

Regeneration Proposals for Newport Guildhall

for the Isle of Wight Council

July 2021

Project ref. 2710-EA-00-00-FS-0002



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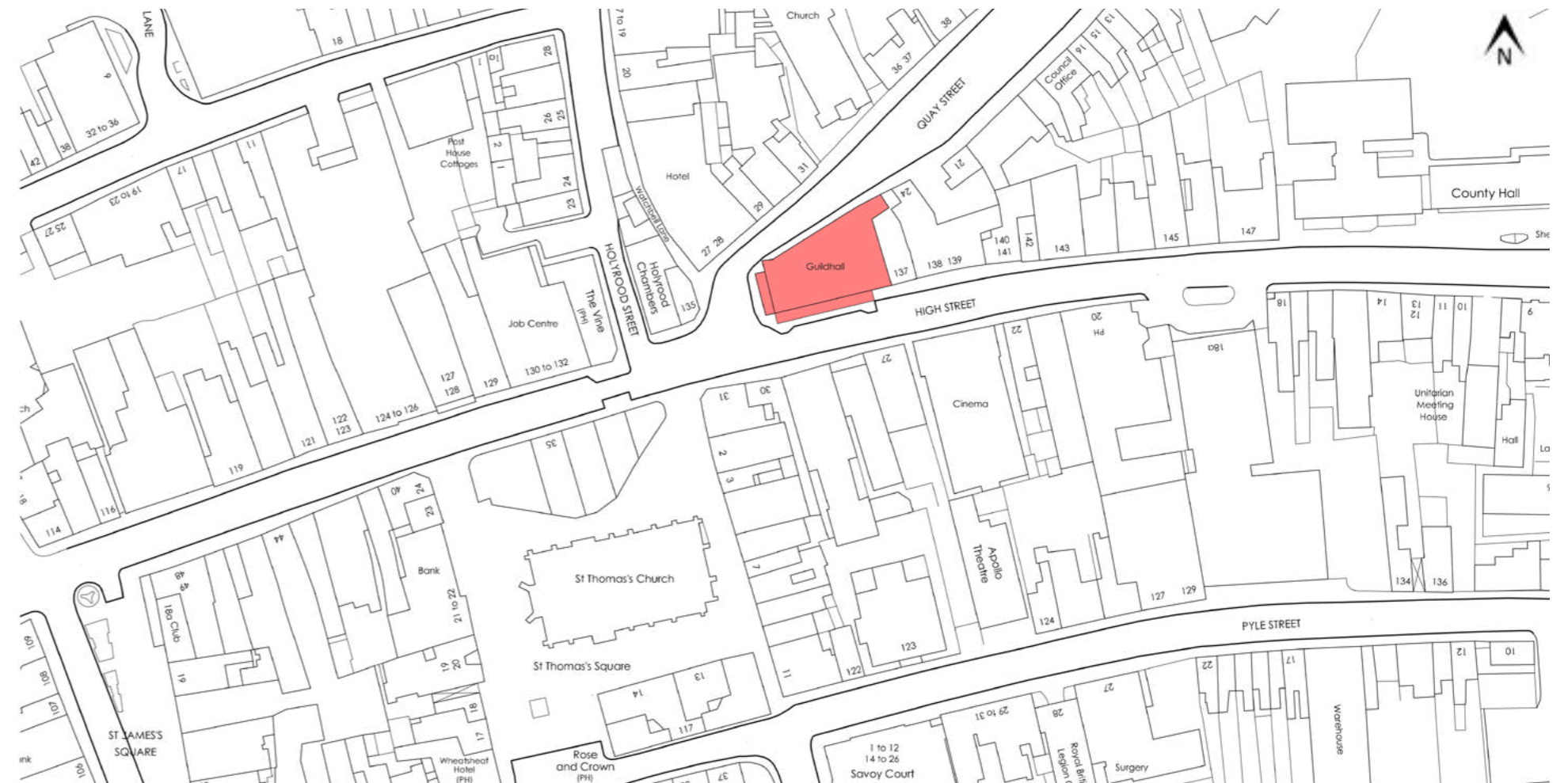
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Client Brief

The focus of this document is the heritage and spatial analysis and subsequent options appraisal for the reuse of Newport Guildhall. A significant fixture of Newport Town Centre, the Guildhall has been a historic focal point for municipal activity for the island community for two centuries, but in recent years it has suffered from a lack of maintenance and prolonged under-use.

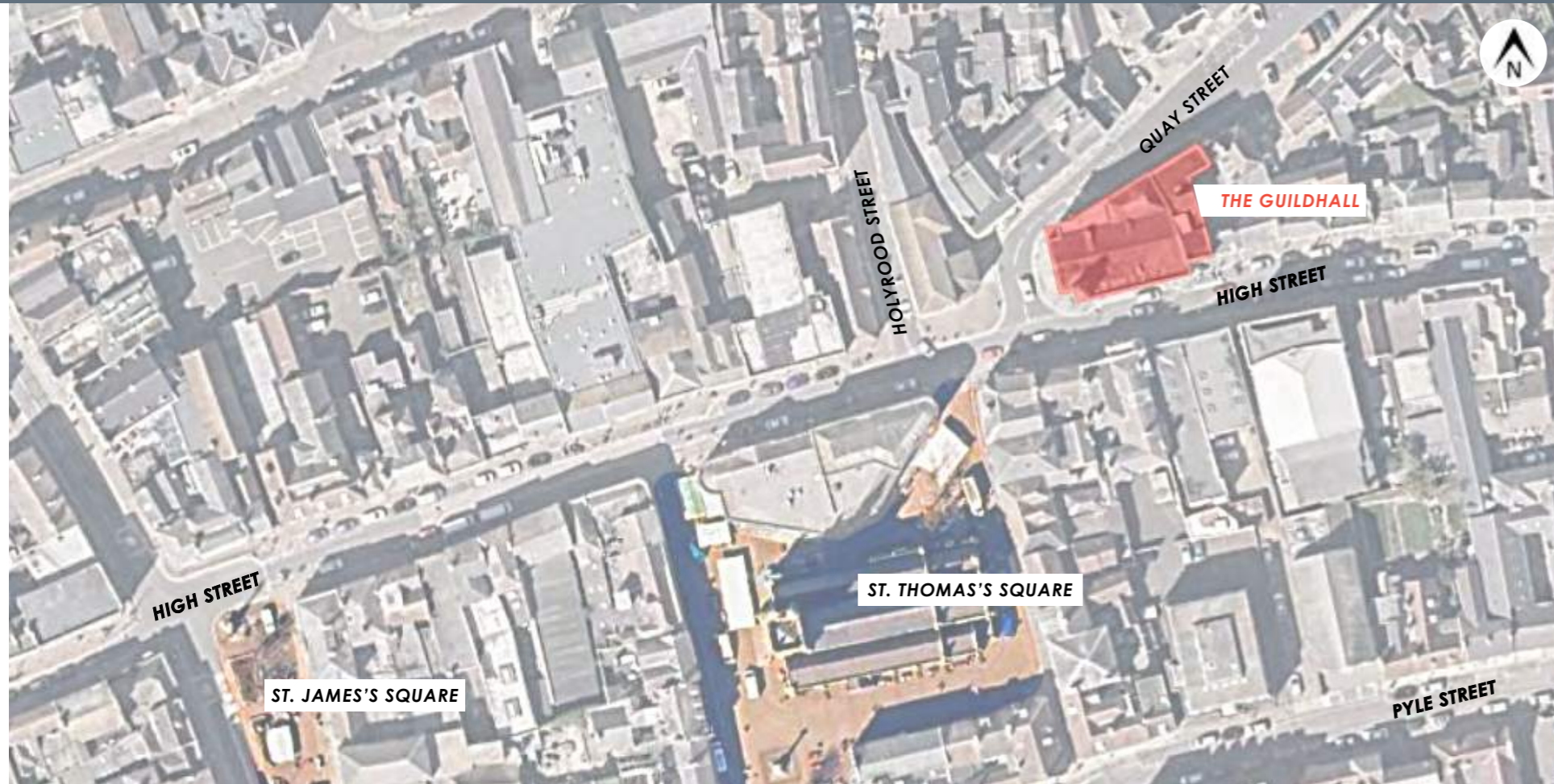
Isle of Wight Council are seeking strategies that propose an innovative future for the Guildhall that provides a sustainable income and meaningful community resource. These proposals are also intended to complement future works relating to the town's recent designation as a *High Street Heritage Action Zone*, and as such consider the building's relationship with the wider Newport townscape.



Project Background

The three options proposed herein have been underpinned by research of redevelopment projects that have been successfully implemented on similar public buildings. The approach to these schemes have been appraised and relevant aspects have been incorporated into our proposals where appropriate. The subsequent options have been selected to cover a diversity of uses and community beneficiaries in order to provide a range of possible futures for the Guildhall.

Due to the significant heritage value present in the building and the need for a comprehensive repair programme, a full heritage study has been undertaken, and a corresponding heritage impact assessment has been prepared for reading in conjunction with the existing condition report. This is in turn supported by a viability study that appraises the cost of the various works and ongoing maintenance of the building, as well as the potential financial return presented by each option.



Contemporary view of the west elevation of Newport Guildhall



Current Status

The Guildhall is a Grade II* listed building designed by notable English architect John Nash. Its principal tenant is the Museum of Island History, which occupies most of the ground floor, with additional exhibit and document archives housed within the historic Town Hall and Council Chamber Rooms at first floor. The remaining rooms on these levels and at second floor are utilised for museum administration, storage and office space. The headquarters for the Borough Council until 1996, the building remains in possession of the Isle of Wight Council.

Challenges and Opportunities

As of July 2021, the Guildhall has been observed to require a significant investment in repair work to support proposals for regeneration, and its heritage value and high visibility within the centre of Newport suggest a strong public interest in any future reuse strategy.

Initial observations have identified a number of existing historical elements that can be incorporated into subsequent proposals, and the current internal layout features adaptable circulation routes that could support multiple functions. Addressing the surrounding road layout should be prioritised alongside any reuse proposals, as the adjacent junction currently surrounds the building on three sides, restricting the public footway and presenting the Guildhall as uninviting and inaccessible.

Newport Guildhall was formally listed Grade II* on 1st October 1953 ('The Guildhall', ref. 1278563). The list entry description is primarily focused on the external form and architectural features of the building:

'1819. Architect John Nash. 2 storeys faced with coursed stucco. 1st floor: tetrastyle portico with giant Greek Ionic columns, dentil pediment, resting on ground floor of 3 round headed arches with keystones. 3 full length recessed sash windows, glazing bars, rendered lintels. Simple cast iron railings between columns. To right of facade Victoria clock tower of 1887 with small cupola pediments, columns and pilasters continuing Ionic style. The High Street front is continued with an Ionic colonnade, cornice and reeded parapet over. 5 windows as behind main portico. Arcading also continued on ground floor with smaller arches at base of clock tower and at east end. 2 bays of 4 storeys coursed rendering with parapet and dentil cornice, have been added to the east on the High Street and 5 bays also in keeping with original style have been added on Quay Street.



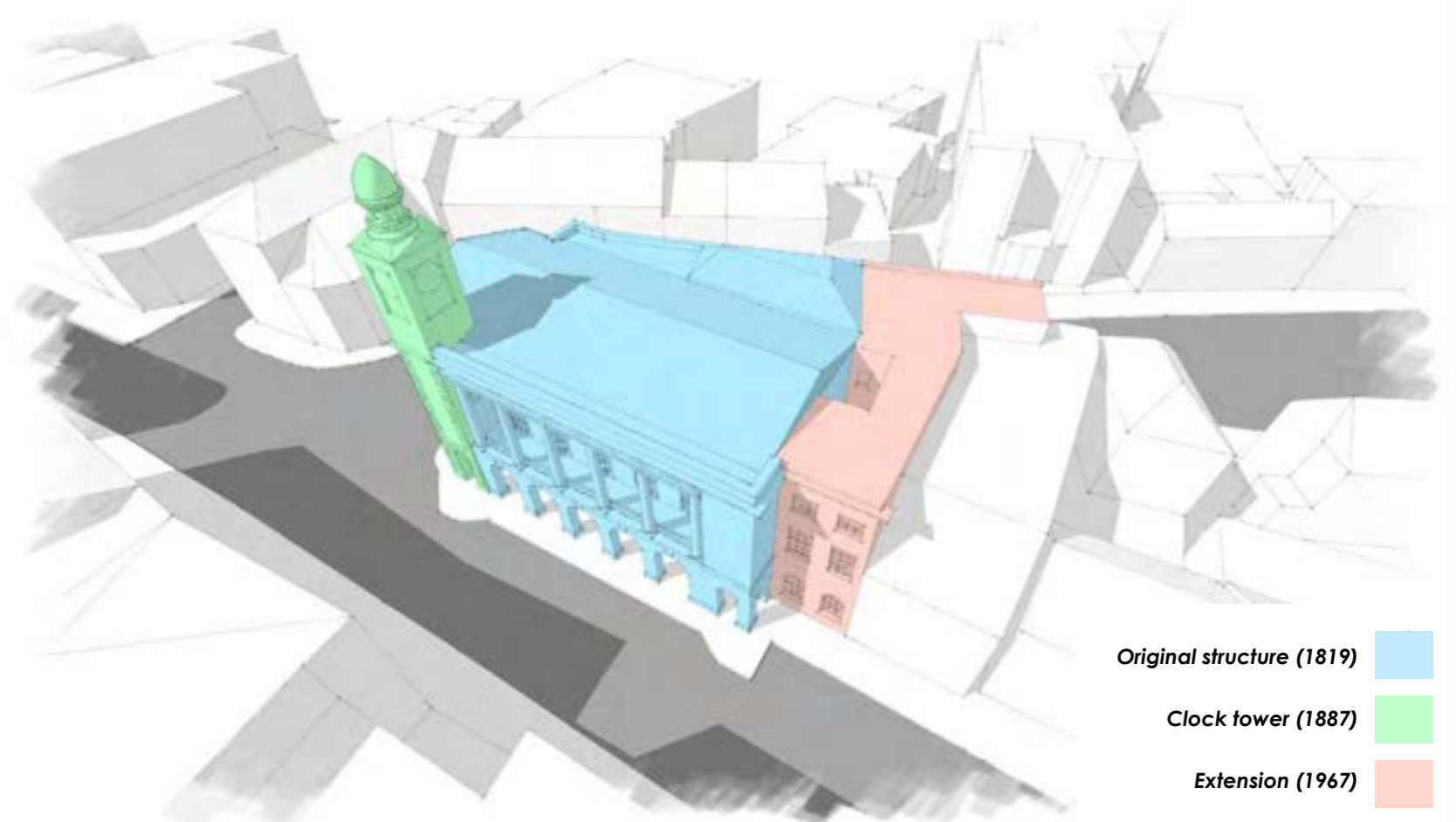
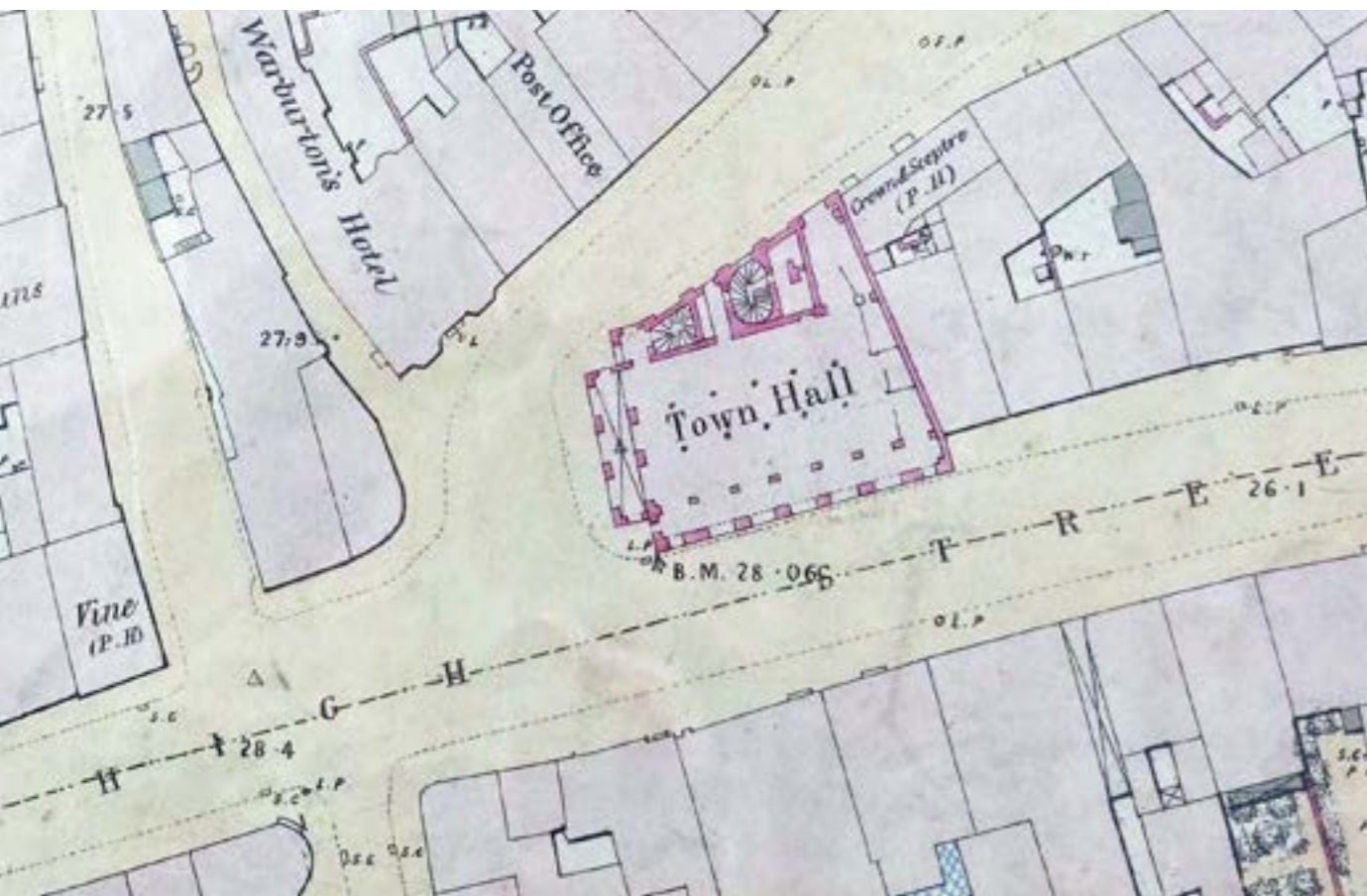
John Speed's 1676 map of Newport with the Town Hall location highlighted

History of the Site

The current Guildhall is located at the junction of High Street and Quay Street in Newport town centre, and appears to have been built close to the site of the previous Town Hall, constructed in 1638 and depicted on John Speed's 1676 map of the town. This in turn replaced an earlier medieval building known as the Audit House, the upper floor of which held common and bailiff Courts between its leasing in 1405 and eventual demolition in 1637. Speed's map also highlights the medieval street pattern, depicting the town as relatively small and centred on the original St Thomas's church; livestock and grain markets were historically based at St Thomas's and St James's Squares with a market selling butter, eggs and poultry installed below the Guildhall. The map clearly illustrates that the street pattern has been altered little since this time, with Holyrood Street, Quay (Key) Street and High Street all clearly defined.

Diagram of the Guildhall depicting different periods of construction

1862 Ordnance Survey extract showing the original footprint of the Guildhall and its relationship to the adjoining Crown and Sceptre public house



- Original structure (1819) ■
- Clock tower (1887) ■
- Extension (1967) ■

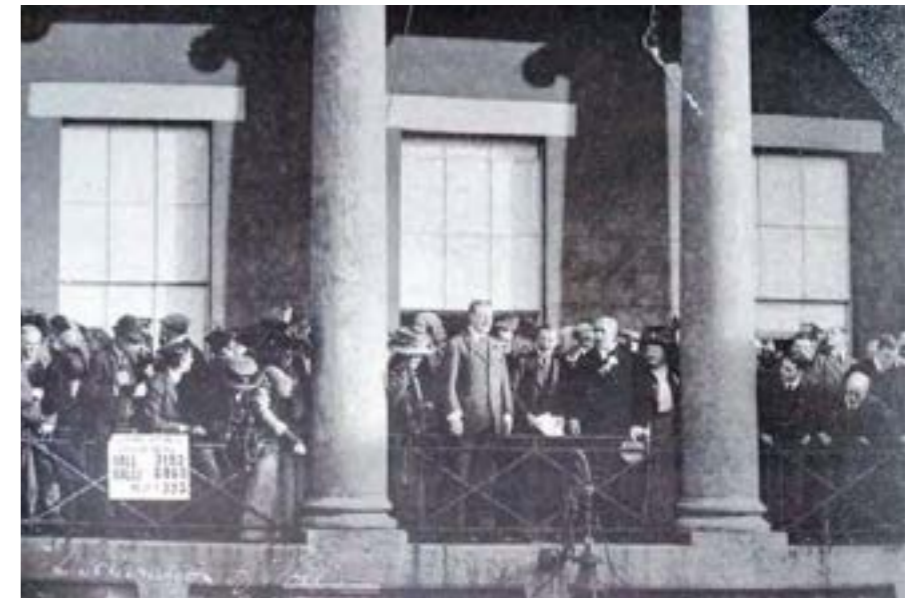
Detail from an engraving by George Brannon showing the Guildhall as it appeared in 1821



Early photograph of the Guildhall following the 1843 installation of the mounted clock and cupola



Continuing this long tradition of municipal use of the site, the current structure was built to the neoclassical design of John Nash between 1816 and 1819 at a cost of around £10,000. Housing a town hall and council chamber and associated offices, the building convened regular Petty and Quarter sessions well into the 20th Century, and for a time continued the feudal tradition of the Curia Militum or 'Soldier's Court' initially held at Carisbrooke Castle. The building was constructed in brick and rendered with a plaster skim and painted white, with columns and detailing formed in Bath stone. A small cupola and clock were mounted to the right-hand flanking structure of the portico in 1843, later to be replaced by a highly visible clock tower to commemorate the Golden Jubilee of Queen Victoria in 1887. In 1864 the Guildhall notably hosted Italian revolutionary Giuseppe Garibaldi during his tour of the UK.



Announcement of General Election results at the Guildhall, January 1910

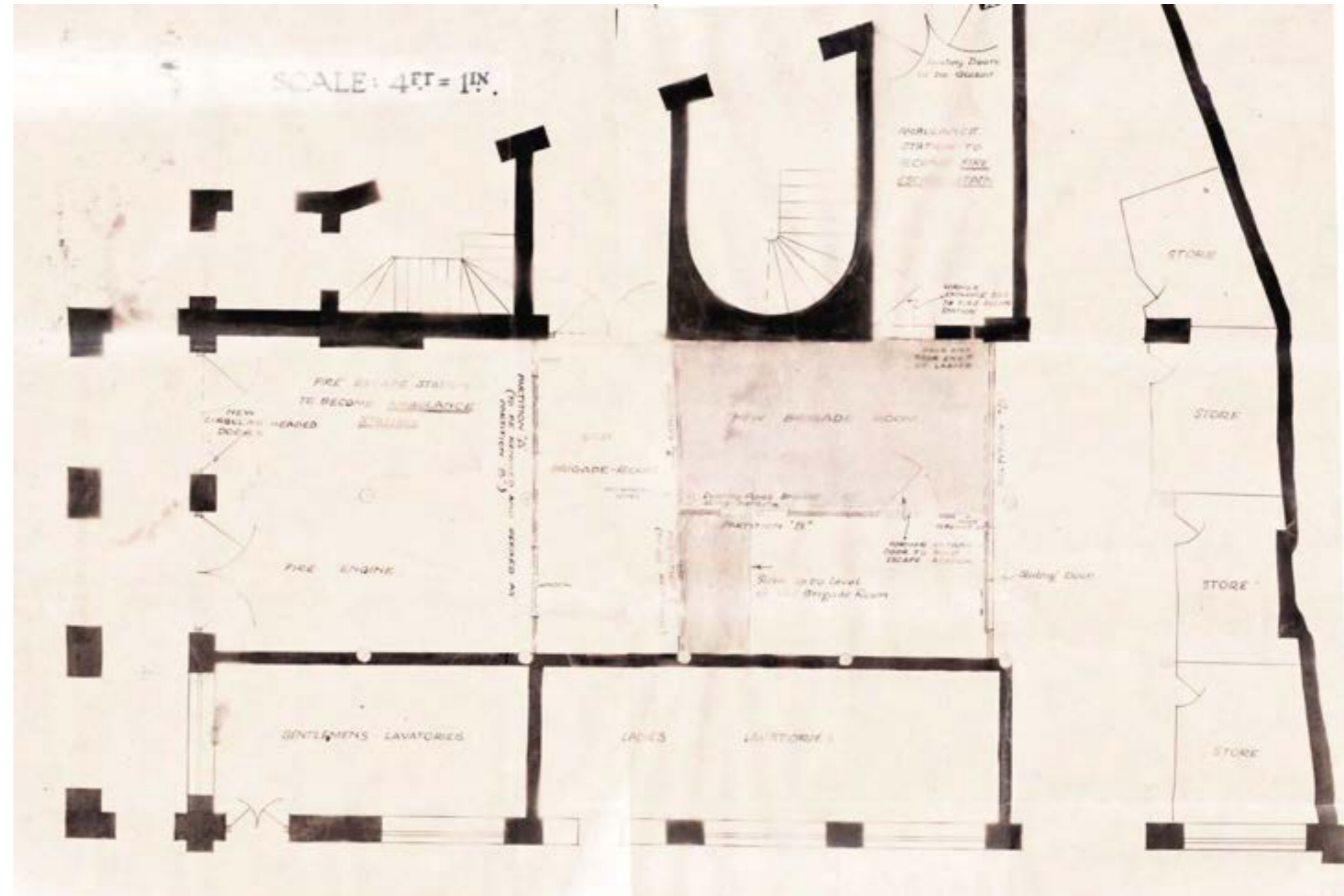
The ground floor market was converted to a Fire Station in the late Victorian period and was later modified to house an ambulance station and public toilets. During the 20th Century the Guildhall continued to operate both as a county court and the headquarters for various local authorities, principally Newport Borough Council (Medina Borough Council from 1974). It sustained bomb damage during the Second World War with records of the adjoining premises receiving repair and extension works around 1947-49. This property was eventually demolished, and in 1967 plans were made to replace it with an extension to the Guildhall that remains to this day.

1935 photograph showing public toilets installed at ground floor alongside fire and ambulance stations



Although built to modern construction standards, the extended façades were designed to complement the Guildhall's aesthetic by continuing its window configuration, architectural detailing and finishes. Official municipal functions largely ceased with the creation of the Isle of Wight Council in 1995, and since its establishment in 1996 the Museum of Island History has been the principal occupier of the ground floor, with upper level rooms housing local authority offices, stores and archives.

Floor plans dating from the 1930s detailing changes to the fire and ambulance station and location of the public toilets



Bomb damage to the High Street frontage of the adjacent building sustained during the Second World War

Internal Modifications

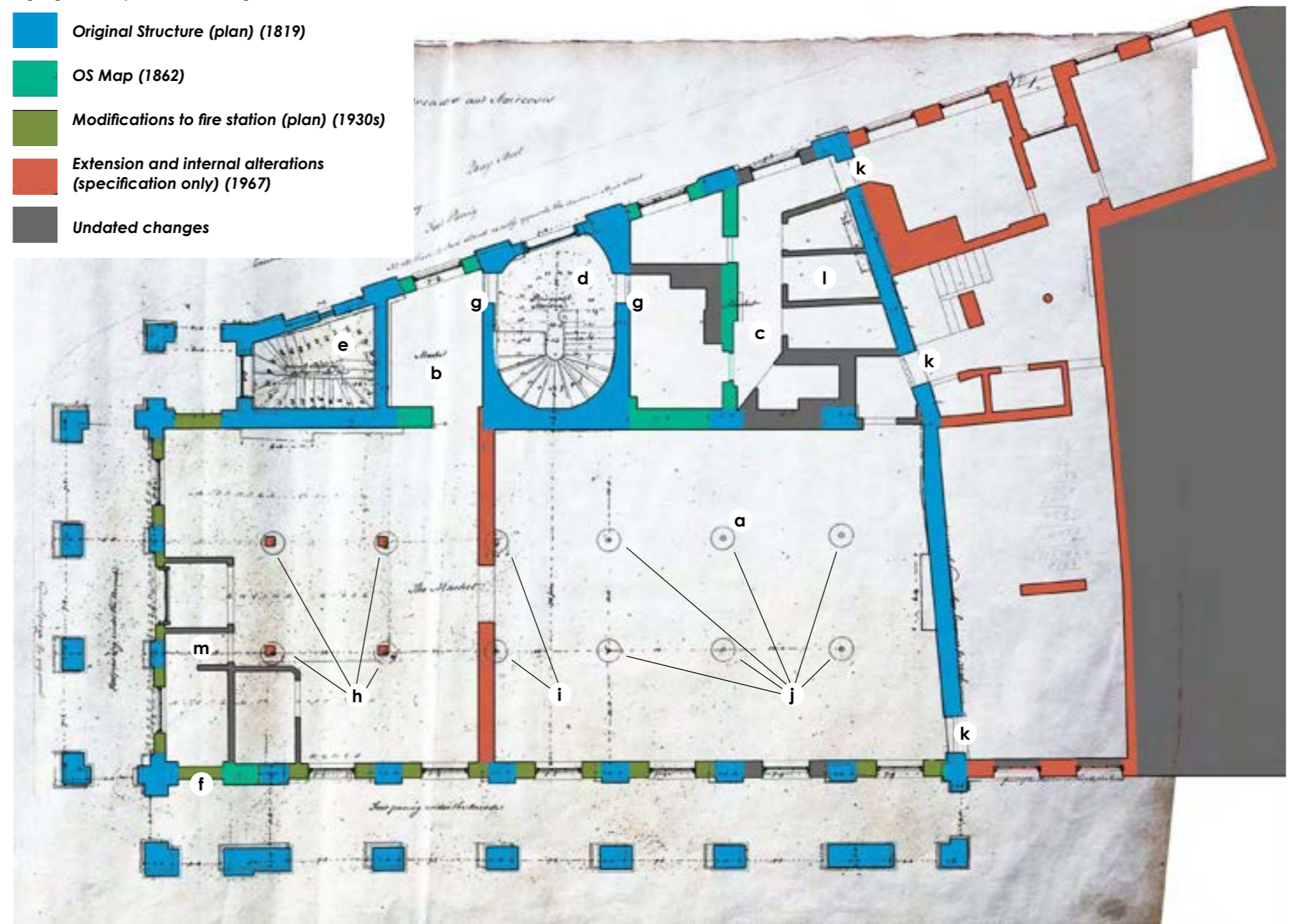
By referencing Nash's original schematics along with those of subsequent alterations, it is possible to track the changes made to the Guildhall's interior layout over the two centuries since its construction. Although the exact date of these changes are difficult to discern, they can be rationalised by overlaying the current floor plans (in coloured highlights) over the original architectural drawings. The original purpose for the ground floor interior is indicated on the drawing as 'Market', and appears to be open to the elements on all sides. The central marketplace featured two rows of six cast iron posts (a) supporting the upper floors that aligned with the perimeter colonnades along a standard grid plan. Two smaller ancillary market spaces (b, c) fronted Quay Street, along with two enclosed staircases – the principal staircase to the first floor (d) and a private stair to the first and second floor for use by the magistrate (e).

Initial infilling of many of the arches likely occurred with the 1891 introduction of a fire station (f), although plans and photographs from the 1930s (previous page) suggest the current doors and windows were a much later addition. The plan depicts the 1909 public toilets, and a 1935 photograph shows the previous window styles. The magistrate's stair today remains largely as it was constructed, but the principal stair was modified with two new doors providing access to the ground floor interior space (g). These doors, although appearing on the 1862 OS map, are shown as absent from the 1930s plan and so their history is somewhat vague. The OS map also shows the ancillary market space (c) as already partially enclosed, possibly housing a distinct shop that was recorded within the market hall in 1885. As part of the 1967 extension works, the internal support posts were either replaced (h), incorporated into a new separating wall (i) or removed entirely (j) in favour of structural steel beams, work that may have resulted in damage to the surrounding structure. Three (or four) new door openings were also created on the original rear boundary to provide access to the new rooms (k). Contemporary modifications include the further subdivision of area (c) to create the holding cells (l), and an entrance lobby and accessible toilet (m).

Ground Floor Plan

Original drawing with existing structure overlaid and highlighted as per the following dated documents:

- Original Structure (plan) (1819)
- OS Map (1862)
- Modifications to fire station (plan) (1930s)
- Extension and internal alterations (specification only) (1967)
- Undated changes



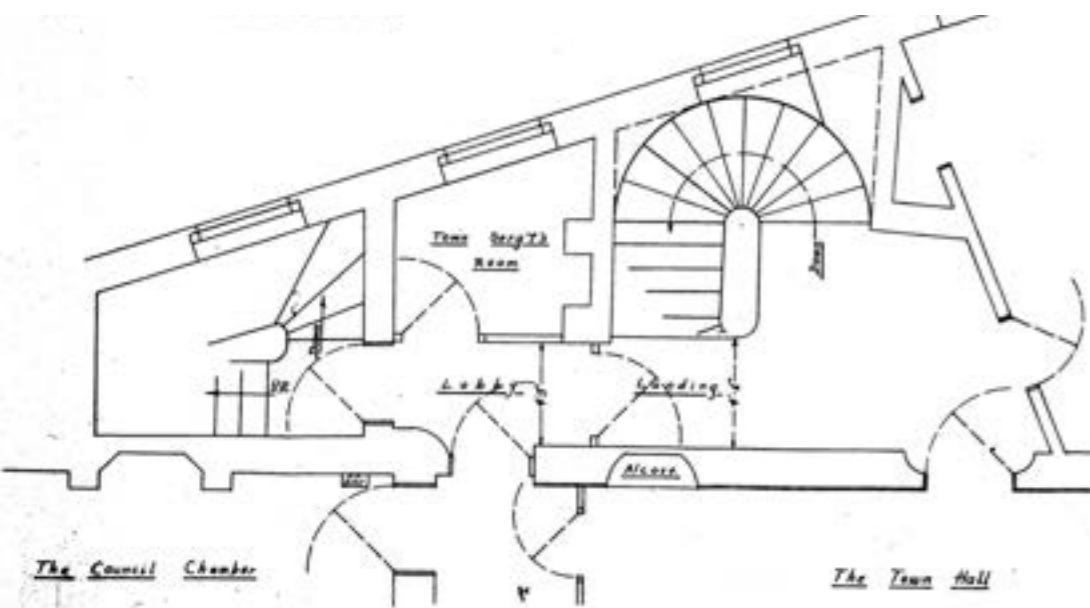
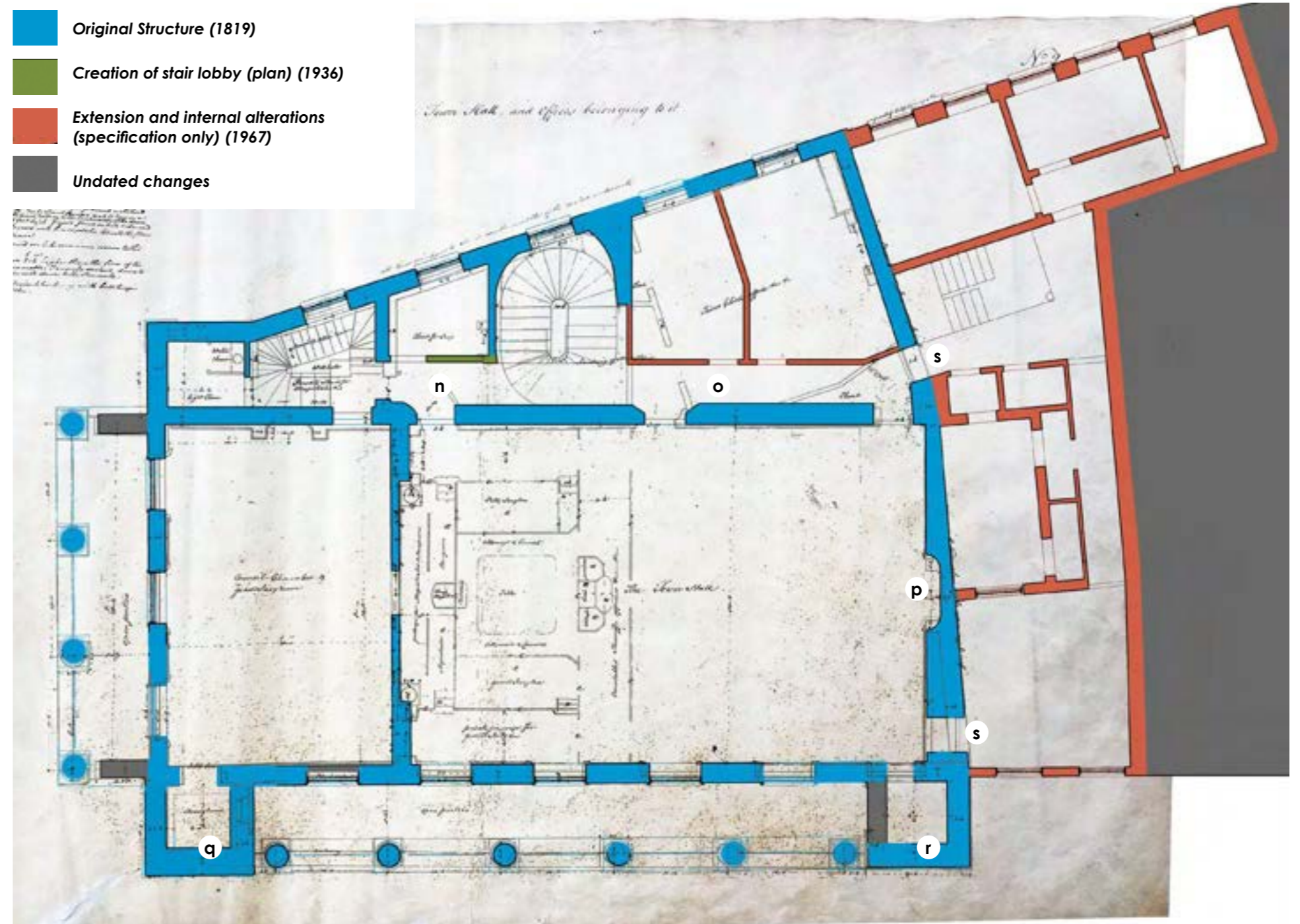
At first floor the most significant change involved the reduction of the ancillary rooms and alteration of the stairwells to form a connecting corridor. This was partially achieved in 1936-37 when a lobby (n) was created to allow direct access from the principal stair to the 'Town Sergeant's Room (formerly 'Closet for Jury'). The corridor was likely completed during the 1967 extension works by reducing and dividing the 'Town Clerk's Office' (o) to provide first floor access into this new space.

The principal rooms have mostly retained the same form and detailing since the building's construction, with the smaller front room ('Council Chamber and Jury Room') fitted with a new door providing direct access to the magistrate's stair. All four original fireplaces and chimney stacks have been completely removed, with the fixture in the main room ('Town Hall') replaced with a large alcove (p). The room labelled 'Strong Room' (q) now provides maintenance access to the clock tower but still retains the original form and access opening. The opposite space (r) flanking the colonnade appears to have had been modified to allow internal access through the removal of an original sash window unit and the infilling of the external opening at an unknown date. As at ground floor, new doorways were introduced to accommodate the 1967 extension (s).

First Floor Plan

Original drawing with existing structure overlaid and highlighted as per the following dated documents:

- Original Structure (1819)
- Creation of stair lobby (plan) (1936)
- Extension and internal alterations (specification only) (1967)
- Undated changes





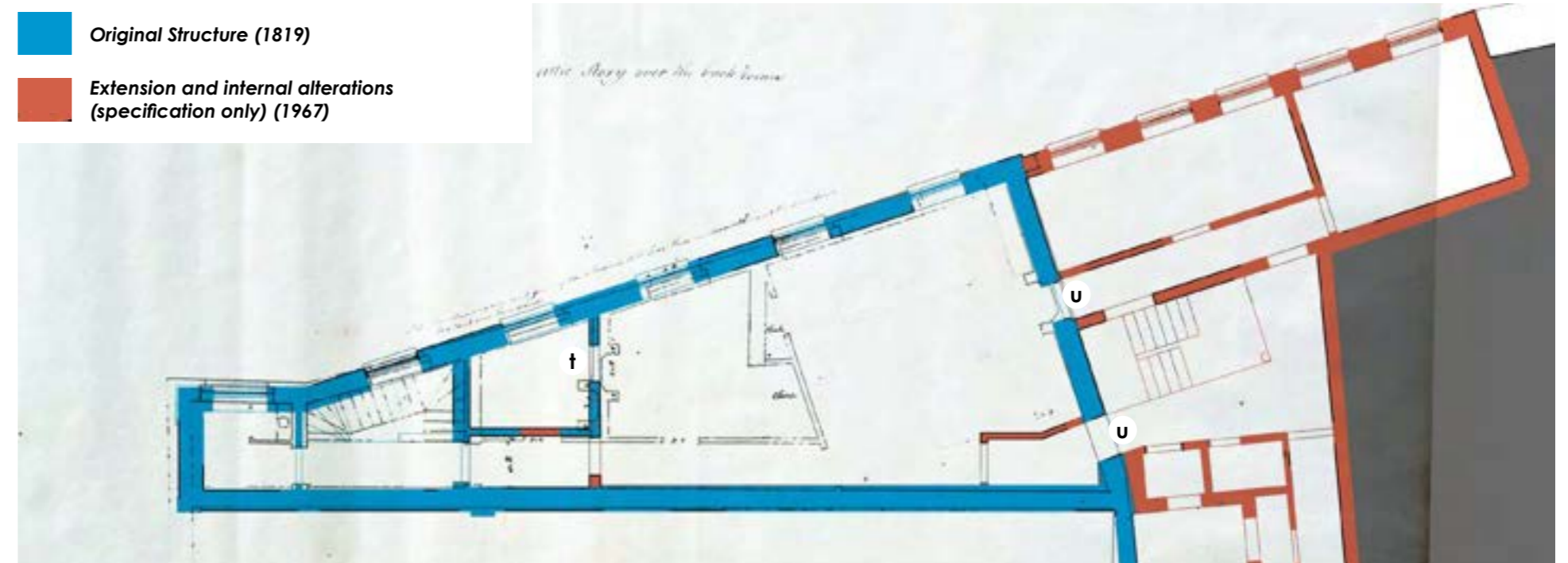
Extract from a 1936 drawing showing the creation of the lobby connecting the two original staircases

The original attic rooms at second floor comprised three small unspecified rooms, initially with sole access from the private magistrate's staircase. The two larger rooms were later combined into a single space with the door to the smaller room moved to provide direct access from this area (t). As with the floor below all fireplaces have since been removed, with one appearing to form the opening for one of two doorways connected to the post-war extension (u) and it is therefore assumed that these works were carried out at the same time.

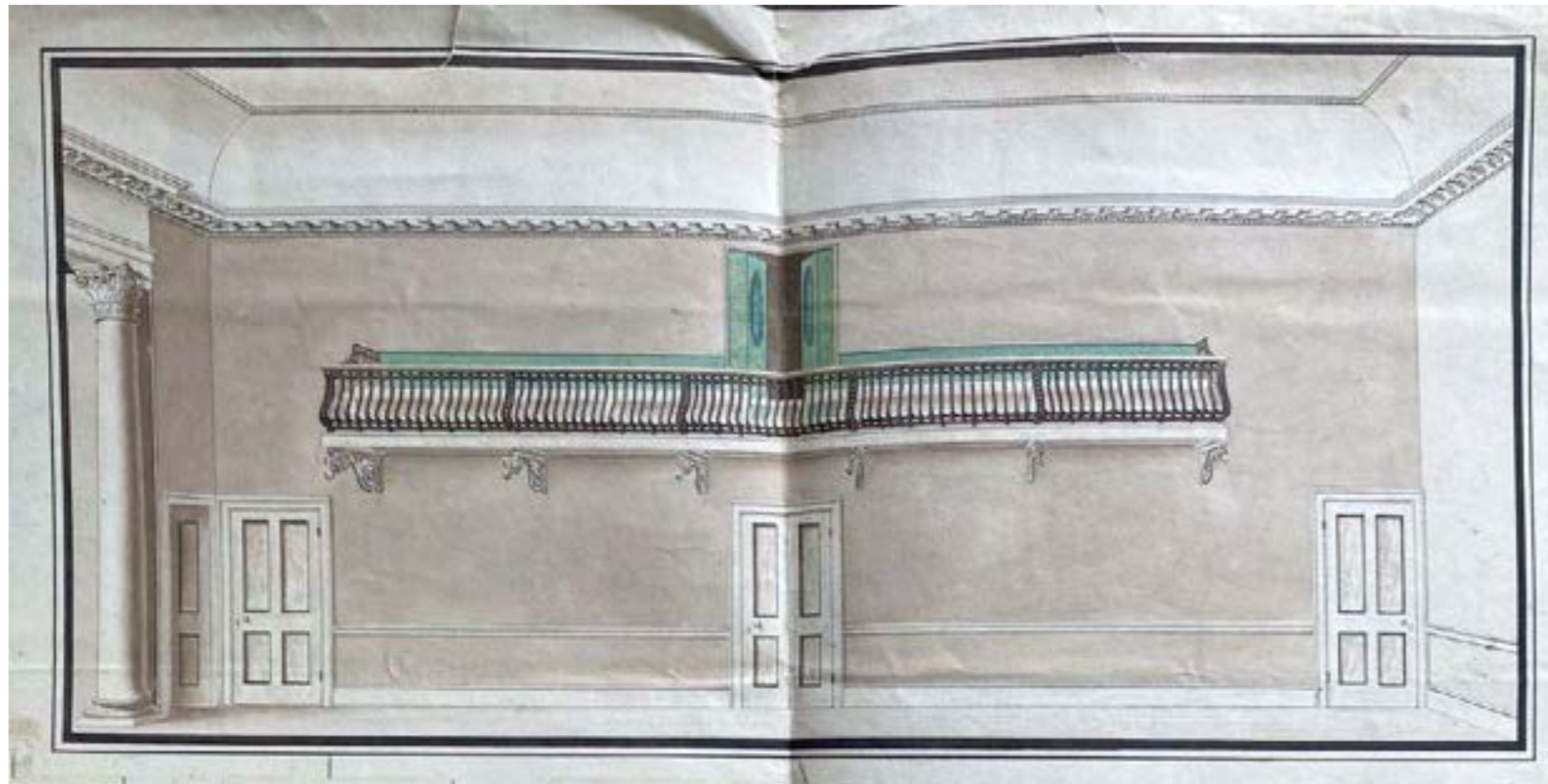
Second Floor Plan

Original drawing with existing structure overlaid and highlighted as per the following dated documents:

-  Original Structure (1819)
-  Extension and internal alterations (specification only) (1967)



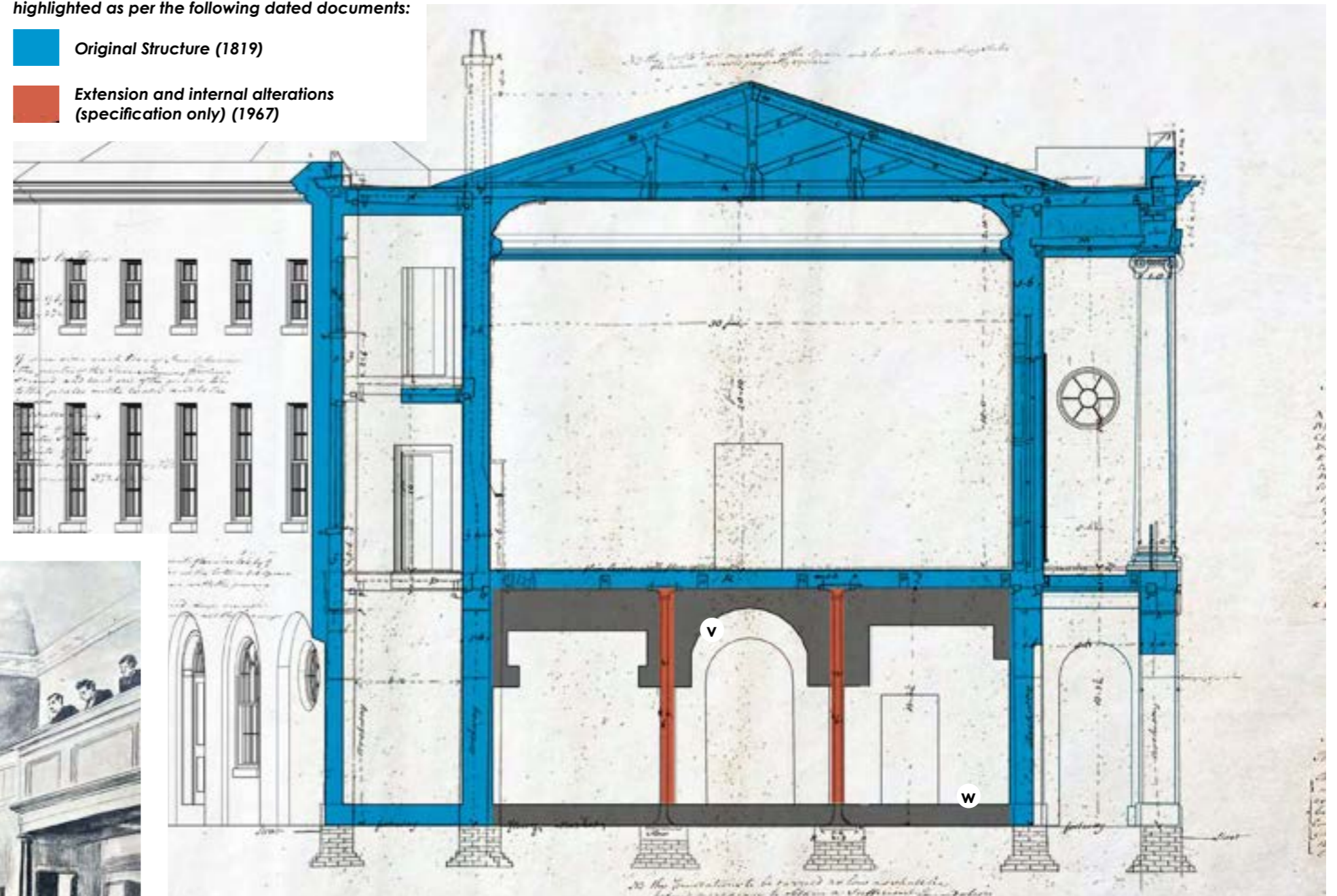
1828 sketches proposing a cast iron balcony gallery to be constructed on the north wall of the Town Hall and accessed from the second floor offices



Section through Council Chamber

Original drawing with existing structure overlaid and highlighted as per the following dated documents:

- Original Structure (1819)
- Extension and internal alterations (specification only) (1967)



The cross section depicts cosmetic bulkheads below the floor of the Council Chamber (v) which were constructed either alongside the 1967 replacement of the original cast iron columns, or during the conversion of the space into the museum shop during the 1990s. The exact introduction of the raised concrete floor at ground level (w) has also not been reliably dated, but was likely refurbished or modified as part of the extension works.

Other notable alterations include an 1828 proposal for a cast iron balcony gallery within the town hall and accessed from the second floor attic rooms, and set of 1888 drawings proposing a hot water heating system to the first floor and a rooftop ventilation network. No visible elements of either scheme have been observed, however an 1897 sketch of court proceedings show a timber gallery of a different design to that initially proposed.

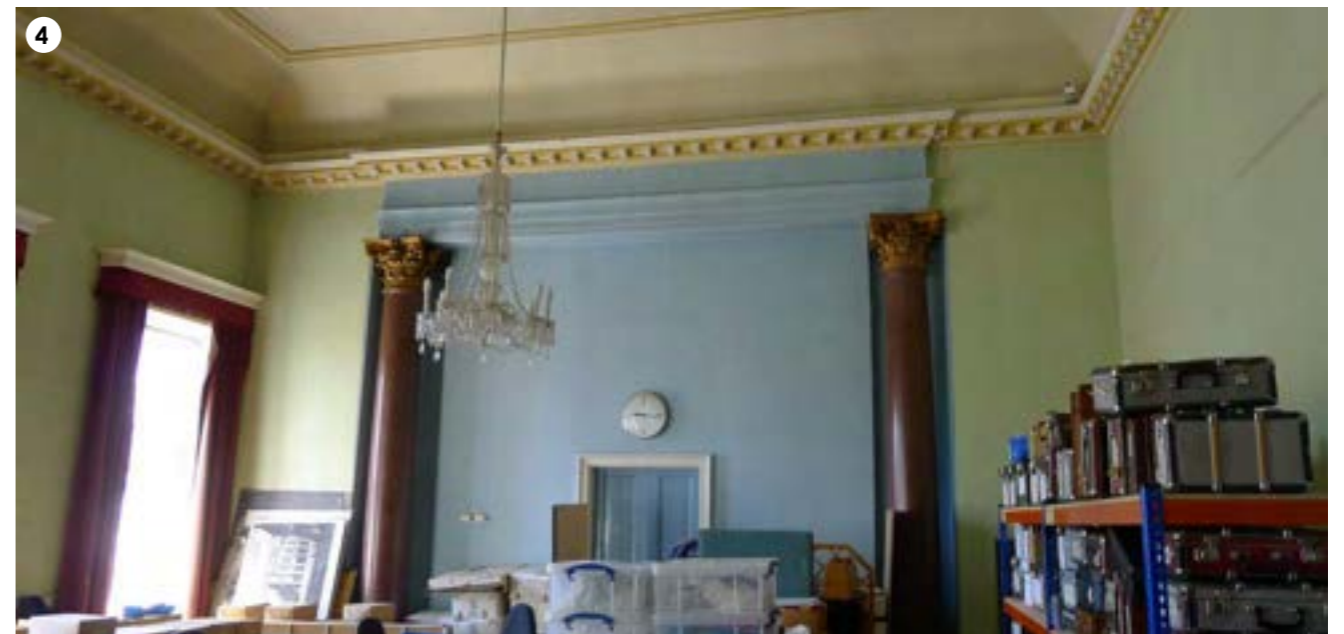
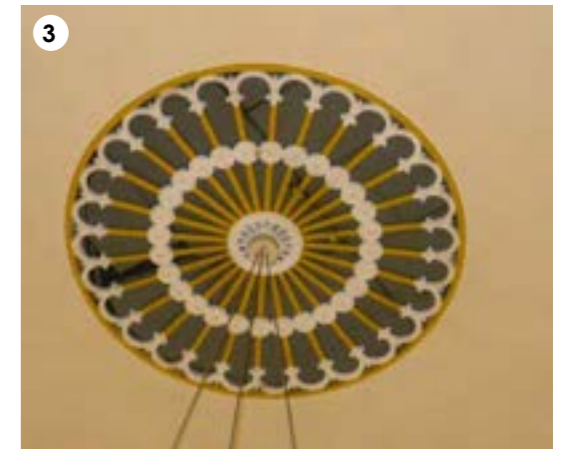
1897 sketch of court proceedings within the Town Hall, depicting an elevated gallery structure on the right hand side

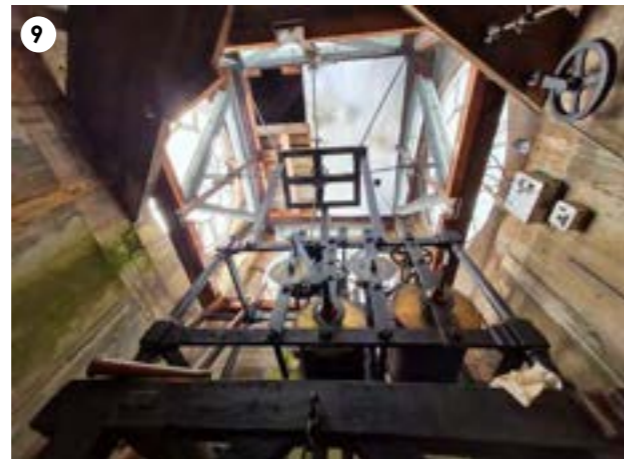
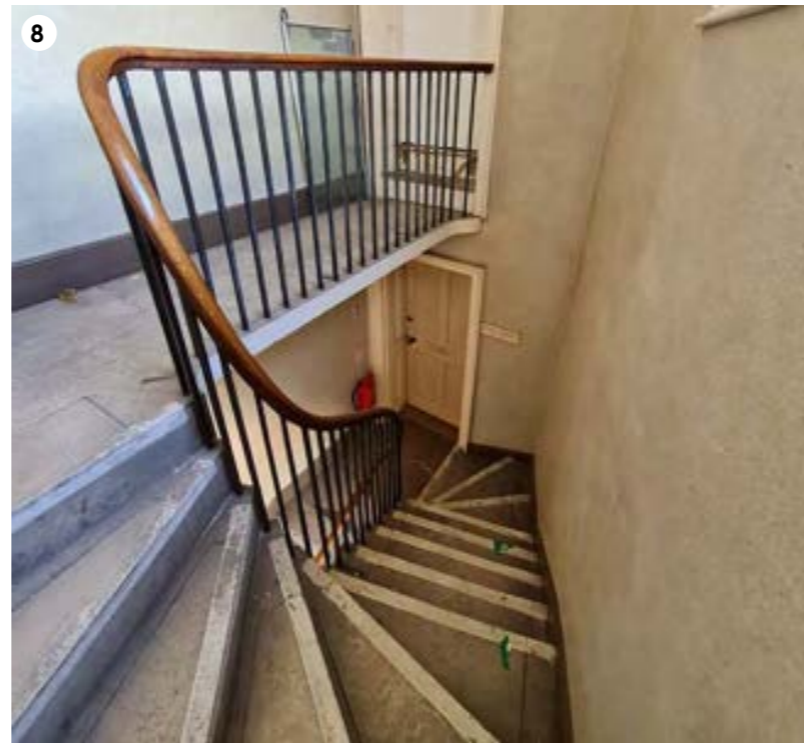


Key Features and Artefacts

The most impressive aspects of the interior are primarily focused around the first floor rooms ('Council Chamber' and 'Town Hall') which retain the original large sliding sash windows (1), cornice mouldings, curved soffit and ceiling roses (2, 3). Also prominent in the Town Hall is a decorative entablature supported by two columns of the Corinthian order (4) that frame the door to the Council Chamber.

Other historic fittings are the timber panel reveals, pelmets and curtains adorning the windows of the Town Hall and Council Chamber (5) and some of the ancillary rooms (6). The provenance of the timber floor is unknown, but investigation is recommended to record any indication of previous fixtures, furniture layout or usage. A large portrait of Sir Leonard Thomas Worsley Holmes, Member of Parliament for Newport and one of the principal benefactors of the Guildhall's construction, was commissioned upon the building's completion and has hung in the Council Chamber since its completion (7). Remaining historic elements in other parts of the building have likely been retained simply due to their structural nature, such as the stone staircases and timber and cast iron balustrade (8). The mechanism within the clock tower (9) is well maintained and remains in good working condition, appearing to comprise a mixture of original and replacement parts and modern technology.





It should be noted that historic features may also be concealed behind the extensive museum fittings at ground floor, but further exploratory works would be required to confirm this; although likely of heritage value, any revealed features are not expected to be original due to the initial nature of this area as an essentially external space. The modern holding cells, whilst not of great historic value, are nonetheless evident of the past civic use of the building and are considered to be unique and worthy of retention, particularly as part of any potential museum exhibit or educational programme.

Some notable 'lost' features include the original set of doors between the Town Hall and Council Chamber, which are described in the specification:

'The opening between the town-hall and council-room to be enclosed with four single doors, 15 feet high each, reaching from the floor to the top of the capitals of the columns [...] The faces of the doors on each side, from staff bead to staff bead, to be lined with canvass, and painted to imitate the stucco of the room, so that the opening between the town-hall and the council-room, when closed up, may look like the stucco'd walls of the other sides of the rooms. The doors, when folded back and thrown open, will lie against and conceal the doors which at other times form the entrances to the council-room.'

Another account from 1904 details a large tablet in the Council Chamber featuring the Borough arms and bearing the names of all Mayors of the Borough since 1607, and all charters granted to it since the reign of Henry II. The whereabouts of this artefact is unknown.

Statement of Significance

As a Grade II* Listed Building, the Guildhall has been recognised as architectural or historic interest of particular importance. The following criteria are identified by Historic England in their 2008 document Conservation Principles Policies and Guidance as a basis for assessing the significance of heritage assets, and the subsequent reuse proposals are designed to accommodate the recognised values.

Evidential Value is concerned with the potential of a place to yield evidence of past human activity and is principally embodied in physical remains that are considered part of an ongoing and evolving record of peoples and cultures that have existed within a given site.

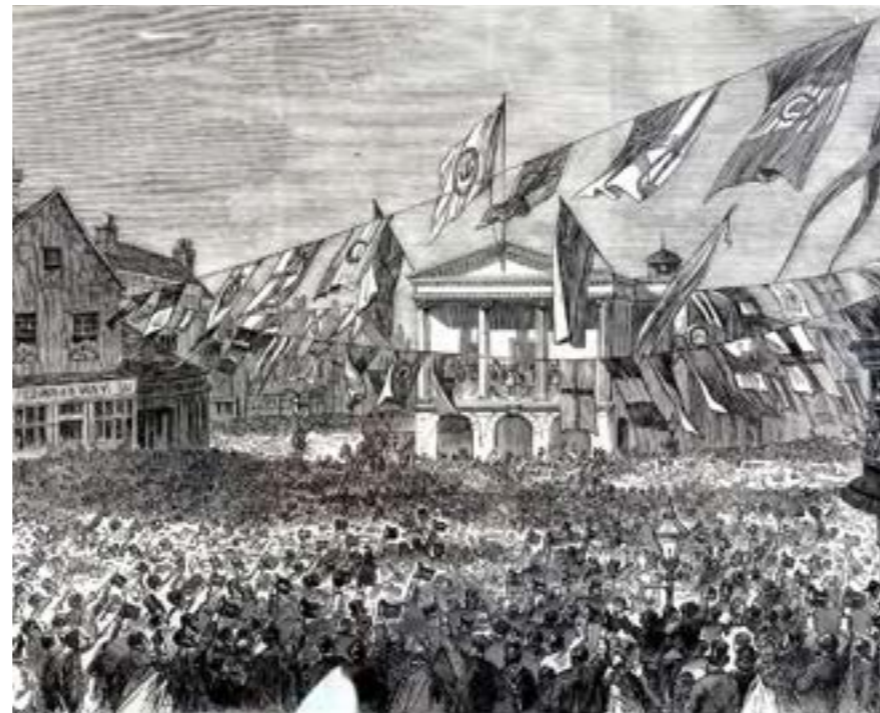
The evidential value of the Guildhall therefore lies in its record of 19th century building materials and construction methods, and such evidence has added to the knowledge of building construction and usage accumulated since that time. The historic fabric of the building contributes to its significance, retaining much of the original structure, fixtures and fittings. The later clock tower, 20th century extension and subsequent changes to the building also add to the overall historic record of contemporary building styles and materials. The extension was built sympathetically, matching the aesthetic of the original and avoiding the prevalent style of municipal buildings of the time, in turn adding to its overall evidential significance.

The Guildhall is also situated at a key location in the original medieval townscape of Newport, within which may still exist potential archaeological evidential value relating to the medieval form of the settlement, its structures and inhabitants. Due to the historic form and fabric of the building, with many surviving 19th century features and its location within the medieval street plan, the building retains considerable evidential value and significance.



Undated woodcut of the Guildhall depicting the associated butter market

Illustration of Giuseppe Garibaldi addressing the crowd from the Guildhall during his April 1864 visit to the island



Historical Value is derived from "the ways in which past people, events and aspects of life can be connected through a place to the present", and can be broadly be assessed in illustrative or associative contexts.

The historic associative value of the Guildhall derives from its age and connection with the long municipal history of the site and famous historical figures such as John Nash and Giuseppe Garibaldi. The Guildhall holds an instrumental role in the evolution of the civic administration of the Isle of Wight in general, and of Newport in particular. It presents illustrative value in its historic and political importance, functioning as the civic hub of the town for around two hundred years and continuing a traditional function of the immediate area for another four hundred. This function has been reduced due to government restructuring but the building remains a strong symbol of this role.

The Guildhall is located within surviving elements of the medieval street system, providing a legible impression of the historic layout of the town and within a high concentration of listed buildings, including the Grade I listed St Thomas's Church and Square.

Aesthetic Value of an asset considers “the ways in which people draw sensory and intellectual stimulation from a place” and can manifest in both conscious design and the unguided evolution and change in use of a place that can be observed over time.

Occupying a prominent position along Newport's High Street, the Guildhall is an imposing and architecturally-distinctive structure, its south-facing colonnade extending across the adjoining footway, taking a prominent form that projects beyond the frontages of adjacent buildings. Moving eastwards along the High Street the building is highly visible, with its landmark clock tower drawing the eye. The building's importance is highlighted by its architectural style which differs from the buildings around it, its classical elements visible from both directions and adding to the Guildhall's visual dominance and architectural interest.

The Guildhall decorated for a public event, likely the 1887 Golden Jubilee, shortly before the construction of the clock tower



For this reason the aesthetic value of the Guildhall is principally derived from its uniqueness within the area combined with its harmonious classical proportions and strong angular form. The dominant portico and ground-level colonnade contributes to these aesthetic qualities and identify the building as one of status and importance.

Communal Value derives from “the meanings of a place for the people who relate to it, or for whom it figures in their collective experience or memory”. It can often be assessed in conjunction with associative historical and aesthetic values, and further considered under commemorative/symbolic, social and spiritual value.

The communal value of the Guildhall is considered to derive from the local connections and associations with its past usage. The building itself is a notable landmark within Newport, and retains long standing associations with the Isle of Wight's local government and municipal activity. For the past twenty-five years the Guildhall has been operated as a museum of the island's history, reasserting the building as a public space that further enhances and diversifies its communal value as perceived by both visitors and residents. It is therefore considered that the importance of its community value has to some extent been recognised in recent years through the opening of the museum and its role as an archive for local knowledge and memories of Newport and the wider history of the island.

Summary

The Guildhall holds great significance, most particularly as a surviving, architecturally distinctive 19th-century building with substantial and well-designed alterations dating to the post-war period, and it is these features which are emphasised within Historic England's Listing description of the building. However it is considered that the cumulative evidential, historical, aesthetic and communal values of the building are of very high importance, thus warranting its Grade II* Listed status.



The Guildhall decorated for VJ Day, August 1945

Reference Sources

Text

Isle of Wight County Record Office:

Specification for Building the Guildhall (1814)

Specification: Proposed Extension and Alterations to the Guildhall (1967)

Kelly's Directory of the Isle of Wight (1904)

Thomas Brettel, *A Topographical and Historical Guide to the Isle of Wight*

Edmund Venables, *A Guide to the Isle of Wight*

<https://www.british-history.ac.uk/vch/hants/vol5/pp253-265>

<https://historicengland.org.uk/listing/the-list/list-entry/1278563>

<http://woottonbridgeiow.org.uk/social/holyrood-street-newport/>

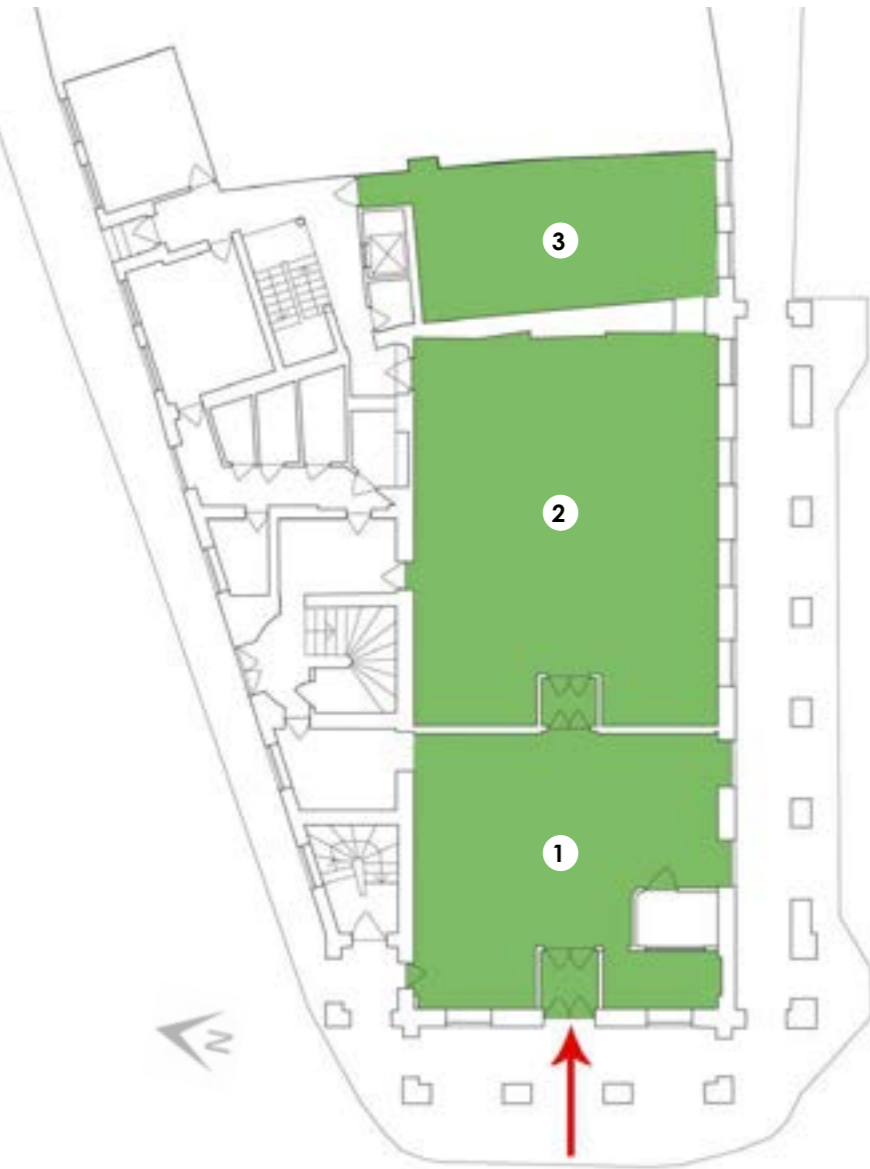
Images

Isle of Wight County Record Office

Museum of Island History

Newport Bygone Days (<https://www.facebook.com/groups/399392136824844>)

Ground Floor



1. Principal Entrance Lobby

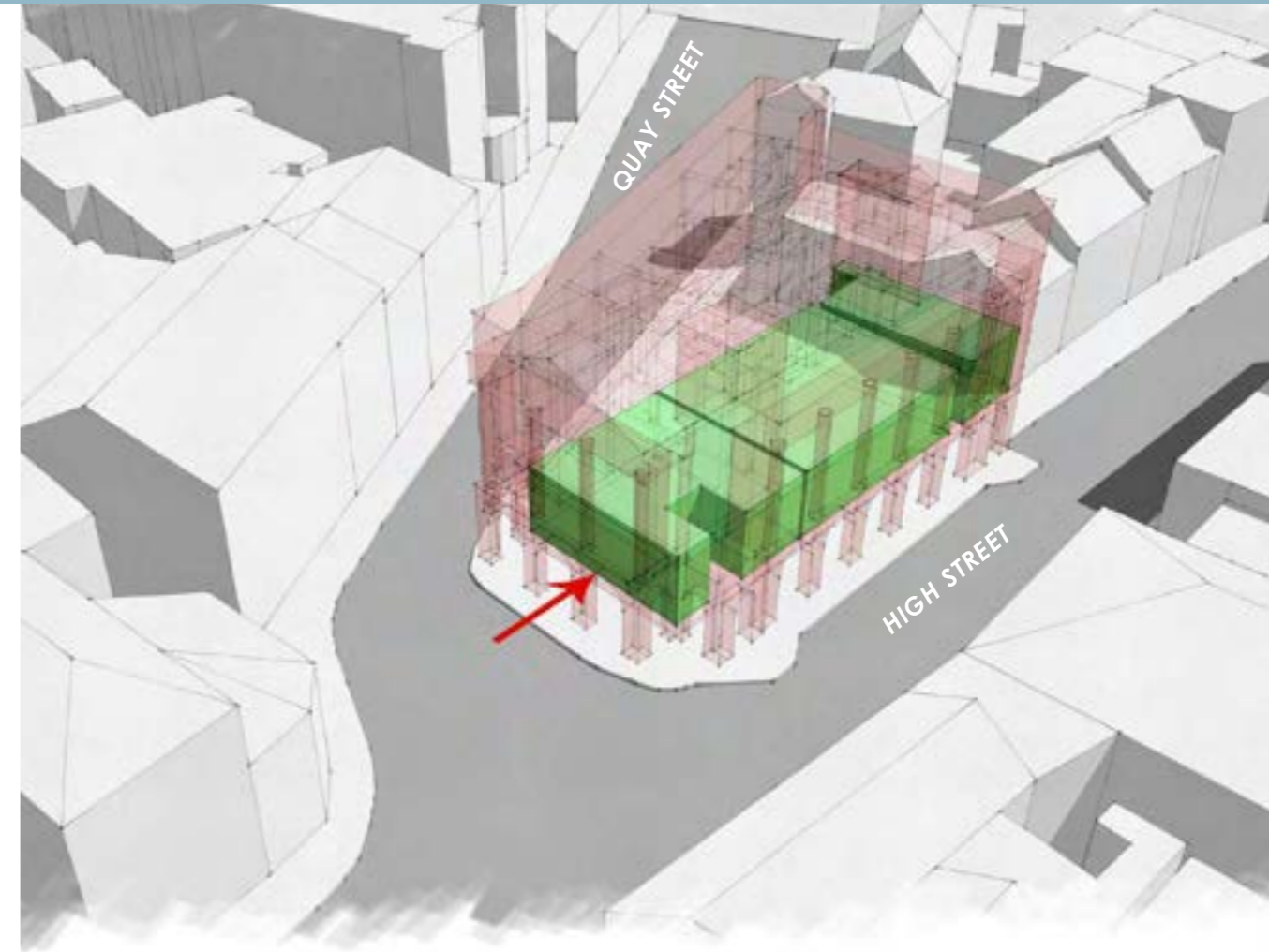
Currently housing the museum gift shop and information centre, it is well-lit by windows within the southern and western colonnades and features an additional external access on the north elevation. It has been fitted with modern services and contains the only Accessible WC for customer use, and as a result historic elements appear to be limited to the window units.

2. Main Room

The largest ground floor room, it contains the permanent exhibition space for the museum, with much of the original building fabric and any notable historic features (including structural columns and south-facing windows) obscured by displays. Also fitted with modern services, it is understood to have been modified through the removal of at least two supporting columns, with potential implications on the building's structural stability. Ideally a dedicated function space, its high accessibility also highlights its potential to benefit from careful subdivision should an appropriate use be proposed,

3. Secondary Room

This room has been modernised and fitted out in a similar manner as room 2, and currently houses the museum's temporary exhibitions. Part of the later extension to the original Guildhall, it suffers from slight water ingress due to its location below the lightwell serving the upper floors. Its proximity to this feature and the adjacent service riser may make it an ideal location for a complementary usage such as a kitchen or support area for other parts of the building.



Ground Floor



4. Ancillary Rooms

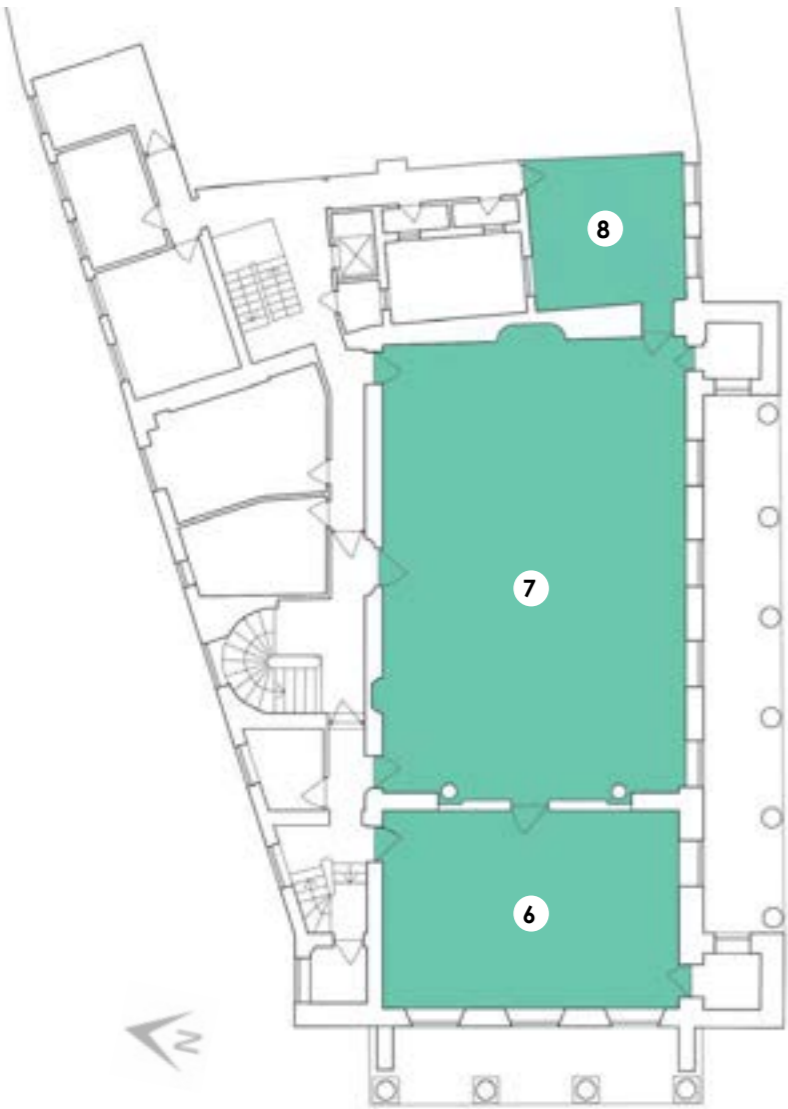
These rooms are currently utilised as storage space in support of the museum, as well as allowing movement throughout the staff areas. Windows onto the north elevation with Quay Street are considered to be underused. 4d and 4e are small and provide dedicated access from each of the main rooms to the principal staircase, whilst 4a and 4b present a greater potential for reuse.

5. Holding Cells

These cells, originally serving the courthouse, remain largely intact but underused and not publicly accessible. The unique historic nature of this space identifies it as a key opportunity for visitor attraction, particularly as part of the museum. The floor plans appear to show direct access from room 2 may be possible through one of the cells, and the small room 4c also serves this area.



First Floor



6. Front Room

Containing local authority archives, the intact architectural features and historic decorations provide an ideal opportunity for public use / visitor attraction. This space could be operated either in conjunction with or separately from the adjacent council chamber (room 7) and offers direct access to the first floor balcony on the principal elevation (17). Also notable is the clock tower access, and the possibility of direct street access independent of the rest of the building via staircase 13b.

7. Council Chamber

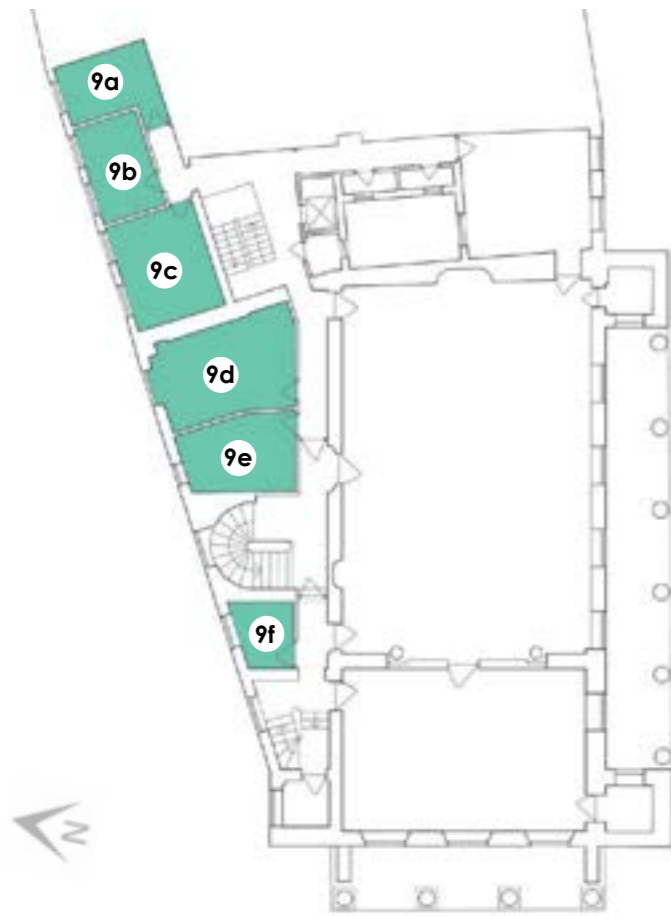
Arguably the most historic and attractive space in the building, like room 6 it retains much of its historic decorative features, and offers impressive views of the High Street from its large south-facing windows. This space immediately identifies itself as a ceremonial or reception space for moderately large groups. Currently serving as storage space for museum exhibits, stability issues relating to the structural modifications to the rooms below would need resolving before formal reuse. Along with doors to rooms 6 and 8, it is highly accessible, with the potential for dedicated access from each of the three existing staircases

8. Secondary Room

Currently serving as a meeting room, its placement between staircase 13a and the council chamber identify it as an auxiliary space or anteroom serving any future use of the council chamber, either for public or staff use. Its proximity to the lightwell may provide a degree of flexibility allowing the installation of necessary services to support this use.

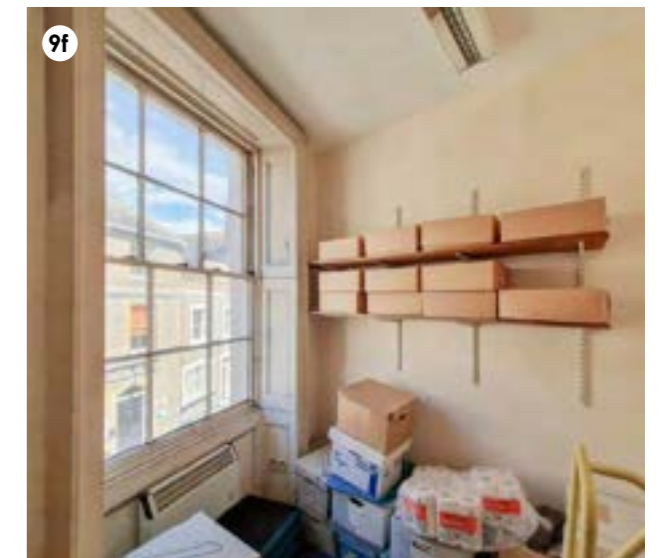
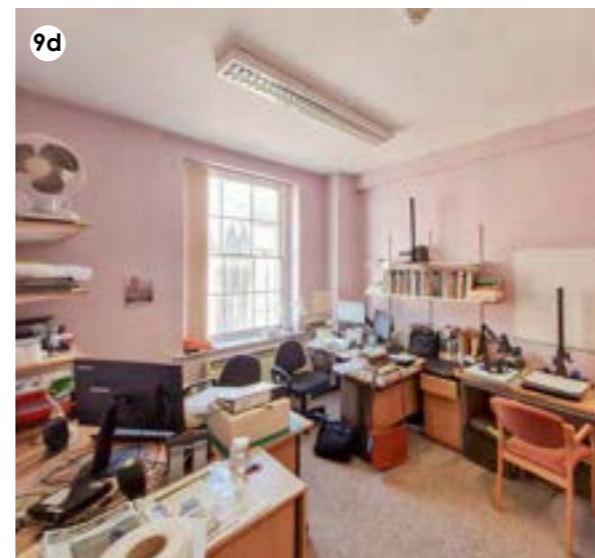
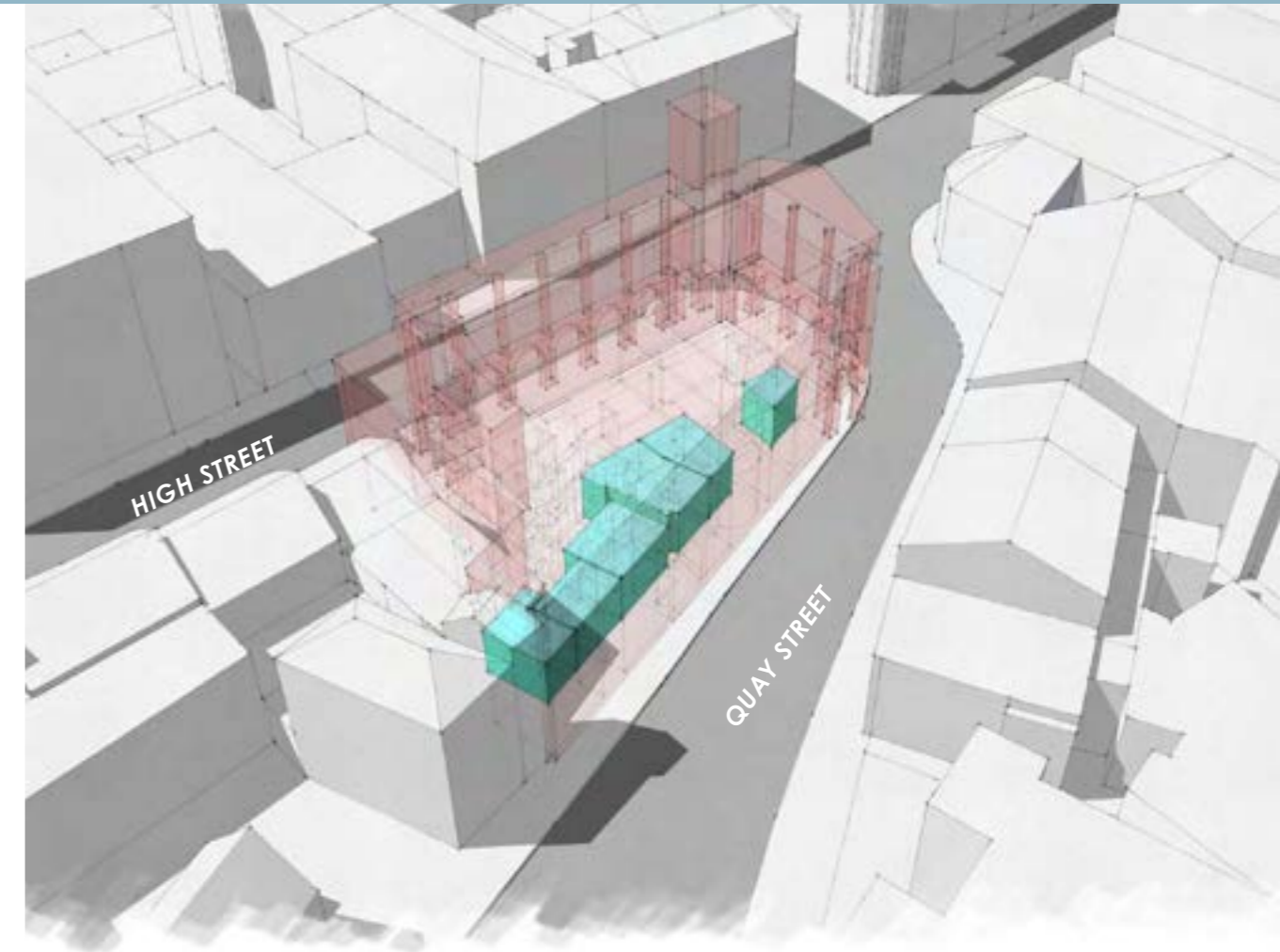


First Floor

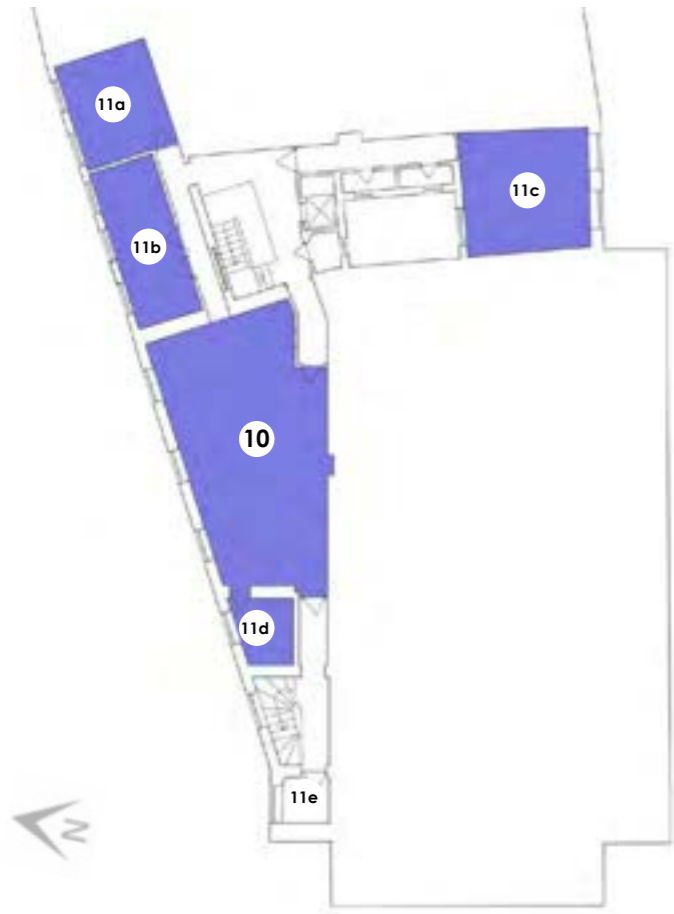


9. Ancillary Rooms

Overlooking the quieter Quay Street to the north, these rooms are currently employed as rentable or museum related office space. A similar future usage is envisioned that would take advantage of the privacy of the location and the direct access from staircase 13a. Rooms 9a-c are configured to allow both individual or combined use, and could be further associated with similar rooms at second floor. The size and placement of room 9f suggests a complementary use perhaps in service to the council chamber.



Second Floor

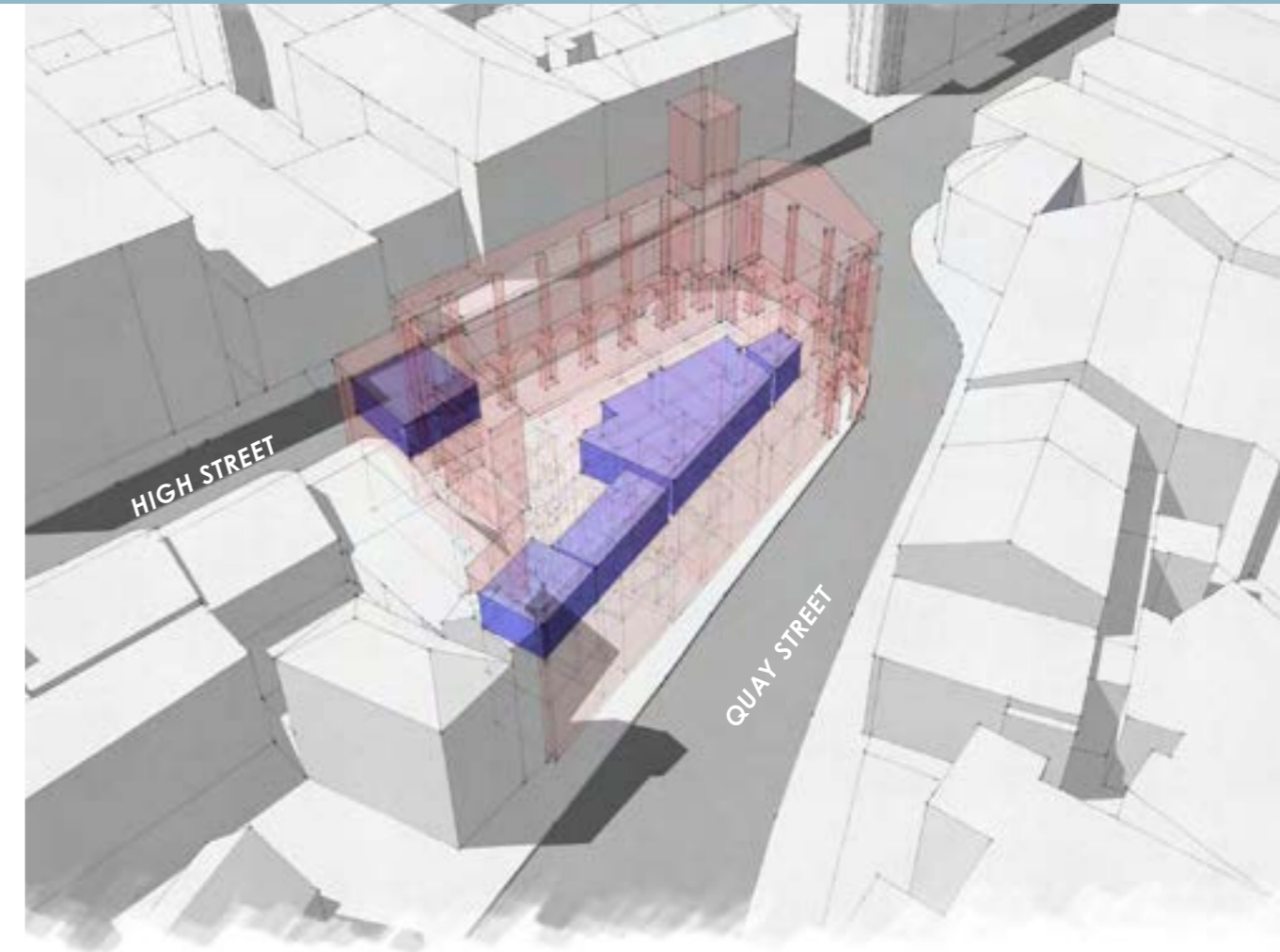


10. Main Room

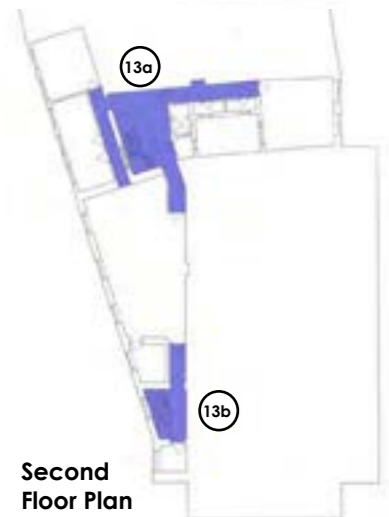
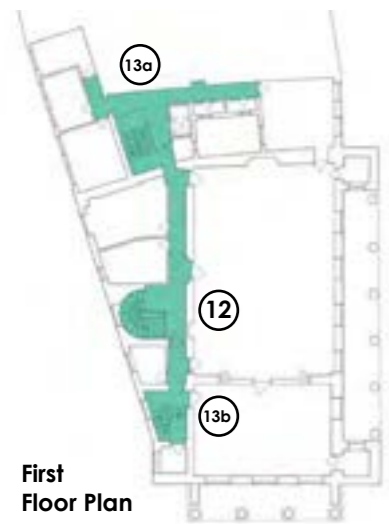
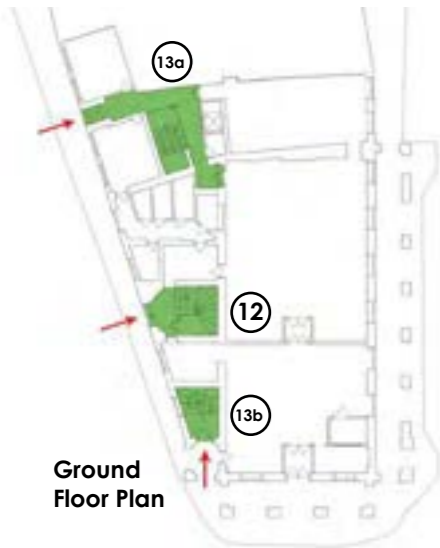
The principal space at second floor, this offers a spacious and comfortable working area that is notably directly accessible from both staircases that serve this floor.

11. Ancillary Rooms

These office spaces follow the pattern established by those at first floor level, with the most noticeable distinction being the lower ceiling height. Like those below, rooms 11a and 11b have the potential for either combined or individual reuse, and 11d is a small side room that serves room 10. The isolated nature of room 11c may suit a specific reuse, and like room 8 below, the adjacent lightwell could allow the distribution of additional services into this space should they be required.



Stairs & Circulation Space



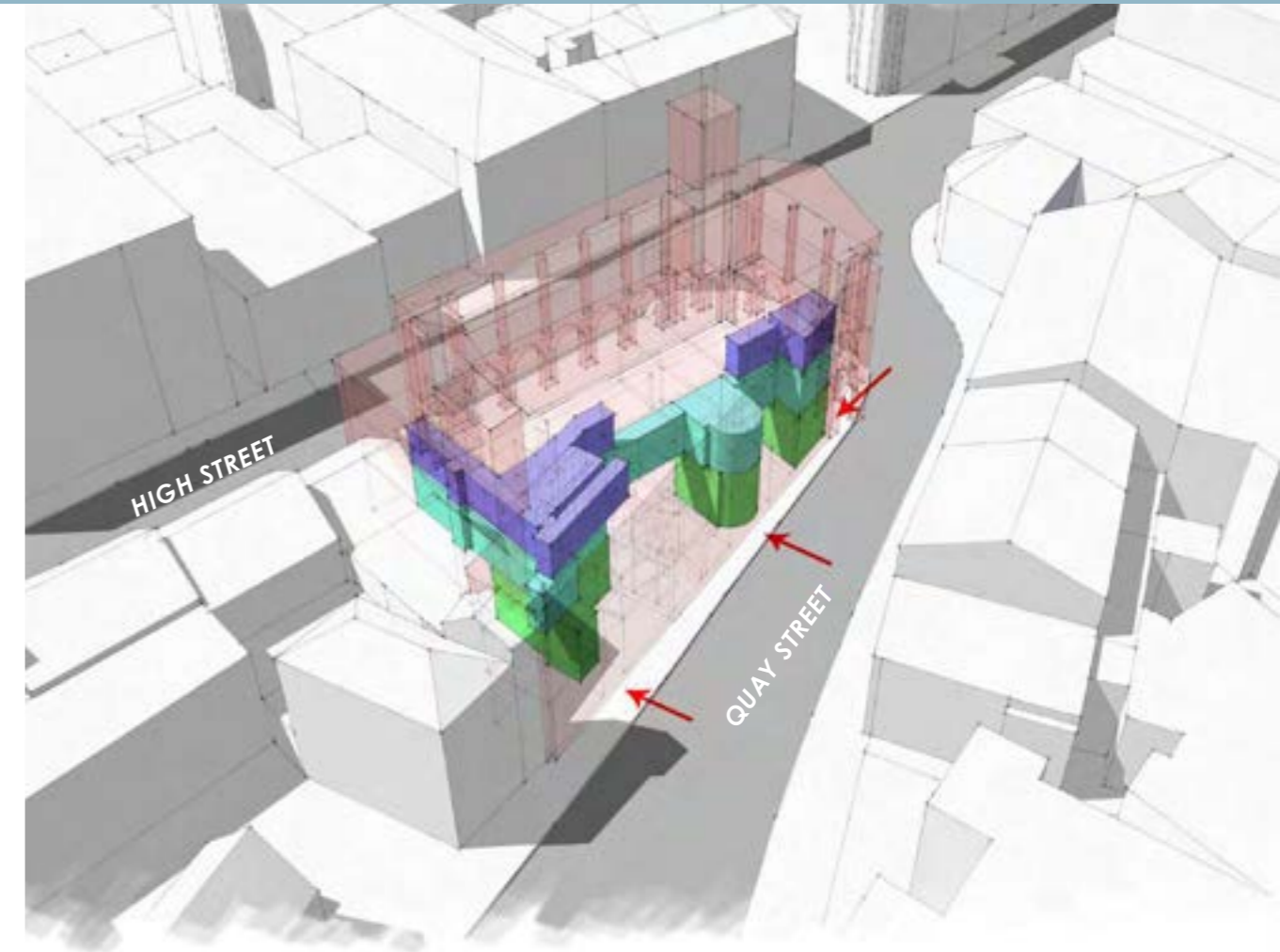
12. Principal Staircase

This staircase was designed as the main method of travelling between the principal rooms at ground and first floor prior to the rear extension, and remains the most architecturally impressive of the three stairs. Any proposed formal or ceremonial use of the council chamber would benefit from this as the primary means of access, and like staircase 13b, it benefits from a dedicated entrance from Quay Street.

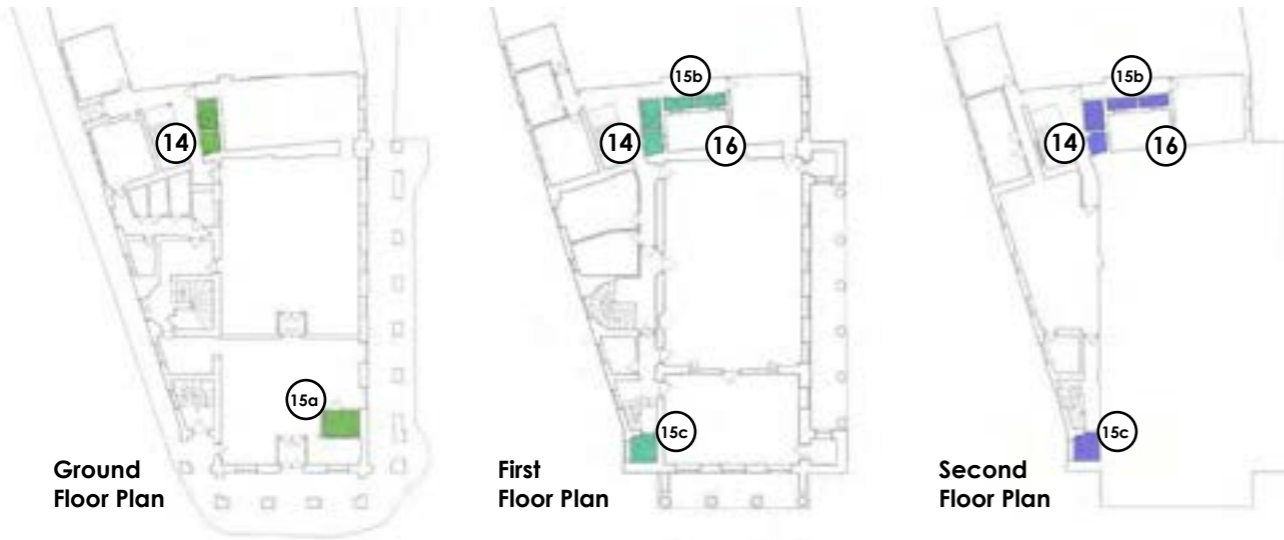
13. Secondary Staircases

Staircase 13a is a modern open stair that serves all three floors of the rear extension to the Guildhall. Although mainly seeing use by staff it is worth noting that this stair is considered the most accessible due to its relatively recent construction, and any future lift refurbishment or installation would likely be in this area. Also featuring a street entrance, stair 13b follows a similar style to the principal staircase, but extends to the second floor and is considerably smaller.

All three stairs share a common corridor / circulation space at first floor.



Services & Toilets



14. Services

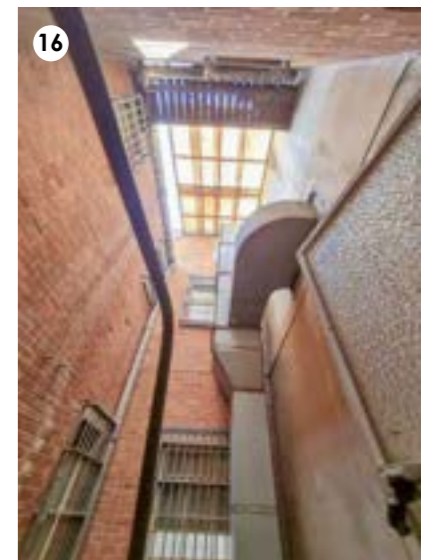
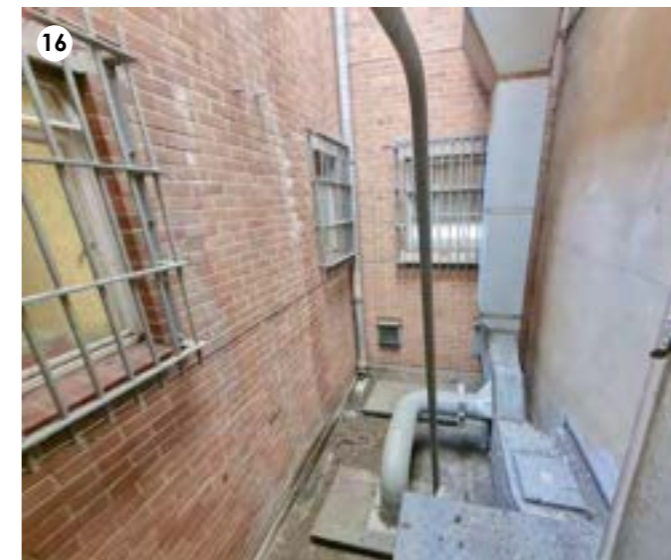
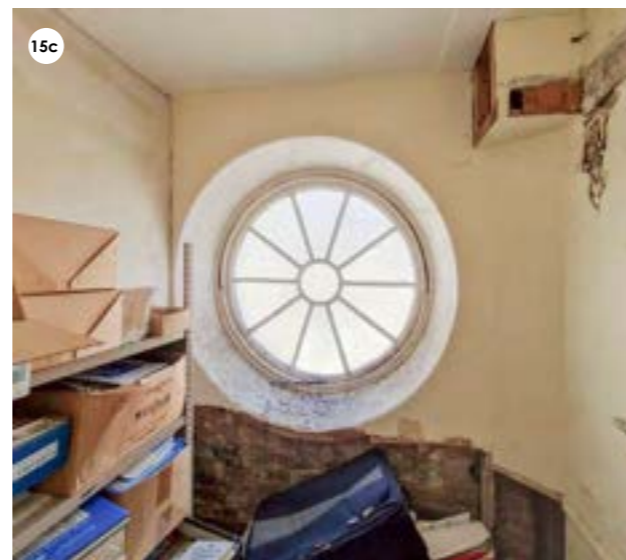
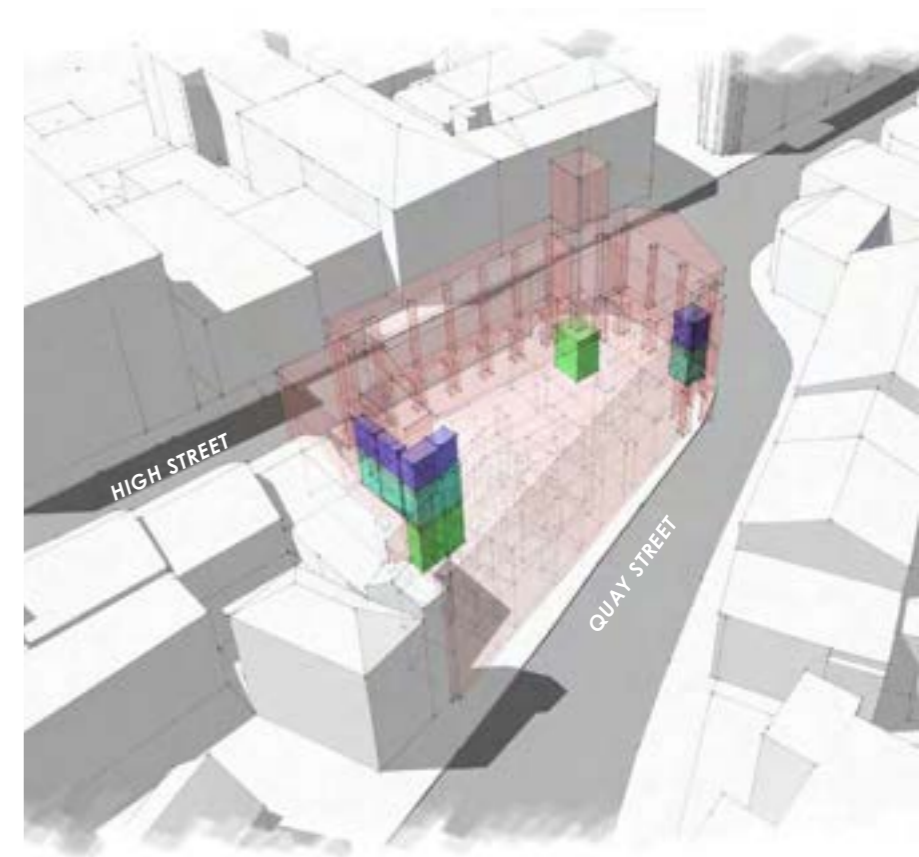
Current building services appear to extend across all three floors through the small storage spaces adjacent to the lightwell. It should be noted that this space is likely to be the most suitable for the installation or refurbishment of a disabled lift allowing essential accessibility to the upper levels for both staff and customers.

15. Toilets

Toilets currently occupy three different areas of the building; 15a is the primary customer WC, and the only disabled-accessible toilet in the building; 15b comprises two separate adjacent WCs for staff use across the first and second floors; 15c appear to be the original location of the first toilets in the building, with the female WC at first floor and the male directly above at second floor. Facilities have since been removed from these rooms and they currently serve as storage space, although they may need to be brought back into to operation depending on strategies for reuse due to limited opportunities elsewhere in the building.

16. Lightwell

Extending from first floor to roof level the lightwell houses a number of building services including drainage runs and ventilation ducting. As noted elsewhere, this appears to be the most suitable method of improving or expanding services or accessibility throughout the rear of the building, including to room 3 at ground floor level. The space is currently open to the elements but is sheltered from rain by a plastic shelter





External Areas

17. First Floor Balcony

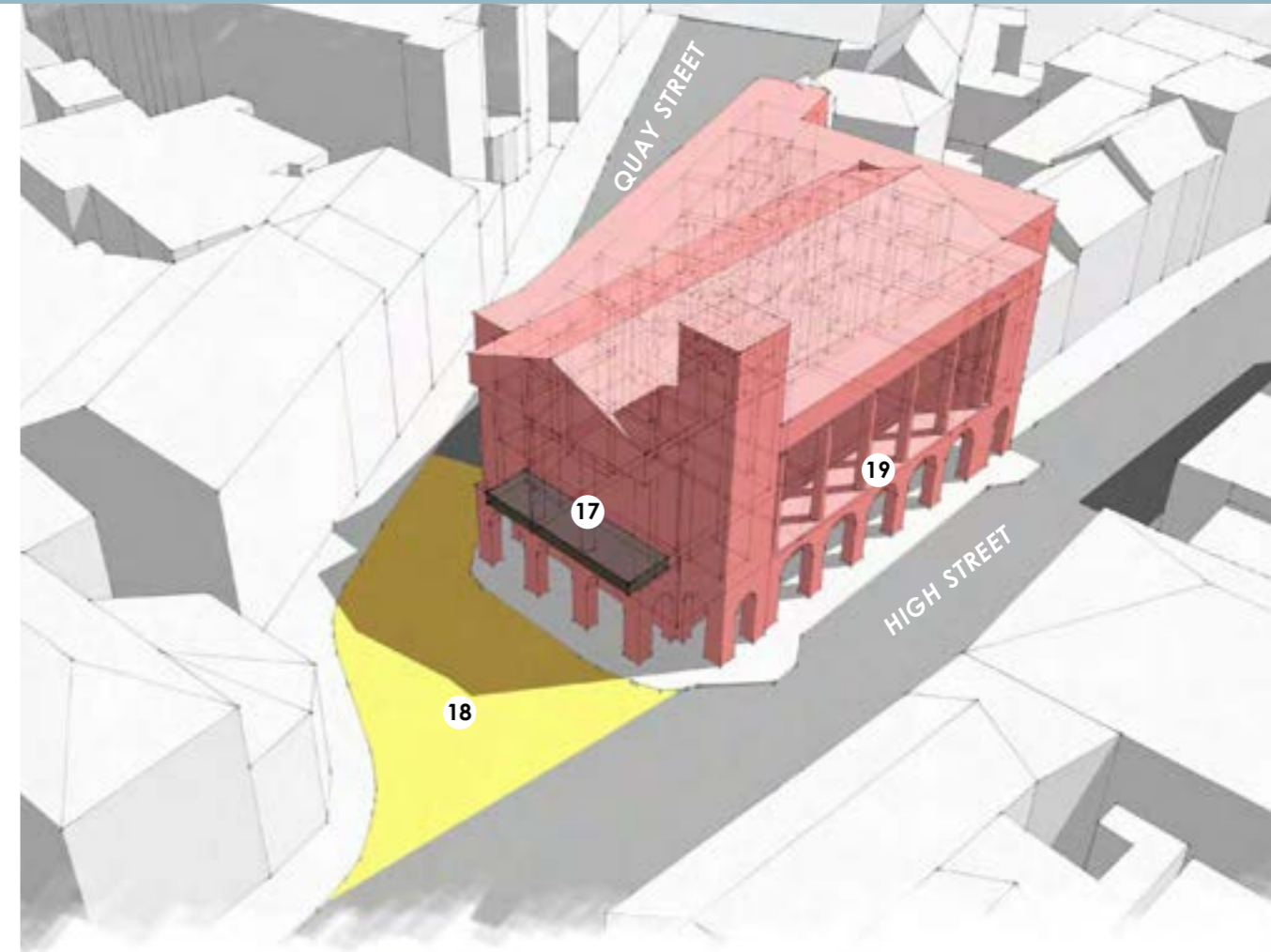
Offering historic views of the High Street and St Thomas's church, this space is considered to be an essential element of any reuse proposals. Reinstating access would compliment the use of the associated room, and present an effective, inviting and vibrant image of the Guildhall that would greatly encourage engagement with the building and its contents.

18. Principal Frontage (Quay Street)

The junction immediately fronting the Guildhall currently serves to isolate it from the surrounding area, leaving little space for socialising or otherwise engaging with the building. By cultivating this space as an attractive public square, visitors and residents will feel more comfortable lingering in the vicinity, and links between the building's interior and surrounding areas such as Watchbell Lane would be strengthened. This space could be used as an additional temporary display space for exhibitions, public art or events, and as with the balcony would be an effective visual indicator of the Guildhall as a publicly accessible building.

19. High Street Frontage

The frontage alongside the south elevation currently operates simply as an extension of the High Street pavement, but by utilising the adjacent parking bays as a widened footway, the covered space of the colonnade could be given over to alternative uses that complement the proposed use of the Guildhall, such as art installations or illuminations. These might be presented as changeable window displays or otherwise physically occupy the covered space itself.



Case study: Windsor Guildhall, Surrey

This location has been included as a case study due to its successful and long-standing integration with the surrounding urban landscape; despite operating within a highly trafficked and constricted historical street pattern, it effectively utilises its limited outdoor amenity space as a point of engagement with visitors and an attractive place for social activity. We find there to be many parallels with Newport Guildhall and its placement within the historic town centre, and therefore believe a similar approach to strengthening the relationship with its setting and neighbouring structures would likewise increase local visibility to the benefit of future adaptive reuse.

An appropriate customer-facing ground floor tenant would increase the Guildhall's presence to casual visitors by utilising the existing west and south facing arcades and perhaps even a dedicated square or public meeting place, allowing the upper floors to house a distinct and complementary private function space. Such an approach can be found within the current programme of Windsor Guildhall, which effectively offers a multi-use strategy comprising a welcoming, tourist-friendly museum at ground floor and a separately accessed private function suite in the council chamber above.

In addition, discreet external modernisation, safety and repair works have recently been carried out on the Grade I listed Windsor Guildhall to assist in its ongoing public use, demonstrating how historically sensitive buildings can undergo such necessary works without detriment to their historic character or inherent heritage value. This sets a useful precedent of how Newport Guildhall's external appearance can be refurbished and repurposed to accommodate its future reuse in a sensitive and understated way that respects the architectural form of a prominently-placed public building.



View of Windsor Guildhall showing its placement within the High Street (top); the former corn exchange accommodates a public thoroughfare and the entrance to the museum (far right) with the council chamber situated above (right, arranged for a wedding ceremony)

Case study: Hackney Town Hall

The regeneration programme devised for Hackney Town Hall was chosen as a suitable example project due its focus on financial sustainability as a key factor in securing the future of the building. Like Newport Guildhall, Hackney Town Hall was subject to a range of alterations serving a number of uses over its lifetime, and an overall lack of investment resulted in the gradual deterioration and under-use of a number of its spaces.

These problems were addressed by the architects Hawkins/Brown through a sympathetic programme of modernisation driven by an efficiency of layout and reduced management costs that brought the building in line with current Building Regulations and accessibility requirements. This approach has influenced our streamlining of the existing circulation spaces of the Guildhall and ultimately facilitating a greater diversity in potential functions and services.

This principle of sympathetic modernisation extends to the fixtures and fittings, whereby the existing period fittings, dating to the 1930s, have been carefully refurbished and restored where possible, and which discreetly incorporate convenient, contemporary technology. Our survey of the historic features of Newport Guildhall suggest a similar approach can be implemented, with existing service routes providing a range of options for the installation of additional functions with minimal permanent impact on the building fabric.

Furthermore, the Hackney Town Hall project was implemented using a phased programme that favoured a flexible and financially stable redevelopment scheme that we believe would benefit the regeneration of Newport Guildhall.



Examples of how the refurbishment of the Guildhall's principal rooms at ground and first floor could be approached based on the existing architectural detailing (below); the strategic use of period fittings and materials (below right); appropriate implementation of modern furniture and conveniences (above right)



Case study: Brackley Town Hall

Brackley Town Hall serves as useful case study, as due to its poor condition and lack of use, diminishing income and increased running costs had become an emerging problem for the local Council. This process was arrested by a redevelopment scheme aiming for financial self-sufficiency based around strengthening its value and amenity to the local community.

Through the incorporation of community spaces and new commercial space housing a café and bar, the success of this project serves as an example that such reuse strategies can prove financially viable. The central location and status of Newport Guildhall as a local landmark identifies it as an ideal subject that would benefit from adopting a similar programme.



Architects Haverstock took a principally conservation-driven approach that extensively appraised the existing spatial arrangements and embodied heritage significance of the Town Hall in order to build a suitable foundation for meaningful community reuse. Following a similar process, we have arrived at proposals which seek to address shortcomings in Newport's civic amenities whilst preserving the Guildhall's historic authenticity.

Should a such an approach be developed for the Guildhall, we would also recommend supplementing it with an activity programme like that used in Brackley. In this case public engagement was sought throughout the development process to further assist in shaping the Town Hall's eventual reuse, with the aim of increasing local awareness and ensuring that useful and desired outcomes were effectively implemented.



Exterior view of the redeveloped Brackley Town Hall (left); view of the first floor council chamber (above) and the originally open ground floor market hall (right) showing a heritage-focused refurbishment programme that highlights similar architectural details to those within Newport Guildhall

Design Approach

Site context is considered to be critical to the successful operation of the Guildhall, and so any effective reuse strategies should consider how and to what extent they interact with the wider area. The building's placement in relation to other key locations around Newport town centre has been carefully assessed, and as such each of the following proposals seek to capitalise upon and reinforce historic and functional links between public spaces like St Thomas's and St James's Squares, the town quay and unique areas such as Watchbell Lane.

A partially pedestrianised space fronting the Guildhall would operate as a visual extension of the building that is indicative of its attractions and services. This would incorporate publicity for museum events, hosting art installations and accommodating pop-up markets or small festivals alongside expanded outdoor amenity space for surrounding businesses.

Utilising the first floor balconies for public functions and maximising visibility of the interior spaces when viewed from the High Street would exploit the building's dominant form and prominence within the town centre, ultimately establishing Newport Guildhall as a vibrant and exciting community space that welcomes all visitors.

The success of this approach is therefore considered to be tied to visual and practical public accessibility to the area immediately surrounding the Guildhall, and our aim is the creation of a comfortable, casual space that residents and visitors can view as a destination for social interactions and cultural events.

Option A: Wedding Registration and Function Venue



KEY

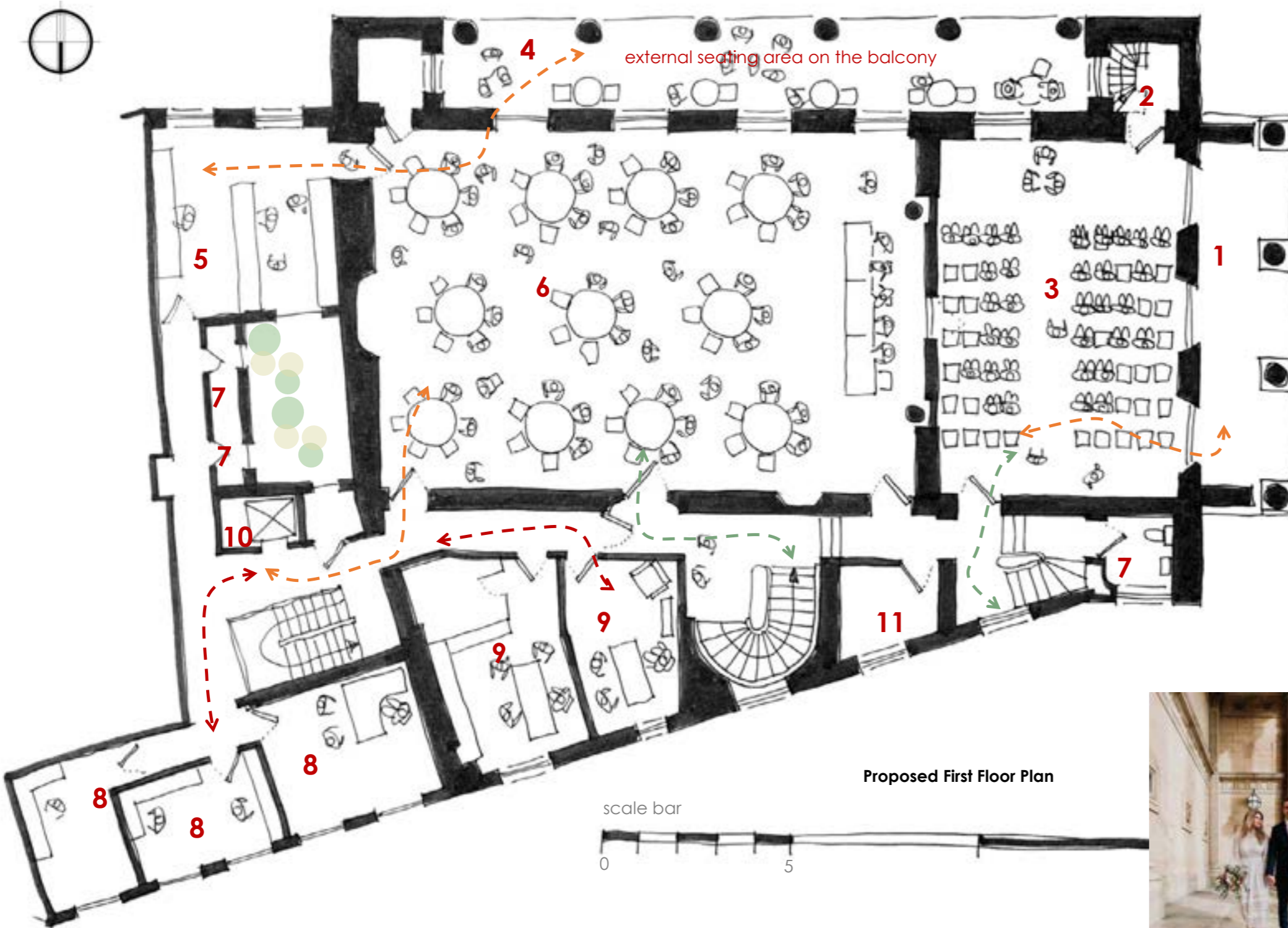
- 1 entrance
- 2 reception room
- 3 over spill area—photo opportunity
- 4 prep
- 5 accessible WC
- 6 enhanced ceremony / events
- 7 WC's
- 8 cell photo opportunity
- 9 interview room for death & births
- 10 lift—existing to be assessed potential upgrade
- 11 food & beverage service
- 12 Store
- 13 Registrar services

- ← - - → free access for the community
- ← - - - → private hire income
- ← - - - - → secondary entrances

Note: Layouts are concept only and based on asset information provided by the local authority; no detailed measured survey has been undertaken.



Option A: Wedding Registration and Function Venue



KEY

- 1 balcony
- 2 clock tower access
- 3 ceremony room / reception
- 4 balcony use as part of the function
- 5 servery / prep
- 6 Large ceremony events room with reception
- 7 WC's
- 8 Strong room facility for stock and registers
- 9 registers
- 10 lift -existing to be assessed potential upgrade
- 11 store

- ← - - → free access for the community
- ← - - - - - → private hire income
- ← - - - - - - - - - - → secondary entrances

Note: Layouts are concept only and based on asset information provided by the local authority; no detailed measured survey has been undertaken.



Option A: Wedding Registration and Function Venue

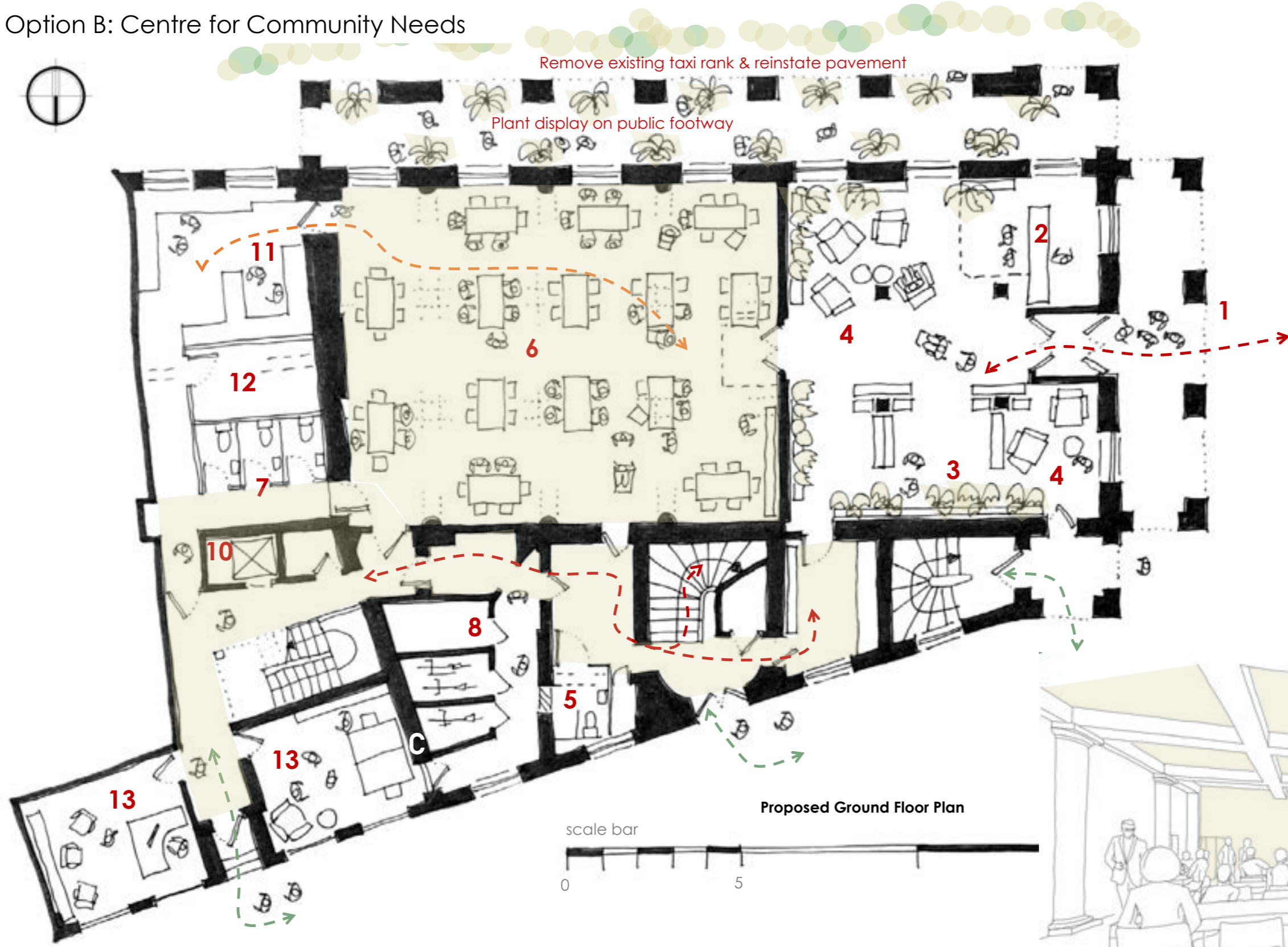


Note: Layouts are concept only and based on asset information provided by the local authority; no detailed measured survey has been undertaken.

Option A: Wedding Registration
and Function Venue



Option B: Centre for Community Needs



KEY

- 1 entrance
- 2 library / information / plant sale
- 3 plant display / book cases
- 4 seating
- 5 accessible WC
- 6 café / community room
- 7 WC's
- 8 scooter, bike hire, wheelchair store
- 9 archives & records
- 10 lift –existing to be assessed potential upgrade
- 11 food & beverage service
- 12 Store
- 13 centre management & admin

- ← - - → free access for the community
- ← - - → potential private hire income
- ← - - → secondary entrances

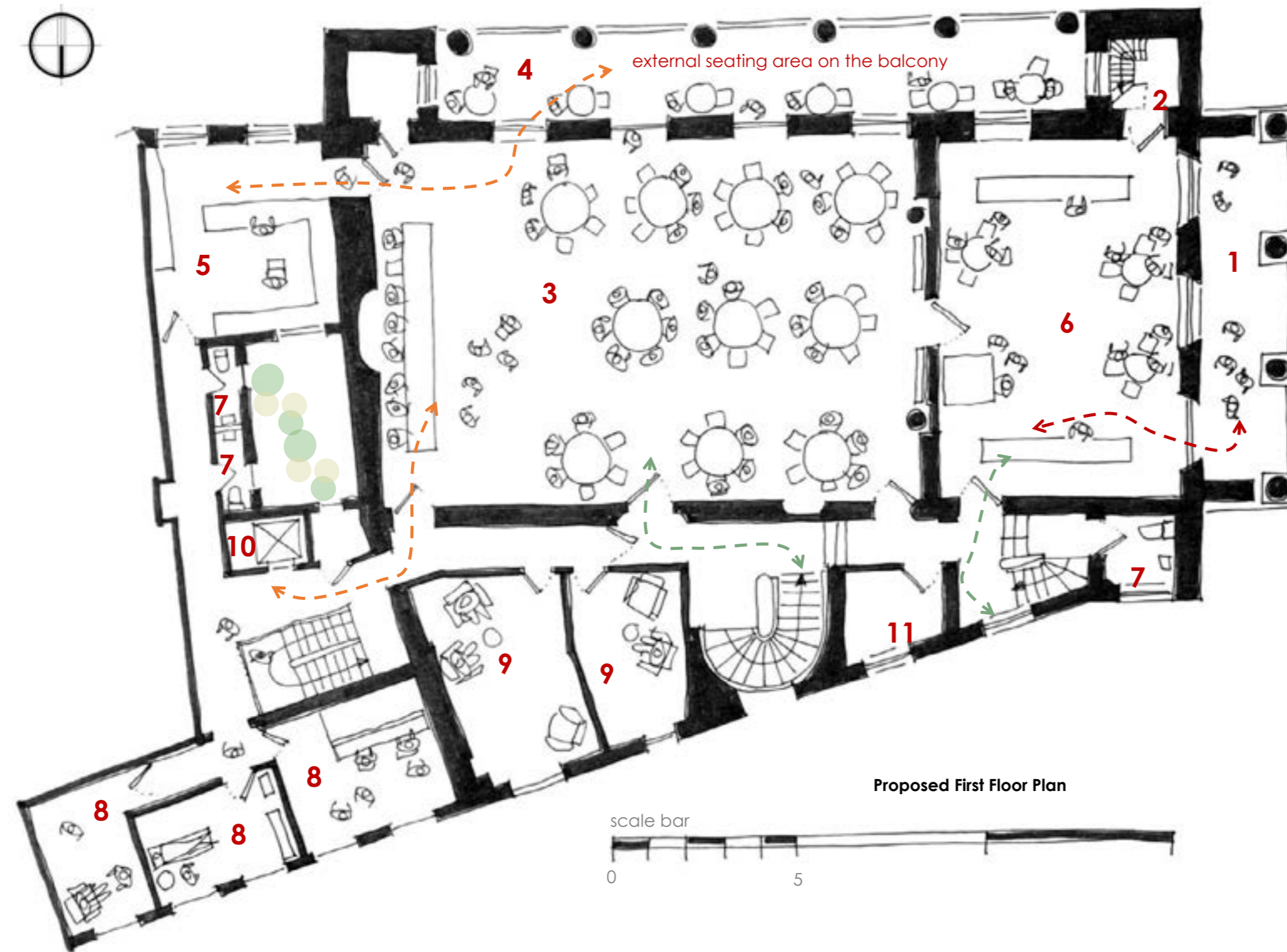
scale bar



Note: Layouts are concept only and based on asset information provided by the local authority; no detailed measured survey has been undertaken.



Option B: Centre for Community Needs



KEY

- 1 balcony
- 2 clock tower access
- 3 function room / event room
- 4 balcony use as part of function
- 5 servery / prep
- 6 club room
- 7 WC's
- 8 treatment rooms –hair, massage, nail
- 9 break out areas
- 10 lift –existing to be assessed potential upgrade
- 11 store / office

- ← - - - - - → free access for the community
- ← - - - - - → potential private hire income
- ← - - - - - → secondary entrances

Note: Layouts are concept only and based on asset information provided by the local authority; no detailed measured survey has been undertaken.

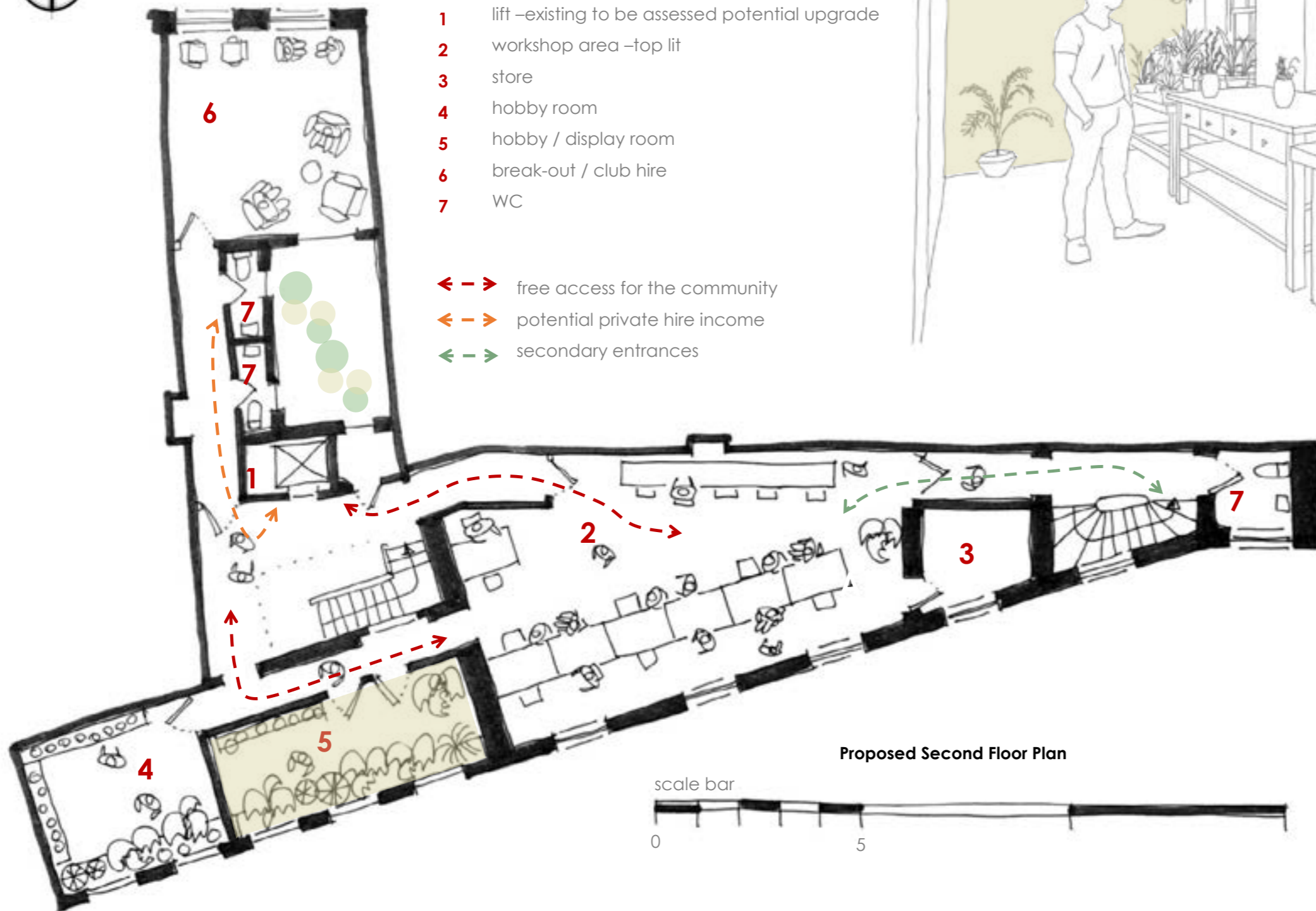
Option B: Centre for Community Needs



KEY

- 1 lift –existing to be assessed potential upgrade
- 2 workshop area –top lit
- 3 store
- 4 hobby room
- 5 hobby / display room
- 6 break-out / club hire
- 7 WC

- free access for the community
- potential private hire income
- secondary entrances



Proposed Second Floor Plan

scale bar

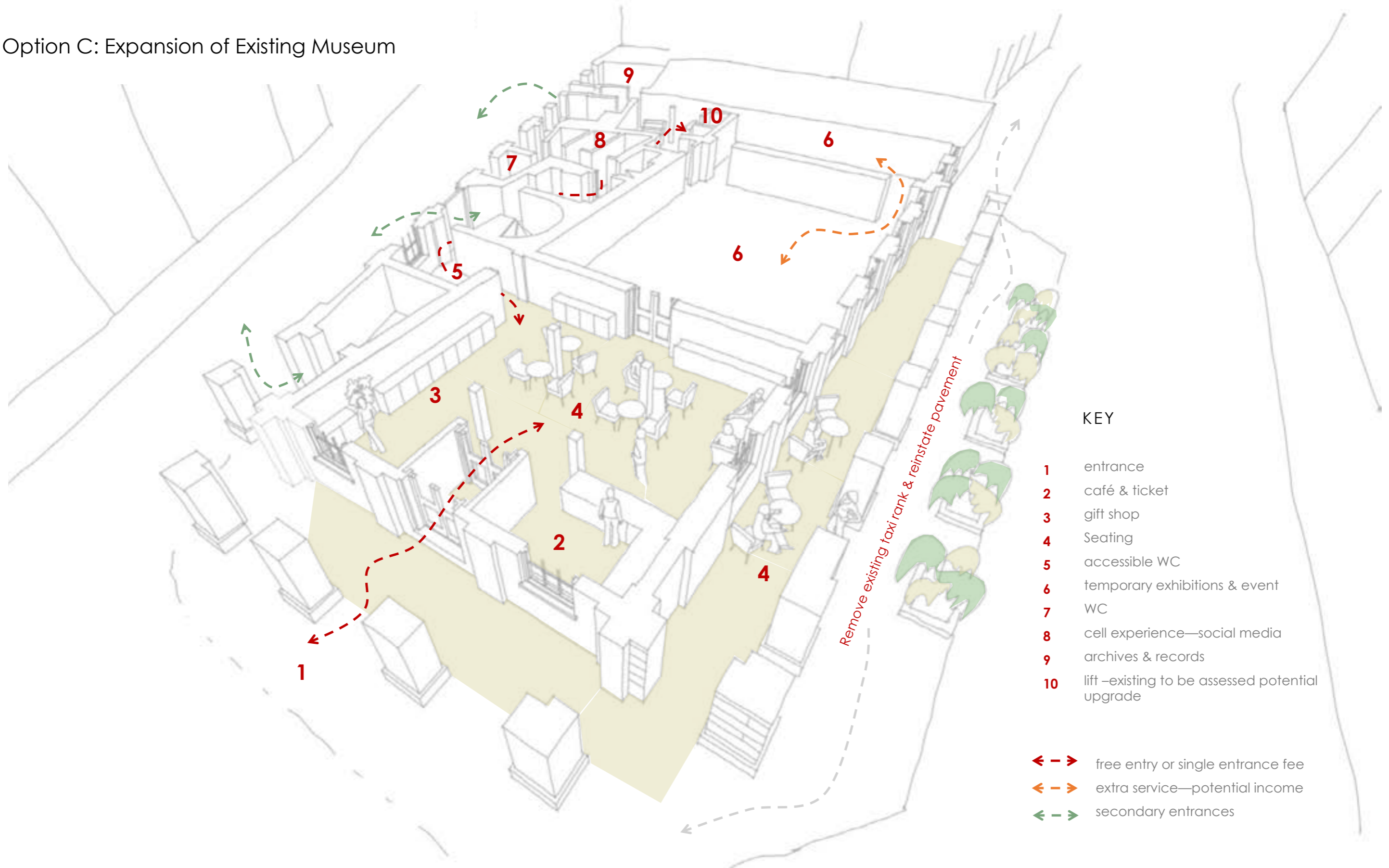
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Note: Layouts are concept only and based on asset information provided by the local authority; no detailed measured survey has been undertaken.

Option C: Expansion of Existing Museum



Option C: Expansion of Existing Museum



KEY

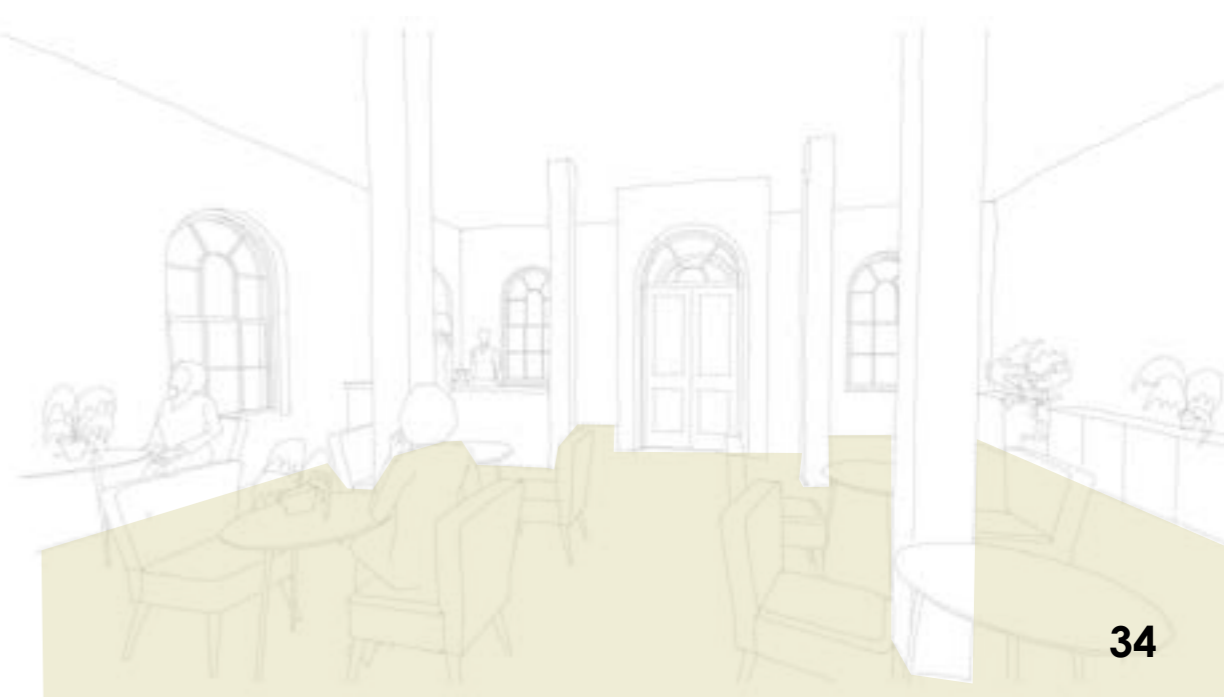
- 1 entrance
- 2 café & ticket
- 3 gift shop
- 4 Seating
- 5 accessible WC
- 6 temporary exhibitions & event
- 7 WC
- 8 cell experience—social media
- 9 archives & records
- 10 lift—existing to be assessed potential upgrade



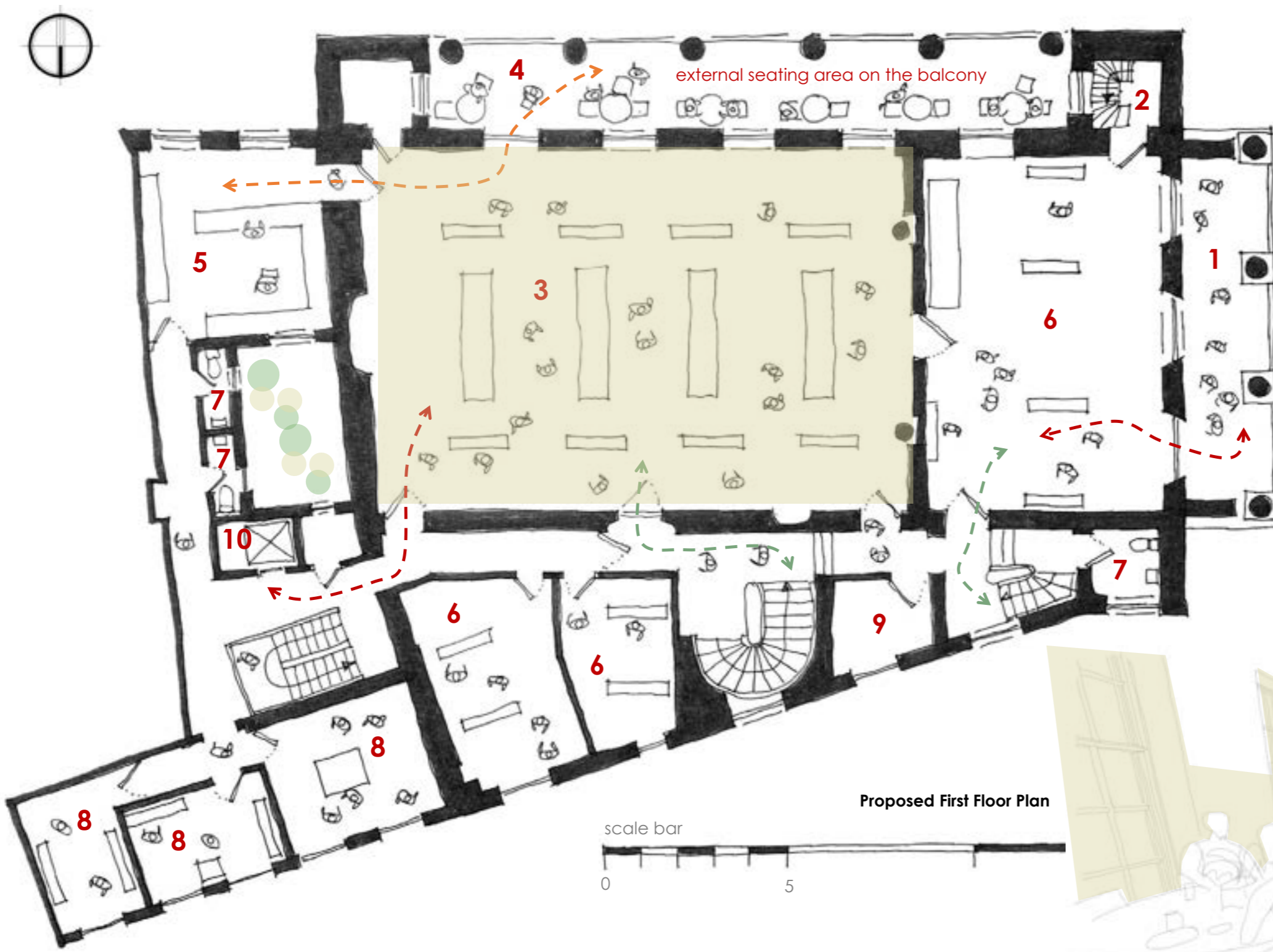
Holding cells to be converted into an instagram-friendly illusion associated with museum to attract additional publicity and income.

- free entry or single entrance fee
- extra ticket exhibition
- secondary entrances

Note: Layouts are concept only and based on asset information provided by the local authority; no detailed measured survey has been undertaken.



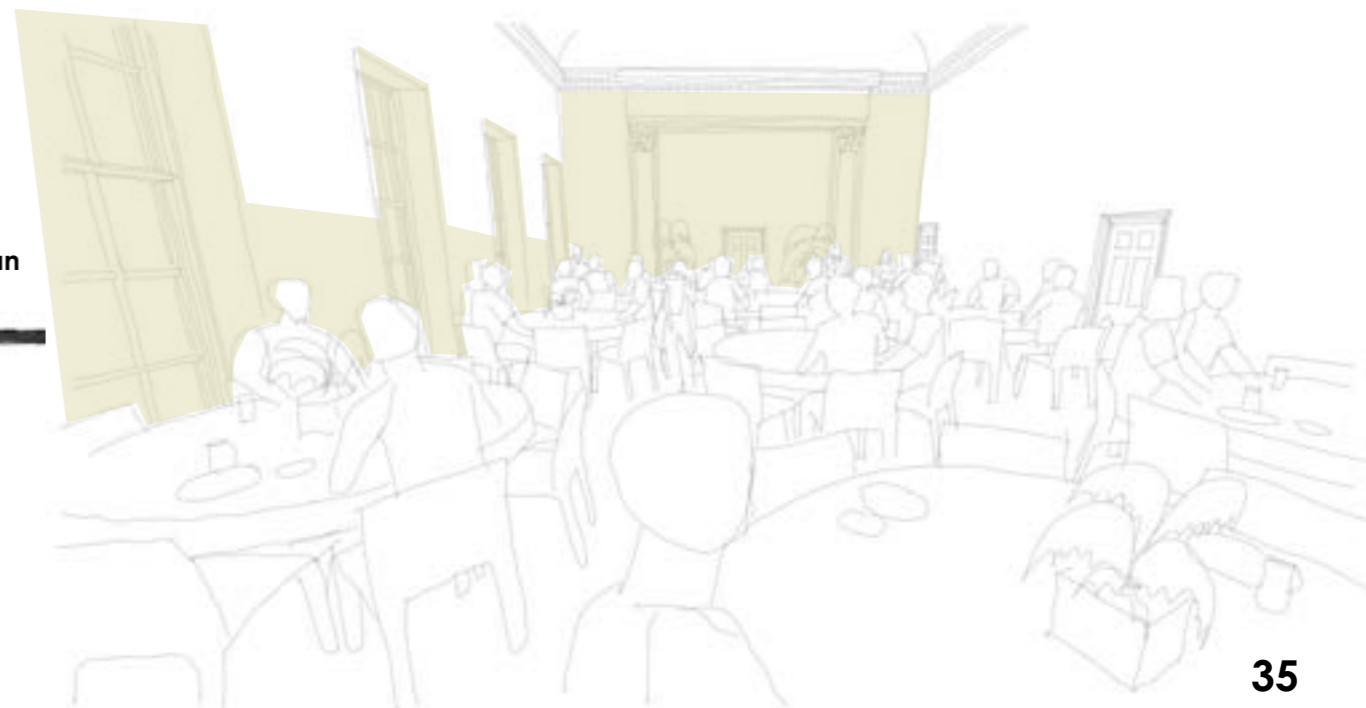
Option C: Expansion of Existing Museum



KEY

- 1 balcony use as part of function
- 2 clock tower access
- 3 exhibition & event
- 4 outdoor seating in the balcony
- 5 servery / prep
- 6 temporary exhibitions & event
- 7 WC
- 8 special collection
- 9 office
- 10 lift –existing to be assessed potential upgrade

Temporary, regularly updated modern art installation within the main hall creating an additional public attraction.



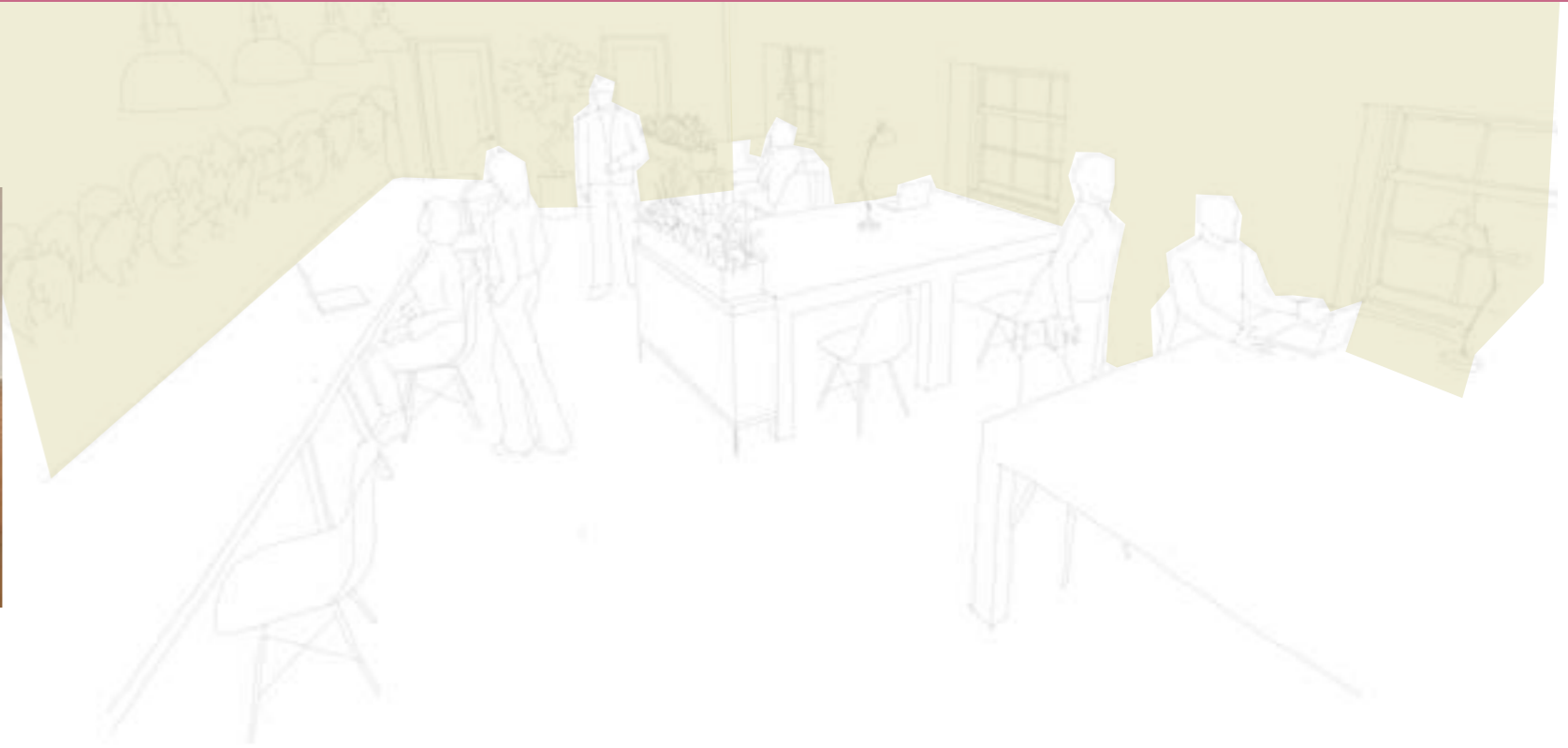
- ← - - → free entry or single entrance fee
- ← - - - → extra ticket exhibition
- ← - - > secondary entrances

Note: Layouts are concept only and based on asset information provided by the local authority; no detailed measured survey has been undertaken.

Option C: Expansion of Existing Museum



New archives and records service would be implemented using simple, contemporary and simple materials, and would incorporate a new public research space as a charged service.



KEY

- 1 lift –existing to be assessed potential upgrade
- 2 records, rare books, digital services
- 3 climate controlled room
- 4 research
- 5 external hire research
- 6 external hire / office
- 7 WC

- ← - → free entry or single entrance fee
- ← - - - → extra service—potential income
- ← - - - - - → secondary entrances

Note: Layouts are concept only and based on asset information provided by the local authority; no detailed measured survey has been undertaken.

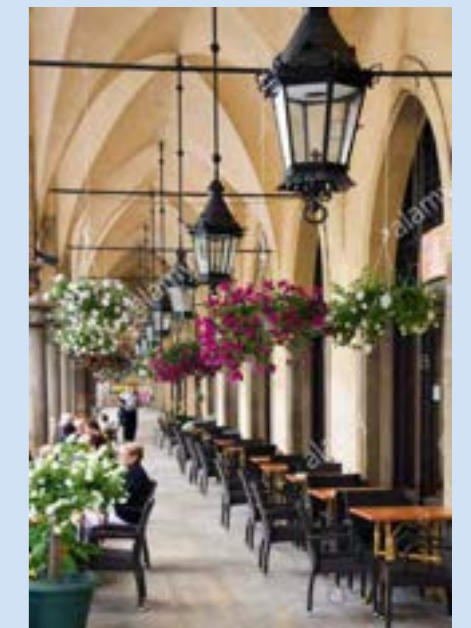
Option C: Expansion of Existing Museum



Opportunity to enhance public space fronting the Guildhall using dynamic and interactive features to bring the community together

Banners and temporary advertising introduced to promote specific events, exhibitions and open evening /days, and encouraging public gathering in expanded pedestrian areas.

The effect of extending and diversifying the exhibition space and increasing external signage and casual public socialising will serve to improve immediate on-street awareness and visibility of the Guildhall's offerings.



Proposed External Works

Option C: Expansion of Existing Museum



Heritage Impact Assessment

The Guildhall

The main potential impact from the options proposed is the removal of historic fabric, such as internal decorative features, historic doors and/or window units and structural fabric. Historic England would be consulted and works would be carried out according to established guidance for making such changes to heritage assets that focus on the repair, restoration, addition or alteration of Listed Buildings.

It is considered that any harm to the significance of the historic fabric and heritage value of the Guildhall exterior would be mitigated through careful use of correct methods and materials. Areas in need of repair, or those suffering from the use of unsuitable materials or historical repair work would be suitably addressed. This would ultimately have a beneficial effect on the aesthetic value and character of the building, along with protecting it against further weather damage and deterioration.

Repairs (such as to the ceiling mouldings of the Town Hall room) involving the reuse of materials should match those existing in substance, texture, quality and colour to help to maintain authenticity, and it should be ensured that these works are technically and visually compatible whilst minimising wastage and the introduction of new resources. Alternative approaches may be appropriate if it can be demonstrated that the technique in question will not cause long-term damage to the asset or would result in less overall loss of original fabric and significance. Ultimately the partial removal and replacement of some of the elements outlined in these options will be beneficial to the future of the Guildhall.

Removal of elements are considered acceptable where they poses a threat to their surroundings, such as through structural weakness, and where it is favourable to either repair, or remove and replace

the feature. Removal should be minimal and replacements should be sympathetic in style, colour and material. Redecoration should be undertaken with a suitable paint and colours that are appropriate to the historic aesthetic. Such redecoration may be beneficial to the overall character of the building in its restoration of the high visual standard of the building.

The removal of historic fabric from the building has the potential to diminish the evidential and historical value of the building, even when such features are relatively modern. Multiple changes and repairs to the Guildhall have been documented since its construction, including extensive internal layout changes and a substantial modern extension; these alterations may in themselves be of historical and architectural value, and may provide useful information about the structure of the building.

Setting

Externally, the Guildhall is an imposing structure that contributes significantly to the heritage character of Newport town centre, and the wider setting reflects the visual dominance of the building within the High Street. This is particularly evident in historical photographs and illustrations, particularly when viewed from the vicinity of St James's Square, and which provides a valuable record of the aesthetic changes to the Guildhall's exterior that have taken place over the years. The building is also valuable in its integration within the High Street infrastructure in its provision of a covered public footway beneath the south elevation colonnade.

External works to the building relating to the proposals would likely cover only remedial and repair work, and as such it is considered that the setting of the Guildhall and its placement at the junction of Quay Street and High Street will not be impacted. Complementary proposals

are focused around the partial pedestrianisation of this junction; the impact of this would be primarily non-material and reversible, mainly providing a positive impact to the social and cultural function of the Guildhall by reinforcing its relationship with the surrounding area. This would serve to encourage public accessibility to the building and improve its relationship with the surrounding buildings as is evident in a number of historical photos of the site.

Conclusion

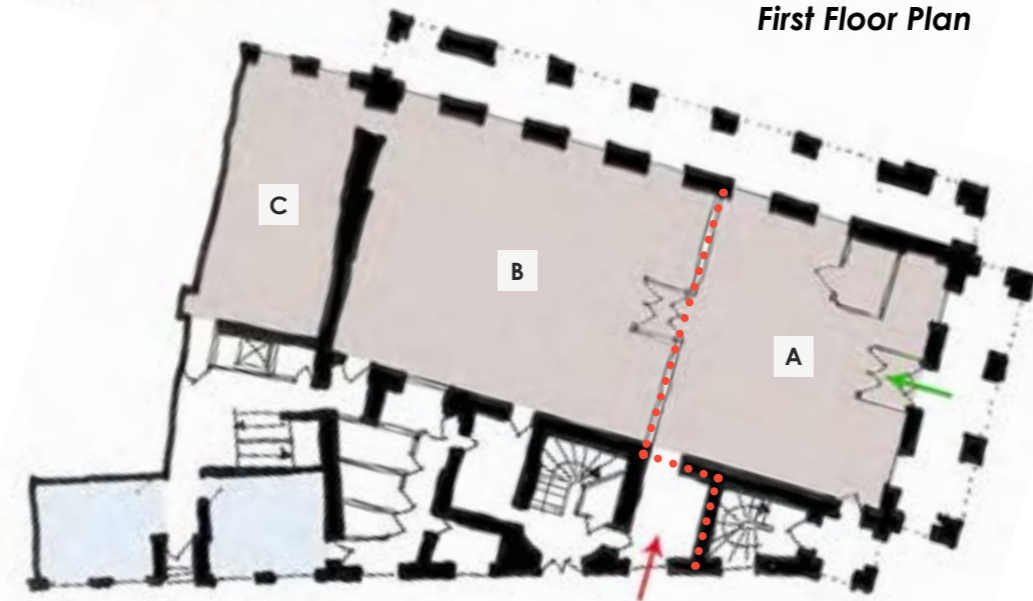
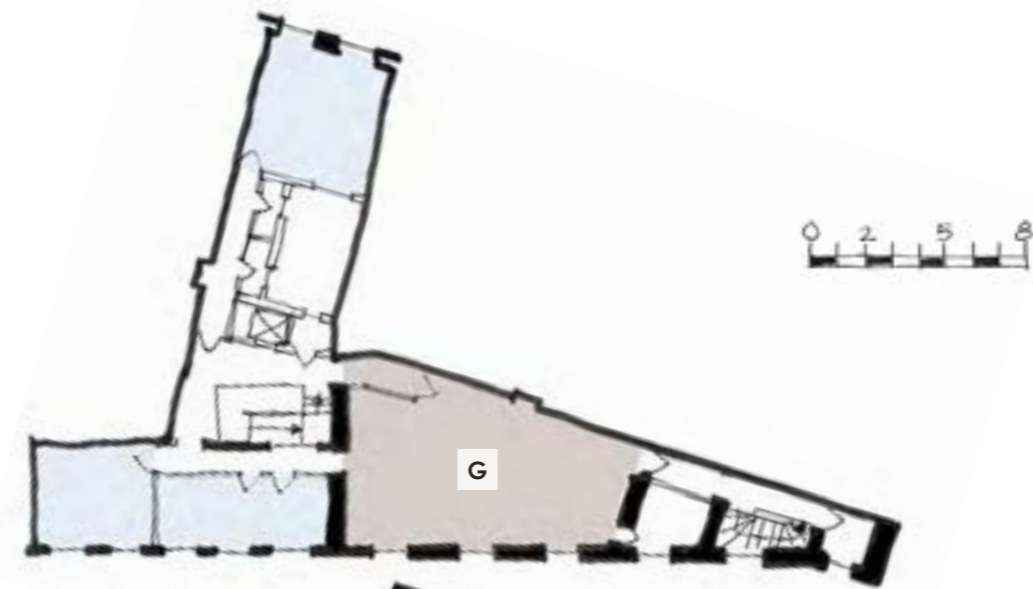
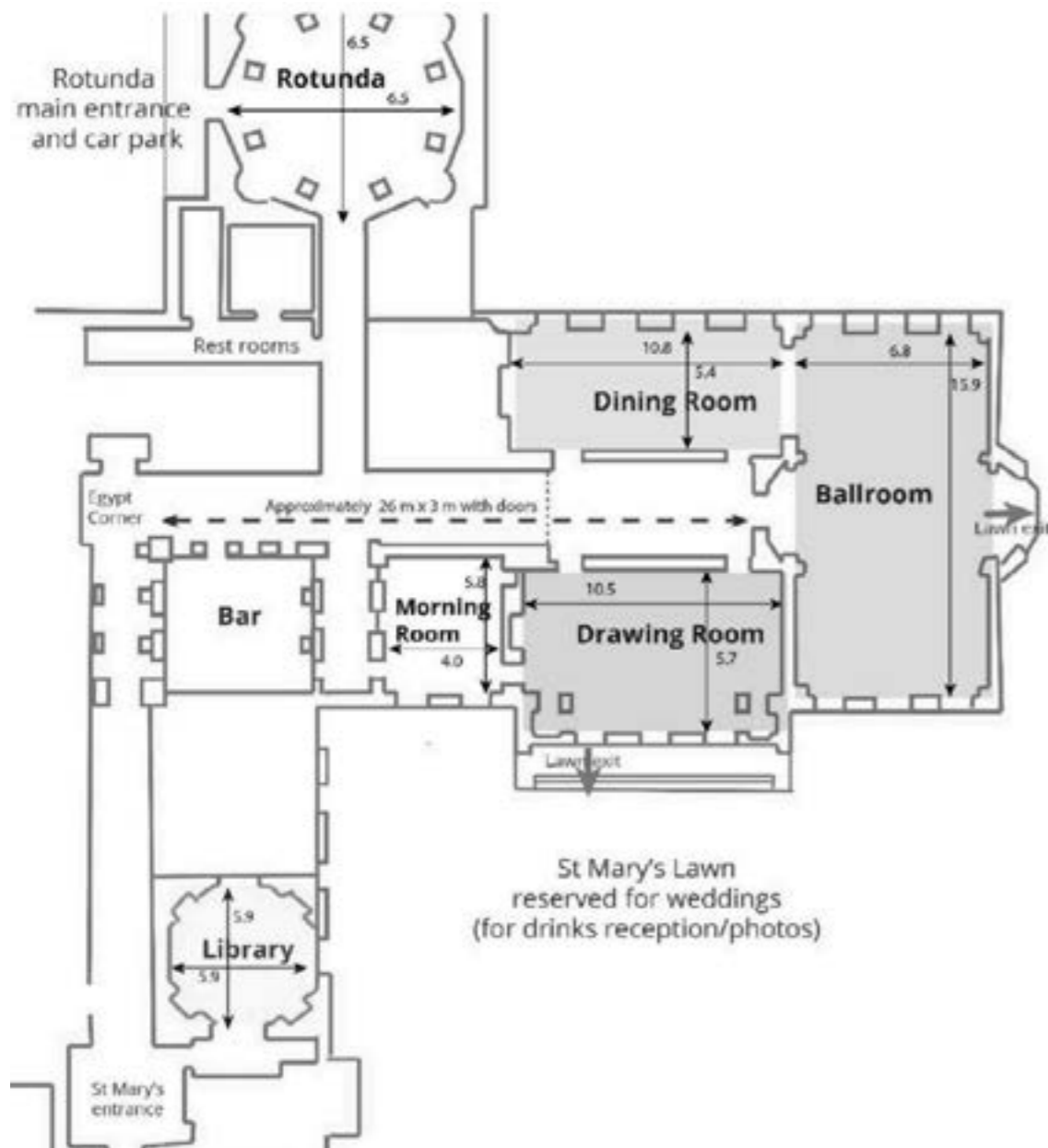
Overall, the proposed works have the potential to remove elements of the historic fabric of the Guildhall, thus potentially impacting the significance of the building. As such appropriate measures will be implemented to avoid, where possible, this removal. However in cases where repair of existing features is not possible, it is considered that any removal of the historic fabric should be outweighed by the benefit to the building as a whole.

There is also potential to affect the setting and character of the Guildhall through small changes to the façade and changes to the surrounding road layout. It is however considered that this does not constitute harm to its setting or historic character. The significance of the building, the visual associations within it and its relationship to the High Street and the wider Newport townscape will remain unaffected. It is expected that any repairs will enhance the character of the building, removing elements which may lead to further damage such as those facilitating water ingress.

Along with the nearby St Thomas's Church, the Guildhall is considered one of the key buildings within the local Conservation Area. The relationship between these two sites, including the associated views, will not be impacted by the proposed works.

Venue Capacity

To provide greater context regarding potential visitor capacity of the Guildhall, this diagram provides a visual comparison with Northwood House (below) as an existing local venue of similar heritage and functionality. Capacity numbers have been estimated by comparing the room areas of the respective venues and applying the stated visitor capacity provided by Northwood House.



- Principal reception / events rooms
- Ancillary and support rooms
- Arrows demonstrating independent use of spaces
- by two parties

	area (m ²)	seated	standing	WCL
A	64	60	80	60
B	118	120	200	120
C	46	50	60	50
D	60	60	80	60
E	134	120	200	120
F	24	25	30	25
G	56	55	70	55

This report has been prepared for the Isle of Wight Council to evaluate future possible uses for The Historic Guildhall in Newport.

The report interrogates three options, evaluating them from a strategic, economic, commercial, financial and management perspective and using Historic England's advice on making changes to a heritage asset. The options address the Isle of Wight Council's core objectives for the island as well as meeting specific criteria relating to the Guildhall, The Newport High Street Heritage Action Zone and Shaping Newport.

Unweighted Findings

Strategic preferred option: Improved Museum

Economic preferred option: Community Centre

Commercial preferred option: Improved Museum

Financial preferred option: Wedding Venue

Management preferred option: Improved Museum or Wedding Venue

Heritage value preferred option: Improved Museum

Conclusions and Next Steps

This analysis should be taken in the context of the early stage of the design. Whilst option 3 (An Intergenerational/HE Centre) and Option 2 (Improved Museum) have scored the highest in this report, more analysis is required as the chosen design is developed to make an evidence-based representation of the costs and income potential of each scheme. Moreover, The Isle of Wight Council should consider weighting these scores to ensure the project best meets their own strategic priorities based on information that may not yet be in the public realm.

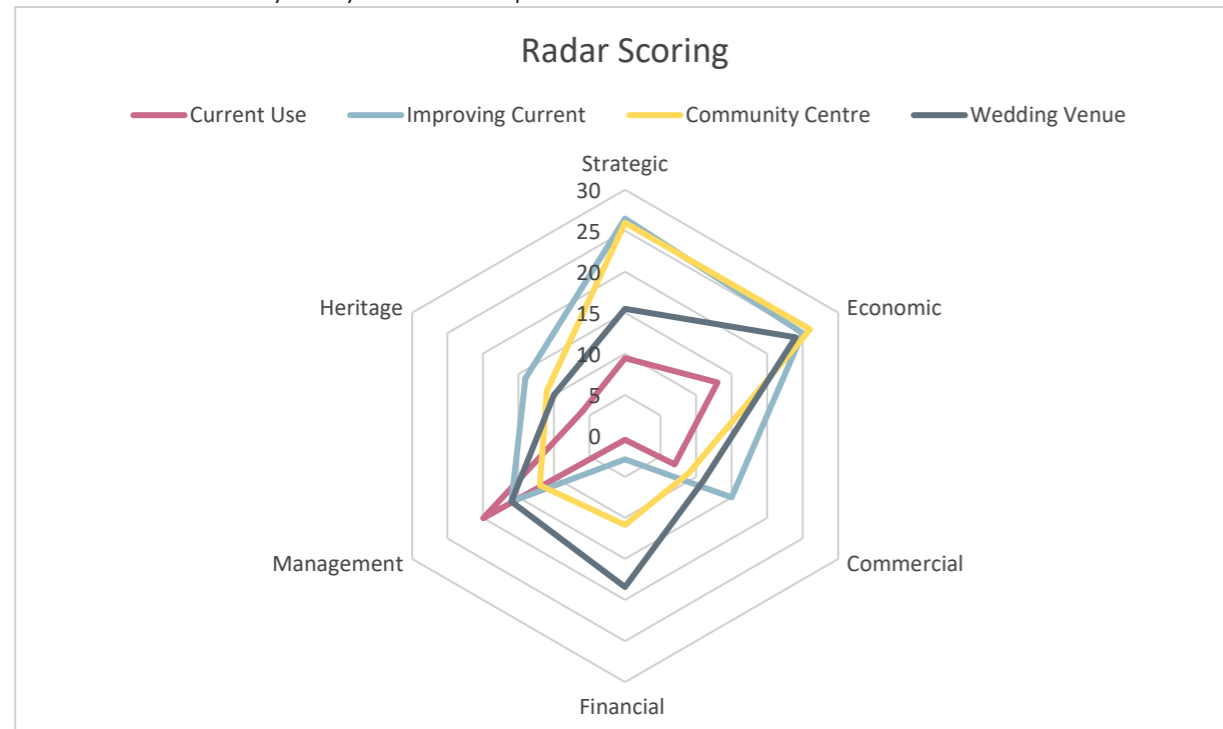


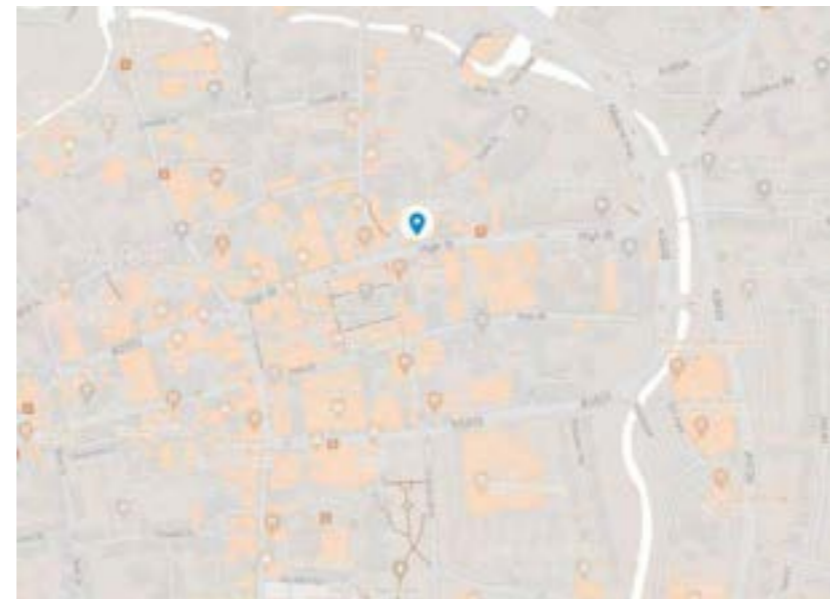
Figure 1 – radar scoring for each option

The Site

The Guildhall is a Grade 2* listed building designed by John Nash and is a key landmark building for Newport town centre. It has a significant repair deficit, and large parts of the building are unused or underused. Part of the ground floor accommodates the Museum of Island History, and some spaces are occupied as offices.

The Guildhall is owned by the Isle of Wight Council and is seen as an anchor building in its heritage landscape and very important to the cultural regeneration of the town.

Oxley Conservation Ltd have been commissioned to undertake a condition survey including a structural engineer's report on the first-floor structure which has previously been modified, potentially restricting loading capacity on the first floor without additional structural improvements. They will provide a formal report on the condition of the building and costed plan of works necessary to bring the building, in its current layout, into a good state of repair. In addition, they are identifying options for replacing an old lift with a suitable alternative to provide compliant access to the upper floors.



Report Structure

This report reviews the three options using a system based on the Treasury Green Book Five Case Model, which provides a standardised decision-making tool to ensure uniform results and effective comparison. Each option has been assessed against the following five cases:

1. **Strategic Case** – Is there a clear strategic fit with the requirements of the council? Does it address the case for change?
2. **Economic Case** – Does it optimise value for money? Have costs vs benefits vs risks been clearly assessed?
3. **Commercial Case** – Is the project commercially viable or is an investment required to overcome issues of market failure?
4. **Financial Case** – Is it financially affordable? What funding and investment routes might be available and are these likely to be sufficient to deliver the desired outcome?
5. **Management Case** – Can the option be practically delivered? Are there any legal, political or operational constraints?
6. **Conservation Analysis**. Considerations for each option against Historic England standards for developing a heritage asset.

Option 1: Continue current use

The ground floor of the Guildhall is currently used as a small museum showcasing the history of the island. The exhibition features an array of local artefacts, interactive equipment, and some of the latest archaeological finds from around the island. The other parts of the Guildhall are being used as office space and for storage of archived material by the Council. Some areas are currently empty.

The Museum only opens for 6 hours a week: 10am – 1pm on a Tuesday and Thursday, with low admission prices or £1 per adult, and £0.50 per child, or £2.50 for a family ticket. Advertising and marketing for the museum seems to be limited to a google business listing, a listing on the Visit Isle of Wight website, the Isle of Wight council website, and on Trip Advisor where its 13 generally positive reviews is likely to be reflective of its small footfall.

Option 2: Improved Museum

Improving the museum's offering by extending the exhibition space, installing external signage to improve the immediate on-street awareness of the attraction, and making any storage or office space more efficiently utilised. This option will also include the provision of a café offering and temporary exhibits with admissions fees, alongside the longstanding collection which would be available to view for free.

Option 3: Community Centre

Creating a versatile space which could be utilised for a range of community needs such as services for older generations, or a Higher Education venue. The centre will provide rentable spaces for workshops, events, and community groups, as well as a ground floor café to increase footfall and draw in the general public.

Option 4: Registrar's offices and wedding Venue

A replacement venue for Registrars who are currently located at the Council's Seaclose offices. A grand heritage setting in the town centre with a large capacity function and celebrant's room; a catering/events and reception space, and a smaller room for a civil ceremony with fewer guests.



Introduction

The strategic case looks at whether the proposed project achieves the council's strategic and site-specific objectives. It includes assessing the key drivers for change and stability in order to arrive at an evidenced case for change. The objectives established in this strategic case will be used in the initial appraisal of options. As the project planning progresses, the council should continue to evaluate whether the project remains on course to deliver the council's strategic objectives defined here.

Context

Newport is the employment and administration centre of the island*. With a population of circa 25,000 and many of the public sector services located in Newport, it is the commercial centre of the Isle of Wight. Newport is the Island's historic market town, with a plethora of heritage assets. Newport's Heritage adds to the identity and overall aesthetic of the town.

In terms of demographics, Newport follows the Island's age range spread with a larger older population than the average across the UK. However, it does also see a daily influx of the younger population as many schools and the Further Education provision are located in Newport, such as the Isle of Wight College, HTP Apprenticeship College and Platform 1, Island Innovation 6th Form College, Medina and Carisbrooke High Schools, Medina House and Watergate Schools.

The public and active transport network to and from Newport are good thanks to its central location and highways network. Many bus routes on the Island are designed to radiate from Newport, returning to the main bus station in the centre of town, and there are dedicated cycle ways to and through Newport.

The retail and hospitality offering in Newport is a healthy combination of both National and regional chain establishments, and independent businesses which help to maintain a local relevance to the offer. Towns with a good mix have higher appeal to shoppers and visitors. The extent of short- and medium-term economic loss caused to Newport by the Coronavirus pandemic is so far unconfirmed by footfall and other statistics about occupancy and rental values.

There are 11 objectives on which each option is measured against to evaluate its strategic fit.

1. To support sustainable and thriving communities that enable people to enjoy a quality of life, without compromising the quality of the environment. (Island Core Strategy, 2012)
2. To promote and enhance community leisure and recreational facilities. (Island Core Strategy, 2012)
3. To provide opportunities to diversify and strengthen the local economy and increasing the range of higher skilled jobs available locally. (Island Core Strategy, 2012)
4. To support a diverse tourism offer on the Island, particularly focussing upon sustainable eco-tourism. (Island Core Strategy, 2012)
5. To protect, conserve and enhance the Island's natural, historic, and built environments. (Island Core Strategy, 2012)
6. Maximising the Guildhall's viability, community benefit and contribution to the conservation area (Guildhall briefing document, 2021)
7. Identifying an outcome to sustain the building's ongoing maintenance and repair (Guildhall briefing document, 2021)
8. A use for the building which will help support town centre vitality (Guildhall briefing document, 2021)
9. Re-identifying Newport with its historic, cultural, technological, and environmental content, using facts, locations and stories (Shaping Newport, 2018)
10. Maintaining Newport as the core location for public and emergency services, education, banking, legal advice and further concentration of this. (Shaping Newport, 2018)
11. Create a sense of visible participation and positive activity through collaborative public projects with local organizations (Shaping Newport, 2018)

The analysis below will score each option against the council's Island Vision, the objection from The Island Core Strategy, and the project specific objectives.

"To support sustainable and thriving communities that enable people to enjoy a quality of life, without compromising the quality of the environment."

Option	Score	Notes
Option 1 - As existing	1	Low visitor numbers, limited opening hours
Option 2 - Improved Museum	4	Improved visitor numbers, provision of café for town vitality
Option 3 - Community Centre	5	Primary purpose to support the community
Option 4 - Wedding Venue	3	Improves town vitality

"To promote and enhance community leisure and recreational facilities"

Option	Score	Notes
Option 1 - As existing	1	Does not enhance facilities for a large cohort, underutilises the location and relevance of the building
Option 2 - Improved Museum	4	Improved museum offering with changing exhibitions plus café provision
Option 3 - Community Centre	5	Space provided for recreational workshops and classes plus café provision
Option 4 - Wedding Venue	2	Removes existing recreational offer but provides events space

"To provide opportunities to diversify and strengthen the local economy and increasing the range of higher skilled jobs available locally"

Option	Score	Notes
Option 1 - As existing	1	No new jobs created
Option 2 - Improved Museum	3	Range of jobs created, mostly not highly skilled. Opportunities for job sharing and part time roles.
Option 3 - Community Centre	3	Range of job opportunities created. HE provision would create highly skilled jobs and retain skilled people on the island.
Option 4 - Wedding Venue	2	Some hospitality/support jobs possibly created, mostly existing registrars to operate

"To support a diverse tourism offer on the Island, particularly focussing upon sustainable eco-tourism."

Option	Score	Notes
Option 1 - As existing	2	Under-utilised tourist attraction with minimal opening hours and no link to sustainable eco-tourism
Option 2 - Improved Museum	4	Supports cultural tourism offer in Newport but does not focus expressly on eco-tourism. Could be integrated into the temporary exhibits and museum design.
Option 3 - Community Centre	1	Resident-centric. Removes museum as tourism offer.
Option 4 - Wedding Venue	1	Removes museum as tourism offer and provides no eco-tourism element

"To protect, conserve and enhance the Island's natural, historic and built environments."

Option	Score	Notes
Option 1 - As existing	1	Protects the building by completing necessary maintenance/repairs with minimal material changes to the building but no long-term viability to protect it
Option 2 - Improved Museum	5	Better designed and fully utilised, enlarged facility. More diverse potential income streams identified.
Option 3 - Community Centre	4	Creates a credible future for the building to protect it. Income streams less clear until use is defined.
Option 4 - Wedding Venue	3	Creates a sustainable future for the building creating a vital collective memory for people using the facility but removes the museum promoting island history

"Maximising viability, community benefit and contribution to the conservation area"

Option	Score	Notes
Option 1 - As existing	1	Limited opening hours and marketing does not maximise community benefit Empty parts of building does not maximise potential
Option 2 - Improved Museum	4	Community benefit – Improved diversity of tourism visitors in Newport. Conservation of a heritage asset with improved public access.
Option 3 - Community Centre	4	High community benefit although the use does not link to the heritage of the building
Option 4 - Wedding Venue	3	Community benefit of using an historic Building for life moments for local families. A good design and marketing campaign will support increased use and financial revenue in comparison to Seaclose which only offers statutory services and limited civil ceremony offers.

"Sustain the building's ongoing maintenance and repair"

Option	Score	Notes
Option 1 - As existing	1	Income is too low to sustain the buildings maintenance and repairs from a self-supported model
Option 2 - Improved Museum	4	More avenues for income identified to financially support maintenance - café, printing/scanning services, temporary exhibits
Option 3 - Community Centre	4	Regular income via leasing to Providers
Option 4 - Wedding Venue	4	Improved registrar income from improved venue options and add on services

"A use for the building which will help support town centre vitality"

Option	Score	Notes
Option 1 - As existing	1	Limited visitor numbers due to limited opening hours and marketing
Option 2 - Improved Museum	5	Higher visitor numbers and improved public access to support town centre vitality
Option 3 - Community Centre	5	Contributes to town vitality by attracting a large, diverse audience
Option 4 - Wedding Venue	3	Accessible for registrar's services and booked events only

"Re-identifying Newport with its historic, cultural, technological and environmental content, using facts, locations and stories"

Option	Score	Notes
Option 1 - As existing	3	Museum exhibition provides historical context of the island but has low visitor numbers. The building is well recognised by the local community but few have been inside it.
Option 2 - Improved Museum	5	Longstanding collections are focused on island history so contributes well to defining place with improved visitor numbers
Option 3 - Community Centre	2	Removes existing museum and provides no other link to Newport identity
Option 4 - Wedding Venue	4	The design showcases the building gradeur and quality of the heritage space. The design will ensure that existing assets form part of the visitor experience

"Maintaining Newport as the core location for public and emergency services, education, banking, legal advice and further concentration of this."

Option	Score	Notes
Option 1 - As existing	1	No public services located here for public access, only museum as an attraction
Option 2 - Improved Museum	1	No public or emergency services included in the proposal
Option 3 - Community Centre	5	Possibility of offering education services, plus community services
Option 4 - Wedding Venue	5	Statutory public services provided

"Create a sense of visible participation and positive activity through collaborative public projects with local organizations"

Option	Score	Notes
Option 1 - As existing	1	Guildhall is not known to be actively collaborating with any local organisations to integrate it in the community
Option 2 - Improved Museum	4	Temporary exhibits may display local artists or collaborate with local organisations
Option 3 - Community Centre	5	Potential for collaboration with Age UK, Riverside Centre, local charities, and workshops/classes ran by local organisations.
Option 4 - Wedding Venue	3	Possibility to collaborate with catering/florist companies

The economic case for each of the four options is detailed below. These options have been tested from a financial viability perspective with key metrics used to determine which option provides 'best value' to the council.

Job Opportunities



Option 2 or 3

An improve museum offer or a community centre would provide the most job opportunities. If the community centre were to be utilised as a venue for Higher Education this would also help to upskill the resident population and retain skilled people on the island.

Tourism



Option 2

Alongside a strong marketing campaign and improved museum offer (option 2) could improve tourist numbers in Newport as a 'rainy day' activity. The downstairs café would also provide a leisure activity for passing tourists in the town centre.

Town Vitality



Option 2 or 3

Both a community centre and an improved museum would benefit the town vitality by improving footfall to the Guildhall and appealing to a diverse range of users. While a wedding venue is a vibrant offer, it may only be used at weekends with a peak during the warmer months.

Opportunity Cost



Option 3

This metric relates to the opportunity lost if an option isn't chosen. A HE centre within the community centre represents a significant strategic opportunity for the Isle of Wight Council to retain and educate the younger population on the island who currently often leave for mainland education and career opportunities.

Community Benefit



Option 3

The community centre represents the highest community benefit as the primary purpose of the building would be to serve and contribute to the community. Option 3 creates a space which could be marketed towards either the youth on the island, or the older population to serve a diverse cohort.

Annual Income



Option 4

Utilising the Guildhall as a wedding venue would generate the highest annual income provided there is a similar number of civil ceremonies to 2019, and that the anticipated number of people book the higher cost spaces and add on packages. The anticipated income would be £183,892 which is an increase of £31,705 from the 2019 registrar income.

Cost of construction



Option 2

Maintaining the current use of the Guildhall represents the lowest design and construction cost but it is financially unviable. Discounting this option, the improved museum option would require less construction works as the existing use class could be retained meaning there would be less stringent building regulations.

Long-term Viability



Option 2

Creating an improved museum offer in Newport could be a springboard for the recognition of Newport as a tourist destination. This could be linked to other cultural activities in the area to strengthen the offer. Whilst the wedding venue option could offer marginally more annual income, there is strong competition from external venues in more scenic locations which could risk the longevity of the Guildhall as a preferable venue.

Client requirements

Risk appetite: low

The client has a low appetite for risk. The Guildhall has been through an appraisal process several times before without securing a tenant/user which has left the building underutilised for many years. An innovative solution would be welcomed but it must align with the council's objectives for Newport and make the scheme applicable for funding opportunities.

Level of reward desired: low

The reward for this project is to revitalise an underutilised heritage asset in Newport. A long-term use needs to be identified to secure enough income to fund future maintenance and preservation of the building. This is not a profit seeking venture, but a lifeline for a heritage building which could play a key part in the regeneration of Newport.

Level of client control desired: medium

The Guildhall is an important heritage asset in Newport which the council would like to remain within the public realm, with public access, and under the control of the council to ensure its preservation and long-term viability. An outcome which privatises the building, and therefore leaves the building out of their control, would not be favourable to the client.

Commercial Case Analysis

Option 1 (as existing)

Is the proposal commercially feasible / attractive?

A proportion of the building is currently being utilised for archive storage purposes which do not contribute any revenue to the upkeep of the building. The museum offering is poorly advertised with limited opening hours and therefore visitor numbers are low, as well as the admission price being very low. Without a café/retail offering there is very little revenue created from the museum. The museum does not currently compete with other attractions on the island for tourists and there is little draw for them to come into Newport over the coastal locations.

Delivery options

The council continues to own and operate the building without a sustainable income to maintain it.

Risk

The risk remains with the council as they operate the building, and the liability of the maintenance remains with the council too. The building may fall into disrepair without the adequate income to sustain it.

Option 2 (Improved Museum offering)

Is the proposal commercially feasible / attractive?

In part this question can be answered by looking at the competition the museum would face from other cultural activities on the island. Newport could provide an attraction for tourists as a 'rainy day' activity browsing the shops combined with the museum as a cultural and educational experience.

Some of the most popular cultural/educational activities on the island are listed below with clear additional benefits for tourists:

1. Osborne House – significant heritage status and very well known, intrinsically linked to the heritage of the island.
2. Carisbrooke Castle – Currently marketed as a Newport attraction but does not bring tourists into the town centre.
3. Dinosaur Isle – can be combined with a beach day or fossil hunting.
4. Brading Roman Villa – Offers changing exhibitions, events, and talks to encourage repeat visits.
5. Dimbola Lodge – Changing exhibitions and good location to combine with walk/beach trip.

Currently tourists tend to bypass Newport on their holiday agenda to visit Carisbooke Castle instead. Whilst the castle is a significant heritage asset, its location does not offer any passing trade to the businesses within Newport town centre. Newport's high proportion of unique independent retailers (approximately 50:50 independent to chain retail/hospitality) as well as the Quay Arts for an art focused tourist activity has great potential as a tourist location. There would also be scope to utilise the river more effectively as an attraction in the future.

Delivery options

- The council owns the building and operates the museum
- Tenants are sought (or retained) for the office areas

Risk

Associated risks lie with the council as the owner and operator of the museum. There is minimal planning risk as the changes will be largely internal and to suit the same use class. The risk is related to the long-term income of the building which not only relies on a redesign of the building but also an improved marketing strategy. Without high quality temporary exhibitions, visitors may bypass the paid exhibits which would greatly decrease the income.

Option 3 (Community Centre)

Is the proposal commercially feasible / attractive?

The Guildhall as a community centre could act as a versatile space to address a variety of community needs and strategic objectives for the IWC. Two possible end uses, depending on the marketing and final finishes of the building, would be a centre for the older generation on the island, or as a higher education venue.

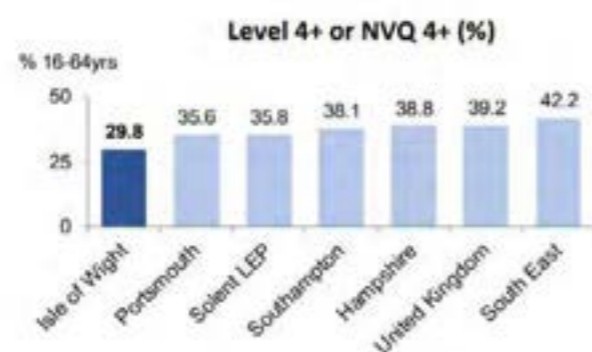
As a community centre for older persons, the centre would be in competition with The Riverside Centre which currently offers many similar services, and Age UK Isle of Wight who are running the Age Friendly Island initiative. However, these parties could be considered for a partnership rather than offering duplicated services.

There is certainly a recognised need for more Higher Education offering on the Isle of Wight. The lack of HE education on the island has contributed to a lower level of highly skilled resident workers, and a concentration of intermediate skills (Figure 1).

Intermediate Skills 2018



High Skills 2018



The Guildhall HE Centre could provide an opportunity to provide distance learning from a partnered university for fully remote learning. This option is more readily available now thanks to the prevalence of remote learning and working during the pandemic. Universities have adapted their teaching style but studying at home has had a negative impact on students' mental health due to the isolated nature of learning at home*. By offering a remote campus, students at the Guildhall could enjoy the social aspects of university with remote access to higher education courses from mainland universities. The island could provide a different university experience for local young people who want to maintain their lifestyle, and/or work commitments on the island whilst studying.

The commercial feasibility of it would depend on the constitution of the centre, whether it was set up as a charity, not for profit, or a commercial business. If the council were to lease the space to a specialist provider, then the commercial feasibility is only related to the rental value available and ensuring the space is adequately equipped for the services the provider wants to offer.

Delivery options

There are a range of delivery options with a sliding scale of control maintained for the council. The centre could be leased entirely to a specialist operator with little oversight from the council, or it could be formed as a partnership venture to ensure the building is meeting the objectives outlined in this proposal.

Risks

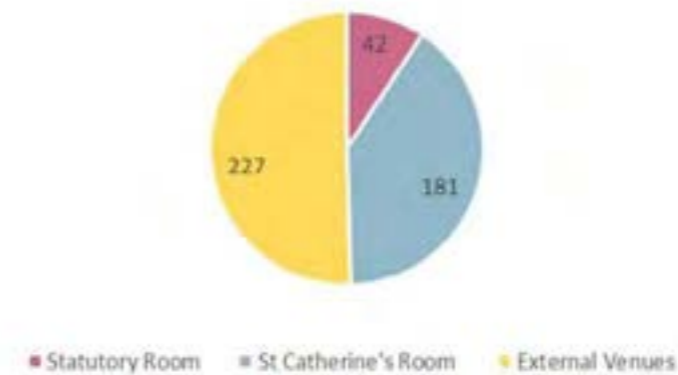
- Sales/lettings risk as to whether there is demand for a venue to provide community services
- Long term risk is reduced for the council once a tenant is found and a long term lease is agreed

Option 4 (Wedding Venue)

Is the proposal commercially feasible / attractive?

The average cost for a wedding venue in the UK in 2019 was £5,000 with 22% opting for a country house setting, 18% booking a hotel venue, and 16% choosing a barn venue**. More locally, there is still a preference to host weddings at external venues over the Seaclose offices (Figure 3), although the upgraded package in the St Catherine's room has captured a proportion of the market who want a slight upgrade from the statutory ceremony.

Isle of Wight Wedding Locations 2019



The effect of covid-19 should be considered for this strategy. At the time of writing, weddings are limited to 30 guests and the lockdown restrictions will have undoubtedly had an impact on the number of venues available and the price of them. Whilst some venues may be forced to shut down, others will have to increase their price to recoup the lost income over 2020 and 2021. This may draw more attention to lower price options at the Guildhall.

Social media is also playing a very large role in weddings now**. The cells photo experience could capitalise on this by creating unique photo opportunities for guests providing another bolt on package to the wedding bookings, along with a basic catering package or space for a reception and DIY catering.

Delivery options available

- The registrar team would own and operate the building entirely

Risks:

- Risk remains with the council as the registrars would operate the building.
- The principal risk is associated with competing with other venues on the island, particularly given the trend towards countryside venues for weddings

* [Coronavirus and higher education students, Office for National Statistics, 2021](#)

** [2019 Wedding Survey, Hitched](#)

Income Analysis

See Appendix A for full income analysis

Options	Estimated Income	Operating Costs	Details
Option 1: as existing	£4,611	Low Minimal staffing costs, marketing, telecoms	<ul style="list-style-type: none"> - Based on 2019/2020 income (pre-lockdown) - Approximately £1.61 spend per visitor - 2,869 anticipated visitors per year
Option 2: Improved Museum offering	£28,608	High Cost of temporary exhibitions, increased staffing costs, increased advertising, increased general maintenance due to use of closed off areas, cost of running the café to be considered	<ul style="list-style-type: none"> - Income through ticket sales for temporary exhibitions, café, printing/scanning services and office rental - Visitor numbers based on estimate of 1% of tourists who visit paid and free attractions
Option 3: Community Centre	£108,187	Low Income based on rental from specialist operator so operating costs are N/A to IWC	<ul style="list-style-type: none"> - Rental based on entire building at £14.61 per sq. Ft per annum - Does not include rates
Option 4: Wedding venue	£183,892	Medium Increased maintenance/cleaning after events, cost of catering operations if undertaken by IWC. Possible small increase in staffing costs for hospitality at events. Offset against closure of Seaclose venue.	<ul style="list-style-type: none"> - Statutory bookings anticipated to stay at the same frequency - 20% of external venue market anticipated to book the Guildhall larger room - 20 bookings per year for after-party/catering space - St Catherine's room offer improved and increased to £150 per booking

Approximate cost of Scheme

Option 1 – As existing - N/A – no cost

Option 2 – Improved Museum

	Rate	Area (m2)	Total
Museum fit-out	£1,871	445	£831,792
Office refurbishment	£1,306	67	£87,032
Lobby refurbishment	£1,016	64	£65,349
Café fit out	£1,628	24	£38,291
Archives Area	£2,592	99	£257,126
			£1,279,590
Project Fees	7.5%	-	£95,969
Contingency	10%	-	£127,959
Total		698	£1,503,518

Option 3 – Community Centre

	Rate	Area (m2)	Total
Function/Workshop Rooms	£1,574	301	£473,333
Café/ Food Service Room	£1,828	142	£258,845
Support areas (offices/storage/service room)	£1,306	192	£250,244
Library	£1,892	64	£121,693
			£1,104,115
Project fees	7.5%	-	£82,809
Contingency	10%	-	£110,412
Total		698	£1,297,335

Option 4 – Wedding Venue

	Rate	Area (m2)	Total
Venue space	£1,855	343	£636,636
Offices and interview rooms	£1,306	142	£185,452
Storage Areas	As existing	79	
Lobby refurbishment	£1,016	64	£65,349
Ancillary rooms (kitchenettes, WCs)	£1,790	70	£124,584
			£1,012,021
Project fees	7.5%	-	£75,902
Contingency	10%	-	£101,202
Total		698	£1,189,125

Blended solution

The Guildhalls structure offers good resilience to different uses within the same building. The Options have been designed allocating one operation use to each option.

While there may need to be some adjustments to layout or security and systems design, at this feasibility stage it is possible to 'mix and match' a blended solution. This may assist in developing a short, medium, and long-term plan for the building.

Sense of place and clear brand messaging are vital in good public building design. As designers we express a word of caution about blending options in the misplaced hope that stakeholders are hedge their bets by offering a number of options.

From an operational perspective all options need to be soft market tested to establish demand and buy in from potential users and occupants.

Cost sensitivity

Depending on the blend of uses selected, we recommend a capital investment premium of 10% is added to the estimated project costs for additional circulation, annexation and security than would be required in establishing different users (multioccupancy) and a more complex set of use and opening hours.

Operational Considerations

Option	Considerations	Score
Option 1 – As existing	None. Managed by current team.	5
Option 2 – Improved Museum offering	Additional staff members required for the extended opening hours and the café provision. The success of this scheme also relies on a robust and consistent marketing strategy so a part time marketing consultant or team member may be required.	4
Option 3 – Community Centre	Specialist to operate the building on a leasehold basis. Consideration should be given to involving the operator at the design stage to ensure the building meets their needs.	3
Option 4 – Wedding venue	The current registrar team have the knowledge and skills to sustain the operation of the Guildhall as a wedding venue. If a catering package was offered, then this would need to be outsourced or provide the space on a 'DIY' catering instead.	5

Timeline for Delivery

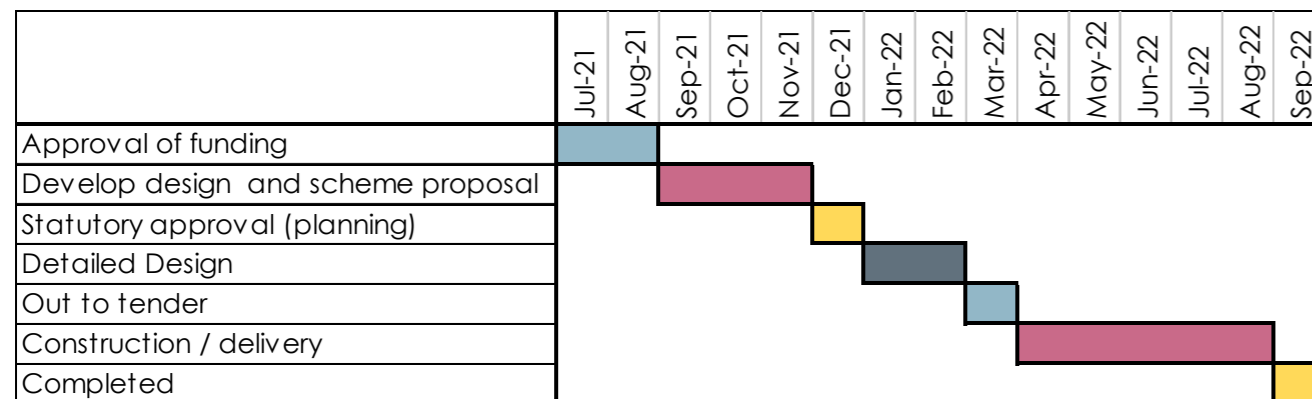
Option 1 – As Existing

Timescale for delivery: N/A

Speed of delivery score: 5

Option 2 – Improved Museum offering

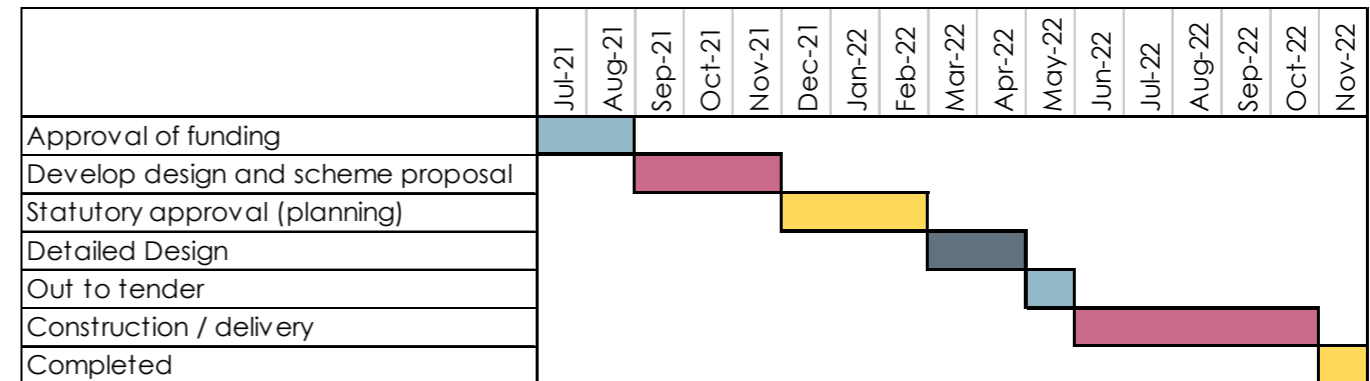
Timescale for delivery: 15 months, ending September 2022



Speed of delivery score: 4

Option 3 – Community Centre

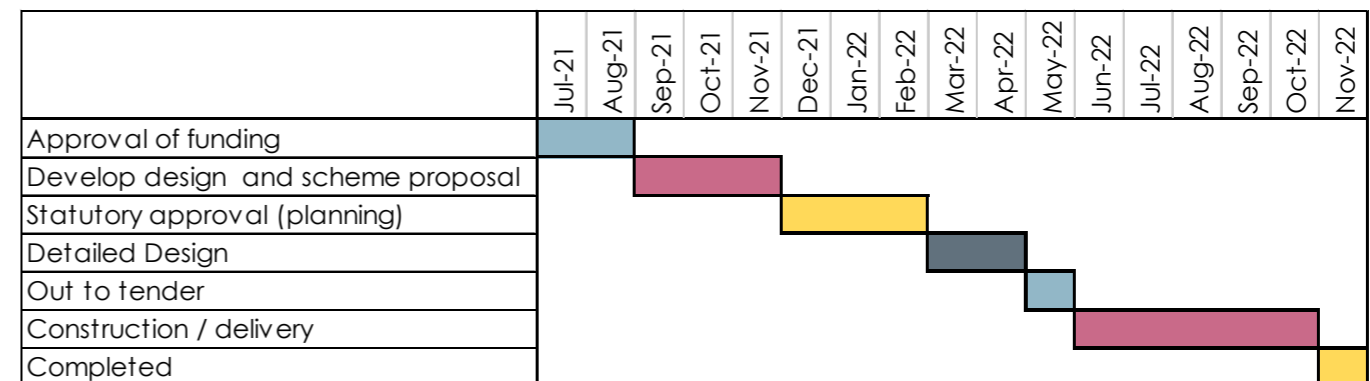
Timescale for delivery: 17 months, ending November 2022



Speed of delivery score: 3

Option 4 – Wedding venue

Timescale for delivery: 17 months, ending November 2022



Speed of delivery score: 3

Historic England offer guidance on the best practise for protecting heritage assets. The six high level principles are:

1. The historic environment is a shared resource
2. Everyone should be able to participate in sustaining the historic environment
3. Understanding the significance of places is vital
4. Significant places should be managed to sustain their values
5. Decisions about change must be reasonable, transparent and consistent.
6. Documenting and learning from decisions is essential

When applying these principles to making a *change* to a historic environment, Historic England recommend:

- Investigating how much physical change is *really* required to implement the proposal
- Evaluate how much it affects the values of the historic environment, and the potential affects it could have on habitats or possible concealed structures/ buried archaeological deposits.
- Consider the effects on authenticity and integrity – particularly the elements which truthfully reflect the values of the place
- Take account of sustainability – re-use sound traditional materials
- Consider the potential reversibility of changes
- Compare options and make the decision
- Apply mitigation
- Monitor and evaluate options

Heritage Significance of The Guildhall

In order to assess the development options, its important firstly to analyse the historic significance of The Guildhall, using Historic England's tools to do so.

Evidential Value – the potential for a place to yield evidence about past human activity.

The archived information within the Guildhall is of evidential significance. The building and site itself does not include any physical remains so does not represent 'evidential value'.

*Historical Value – illustrative or associative value from linking past people or events to the present through a place. Different from evidential value as it does not need to provide **unique** physical evidence about the past but can be a good example of the intentions of its creators well.*

The Guildhall does not contribute greatly to an understanding of how people lived in the past. It has also not contributed to the development of cultural heritage in other arenas such as art, literature, music or film (associative value). It does, however, represent a good example of design by John Nash which represents illustrative historical value.

Aesthetic Value: how people draw sensory or intellectual stimulation from a place

The clock tower was an addition in 1887 to celebrate the Golden Jubilee of Queen Victoria. It now acts as a distinctive structure to the high street with aesthetic value.

Communal Value: the meanings of a place for the people who relate to it, or for whom it figures in their collective experience or memory. This may be symbolic, for those who have an emotional link to it; or social value through collective stories linked to the place.

Although the Guildhall may not have significant emotional value to the community, it has been a longstanding civic building which is intrinsic to its identity and communal value.

	1: As existing	2: Improved Museum	3: Community Centre	4: Wedding Venue
The historic environment is a shared resource and everyone should be able to participate	2 – retains public access in limited areas and opening hours, museum focused on stories/identity of the island	5 – improves public access to upper floors whilst encouraging educational usage	4 – improves public access to upper floors through an accessible community-focused reuse	3 – allows greater public access on limited occasions, particularly to historically significant first floor rooms and currently redundant ground floor areas
Amount of change required	2 – no change, current situation retained leading to further degradation of the heritage structure	4 – minimal permanent change as museum fixtures can be installed independent from building fabric	3 – changes will be necessary to facilitate functional reuse of rooms; some repairs necessary but minimal invasive work	4 – changes will be necessary to facilitate functional reuse of rooms; some repairs necessary but minimal invasive work; high standard of finish expected
Effect on authenticity and integrity <i>'Authenticity lies in whatever most truthfully reflects and embodies the values attached to the place'</i>	2 – no changes required but the nature of the current use does not respond to or reflect the heritage value of the setting. Continuing lack of civic pride in the building.	5 – improved public accessibility to in accessible areas of the building; public records and archive access enhances the embodied heritage value	4 – enhances the Guildhall as a publicly accessible building serving community interests and a visible source of civic pride	3 – enhances the Guildhall as a publicly accessible building on limited occasions and a visible source of civic pride
Total	6	14	11	10

Option 1 – As Existing

April 2019 – April 2020 Visitor Numbers and Income

Total visitors in 2019/2020	2,869
Total admissions income	£4,171.50
Shop Sales Income (extrapolated from available Dec 2019 – April 2020 data)	£439.68
Total income	£4,611
Spend per visitor	£1.61

Option 2 – Improved Museum Offering

Income streams identified:

- Admission to paid exhibitions
- Café
- Office rental
- Printing/scanning services

Ticket Sales Income

The number of visitors has been estimated based on the published figures for tourists from Visit Isle of Wight in 2019. There is currently limited data available on the behaviour of tourists once they are on the island, in particular which types of attractions are most popular. With that in mind, the analysis below has used a figure provided by Visit Isle of Wight for the total number of visitors to *all* paid and free attractions on the Isle of Wight. There has been a conservative assumption that 1% of the tourists who are visiting attractions, will visit the museum.

	Q1	Q2	Q3	Q4
2019 Quarterly visitors to paid and free IW attractions	109,143	286,852	318,339	110,146
Monthly visitors to paid and free IW attractions	36,381	95,617	106,113	36,715
Estimate museum visitors per month (1% of above)	364	956	1,061	367

Current annual visitors	2,869
Improved museum annual estimated visitors	8,245

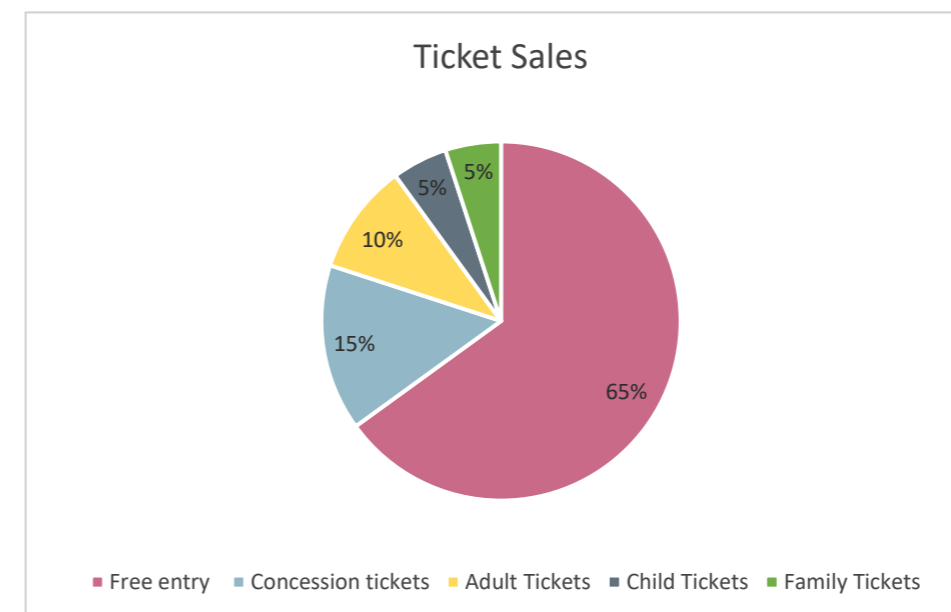
This information can then be used to estimate the income from the admission fees to the paid exhibitions. There has been a variety of studies completed on the impact of charging admission fees on the popularity and income of museums with some museums relying solely on retail and catering income. Local income and spending habits should also be considered when deciding the price point for admission fees. An analysis of other attractions on the island is detailed below. Whilst they vary in terms of size, catering offering and the nature of the attraction, the analysis gives an indication of what visitors are willing to pay for admission to an attraction.

Museum/Attraction	Pricing
Dinosaur Isle	Adult £6, annual ticket £15, child £5
Brading Roman Villa	Adult £9.50, Child £4.90, concessions £8.90, family £26
Isle of Wight Glass Museum	£1 per person
Isle of Wight Bus Museum	Free entry, encouraged to buy souvenir guidebook for £5
Carisbrooke Castle Museum (included in Carisbrooke Castle entry fee)	Adult £11.30, child £6.80, concession £10.20, family £29.40.
Quay Arts	Free entry, income through café, events and workshops
Dimbola Lodge	Adults £6, child under 10 free, Child 11-15 £2, family £15, Concessions £5.50. 10% discount if arriving by sustainable transport (bus, walking, bike)
Wight Military and Heritage Museum	Adult £12, children £2, concessions £8, family ticket £25

For the basis of the income analysis, the following admission prices have been used:

- Adult £5
- Concession (student, 65+) £4
- Family (Two adults, up to three children) £12
- Child £2

Ticket Type	Estimated proportion of total visitors	Ticket Prices
Free Entry	65%	£0.00
Concession Tickets	15%	£4.00
Adult Tickets	10%	£5.00
Child Tickets	5%	£2.00
Family Tickets	5%	£12.00



An assumption has been made for the purpose of estimating income, that many people (65%) of visitors to the museum will enjoy the free exhibits but may spend money in the café instead. The remaining proportions of ticket types has been informed by the Visit Isle of Wight data and the demographics on the island. Despite the island having a family orientated tourist reputation, over 80% of the visitors to the island in 2019 were in adult only groups. Research on UK museum visits also shows that a large proportion of the visitors are over 55 and were in an AB socio-economic class (Higher and intermediate managerial, administrative, professional occupations). Therefore, the highest ticket sales are likely to be concessions for people over 65, and adult only tickets, with family tickets making up a smaller proportion.

Ticket Type	Q1 visitors	Ticket Income	Q2 Visitors	Ticket Income	Q3 Visitors	Ticket Income	Q4 Monthly Visitors	Ticket Income
Free entry	709	£0	1,865	£0	2,069	£0	716	£0
Concession	164	£656	430	£1,720	478	£1,912	165	£660
Adult	109	£545	287	£1,435	318	£1,590	110	£550
Child	55	£110	143	£286	159	£318	55	£110
Family	55	£660	143	£1,716	159	£1,908	55	£660
Quarterly totals	1,092	£1,971	2,868	£5,157	3,183	£5,728	1,101	£1,980
Annual Income								£14,830

2019/2020 Admissions Annual Income	£4,172
Anticipated Improved Museum Annual Income	£14,830

Café Income

The café has been designed as area 9, with outdoor seating available on the two terraces labelled as area 10. A small amount of indoor seating would be provided and there would be an expectation that some coffees would be sold on a takeaway service if the small seating capacity was reached. The terraces could seat approximately 24 people in total. An assumption has been made that around two thirds of visitors will purchase something from the café, with an average spend per head of between £1.50 - £3 (the norm in a small café in the UK). The below analysis means the café will see an average of 22 customers per day. This does not consider passing local trade who may frequent the café.

Proportion of museum visitors who use café 65%				
	Quarterly customers	Income at £1.50 per head	Income at £2.00 per head	Income at £3.00 per head
Q1	710	£1,065	£1,420	£2,129
Q2	1,864	£2,796	£3,728	£5,593
Q3	2,069	£3,103	£4,138	£6,207
Q4	716	£1,073	£1,431	£2,147
Annual Income		£8,038	£10,717	£16,076

For ease, a median figure of £12,057 will be used for the café income.

Printing/Scanning Services

Information on potential income from printing/scanning services is limited, therefore a nominal amount of £2,000 per annum has been assumed. Below are some sample prices for each of the services.

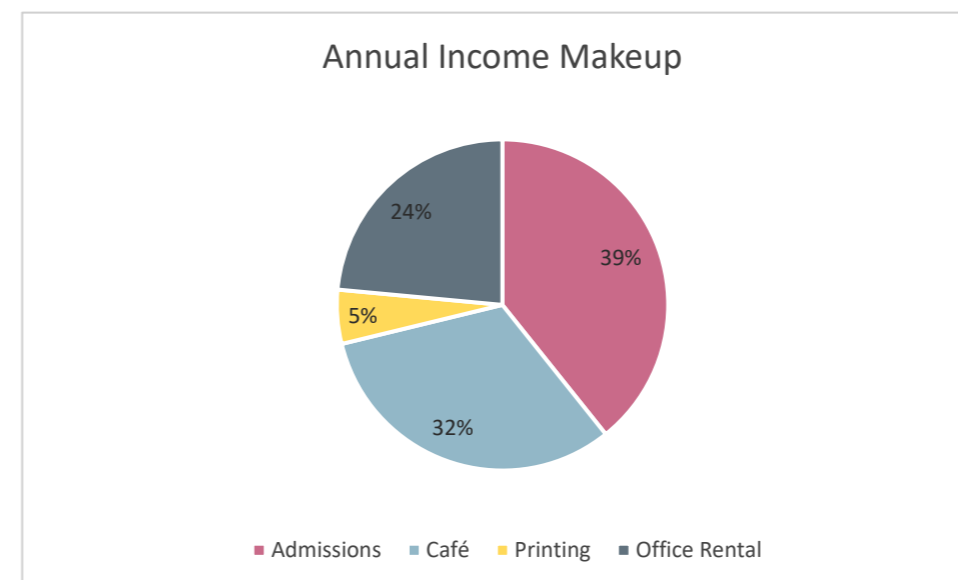
Service	Cost per use
Large format scanning	£0.75
Large format printing A0	£5.00
Large format printing A1	£3.00
Large format printing A2	£2.50
Book scanning (200 page)	£85.00
Archive scanning (1 standard box)	£50.00
Slide/Negative Scanning (per slide)	£0.35
Photo Scanning (per image)	£0.30
Microfilm/fiche Scanning	£0.95

Office rental income

An analysis of local commercial rental rates found an average of £14.61/sq.ft. On this basis, the two offices (areas 14 and 15 on the drawing) would generate £3,698 and £5,177 respectively per annum, making a total of £8,876pa of rental income.

In summary the makeup of the income of an improve museum is as follows:

Income Stream	Annual Income
Admissions	£14,829
Café	£12,057
Printing	£2,000
Office Rental	£8,876
Total	£37,762



OPTION 3 – Community Centre

Rental income

An analysis of local commercial rental rates found an average of £14.61/sq. ft. On this basis, the whole building (approximately 7,405sq. ft) would rent for £108,187 per annum.

There would also be a rateable value attributed to this scheme which would need further analysis by the council depending on the end use and whether the operator was eligible for rates relief.

OPTION 4 – WEDDING VENUE

2019 Actual Wedding Income and estimated Certificate income

Location	Details	Cost	Bookings in 2019	Income
Registrar Office Statutory room	Conducted in interview room at Seaclose. Basic ceremony. Couple and witnesses only.	£46	42	£1,932
St Catherine's Room	Enhanced room. Holds couple and 12 guests. Enhanced ceremony, music and readings permitted.	£95	181	£17,195
Venues	Selection of approx. 40 hotels, manor houses etc across IOW. Enhanced ceremony, readings, music as standard.	£430 - £515	227	£102,150
Other registrar services (birth and death certificates)	Based on ONS 2019 birth and death rates	£11	2,810	£30,910
Total			450	£152,187

Anticipated income of proposed scheme

	Details	Cost	Estimated Bookings	Income
Venue A	Small room for statutory ceremonies	£46	42	£1,932
Venue B	Enhanced room, enhanced ceremony, music and readings (to replace St Catherine's Room)	£150	181	£27,150
Venue C	Largest room with balconies plus amenities for DIY catering	£800	45	£36,000
Catering/Reception Package	Reception space and basic catering	£300	20	£6,000
External Venues income		£450	182	£81,900
Other registrar services (birth and death certificates)	Based on ONS 2019 birth and death rates	£11	2,810	£30,910
Total			450	£183,892