

## **A. Delivery Phase – Restoration and Conservation Works**

### **No 1: Archway (also known as Archivists Flat in the QQR 2015) Flat interior and Exterior**

Square footage: approx. 200. This space is currently empty and is up the stairs from the Guildhall and on the third floor. It is a self-contained flat that needs much improvement but also has much potential to benefit the LLH. Once the inside space is renovated and made habitable it will be used as accommodation for an on-site Community Activities Manager In Residence. As well as interior renovation we will need to ensure the exterior is safe and conserved. This latter exterior work is part of our Heritage Bid. In the QQR it is stated that the work on the exterior roof of this space, known also as the Archivist Flat, should be done by 2020.

### **No 2: Guildhall External and Internal Fabric Repair**

Square footage: approx. 1000

This grand, impressive 14th century Guildhall is the centre of much of Warwick Civic life. The Chamber of Commerce, descendant of the Guilds, hold some of their meetings and civic events here. The fabric of the room has suffered from damp and many areas of rain damage and water staining have been covered up by white paper to disguise the bad state of repair. The beams seem to have woodworm infestation. In the QQR it is stated that the work on the exterior roof of this space, known as the Guildhall roof, should be done by 2020.

### **No 3. Conservation Balcony and Balustrade up to and along Guildhall and Staircase roof**

Square footage: approx. balcony area 100; stair area 50

This 14<sup>th</sup> century covered stair way and balcony walk are described in the QQR as requiring urgent work: There are a number of loose treads to the staircase, gaps are evident between the treads and the north wall, bits of timber are missing and decorative architrave. If the staircase collapses, which is quite possible due to extreme rot and beetle infestations, there would be no public entry to the Guildhall and this would severely impact our revenue stream from Heritage visitors.

### **No 4. Great Hall: internal conservation, external roof, King James I seal**

Square footage: approx. 1170

This medieval banqueting Hall built in the 1400s has been a place of festivities, functions and feasting for seven hundred years. On average between 5 events are held in this Hall a week.; 40 weddings a year are held here. The Great Hall is in great need of conservation and

restoration if we are to continue to be able to hold events in the Hall. If we cannot hold events it will severely impact our revenue stream from rents. The QQR states that work is urgently needed by 2020 to repair the west slopes of the Great Hall. Additionally, a Great Seal that was restored in the mid 1850's but possibly created much earlier, commemorating the visit of King James 1 to Warwick and his attendance at a three-day banquet in the Great Hall has been blocked away from public view by a fibre board false wall. Our aim is to reveal this seal to the public and Warwick community as this is the only official public recognition of the Royal visit.

#### **No 5. Chapel: Internal and External (roof and foundations) repairs and conservation**

Square footage: approx. 400

Our Chapel, built in the 12<sup>th</sup> century and restored in the 1300's and then again in the Victorian era, is in need of external and internal conservation. The QQR states that urgent work (by 2020) is required to repoint the chapel stairs. In addition, stonework repairs and damage from masonry bees are urgently required. The stonework to the south elevation of the Chapel is badly eroded particularly around the William Morris window and much of the stonework elsewhere is exfoliating. Sections of stonework are breaking away from the southern end of the main gateway arch which is of great concern as it is immediately above a pedestrian walkway. The QQR states immediate action should be taken. In addition, the Victorian stained glass windows, tower and flagpole and the clock face all need restoration. Currently Warwick County Council have undertaken to repair the archway and ceiling/foundations of the Chapel.

#### **No 6. Chapel: Minstrels Gallery restoration**

Square footage: approx. 250

The Minstrels Gallery is a room that extends off the Great Hall on the second floor. The three bay windows are severely rotten and do not close. The walls are cracked and damp. This is a room that is not used currently because of the repairs required.

#### **No 7. Courtyard chimney restoration**

Square footage: approx.8 (chimney stack approx. 25 feet high)

The chimney stack is an integral part of the 14<sup>th</sup> century courtyard. It requires a significant amount of restoration to ensure it can stand safely. The chimney dominates the courtyard and as a central feature could add much to the visual effect of the courtyard for the Heritage visitor if the stonework and heraldry, that was affixed to it, could be restored.

#### **No 8. Outstanding quinquennial works (including Brethren flats)**

Square footage: many locations

The 2015 QQR lays out comprehensively the conservation and restoration work needed throughout the 700 year old LLH. The amount of work is extensive and is a result of ageing, damp and ravages of time and not neglect. The last major restoration was in 2005 when sections of the roof on the Masters House, Guild Hall and Great Hall were replaced. Each year the remaining QQR work is not undertaken the damp and rot, beetles and bees take their toll and the costs will have increased when we eventually reach the point of restoring this Grade 1 site. The 2015 estimate to undertake ALL work on the QQR is £350,000 but as the years go by we expect that cost will go up to £500,000 by 2018. The private accommodation for the Brethren, which you will see from the QQR requires a lot of restoration and repair, is in our bid because it forms an inextricable part of the public heritage buildings. The Courtyard is the enter of gravity for our Heritage Visitor and it is important to showcase the most spectacular and historical significant aspects of our medieval gem, as such this is where much of the restoration will take place.

#### **No 9. Warwick Wall: conservation & repair**

Square footage: approx. 350 (a long narrow space/walkway running along the old town wall of Warwick)

We estimate the stone town wall of Warwick was built in the 11<sup>th</sup> century. It was most likely restored and repaired in the Victorian era. The wall at the Lord Leycester is a section that still stands but very few Warwickians are aware of it. Currently the wall sits behind the Great Hall in an area that is not accessible to the public. Our objective is to conserve and restore it, interpret it with story boards and ensure it can be safely accessed by the community and we can create a town wall walkway.

### **B. Delivery Phase – New build, and other Capital Works**

#### **No 10. Lift to the first floor enabling access to Guildhall & Museum**

Square Footage: approx. 30 at the base

One of the challenges for the LLH is Disabled access. As an old building with many uneven surfaces and crooked stairways we have a limited amount of access to offer our Disabled Visitor – many opt to not visit for this reason. Similarly, for our older Heritage visitor the same challenges exist. We would like to change this and so with very careful consideration we have identified one specific unobtrusive area to install a lift that could open up 80% (as

oppose to now only 30%) of the LLH to our Disabled Visitors. The lift could take visitors from the courtyard up to the second floor straight into the Museum in the Guildhall.

#### **No 11. Warwick Wall: Disability access (ramps, etc.)**

Square footage: approx. 350 (a long narrow space/walkway running along the old town wall of Warwick)

A description of this has been given above in the Conservation section under No 9. But to address the category “better experience for people” we would also want to make this section of the wall Disabled accessible. The view from the wall is over a classic Victorian townscape and the experience itself of walking along a medieval wall conjures up a picture of what life was like in a medieval fortified town where access to the town was through protected gateways. It is a wonderful glimpse of life in medieval England that has been overlooked and underused. For a Heritage visitor it is a gem; and we would wish our Disabled visitors to experience this too. By making this wall accessible it also offers access to the 12<sup>th</sup> century chapel and this would increase Disabled visitor access to 85% of the LLH.

#### **No 12. Expanding Brethren’s Kitchen, refitting, etc.**

Square footage: Currently approx. 1000; with refitting approx. 2000.

The Brethren’s Kitchen has been a working kitchen for 500 years and has served Kings, Nobles, the Masters, Brethren and religious men of the LLH. It is now a working café that brings in revenue of approximately £5 to 10,000 annually. It has a remarkable history as a kitchen and we would like to celebrate, interpret and bring that history alive. We would also like to link it to the Masters Gardens where produce for the Kitchen was grown. Our challenge however in doing this and investing capital, is to make the Kitchen/Café financially viable and with a current table cover of 30 and very limited kitchen space this is not achievable. We need to expand the floor space so we can make the café self-sustaining. This can be achieved by extending the café floor space into the current LLH administration area (200 square feet) and further into a storage/scullery area (50 Square feet) where we can create a working kitchen. The benefits to the visitor are exciting: They will be able to follow medieval/Tudor/Victorian produce, herbs from the LLH Garden to the Brethren’s Kitchen and be presented a menu that specializes in food from these ages that they can taste and enjoy.

#### **No 13. Masters House – refurbishments for exhibition**

Square footage: approx. 500

The Masters House has been occupied by Masters for seven hundred years – first the Masters of the Guilds and then the Masters of the Lord Leycester Hospital from 1572. Currently the public do not enter the Masters house because it is the private dwelling of the current Master but our plans in making the LLH more accessible include developing parts of the downstairs area of the House for public visiting. Specifically, this includes the Masters Dining Room and the Victorian drawing room where previous Masters entertained many Victorian greats including Oscar Wilde, Elgar, Rosetti, Dickens, and Nathaniel Hawthorne. Our interpretation would be to create spaces that reflect the period by recreating the rooms and people of the time as a period set. The Masters House is a private dwelling and so work would have to be done to sequester off these set spaces and walkways for the public.

#### **No 14. Garden area (plants linked to kitchen)**

Square footage: garden produce area 300

Our intent is to link the Brethren's Kitchen food and menu to the LLH Masters Garden so that it is a learning and culinary experience that enriches the visitors time at the lord Leycester. We will need research and then to replant the Garden, so it reflects produce across the ages with a focus on Medieval, Tudor, and Victorian eating and growing.

#### **No 15. Expansion of ticket office**

Square footage: currently approx. 200; with expansion work 400 for the Ticket office and 200 for administration area (see below No 17).

Our business plan calls for an increase in footfall from 5 K to 35 K annually, so we can move to a model whereby we can sustain ourselves and ongoing conservation over the long term. We currently have a very small ticket office that could not accommodate more than five or six visitors at a time. We also do not have adequate WC facilities if our footfall increases and we will need to include additional facilities. Our plans provide for the ticket office to lead directly to the Brethren's Kitchen and new gift/souvenir shop so that visitors benefit from the creation of a connected Visitor Centre. From a marketing perspective this will also help create a better revenue flow from our Café and gift shop. In partnership with the University of Coventry we are working on analysis of what we need to do to improve our visitor experience from a marketing perspective. Their advice is for a properly designed and outfitted Visitor centre.

#### **No 16. Administration suite**

Square footage: currently approx. 200; new location adjacent to Ticket Office 250.

We intend to extend the Brethren's Kitchen into the current administration area which means we will need to find a new administration area connected to the ticket office. This space will also need to be slightly bigger to accommodate staff increases. The new

administration area will be connected to the new Visitor Center which provides a more efficient model for management.

#### **No 18. Museum & Exhibition Centre**

Square footage: approx. 800

This is our flagship project: With seven hundred years of history to explore, explain, show and interpret the Museum and Exhibition Centre will be the centre of gravity at the LLH. We want to showcase a seven-century uninterrupted living history to the Heritage Visitor. A Museum facility and exhibition centre currently does not exist at the LLH. With artefacts, papers records and anecdotes stored in various disparate areas around the Hospital we are eager to catalogue, display and interpret the story of our fascinating history. Our aim is to exhibit the history based on a seven-hundred year timeline tracing the origins of the LLH in the medieval period, through the Tudor period, Victorian, war years and to the present day. There is scope to tell the story through the eyes of key characters who have written in our records. Specifically, we have records and written records of the Brethren who came to live at the LLH after fighting in foreign wars. They also often brought their possessions and weaponry that they fought with that could be part of the display. The location for this Museum would be upstairs in a 14<sup>th</sup> century room that runs at a right angle from the Guildhall. The room is currently being used as a BBC set that brings in revenue, but this contract will end next year and a fantastic medieval Hall will become available. We are in discussions with University of Warwick and University of Leicester for a partnership project to catalogue our artefacts and historical papers.

#### **No 19. Interpretation throughout site**

Our history is currently not adequately interpreted and with such a remarkable legacy it deserves to be. We want to interpret the buildings, medieval wall and the Garden as one project as there is an inextricable link in their histories. Rather than all boards with histories written out and displayed we are looking at jumping to cutting-edge AV and augmented reality technology to tell our story. As a pilot project we have already teamed up with St Marys in Warwick to create an App downloadable to a smart phone that visitors can use with headphones to give a self-guided tour around the LLH and Gardens. Using this as a basic platform we can springboard from the App to create additional bespoke tours for children, Heritage and in foreign languages for our international visitors. However, physical interpretation is just one part of it and we will need research and expert advice to ensure we are telling a substantively researched story. Of course, the Museum and Exhibition is a center piece of our interpretation and any additional AV, video, film or media pieces will be tied collaboratively to the Museum interpretation.