending on business model
	Insurance, building and public liability		£1,500	100%	£1,500	100%	£1,500	
	Health and safety		£500	100%	£500	100%	£500	
	Light and heat (community and common parts)		£3,000	70%	£2,100	90%	£2,700	Estimate
	Fire alarm and extinguisher testing (community and common parts)		£500	100%	£500	100%	£500	Based on comparative costs to similar organisations
	Water and sewage		£1,000	100%	£1,000	100%	£1,000	
	Commercial Waste		£1,000	100%	£1,000	100%	£1,000	Estimate
	Repairs and maintenance		£1,500	100%	£1,500	100%	£1,500	Notional figure.
	Sundry costs		£250	100%	£250	100%	£250	
	Telephone/ broadband and wifi		£500	100%	£500	100%	£500	Based on comparative costs to similar organisations
	Bank charges		£250	100%	£250	100%	£250	Based on comparative costs to similar organisations
	Business rates		£1,000	100%	£1,000	100%	£1,000	Assume reduction to business rates due to size (if multiple uses) or if management structure is charity or other similar status
	Contingency on Costs		£5,000	100%	£5,000	100%	£5,000	Notional figure
Total Expenditure					£30,120	£30,720		
Notional Profit/ Loss					-£11,888	-£1,576		

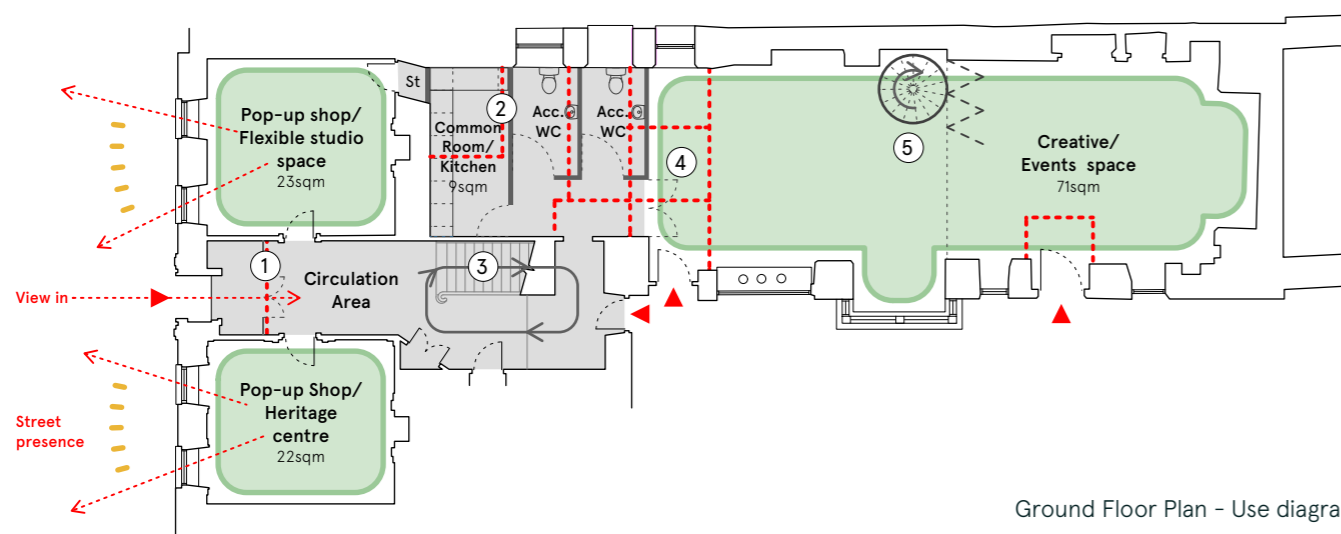




Second Floor Plan - Use diagram



First Floor Plan - Use diagram



Ground Floor Plan - Use diagram

Plans - Use diagrams

List of works

1. Opening up of internal porch
2. Demolition of bomb shelter
3. Repair of staircase
4. Demolition of existing partitions (non historic features)
5. Replace existing staircase with new spiral staircase to Mezzanine.
6. Opening up of upper gallery floor, Taprell House (non historic feature)

Meeting the Brief

Proposal Benefits:

- This proposal responds well in providing new uses that are supported by members of the local community, consulted through this study.
- The new uses require only minimal changes to the existing buildings and so the conversion of the buildings could be delivered for a relatively low capital budget.
- The proposals heritage and cultural uses and opportunity for community benefits put it in a good position for funding for capital

Proposal Risks:

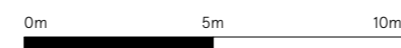
- Even with a high estimated occupancy, this strategy does not appear to be able to work financially independent. It would require some sort of external financial support, which may not be able to be maintained.
- The proposal has low risk in regard to conversion of the existing building to its new use, but detail design development would need to undertaken with the planning department and Historic England.
- The proposal provides studio spaces that are not fully-accessible. The proposal could be designed to include a ground-level studio space that is accessible but this would reduce space at this level for cultural or community use.

Meeting the Project's vision

	Protect Lostwithiel's Heritage	● ● ● ● ○
	Support Lostwithiel's Community	● ● ● ● ○
	Support Creativity and Culture	● ● ● ● ○
	Support the Local Economy	● ● ● ○ ○
	Strengthen Lostwithiel's Destination Status	● ● ● ○ ○
	Support Lostwithiel's Existing Services	● ● ○ ○ ○
	Respond to the Climate Emergency	● ● ○ ○ ○

Diagram Legend

- Public/community
- Art studios/retail
- Accommodation
- Rented let
- Service/Ancillary
- Circulation
- Proposed partitions
- Removed partitions
- View lines



5.2 Strategy 2 – Heritage and Creative Arts Centre with Associated Guest Accommodation

Strategic Concept

Heritage & Arts Centre / Events Space

- Flexible events space for hire – catering to heritage, arts and crafts events, exhibitions, workshops, classes and short courses, led by historians, local arts practitioners and artists.
- Taprell House to be remodelled to create a range of specialist spaces for heritage and arts events over two levels.
- Conceived as a high-quality and unique heritage space, the centre would provide a different offer to other hire spaces within the town. It

- would focus on catering to organised events and specialist cultural events rather than open to general hire.
- It would be available for community and heritage-based events, in collaboration with the Museum and to cater for seasonal town events.
- The new venue would have a specific heritage focus, creating a unique attraction for organised events and become an attraction for new visitors to Lostwithiel. It would create opportunities for economic benefit to local businesses in the town centre.

Heritage Room / Pop-up Shop and Events Space

- Use of Mayor's Parlour as a flexible space for heritage events, community use and as a pop-up space for seasonal and town events.
- Minimal intervention to space, but alterations to improve access and visibility from the street.

- A heritage space on the high street would be a beacon for visitors, it could serve as a visitor centre and could create mutual benefits for the town through its use by the Museum as a heritage centre, and by the town for seasonal events.


Community-run, Guest Accommodation associated with Heritage and Arts Centre use

- Unique and heritage-focused guest accommodation, based on a bed and breakfast model.
- A community run business providing opportunities for employment to local people and potentially hospitality and cultural organisation training for young people.
- Guest bedrooms with en-suite bathrooms provided in the upper floors of Edgcumbe House, with

- conservation and refurbishment of historic fabric and some remodelling of rooms to provide modern facilities.
- A breakfast room to the ground floor provides a flexible space for guests, in which catering could be provided by a local business or café, providing economic benefit back to local businesses.
- Light kitchenette facilities associated with the ground floor spaces to

- Edgcumbe House could also be used flexibly by the Heritage & Arts Centre as well as the community for pop-up events associated with seasonal and town events.
- A unique heritage accommodation offer in the centre of town would attract new visitors to Lostwithiel and create opportunities for economic benefit to local businesses, restaurants and shops.

ARTS CENTRE | EVENTS SPACE




ARTS CENTRE
Spaces for artists, makers and the local community; talks; workshops; exhibitions; courses; classes

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ● ○
Cost running cost + income	● ● ● ○ ○

Project example ↑
MESSUMS CREATIVE, Wiltshire

POP - UP SHOP/ HERITAGE ROOM



MUSEUM EXTENSION/RELOCATION
Modern resource with archive and learning centre space

Complexity to deliver	● ● ● ● ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ○ ○ ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
ELY MUSEUM, Cambridge-shire

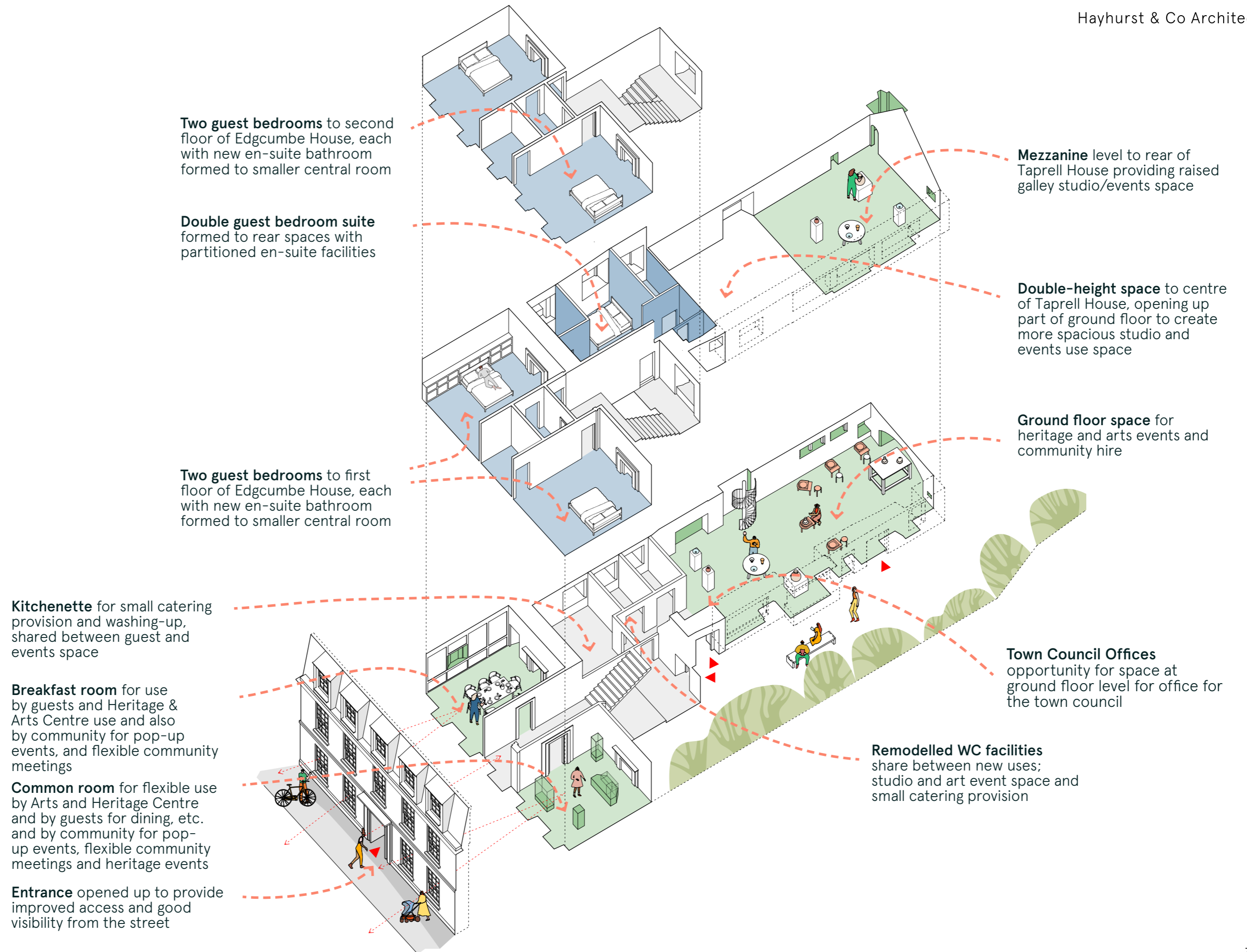
COMMUNITY BED & BREAKFAST



COMMUNITY BED & BREAKFAST
DIY Hotel

Complexity to deliver	● ● ● ○ ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ● ● ○ ○
Demand	● ● ○ ○ ○
Cost running cost + income	● ● ● ● ○

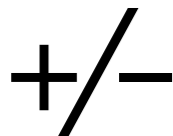
Project example ↑
CALLENDER HOSTEL, Callander, Scotland

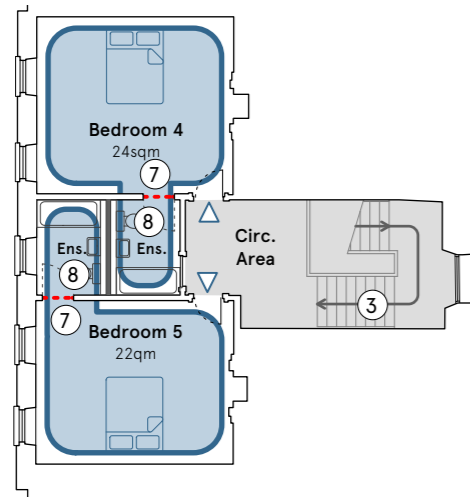


Financial Viability

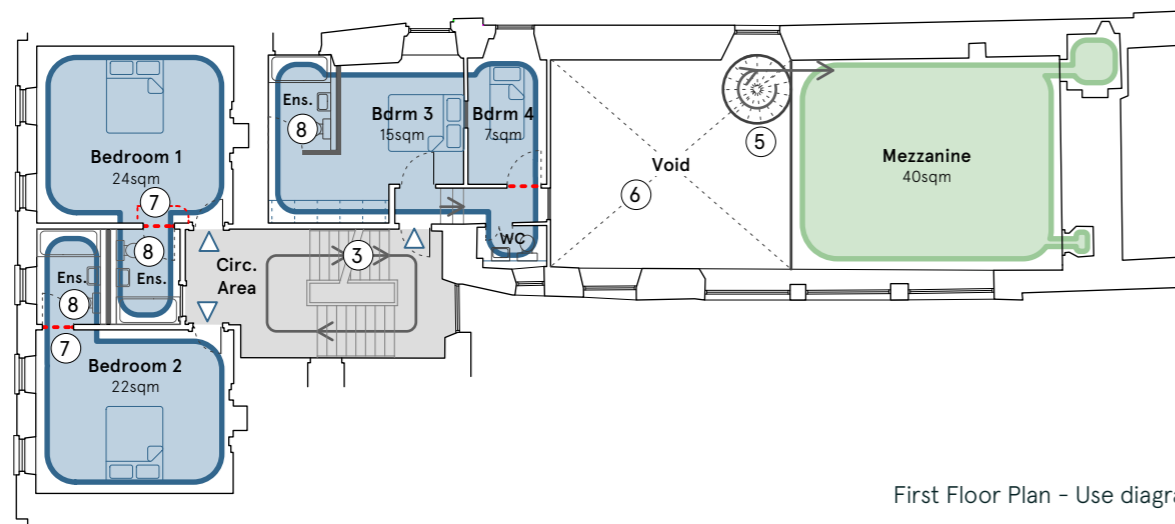


Projected income				Baseline		Target		Source / Supporting Information
Proposed Use	Details	GIA (sq.M)	Rental Value (PA) (£)	Estimated Occupancy (% per annum)	Estimated Income (£)	Estimated Occupancy (% per annum)	Estimated Income (£)	
Community areas	Breakfast/Common Room and Lounge/Dining Room occasional use for events hire and heritage events, to GF Edgcumbe House	45	£5,200	20.00%	£1,040	20.00%	£1,040	Based on comparative rental income of small shops within Lostwithiel, approx. £100/week
	Events space to GF Tapprell House including mezzanine	111	£100,000	7%	£7,000	15%	£15,000	Based on assumed hire income of £275/day with assumed occupancy of 2 full days hire per month, comparative income to other rental spaces. Assumed opportunity for greater seasonal demand due to hybrid use with Guest Accommodation and whole building hire opportunities.
Community-run, Heritage Guestrooms	Bedroom 1 - 1F larger suite	28	£36,500	30%	£10,950	50%	£18,250	Based on £100/night, comparative rate for other B&B offers locally (allowing for seasonal variation) Also comparative income to similar accommodation offer locally with a 25% occupancy rate - used for baseline model
	Bedroom 2 - 1F larger suite	27	£36,500	30%	£10,950	50%	£18,250	Based on £100/night.
	Bedroom 3 - rear 1F, double room suite	22	£31,025	30%	£9,308	50%	£15,513	Based on £85/night, assumed lower value for smaller room.
	Bedroom 4 - 2F smaller suite Bedroom 5 - 2F smaller suite	28 27	£25,550 £25,550	30% 30%	£7,665 £7,665	50% 50%	£12,775 £12,775	Based on £70/night, assumed lower value for smaller room. Based on £70/night, assumed lower value for smaller room.
Total Income					£54,578		£93,603	
Projected								
	Management costs/ wages		£19,800	100%	£19,800	100%	£19,800	Management costs for one part-time staff member to manage bookings, access, day-to-day management of studio spaces and community space. 0.6FTE of £22k/a, Inc. employers contribution/ pension
	Cleaning		£3,120	100%	£3,120	100%	£3,120	Say, cleaning of community and common parts areas, £60x52 weeks. Excludes
	Cleaning/ linen B&B		£36,500	25%	£9,125	40%	£14,600	Say allowance for cleaning and linen to 5.No B&B rooms £200, average stay 2
	Book keeping		£1,000	100%	£1,000	100%	£1,000	Based on comparative costs to similar organisations
	Advertising and marketing costs		£1,000	100%	£1,000	100%	£1,000	Figure may fluctuate depending on business model
	IT and website maintenance		£1,000	100%	£1,000	100%	£1,000	Figure may fluctuate depending on business model
	Insurance, building and public liability		£3,000	100%	£3,000	100%	£3,000	
	Health and safety		£500	100%	£500	100%	£500	
	Light and heat (community and common parts)		£3,500	50%	£1,750	80%	£2,800	Estimate
	Fire alarm and extinguisher testing (community and common parts)		£500	100%	£500	100%	£500	Based on comparative costs to similar organisations
	Water and sewage		£1,000	100%	£1,000	100%	£1,000	
	Commercial Waste		£1,000	100%	£1,000	100%	£1,000	Estimate
	Repairs and maintenance		£1,500	100%	£1,500	100%	£1,500	Notional figure,
	Sundry costs		£250	100%	£250	100%	£250	
	Telephone/ broadband and wifi		£500	100%	£500	100%	£500	Based on comparative costs to similar organisations
	Bank charges		£250	100%	£250	100%	£250	Based on comparative costs to similar organisations
	Business rates		£1,000	100%	£1,000	100%	£1,000	Assume reduction to business rates due to size (if multiple uses) or if management structure is charity or other similar status
	Contingency on Costs		£5,000	100%	£5,000	100%	£5,000	Notional figure
Total Expenditure					£51,295		£57,820	
Notional Profit/ Loss					£3,283		£35,783	

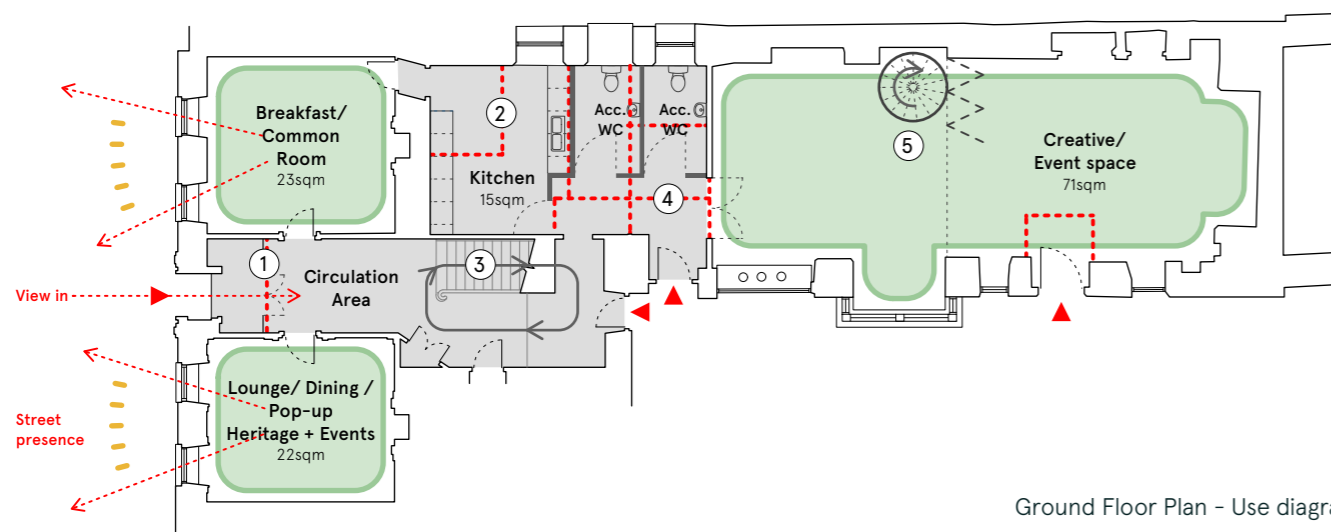




Second Floor Plan - Use diagram



First Floor Plan - Use diagram



Ground Floor Plan - Use diagram

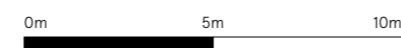
Plans - Use diagrams

List of works

1. Opening up of internal porch
2. Demolition of bomb shelter
3. Repair of staircase
4. Demolition of existing partitions (non historic features)
5. Replace existing staircase with new spiral staircase to Mezzanine.
6. Opening up of upper gallery floor, Taprell House (non historic feature)
7. Opening with jib door to new ensuite bathroom.
8. New water supply and drainage routes to new ensuite.

Diagram Legend

- Public/community
- Art studios/retail
- Accommodation
- Rented let
- Service/Ancillary
- Circulation
- Proposed partitions
- Removed partitions
- View lines



Meeting the Brief


Proposal Benefits:

- This proposal responds well in providing a new use that is heritage and culture based. The guest accommodation element differs to the B&B use presented in the community consultation on uses and so need further consultation to understand the level of support within the community.
- The new uses require more extensive changes to the existing buildings, especially associated with changes to the upper floors to form en-suite guest accommodation.
- The proposals heritage and cultural use and opportunity for community benefits put it in a good position for funding for capital works. The guest accommodation may restrict the routes for funding opportunities.


Proposal Risks:

- With a moderate estimate occupancy, this strategy can be financially independent. The operations of the guest accommodation and use with the Heritage and Arts Centre would need to be established, but the model gives some flexibility .
- The proposal has some risk in regard to conversion of the existing building to its new use, consultation on the designs would need to undertaken with the planning department and Historic England.
- The proposal provides accommodation that is not fully-accessible.


Meeting the Project's vision

- 


Protect Lostwithiel's Heritage

● ● ● ● ○
- 


Support Lostwithiel's Community

● ● ● ○ ○
- 


Support Creativity and Culture

● ● ● ● ○
- 


Support the Local Economy

● ● ● ○ ○
- 

Strengthen Lostwithiel's Destination Status

● ● ● ● ○
- 

Support Lostwithiel's Existing Services

● ● ● ○ ○
- 

Respond to the Climate Emergency

● ● ○ ○ ○

5.3 Strategy 3 – Event Spaces and Residential Accommodation

Strategic Concept

Events Space

- Flexible studio space for hire – catering to varied cultural events, classes and short courses.
- Taprell House to be remodelled to create a range of events spaces over two levels.
- Conceived as a high-quality, unique heritage events space, the centre would provide a different offer to other hire spaces within the town.
- Flexible use of events space for community and large heritage-based events, in collaboration with the Museum.
- The new venue, created in centre of town, would attract new visitors to Lostwithiel and create opportunities for economic benefit to local businesses and shops.

Heritage Room / Pop-up Shop and Events Space

- Use of Mayor’s Parlour as a flexible space for heritage events, community use and as a pop-up space for seasonal and town events.
- Minimal intervention to space, but alterations to improve access and visibility from the street.
- A heritage space on the high street would be a beacon for visitors, it could serve as a visitor centre and could create mutual benefits for the town through its use by the Museum as a heritage centre and by the town for events.

Rental Accommodation

- Three new homes created in Edgcumbe House, with conservation and refurbishment of historic fabric as well as some remodelling of building to provide modern facilities and new spatial arrangement.
- Flats will be 1-bed 2-person homes and NDSS compliant, but will not be fully accessible dwellings.
- New rental accommodation would provide new homes in the centre of town.

EVENTS / COMMUNITY SPACE

FILM THEATRE
Cinema, bar, performance space

Complexity to deliver: ● ○ ○ ○ ○ ○

Community benefit: ● ○ ○ ○ ○ ○

Heritage impact: ● ○ ○ ○ ○ ○

Demand: ● ● ○ ○ ○ ○

Cost running cost + income: ○ ○ ○ ○ ○ ○

Project example ↑
SOUTHSEA COMMUNITY CINEMA & ARTS CENTRE, Portsmouth

EALING PROJECT
CINEMA EVENTS

MULTI-FUNCTIONAL COMMUNITY SPACE
Flexible use space; open space for flexible use, available to hire for public events

Complexity to deliver: ● ● ● ○ ○ ○

Community benefit: ● ● ● ○ ○ ○

Heritage impact: ● ○ ○ ○ ○ ○

Demand: ● ● ○ ○ ○ ○

Cost running cost + income: ○ ○ ○ ○ ○ ○

Project example ↑
Ealing Project, Ealing Broadway Centre, London

POP - UP SHOP / HERITAGE ROOM

MUSEUM EXTENSION/RELOCATION
Modern resource with archive and learning centre space

Complexity to deliver: ● ● ● ● ○ ○

Community benefit: ● ● ○ ○ ○ ○

Heritage impact: ● ○ ○ ○ ○ ○

Demand: ● ○ ○ ○ ○ ○

Cost running cost + income: ○ ○ ○ ○ ○ ○

Project example ↑
ELY MUSEUM, Cambridge-shire

RENTED ACCOMMODATION

RENTED RESIDENTIAL ACCOMMODATION
Rented flats

Complexity to deliver: ● ● ● ● ○ ○

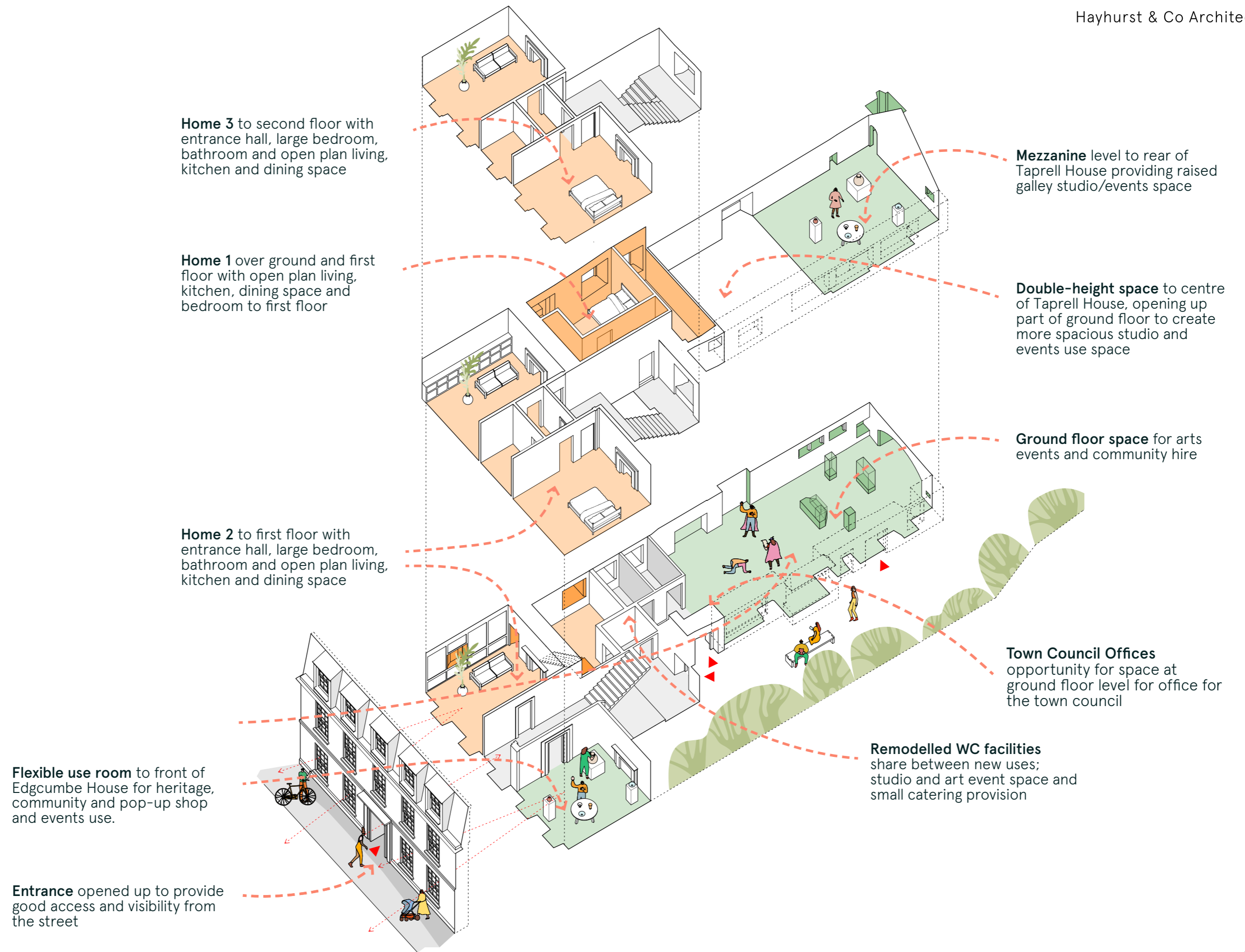
Community benefit: ● ○ ○ ○ ○ ○

Heritage impact: ● ● ● ● ○ ○

Demand: ● ● ● ● ● ●

Cost running cost + income: ● ● ● ○ ○ ○

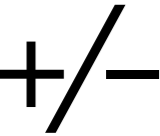
Project example ↑
PROJECT, Location

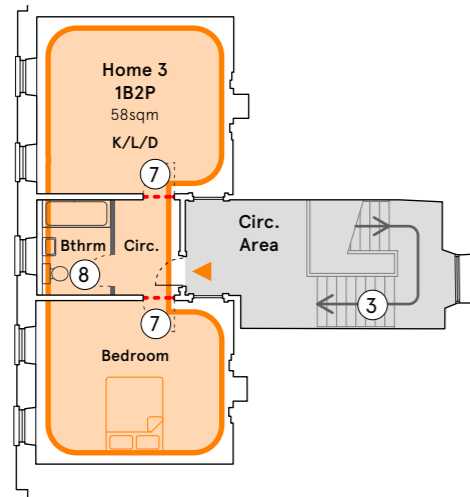


Financial Viability

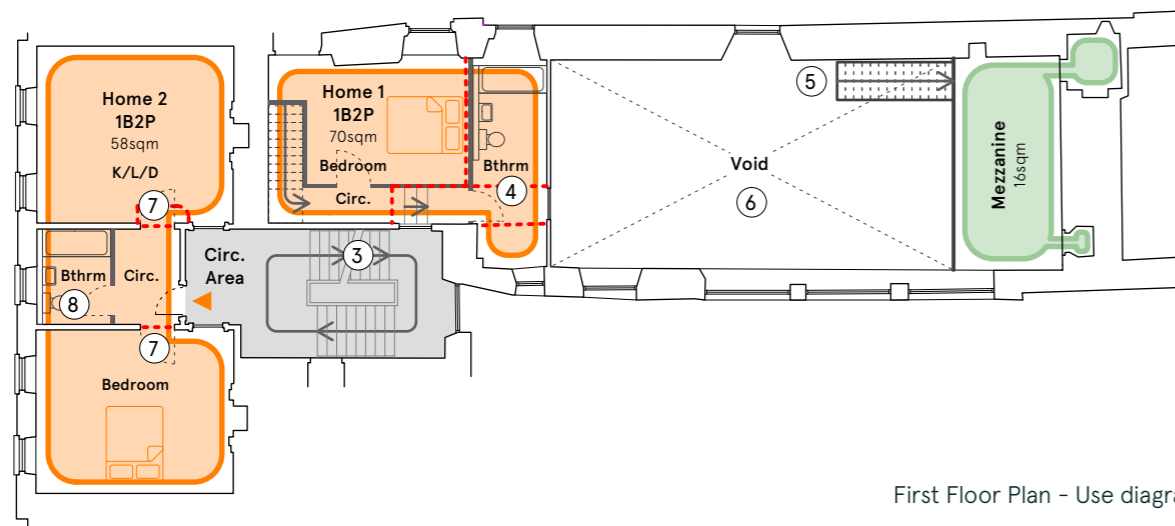


Projected income				Baseline		Target		Source / Supporting Information
Proposed Use	Details	GIA (sq.M)	Rental Value (PA) (£)	Estimated Occupancy (% per annum)	Estimated Income (£)	Estimated Occupancy (% per annum)	Estimated Income (£)	
Community areas	Community Room, Heritage events and meeting room to GF, Mayors Parlour, Edgcumbe House	45			£500		£500	Assumed most events are associated with Museum or community, but there may be some limited, occasional meeting room hire associated with events.
	Events space to GF Tapprell House including mezzanine	111	£100,000	7%	£7,000	10%	£10,000	Based on assumed hire income of £275/day with assumed occupancy of 2 full days hire per month, comparative income to other rental spaces. Assumed potential for limited/ lower demand due to conflict with residential building use.
Residential Accommodation	Home 1; 1B2P over two levels	58	£7,800	95%	£7,410	95%	£7,410	Based on comparative rental income of 1B2P rental properties within Lostwithiel, approx. £600-650/month and fully let.
	Home 2; 1B2P to 1F	58	£7,800	95%	£7,410	95%	£7,410	
	Home 3; 1B2P ro 2F	70	£7,200	95%	£6,840	95%	£6,840	Based on £600/m, assumed lower value for lower ceilings.
Total Income					£29,160		£32,160	
Projected								
	Management costs/ wages		£9,900	100%	£9,900	100%	£9,900	Management costs for one part-time staff member to manage bookings, access, day-to-day management of studio spaces and community space. 0.3 FTE of £22k/a, inc. employers contribution/ pension
	Cleaning		£3,120	100%	£3,120	100%	£3,120	Say cleaning of community and common parts areas, £60x52 weeks. Excludes studios.
	Book keeping		£1,000	100%	£1,000	100%	£1,000	Based on comparative costs to similar organisations
	Advertising and marketing costs		£500	100%	£500	100%	£500	Figure may fluctuate depending on business model
	IT and website maintenance		£500	100%	£500	100%	£500	Figure may fluctuate depending on business model
	Insurance, building and public liability		£1,500	100%	£1,500	100%	£1,500	
	Health and safety		£500	100%	£500	100%	£500	
	Light and heat (community and common parts)		£1,500	100%	£1,500	100%	£1,500	Estimate
	Fire alarm and extinguisher testing (community and common parts)		£500	100%	£500	100%	£500	Based on comparative costs to similar organisations
	Water and sewage		£1,000	100%	£1,000	100%	£1,000	
	Commercial Waste		£1,000	100%	£1,000	100%	£1,000	Estimate
	Repairs and maintenance		£1,500	100%	£1,500	100%	£1,500	Notional figure,
	Sundry costs		£250	100%	£250	100%	£250	
	Telephone/ broadband and wifi		£500	100%	£500	100%	£500	Based on comparative costs to similar organisations
	Bank charges		£200	100%	£200	100%	£200	Based on comparative costs to similar organisations
	Business rates		£1,000	100%	£1,000	100%	£1,000	Assume reduction to business rates due to size (if multiple uses) or if management structure is charity or other similar status / council tax paid direct by residents
	Contingency on Costs		£5,000	100%	£5,000	100%	£5,000	Notional figure,
Total Expenditure					£29,470		£29,470	
Notional Profit/ Loss					-£310		£2,690	

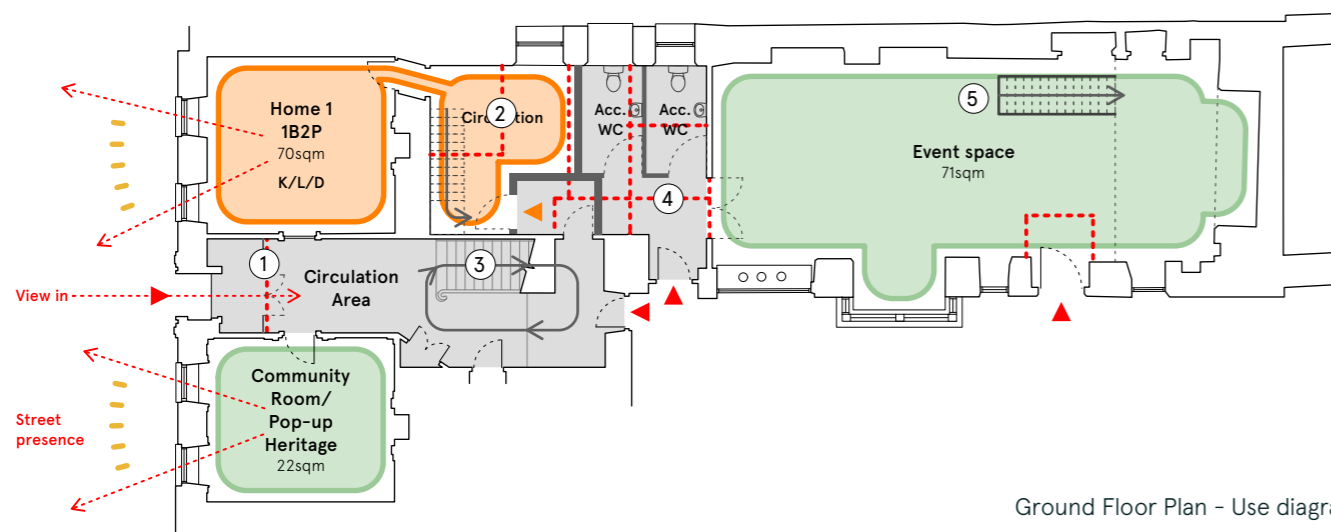




Second Floor Plan - Use diagram



First Floor Plan - Use diagram



Ground Floor Plan - Use diagram

Plans - Use diagrams

List of works

1. Opening up of internal porch
2. Demolition of bomb shelter
3. Repair of staircase
4. Demolition of existing partitions (non historic features)
5. Replace existing staircase with new staircase to Mezzanine.
6. Opening up of upper gallery floor, Taprell House (non historic feature)
7. Opening with jib door for new flat circulation.
8. New water supply and drainage routes to new ensuite.

Diagram Legend

- Public/community
- Art studios/retail
- Accommodation
- Rented let
- Service/Ancillary
- Circulation
- Proposed partitions
- Removed partitions
- View lines



Meeting the Brief








Proposal Benefits:

- This proposal responds well in providing new uses that are supported by members of the local community, consulted through this study.
- The provision of new homes is popular with the local community and it is understood there is a high demand for this use.
- The events space will create opportunities for heritage and cultural uses as well as community use.

Proposal Risks:

- Even with a high estimated occupancy, this strategy does not create a strong financial case and may require additional financial support.
- The proposal is high risk in regard to conversion of the existing building and it is likely to meet some opposition from the planning department and Historic England due to the heritage impact of subdividing the building into private residential accommodation.
- The proposal provides homes that are not fully-accessible.
- Funding opportunities to develop the building into private homes are unlikely to be available.

Meeting the Project's vision

- 
Protect Lostwithiel's Heritage
 - ● ○ ○ ○
- 
Support Lostwithiel's Community
 - ● ○ ○ ○
- 
Support Creativity and Culture
 - ● ○ ○ ○
- 
Support the Local Economy
 - ○ ○ ○ ○
- 
Strengthen Lostwithiel's Destination Status
 - ○ ○ ○ ○
- 
Support Lostwithiel's Existing Services
 - ○ ○ ○ ○
- 
Respond to the Climate Emergency
 - ● ○ ○ ○

5.4 Strategies Overview

Proposal

Analysis of the three strategic options demonstrates a clear lead with Strategy 2, in regard to making a financial viability case that can meet the operationally self-funding requirements stipulated by the brief. The values and occupancy levels considered for Strategy 2 indicate potential for a small surplus from the proposed uses, which demonstrates sustainability and could lead to increased revenue if operated on a more keen agenda. Operating surpluses should be used to build up reserves to buffer against economic cycles, to invest into the buildings maintenance and could be used to support community outreach events associated with the heritage and arts theme.

The feedback gathered at the public exhibition showed support towards Strategy 2 and general approval of the findings of the viability assessment. It was clear at the public exhibition, that some community members felt that a fourth strategy should be considered alongside the proposed uses; that the Town Council should consider selling the buildings. For the sake of comparison, and to respond to this within this report, a simplistic appraisal of the revenue gained from selling the buildings has been compared against the economic benefit to the local economy if any of the three strategies for development were pursued.

The charts show the estimated economic impact of the strategies alongside the option of selling the buildings. It demonstrates the region of cumulative income that might be invested into the local economy over a period of ten years.

It should be noted that this assessment is based on a number of very high-level assumptions and these are open to interpretation. These include:

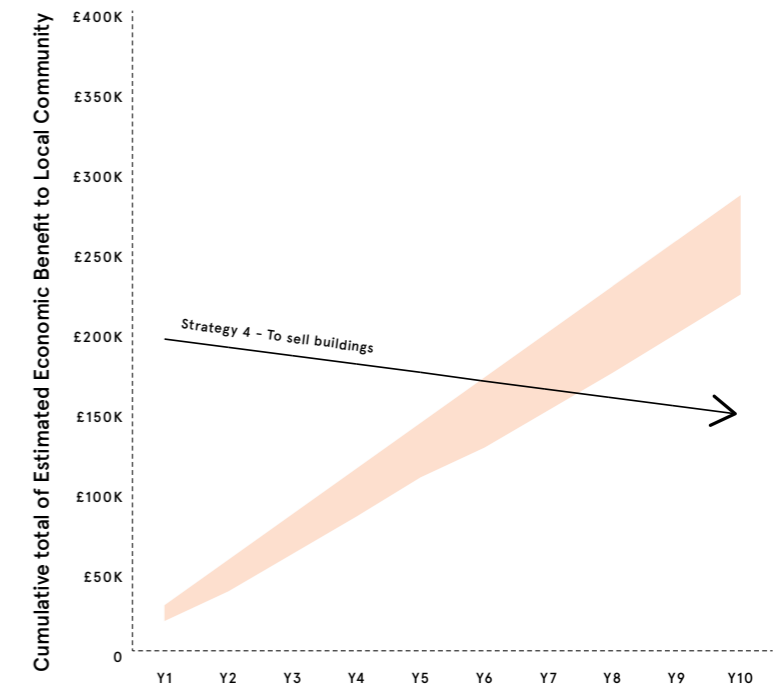
- It is understood that the buildings may be valued at £250-300k. This value would need to consider their condition, their listed status, planning risks associated with a change of use and the significant costs any purchaser would have to bear to bring them back into use.
- Legal and other costs to the council to sell the buildings.
- That the buildings may not sell for some years, and the council may have further costs to maintain them during this period.
- That if sold the council would have office hire costs that might amount to over £5k annually, hence the reduction in value shown on the chart.
- The estimated economic benefit of the strategies is based on a forecast of the number of people using the building (say 30 people use the events space, 6 people the artist's studios, 10 people the guest accommodation, 6 people the residential accommodation), set against the occupancy rates given in the viability assessments for each strategy and an assumed average daily spend of £10. These assumptions are conservative as we

have not found any reference data to assess daily spend, but figures for elsewhere in the country can be £30 or higher. Footfall is difficult to estimate so a base level has been used for the building which might vary considerably dependant on building use and events.

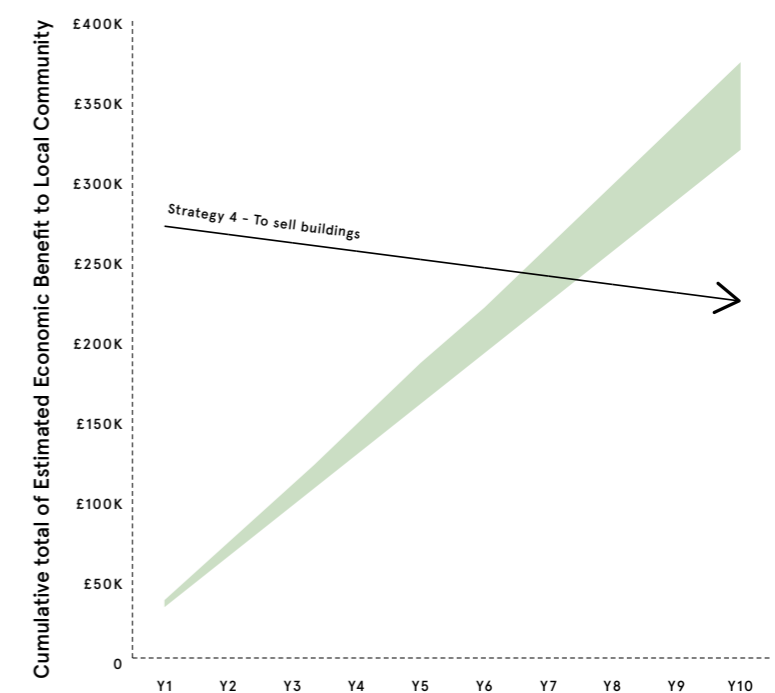
- It is accepted that this model of comparison is open to interpretation. The definition of economic benefit could be more clearly set out, as the sale is seen as revenue to the council that might be reinvested into the town as a public project, whereas the economic impact of the strategies is primarily measured as revenue to local businesses.
- Using this method of assessment, the charts suggest that the new use of the buildings would generate more economic benefit than the income from their sale, after a period of seven years.

Strategies 1-3 Cumulative total of Estimated Economic Benefit to Local Community

Strategies 1-3 Cumulative total of Estimated Economic Benefit to Local Community



Baseline Projected income estimate for the first 10 Years



Target Projected income estimate for the first 10 Years

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6.0 Recommended Strategy

6.1 Recommended Proposal

6.2 Recommended Strategy

6.3 Proposed Design Layout

6.4 Heritage Impact Assessment

6.5 Capital Cost

6.6 Findings and Recommendations

6.7 Conclusion

6.1 Recommendation

Proposal

The recommended development option for the heritage buildings is Strategy 2 – Heritage and Creative Arts Centre with Associated Guest Accommodation.

This recommendation is based on it being the most financially viable option on an operational level, that has been considered by this study, and the perceived benefits from it to the local community in meeting the project vision.

Following the public exhibition and further feedback, the following changes have been made to form the recommended proposal:

- An office for Town Council administration staff to use has been developed into the proposed plans. This is located in an accessible location on the ground floor where it can share the facilities for the events space. Although a small office space, the size should be balanced against potential reduction of the ground floor space for community and income generating functions. When not in use, parts of the events space and the front rooms could be used flexibly by the council for hot-desk working.

The proposed office will continue to provide a base for the Town Council in the building and will provide a work space for say 3 people, with limited storage. The decision to include the office was to provide a more regular use of part of the building, which might otherwise go periods without any use, to provide an opportunity for shared roles in terms of building access and management and to reduce potential for additional cost to the Town Council, or spend outside of the enterprise, towards office hire in the future.

- The operation of the front rooms has been considered to meet the expectations and feedback received from the Museum. The proposals to remove the bomb shelter have been omitted to reduce development risk, associated with removal of this part of the building.
- Proposals for accessible toilet provision and a space for cleaning art equipment at ground floor level has been made more clear in the proposal. The scope of these facilities and the detail of the requirements for specialist provision will need to be addressed in future design development.
- The area of Fore Street to the front of Edgcumbe House and to the front of the Museum and Guildhall has been identified as a 'heritage gateway'. The creation of gateways as a placemaking strategy aligns with the proposals in the developing Transport Plan, being undertaken alongside this report. The Transport Plan identifies the area from the Community centre car park, through Tram lane and Monmouth Square to the Dutchy Palace as a Gateway. The proposed heritage gateway to Fore Street, might be identified by raising the roadway and removing the kerbs, changing the road and pavement surface to one that is more historically sympathetic such as cobble stones and remove parking to this section. The re-leveling of the road and pavement to this part of the high street may also allow reduction of the step to Edgcumbe House to provide easier access.
- The recommendation is for the Library to be relocated to another building elsewhere in the town.

6.2 Recommendation – Heritage and Creative Arts Centre with Associated Guest Accommodation

Strategic Concept

Heritage & Arts Centre / Events Space

- Flexible events space for hire – catering to heritage, arts and crafts events, exhibitions, workshops, classes and short courses, led by historians, local arts practitioners and artists.
- Taprell House to be remodelled to create a range of specialist spaces for heritage and arts events over two levels.
- Conceived as a high-quality and unique heritage space, the centre would provide a different offer to

Heritage Room / Pop-up Shop and Events Space

- Use of Mayor’s Parlour as a flexible space for heritage events, community use and as a pop-up space for seasonal and town events.
- Minimal intervention to space, but alterations to improve access and visibility from the street.

Community-run, Guest Accommodation associated with Heritage and Arts Centre use

- Unique and heritage-focused guest accommodation, based on a bed and breakfast model. Used specifically for courses at the buildings.
- A community run business providing opportunities for employment to local people and potentially hospitality and cultural organisation training for young people.
- Guest bedrooms with en-suite bathrooms provided in the upper floors of Edgcumbe House, with


- other hire spaces within the town. It would focus on catering to organised events and specialist cultural events rather than open to general hire.
- It would be available for community and heritage-based events, in collaboration with the Museum and to cater for seasonal town events.
- The new venue would have a specific heritage focus, creating a unique attraction for organised events and become an attraction for new visitors to Lostwithiel.

- A heritage space on the high street would be a beacon for visitors, it could serve as a visitor centre and could create mutual benefits for the town through its use by the Museum as a heritage centre, and by the town for seasonal events.

- conservation and refurbishment of historic fabric and some remodelling of rooms to provide modern facilities.
- A breakfast room to the ground floor provides a flexible space for guests, in which catering could be provided by a local business or café, providing economic benefit back to local businesses.
- Light kitchenette facilities associated with the ground floor spaces to Edgcumbe House could also be used

- It would create opportunities for economic benefit to local businesses in the town centre, in the creation of a need for catering and other hospitality as well as create an increase in visitor number and spend locally.
- It would create local employment, with a small number of direct employees and provide a catalyst for heritage and arts businesses.
- An office for the Town Council Clerk and other employees is provided. This office can be used alongside flexible use of other parts of the building, when these are not occupied.

ARTS CENTRE | EVENTS SPACE




ARTS CENTRE
Spaces for artists, makers and the local community; talks; workshops; exhibitions; courses; classes

Complexity to deliver	● ● ○ ○ ○
Community benefit	● ● ● ● ○
Heritage impact	● ○ ○ ○ ○
Demand	● ● ● ● ○
Cost running cost + income	● ● ● ○ ○

Project example ↑
MESSUMS CREATIVE, Wiltshire

POP - UP SHOP/ HERITAGE ROOM



MUSEUM EXTENSION/RELOCATION
Modern resource with archive and learning centre space

Complexity to deliver	● ● ● ● ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ○ ○ ○ ○
Demand	● ○ ○ ○ ○
Cost running cost + income	○ ○ ○ ○ ○

Project example ↑
ELY MUSEUM, Cambridge-shire

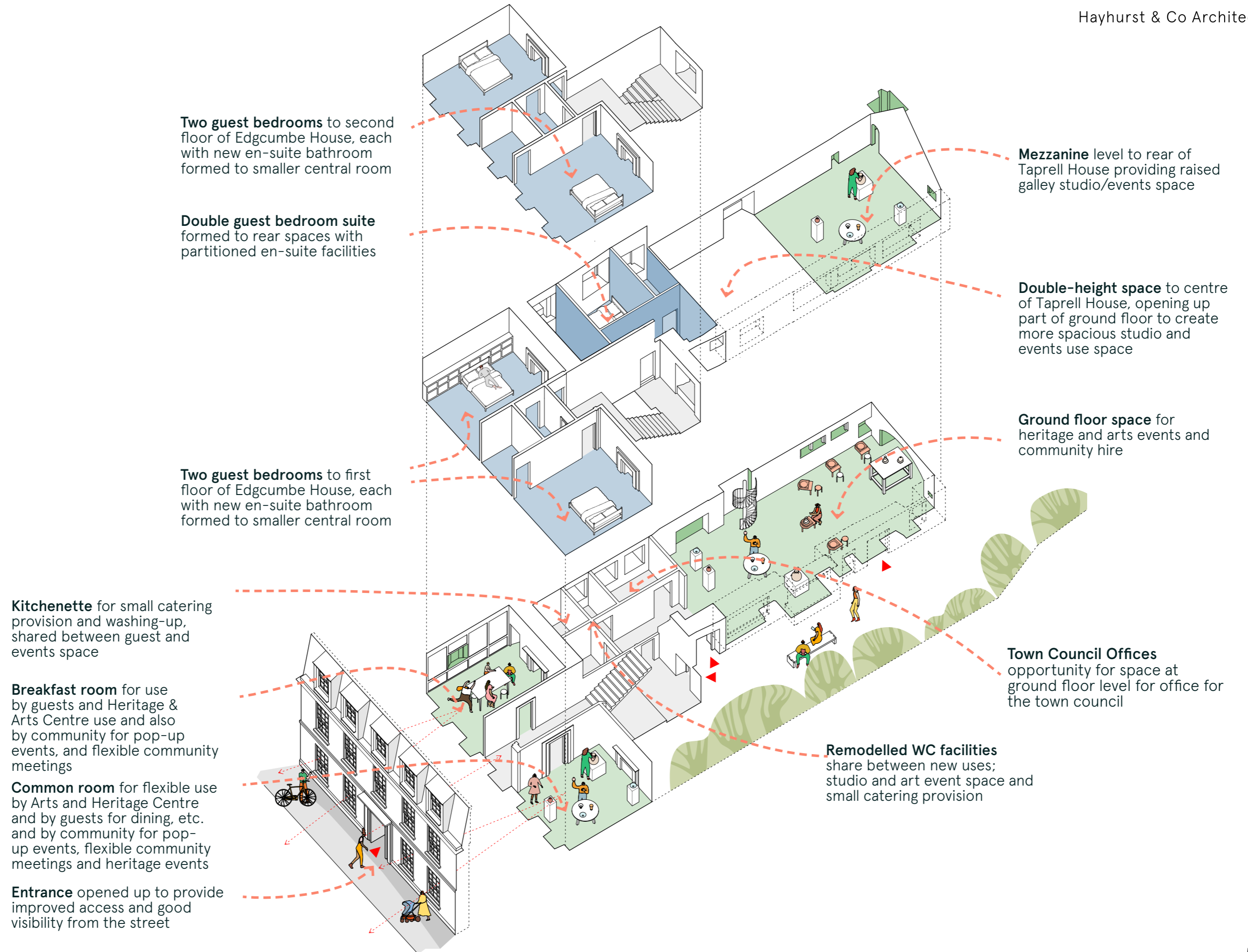
COMMUNITY BED & BREAKFAST



COMMUNITY BED & BREAKFAST
DIY Hotel

Complexity to deliver	● ● ● ○ ○
Community benefit	● ● ○ ○ ○
Heritage impact	● ● ● ○ ○
Demand	● ● ○ ○ ○
Cost running cost + income	● ● ● ● ○

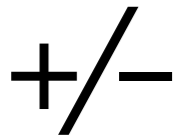
Project example ↑
CALLENDER HOSTEL, Callander, Scotland

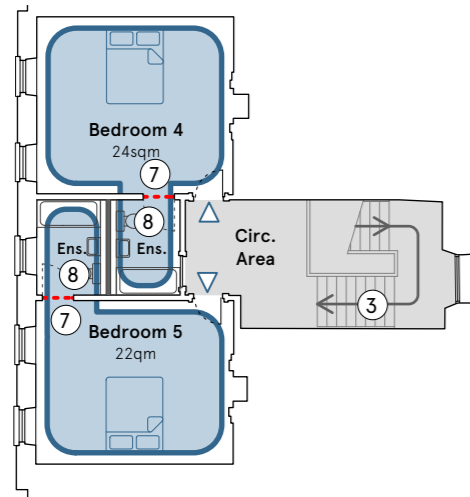


Financial Viability

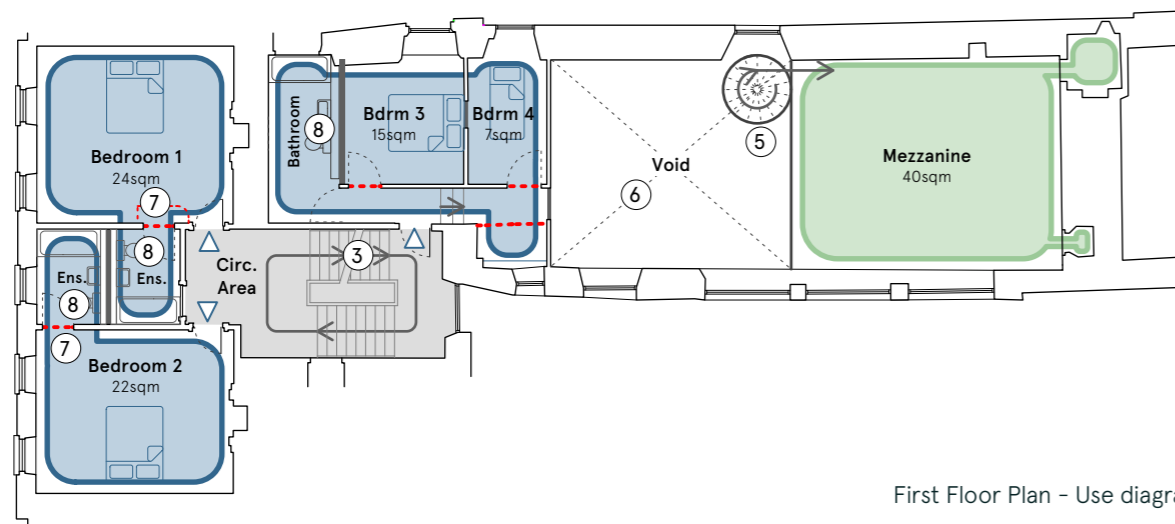


Projected income				Baseline		Target		Source / Supporting Information
Proposed Use	Details	GIA (sq.M)	Rental Value (PA) (£)	Estimated Occupancy (% per annum)	Estimated Income (£)	Estimated Occupancy (% per annum)	Estimated Income (£)	
Community areas	Breakfast/Common Room and Lounge/Dining Room occasional use for events hire and heritage events, to GF Edgcumbe House	45	£5,200	20.00%	£1,040	20.00%	£1,040	Based on comparative rental income of small shops within Lostwithiel, approx. £100/week
	Events space to GF Tapprell House including mezzanine	111	£100,000	7%	£7,000	15%	£15,000	Based on assumed hire income of £275/day with assumed occupancy of 2 full days hire per month, comparative income to other rental spaces. Assumed opportunity for greater seasonal demand due to hybrid use with Guest Accommodation and whole building hire opportunities.
Community-run, Heritage Guestrooms	Bedroom 1 - 1F larger suite	28	£36,500	30%	£10,950	50%	£18,250	Based on £100/night, comparative rate for other B&B offers locally (allowing for seasonal variation) Also comparative income to similar accommodation offer locally with a 25% occupancy rate - used for baseline model
	Bedroom 2 - 1F larger suite	27	£36,500	30%	£10,950	50%	£18,250	Based on £100/night.
	Bedroom 3 - rear 1F, double room suite	22	£31,025	30%	£9,308	50%	£15,513	Based on £85/night, assumed lower value for smaller room.
	Bedroom 4 - 2F smaller suite Bedroom 5 - 2F smaller suite	28 27	£25,550 £25,550	30% 30%	£7,665 £7,665	50% 50%	£12,775 £12,775	Based on £70/night, assumed lower value for smaller room. Based on £70/night, assumed lower value for smaller room.
Total Income					£54,578		£93,603	
Projected								
	Management costs/ wages		£19,800	100%	£19,800	100%	£19,800	Management costs for one part-time staff member to manage bookings, access, day-to-day management of studio spaces and community space. 0.6FTE of £22k/a, Inc. employers contribution/ pension
	Cleaning		£3,120	100%	£3,120	100%	£3,120	Say, cleaning of community and common parts areas, £60x52 weeks. Excludes
	Cleaning/ linen B&B		£36,500	25%	£9,125	40%	£14,600	Say allowance for cleaning and linen to 5.No B&B rooms £200, average stay 2
	Book keeping		£1,000	100%	£1,000	100%	£1,000	Based on comparative costs to similar organisations
	Advertising and marketing costs		£1,000	100%	£1,000	100%	£1,000	Figure may fluctuate depending on business model
	IT and website maintenance		£1,000	100%	£1,000	100%	£1,000	Figure may fluctuate depending on business model
	Insurance, building and public liability		£3,000	100%	£3,000	100%	£3,000	
	Health and safety		£500	100%	£500	100%	£500	
	Light and heat (community and common parts)		£3,500	50%	£1,750	80%	£2,800	Estimate
	Fire alarm and extinguisher testing (community and common parts)		£500	100%	£500	100%	£500	Based on comparative costs to similar organisations
	Water and sewage		£1,000	100%	£1,000	100%	£1,000	
	Commercial Waste		£1,000	100%	£1,000	100%	£1,000	Estimate
	Repairs and maintenance		£1,500	100%	£1,500	100%	£1,500	Notional figure,
	Sundry costs		£250	100%	£250	100%	£250	
	Telephone/ broadband and wifi		£500	100%	£500	100%	£500	Based on comparative costs to similar organisations
	Bank charges		£250	100%	£250	100%	£250	Based on comparative costs to similar organisations
	Business rates		£1,000	100%	£1,000	100%	£1,000	Assume reduction to business rates due to size (if multiple uses) or if management structure is charity or other similar status
	Contingency on Costs		£5,000	100%	£5,000	100%	£5,000	Notional figure
Total Expenditure					£51,295		£57,820	
Notional Profit/ Loss					£3,283		£35,783	

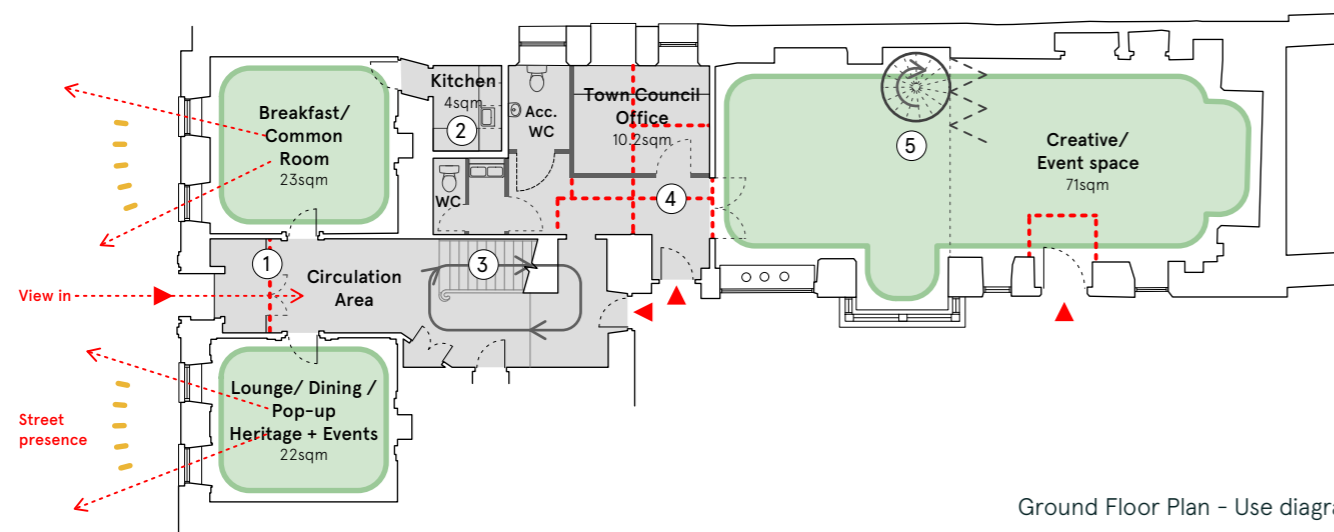




Second Floor Plan - Use diagram



First Floor Plan - Use diagram



Ground Floor Plan - Use diagram

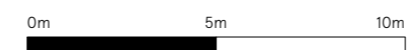
Plans - Use diagrams

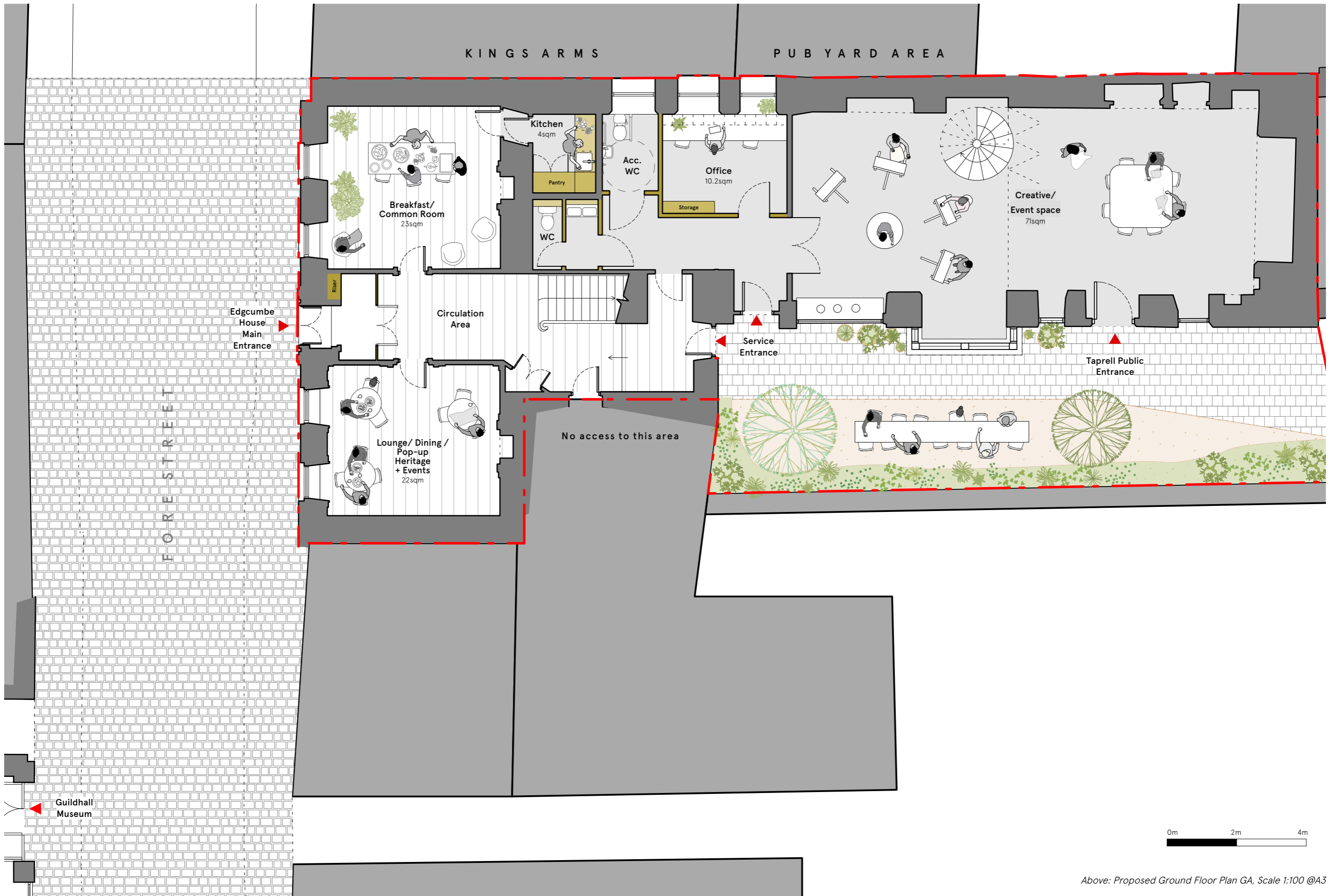
List of works

1. Opening up of internal porch
2. Modify existing bomb shelter to convert to kitchenette area
3. Repair of staircase
4. Demolition of existing partitions (non historic features)
5. Replace existing staircase with new spiral staircase to Mezzanine.
6. Opening up of upper gallery floor, Taprell House (non historic feature)
7. Opening with jib door to new ensuite bathroom.
8. New water supply and drainage routes to new ensuite/bathroom.

Diagram Legend

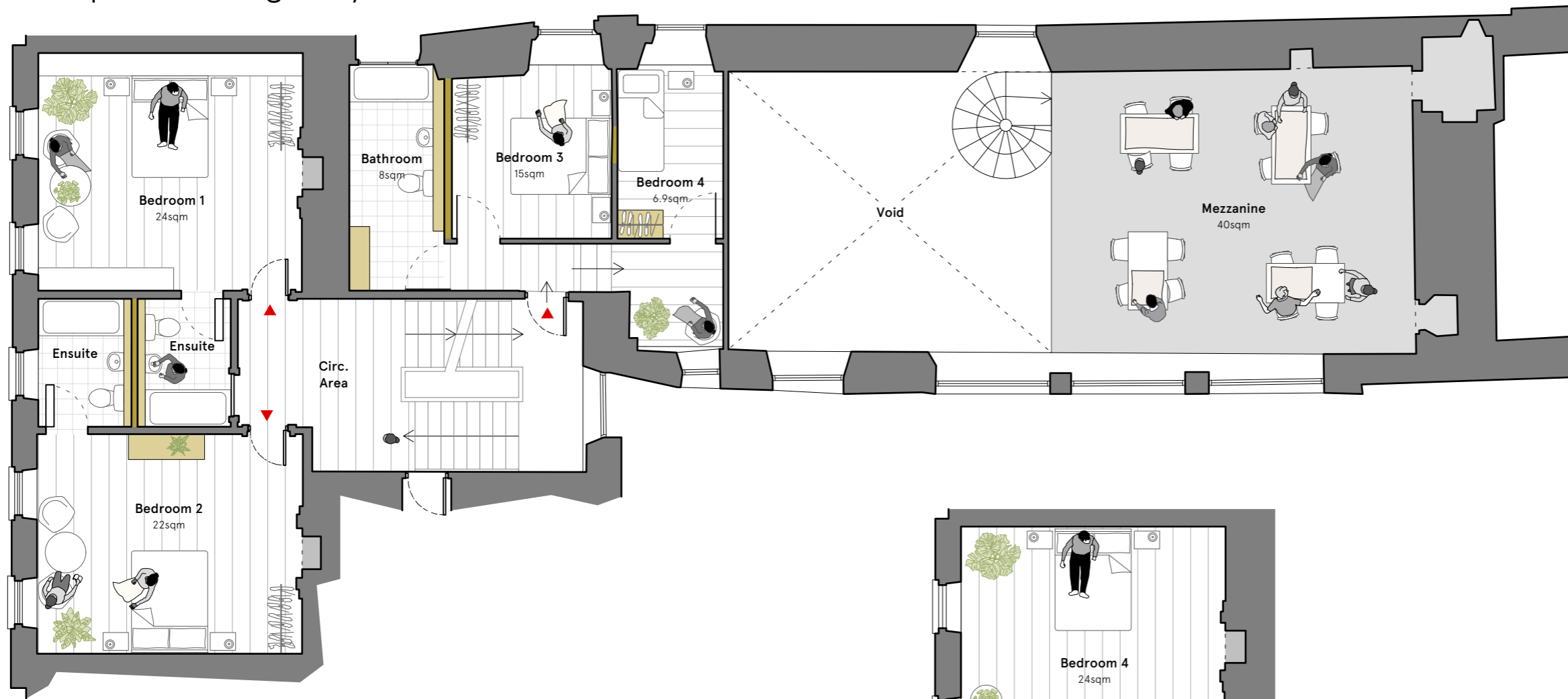
- Public/community
- Art studios/retail
- Accommodation
- Rented let
- Service/Ancillary
- Circulation
- Proposed partitions
- Removed partitions
- View lines



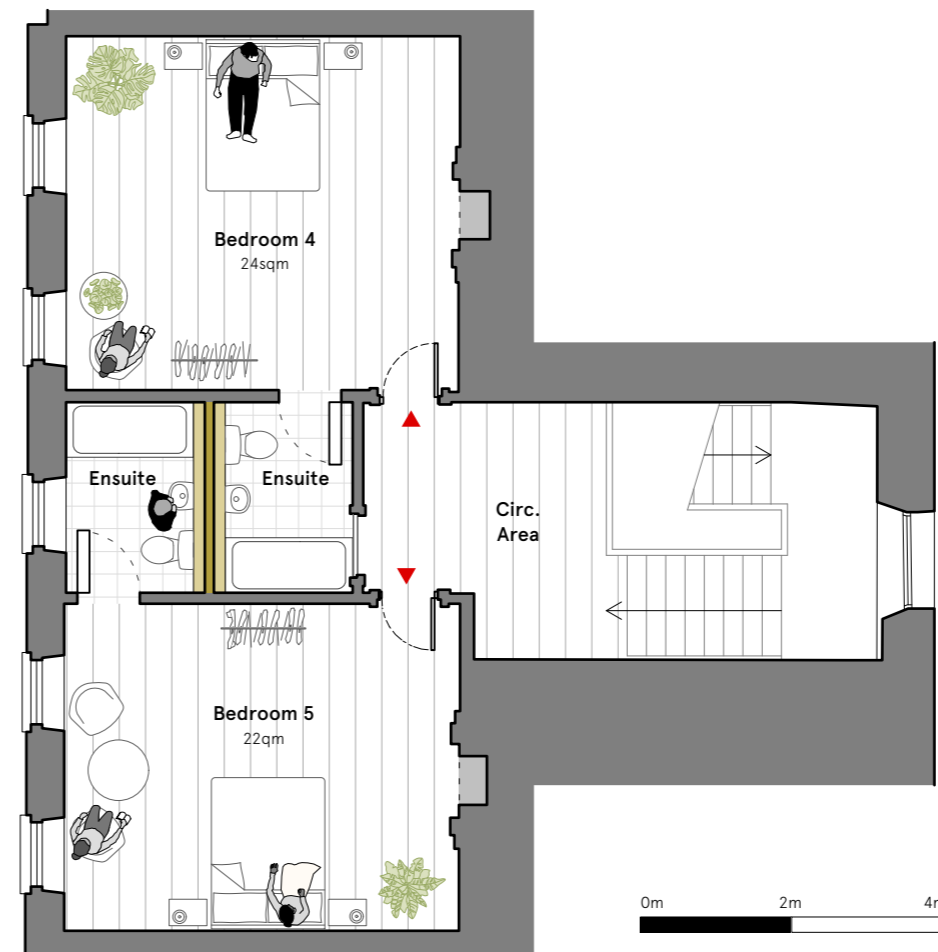


Above: Proposed Ground Floor Plan GA, Scale 1:100 @A3

6.3 Proposed Design Layout



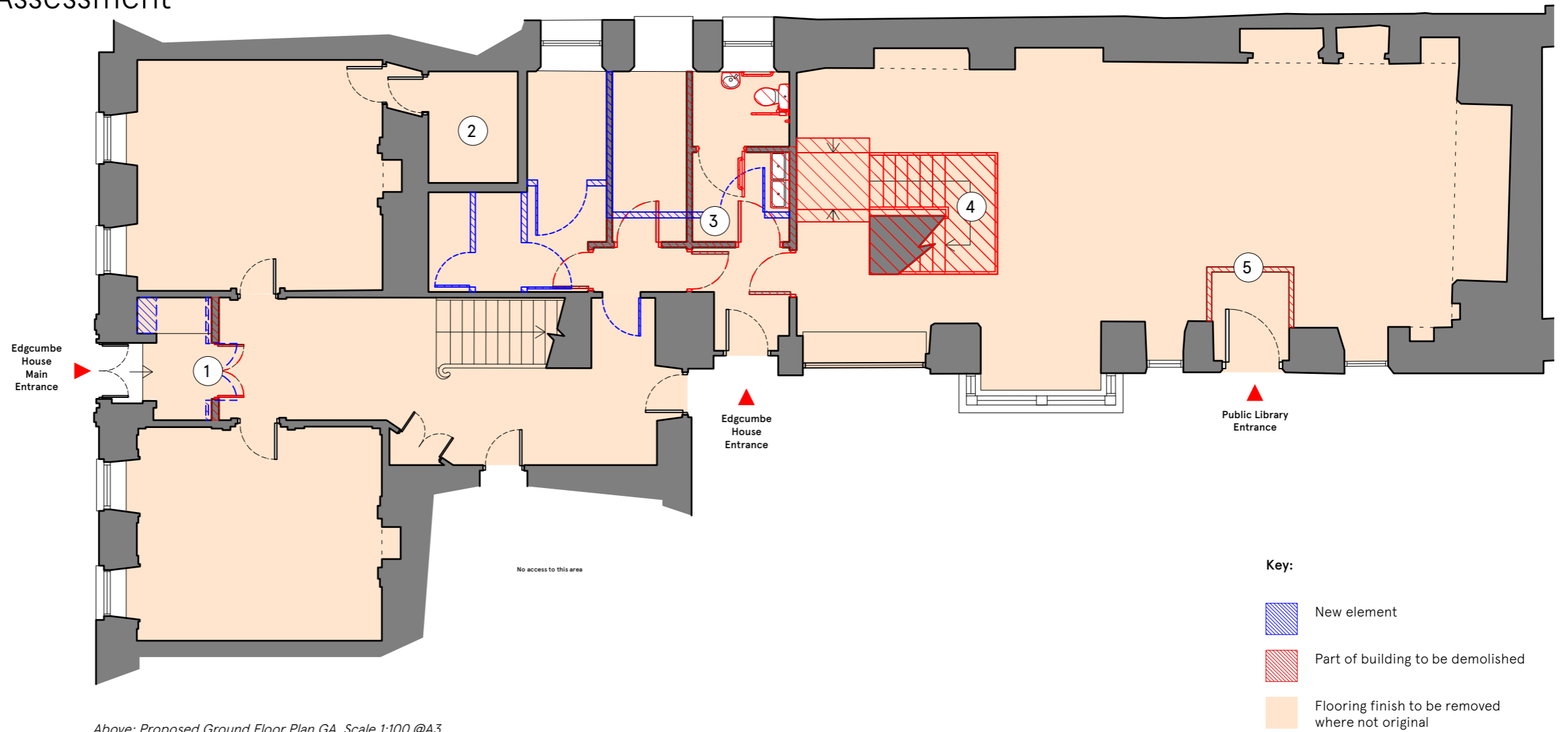
Above: Proposed First Floor Plan GA, Scale 1:100 @A3



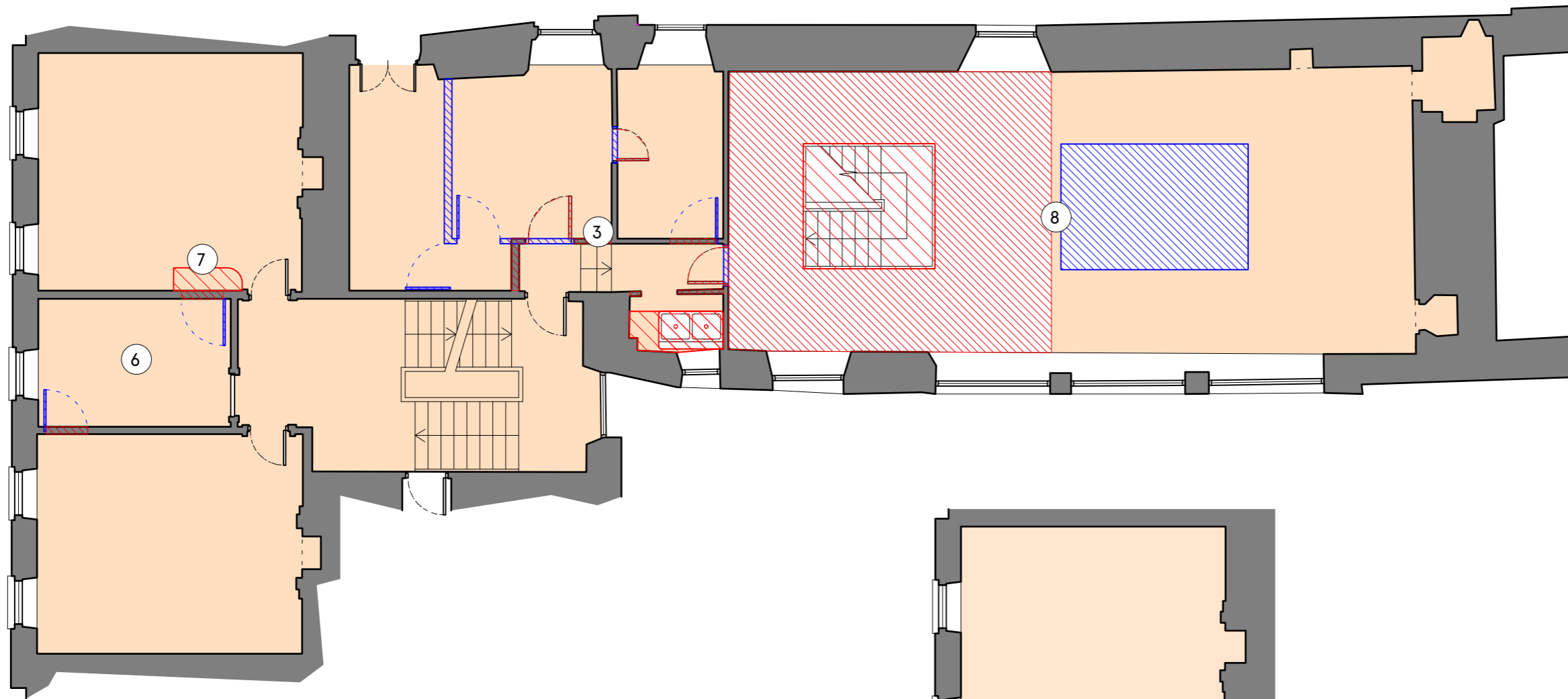
Above: Proposed Second Floor Plan GA, Scale 1:100 @A3

6.4 Heritage Impact Assessment

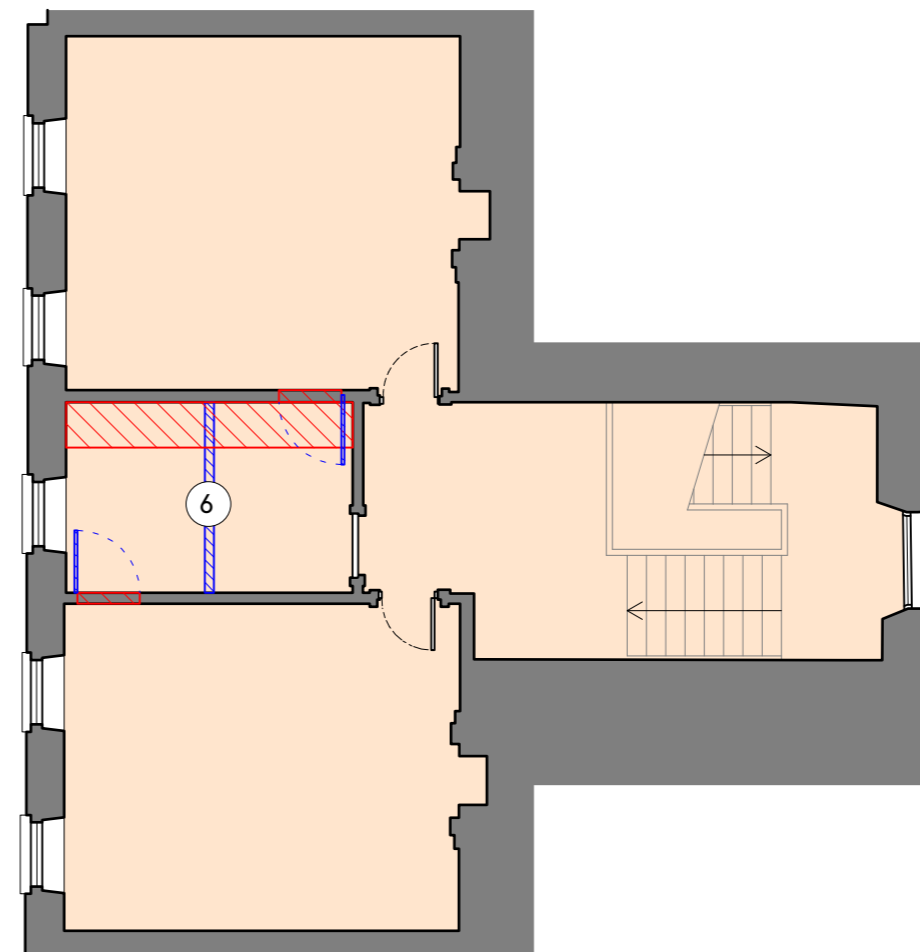
1. Secondary doors that appear to be later addition to be replaced with minimal detail glazed doors.
2. Minor modifications to existing bomb shelter to convert to kitchenette area.
3. Partition walls and doors in this area appear to be modern intervention
4. Staircase appears to be modern intervention. Replace with spiral staircase, what is likely to have been the original design.
5. Existing glazed entrance lobby appears to be modern intervention.
6. Jib doors to upper floors continuing decoration of the existing wall.
7. Existing joinery retained in room, small section removed and ends made good to create opening for new jib door.
8. Existing gallery in Taprell house is not original. Gallery section to be removed to re-introduce double height space. Existing void filled in to form new gallery area.



Above: Proposed Ground Floor Plan GA, Scale 1:100 @A3



Above: Proposed First Floor Plan GA, Scale 1:100 @A3



Above: Proposed Second Floor Plan GA, Scale 1:100 @A3

6.5 Capital Cost

Summary

This breakdown of the project costs is a high-level budget for the purpose of identifying funds and funding opportunities for the project.

The estimate capital costs are an approximation and cannot at this early stage of the design process be expected to represent the precise cost of the works. The figures should be viewed as target figures for the development of the design. The costs will be subject to the development of the design by the design team.

Assumptions

- Traditional procurement route.
- The building works are tendered in a single competitive stage.
- The Works are carried out by a single Main Contractor, under a single fixed price building contract.
- That the existing building is in a reasonable condition and that the structure is sound, as far as is known.

Exclusions

- VAT.
- Land acquisition costs
- Tax fluctuations
- Finance/lending costs
- Legal fees/costs
- Insurance premiums
- Community Infrastructure Levy
- Section 106 Agreements
- Work to any adjoining buildings/land
- Archaeological costs
- Party wall agreements, Building Regulations and planning consent/ conditions
- Resultant effects on design following site investigations and surveys
- Costs associated with delays or phasing
- Extraordinary site investigation work
- Data installations other than cables or cable ways as stated.
- Audio visual systems
- Set up/ management costs
- Performance Bonds
- Building Warranties
- Relocation expenses and storage costs, or temporary council office space
- Post-completion facilities management/maintenance costs
- Excludes any highway works

Item	Description	Unit (m ²)	Rate (£/m ²)	Value
1.00	Building Work			
	Edgcumbe House			
	Refurbishment works	45	£2,200	£99,000
	Heavy refurbishment and conservation works	130	£3,200	£416,000
	Specialist conservation works	28	£3,800	£106,400
	New internal works	35	£2,900	£101,500
	Sub-total Edgcumbe House			£722,900
	Taprell House			
	Refurbishment works	86	£2,200	£189,200
	Heavy refurbishment and conservation works	0	£3,200	£0
	Specialist conservation works	0	£3,800	£0
	New internal works	40	£2,900	£116,000
	New landscaping/ external works	80	£200	£16,000
	Sub-total Taprell House			£321,200
	Sub-total (core construction cost)			£1,044,100
	Preliminaries / OH&P - allow 15%	15%		£157,000
	Construction Total			£1,201,100
2.00	Project costs			
	Surveys - allow 1.5%	1.5%		£18,017
	Project design team fees - allow 17%	17%		£204,187
	Project Risks/ Contingency - allow 15%	15%		£180,165
	Allowance for Inflation / uplift - allow 10%	10%		£120,110
	Allowance for Furniture, Fixtures and Finishes	say		£30,000
	Allowance for Fundraising, management, internal project delivery/ client-side lead	say		£30,000
	Sub-total Project Costs			£582,479
3.00	Total			£1,783,579



6.6 Findings and Recommendations

Supporting Case

This study recommends the proposed conversion of Edgcumbe House and Taprell House to be used as a Heritage and Creative Arts Centre with Associated Guest Accommodation.

Economic context

This study finds that the recommended use for the buildings has the potential to be financially viable and that it should be able to operate independently from additional funding if suitable run and with the estimated base level of occupation. It identifies that the business model has potential to generate a profit that could be reinvested into the preservation of the building and to support the hosting of heritage and arts based outreach events for the local community.

There are a variety of economic outputs from the proposed new uses as well as impacts on the economic prospects of Lostwithiel. These include direct and indirect economic impacts, such as the creation of jobs; management, cleaning, catering, maintenance, and support for the running of the building, as well as heritage and arts based employment through the running of events and courses.

Sources of induced economic impact, such as by visitors coming to the area as a result of the new heritage and arts centre and the guest accommodation, are difficult to estimate but even with a conservative estimate of average spend (identified in section 4 of this report), this shows a positive benefit to the local economy and to local businesses.

Left: Image of how the interior to Taprell House might look if the new use of a heritage and arts centre were created, with a mezzanine level/ double height space - opening up the original space and exposing its heritage fabric.

There are further positive economic impacts the new use would have, such as improving the appearance and creating a 'heritage gateway' to this part of Fore Street. It is imagined that this would complement the Town Museum as well as to support local businesses in Fore Street.

The proposed uses are seen as inter-generational and to equally cater to young and old members of the local community and visitors to the town. The opportunities created by the proposed mix of uses to the sites encourage user engagement and skills development.

Further to this the heritage and arts centre would encourage local arts and heritage entrepreneurship, increase the potential of drawing local artists and arts/heritage organisations to the area, and for start-up artists/ businesses within the local community. This would be a significant catalytic event.

Funding

The recommended proposal is well aligned with the principle of a number of existing heritage and community-based funding opportunities. The below list identifies the principal opportunities that have been reviewed alongside the development of this report. As identified below, it is recommended that these are explored further and according to the time-scale of these opportunities. This list is not exhaustive, and depending on the time-scale of this project's delivery, other funding opportunities may become available and should be explored.

The primary funding opportunities that it is recommended to be explored are:

The Cornwall Good Growth Fund; Culture/Heritage-led Regeneration and Skills, has been identified as a relevant grant for this project. The application date for the final round for this grant is in August 2023. It is advised that the Town Team make an immediate enquiry through the initial enquiry form. <https://ciosgoodgrowth.com/funding-opportunity/culture-heritage-regeneration-programme-and-apprenticeship-training-programme/>

National Lottery Grants for Heritage; provide funding from £25k-£5m they include heritage enterprise grants where projects seek to achieve economic growth by investing in heritage. The grant should be approached through an initial enquiry form. <https://www.heritagefund.org.uk/funding/national-lottery-grants-heritage-250k-5m>

Architectural Heritage Fund (AHF); currently provides grants to organisations up to £10k. This may be an opportunity to commission further feasibility work and assessment of the buildings suitability for conversion, whilst other sources of funding for the capital works are pursued. The AHF also provide loans to not for profit organisations up to £500k.

Alternative means;

There are successful examples of community led projects that are funded by crowd-funding and community shares-based investment. This is a feasible way of delivering this type of project, alongside other funding sources. However, significant support from individuals is required to develop this type of governance and to generate support.

Gaps in analysis and future viability – Risks

Data Collection;

The collection of data, market values and levels of demand used to create the viability studies included in this report has been checked as far as reasonably possible, under the scope of this commission. Rates and occupation levels have been obtained though enquires with local organisations, estate agents and members of the community. Most have been able to be checked and are based on local precedent, but in some cases inputs have had to be assumed due to a lack of local examples. Where this has been done this is identified in the report. It would be prudent to undertake a more extensive market assessment, when the business vehicle for the new enterprise is known and when a route for raising capital funding has been established.

Capital Costs;

The capital costs for the project are based on rates for the current proposal. A qualified quantity surveyor with knowledge of historic buildings and the local construction market should be appointed to undertake a full cost plan for the works, at an early stage as the project moves forward. It is recommended that designs for the project should be developed alongside this appointment to assist with the identification of a detailed specification with regard to alterations to the building and to the level of conservation work.

Building Condition;

The condition of the building fabric is not fully known. This is a significant project risk as capital costs are estimated on a reasonable level of building condition. It would be prudent to commission an intrusive historic and structural survey of the building to support future cost plans for the works.

Sustainable Improvements;

The restoration of the buildings brings the opportunity to make sustainable improvements to them in regard to their environmental performance. As with any listed building, how these improvements are made needs to be carefully considered so not to cause harm to the heritage value of the listed assets. It is recommended that opportunities for improvement are discuss with the LA planning department and with officers at Historic England as the project is developed and alongside design development by the appointed design team. This report assumes that some sustainable measures will be able to be initiated as part of the development. It is yet to be seen what these are and how they align with the Council's aspirations for projects under their Climate Emergency Development Plan.

Equal Access;

The proposed uses and designs have been developed to provide equal access to part, but not all, of the developed buildings. The nature of the existing buildings do not allow lift access to be able to be created to all levels, and the previous feasibility study and consultation with Historic England identified that a lift installation would not be acceptable to the front floors of Edgcumbe House. Therefore the designs have been developed to establish the primary public access spaces at ground level. The upper floors have guest accommodation; it is understood alternative accommodation for wheelchair-users is available locally. The proposed events space to Taprell House has a mezzanine level accessible by stair only, but like-for like accommodation is provided at ground level allowing a flexible use of these spaces to suit users needs. Platform lift access to the mezzanine could be provided if desirable or designed to allow as a future addition.



6.7 Conclusion

Conclusion

This report summarises the use and viability assessment undertaken for Edgcumbe House and Taprell House, in accordance with the brief.

It includes the engagement that has been undertaken with a cross-section of the local community to assess public opinion on the potential for new uses for the buildings, the strategies proposed and the precedent studies that have been considered.

It should be noted that although public consultation formed part of this study, and the feedback received was used to develop the proposals, the recommendations of this study are based on a viability case for a new use. It is advised that further public consultation should be undertaken as the project moves forward. There are significant opportunities for the community to benefit from the proposed new uses for the buildings and the specifics of how it will operate as a community asset.

The report includes a recommendation and a design proposal. This design is made so that the recommendations for the report can be assessed practically and in regard to changes to the listed structure. It is understood that the designs will need to be developed as the project moves forward with regard to engagement with aspects of the buildings heritage, practicalities of the building users and consideration of funding arrangements.

The following section identifies the recommended next steps for the project.

Left: Image of how Fore Street might look if Edgcumbe House were used to provide a heritage and arts centre to the centre of town. New landscaping could be integrated to provide a 'heritage gateway', where pedestrians are prioritised, connecting the Town Museum and Guildhall across the road.

Next Steps

The following recommendations are made in regard to moving forward with the project:

1. Establish the support of the Town Council to proceed with the recommendation of this study.
2. Submit an initial enquiry form to the Cornwall Good Growth Fund and, following receipt of feedback, prepare an application for the August 2023 deadline.
3. Identify the likely governance and management structure of the organisation that would run the building and its relationship to the Town Council and the Town Museum. This may be a community interest company or other form of social enterprise. It may be advantageous to establish this enterprise prior to applying for some funding applications.
4. Development of capital funding bids. It may be advantageous to have professional support with writing these if the council do not have these skills in house.
5. The development of a business plan, with more detailed projections and running costs, is advised to be created when the governance structure for the enterprise is better known. This should establish the relationship with existing organisations such as the Town Council and the Town Museum and should describe in more detail the heritage and arts offer it will make and how the guest accommodation will operate. This document will be useful to support the vision for the new uses and their scope of outreach for the purpose of funding bids.
6. It is recommended that community engagement on the project should be maintained through the design development and delivery. The support of the local community is considered to be an important element to the success of any development of the buildings and it is important that this report and its recommendations are seen as a step in the work previously commissioned for the building and its future use as a community asset. It should be understood that the development of the future uses for these buildings will take time to deliver and they will grow and evolve during this process. Therefore clear communication on this is recommended.
7. It is recommended that early and continuing engagement takes place with stakeholders and immediate neighbours to the buildings. Consultation with the Methodist Chapel, who occupy part of Taprell House, will need to be included in this process. The proposed re-location of the library within the town to an alternative building and the office and storage facilities for the town clerk and colleagues will also required engagement to enable suitable solutions are developed.
8. Consultation on the proposals with Historic England, to complement the advice already obtained in 2018 would be advantageous and would de-risk aspects of the scheme, particularly in regard to the change of use. This should be carried out with the involvement of a design team.
9. Consultation on the proposals with the Local Authority Planning Department, would be advantageous and would de-risk aspects of the scheme, particularly in regard to the change of use. This should be carried out with the involvement of a design team.
10. Measured, historic, ecological and structural surveys will be required. The stage for the appointment of these needs to be carefully considered, but it is suggested these are commissioned with the consultation of a design team.
11. A full design team should be appointed to develop the project and a programme for delivery. The scope of this appointment will be dependant on the funding arrangements, although it may be advantageous to appoint some team members to provide early advice on the preparation of funding submissions.