

Summary of Options Considered and Recommendations

In the course of this study work, we have assessed a number of options for the use and development of the Town Hall complex, Arts Centre complex, Green Quay and Custom House in King's Lynn.

These options have included:

Town Hall complex

- Option TH/1 – 'As is, but improved';
- Option TH/A – Town House Museum/1895 extension – Sell/rent part or all;
- Option TH/B – Town House Museum – Offices for staff;
- Option TH/C – Town House Museum – Leaning/Education Area;
- Option TH/D – 1895 extension – Civic function area;
- Option TH/2 – Large museum;
- Option TH/3 – Weddings and Conferences;
- Option TH/4 – Attraction;
- Option TH/5 – Stone Hall section – Registration Office.

Archives

- Option A/1 – 'As is';
- Option A/2 – Under the Card Room;
- Option A/3 – New build;
- Option A/4 – New build with central library;
- Option A/5 – Relocate the Archives to Norwich.

Green Quay

- Option GQ/1 – 'As is, but improved';
- Option GQ/2 – Café and restaurant with minimal interpretation;
- Option GQ/3 – Private operator restaurant.

Arts Centre complex

- Option AC/1 – 'As is, but improved';
- Option AC/2 – Performance, exhibition and eating;

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- Option AC/3 – Gallery;
- Option AC/4 – Interpretation;
- Option AC/5 – Closure.

Custom House

- Option CH/1 – 'As is, but improved';
- Option CH/2 – Commercial restaurant;
- Option CH/3 – Relocate Tourist Information Centre (TIC).

For each option we have included a description, the pros and cons, the capital costs and our recommendations in relation to the option.

The options have been assessed on the basis of a number of factors, primarily:

- Public access to the building;
- The attraction of the offer to be provided;
- The improvement that the option gives to King's Lynn as a town;
- The strategic fit of the option (including fit with the Growth Point status);
- Revenue income/costs;
- Capital costs;
- Anticipated capital income.

We have recommended that the following options be implemented:

Town Hall complex

- Sale of 46 Queen Street (the current location of the Town House Museum of Lynn Life (Town House Museum));
- Use of the 1895 extension as a dedicated civic area on the first floor and for offices for civic staff and staff managing the building on the ground floor;
- A new museum on the ground floor of the Stone Hall section, with a new entranceway provided in the alley between the 1895 extension and the old Town Hall. (This entrance would also be used for access for visitors to the civic area);
- A dedicated weddings and conference suite on the first floor of the Stone Hall section. The main access would be through the current Elizabethan entrance with additional lift access at the rear of the building;

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- The car park to the rear of the Town Hall would be largely removed and replaced with a garden.

Archives

- A new building be developed in the Baker Lane Car Park to house the archives and central library (currently in the Carnegie Building) in line with option A/4.
- If option A/4 is not possible, we would recommend that option A/2 would be a good alternative.

Green Quay

- The continuation of the current activities at the Green Quay, but with improvements to the interpretation, as per option GQ/1.

Arts Centre complex

- Return of the Guildhall to the original flat floor and use for meetings, hirings (including weddings), recitals, lectures, education, workshops, early years and performance classes;
- Fit out of the existing shell of the White Barn as a small theatre;
- Conversion of the King's Lynn Operatic and Dramatic Society (KLODS) building and Old Warehouse into a café and foyer space with stairs and a lift providing access to the Guildhall via a bridge;
- Ongoing activities in the courtyard including street theatre, craft markets, sculptors, local buskers and performers;
- Redevelopment of the Crofters café into a basement bar with jazz and stand-up comedy;
- Continuation of the work undertaken by the galleries, education and arts development team in the Fermoy Gallery, Shakespeare Barn and Red Barn;
- Improved street frontage signage.

This is in line with option AC/2.

Custom House

- Continuation of the current activities in the Custom House, but with improvements to the interpretation on the 1st floor. This would be in line with option CH/1.

Our initial analysis suggests that the full range of enhanced services and facilities, which would be provided under our recommendations, could be achieved with an estimated overall net increase in annual costs of approximately £158k.

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It should be noted however that this estimated increase is in connection with the significant enhancement of service proposed for the Archives, which accounts for around £188k of the total costs.

The estimates suggest that the development of proposals for the other facilities could be achieved with a small reduction in operating costs of around £20k.

The projected operating profit/loss further to the proposals are summarised in the table below:

	Projected net operating profit/loss £'000s
Town Hall	
New museum	86
Conferences and weddings	69
Civics and office space – 1895 extension	71
Archives	188
Green Quay	11
Arts Centre	267
Customs House	84
Total	776
Current cost to BCKL&WN £	
Town Hall	
Gaol House	60
Town Hall	135
Arts Centre	261
Customs House	84
Total	540
Current costs of Town House Museum to NM&AS	35
Current costs of Green Quay	33
Current annual revenue costs to the NRO in relation to King's Lynn Borough Archive	10
Total current costs	618
Net effect of proposals on the joint partner budgets	158

In comparing current and estimated future costs in the above, we have excluded asset rentals and transfers to and from reserves.

It should be noted however, that these figures are estimates given for initial guidance only, which will need to be subject to more detailed and rigorous investigation at the earliest opportunity.

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It is important to bear in mind that although the changes proposed require an increase in revenue costs to be faced by the joint partners, they also bring significant improvements, in particular:

- The introduction of a significantly improved archive facility which is visible to the public and open at least 5 days a week;
- A new museum for King's Lynn that will raise the profile of the town in relation to tourism;
- A dedicated wedding and conference venue;
- An Arts Centre which is a vibrant and attractive space;
- A newly refurbished exhibition in the Green Quay and Custom House which attracts in more visitors.

Preliminary estimates in relation to the recommendations show that capital costs, net of potential capital income, are likely to be in the region of £6.8m. Our estimates are detailed in the table below:

	Capital cost/income £'000
Town hall complex	
Capital cost	-3,129
Capital income	500
Archive	
Capital cost	-2,080
Land cost	Cost to be identified
Capital income	Income from redevelopment of Baker Lane car park - value to be established
Green Quay	
Capital cost	-264
Arts centre Complex	
Capital cost	-1,591
Customs House	
Capital cost	-265
Net capital cost	-6,829

It should be noted that these figures are outline costs only and have been assessed on the basis of desktop studies using costs per square metre. As such, the costs should be taken as indicative figures only, which will require more detailed testing and analysis.

It is anticipated that the net costs of the capital works will be funded through the following routes:

- Heritage Lottery Fund (HLF);

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- National Trust (NT);
- Arts Council England;
- Current partners including the Borough Council of King's Lynn and West Norfolk (BCKL&WN);
- Norfolk County Council (NCC).