

Options Analysis and Business Case for the Civic Halls Improvement & Full Refurbishment Scheme

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COUNCIL

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1.0 Introduction

1.1 This is the revised business case for the Civic Halls Improvement Project, which includes a full restoration of the grade 2 listed venue, as well as the delivery of the original improvements that have been approved and are already underway. The project was originally formally approved in October 2014. In July 2016 following a reworked project specification the project was formally revised. During the period up to July 2017 a range of significant construction and technical issues emerged once the main contractor was on site. These issues needed to be fully understood in order to inform a way forward. Consequently, a series of intrusive structural surveys were commissioned which have informed the revised scheme which is the subject of this business case.

1.2 The structure of the business case is in line with HM Treasury's Green Book appraisal format which is the standard approach for assessing projects in receipt of major public funding. This is the same format that was used in the original submission to the Black Country LEP for the £6.6 million grant. This was a strong proposal, resulting in the project being ranked fifth out of 55 projects put forward for Growth Deal funding in 2014. The case is made up of five, interlinked, components:

- Strategic case
- Financial case
- Economic case
- Commercial case
- Management case

2.0 Executive Summary

2.1 The Civic Halls is an iconic grade 2 listed entertainment venue in Wolverhampton City Centre. It has operated successfully for many years drawing visitors from across the UK and has helped position the City of Wolverhampton as a significant national and regional cultural location.

2.2 There is a compelling economic and business case for investing in the long-term future of the Civic Halls by undertaking the full refurbishment scheme. The following headline benefits will be realised:

- The long-term future of this important grade 2 listed building would be secured.
- A range of major structural issues which would seriously affect the building's future use would be fully addressed.
- The responsibilities of the Council as a responsible owner of this important grade 2 listed building would be satisfied.
- New legislative requirements, as well as emerging security and safety risks would be appropriately addressed.
- Future income streams would be secured and enhanced reducing any future Council subsidy.
- Future visitor spend in the City would be enhanced, particularly capitalising upon an improved city centre offer.

- Local employment, training and supply chain opportunities would be greatly enhanced.
- Opportunities to attract external income and investment into the city for regeneration purposes will be increased.

2.3 Given the significant issues that have emerged, as outlined in section 3, the following three options for have been fully considered:

- Option 1: Continue with the current scheme
- Option 2: Do full improvement and restoration scheme
- Option 3: Close venue and “mothball” building

2.4 The remainder of this report sets out the detailed business case for the recommended option, **Option 2 – Improvement plus Full Restoration** which was approved at Cabinet Resources Panel on 16th January 2018. The cost for this scheme is estimated at £38 million, of which £14.4 million has already been approved. The financial case for Option 2 sets out how the funding challenge can be met using planned capital receipts and income that will be commercially generated.

2.5 The other two options, that have been considered, are unable to deliver the quantum of benefits the full refurbishment gives and, equally significantly, would leave a building with a series of major ongoing risks and liabilities. With both these alternative options, significant risks around health and safety, and lack of resilience to a major incident, would continue to exist. In addition, with Option 1, there would be a high risk of further disruption to the Civic Halls entertainment offer after the completion of the scheme, affecting both audiences, promoters and the Council's ability to generate the necessary earned income. With Option 3, it would not be possible to fully meet our responsibilities for the conservation of heritage assets, as well as achieve the planned savings in the Council's current Medium Term Financial Strategy (MTFS).

3.0 Significant emerging issues

3.1 The original improvement scheme, was driven by the need to implement specific improvements to the building that would generate significant additional earned income. In order of importance at that time, the improvements included: increased seating, bar and hospitality areas, improved ventilation and new lifts and improved access to the Wulfrun Hall.

3.2 Following the first phases of enabling works in 2016, Cabinet Resources Panel were advised that detailed site and structural investigations required the design to be modified from that originally presented in 2014. The most significant issue was that the exposure of the foundations during the enabling works, identified that the existing structure could not hold the weight of the refurbished building as originally proposed. Thus, the scheme needed to be redesigned to reduce the weight on the foundations. Throughout the value engineering exercise, which was undertaken as part of the redesign process, the designers were required to gear the re-design towards generating sufficient additional income to cover the additional cost of borrowing i.e. to continue to maximise the increased seating capacity and bar areas.

- 3.3 Concurrently, an audit was undertaken of the governance and project management processes, and further actions were taken to strengthen processes and procedures.
- 3.4 In June 2017, an independent high-level review was commissioned by Corporate Landlord to advise on concurrent activities that should be carried out to minimise future maintenance and repairs for the longer term. This was approved by Cabinet Resources Panel on 25th July 2017. The surveys required were intrusive and could only take place whilst the building was not open to the public. The surveys covered: a full structural survey, and electrical system assessment, and an additional heating and ventilation assessment, including a re-run thermal model to confirm the operational temperatures during the various operational activities and to ensure warranties are in place for mechanical services. It also included a retained services assessment covering IT, lighting, access control, intruder alarm, voice alarm, induction loop etc, as well as a full assessment of the building; operation/ management /control / security / fire systems are required in light of recent events in the UK.
- 3.5 The issues that have been uncovered, as a result of the intrusive surveys, are of a sufficiently significant scale that a phased maintenance approach is unadvisable, as this presents a high risk of major disruption to the venue's operations in the future.
- 3.6 An independent Project Health Check has been undertaken by Faithful and Gould (F and G) during December 2017. Faithful & Gould are a global multi-disciplinary construction and property consultancy, spanning a diverse range of sectors from aviation, health, education, defence, manufacturing, public sector and of particular relevance, hospitality, arts and leisure projects in a heritage and conservation context. F&G were selected for this particular review as they have direct experience of contract, cost and project management of similar projects to the Civic Halls, namely, The Imperial Museum, London and locally, the City of Birmingham Symphony Orchestra (CBSO) hall. The review has assessed the scope, cost and delivery of the proposed improvement and full restoration scheme; a summary of findings is as follows:
- **Cost:** F and G's experience of similar projects and with reference to industry standards, confirms that the build cost is commensurate with the budget estimate.
 - **Procurement:** opportunities exist to renegotiate current contractual arrangements. Equally works can be re-tendered should circumstances change.
 - **Phasing and Programme:** the proposed single programme of circa 130 weeks is considered the best approach to mitigate disruption and minimise cost.
 - **Project controls:** a well-considered Project Execution Plan (PEP) is in place, setting out processes, governance and change control procedures.
 - **Design/Professional Team:** designs and specifications contain information broadly in line with expectations relative to the design stage reached. They are informed by a robust set of survey documents (also provides a basis of Employers Requirements should works be re-tendered). Designs appear to be well-considered, meet the end user aspirations and will enhance the user experience.
 - **Lifecycle:** Proposed works/budget aims to prolong the expected life of the building and improve the associated lifecycle costs (ongoing operations/maintenance). The enhanced scheme gives opportunity to capture lifecycle issues and address legacy backlog maintenance.

- **Value Engineering (Cost Reductions):** Limited opportunities to reduce the scope of the scheme without impacting on backlog/lifecycle maintenance issues; omitted works problematic/uneconomic to implement later.
- **Project Risks:** Risks are well considered, reviewed periodically and updated. Risk associated with asbestos should be largely mitigated by March 2018. Substantial contingency allowances are considered adequate for the remaining cost risk items.

- 3.7 The review provides assurance that the scope, cost and programme of works are appropriate to a heritage restoration project of this nature. It also acknowledges the difficulties and issues that have become apparent late in the project cycle which are predominantly because of opening-up works and intrusive surveys.
- 3.8 Consequently, the review endorsed that the level of contingency should be increased to circa 20% of core construction costs, due to the complex nature of the heritage project and the age/condition of the building. The review has been informed by a comprehensive suite of intrusive surveys in order to determine the scope previously unforeseen works. The scoping of these additional works has benefitted from 'opening-up' activities undertaken by the current contractor, something that was not available at the outset and initial design of the project.
- 3.9 Option 2 – Improvement plus full restoration, is estimated to cost is £38.1 million. This includes the £14.4 million already approved for enabling works, the construction of balconies, lifts and new bar areas, that featured in the original scheme. It also includes works to address fire and resilience to major incidents. Whilst the initial financial investment is substantially greater than the other two options i.e. either continue with the current scheme or to close the venue, when all aspects of the business case are considered Option 2 is the only option that will provide the city with the strategic, economic and asset management returns it should expect from investment in one of its premier cultural assets:

Element	Proposed Refurbishment Scheme
Mechanical	Complete replacement of heating, hot water, ventilation, cooling/air handling systems, mains water supply, automation and Building Management System.
Electrical	New sub-station, replacement of electrical services, fire detection, alarms, access controls, Closed Circuit Television (CCTV), Information and Communications Technology (ICT), lightning protection.
Structural	Structural works including column strengthening throughout the building to accommodate new balconies, new bar, roof structures, plant rooms, staircases, drainage, historic building defects.
Architectural	New extensions, balconies, seating and finishes, external, windows, doors, brickwork/tiling repairs, internal finishes, sanitary ware, anti-terrorism measures.

Indirect costs (fees, surveys, etc.)	Comprehensive asbestos removal/treatment, professional and statutory fees, enabling and reinstatement works, surveys, furniture, fixtures and fittings
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4.0 Strategic case

- 4.1 **Strategic economic and corporate plans:** There is a strong strategic and economic case for the full refurbishment of the Civic Halls. The council's corporate plan highlights the need for the city to maintain and develop a strong cultural offer as an integral part of its economic strategy. The Black Country Strategic Economic plan reinforces the economic importance of the city centre's entertainment and cultural offer, and specifically the contribution made by the Civic Halls as the largest entertainment venue in the Black Country, providing an affordable, quality offer to local people and visitors to the city
- 4.2 **Levering regional benefits and local investment:** A fully improved and restored refurbished Civic Halls could also play a key role in ensuring that the city of Wolverhampton benefits from the new, and significant West Midlands regional cultural programmes.
- 4.3 In addition, a fully refurbished Civic Halls will complement the leisure offer at nearby Westside in the city centre, increasing the ability to attract private sector investment into an improved hotel and hospitality offer.
- 4.4 **Economic recovery:** The Centre for Economics and Business Research Ltd (CEBR) 2013 highlights the importance of the cultural, creative and entertainment sector in helping to rebalance economies that have been in decline and that the largest centres for culture also have the largest levels of employment in the knowledge economy. The City of Wolverhampton's ongoing commitment to investing in the cultural and creative economy is starting to pay dividends, and a recent analysis of our knowledge economy shows it is now growing faster than the UK average.
- 4.5 **Economic growth:** The cultural and creative sectors are an important niche sector for the city. Since the business case for the Civic Halls original improvement scheme was made in 2014, further research has reinforced the economic importance of the role of the publicly owned cultural and entertainment venues in helping to grow and establish the sector in Wolverhampton. In November 2016, industry experts Burns Owen Partnership Consulting (BOP) undertook an analysis of available ONS data, and identified that at least 2,642 people were employed in creative and cultural registered businesses within the city. More significantly, within the cultural sector, 25% of local jobs in this sector are in music, performing and visual arts, compared with 9% nationally. The Civic Halls, as the largest local employer in this sub-sector has a pivotal role to play, as well as being instrumental in making the City of Wolverhampton an attractive place to set up a creative business.
- 4.6 **Opportunities to capitalise on new market opportunities:** To ensure that the city fully maximises the opportunities from the full restoration of the Civic Halls two sector specific independent assessments have been commissioned to review all the

strategic opportunities over and above the opportunities already identified. The final reports will be received in mid-January and mid-February respectively.

- 4.7 **Statutory responsibilities for safeguarding of heritage assets:** The Civic Halls are a high-profile grade 2 listed building, located in one of the city centre conservation areas. The building, constructed in 1938 and designed by architects Lyons and Israel, is a classic example of Art Deco style and was modelled on Tengbom's Stockholm Concert Hall. The listing not only reflects the quality of the architecture, it is also an acknowledgement of the role that the Civic Halls plays in Wolverhampton's social and economic history, particularly its significant contribution to the music heritage of the city.
- 4.8 Guidance to Local Authorities, published by the government agency, Historic England, summarises the multi-faceted responsibilities for Local Authorities as owners, users and regulators of local heritage assets. Acknowledging the financial pressures Local Authorities are under, the guidance also places heavy emphasis on the benefits that preserving strategically important historic assets can bring to a locality, and reinforces the responsibility Local Authorities have for conserving heritage assets in a manner appropriate to their significance, so they can be enjoyed by current, and future, generations. Councils are advised to adhere to these principles of best practice when considering their own heritage properties. In particular, when making a decisions on a listed building, a local planning authority must have special regard to the desirability of preserving the building. This obligation, found in sections 16 and 66 of the Planning (Listed Buildings and Conservation Areas) Act 1990 (1), applies to all decisions concerning listed buildings. Council decisions that result in the deterioration and neglect of a heritage asset, can lead to court action by Historic England or other relevant statutory heritage consultees.
- 4.9 **Asset Management:** The Civic Halls are considered a key strategic asset within the Councils land and property portfolio. It is accepted that such a heritage asset will require specific, and often intensive and bespoke, management and maintenance arrangements, to ensure it retains its iconic status within the City and continues to contribute to its wider cultural offer. Therefore, it is managed as an asset within the balanced property portfolio. With the insight acquired over the last 12 months, it is now planned to accelerate disposal of surplus land and buildings as part of the Council's new asset rationalisation programme.
- 4.10 This rationalisation and disposals programme will generate capital receipts for the Council to invest in the Civic Halls, in order to address the emerging structural issues and undertake work so that the venue can be proactively managed in the future. The proposed full restoration scheme restores the Civic Halls to a condition from which future management and maintenance operations can be scoped and programmed throughout a rolling 25-year lifecycle. This will minimise reactive repairs to failures and ensure the asset remains in a safe and operational condition moving forward. Similarly, the risk of building failure will be significantly reduced and therefore interruption to events and activities minimised.
- 4.11 **Statutory Compliance:** As duty holder under Health and Safety legislation the Council has explicit responsibility to ensure that buildings are safe for employees,

visitors and other persons. Key compliance activities include fire risk management, asbestos management, Legionella management and maintenance of plant and equipment. The proposed restoration scheme will replace many of the out-dated and imminent 'end-of-life' systems, significantly improving the management and cost of statutory compliance activities. Modern, effective and efficient plant and equipment will also contribute to lower running costs of the asset.

5.0 Financial case

5.1 The estimated capital costs of the recommended **Option 2, Improvement and Full Restoration Scheme**, totals £38.1 million, of which £14.4 million has already been approved. Funding sources considered in this business case are the use of capital receipts generated through the asset rationalisation programme, external grant funding and council borrowing.

5.2 A range of scenarios have been considered from best to worse case to meet the funding the gap of £23.7 million. Three main scenarios are considered to be realistic, based on a mix of:

- Capital receipts
- Grant income
- The resulting gap from borrowing, that will be paid back through improved commercial activity in the Civic Halls on completion of the scheme.

5.3 The current base line funding level has been determined by the predicted commercial income from the core Civic Halls entertainment offer that will be generated on the completion of the Full Improvement and Refurbishment Scheme. The following factors have been taken into account:

- Base data from the latest events schedule and net income generated, including additional income generated through new agreements with suppliers
- Allowance for increased capacity as a result of the capital scheme i.e. increased seating and hospitality
- A modest levy on tickets sales

5.4 The calculation of the base line has been prudent in that it does not make any assumption about growth in the number of events. It is recognised that, following a period of closure, it is likely to be a number of years before the additional level of events is secured and therefore growth in income is generated.

5.5 **Process for generating capital receipts from asset rationalisation:** The financing of the new scheme will be dependent on the generation of capital receipts. Corporate Landlord manages and delivers the Council's land and property asset rationalisation and disposal process, as an integral part of its asset management activities. The programme for the identification and disposal of surplus land and property is endorsed at Corporate Landlord Board and subsequently approved at Cabinet Resources Panel. The rationalisation process seeks to deliver the Council a 'balanced' portfolio of land and property assets, primarily through the identification and disposal of surplus sites, delivering both capital receipts and reducing revenue

pressures. The balanced portfolio is complimented by the identification, acquisition and commercial management of income generating investment properties/sites.

- 5.6 The disposal programme is reviewed monthly via the Corporate Landlord Board and will be subject to over-programming to ensure capital receipts are achieved to support the Council's capital programme. The imminent asset challenge of land will, in part, further inform the development of the programme.
- 5.7 **New grants:** A strong pro-active approach to securing external funding is also underway.
- 5.8 **Commercial Income:** The commercial income predictions in paragraph 5.3 are based on the current performance for the Civic Halls commercial entertainment offer, which is a mix of pop, rock, comedy and sport, the financial baseline and assumes the refurbished Civic Halls will host a total of 182 events per annum. The commercial income predictions also take into account direct and additional staffing costs. Also taken into account is the contribution to the Council's MTFS savings and contribution towards the borrowing already planned.
- 5.9 **Commercial (new – conferencing and training):** Additional income from new activities, such as additional training and niche conferencing, have not yet been assumed, but will be taken into account in the final model once the final reports from the independent consultants have been received.
- 5.10 **Sponsorship –** Expert consultants in the music sector have also been appointed to explore the opportunities for further collaborations, partnerships and sponsorships within the music sector. Their final report is due in February.
- 5.11 **Risk of clawback:** In considering the financial business case across the three options, it is only option 2 that wouldn't place the Council in risk of clawback.

6.0 Economic case

- 6.1 **Local jobs and supply chain:** Prior to any improvement work, the Civic Halls and Grand Theatre supported around 640 direct, and indirect, local jobs, with the majority being attributed to the Civic Halls service. For the original improvement scheme for the Civic Halls it was calculated that around a further 110 direct and local supply chain jobs could be created. Only Option 2 that provides confidence that the local employments benefits will be achieved and exceeded on the completion of the capital works. As well as ensuring a top-quality entertainment venue for the next 25 years and beyond, the most recent assessment is that the total programme, based on option 2, will now support 876 direct and indirect jobs.
- 6.2 **Local GVA growth:** Gross Value Added (GVA) is the measure of goods and services produced in a local area, once the costs of production are taken into account. It is an important indicator of growth and productivity within a local economy. The GVA baseline for the Civic Halls service was £4.3 million directly and within supply chains for the local economy, with further £3.6 million through collaboration with the Grand Theatre. Option 1 was originally calculated to create an additional £1.7 million local, however concerns about business continuity post-

completion of the project put this in jeopardy. Conversely, a full refurbishment, proposed in option 2 is likely to further increase the direct and indirect GVA supported by the Civic Halls service. As with the employment benefits, only option 2 provides confidence that local growth and productivity levels will be achieved, and exceeded, on the completion of the capital works.

6.3 **Skills and training:** Included within the business case for the original Civic Halls improvement scheme was a commercial partnership with the City of Wolverhampton College to deliver vocational and training courses. It was calculated that 60 additional learners and 60 additional qualifications will be achieved per annum on completion of the project. With a fully restored venue that includes increased safeguarding and improved access, the collaboration between the council and the College has the potential to be extended in order to deliver a wider range of courses, traineeships, pre-apprenticeships and apprenticeships.

6.4 **Economic inclusion:** The Greater Birmingham Visitor Economy Strategy Economic Impact study by Regeneris (2014) also highlights the importance of the visitor economy in providing job opportunities for lower skilled, often younger aged job seekers. The original business case for the Civic Halls, identified that there was the potential to create one of the largest “intermediate labour markets” in the city by working in partnership with YOO Recruit and the Wolverhampton Adult Education Service. With Option 2 the Improvement and Full Restoration scheme, it is possible that these opportunities could be further increase, particularly in respect to trainee, pre-apprenticeships and apprenticeships.

7. Commercial case

7.1 The commercial section of the business case, is concerned with whether there are sufficient and viable market opportunities to support the planned end use of a capital project.

7.2 **Ongoing evidence of strong local and regional demand for the core Civic Halls entertainment offer:** The findings from the 2013 BOP commission helped to make the commercial case. A range of well-established quantitative research methods were used to analyse the current supply and demand, assess the potential of redevelopment to commercialise the operations and increase levels of earned income.

7.3 The 2013 BOP Report concluded that the Civic Halls has a unique position within the market. With a seating capacity of 3,000, and close proximity to good rail and road infrastructure, the Civic Halls are already the largest entertainment, events and cultural venue in the Black Country and are therefore uniquely positioned, with increased seating and an improved hospitality offer, to grow to meet any gaps or new opportunities opening up in the Urban West Midlands market.

7.4 Other evidence captured in the 2013 BOP report that supported the commercial case included:

- The Civic Halls and Grand Theatre are already well-established and popular venues which draw very large audiences.

- There is a large pool of potential new audiences that could be drawn upon. Young visitors to the West Midlands, in particular, are attracted by live events and music, festivals, arts and culture, and night life.
- Over 2,000 people surveyed by BOP who are customers of the Civic Halls rated the range and quality of the offer very highly at 96%. The BOP Report reinforced the proposed capital investment. 74% of the current audience said they would visit more regularly if the capital investment increased the seating capacity. If the stage and backstage improvement meant that the Civic could host bigger shows and offer more choice, then 41% of the current audience say they would visit more regularly.
- 47% of survey respondents said it was important to improve the ancillary offer e.g. bar and hospitality offer.
- Members of the entertainment industry, with whom the Civic Halls venue has established relationships, have confirmed that improvements to the Civic Halls would make it easier to book bigger and more varied shows.

	Current	After Improvement
Total Civic Hall seats	2025 plus 190 standing if required (2215 total)	2597 plus 160 standing if required (2757 total)
Total Wulfrun Hall seats	661	1007 plus 30 standing if required (total 1037)
Total Civic Hall standing	3000	3574
Total Wulfrun Hall standing	1134	1380

- 7.5 **Latest trading position:** The latest information generated from trading during the Civic Halls temporary opening from September – December 2017 was that both supply from promoters, and demand from audiences, has been very strong, reinforcing that the assumptions made in 2013 are still current and valid. City Centre Living being brought forward on the Royal Hospital site and other city centre schemes will also generate a new local footfall and demand for cultural activities in the future for the Civic Halls core entertainment offer.
- 7.6 **Diversification:** It is anticipated that, with a full restoration scheme and a stronger offer within new commercial markets, such as conferencing, the direct and indirect economic benefits could be higher, particularly given the more advanced state of the wider city centre regeneration schemes, such as Westside. For example, in May 2014 an independent report commissioned by Marketing Birmingham identified a potential gap in the urban West Midlands market for an additional conferencing and exhibition venues.
- 7.7 BOP Consulting will complete an updated assessment, which will be based on the current market analysis. Industry experts have also been employed to explore new opportunities and market positioning for the Civic Halls, specifically within the music sector.

7.8 **Commercial partnerships:** The decision in 2014 to improve seating capacity and the bar areas in the Civic Halls, has enabled the Council to enter into stronger commercial partnerships that include third party investment in the latest technology.

8. Management case

8.1 **Original scheme:** The surveys and assessments have confirmed that the original scheme, option A, cannot be delivered within the approved budget, primarily for the following reasons:

- Changes in legislation have led to increased provision of mechanical heating and ventilation equipment to ensure statutory compliance and associated electrical. Performer and audience comfort needs to be assured with effective air conditioning.
- Significant structural changes are required to accommodate the additional loadings generated by compliant mechanical and electrical equipment, as well as repairs to the fabric of the building.
- Asbestos requiring removal to facilitate core works is more extensive than anticipated prior to initial opening-up works.

8.2 **Additional work:** to prevent disruption to the city's entertainment offer in the future and to increase levels of security, the following issues will also be addressed now, under option 2, Improvement and Full Restoration scheme, rather than staggering the work into a series of future phases:

- The existing electrical substation is outdated, has insufficient capacity for future events and requires replacement.
- Many of the existing mechanical and electrical systems are close to end-of life and require urgent comprehensive replacement to mitigate imminent risk of failure, whilst providing a low maintenance solution moving forward.
- Building defects are significant and require immediate attention to ensure improvements provide a 25- 40 year life cycle.
 - Roof repairs and re-tiling
 - Lift replacement
 - Building fabric and parapet repairs
- Security, alarms and emergency lighting requires comprehensive replacement
- Counter terrorism measures have been increased within scheme following recent national events, such as in Manchester.

8.3 **Project Timeline:** The full restoration project will require a proportional increase in both the design and the construction periods, over and above those of the current improvement scheme. Following analysis of the findings of the intrusive surveys, assessments and subsequent preliminary redesigns necessary to rescope the full restoration, it is proposed that the completion of works will extend to October 2020, compared with a revised December 2019 for the current improvement scheme. This extension has, in part, been mitigated by not reopening every Autumn throughout the contract programme.

8.4 **Managing Business Continuity:** There will be a significant impact on business continuity with any of the three options considered, given the extended timescale to undertake the capital works. The advantage of Option 2 is that it will minimise

reactive repairs and risk of building failure will be significantly reduced and therefore interruption to events and activities minimised. Experience from the last couple of years has demonstrated how difficult it is to maintain a quality entertainment offer, alongside undertaking major building works, and this should be avoided in the future, in order to regain and retain the confidence of promoters and audiences.

- 8.5 The extended period of closure means that in the short-term, alternative venues will need to be found for key events. Unfortunately, a temporary reduction in staffing levels will be necessary given financial constraints, however key staff will need to be retained in order to maintain and build new relationships with promoters and partners.