
Options for use of Bradgate Stables - Viability.

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PREPARED FOR HINCKLEY AND
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COLLIERS INTERNATIONAL PROPERTY CONSULTANTS LIMITED

Company registered in England and Wales no. 7996509

Registered office:

95 Wigmore Street

London W1UF 1FF

Tel: +44 20 7935 4499

www.colliers.com/uk

david.geddes@colliers.com

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1 Summary

The purpose of this report is to consider options for how grade II* listed Bradgate Stables might be used, to help identify the optimum viable use.

It is part of a wider study led by Place Services involving a variety of specialists.

Assessments are judgements by Colliers relating largely to viability. There are also other considerations such as heritage and environmental impact that are considered in the main report. Colliers works continuously on similar studies relating to heritage assets, however, and always, in practice, considers heritage impact alongside viability.

The stables were built in the mid-19th century as part of the estate of a new Bradgate House, which is now demolished.

There are always two dimensions in considering options for heritage assets.

The first is how the asset might be changed in order to make it more useable. The situation is abnormally complicated at Bradgate Stables because of its form and because substantial amounts remain in some sections and small amounts in others. Six options for how it might be treated are identified:

1. Curated decay – allowing the ruins to gradually decay.
2. Consolidated ruin – stabilising the ruins, in the manner of many properties managed by English Heritage and, for example, the original Bradgate House in Bradgate Park.
3. Semi-permanent structure(s) in consolidated ruin – a similar approach to the well-known ruin bars in Budapest.
4. Partial rebuilding – most likely to be the south range, for heritage reasons because it is the primary elevation, and the west range, because a substantial amount remains and there is potential to create a large space on the first floor that would be suited to uses like events, workspace and a geology exhibition.
5. Fully rebuilt to original form. This would suit uses like workspace and equestrian centre.
6. Fully rebuilt to modified form. This encompasses uses like hotel and residential.

The second dimension is how the spaces could be used. Options that have been identified are:

1. Heritage attraction.
2. Charnwood Forest Visitor Centre, including geology-related exhibition.
3. Self-catering accommodation, which could be Landmark Trust.
4. Hotel.
5. Residential.

6. Events Centre.
7. Equestrian centre, most likely to be a livery stable.
8. Artisan centre.
9. Rural business centre.

Some of these options for use could be combined on the site.

The mix of the many options for how the heritage asset might be changed and how it might be used creates many possibilities.

Important considerations are:

- The stables are a short distance from a strategically important quarry site which has planning consent. [REDACTED] any use that involves people or animals staying overnight could not be acceptable because of disturbance from quarrying. Even the possibility that quarrying might take place is likely to rule out uses such as residential and hotel because of the effect it would have on values. Financial modelling suggests that, even without that consideration, those uses are unlikely to be deliverable.
- The exterior walls of the stables are blank. Inserting windows and / or doors would cause harm in heritage terms. That does not rule out options, but it mitigates against uses like residential and hotel that are difficult to achieve without making those insertions.
- Indicative modelling, and experience, suggests that there is probably a substantial conservation deficit i.e. it is unlikely that the stables can be developed on a commercial basis. Subsidy will be needed. Possibilities are funding from the owners, and grants from sources like the National Lottery Heritage Fund and Countryside Stewardship Higher Tier Capital Grants. Involvement of a charitable trust is likely to be needed to facilitate those grants. Candidates include the Bradgate Park Trust, a new trust to continue the work of the Charnwood Landscape Forest Partnership, and the Landmark Trust. The trust would need either the freehold or a long lease so they have adequate security. They could run the business themselves and / or lease to tenants.
- There is potential contribution from redevelopment of the empty offices at Bradgate House¹, with residential likely have most value, although the opportunity may be affected by the potential quarry.
- Redevelopment of Bradgate House could have added advantage of paying for partial restoration, and maintenance of, the landscaped grounds, now overgrown, and recovering the main drive to the house. That, in turn, could enable a circular walk and cycle route from the stables that connects with the National Forest Way, a national walking trail on the eastern boundary of the estate that leads to Bradgate Park.

¹ The Victorian version which the stables served rather than the older version in Bradgate Park.

- The Charnwood Forest Landscape Partnership would like to create a visitor centre as part of efforts to raise the profile of the forest and obtain UNESCO Global Geopark status. It could display replicas of the area's important fossil surfaces. Casts of these are kept by the British Geological Survey. Replicas can be made from them. A display of significant sections of the bedding plane casts would be a palaeontological display of national importance.
- While there is plentiful parking, access to it, which is from the A50, is not optimal because of the constrained nature of the junction. There is at least one potential alternative, but not without challenges.

Figure 1 has a summary of options considered and evaluation of them. Those highlighted as Very Good all have substantial potential in our judgment. All could make a strong case for grant funding. Each should be able to co-exist with a quarry operation, but some may be affected by the access / parking issue if a satisfactory solution cannot be found.

Figure 1: Table summarising options identified for use of Bradgate Stables and evaluation of them.

	Deliverability / Viability	Public Benefit	Assessment
1 CURATED DECAY	Very Poor	V Poor	Rule out
2 CONSOLIDATED RUIN			
2a Simple	Good	V Poor	Poor
2b Heritage Attraction	Good	Poor	Medium
3 SEMI PERMANENT STRUCTURE IN CONSOLIDATED RUIN			
3a Seasonal Event Venue - Lower	V Good	Good	V Good
Seasonal Event Venue - Upper	Medium	V Good	Good
4 PARTIALLY REBUILT			
4a Visitor Accommodation	Good	Medium	Medium
4b Events Centre - Lower	V Good	V Good	V Good
Events Centre - Upper	Medium	V Good	Good
4c Events + Accommodation - Lower	V Good	V Good	V Good
Events + Accommodation - Upper	Medium	V Good	Good
4d Charnwood Forest Visitor Centre	Good	Good	Good
4e Visitor Centre + Events - Lower	V Good	V Good	V Good
Visitor Centre + Events - Upper	Medium	V Good	Good
4f Events Centre + Makerspace - Lower	V Good	V Good	V Good
Events Centre + Makerspace - Upper	Medium	V Good	Good
5 FULLY REBUILT TO ORIGINAL FORM			
5a Makers Centre (inc CF Visitor Centre)	V Good	V Good	V Good
5b Rural Business Centre	Good	V Good	Good
5c Equestrian Centre	V Poor	Medium	Rule out
6 FULLY REBUILT TO MODIFIED FORM			
6a Hotel	V Poor	Medium	Rule out
6b Collection of Smaller Houses	V Poor	Poor	Rule out
6c Collection of Large Houses	Poor	Poor	Rule out



We recommend that the following options are considered in more detail in the main report:

- Curated Ruin (i.e. Heritage Attraction version of Consolidated Ruin).
- Events Centre
- Visitor Centre
- Business Centre

2 Introduction

The aim of this report is to consider options for Bradgate Stables in terms of the business planning and viability dimensions.

It forms part of study led by Place Services.

The overall aim of the study is to identify the **optimum viable use**, a technical term that refers to the balance between the conservation needs of the heritage asset and ongoing use that is financially deliverable and sustainable. Our work is predominantly concerned with what uses of the buildings could be viable but, as is always the case when considering possible uses of heritage assets, heritage impact has to be kept in mind.

The best use is a balance of three considerations:

- **Physical Context.** This is factors such as the size and nature of spaces, the nature of the location, and opportunities and constraints created by the heritage. Factors like that determine what uses are theoretically possible. These factors are summarised in Appendix 1.1. The close proximity of a potential quarry is a fundamental constraint.
- **Market Context.** This is factors such as the size and nature of the catchment and the competition. They determine whether there is likely to be enough demand for any uses that could theoretically be accommodated. These are summarised in Appendix 1.2 with detail in other appendices.
- **Delivery Context.** This is factors such as where capital and revenue funding could come from, who could make it happen, how it would be operated, etc. Considerations related to this are summarised in Appendix 1.3.

There are always two dimensions to options involving heritage assets:

- **Options for amending and adding to spaces,** in a manner sensitive to the heritage, including making them accessible and complying with building regulations. These are considered in Section 3. Roger Mears architects have explored options for how the buildings might be changed so that they can be used for different purposes, with input from Colliers and others.
- **Options for how spaces can be used, individually and in combination.** A long list of options is outlined in Section 4. There is a spectrum of possible approaches to treatment of the site, from curated decay to reconstruction, in addition to a selection of options for uses that they might have, which include potential mixes of different uses. This creates innumerable possible variations. Options for uses are grouped into six categories that represent different scale of restoration of the heritage asset from curated decay to full reconstruction with enhancement.

Section 5 has evaluation. Section 6 has conclusions.



The report summarises and refers to material contained in the main Place Services report that is relevant to business planning issues but attempts not to duplicate it at length.

3 Options for Physical Change

This section outlines options for how the buildings might be treated.

3.1 The Stables

There is wide range of possibilities for what might be done across a spectrum of little or no intervention to rebuilding.

The minimum option is a process of “curated decay”. This would allow the ruins to continue to degrade, only intervening when sections become dangerous, in which case the dangerous element would normally be removed rather than repaired. This would ultimately result in the loss of the asset over time. Whilst it is unlikely that this method would be agreed under a single listed building consent, the test in the NPPF pertaining to substantial harm (or the total loss of significance) would be a key consideration.

The next option beyond that is to consolidate the ruins to prevent further deterioration, either with the intention of keeping them that way in the long term or rebuilding them in the future. This is the most frequent course of action for archaeological remains. Most of the religious buildings despoiled after the Dissolution are like that, for example, as are many castles. Many are in the custodianship of English Heritage, the charity entrusted with preserving them. The original Bradgate House, in Bradgate park, is an example of a consolidated ruin.

There would be limited ways in which the stables could be used in either of those two forms. They could be visited as a heritage attraction, either on an occasional or daily basis, and could accommodate some outdoor events.

The next option on the spectrum is for one or more sections to be rebuilt, with the remainder consolidated. The south and / or west sections, which have the most substantial remains, might be rebuilt, for example.

The south is likely to be the priority in terms of heritage significance as it is the primary and most prominent elevation.

There is more potential to create space that has commercial value in the west range, however.

There is particular potential in the first floor of the west elevation. It could be reconstructed as a large open plan space of c.180 m². That would be capable of accommodating events up to c.150 in theatre style or c.120 in banquet style. The space would also be well suited to an exhibition about the geology of Charnwood Forest. The ground floor boxes underneath, each c.63 m², could be suited to use such as a café, bar or studio.

The entire west range, in that configuration, would be good for some type of workspace, including a craft brewery or distillery.

The south range is most suited to conversion to houses. Indicative plans by the architect (in Section 4) show one on either side of the gate of c.160 m², a reasonable size. They could be holiday lets (perhaps Landmark Trust) and / or provide a wedding suite.

Doing that is likely to be expensive, however, in relation to the potential return and may be problematic given the potential quarry operation.

They could, alternatively, be used for offices, or perhaps restored only as a shell without being used or being used for a basic purpose like storage.

Reconstructing the south and / or west ranges would have the advantage of giving a good impression of what the whole complex would have looked like externally, and in key views, without reconstructing the whole.

An alternative to rebuilding sections could be to place modern, semi-permanent structures that could be removed at a later date within the ruins. The well-known ruin bars in Budapest are examples of that. They are bars, restaurants and clubs that have been created mainly in buildings in the historic core of the city, especially the former Jewish Quarter, that are still ruined from damage in World War 2 and the 1956 Soviet invasion. The conjunction between old and new is effective. They are very popular.

This website has information about their evolution and some photographs:

<https://budapestflow.com/history-ruin-bars-budapest/>

Figure 2: Photographs of the exterior and interior of a ruin bar in Budapest.





Figure 3: Photograph of formal restaurant in ruins in Budapest.



That approach² would, at Bradgate Stables, perhaps best fit an events centre, with weddings most likely to be the main source of income.

The two approaches could be combined. The south and west ranges could be rebuilt, for example, with semi-permanent interventions in other spaces.

The stables could, towards the other end of the spectrum, be rebuilt to the same physical form as they originally had. They would be suited in this form to use as their original purpose, equestrian stables, or a form of workspace.

The workspace could be orientated to workshops and similar space for making things (i.e. an artisan centre), or more office and / or retail related (i.e. a rural business centre).

The designs could include putting doors between the large boxes and smaller boxes so that the smaller spaces could provide kitchens and toilets for each of the workspaces.

² For clarity, this is the approach of making semi-permanent interventions in the ruins so that they can be used rather than them being operated as pubs.

The advantage of that type of approach is that it would restore the complex to what it was like, with relatively minor change needed to the layout.

It would be very expensive, however, and raising the capital would be difficult, perhaps impossible in the medium term.

There is no realistic possibility of a commercial use that could generate a return on investment. It would be difficult to secure grant funding on the scale needed, especially as much of the work would be new construction rather than reconstruction because of the small amount of fabric remaining.

The stables could, with greater variation to the original design, be rebuilt to provide accommodation, either in the form of houses or a hotel.

The stables could be rebuilt without windows to the exterior. That would avoid substantial change to the exterior of the heritage asset which could be considered harmful.

It would make it difficult, however, to convert the buildings into houses. It would also mean that workspace would have limited natural light.

Windows could, alternatively, be placed in the outer walls. That would provide additional flexibility but could represent harm to the heritage asset.

Doors could also be placed in the outer walls. They would most likely be necessary if private gardens for houses were created. They could represent even greater harm.

3.2 Exterior to the Stables

Private gardens could be created alongside the walls. This would give value to houses, but could represent harm to the heritage asset, especially as doors would also be needed so that house owners are able to access the gardens.

The kitchen garden could be rebuilt. That could have the disadvantage of compromising the view of the stables from the driveway to Bradgate House.

Parking could be created to the rear and west of the stables, accessed from the road which leads from the traffic circle on Bradgate Hill. It appears that only a modest amount could fit in, however, without removing mature trees and / or harming the view of the stables from the south.

3.3 Bradgate House Area

The parking area closest to the entrance to the stables is most likely to be useful for parking for people who work at the stables or visit them, assuming that is a relatively small number of people.

The larger car park could be used if there is a use that involves a larger number of visitors.

The formal gardens could be restored, perhaps partially. This could include reopening the main drive. This would most likely be part of a residential development of Bradgate House. It could have value for the stables, however. It might, for example, form part of a visitor attraction, or it could compliment a weddings venue. It could also allow a connection with the National Forest Way.

A cycle and walking loop that uses the former drive and the landfill road, connecting to the National Forest Way, would have perhaps most added value.

Bradgate house itself is not within the scope of the study, but it could be returned to residential use as a single dwelling or divided into apartments. It is possible that the living areas might be suitable for a restaurant.

The office extension appears to be suited to conversion to apartments.

3.4 Vehicle Access

This is covered in more detail in the main report and is not our area of expertise, but our impressions are provided because of the major impact on potential uses.

Vehicle access could be via that current road. The junction with Bradgate Hill (A50) is inadequate, however, with limited potential for improvement. It seems only likely to be acceptable to the Highways Authority if the number of vehicle movements is relatively low or, perhaps, if they are limited to certain times, as could be the case if the stables were operated mainly as an events venue. Main parking would be in the existing car parks. The track to the stables would be upgraded so that service vehicles and vehicles of disabled could use it.

The road that served the landfill site from the traffic circle at the top of Bradgate Hill leads to the rear of the stables and is an obvious alternative. That would require creation of a new parking area that could have impact on views of the heritage asset and /or require removal of trees, however. It would involve significant cost. The landfill road is within the proposed quarry so may not be available in the medium-long term, requiring a replacement access road south of it.

A road could be constructed connecting the landfill road, close to its junction with the traffic circle, to the car parks, a distance of c.600 m. It could run quite close to the rear boundaries of the houses on the north / west side of Bradgate Hill (A50), to avoid passing through the middle of the fields, although the residents of those houses are likely to oppose that. It would be expensive and difficult to achieve. It could, however, facilitate development of Bradgate House and may be optimal on those grounds.

A final possibility may be to restore the original drive to Bradgate House, creating a new junction where it meets Bradgate Hill.



Access and egress could be via that junction, or there could be a one way route through the site, using the existing access for entry and the original drive for exit, or vice versa. It will be expensive and difficult, however.

An optimal approach in the short term could be a combination of the landfill track, used for service vehicles and staff, and the existing access / parking, used by visitors, or vice versa.

4 Options for Using the Stables

This section outlines options for how the stables could be used, organising them by the extent and nature of the works that would be done, ascending from least to most intervention. Indicative cost estimates are based on estimates by Andrew Morton Associates (AMA). Estimates of revenue are made by Colliers. Assessments are judgements by Colliers relating largely to viability. Other considerations include heritage and environmental impact.

4.1 Option 1: Curated Decay

Concept

The stables would be allowed to decay. There would be no intervention to prevent it. There would be occasional intervention to remove any sections that become dangerous to the public. The stables would not normally be accessible to the public. There would be potential for occasional organised visits.

Delivery / Operation

It would be managed by the owners as now. Occasional visits could be organised by groups like the Bradgate Park Trust or a new group of volunteers.

Capital Cost

Minimal.

Revenue / Costs

There would be no revenue. There would be ongoing cost of security and occasionally removing dangerous sections, assumed £150,000 per annum.

Strengths

- [REDACTED]
- Minimal capital expenditure would be required.
- There would be no interference with quarrying work.

Weaknesses

- An important heritage asset would deteriorate and eventually be lost.

Opportunities

- None.

Threats

- This could happen anyway unless action is taken to prevent it (such as current urgent works notice).

Assessment

This can be ruled out.

4.2 Options 2: Curated Ruin

The ruins would be consolidated to prevent further deterioration.

4.2.1 Option 2a: Simple

Concept

The ruins would only be open to the public on limited occasions such as Heritage Open Days.

Delivery / Operation

The owners would probably have to pay for all or most of this because grants would be difficult / impossible to achieve if regular access to the public is not provided. The site would be managed as currently by the owner. Access would be organised by an existing or new volunteer group.

Capital Cost

AMA estimate the cost to be c.£1.25 million, assuming that there are no improvements to the access roads, interpretation and toilets etc.

Revenue / Costs

There would be no revenue. Ongoing cost of providing security and paying for maintenance assumed to be c.£200,000 per annum.

Strengths

- The cost would be lower than more ambitious options.
- It may not require grants if the owners accept they need to cover the cost.
- This would prevent further loss. It would permit rebuilding at a future time if there is a change of circumstances (such as completion of quarrying).
- The owners would not need to be concerned about the public regularly being in proximity to their quarrying operation.
- There would be no need for provision for new road access, as more ambitious approaches may require.

Weaknesses

- An important heritage asset would seldom be accessible to the public.
- It would be difficult to obtain grants because of minimal access and economic benefit.

Opportunities

- None.

Threats

- Failure to keep up maintenance would result in deterioration.

Assessment

Unlikely to be optimal unless the owners take a strong line against public access to the site and are prepared to pay for the works.

4.2.2 Option 2b: Heritage Attraction

Concept

This would be as Option 2a, except that the stables would be open to the public on a day to day basis. It would be similar to many archaeological sites managed by English Heritage, most having little or no visitor facilities and no personnel on site for most of the time. Toilets and, perhaps, a small exhibition about the site could be in the garage at the car park. Other interpretation could include interpretation panels at the stables and a model showing what they were like.

Figure 4: Photograph of a model of a historic building displayed outdoors in Aachen, Germany.



Capital Cost

AMA estimate this to be c.£1.53 million, including limited repairs to access roads and parking and provision of a toilet at the car park.

Delivery / Operation

This would most likely be managed by the owners. A volunteer group could be established to provide additional visitor services.

Revenue / Costs

Ruins attract relatively low visitor numbers in most cases. It would be an option to charge for admission, but that would require administration, the cost of which could exceed revenue. There could be a parking charge administered by pay and display or, perhaps, Automatic Number Plate Recognition (ANPR) although, again, revenue might be outweighed by administration costs. A net annual cost of £250,000 per annum is assumed.

Strengths

- This would enable public access.
- That may make it a little easier to obtain grants.

Weaknesses

- The number of visits would be low, probably no more than 5,000 per annum, even if there was no charge.
- The owners could be concerned about the public roaming the site with little or no supervision (as would be the case with all other options).

Opportunities

- The appeal could be increased by creating a walking and cycling loop from the former main drive of Bradgate House and the landfill road. The same is true of all subsequent options.

Threats

- The Highways Authority may require access via the landfill road, albeit this may not be a problem as only a small amount of parking would be needed.

Assessment

An improvement on Option 2a, but unlikely to be optimal.

4.3 Option 3: Semi-Permanent Structure(s) in Ruin

This would keep all or most of the stables as ruins that are consolidated and made safe. Semi-permanent modern structures would be inserted to accommodate uses.

4.3.1 Option 3a Seasonal Event Venue

Concept

The stables would be operated as an events venue from May to September. The modern structures that are inserted into the ruins would not be insulated against cold and would not have heating.

Small sections might be rebuilt for toilets, kitchen facilities and bar etc.

It could have a large platform that is within the former carriage house and extends out into the courtyard.

That could be a simple roof over the section in the carriage house and a pergola, with retractable awning over all or part of the section extending into the courtyard. Figure 5 and Figure 6 give an idea of what this could be like.

Examples of what that could be used for are:

- A wedding breakfast and a dance floor. The indicative plan shows a space of c.360 m², able to accommodate a sit down meal for up to c. 400 so that it can attract large weddings, using the entire space for seating, in addition to smaller (but large in absolute terms) weddings that use it for banquet layout and dance floor.
- A live music or theatre event using the wall at the back of the carriage house as a stage.
- Event cinema, using the carriage house wall for a screen.

Figure 5: Photograph of frame structure with retractable awning.



Figure 6: Photograph of pergola with retractable awning.



The spaces alongside the coach house could be used for:

- Toilets.
- A service kitchen. Food would not be made on the premises. It would be brought in by outside caterers, plated and served on site. Mobile units, of the type that attend festivals, could be used for some events.
- A bar.

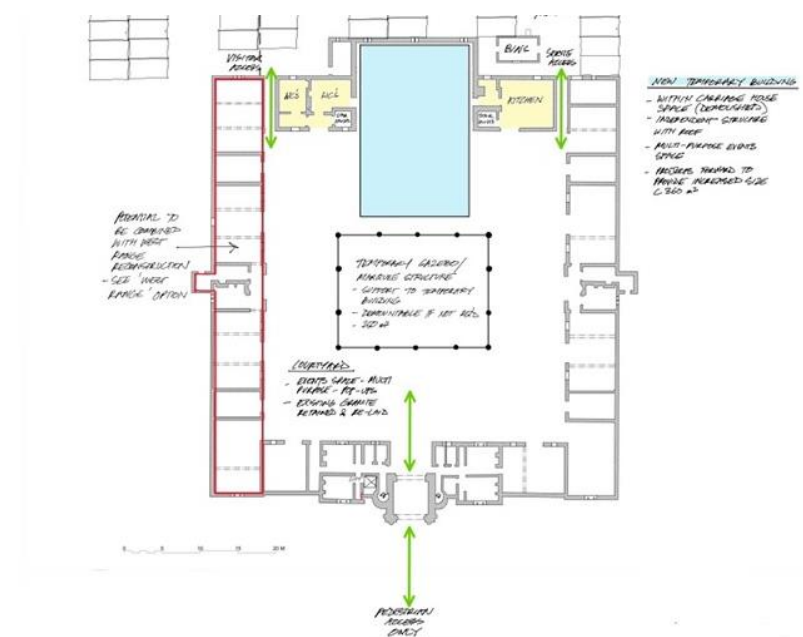
There could be another pergola elsewhere in the courtyard or in a section where walls remain that would be specially for wedding ceremonies (but could be used for other purposes also). It could be designed with some architectural flair. Figure 7 gives an idea of what it could be like.

Weddings – traditional and multi-cultural - would be the main business. Most weddings take place on Fridays and (especially) Saturdays from May to September. Other events could include live music and DJ nights.

Figure 7: Photograph of a pergola covering archaeological remains in Aachen, Germany.



Figure 8: Indicative layout.



Delivery / Management

The consolidation work could be done by the owners or by a building preservation trust if they are given the freehold or long lease.

The site could be leased by the owners or building preservation trust to an outside catering company that has experience of weddings and other events (called operating model 1). They might pay for all or part of the semi-permanent interventions. Appendices 3.2 (Isla Gladstone Conservatory, Liverpool) and 3.3 (Bradbourne House, Kent) are examples of heritage sites that are run as event venues in this way.

An alternative approach (called operating model 2) would be for the owners to lease the site to a building preservation trust (such as the Bradgate Park Trust or a new trust) to take bookings for events and use one or more outside catering companies. Appendix 3.1 is an example of a venue (Sefton Palm House in Liverpool) which operates in that way. That case study is also useful in giving an idea of the revenue that can be generated by such a venue.

A hybrid model would be for a trust to take bookings, manage the site and operate the bar, just entrusting the catering to an outside caterer.

Capital Cost

AMA have estimated the cost based on consolidating the south, west and east ranges, reconstructing the east and west sides of the north range to provide toilets and kitchen, and creating the “semi-permanent” structures. It comes to about £5.7 million, excluding improvements to access and parking, of which c.£2.4 million is for semi-permanent installations and c.£1.56 million is for utilities and works to common parts. It is assumed that the existing access and parking would be acceptable given that there would be relatively few events per annum, but that would have to be checked with the Highways Authority.

There will be more cost effective ways of doing this, however. A marquee and pavilion could be hired instead, for example. We obtained a quote in 2021 for a marquee of 12 m x 21 m (252 m²) for a 3 month period over the summer. It included flooring, dance floor, bar and furniture. It was £37,000 plus VAT. We have assumed a capital cost (so that it is comparable with other options) of £1 million for the semi-permanent structures.

These assumptions produce a “upper level” estimate of c.£9 million and a “lower level” estimate of c.£2.5 million.

Revenue / Costs

Income would either be from rent paid by the catering company (operating model 1) or from a venue hire charge plus a commission on the turnover of catering companies and other services provided to events (operating model 2).

Figure 9 is an indicative estimate of turnover and profit that could result, assuming model 1.

The profit would be what a catering company might anticipate. They would have to pay rent from that. The medium outcome is similar to the earnings of the Sefton Palm House Trust from functions, but it is not like for like because the Sefton Park results do not include the profit made by the companies that do the catering (i.e. the real profit is higher).

Figure 9: Table showing indicative Profit / Loss if the stables are operated as a seasonal events venue.

	Low	Medium	High
WEDDINGS / BANQUETS			
Number of events:	25	35	45
Guests per event:	180	180	180
Guests:	4,500	6,300	8,100
Revenue per guest (inc VAT):	£150	£150	£150
Revenue (exc VAT):	£563k	£788k	£1,013k
OTHER EVENTS			
Number of events:	5	10	15
Guests per event:	300	300	300
Guests:	1,500	3,000	4,500
Revenue per guest (inc VAT):	£30	£30	£30
Revenue (exc VAT):	£38k	£75k	£113k
TOTAL			
Number of events:	30	45	60
Guests:	6,000	9,300	12,600
Total Revenue:	£600k	£863k	£1,125k
Profit (%):	20%	25%	30%
Net Profit:	£120k	£216k	£338k

Strengths

- It would be possible, with creativity, to create an exceptionally interesting and distinctive venue, one with benefits of large capacity, plentiful parking and no houses in the immediate vicinity.
- It could provide a mix of al-fresco with protection from wind and rain.
- There seems to be good potential demand for it, both for Asian-style and European-style weddings.
- It would be a relatively low cost option, but with potential for much higher income than operating the site as a heritage attraction could achieve.
- There are many potential operators.
- An operator may pay for all or part of the semi-permanent structures that accommodate the events business in return for lower rent. This is common with food and beverage related leases.
- It could be managed so that access is tightly controlled, lessening concerns about uncontrolled public access to the area. There could be a requirement, for example, for a security presence at events.
- It would not affect the quarrying. There could be limitations on the number of events and when they can be held to further reduce this.
- The semi-permanent interventions would be reversible.
- It need not involve people staying overnight.
- It would not entirely depend on connection to utilities. Generators could be used as an alternative for power, for example, and / or solar could be used. Water could be brought in.

Weaknesses

- It could be argued that capital invested in the semi-permanent interventions would be at the cost of capital that could be invested in the heritage asset.

Opportunities

- Glamping facilities could be provided, perhaps in the large car park area, with the garage at the car park converted to showers and toilets to service it.
- The surplus could be used for ongoing maintenance and renewal of the site, moving over time to options outlined in Section 4.4.

Threats

- There could be more difficulty getting agreement from the Highways Authority to use the existing access, although it is perhaps less likely than for subsequent options that involve regular day to day use. This is true of all subsequent options except, perhaps, residential.

Assessment

This option seems to have high potential, especially in short-medium term.

4.4 Options 4: Partially Rebuilt

Only a section of the stables would be rebuilt in these options. The south and / or the west ranges are main candidates, for reasons outlined in Section 3.1.

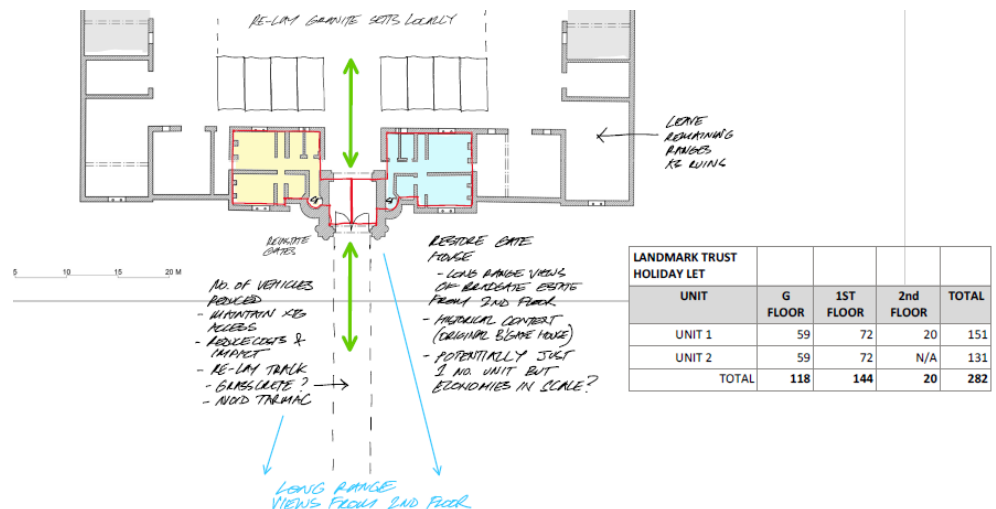
4.4.1 Option 4a: Visitor Accommodation

Concept

The south range would be restored to form either one or two houses, one on either side, that could be let, independently or together, to visitors. The rest would be consolidated.

Indicative plans by Roger Mears (Figure 10) show one house of c.150 m² and another of c.130 m². Either or both could be enlarged by incorporating the adjacent ground floor boxes, perhaps extending the full length of the façade (taking advantage of the south facing windows at the extremities). Another option might be to use only the east or the west sides for the house, restoring the other side in a more basic form to include, for example, a garage.

Figure 10: Indicative plan for visitor accommodation.



Delivery / Management

The Landmark Trust is the most obvious candidate to take on the project if the stables are only to be used in this way because of their experience and credibility in restoring heritage assets at risk for this purpose. They would not do so, however, if there was long term risk from the quarry.

There are alternatives if accommodation is only one element of a wider range of activities in the stables. A company called Original Cottages, for example, manages many holiday-let properties around the country on behalf of owners.

Capital Cost

AMA have not specifically costed this option. They have estimated the cost of rebuilding the South Range to be c.£2.8 million. Adding bathrooms and other interventions would add to that. £3 million is assumed. Addition of utilities, consolidating the rest of the ruins, and some common site works, brings the cost to c.£4.7 million.

Revenue / Cost

Figure 11 shows prices that the Landmark Trust will charge for 7 days in a selection of properties that accommodate 8 people for the week of 21 June 2024 (a shoulder period week that will be indicative of the average weekly charge across the year).

Figure 11: Table showing the price of seven Landmark Trust properties that accommodate 8 people for the week of 21 June 2024.

Property	Rate
The Grange, Ramsgate, Kent	£3,229
West Blockhouse, Pembrokeshire	£2,837
Sackville House, East Grinstead, W Sussex	£2,550
The White House, Shropshire	£2,413
Shelwick Court, Hereford	£2,410
Alton Station, Staffordshire	£2,028
Crownhill Fort, Plymouth	£1,646

Figure 12 is an indicative estimate of the operating surplus it could make.

Figure 12: Table showing estimated operating surplus that could be generated by two holiday let cottages.

	Low	Medium	High
House:	1	1	1
Average charge per night (inc VAT):	£350	£350	£350
Annual occupancy:	60%	70%	80%
Revenue (exc VAT):	£77k	£89k	£102k
Operating costs & maintenance: 40%	(£31k)	(£36k)	(£41k)
Net profit:	£46k	£54k	£61k

Strengths

- Restoring the south range is the priority from a purely heritage perspective.
- Returning the south range to a type of residential use is probably optimal in terms of the nature of the space and its original purpose.
- The Landmark Trust has indicated interest. It would fill a gap in their range.

Weaknesses

- It may not be as strong an application to the National Lottery Heritage Fund and other organisations as other options because of relatively low access and economic impacts in relation to the cost, although the Landmark Trust has a good record of obtaining grants from those sources.
- It would only restore / rebuild a part of the complex.

Opportunities

- It could be part of a wider offer, events centre being most obvious (albeit not under Landmark Trust).
- Public access would take place at certain times such as Heritage Open Days.

Threats

- Even the risk of quarrying is likely to make this option difficult to achieve.

Assessment

This would be a good option if there is certainty it would not be affected by future quarrying.

4.4.2 Option 4b: Events Centre

Concept

The west range would be rebuilt. The first floor would be reconstructed as a large open plan space of c.180 m², capable of accommodating events up to c.150 in theatre style or c.120 in banquet style. The two large boxes below, each c.63 m², could be used, for example, as a bar, smaller meeting room or kitchen. There would be a lift between the floors. Adjoining boxes could be used for facilities like toilets and kitchen.

Figure 13: Diagram showing the form of the west range racing the interior of the courtyard by Roger Mears architects.

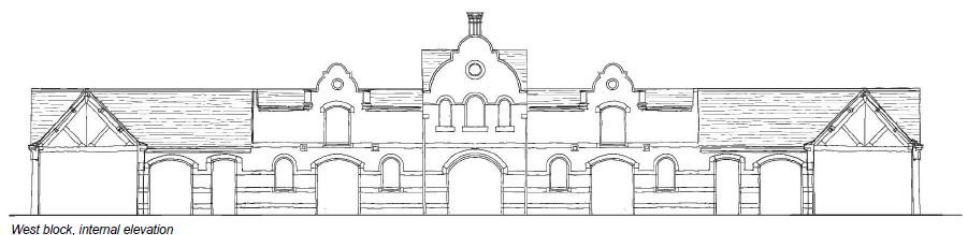
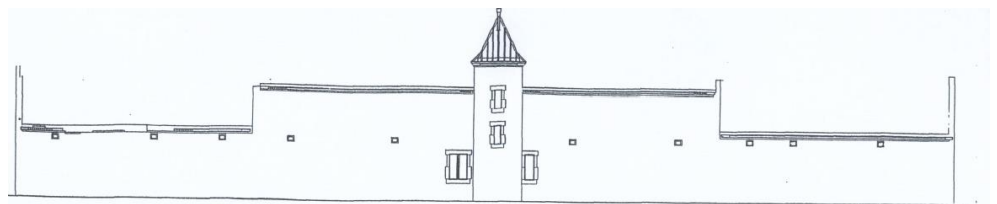


Figure 14: Diagram showing the form of the rear of the west range from the 2006 Historic Building Assessment and Record.



The former carriage house could be treated in the same manner as outlined in Option 3a (i.e. semi-permanent intervention to create large events space).

This combination would increase the range of events that could be accommodated, including conferences for example, and enable events in colder months. It would allow more than one event to be held at a time.

Delivery / Management

The choices for delivery and management would be the same as for Option 3a.

Capital Cost

AMA estimate the cost of rebuilding the west range for this purpose to be c.£3.25 million.

The total cost, with addition of the semi-permanent installations outlined in Section 4.3.1, is estimated to be c.£8.7 million without improvements to access and parking.

There would again, however, be the option to hire the semi-permanent equipment rather than building it.

This option might require both a new car park behind the stables and a new access road to the existing car park. It is possible, however, that the new access road would not be needed if the new car park accommodates most events, with the existing access and car park only used for large events.

The total “upper level” estimate is about £11.8 million. The “lower level” estimate is c.£8 million.

Revenue / Costs

The case studies in Appendix 3 suggest that the centre could anticipate upward of 70 events per annum. This could result in a substantial increase in the surplus compared to a facility that was more weather dependent.

Figure 15: Table showing an indicative Profit and Loss for an events centre that includes a rebuilt west range.

	Low	Medium	High
WEDDINGS / BANQUETS			
Number of events:	50	70	90
Guests per event:	150	150	150
Guests:	7,500	10,500	13,500
Revenue per guest (inc VAT):	£150	£150	£150
Revenue (exc VAT):	£938k	£1,313k	£1,688k
OTHER EVENTS			
Number of events:	10	20	30
Guests per event:	200	200	200
Guests:	2,000	4,000	6,000
Revenue per guest (inc VAT):	£40	£40	£40
Revenue (exc VAT):	£67k	£133k	£200k
TOTAL			
Number of events:	60	90	120
Guests:	9,500	14,500	19,500
Total Revenue:	£1,004k	£1,446k	£1,888k
Profit (%):	20%	25%	30%
Net Profit:	£201k	£361k	£566k

Strengths

This would have the same advantages as Option 3a. In addition:

- It would give people a better sense of what the stables would have been like in their original form than previous options.
- The conjunction of the rebuilt section, semi-permanent intervention elsewhere and the ruined remains would be attractive.
- The new event room would be a good complement to the semi-permanent banqueting space. It could, for example, be used for a wedding ceremony with the wedding breakfast in the larger space.
- The west range could, alternatively be used for smaller, self-contained weddings and events.

- Events could take place there all year around.
- The capital cost is likely to be more achievable through grants, contribution from an operator and, perhaps, contributing funds from residential development of Bradgate House, than a complete rebuild of the stables.

Weaknesses

- The cost would be much higher than Option 3a, even without the cost of rebuilding the south range, which is significant from a heritage perspective.

Opportunities

- The south range might be reconstructed but only to a shell form, without the central section being converted to new use in the short-medium term. It could, for example, be used for storage. This could complement the reconstruction of the west range, but perhaps in a more affordable way. It could also be fully rebuilt, as outlined in other options below. This could make it more affordable.

Threats

- There could be more difficulty getting agreement from the Highways Authority to use the existing access. This is true of all subsequent options except, perhaps, residential.

Assessment

This is a very strong option. It may be the optimum viable use.

4.4.3 Option 4c: Events Centre + Accommodation

Concept

This would combine options 4a and 4b.

Delivery / Operation

The events centre operator would probably also manage the accommodation.

Capital Cost

It is assumed that the cost of creating the accommodation, c.3 million, would be additional to the cost of Option 4b, making a total of c.£14.5 million (upper level) or c.£10.2 million (lower level).

Revenue / Costs

Additional revenue would be generated from short term rentals.

Figure 16: Table showing indicate profit and loss estimate for a combination of events centre plus self-catering accommodation.

	Low	Medium	High
Events	£201k	£361k	£566k
Accommodation	£46k	£54k	£61k
Total:	£247k	£415k	£628k

Strengths

- This would bring both the south and west ranges into productive use, giving a greater sense of what the stables would have been like.
- It would provide useful accommodation in support of events. That would have the advantage of generating extra revenue from hiring the accommodation itself plus attracting more events.

Weaknesses

- It would result in less controlled access to the site because people would be coming and going at times other than when only events are on.

Opportunities

- The accommodation offer could also include glamping and, perhaps, the gate lodge.

Threats

↑ [REDACTED]

Assessment

This would be an excellent option if it was not for the concern about people staying overnight on site. It could be worth proceeding with it given the long period until quarrying is expected to start, with a condition attached to a lease that use of it for overnight stays may be stopped at the request of the quarrying company. The south range could be used as offices if that happened.

4.4.4 Option 4d: Charnwood Forest Visitor Centre

Concept

The aim would be to create a visitor centre that is an attraction in its own right and provides information and orientation to people about other things to do in the Charnwood Forest Area.

It would be an educational centre that attracts school visits and is a base for field trips by university students and others.

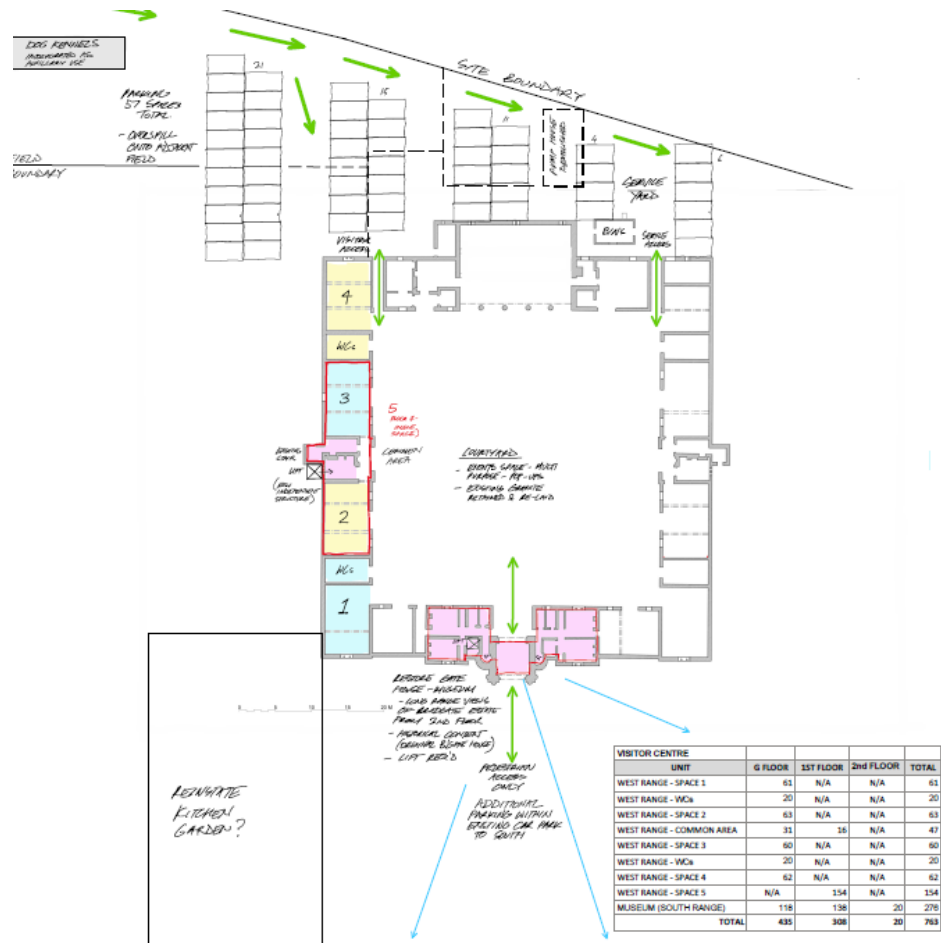
It is assumed that the west and south ranges would be rebuilt for this purpose. The north range, with the highest floor-ceiling height, is also an option.

The upper floor of the west range could be used for an exhibition about the geology of Charnwood Forest, as outlined in Section 1.3.4.

It could also have:

- A café and shop, probably in spaces underneath the exhibition.
- A classroom.
- Lecture room.
- Offices for the Charnwood Forest [Landscape](#) Partnership and other organisations that have synergistic functions.

Figure 17: Indicative plan for Visitor Centre.



Delivery / Operation

The visitor centre could be run by the new charity that is envisaged as leading in the Charnwood Forest GeoPark.

Capital Cost

AMA estimate the cost of creating this to be c.£8.1 million, excluding access and parking. Access and parking is estimated to be c.£3.5 million, but a large part of that would be building a new access road to the existing car park. That may not be necessary.

Revenue / Costs

Facilities of this nature generate profits in only rare circumstances. It is assumed that it would break even.

Strengths

- The stories of the geology of the area and its origins are fascinating and would make an interesting attraction.

- Having a visitor centre would make an important contribution to achieving UNESCO Geopark status for Charnwood Forest.
- The combination of conserving a grade II* heritage asset at risk with creating a visitor centre about the geology of the area, which is entwined with its heritage, could form a strong funding application.
- There would be a good fit with the adjoining quarry in that the visitor centre could explain the rationale for the quarry and how it works.
- There is an existing party, in the form of the Charnwood Partnership, that may be interested.

Weaknesses

- It is unlikely that the visitor centre could generate sufficient income to subsidise the new charity.

Opportunities

- There would be potential for future expansion using remaining space.
- A connection to the National Forest Way could be created via the former drive to Bradgate House and / or the landfill road.
- It could be done on smaller scale in the short term, perhaps with full rebuilding of the west range and partial rebuilding of the south range.
- There could be a micro-quarry of Swithland slate as part of the offer.

Threats

- It may be difficult to sustain it financially without additional revenue streams.

Assessment

This is a strong option.

4.4.5 Option 4e: Visitor Centre + Events Centre

Concept

This would combine Options 4b and 4d. The geology gallery on the upper floor of the west range would also be used for functions. Any displays that are within the floorspace (rather than on the walls) could be moveable.

Capital Cost

This is assumed to be a little more than Option 4d, c.£11 million. It could, again, be lower if the south range was not fully restored.

Revenue / Cost

This is assumed to be the same as for Option 4d.

Strengths

- This is likely to be more financially sustainable than simply using the buildings for a visitor centre.

Weaknesses

- There would be limitations on when the gallery could be used for events and it is likely that the capacity would be reduced. This would reduce potential to generate income.

Opportunities

- The proceeds from events could help fund the Charnwood Forest Trust. Bradbourne House, in Appendix 2.3, is an example of that approach.

Threats

- There would be some friction between being open to the public and needing to close at times for events. It is manageable, however. Sefton Park Palmhouse (Appendix 3.1) is an example of that situation.

Assessment

This has much potential and may be the optimum viable use.

4.4.6 Option 4f: Events Centre + Makers Workspace

Concept

This would use space in sections that are rebuilt in the west and south ranges for one or more businesses that have synergy with the events business. This could be, for example, a craft brewery and / or a gin distillery or business that makes chocolate.

Appendix 5 has examples of places like this.

Delivery / Operation

The overall model would be the same as for Option 3. The artisan-style business would pay rent to the building preservation trust.

Capital Cost

The cost is assumed to be the same as for Option 4b, c.£10.3 million.

Revenue / Costs

This is assumed to be as Option 3-4c, with addition of rent from 500 m² of space (at the rate used for the artisan workspace option in Section 4.5.1).

Figure 18: Table showing the estimated surplus from a mix of events and workspace let to artisan producers.

	Low	Medium	High
Events	£201k	£361k	£566k
WORKSPACE			
Space (m ²):	250	250	250
Average rent per m ² per annum:	£140	£180	£220
Average occupancy:	80%	85%	90%
Annual rent:	£28k	£38k	£50k
Net profit:	£229k	£400k	£616k

Strengths

- This could provide a commercial rationale for restoring the whole of south and west ranges.
- Artisan food or drink business could add to the appeal of the stables for events, providing a different dimension.
- Income generated from events could help to nurture new artisan businesses by providing customers for them.
- The economic impact of the artisan businesses could create a stronger case for grant funding.
- It would not involve any overnight stays.

Weaknesses

- None.

Opportunities

- There would be potential to expand the workspace over time to occupy the rest of the stables.

Threats

- None other than access.

Assessment

This could also be an excellent option.

4.5 Options 5: Fully Rebuilt to Original Form

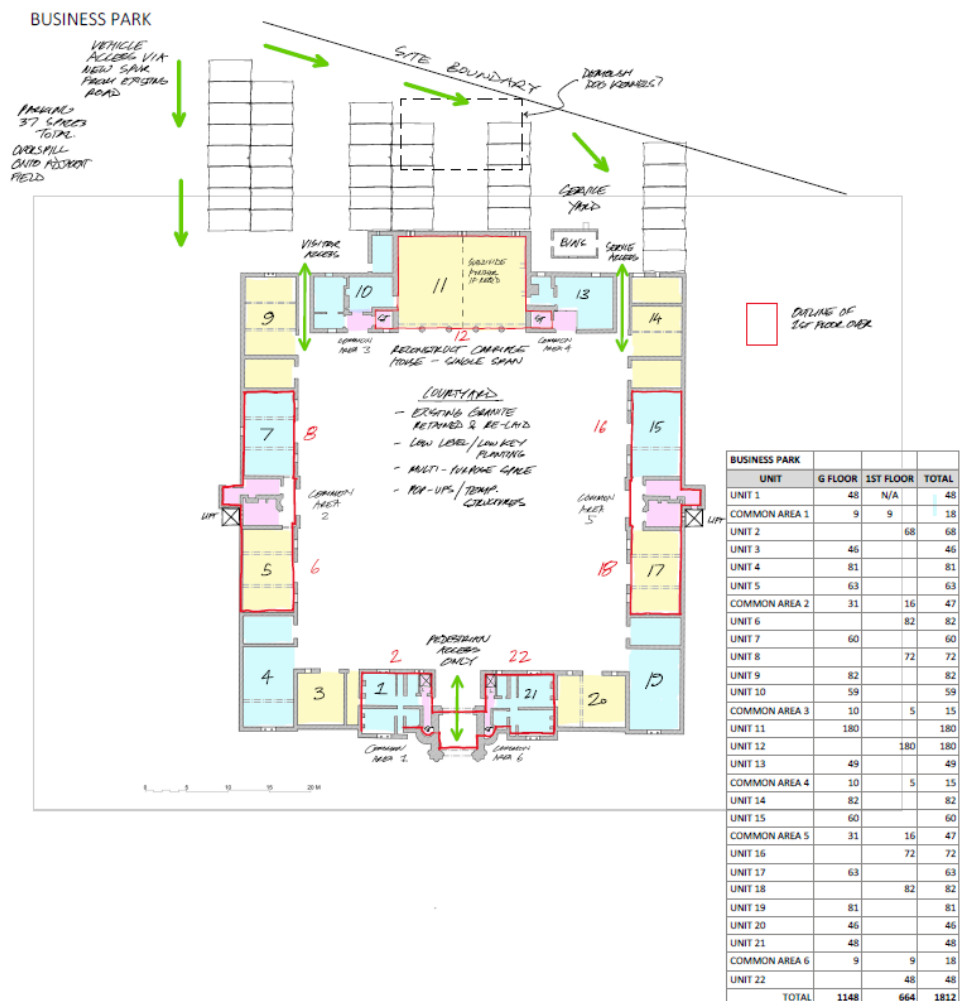
4.5.1 Option 5a: Workspace - Makers Centre (inc Geology Centre)

Concept

This would reconstruct the stables, adapting the boxes and other rooms to form work units, each of which would open onto the courtyard.

The Roger Mears plans show 22 units with a gross internal area (GIA) of c.1,670 m², excluding space allocated to common parts of c.145 m².

Figure 19: Indicative plan by Roger Mears architects of the stables converted to workspace.



The units would be let to artisans and artists to produce craft items. The products could include jewellery, glass, wood work and ironmongery.

Units could be let to artisans that produce food and drink, either entirely or mainly. There could, for example, be a coffee roastery, bakery, preserves, cheeses, ice cream, chocolates, and drinks.

Product would be sold on-site and off-site. There would be at least one place to eat and drink. There could be a regular food and drink market.

It would, most likely, be a visitor attraction, with visitors able to see things being made and purchase them.

Appendix 5 has examples of places like this.

It is assumed that the Charnwood Forest Visitor Centre is incorporated, especially if the entire complex is rebuilt. There would be excellent synergy. This would not have to be the case, however.

Delivery / Operation

The project could be delivered by a building preservation trust. It could continue to hold the site after completion on a long lease or set up a new trust to hold the asset. Space would be let to tenants.

Capital Cost

AMA estimate this to be c.£17 million in total.

Revenue / Costs

The occupiers would pay rent plus a service charge towards communal management costs.

Figure 20: Table showing estimate of rent that might be achieved from tenants of a makers centre.

	Low	Medium	High
Space (m ²):	1,670	1,670	1,670
Average rent per m ² per annum:	£140	£200	£260
Average occupancy:	70%	80%	90%
Annual rent:	£164k	£267k	£391k
Rent per unit:	£7,439	£12,145	£17,763

Strengths

- The spaces are likely to be of suitable size for use by makers. Figure 21 has a schedule of the sizes of studios at two new built complexes operated by Bow Arts in London to give an idea of the sizes that they considered optimal.
- The stables are big enough to create a centre that would have critical mass.
- This use may not require windows in the outer walls.
- It would not involve people staying overnight.
- It would be effective in establishing new businesses and job opportunities.

Weaknesses

- The units are likely to have less natural light than optimal without windows in the exterior walls.
- It is likely to require access by visitors which would require a substantial amount of parking.
- The average rent that it would be possible to achieve is likely to be limited.

Opportunities

- It would be an option to rebuild only the south and west ranges in the short term, then move onto other parts as resources allow.
- This could increase the range of funding opportunities. It could, for example, increase the chances of getting a grant from Arts Council England.

Threats

- It relies on securing enough tenants.

Figure 21: Table showing the of studios at new built centres at Ice House Court & Royal Albert Wharf Studios

Ice House Court Studios			Royal Albert Wharf Studios		
Studio	Sq Ft	Sq m	Studio	Sq Ft	Sq m
1	376	34.9	A03- 1	178	16.5
2	368	34.2	A03- 2	256	23.8
3	412	38.3	A03- 3	277	25.7
4	392	36.4	A03- 4	277	25.7
5	468	43.5	A03- 5	277	25.7
6	568	52.8	A03- 6	206	19.1
7	180	16.7	A04- 1	300	27.9
8	352	32.7	A04- 2	312	29.0
9	375	34.9	A04- 3	194	18.0
10	481	44.7	A04- 4	226	21.0
11	407	37.8	A04- 5	200	18.6
			A04- 6	187	17.4
			A04- 7	214	19.9
			A04- 8	250	23.2

Assessment

It is easy to imagine the stables forming an attractive and popular destination in this form. The main difficulties could be in providing access to the large number of visitors that it would attract and in the high capital cost that would result from rebuilding the entire stables.

4.5.2 Option 5b: Workspace – Rural Business Centre

Concept

This would be similar to Option 5a except that the space would be let to a wider range of businesses. They could be largely office based or could include service providers such as a dentist and hairdresser. It could include a café. Evigate in Kent, summarised in Appendix 4.1, is an example of this.

Delivery / Operation

As Option 5a.

Revenue / Costs

The rent would probably be higher than for the makers centre.

Figure 22: Table showing estimate of rent that might be achieved from tenants of a rural business centre.

	Low	Medium	High
Space (m ²):	1,670	1,670	1,670
Average rent per m ² per annum:	£200	£240	£280
Average occupancy:	70%	80%	90%
Annual rent:	£234k	£321k	£421k
Rent per unit:	£10,627	£14,575	£19,129



Strengths

- The unit sizes would, again, be suitable for this use.
- There would be a wider range of potential tenants than an artisan centre.

Weaknesses

- It would not have the same synergy with a Charnwood Forest Visitor Centre as an artisan centre would.
- It would be less of a visitor attraction than an artisan centre, being more reliant on local custom.
- It would attract a large amount of vehicle movement.

Opportunities

- This could also be done in a staged way, with south and west ranges done first and the others over time.

Threats

- It could be perceived as a threat to town centres in the area.

Assessment

This is a strong option, but probably less optimal than artisan centre.

4.5.3 **Option 5c: Equestrian Centre**

Concept

This would rebuild the stables for use (most likely) as livery stables. Livery stables are stables that provide a place for horse and pony owners to keep their animal in return for a weekly or monthly fee. They typically also provide lessons and supervised hacking (recreational riding) and other services. Figure 23 has information about a livery stable in the area which is typical.

Figure 23: Table with information about Park View Livery Stable.

This is a livery stable on grounds of 80 acres at Thurcaston. Facilities it offers include: • Large outdoor floodlit ménage (outdoor enclosure for riding horses). • Indoor school. • Private access to parkland and bridleways. • On-site coffee shop. Livery services include: • Full use of school facilities. • Alarmed private tack room • Feed store • Weekly farrier (hoof care) visits. • Separate grazing for mares and geldings • Grass livery It has stables and grazing for 60 horses or ponies. Customers can choose DIY or Full Livery. DIY includes stabling, grazing and use of facilities. Full livery includes stabling, shavings and feed, grazing, mucking out, turning out, bringing in and rug changing. Livery yard service prices:
--

- Full livery - Horse - per week: £85.00.
- Full livery - Pony - per week: £80.00.
- DIY own bedding - per week: £40.00.
- Grass livery including use of facilities - per week: £25.00.
- Hay, straw and shavings can also be purchased.

Lessons and hacks (riding for pleasure) are charged at between about £25 and £45 per hour.

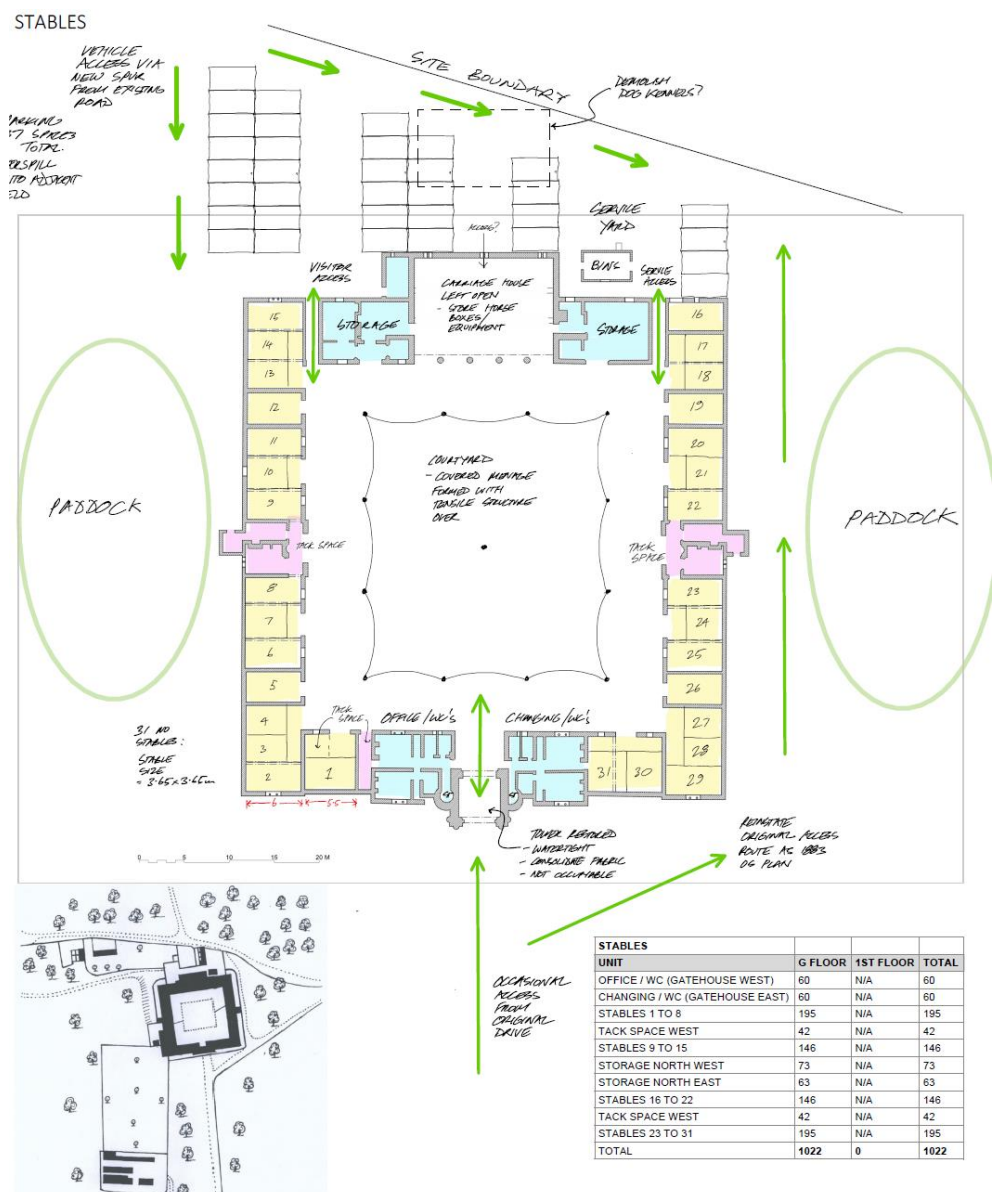
They hire the indoor and outdoor riding facilities.

They also sell horses and ponies.

Source: Park View website

Figure 24 is an indicative plan by Roger Mears. It shows 31 stables.

Figure 24: Indicative plan by Roger Mears architects of restoring the stables for equestrian use.





It could, theoretically, be another type of equestrian centre, but that is unlikely. Main candidates are:

- Polo stables. This is unlikely because there are no main polo clubs in the area. The nearest clubs are in Rugby and Rutland. It would also require a practice (“stick and ball”) ground adjacent to the stables, which cannot be done because of the sloping land.
- Horse racing stables. A prerequisite for this is easy access to a training gallop. That can be marked out on agricultural land, but there do not seem to be any opportunities within reasonable hacking distance.
- A horse sanctuary. These are run by charities. It is unlikely to be possible for a charity to maintain the costs of a building of the scale of Bradgate.

Delivery / Operation

The rebuilding project could be delivered by a building preservation trust and then let to an operator.

Capital Cost

The cost would be similar to rebuilding the stables for workspace, but not require high investment in improvements to access and parking. c.£13.5m.

Revenue / Costs

The turnover from 30 stables would be c.£115,000 per annum, assuming an average hire rate of £70 per stable per week and full occupancy. 10 lessons / hacks at day would generate a similar amount. There would be more revenue than that, but it indicates that the potential is limited. Figure 25 assumes rents that would be high in relation to that scale of turnover, but still much below what could be achieved from other uses.

Figure 25: Table showing estimate of rent that might be achieved from tenants of an equestrian centre.

	Low	Medium	High
Rent:	£25,000	£50,000	£75,000

Strengths

- This would be best from a purely heritage perspective because the use would be closely aligned to the original function.
- It is unlikely to create difficulties with vehicle access and parking.
- There is likely to be demand in the area.

Weaknesses

- The imbalance between the cost of rebuilding the stables and the income that it is likely to generate is too high to be bridged. It would be too small in terms of the number of horses that could be stabled, creating inefficiency. It would only accommodate half the horses / ponies at Park View.
- The amount of access by the public would be small compared to other uses. This would make it more difficult to obtain grants.

- It would require interventions that would detract from the heritage asset, including a covered menage in the courtyards and pastures on either side.
- There is not an existing bridleway network from the site.
- It would not be a flexible adaptation of the space. It would be difficult to find an alternative if the equestrian centre failed or was stopped because of the impact of quarrying.

Opportunities

- It may be possible to use the landfill road and the former main driveway to Bradgate House as bridleways, forming a circuit.

Threats

- [REDACTED] this would not be acceptable when quarrying starts.

Assessment

This is very unlikely to be the optimal viable use because it is not deliverable and sustainable.

4.6 Options 6: Fully Rebuilt to Modified Form

These options would make greater interventions which would be needed so that people could reside in the stables.

[REDACTED] it will not be possible for people to stay on the site overnight during quarrying, which would make all these options impossible.

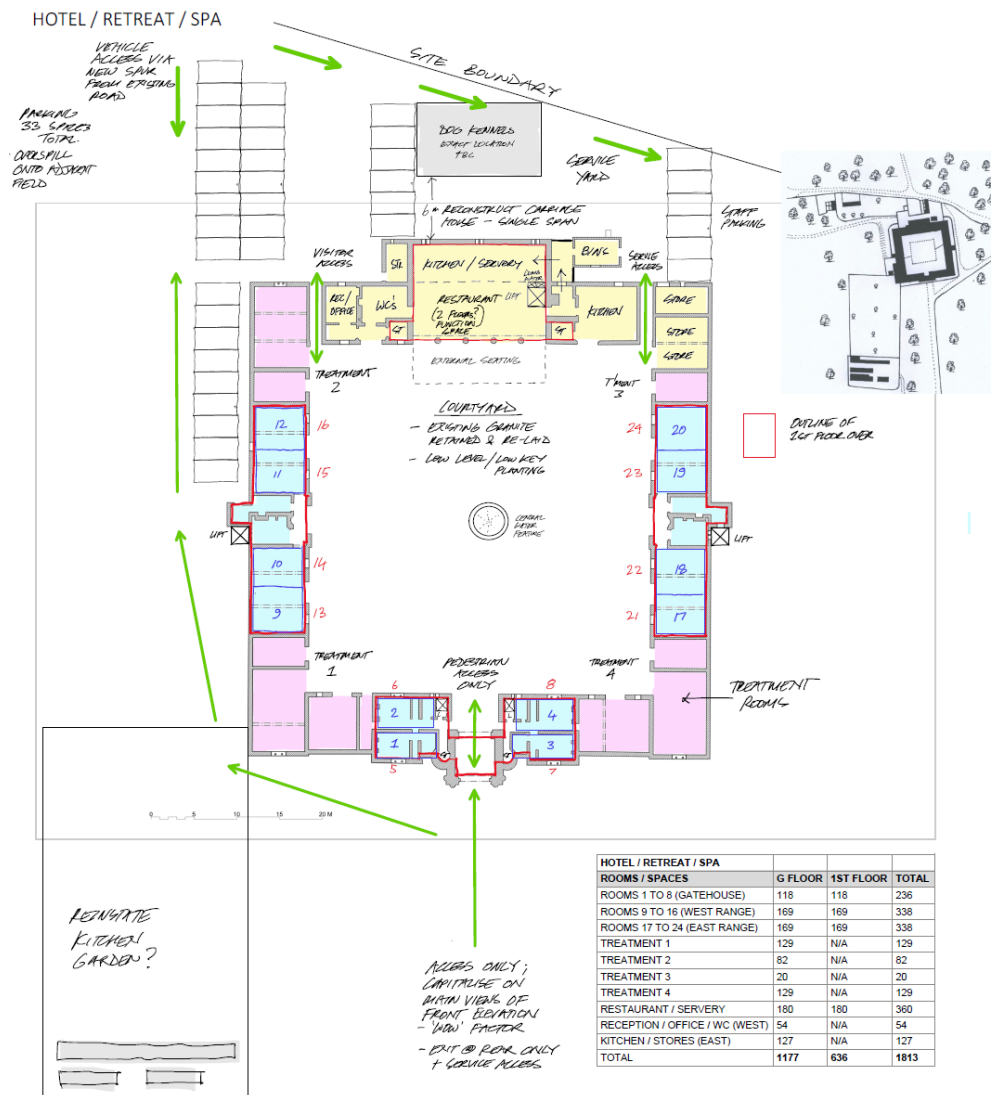
4.6.1 Options 6a: Hotel

Concept

The stables would be rebuilt to form a hotel. The plans show 24 rooms with GIA of c.912 m², an average of c.38 m². That is a large size, equivalent to spacious rooms in a 4 star hotel or could be acceptable in a 5 star hotel.

The plans allocate 360 m² to treatment rooms, on the assumption that the hotel was a spa. It would probably be better for that space to be additional rooms with a spa, perhaps with small pool, occupying a new build, perhaps in the area of the former kennels. It is assumed that 30 rooms could be achieved

Figure 26: Indicative plan by Roger Mears architects showing the stables converted into a hotel.



Delivery / Operation

The project could be undertaken by a building preservation trust. It could lease the property to a hotel company on completion, or a hotel company could run it on an operating agreement. This is standard in the hotel sector where there is frequently separation of ownership and operation, albeit this is less often the case with up market rural hotels than with hotels in cities and near trunk roads.

Capital Cost

The cost would be top end. There would be additional cost of fitting, albeit the operator would pay for that. It is likely also that there would be finance costs. The cost is assumed to be c.£20 million.

Revenue

Figure 27 is an indicative estimate of the turnover that the hotel might generate, assuming it is at the luxury end of the spectrum, and profit that could be made, some of which would go to the operator and some of which would be paid in rent.

Figure 27: Table showing indicative profit generated by a hotel.

	Low	Medium	High
ROOM INCOME			
Rooms:	30	30	30
Average charge per night (inc VAT):	£200	£250	£350
Annual occupancy:	55%	65%	75%
Revenue (exc VAT):	£1,205k	£1,779k	£2,874k
OTHER INCOME (mainly Food and Beverage)			
Guests per room:	1.5	1.5	1.0
Guests:	9,034	10,676	8,213
Income per guest (inc VAT):	£60	£60	£60
Income (exc VAT):	40% £452k	£534k	£411k
Total revenue:	£1,656k	£2,313k	£3,285k
Profit (including rent) %:	22%	25%	28%
Profit (£):	£364k	£578k	£920k

Strengths

- It could form a distinctive and attractive hotel.
- It could probably be done need for windows in the exterior walls, albeit that could make the rooms dark and reduce the prices that can be achieved.
- There is little competition in the up market sector in the area.
- It would be simple in terms of ongoing operation.
- It would be a suitable project for the Heritage Enterprise scheme.
- The number of vehicle movements into the property would not be large and it should be possible to use the existing access road.

Weaknesses

- A profit at the level estimated would value the business on completion at about £7 million. That would be £13 million short of the development cost.
- The hotel would be relatively small in number of rooms, albeit there are examples of hotels of that nature operating at the top of the market. It would limit, however, its potential for earnings.
- It would require more intervention to provide ensuite bathrooms than workspace would.
- It would need parking in close proximity.

Opportunities

- The hotel could be more events orientated, with a functions room created in the carriage house area and / or the upper floor of the east or west range.

Threats

- Impact of the quarry.

Assessment

The buildings are quite well suited to this, but it is very unlikely to be the optimum viable use given the likely deficit and risk associated with potential quarrying sometime in the future.

4.6.2 Option 6b: Collection of Smaller Houses

Concept

This would rebuild either all or a large part of the stables, forming a collection of relatively small houses (although not small in absolute terms). Indicative plans by Roger Mears show 10 units, ranging in size from 119 m² to 250 m², with total GIFA of 1,760 m².

It could be combined with conversion of Bradgate House to apartments. That could include restoration of the formal gardens, which could be used also by residents of the stables.

Delivery / Management

It is, unlike other options, very unlikely that grant funding could be obtained to cover the cost of this development.

That means that it would most likely have to be done by a commercial developer in the expectation of making a profit. It could be part of a development that includes Bradgate House and / or involves enabling development, either at the site or off-site.

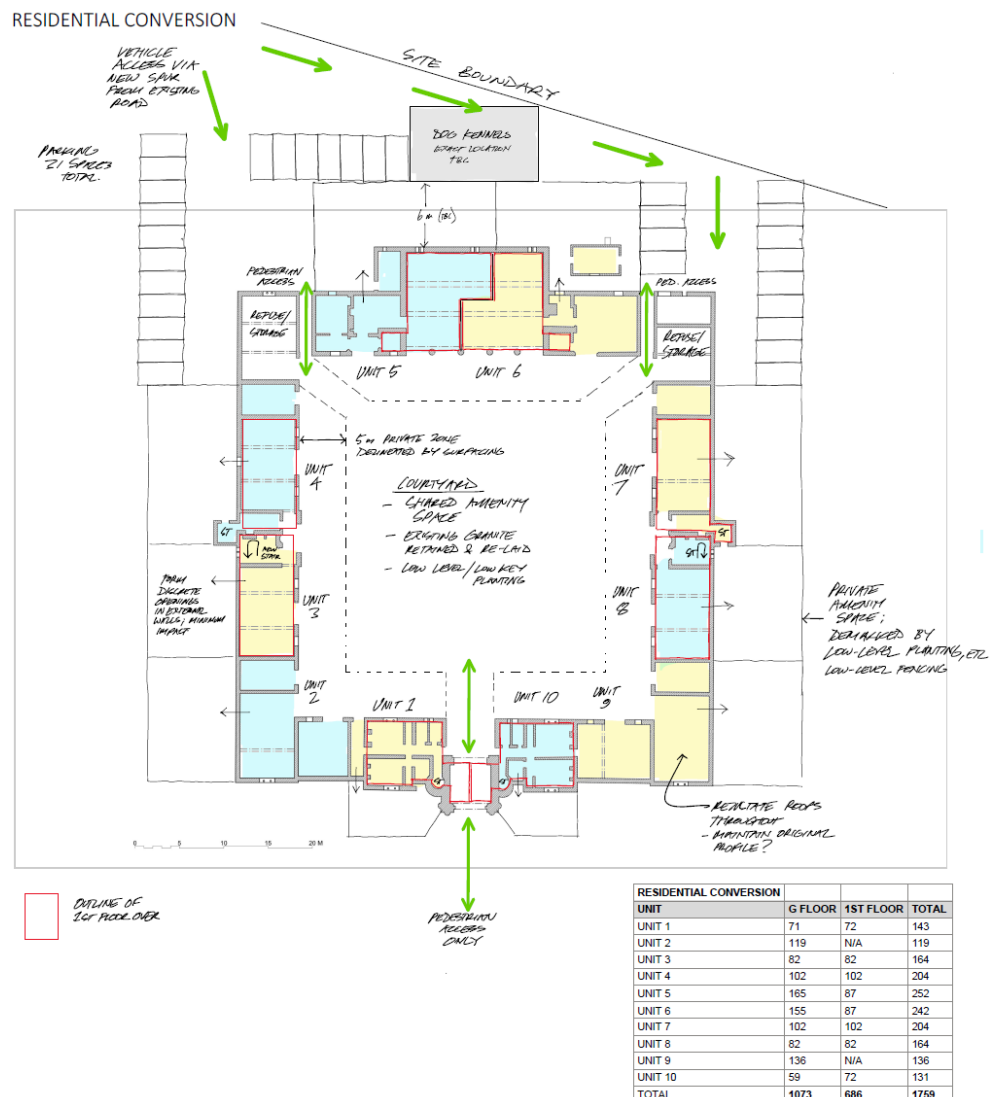
Developers normally look for a development profit of at least 20% of gross development cost.

There is a small possibility that it could be done by a building preservation trust. Spitalfields Building Trust is one we have worked with that specialises in residential developments of heritage assets at risk. The trust would still need to expect to make a profit, however, so that it can invest in other projects.

Other factors to take into account are that the developer would most likely have to borrow money to finance the cost, and there are costs involved in marketing the houses on completion.

The construction cost, as a result of these factors, has to be about 30% less than the sales price achieved if the development is to be viable.

Figure 28: Indicative plan by Roger Mears architects showing collection of smaller houses.



Revenue / Costs

We are currently working on a proposed development of a grade II listed house near Midhurst in the South Downs National Park. The heritage asset is to be converted to 10 town houses and apartments, of similar size to those envisaged at Bradgate. The market conditions are stronger there, but Bradgate has better accessibility.

Residential estate agents there have estimated the value of the property on completion to be between £5,000 and £6,500 per m².

Figure 29 has an indicative development appraisal on the assumption that similar values could be achieved at Bradgate. The average price for each house would be almost £1 million. It, nevertheless, indicates a very large deficit.

It suggests that the average price obtained might have to be more than double that shown for the scheme to be viable. This is similar to the situation in the South Downs and others we have been involved with.

Figure 29: Table showing indicative development appraisal for converting the stables into ten houses.

Units:	10		
GIA m ²	1,760		
GROSS DEVELOPMENT VALUE			
Per m ²	£5,000	£5,500	£6,000
Total:	£8,800k	£9,680k	£10,560k
Per house:	£880k	£968k	£1,056k
GROSS DEVELOPMENT COST			
Construction (per m ²)	-£9,000	-£10,500	-£13,000
Total:	(£15,840k)	(£18,480k)	(£22,880k)
Marketing & legal:	4%	(£634k)	(£739k)
Development finance:	6%	(£950k)	(£1,109k)
Developer profit:	20%	(£3,168k)	(£4,576k)
Total:	(£20,592k)	(£24,024k)	(£29,744k)
Deficit:	(£11,792k)	(£14,344k)	(£19,184k)

This assumes that it can be categorically stated that there will be no impact from quarrying on any houses at Bradgate Stables. There would, otherwise, be a negative impact on values that would increase the deficit further.

Strengths

- The development would be interesting and probably popular.
- A larger number of smaller units could result in higher development value.

Weaknesses

- A scheme with this quantum of houses would require interventions, especially to create windows, that would probably represent substantial harm to the heritage asset.

Opportunities

- It would most likely be done as part of a comprehensive development of Bradgate House.

Threats

- The likely scale of the deficit means that it very unlikely to be viable. There is no possibility that development of Bradgate House could generate enough surplus to cover the deficit.

Assessment

This is poor both in terms of heritage impact and viability.

4.6.3 Option 6c: Collection of Large Houses

Concept

This would create a smaller number of larger houses, perhaps one on each of the south, east and west sides. Each could have garages and private garden areas created in sections that are not rebuilt.

Delivery / Operation

This would be the same as for Option 6b.

Revenue / Costs

The indicative appraisal assumes three houses of c.300 m² each, each achieving a higher value than in Option 6b.

Figure 30: Table showing indicative development appraisals for converting the stables into three large houses.

Units:	3		
GIA m ²	900		
GROSS DEVELOPMENT VALUE			
Per m ²	£5,500	£6,000	£6,500
Total:	£4,950k	£5,400k	£5,850k
Per house:	£1,650k	£1,800k	£1,950k
GROSS DEVELOPMENT COST			
Construction (per m ²)	-£9,000	-£10,500	-£13,000
Total:	(£8,100k)	(£9,450k)	(£11,700k)
Marketing & legal:	4%	(£324k)	(£468k)
Development finance:	6%	(£486k)	(£702k)
Developer profit:	20%	(£1,620k)	(£2,340k)
Total:	(£10,530k)	(£12,285k)	(£15,210k)
Deficit:	(£5,580k)	(£6,885k)	(£9,360k)

This is likely to result in a substantially lower deficit than the smaller houses, but it would still probably be substantial.

Strengths

- It would be easier to achieve this without putting windows in exterior walls.
- The houses could be very distinctive and attractive.
- It may be possible to provide gardens within the courtyard.
- It would not result in extensive vehicle movement. The existing access road off Bradgate Hill should suffice.
- There is a straightforward mechanism for delivery.

Weaknesses

- Each of the houses would be large. Large houses tend to fetch a lower price per square metre than smaller houses.



- There are not many developers that are confident about taking on the uncertainties involved with heritage assets, especially when listed grade II*.

Opportunities

- It would be more realistic to expect that it could be delivered as part of an overall residential development of Bradgate House that Option 6b.

Threats

- The threat of potential quarrying would probably make it difficult or impossible to achieve the estimated values.

Assessment

This is unlikely to be the optimum viable approach.

5 Evaluation

Figure 32 has a summary of estimated costs for the options (other than those in Section 4.6). The columns highlighted are options in the main report. Estimates for them have been prepared by AMA. We have applied those estimates to the other options. They include professional fees and inflation allowance, as outlined in the main report.

Figure 31 is a indicative comparison of the viability of each of the options³. It provides a Gross Development Value for each option in a simple way by multiplying the estimated surplus / deficit by 12.5⁴. It then subtracts the estimated Gross Development Cost to show the deficit there would be if the development was done on a commercial basis.

Figure 31: Table with an indicative development appraisal of each of the options for use of the stables.

	Operating Surplus / Deficit	Gross Development Value	Gross Development Cost	Development Deficit
1 CURATED DECAY	(£150k)	(£1,875k)		(£1,875k)
2 CONSOLIDATED RUIN				
2a Simple	(£200k)	(£2,500k)	(£1,250k)	(£3,750k)
2b Heritage Attraction	(£250k)	(£3,125k)	(£1,528k)	(£4,653k)
3 SEMI PERMANENT STRUCTURE IN CONSOLIDATED RUIN				
3a Seasonal Event Venue - Lower	£216k	£2,700k	(£2,486k)	£214k
Seasonal Event Venue - Upper	£216k	£4,050k	(£8,970k)	(£4,920k)
4 PARTIALLY REBUILT				
4a Visitor Accommodation	£50k	£625k	(£4,607k)	(£3,982k)
4b Events Centre - Lower	£361k	£4,513k	(£7,956k)	(£3,444k)
Events Centre - Upper	£361k	£6,769k	(£11,743k)	(£4,974k)
4c Events + Accommodation - Lower	£415k	£5,189k	(£10,300k)	(£5,111k)
Events + Accommodation - Upper	£415k	£7,783k	(£14,525k)	(£6,742k)
4d Charnwood Forest Visitor Centre	-	-	(£10,500k)	(£10,500k)
4e Visitor Centre + Events - Lower	£361k	£4,513k	(£10,628k)	(£6,116k)
Visitor Centre + Events - Upper	£361k	£6,769k	(£13,526k)	(£6,758k)
4f Events Centre + Makerspace - Lower	£400k	£5,000k	(£10,300k)	(£5,300k)
Events Centre + Makerspace - Upper	£400k	£7,500k	(£11,743k)	(£4,243k)
5 FULLY REBUILT TO ORIGINAL FORM				
5a Makers Centre (inc CF Visitor Centre)	£267k	£3,338k	(£16,889k)	(£13,552k)
5b Rural Business Centre	£321k	£4,013k	(£16,889k)	(£12,877k)
5c Equestrian Centre	£50k	£625k	(£13,575k)	(£12,950k)
6 FULLY REBUILT TO MODIFIED FORM				
6a Hotel	£578k	£7,229k	(£23,000k)	(£15,771k)
6b Collection of Smaller Houses	N/A	£9,680k	(£24,024k)	(£14,344k)
6c Collection of Large Houses	N/A	£5,400k	(£12,285k)	(£6,885k)

³ For options which have an "upper" and "lower" variation, the Gross Development Value for the upper option is assumed to be 50% higher than the lower variation. The GDV calculation is based on the lower variation. A higher level of investment can be expected to produce better results.

⁴ Representing a yield of 8%.

It shows a deficit for all options, which is to be expected. It gives an idea of the extent to which the options are likely to require subsidy to the capital cost via grants or other sources. Only 3a and 4b might have potential for delivery without subsidy.

Figure 33 has an evaluation of the options against five criteria:

- **Consistent with Quarry.** It can coexist with the proposed quarry operation. Any option that involves people or animals staying overnight is given a rating of very poor for this.
- **Ease of providing access and parking.** It is assumed that any option that generates a lot of vehicle movement on a day to day basis will require access from the landfill site road off the traffic circle at the top of Bradgate Hill and a sizeable new car park to the north east of the stables, both of which are likely to be problematic. They are given a poor rating for access. It is assumed that uses that would require occasional access could use the existing route and parking and are rated Good or Very Good.
- **Ease of Delivery.** This is the degree to which it is likely to be easy to secure funding and deliver the project.
- **Ease of Operation.** This is the degree to which it is likely to be easy to operate the business once it is established.
- **Public Benefit.** This is mainly in terms of the number and variety of people that would access the heritage asset and the extent to which they would get pleasure and other benefits from it.
- **Economic Benefit.** This is the extent to which it would create jobs and business opportunities both directly, from businesses that would operate on the site, and indirectly, from expenditure by tenants and visitors with other businesses in the area.

It identifies those which may be ruled out either because they involve overnight stays or they great traffic / parking impacts that cannot be resolved.

It has an overall evaluation. Those assessed as Very Good have the most potential, in our judgement.

Figure 32: Table with indicative cost of options.

Option:	2b	3a		4a	4b		4c		4d	4e		5a / 5b		5c		
Element	Curated Ruin	Seasonal Events Centre		Visitor Accomm odation	Events Centre		Events Centre + Accommodation		Visitor Centre	Visitor Centre + Events Centre		Events Centre + Makers Space		Workspace	Equestrian Centre	
		Lower	Upper		Lower	Upper				Lower	Upper	Lower	Upper			
<u>Construction</u>																
South Range	£218k	£218k	£3,252k	£3,000k	£218k	£218k	£3,000k	£3,000k	£2,944k	£2,944k	£2,944k	£218k	£218k	£2,678k	£2,678k	
West Range	£232k	£232k		£232k	£3,252k	£3,252k	£3,252k	£3,252k	£3,252k	£3,198k	£3,198k	£3,198k	£3,252k	£3,252k	£2,991k	£2,991k
East Range	£243k	£243k		£243k	£243k	£243k	£243k	£243k	£243k	£243k	£243k	£243k	£243k	£243k	£3,124k	£3,124k
North Range	£142k	£142k		£142k	£142k	£142k	£142k	£142k	£142k	£142k	£142k	£142k	£142k	£142k	£2,885k	£2,885k
North Range East & West Sections			£911k			£911k	-	£911k	-	-	£911k	-	£911k	-	-	
Semi Permanent Event Space		£500k	£1,780k		£500k	£1,780k	£500k	£1,780k	-	£500k	£500k	£500k	£1,780k	-	-	
Gazebo		£500k	£619k		£500k	£619k	£500k	£619k	-	£500k	£500k	£500k	£619k	-	-	
<u>Miscellaneous Site</u>							-	-	-	-	-	-	-	-	-	
Small	£391k			£391k			-	-	-	-	-	-	-	-	-	
Medium			£1,016k		£1,016k	£1,016k	£1,016k	£1,016k	£1,016k	£1,016k	£1,016k	£1,016k	£1,016k	-	-	
Large														£1,135k	£1,135k	
Utilities		£545k	£545k	£545k	£545k	£545k	-	£545k	£545k	£545k	£545k	£545k	£545k	£545k	£545k	
Car Park Toilet	£33k						-	-	-	-	-	-	-	-	-	
Total:	£1,259k	£2,380k	£8,123k	£4,553k	£6,416k	£8,726k	£8,653k	£11,508k	£8,088k	£9,088k	£9,999k	£6,416k	£8,726k	£13,358k	£13,358k	
<u>Access & Parking</u>																
Track from parking to stables R1/03A	£54k	£54k	£54k	£54k	£54k	£54k	£54k	£54k	£54k	£54k	£54k	£54k	£54k	£54k	£54k	
Existing access road R1/01	£163k		£163k		£163k	£163k	£163k	£163k	£163k	£163k	£163k	£163k	£163k	£163k	£163k	
Existing access road R1/02			£98k		£98k	£98k	£98k	£98k	£98k	£98k	£98k	£98k	£98k	£98k	£98k	
Existing car park - CP1/01	£52k	£52k	£52k		£52k	£52k	£52k	£52k	£52k	£52k	£52k	£52k	£52k	£52k	£52k	
Resurface landfill road - R3/01			£366k		£366k	£366k	£366k	£366k	£366k	£366k	£366k	£366k	£366k	£366k	£366k	
Connecting road to car park - R3/01a			£114k		£114k	£114k	£114k	£114k	£110k	£114k	£110k	£114k	£114k	£114k	£114k	
Car park behind stables -CP3/01					£693k	£693k	£693k	£693k	£693k	£693k	£693k	£693k	£693k	£693k	£693k	
Overspill car park behind stables -CP3/02									£514k	-	£514k	-	-	£514k		
New road to existing car parks - R3/03						£1,477k		£1,477k	£1,477k	-	£1,477k	-	£1,477k	£1,477k		
Total:	£269k	£106k	£847k	£54k	£1,540k	£3,017k	£1,540k	£3,017k	£3,527k	£1,540k	£3,527k	£1,540k	£3,017k	£3,531k	£217k	
Total:	£1,528k	£2,486k	£8,970k	£4,607k	£7,956k	£11,743k	£10,193k	£14,525k	£11,615k	£10,628k	£13,526k	£7,956k	£11,743k	£16,889k	£13,575k	

Figure 33: Table with Evaluation of Options Long List.

	Option	Consistent with Quarry	Ease of providing access & parking	Ease of delivery	Ease of ongoing operation	Public Benefit	Economic Benefit	Orange / Red Flags	Assessment
1	CURATED DECAY	V Good	V Good	V Good	V Good	V Poor	V Poor	Fails NPPF	Unacceptable
2									
a	Simple	V Good	V Good	Good	V Good	V Poor	V Poor		Poor
b	Heritage Attraction	V Good	Good	Good	Good	Poor	Poor		Medium-Poor
3									
a	Seasonal Events Centre	V Good	V Good	V Good	V Good	Good	Good		Very Good
4									
a	Visitor Accommodation	V Poor	V Good	Good	V Good	Medium	Medium	Overnight Stays	Medium
b	Events Centre	V Good	Medium	Good	V Good	V Good	V Good	Traffic Impact	V Good
c	Events Centre + Accommodation	Poor	Medium	Good	Good	V Good	V Good	Traffic Impact	Good
d	Charnwood Forest Visitor Centre	V Good	Medium	Good	Good	Good	Good	Traffic Impact	Good
e	CF Visitor Center + Events	V Good	Medium	V Good	V Good	V Good	V Good	Traffic Impact	V Good
f	Events + Artisan Centre	Good	Medium	Good	Good	V Good	V Good	Traffic Impact	V Good
5									
a	Equestrian Centre	V Poor	V Good	Poor	V Good	Poor	Poor	Animals	Undeliverable
b	Artisan Centre (inc Visitor Centre)	Medium	Poor	Medium	Good	V Good	V Good	Traffic Impact	V Good
c	Rural Business Centre	Medium	Poor	Medium	Good	Good	V Good	Traffic Impact	Good
6									
a	Hotel	V Poor	Medium	Medium	Good	Medium	Good	Overnight Stays	Undeliverable
b	Large collection of houses	V Poor	Good	Medium	V Good	V Poor	Poor	Overnight Stays	Undeliverable
c	Small collection of houses	V Poor	V Good	Medium	V Good	V Poor	Poor	Overnight Stays	Undeliverable

6 Conclusions

6.1 Fundamental Challenges

There are two underlying issues that have a fundamental impact on what could happen at the stables: the impact of the quarry and how access and parking could be provided.

It appears that the quarry may rule out any option that involves people or animals staying on site overnight, including residential and visitor accommodation. It is likely to rule them out even if there is any element of uncertainty in the matter because uncertainty will affect matters such as the price that people will be prepared to pay for houses and whether a business operator, including an organisation like the Landmark Trust, could be certain that the value of their asset would not be compromised in the future. An exception could be that visitor accommodation could be provided as part of a wider mix of uses, such as an events centre, on the basis that it could be discontinued if and when impacted by quarrying.

Neither vehicle access nor parking seem to be major challenges individually, but they appear to be a challenge in combination⁵. There is ample parking currently for any potential use, but the junction of the access road with Bradgate Hill (A50) is not optimal for a high level of vehicle movement.

The landfill road provides a direct link from a traffic circle on the A50. It is not easy to create parking, however, alongside the stables and not easy either to connect the landfill road with the existing car parking area. The view of the stables from the drive to Bradgate House is of high value. It seems unlikely that any intervention could be made, such as parking or an access road, in that view without harm to the setting of the heritage asset.

This has such a big impact that more detailed technical assessment of options may be necessary as a next stage of work.

Other key constraints are:

- The absence of windows at the rear of the boxes is a difficulty, especially for uses like residential and hotel. Inserting windows would have detrimental impact on the appearance of the heritage asset. This mitigates against any type of residential use, including hotel.
- Absence of utilities in close proximity. The expense of making connections is likely to be high.

⁵ Others in the project team are assessing this and it may prove not to be a challenge.

6.2 Development Issues

There is, almost certainly, a big conservation deficit. This means that it is unlikely that there is any development of the stables could be done on a commercial basis.

The only possible exception to this might be an events venue akin in style to the ruin bars in Budapest. There is probably potential to generate substantial income from that if implemented with panache.

It is more likely that subsidy will be required. It can be reasonably expected that the owners will cover all or part of this as they are ultimately liable for the safety of the listed heritage asset.

A contribution from residential development of Bradgate House, assuming that it is not ruled out by the impact of the quarry, seems to be worth exploring. Development of the house and offices could have other useful impacts, especially paying for restoration and ongoing maintenance of the grounds and restoring the main drive, which, in turn, could create an attractive walking and cycling loop that connects with the National Forest Way.

There may also be options for off-site enabling development.

There is good prospect of achieving grant funding, especially if the use can fit well with funding criteria. Uses like Charnwood Forest Visitor Centre and Artisan Centre are likely to be especially strong in that respect.

The cost of rebuilding the whole stables is likely to be so large that achieving the funding to achieve it is likely to be problematic. It is more likely, therefore, that the focus should be on rebuilding a section. The south range (for heritage reasons) and west range (for commercial reasons) have most potential.

It is likely to be optimal to involve a charitable trust because of the likely need to obtain grants.

The approach that is likely to be best for most options is for a building preservation trust to be given the freehold or a long leasehold. They would obtain grants, supplementing a contribution from the owners, to pay for the works and, using project managers, deliver the works. They would most likely then rent either the whole site or parts of it to one or more companies that would run the business(es), providing the trust with income. Conditions in the freehold / leasehold would prevent the building preservation trust from acting in way that is contrary to the interests of the owners.

6.3 Options that can be Ruled Out

- 1a Curated Decay. The study suggests that there is a high probability of an achievable solution that does not require harm to the heritage asset. This could not satisfy the four tests in NPPF that would be required for any permission to demolish sections.

- 5c Equestrian Centre. While best from a purely heritage perspective, it is unlikely to be deliverable and has less benefit than other options.
- 6a. A hotel. While the buildings could make an interesting hotel, the subsidy required is likely to be so high as to render it impossible to deliver, even if overnight stays can be permitted.
- 6b Large collection of houses. It would involve too much harm and the deficit is likely to be so large that there would be no realistic way of covering it.
- 6c. Small collection of houses. This is a better option than 6b. While it could be an interesting development, however, the subsidy required is likely to be make it very difficult to deliver, even with enabling development and even if the potential owners can be provided with categorical assurance that they would not be affected by quarrying.

6.4 Poor Option

- 2a. Consolidation, with little or no public access. It is likely to require the owners to pay for consolidation and for ongoing security and maintenance.

6.5 Medium Option

- 2b. Heritage attraction. Consolidating and allowing regular public access would be an improvement on 2a from a public perspective, but not likely to achieve substantial access to the site.

6.6 Good Options

- 4d Charnwood Forest Visitor Centre. The concept is good, but it would probably be better with a reliable source of income, such as events (e.g. Option 4e) or workspace (e.g Option 5b).
- 5b Rural Business Centre. Has potential, but perhaps less overall benefit and synergy with the heritage asset than 5a.

6.7 Best Options

- 5a. Maker Centre (incorporating a Charnwood Geology Attraction). There would be strong synergy between the two. They could create a major attraction and many jobs and business opportunities.
- 3a / 4b /4c / 4e Events Centre. Our judgement is that the site has great potential for this in one of the different forms it could have. It is the only option (in the most basic form, 3a) for generating substantial income from relatively modest capital expenditure.



Appendices

1 Context Analysis

1.1 Physical Context

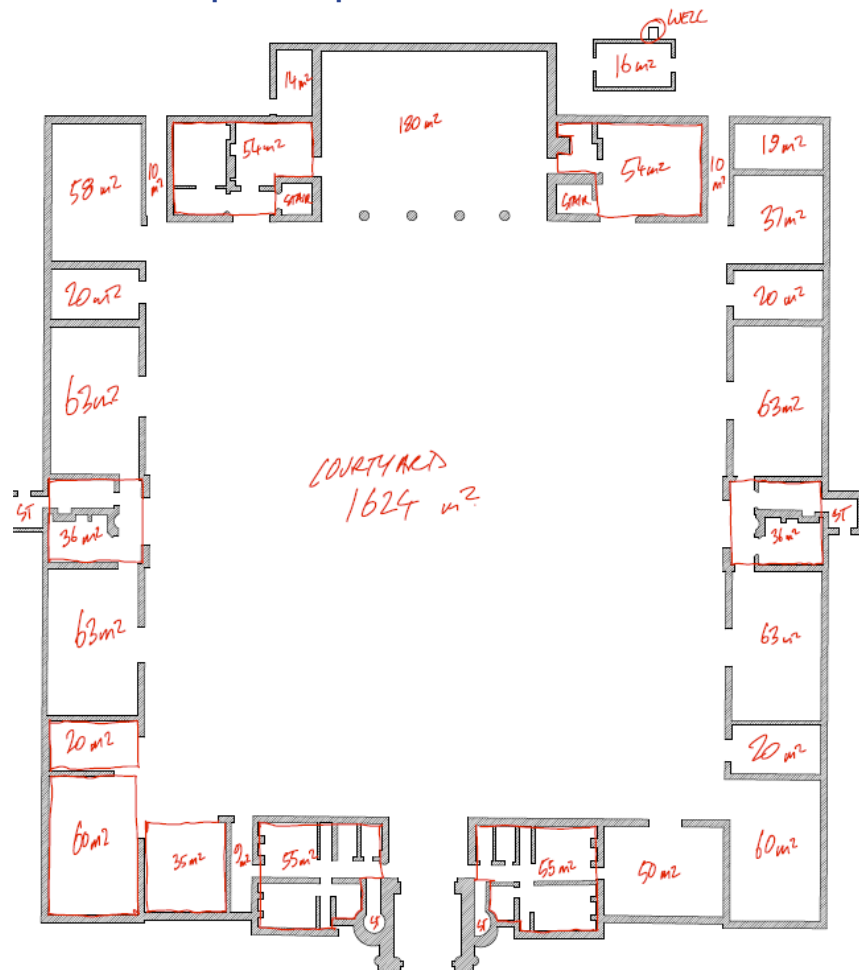
1.1.1 Heritage

The stables are grade II* listed. They were built in the mid-19th century for horses stabled for fox hunting alongside a new country house, now demolished. The history and significance are summarised in the main report.

1.1.2 The Site

Figure 34 shows the ground floor of the stables as they were. Gross Internal Area (GIA) is c.1,000 m² at ground and 800 m² at 1st floor, 1,800 m² in total.

Figure 34: A diagram showing the ground floor plan of the stables and the areas of each space in square metres.



Boxes for the horses and other spaces are arranged around a large square courtyard of c.1,624 m².

There are seven sizeable spaces, each between 58 m² and 63 m², at ground floor of the east and west range which, for comparison, is about the size of a large one bedroom flat or small 2 bedroom flat in a modern complex or could accommodate 8-10 people at desks in a workspace. Smaller boxes / rooms, mostly c.20 m², are between the larger spaces. Each of the boxes has a single door into the courtyard with, in most cases, a small exterior light on the back wall. None have windows.

There were second storey levels over the east and west ranges, of c.170 m². They were haylofts and accommodation.

Figure 35: Photograph of the exterior of the east side of the stables showing absence of windows.



The former carriage house, on the north side, is c.180 m², with double height. Only the walls remain. It is well proportioned, with dimensions of c.11.5m x 15.5 m. That is big enough to form a house on a single floor. It would, if used as an event space, probably be able to accommodate c.150 in theatre style (for a wedding ceremony, for example) or c.120 in banquet style on one floor.

Figure 36: Photograph of the former Carriage House on the north side.



The entrance is in the south range, surmounted by an impressive clock tower and cupola. The central section was accommodation.

Figure 37: Photograph of the south side from inside the courtyard.



The most substantial remains are on the south and west sides.

Figure 38: Photograph of the west range, covered in scaffolding.



Figure 39: Photograph of the east side of the stables courtyard.



The stables are located on a substantial land holding that forms the remains of the Bradgate House estate. There is a map in the main report. The stables are viewed from a drive into Bradgate House⁶ as it approaches the house, with an unpaved road leading off the drive to the stables entrance. The view is exceptional. There was a walled kitchen garden to the south west of the stables that would have been visible in the view shown.

Figure 40: Photograph of the view looking from the driveway to Bradgate House to the stables.



There is an irregular parking area close to the access track. It is c.600 m². This should be able to have c.30-40 car parking spaces. It is 200 m from the car park to the entrance to the stables. A single storey modern garage at that car park appears to be about 90 m². An attractive two storey gate lodge, built at similar time to the most recent Bradgate House, is a short distance away.

Figure 41: Photograph of the gate lodge to the most recent Bradgate House.



⁶ Although, it was apparently not the main drive.

A larger car park is immediately to the east of the small car park. It is about 1,500 m². It should have potential for c.200 vehicles.

Bradgate House, apparently constructed in the late 1920s or early 1930s, on the site of its demolished predecessor, is a short distance further on.

Figure 42: Photograph of the second Bradgate House on the site.



It was converted to offices, and a large extension built at the rear (apparently on the footprint of the original Bradgate House) in the 1980s. The complex appears, from google maps, to have a footprint of c.1,000 m², implying that it could be large enough for 20 or more apartments.

Figure 43: Photograph of extension to Bradgate House built for offices.



The rear office building is c.240 m from the boundary of the planned quarry.

The formal gardens that Bradgate House looked over are overgrown, but specimen trees are still visible. The main drive for the house led southwest through them.

A former quarry on the east side of the site was used for landfill of household, commercial and industrial waste from 1986 until 2007. The site was capped, soiled and seeded by the operator on completion.

The access road to it passes to the immediate north of the stables, connecting, to the west, with the A50 at a traffic circle created for it. It forms a loop to the east, ending close to where the drive to Bradgate House formerly started.

1.1.3 Location

The stables are about 7 miles north west of Leicester city centre. They are 3km from junction 22 of the M1 via the dual carriage A50, which leads to the city. They are c.20km from East Midlands Airport, via the M1.

The National Forest Way, a national long distance walking trail that extends 75 miles from the National Memorial Arboretum in Staffordshire to Beacon Hill Country Park in Leicestershire, passes down the eastern border of the land, about 1km from the stables. It goes north to Bradgate Park and south to Martinshaw Wood. There is not currently a connecting pathway, although the main drive of Bradgate House (now overgrown) goes much of the way, and the former gardens will have had paths. The landfill road also almost reaches it.

There are currently no bridleways in the area.

1.1.4 Lawnwood-Bradgate Quarry

The site owners have permission to quarry on land immediately to the north of Bradgate Stables (Lawnwood-Bradgate). It extends to the north east. It is estimated that quarrying could start in 10-20 years. The quarrying could last for 40 years. The consent involved the quarried stone being transported on conveyors via a 900m tunnel to Groby Quarry, to the east, where it would be processed. There is more information in the main report.

no people or humans could occupy the stables overnight when the quarrying takes place.

1.2 Market Context

1.2.1 Catchment Area – Local

Figure 45 is a summary of the socio-economic profile of areas that are within c.5, 10 and 15 minute drive of the stables⁷. It shows relatively high household income and average house prices compared to the national average.

⁷ Source: ORC, using data from the national census and other sources.

Figure 44: Map showing socio-economic profile of households within 5 minute, 10 minute and 15 minute drive of Bradgate Stables.

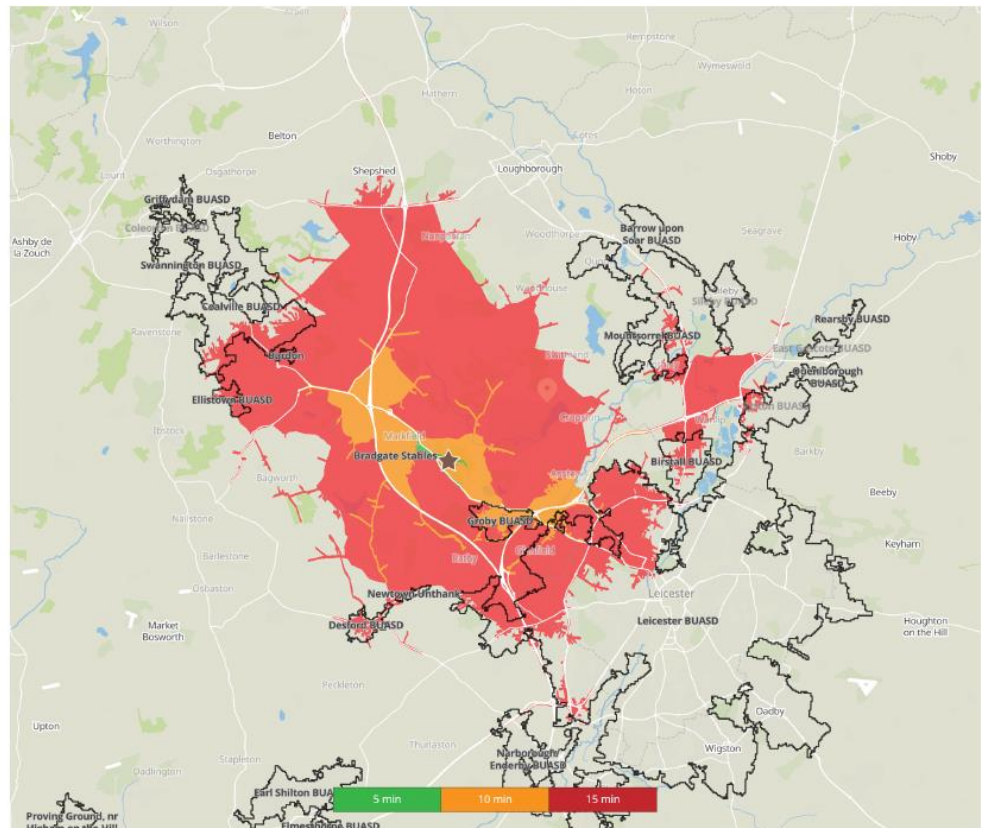


Figure 45: Table showing socio-economic profile of households within 5 minute, 10 minute and 15 minute drive of Bradgate Stables.

	5 minutes			10 minutes			15 minutes			GB Avg %
	Total	%	Index vs GB Avg	Total	%	Index vs GB Avg	Total	%	Index vs GB Avg	
	633			15,377			131,091			
	243			6,741			54,144			
Household By Income Band										
£80-90k	0	0.0		94	1.4	82	525	1.0	57	1.7
£70-80k	35	14.2	301	740	11.0	233	3,749	6.9	147	4.7
£60-70k	37	15.0	141	1,130	16.7	157	5,942	11.0	103	10.7
£50-60k	34	13.9	101	821	12.2	89	6,879	12.7	93	13.7
£40-50k	48	19.7	127	1,380	20.4	132	9,714	17.9	116	15.5
£30-40k	34	13.9	87	811	12.0	75	7,133	13.2	82	16.0
£20-30k	34	13.7	67	1,166	17.3	85	11,709	21.6	106	20.4
Less than 20k	24	9.6	65	605	9.0	61	8,517	15.7	106	14.8
Household Income (Gross)										
	£45,795		107	£46,140		108	£41,383		97	
Average House Price										
	£264,757		113	£264,036		112	£226,015		96	

Figure 47 is a profile of households using the LifePro system, which is explained at the bottom of the chart. It indicates that the 10 minute area is dominated by households that are average or above income, especially families, empty nesters and retired people.

1.2.2 Catchment Area – Further Afield

Figure 48 shows the areas that are within 20, 40 and 60 minute drive of Bradgate Stables⁸. The Leicester, Nottingham and Derby conurbations are all within about 40 minutes and, therefore, the catchment is populous.

Figure 46: Table showing the ethnic profile of people living within 20, 40 and 60 minutes of Bradgate Stables.

Ethnicity											
Bangladeshi	780	0.2	23	10,417	0.4	53	46,732	0.7	97	0.8	
Indian	44,012	10.0	423	190,085	7.4	311	289,174	4.6	194	2.4	
Pakistani	2,199	0.5	26	52,941	2.1	107	187,327	3.0	156	1.9	
Black	12,950	2.9	93	71,160	2.8	87	195,464	3.1	98	3.2	
African	8,359	1.9	112	39,689	1.5	91	88,313	1.4	83	1.7	
Caribbean	2,754	0.6	63	22,419	0.9	87	77,223	1.2	123	1.0	
Other Black	1,837	0.4	89	9,052	0.4	75	29,928	0.5	101	0.5	
Chinese	4,192	1.0	133	19,940	0.8	108	44,229	0.7	98	0.7	
Mixed	9,602	2.2	106	61,456	2.4	116	145,438	2.3	113	2.1	
Other Ethnic Group	2,679	0.6	104	16,218	0.6	107	31,817	0.5	86	0.6	
White	354,311	80.6	93	2,104,333	81.7	94	5,252,631	83.5	96	86.6	
Asian Other	6,866	1.6	110	38,460	1.5	105	78,152	1.2	88	1.4	
Arab	2,002	0.5	111	10,845	0.4	103	21,876	0.3	85	0.4	

⁸ A full report containing detailed data is available from david.geddes@colliers.com

Figure 47: Table showing segmentation of households within 5, 10 and 15 minute drive of Bradgate Stables, segmented using the Life Pro system.

	5 minutes						10 minutes						15 minutes					
Household Count	Household Income Group						Household Income Group						Household Income Group					
	High	Ave			Low	Total	High	Ave			Low	Total	High	Ave			Low	Total
Lifestage	1	2	3	4	5	Total	1	2	3	4	5	Total	1	2	3	4	5	Total
Pre Family	2	2	12	0	0	16	139	184	147	126	107	704	752	1,082	1,556	1,293	2,433	7,117
Families	0	10	81	0	0	91	313	581	400	288	205	1,787	2,203	3,299	3,905	2,769	6,380	18,555
Empty Nesters	0	10	61	0	0	71	393	534	409	368	270	1,974	2,162	2,815	3,627	2,629	4,367	15,601
Retired	0	1	65	0	0	66	274	749	658	390	205	2,277	1,256	6,551	2,670	791	1,603	12,871
Total	2	22	219	0	0	243	1,120	2,049	1,614	1,172	786	6,741	6,373	13,747	11,758	7,483	14,784	54,144
Index / Bias vs GB Avg	Household Income Group						Household Income Group						Household Income Group					
	High	Ave			Low	Total	High	Ave			Low	Total	High	Ave			Low	Total
Lifestage	1	2	3	4	5	Total	1	2	3	4	5	Total	1	2	3	4	5	Total
Pre Family	26	32	130	0	0	38	83	107	57	67	31	62	56	78	75	86	87	78
Families	1	74	506	0	0	119	92	158	90	79	35	85	80	112	110	94	135	110
Empty Nesters	4	77	431	0	0	106	129	156	104	117	53	106	88	102	115	104	108	104
Retired	4	3	503	0	0	111	126	113	185	515	63	139	72	122	93	130	61	98
Total	7	39	418	0	0	100	109	132	111	124	44	100	77	111	101	99	104	100

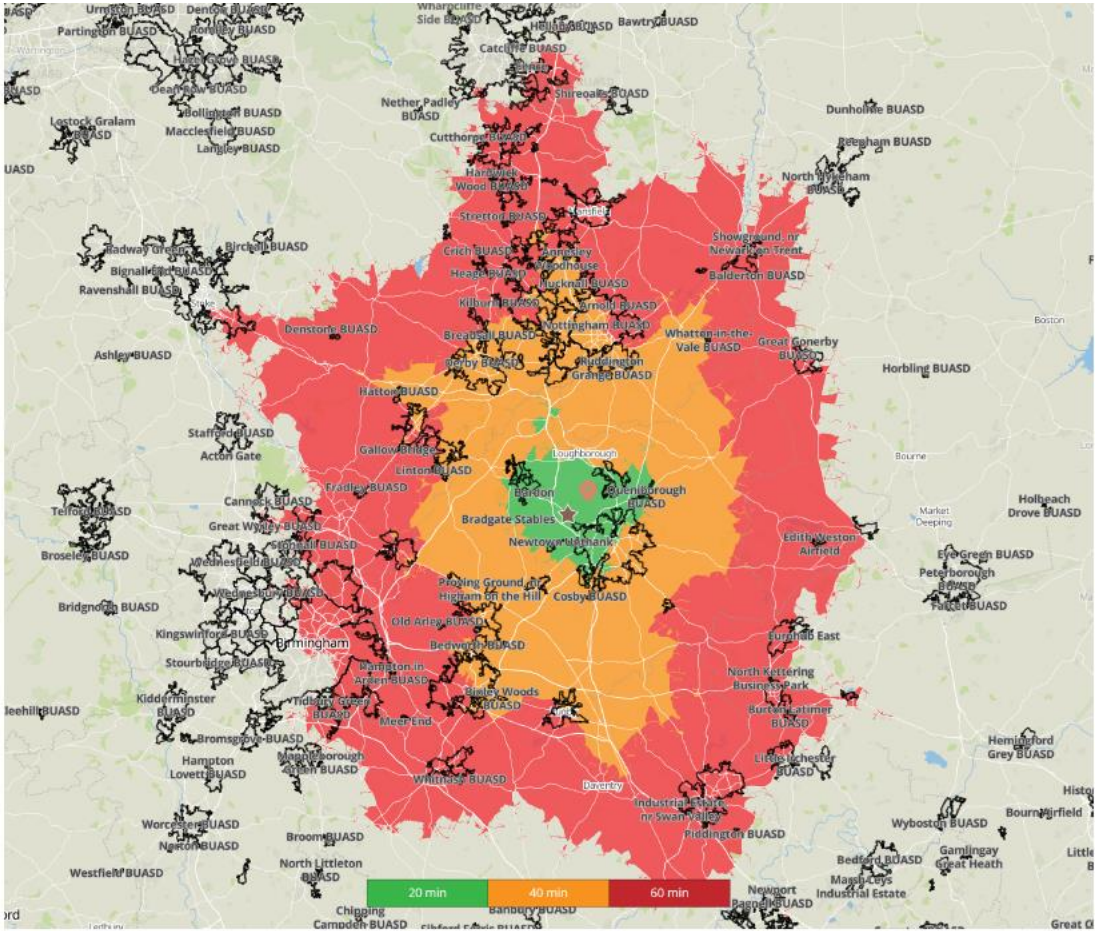
LifePro is a proprietary household demographic classification created by Aspinall + Aspinall, using data from ONS. It is a matrix of households based on income and life stage. Income is in five groups from 1 (most affluent) to 5 (least affluent). They are the columns in the table. The life stages are in four groups, Pre-Family, Families, Empty Nesters, and Retired/Seniors, forming the rows in the table.

Figure 48: Map and table showing the population and number of people living within 20, 40 and 60 minutes.

Drive-Time		Population
20 minutes		439,594
40 minutes		2,575,855
60 minutes		6,292,841

Drive-Time		Households
20 minutes		182,420
40 minutes		1,074,897
60 minutes		2,645,275

Drive-Time		Workforce
20 minutes		185,779
40 minutes		1,083,356
60 minutes		2,676,159



1.2.3 Heritage Attractions

English Heritage is the country's main custodian of archaeological remains and monuments. It cares for over 400 heritage assets. It lists 385 as being visitor attractions on its website. Most have little or no visitor facilities. Only 51 have a café, for example, and only 13 have play facilities. They claim 4.2 million visits to their sites in 2012, an average of 10,000 each⁹. They care for the Jewry Wall in Leicester and Kirby Muxloe Castle, the remains of a fortified manor house, which is close to Bradgate Stables.

Figure 50 shows visitor attractions that are historic monuments and / or archaeological sites that reported their 2022 visitor numbers to an annual survey commissioned by Visit Britain¹⁰. Half of the sites reported visitor numbers of less than 16,000 in 2022 (an average of 43 visits per day). Figure 49 shows that 70% had an adult charge of less than £10, some having no charge.

Figure 49: Table showing price range of monuments and archaeological sites that reported their 2022 visitor numbers to Visit Britain.

Price Range	No	%
£15 or Over	2	7%
£10.00-£14.99	7	23%
£7.50-£9.99	9	30%
£5.00-£7.49	7	23%
Under £3.00	1	3%
None	4	13%
Total	30	100%

The original Bradgate House, about 2 miles from Bradgate Stables, is another prominent local ruin. It is within Bradgate Country Park, which occupies a large section of the historic Bradgate Estate. The park is the most visited attraction in the area. It was donated to the people of the city and county of Leicester in 1928. It is run by The Bradgate Park and Swithland Wood Charity (referred to in this report as The Bradgate Park Trust). The trust's accounts for the year ending March 2022 report 235,000 cars using their car parks. They estimate that to represent 750,000 visits. Parking is the main source of income. It was £845,000 in 2021/2, c.£3.70 per car, £1.20 per visit. The other main source of income is café and retail sales - they had turnover of just under £500,000. The Trust is a potential partner at Bradgate Stables.

Stoneywell, an Arts and Crafts house owned by the National Trust, is a few miles north the stables. It has an adult admission charge of £9.40. Admission is only by guided tour booked in advance because of sensitivity of the interiors.

⁹ Annual Report 2021/2.

¹⁰ The national tourism agency for the UK.

Figure 50: Table showing number of visits in 2022 to attractions grouped as historic monuments / archaeological sites, and also their admission charge, in Visit Britain's annual survey of Visits to Visitor Attractions.

Site	Location	Visits 2022	Charge
1 Stonehenge	Salisbury	977,316	£15 or Over
2 Whitby Abbey	Whitby	180,744	£10.00-£14.99
3 Glastonbury Abbey	Glastonbury	152,627	£10.00-£14.99
4 Sutton Hoo Anglo-Saxon Burial Mounds	Woodbridge	141,186	None
5 1066 Battle Abbey and Battlefield	Bexhill And Battle	108,113	£15 or Over
6 Canons Ashby	Daventry	80,000	£10.00-£14.99
7 Lindisfarne Priory	Berwick-u-Tweed	57,981	£7.50-£9.99
8 Rievaulx Abbey	Helmsley	51,580	£10.00-£14.99
9 Mount Grace Priory	Northallerton	47,653	£10.00-£14.99
10 Old Sarum	Salisbury	46,057	£5.00-£7.49
11 Shaftesbury Abbey Museum & Garden	North Dorset	33,068	None
12 Corbridge Roman Town (Hadrian's Wall)	Corbridge	26,726	£10.00-£14.99
13 Lullingstone Roman Villa	Dartford	22,115	£10.00-£14.99
14 Wroxeter Roman City	Wroxeter	21,836	£7.50-£9.99
15 Castle Acre Priory	King's Lynn	16,989	£7.50-£9.99
16 Much Wenlock Priory	Much Wenlock	15,836	£7.50-£9.99
17 Lanercost Priory	Carlisle	12,515	£5.00-£7.49
18 Furness Abbey	Barrow in Furness	11,334	£7.50-£9.99
19 Hailes Abbey	Hailes	8,932	£7.50-£9.99
20 Chysauster Ancient Village	Penzance	8,016	£5.00-£7.49
21 Cleeve Abbey	Washford	7,872	£7.50-£9.99
22 Kirkham Priory	Ryedale	7,646	£5.00-£7.49
23 Grimes Graves	Thetford	7,512	£7.50-£9.99
24 Roche Abbey	Rotherham	7,033	£5.00-£7.49
25 Carillon and War Memorial Museum	Charnwood	5,645	None
26 Brinkburn Priory	Morpeth	5,350	£5.00-£7.49
27 St Albans Clock Tower	St Albans	4,983	Under £3.00
28 Aldborough Roman Site	Harrogate	4,490	£5.00-£7.49
29 Muchelney Abbey	Muchelney	4,273	£7.50-£9.99
30 Longthorpe Tower	Peterborough	183	None

Source: *Visits to Visitor Attractions, Visit Britain*

1.2.4 Hotels

Figure 52 has a list of hotels within c.20 minutes of Bradgate Stables from the database kept by CoStar, sorted by distance from the stables. Figure 52 shows them on a map.

There are over 2,000 rooms in that area, most of which are in the budget sector and are close to the M1 or in Leicester. The only hotel rated by CoStar as upscale is the Quorn Grange Hotel, near Loughborough. Room prices there are about £120 per night.

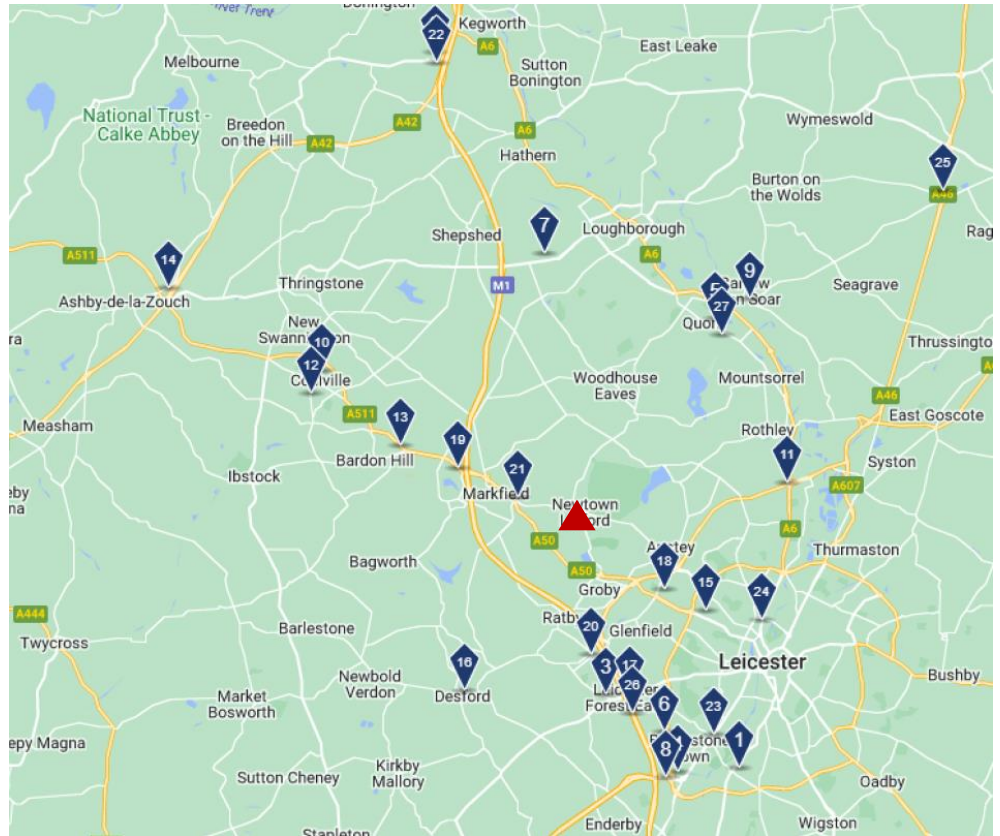
Figure 51: Table showing hotels within approximately 20 minute drive of Bradgate Stables.

Map Ref	Name	Rooms	CoStar Category	Type	Location	Miles from BS	Year Built	Mtg Rooms	Total Mtg Space m²	Max Contig Mtg Space m²	Parking Spaces	Parent Company
21	Field Head Hotel Markfield	28	Economy	Chain Management	Markfield	2	1672	1	600	600	70	Greene King
19	Travelodge Leicester Markfield Hotel	60	Economy	Chain Management	Markfield	3	1989				60	Travelodge
13	Charnwood Arms Coalville	38	Economy	Chain Management	Coalville	4	1980	1	2,000	2,000	150	Greene King
18	Premier Inn Leicester North West	68	Economy	Chain Management	Leicester	4	1996	1	200	200	132	Whitbread
15	Premier Inn Leicester Central A50	72	Economy	Chain Management	Leicester	5	1998	1	200	200	60	Whitbread
16	Blue Bell Inn	5	Upper Midscale	Independent	Leicester	6	1940				30	
20	Castle Hotel Kirby Muxloe	23	Economy	Chain Management	Leicester	6	1985	0	0	0	50	Greene King
3	Travelodge Leicester Hinckley Road	31	Economy	Chain Management	Leicester	7	2010				92	Travelodge
10	Hermitage Park Hotel	28	Upper Midscale	Independent	Coalville	7	1989	2	400	400	40	
12	Halfway Hotel Coalville	16	Midscale	Independent	Coalville	7	2019					
17	Premier Inn Leicester Forest East	60	Economy	Chain Management	Leicester	7	1995	1	250	250	95	Whitbread
24	Trivelles Abbey	29	Economy	Independent	Leicester	7	1810				16	
6	Premier Inn Leicester Braunstone	75	Economy	Chain Management	Leicester	8	1996	1	200	200	130	Whitebread
11	ibis budget Leicester	83	Economy	Franchise	Leicester	8	2008				80	Accor
4	Hilton Leicester	179	Upper Upscale	Franchise	Leicester	9	1989	10	7,867	1,920	177	Hilton
5	Quorn Country Hotel	36	Upscale	Independent	Loughborough	9	1950	2	2,790	1,350	100	
7	The Link Hotel	94	Upper Midscale	Independent	Loughborough	9	1994	5	4,100	2,000	115	
8	Marriott Leicester	227	Upper Upscale	Chain Management	Leicester	9	2006	19	20,076	4,230	280	Marriott
23	Premier Inn Leicester Fosse Park	176	Economy	Chain Management	Leicester	9	1970	1	800	800	120	Whitbread
	Everards Brewery Hotel (Note)	140	Upper Midscale	Independent	Leicester	9	2025				315	
27	Quorn Grange Hotel	63	Upper Midscale	Independent	Quorn	9	1991	5	2,368	980	60	
9	Hunting Lodge	6	Upper Midscale	Independent	Barrow Up Soar	10	1901				35	
26	Days Inn Leicester Forest East M1	90	Economy	Franchise	Leicester	10	1999	1	150	150	300	Wyndham Hotels
14	Premier Inn Ashby De La Zouch	94	Economy	Chain Management	Ashby dl Zouch	11	2003				122	Whitbread
2	Radisson Blu East Midlands Airport	218	Upper Upscale	Franchise	Derby	12	2011	9	5,148	2,880	300	Radisson
22	Travelodge Nottingham EM Airport	80	Economy	Chain Management	Derby	12	1999	1	200	200		Travelodge
1	Aylestone Park Hotel	16	Upper Midscale	Independent	Leicester	13	1920				10	
25	6 Hills Hotel	55	Midscale	Independent	Melton Mowbray	18	1930	1	5,000	5,000	220	

Total: 2,090

Note: Scheduled to open in 20125

Figure 52: Map showing hotels within about 20 minute drive of the site.



1.2.5 Weddings

Weddings are likely to be a main source of revenue if the stables include an events centre of some type.

Data from the Office of National Statistics shows that 936 opposite sex marriages and 36 same sex marriages were registered with Leicester City Council in 2019¹¹.

2,360 opposite sex marriages and 75 same sex marriages were registered with Leicestershire County Council.

There was an average of 1 wedding per 270 residents of England and Wales in 2019. This suggests that there are about 1,718 marriages by residents of Leicester, and 2,250 by residents of the rest of Leicestershire, taking place either in or out of the area, per annum.

Colliers recently completed a detailed analysis of weddings by borough in Wales for an assignment there. It showed a great difference in the number of weddings per head of population by borough, with counties that are rural and scenic having much the most. This will be partly because people want to be married in attractive locations and partly because locations that are rural and scenic tend to have a good range of venues.

¹¹ That latest data they have published is for 2020, but year was badly affected by the Covid Pandemic.

We also recently looked at the situation in Cheshire East for an assignment there. It is a scenic area with many venues and has a lower population per marriage than any of the Welsh districts. We subsequently considered the situation in Luton, which is the opposite.

Figure 53 adds Leicester and Leicestershire to the comparison. It shows that there about 2.5 times more residents per marriage in Leicester and 1.5 times more residents per marriage in Leicestershire than the national average. This indicates that many residents choose to marry outside the area and, therefore, there is opportunity for venues that could entice them to marry at a local venue. A historic venue in an attractive landscape is likely to have most appeal.

Figure 53: Comparison of the number of residents per registered marriage in a selection of local authority areas, including Leicester and Leicestershire.

	No	Index		No	Index
1 Cheshire East	143	77	13 Newport	273	147
2 Monmouthshire	156	85	14 Leicestershire	292	158
3 Powys	172	93	14 Flintshire	297	161
4 Denbighshire	192	104	15 Carmarthenshire	302	164
England and Wales	185	100	16 Caerphilly	307	166
5 Pembrokeshire	210	114	17 Ceredigion	324	175
6 Swansea	214	116	18 Neath Port Talbot	349	189
7 Vale of Glamorgan	224	121	19 Merthyr Tydfil	372	201
8 Bridgend	229	124	20 Luton	476	257
9 Conwy	237	128	21 Leicester	477	258
10 Isle of Anglesey	248	134	22 Blaenau Gwent	488	264
11 Cardiff	260	141	23 Rhondda Cynon Taf	505	273
12 Wrexham	267	144	24 Torfaen	633	342

Figure 54 lists licensed wedding venues within about 10 miles of the site, not including those in Leicester City Centre (which has about 14).

Figure 54: List of licensed wedding venues within c.10 miles of the site.

Venue	Description	Miles away
Charnwood Arms, Bardon Hill	Hungry Horse food pub.	4
Abbots Oak Manor	Small historic manor house operated as boutique wedding venue.	5
Bawdon Lodge Farm	Farm	5
The Pumping Station, Cropston	Converted Water Pumping Station	6
Castle Hotel, Kirky Muxloe	Pub restaurant	6
Anstey Frith House, County Hall	Register Office	6
Nanpantan Hall	Country house spirituality centre. Wedding receptions in Tipi on lawn.	6
Winstanley House	Events centre in historic house	7
Rothley Court Hotel	Greene King pub in historic manor house. Up to 75 guests.	8
Beamanor Hall (Leicestershire County Council)	Victorian country house in 38 acres. Up to 120 for wedding breakfast.	8
Burleigh Court, Loughborough University	Residential conference centre.	9

There is information about Winstanley House, which is perhaps the best comparator to a venue at Bradgate Stables, and the Pumping Station at Cropstone, in Appendix 2.

The magazine Hitched commissioned an annual survey of couples who had got married. The last of a series of 14 was in 2019. 2,800 couples were surveyed.

It found that the average cost of getting married was c.£32,000. Main items of expenditure were: Venue hire – £5,406; Honeymoon – £4,645; Food – £3,887; Engagement ring – £2,419; Drinks – £1,587.

The average cost had risen by over 50% since 2014. The rise in expenditure was partly attributed to social media. 42% of those surveyed said they felt under pressure to have an “Insta wedding”, with 30% of couples saying they spent more to make it happen.

The couples surveyed reported having an average of 82 day guests and 103 evening guests.

Barns and farms were the most popular venue, accounting for 28% of venues. Country houses and estates came in second place, overtaking hotels for the first time in the survey’s history.

The average age was 32 for brides and 34 for grooms.

Appendices 3.1 and 3.2 have examples of two historic buildings in Liverpool – Sefton Park Palm House and Isla Gladstone Conservatory - that generate most of their revenue from weddings. Appendix 3.3 has a case study of a venue in Kent that also does so but has a different management model.

We recently worked at Tatton Park, the historic estate in Cheshire, which has a substantial wedding business. It is unusual in being able to accommodate functions of up to 350 and, as a result, mainly caters to Asian-style weddings, which typically have larger numbers than European-style weddings. Tatton normally has 45-50 weddings per annum.

Venues like hotels that have a day to day catering offer normally do the catering themselves. They typically charge on a per guest basis, including a package of food and beverage. The Isla Gladstone Conservatory is like that.

Those that do not have a day to day food and beverage offer normally use outside caterers. This is because the cost of employing kitchen staff permanently to prepare food for large events taking place infrequently is too high. The normal pricing model is a venue hire charge with catering charged separately. The Sefton Park Palm House and Tatton Park operate like that.

The venue takes a commission on catering, typically 10-12.5%. The venue will sometimes run the bar itself, but that is also commonly subcontracted. Tatton Park changed recently from running the bar itself to subcontracting it. There is a trend towards specialist bar offers at weddings such as cocktails and ice bars.

Saturday is much the most popular day for weddings. We examined the days on which weddings took place across the borough of Torfaen recently for work there. 80% were on Saturday.

1.3 Delivery Context

1.3.1 Ownership

The site is owned, through a subsidiary, by Heidelberg Materials AG, a large group with over 50,000 employees based in Germany that operates mainly in the field of building materials.

1.3.2 National Planning Policy Framework (NPPF) (2023)

Sections 199-207 of NPPF has policies about treatment of designated heritage assets that are in the main report.

1.3.3 Landmark Trust

Information in this section was provided by Alistair Dick-Cleland, Project Development Manager of the Landmark Trust.

The trust has indicated that it may be interested in restoring the south range of the stables for addition to their portfolio of historic properties that are let as holiday / short break accommodation.

Their charitable objective is the rescue of buildings at risk. Their preference is to take buildings as a freehold gift, although a long term lease is an option.

They prefer to take on and deliver projects entirely of their own accord. They do the fundraising. They have an in-house fundraising team. The National Lottery Heritage Fund is the first call. It has been the main source of funding for about 20 of their projects. They also normally approach Historic England and other charitable trusts. They email their supporters asking for donations. They are invariably successful in achieving the required funding, although it can take a long time, often c.5 years from inception. They always have a pipeline of projects at different stages.

They always have a programme of public engagement when they convert the property, and they open properties to the public on certain occasions.

They prefer a single unit rather more than one. They would, in other words, choose to let a building as a single house rather than divide it into apartments.

They prefer to be the only occupier of a site. This is because their customers expect seclusion and privacy. It is unlikely they would be interested in sharing the stables with any other use.

Each property has one of more housekeepers, recruited locally, who runs the house on a day to day basis. Marketing is done centrally.

Most properties achieve about 75% occupancy across the year.

Three members of the Trust have visited the stables. They would not want to restore the whole property back to what it was. They would want to retain the perimeter walls and consolidate the remainder. There may be potential to remove some parts inside.

A positive is that there are no other Landmark Trust properties in the area.

They would prefer a capacity of c.8 people. Ensuite bedrooms are preferable, but only if they can be achieved in a way that fits naturally into the layout of the property (i.e. not by inserting a cubicle into an existing room).

1.3.4 Charnwood Forest

Information in this section was provided, in part, by Dr Jack Matthews, Geoheritage Officer with the National Forest Company, who is project manager of the Charnwood Forest Landscape Partnership.

Charnwood Forest is an upland area of north-west Leicestershire, bordered by Leicester, Loughborough and Coalville. Bardon Hill is the highest point. It has extensive tracts of woodland. An abandoned coalfield on the western flank is being generated and replanted as part of the National Forest.

The rock is of volcanic origin. It was created about 600 million years ago in the vicinity of the South Pole. It encases the oldest fossils found in England.

Roger Mason, a schoolboy, was climbing with friends near Woodhouse Eaves in 1957 when he noticed an outline in the rock surface. It was found to be a new type of fossil. It was of seminal importance because scientists had not before had proof of life so long ago. It was called Charnia Masoni.

Other fossils have since been found. A recently discovered fossil, called Auroralumina, is believed to be the oldest of a predatory animal.

Charnwood is the only place in Western Europe where fossils of such age have been found.

The volcanic rock was eroded and was laid in the ocean in sedimentary layers, forming, over time, slate. It is a type of stone that can be cut into flat sheets and used for roof and floor tiles. Slate has been mined in the Swithland area since at least Roman times and often features on older houses. It is no longer produced and, as a result, Swithland slate now fetches a high price. Geological maps indicate that there may be an outcrop of Swithland slate under the car park of Bradgate House.

Granite quarries at Bardon Hill, Buddon Hill and Whitwick still supply crushed aggregate to much of southern Britain.

Charnwood Forest is an important recreational area. Popular sites include Bardon Hill, Beacon Hill, Bradgate Park, Swithland Wood and the Outwoods.

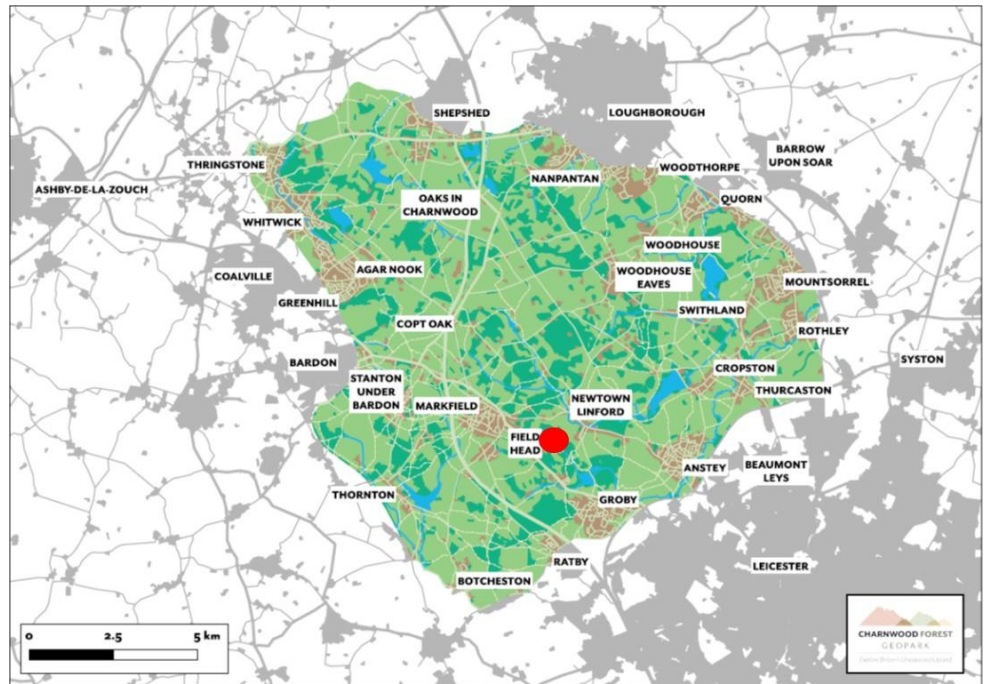
It is an ancient and well established locality, although it was never a royal forest. The boundaries have only recently been officially defined by the Natural England Character Area (NCA) process.

It does not have a strong identify with the public.

The Charnwood Forest Regional Park was established in 2012 to co-ordinate the protection and management of the landscape. Stakeholders include the area's local authorities, non-departmental governmental public bodies, government agencies, local businesses and landowners.

It secured funding from the National Lottery Heritage Fund for a programme of initiatives under the Charnwood Forest Landscape Partnership. Dr Matthews, working within National Forest Limited, has co-ordinated it.

Figure 55: Map of Charnwood Forest with the location of Bradgate Stables.



The partners intend to establish a charity, similar in nature to National Forest Limited, that will have a similar role focused on Charnwood Forest.

It intends to apply to UNESCO for designation of Charnwood Forest as a Geopark. Areas of outstanding geology that have undergone the application and examination process can call themselves 'UNESCO Global Geoparks'. Geoparks must be single unified areas. They must celebrate other attributes of the region in addition to the geology.

There are currently 169 UNESCO Global Geoparks in 44 countries. Eight are in the UK: Black Country (West Midlands), GeoMon (Anglesey), Shetland, English Riviera (Devon), North West Highlands, Fforest Fawr (Brecon Beacons), North Pennines, Mourne Gullion Strangford (Northern Ireland), and Cuilcagh Lakelands (cross-border between the UK and Ireland).

Aspiring UNESCO Global Geoparks need to show the Global Geoparks Council that they will be an active participant in the Global Geopark Network. Collaboration between Geoparks is highly encouraged.

The partnership can be called the Charnwood Forest Geopark, or Charnwood Forest Aspiring UNESCO Global Geopark, while developing the project.

Dr Matthews believes that, while it is not a condition of Geopark status to have a visitor centre, it would help the submission if their plans included one. They had been considering possible locations.

Bradgate Stables had the advantage of being close to major transport infrastructure and within reach of the forest's main visitor attractions. It has potential to connect to other main sites via the National Forest Way.

There might also be potential to create a micro quarry of the outcrop of Swithland slate thought to be under the car park. That would enable visitors to watch a skilled craftsman at work and to buy the slate, which has high value.

One of the challenges of the GeoPark is how to allow the public to see fossils while not endangering important sites.

The few specimens that have been physically removed are in the Leicester Museum and Art Gallery. This includes the original specimen of *Charnia*.

Most fossils discovered remain in situ at sites in Charnwood Forest. These are not mentioned in public for conservation reasons.

Dr Matthews has a specific idea which is to display replicas.

Casts have been made of a number of the fossil surfaces. A special silica rubber is poured over the rock surface until it sets, making a replica of the shape of the rock slab including the fossils. This was a joint project between various partners including Natural England and the British Geological Survey. The 'master casts' are held in the collection of the British Geological Survey.

Bedding-plane scale replicas can be made from these Master Casts. Some already have been – there are sections on display in the Leicester Museum and Art Gallery and at the Natural History Museum. They are both, however, relatively small compared to the total bedding plane, which is c. 2 x 1m. A display of significant sections of the bedding plane casts would be on a scale unlike anything previously exhibited. It would be a palaeontological display of national importance. Figure 56 shows what this could be like.

The visitor centre would ideally also include a lecture room and classroom, café and shop selling local products.

The partnership would have to obtain grant funding for this concept as they do not currently have capital available.

Figure 56: Photograph of an exhibition featuring a replica of a fossil bed at the Johnson Geo Centre, an attraction that is part of the Memorial Museum in Newfoundland.



Source: Dr Jack Matthews

1.3.5 Bradgate Park Trust

This trust may interest in being involved in the project. There is a summary of it in Section 1.2.3.

1.3.6 Potential Grant Funding

This section summarises potential sources of grant funding. A project that has restored the grade II* listed Sheerness Dockyard Church, which was ruined, at a cost of £9.5 million, is an illustration of the package of funding that can be put together. There is information about the funding partners there at:

<https://sdpt.org.uk/our-partners>

Higher Tier Capital Grants

Historic England have provided advice relating to this.

It is a capital grant scheme which has funding from the Department for Environment, Food and Rural Affairs (DEFRA). The underlying scheme is the Countryside Stewardship Scheme.

A party can only apply if it is in a High Level Stewardship Agreement. It must have “management control” of the site for at least 5 years from award of the grant. A trust could be eligible for the repair of the roofless ruin if they owned or had significant management responsibilities for the site.

Public value would be a key consideration.

It appears that Bradgate Stables would be eligible because key features of the landscape surrounding Bradgate Stables are: ancient woodland; county wildlife site permanent grassland / scrub habitat; priority wood-pasture and parkland.

It would be a 'mixed' application for farmed land and woodland. It would be dealt with by combined Natural England and Forestry Commission.

There would be other pre-requisites:

- A Higher Tier woodland maintenance / restoration option requires a Woodland Management Plan PA3, in a year preceding an application.
- Any Higher Tier wood pasture parkland maintenance / restoration is likely to require a suitable parkland conservation management plan (CMP), considering the ecological and heritage values in order to determine the right mix of management and restoration. A CMP can be funded through a Feasibility Study PA2 in a year preceding a Higher Tier application. A PA2 would also be needed for a capital heritage structure restoration.

Historic England

Elements of the stable block that are and would remain, unroofed, may be eligible for the HE1 Historic Feature Restoration capital grant.

National Lottery Heritage Fund (NLHF)

NLHF is the primary source of grant funding for investment in heritage assets, although highly competitive.

It recently launched a new 10 year strategy and will be providing new guidance for applications. The strategy has more emphasis than before on conservation of heritage assets at risk. It has increased the maximum amount that can be agreed at regional level to £10 million. Application has been in two rounds.

The fund has had a strand called Heritage Enterprise which could be an option for Bradgate Stables. Its purpose is to enable participation of commercial developers and operators in projects to restore heritage assets.

It covers conservation deficit i.e. the negative gap between the value of the property on completion of development and the cost of the development that results from the cost of restoring the heritage asset. Heritage Enterprise allows a developer to make a development profit. We have recently done some work with the West Midlands Building Preservation Trust which is using it in this way to build resources to invest in other projects.

Arts Council England (ACE)

ACE, which also distributes funds from the National Lottery, is expected to launch a programme of capital grants of up to £750,000. It could provide funding towards an option which has a strong arts or creativity dimension, such as a maker centre.

Architectural Heritage Fund (AHF)

AHF provides loans and grants to help in creating sustainable businesses in heritage assets at risk, especially in disadvantaged areas. It made 14 loan offers totalling £3.5 million and 201 grants totalling £5.4 million in 2022/3.

They often assist with early stage funding that is helpful in development plans and short term works.

UK Shared Prosperity Fund

This is the successor to EU investment programmes. It was introduced in 2022.

Other Foundations and Trusts

There are many foundations and trusts that provide grants, sizable in some instances. Some providers of large grants are:

- Veolia Environmental Trust: £10,000 - £75,000.
- Biffa Awards Community Buildings: £10,000 - £75,000.
- Garfield Weston Regular Grants: Maximum £100,000.
- Garfield Weston, Weston Culture Fund: £100,000 -£2 million.
- Pilgrim Trust Main Grants Fund: Average £20,000.
- Tudor Trust: Minimum £10,000.
- Wolfson Foundation: £50,000 - £500,000.
- Esmée Fairbairn: £100,000 - £2 million.
- National Community Landtrust CIF: £250,000 - £2 million.
- Clore Duffield Foundation: £125k - £2.5m.
- Sainsbury Family Trust Monument Fund: Maximum 20% of project costs.
- Paul Hamlyn Foundation: £20,000 - £400,000.
- Trusthouse Charitable Foundation: Maximum £100,000.
- The Julia and Hans Rausing Trust: Maximum £250,000.

1.3.7 Contributing Development

There may be potential at Bradgate for development elsewhere to contribute to the restoration of the stables.

Converting the existing Bradgate House to apartments is the most likely possibility, although it is possible that new houses on its site and, perhaps, in the car park area, may be more optimal.

As a very rough estimate, it appears that Bradgate House, the office extension to the rear and the lodge, might convert to c.30 units. They could, in our experience, perhaps contribute c.£80,000 to £120,000 each, £2.4 - £3.6 million, assuming that the land is given to a developer free of charge.

This may not be contrary to planning policy and, if so, could be enabling development in an informal sense. It would be enabling development in a formal sense, however, if it was contrary to planning policy.

Enabling Development, in the formal sense, is a planning principle that development may be permitted in circumstances where it would otherwise be contrary to planning policy if the proceeds result in the sustainable conservation of a heritage asset at risk. Guidelines are contained in Historic England's guide to enabling development¹².

¹² Enabling Development and Heritage Assets, Historic Environment Good Practice Advice in Planning Note 4.

There are two stages in making a case for enabling development: the first is calculating the conservation deficit, should it exist; the second is calculating the minimum amount of enabling development that could cover the deficit.

Conservation deficit is the negative difference between the development value that would result from developing a heritage asset (i.e. through selling the developed property or the value of a business that would be created) and the gross development cost (including construction costs, finance costs and developer profit). It must be based on the optimum viable use, which is the use that is optimal in terms of balancing financial and heritage objectives.

Enabling development does not have to be on site. It could be elsewhere.

Historic England advise that enabling development should only be used as a last resort. This is because, once costs such as development profit have been accounted for, the amount of development that is needed is typically large in relation to the size of the heritage asset that is being conserved.

2 Function Venues in Leicester Area

2.1 Winstanley House

A grade 1 listed Georgian house and estate on the outskirts of Leicester that was used by the military in World War 2 and as a school before being restored to be a weddings and conference venue. It has a main room able to accommodate up to 450 in theatre style, a second room with capacity of 150 and a third room with capacity of 40 people. It has 19 bedrooms, including two bridal suites. It caters to both Asian and traditional weddings. It is run by a family owned company. It charges for room hire plus extra for catering.

Charges for wedding ceremonies¹³ are:

- Grand Ballroom (up to 550) - £1,500.
- Pavilion Ballroom (up to 200) - £1,000.
- Orangery (up to 80) - £1,000.
- Outside ceremony (with gazebo) - £1,500.

Figure 57 shows room hire charges for receptions.

Figure 57: Table showing room hire charges for wedding receptions held at Winstanley House.

	Mon-Thur	Fri & Sun	Sat & Bank Hols
NON EXCLUSIVE USE			
Pavilion Ballroom	£2,000	£2,500	£3,000
Grand Ballroom and Orangery	£2,500	£3,000	£3,500
EXCLUSIVE USE			
All Rooms	£3,000	£3,500	£5,500

There are three catering packages for traditional weddings, priced at £65, £80 and £100 per person. The mid-range (£80) package includes a choice of aperitifs, four course set menu, two medium glasses of wine, a glass of prosecco, and tea or coffee.

The charge for a selection of canapés is £10.50.

There is a choice of evening buffets for £20 – £22 per person.

A junior suite for two nights is included in the price.

2.2 The City Rooms

Grade 1 listed former public assembly rooms now run as an events venue by the same company as Winstanley House. The ballroom extends across the first floor and can accommodate a wedding breakfast of up to 200.

¹³ In conjunction with holding a wedding reception in the building.

2.3 The Pumping Station, Cropston

A weddings and events venue in a converted grade II listed pumping station next to Cropston Reservoir, 6 miles from Bradgate Stables. It has a ceremony room with capacity of 64 and a larger room with a capacity of 90 for a wedding breakfast and 200 for an evening event. There is an external seating area. The price between June and August 2024 is £7,500 (c.£5,000 during winter / spring). That includes reception drinks, bruschetta canapes, a 3 course wedding breakfast, prosecco toast and evening finger buffet for a minimum of 60 day guests and 100 evening guests. Additional guests are £60 per person daytime and £15 per person evening. The venue offers Sunday lunches and occasional live music events.

Figure 58: Photographs of the exterior of the Pumping Station at Cropston and of the layout for a wedding breakfast.



3 Other Examples of Function Venues

3.1 Sefton Park Palm House

The Palm House is located in Sefton Park in Liverpool. It is a useful comparator because it is run by a charity and, as a result, its accounts are published by the Charity Commission.

Weddings are its main income stream. It uses three licenced caterers including two who specialise in ethnic minority and religious catering.

A trading subsidiary runs the events business. It had turnover of £550,000 in 2020/21 (which incorporated £35,000 refund for weddings that had to be cancelled because of the Pandemic). Cost of sales were £109,000, producing gross profit of £441,000. It incurred administrative costs of £110,000 resulting in a surplus before tax of £208,000. They say they have hosted 1,000 weddings over 16 years, an average of c.70 per annum. They can accommodate a wedding breakfast of up to 220. There is a limitation that weddings can only start after 2pm. This is because of a requirement for the building to be accessible to the public before that time.

Figure 59: Sefton Park Palm House Venue Hire, 2022

	January – March Oct & Nov	April-September & December
Monday to Thursday 2 pm – 12 midnight	£3,125 (exc VAT) £3,750 (inc VAT)	£3,750 (exc VAT) £4,500 (inc VAT)
Friday 2 pm – 12 midnight	£4,000 (exc VAT) £4,800 (inc VAT)	£4,250 (exc VAT) £5,100 (inc VAT)
Saturday / Sunday 2pm – 12 midnight	£4,500 (inc VAT) £5,400 (exc VAT)	£4,750 (inc VAT) £5,700 (exc VAT)

Sefton Park Palm House has an exclusive arrangement with a catering company called Dine. They also do the catering in the Mansion in Roundhay Park in Leeds and Howsham Hall in York. They provide a sample cost for a wedding with 150 guests at Sefton Park: Cotton menu option x 150 @ £65 + VAT; Drinks option 1 x 150 @ £20.50 + VAT; Evening hot sandwiches x 150 @ £7 + VAT; Mobile Kitchen Units @ £450 + VAT; Total = £14,300 + VAT. That is £95 per person (exc VAT), £114 (inc VAT).

3.2 Isla Gladstone Conservatory, Liverpool

We are familiar with this because we developed the concept and helped establish it. The conservatory is in Stanley Park in Liverpool. It is in one of the most socio-economically deprived areas of Britain.

It was derelict for many years. It was restored in 2007-2009 at a cost of about £5 million.

The conservatory was rebuilt in such a way that a bistro on the lower ground floor could operate without preventing functions taking place at the same time in the conservatory and so that as much of the space in the conservatory could be used for functions. This was achieved by building a lower floor which accommodates the bistro, toilets, kitchens and other back of house facilities. There is a bar area to one side of the conservatory, shielded from the main space by the lift and stairs. The conservatory is run by Kemps, which has a lease from Liverpool City Council with a minimum rent plus escalating amount related to turnover.

It can accommodate 300 for a formal dinner and 450 for a canapé style reception. The bistro seats 120. They charge a minimum of £4,500 for day and evening hire.

They charge about £600 for using the bistro and similar for civil ceremonies on the bandstand in front of the conservatory.

The catering is done in house. They offer a range of extras from special effects and room decoration and theming to evening fireworks display.

Weddings are the core of the business. They catered to 25 weddings in 2010, 45 in 2011 and over 70 from 2012 onwards. It hosts many other types of event, including boxing.

3.3 Bradbourne House, Kent

This is a grade 1 listed historic house. It is owned by the East Malling Trust. It has contracted its wedding and events business to Baxter Storey, a catering company. The Trust's accounts for 2019-20¹⁴ show a contribution of £258,000 from weddings and corporate events.

They have a range of packages priced from £9,600 to £13,000 for 60 day time guests and up to 100 evening guests including three course wedding breakfast, half and bottle of wine per guest and buffet selection in the evening. That is £160 to £215 per guest.

3.4 Westenhanger Castle, Kent

This is a venue where we worked in 2019 which operates as a functions venue, apparently with success (although the owner would not provide actual results). Weddings are the main source of business. Events use the manor house and a permanent marquee in the inner court. The marquee can accommodate up to 200 for a banquet and 300 for an evening party. A kitchen and toilets adjoin it. Outdoor ceremonies take place in a gazebo. The business is run by a catering company on behalf of the owner. There is a venue hire charge, with catering charged on top. Venue hire rates in 2019 ranged from a low of £3,500 (Mondays and Wednesdays, October and November) to a high of £7,000 (Saturdays and Sundays from June to August).

¹⁴ Prior to having been affected by the Pandemic.

3.5 Lakespur Lodge, Knutsford

This is a barn on the outskirts of the market town of Knutsford. It is owned by the Freemasons, who continue to use an adjoining barn. It is operated as a wedding and events venue by a company that operated a fine dining restaurant in Knutsford for many years. It can accommodate wedding receptions for up to 180 and has a separate ceremony room. We talked at length to the operator recently who said that it caters to 150 weddings per year and would be able to do more if not for licencing restrictions. They also have an outside catering company that serves four other venues. They have an exclusive arrangement at Gorton Monastery in Manchester.

4 Examples of Business Centres

4.1 Evegate Business, Retail and Artisan Park

This is a few miles south of Ashford in Kent. It is created from farm buildings and gives an idea of the market for office / studio space in circumstances similar to Bradgate Stables. It is owned by the Jeanes family. It provides retail and office units on flexible lease terms, making it attractive to small and start-up businesses. It is a combination of restored buildings and new build. Vacancy is rare. A substantial expansion in 2022 found tenants quite easily and rents have increased. There are currently over 50 tenants (shown in Figure 60).

Figure 60: Tenants at Evegate Business, Retail and Artisan Park

Accountants	Florist	Pilates Studio
Antiques	Furniture Studio	Plants and Crafts
Architects	Gym	Podiatry
Beauticians	Hairdressing	Printing
Bridal and Event Preparation Studio	Hearing Tests	Public Relations
Care at Home Charity	Hot spa retailer	Recruitment Consultancy x 2
Care in Kent Charity	Ironmongery and Locks	Restaurant / Coffee Shop / Deli
Carpentry and Joinery	Jewellery	Security Systems
Construction	Ladies Boutique	Silversmiths
Consulting Engineers	Legal	Solar Heating Installation
Dads Unlimited Charity	Media Sales & Production	Tongue Tie Specialist
Decorators and Gilders	Micro Pub	Transport
Dog Grooming	Mining consultants	Travel Clinic and Shop
Educational Consultancy	Mortgage Broker	Vehicle Body Repairs
Estate Agents	Musical Instrument Repair	Veterinary Clinic
Events, Marketing & Advertising	Osteopathy-Acupuncture	Website Development
Falconry and Target Sports	Personal Training	Wedding Dresses

An office is currently available. It is 1,800 sq ft (c.178 m²). It is being let for £3,600 per month, £43,200 per annum (£24 per square foot, £241 per m²).

4.2 The Joiners Shop, Chatham Historic Dockyard

It opened in 2008. The £3.3 million conversion was co-funded by the South East Regional Development Agency (SEEDA). It has 1,200 m² across 44 studios / offices for SMEs in the creative industries. Spaces range from 11 to 133 m². All-inclusive rents are available on a two-week rolling licence agreement. Rents work out at about £225 per m² inclusive of on-site management, parking, and business rates. All 44 units are occupied. It is run by Basepoint as a joint venture with Chatham Historic Dockyard Trust. They share the profits. Basepoint is a charity, owned by the ACT Foundation, but operates in a commercial manner. It operates 28 centres across the Midlands and South East of England. www.basepoint.co.uk Chatham Historic Dockyard Trust is currently letting refurbished office space in the Fitted Rigging House for £16 psf (£172 per m²).

5 Examples of Artisan Centres

5.1 Arreton Barns

A family-owned and operated centre the Isle of Wight that provides a showcase for local craftspeople, artisans, and artists. Other attractions include a traditional pub, historic carp pond, village green, penny arcade, shipwreck centre, classic car emporium and 12th century church. There are 2 shops, one selling home and interior accessories, the other selling sweets. There are 13 artisan's units including glassmakers, encaustic artist, jewellers, gallery, kids' clothing, leather designer, etc.

5.2 Balnakeil Craft Village

This is next to the village of Durness in the Scottish Highlands, on the North Coast 500 scenic route. The craft village was built as a nuclear early warning station but never used. The local council populated the units by advertising nationally offering the buildings for minimal rent to those who had skills and viable business plans. The village now has a range of local artists & businesses. Units are owned by the businesses following a successful campaign in 1980 by the then occupiers which convinced the council to sell units to the tenants.

Figure 61: Tenants of Balnakeil Craft Village

Business	Type
Ishbel Macdonald Paintings & Prints	Paintings and Prints
Nicola Poole's Wee Gallery	Paintings and Prints
Woodwind Workshop & Wood Turning	Wood Turning and Instrument Repairs
Balnakeil Boat & Auto Services	Boat and Auto Repairs
Mudness Ceramics	Ceramics, Silk, Wool
Balnakeil Glass	Glassmaker
Phil's Art Gallery	Art, Paintings, and Jewellery
Phil's Hair Salon & Massage Therapy	Hardresser, Massage Parlour
Holiday flat 'Cambria'	Holiday Rental
Cocoa Mountain	Chocolatier
Cast Off Crafts	Recycling Artist
MEET and EAT	Café / Restaurant
PLASTIC LAB	Recycling Research
Durness Deep Time	Geology and Archeology Exhibition

5.3 Blake House Craft Centre

A traditional farmyard with an Essex corn barn in a courtyard of restored 18th and 19th century listed buildings of stables, cattle sheds and cart lodges. It is located near Braintree, off the A120. It is owned and run by the latest generation of the family that purchased the farm in 1934.

21 units include a tea room and farm shop selling local produce and gifts, a cycle shop, a zero-waste shop, sports massage parlour, antiques shop, dog grooming, doll house manufacturer, artisan gift shop, gallery, conservatory shop, tattoo parlour, dancewear, motorcycle shop, haberdashery, beauty salon, furniture upcycler, physiotherapy, jewellery, and kitchen shop. The centre also has a minigolf course and a play area, as well as regular events.

5.4 Holme Grange Craft Village

A collection of converted barns one mile from Wokingham. It is in an area of outstanding beauty. It has 22 independent businesses around an enclosed courtyard plus a chocolate café. Special events and workshops are run year-around. Units are listed in Figure 62 with those that make on the premises highlighted. Rent is about £225 per m².

Figure 62: Holme Grange Craft Village

Business	Type
Aquatic Addiction	Aquatic Supplies
Berkshire Rugs	Rug Shop / Repair
Blooming Roots	Floristry
Brickies Club	LEGO Play centre
Enchanting Glass Designs	Fused Glass Shop and Studio
Fairy Tails Dog Grooming	Dog Grooming
Gilded Hair	Hair Stylist
Arisa Beauty & Aesthetics	Beauty Salon
Quench Bookshop	Bookshop
LaLa's Boutique	Fashion Boutique
Needles and Pins	Alterations, Dressmaking, Tailoring
Pottery Pals	Self-Paint Ceramics
The Tasting Barn	Beverage Shop
Sarvanga Yoga	Yoga Studio
Sewisfaction	Sewing Supplies / Classes, Workshops
The Sweet Cabin	Old-Fashioned Sweet Shop
Thomas William Jewellery	Jeweller's

5.5 Ferrers Centre for Arts & Crafts

Located between Ashby de la Zouch and Melbourne off the B587 in Leicestershire. The centre is in the brick and slate courtyard building of the Georgian stables of the Staunton Harold Estate. The present owners bought the property in 1955. The courtyard was dilapidated until the first potter moved in 1974. There are now 16 businesses in workshops, where things are made and repaired. There is also a café selling food and drinks. The maker studios are home to a textile artist, ceramists, candle maker, upholsterer, gallery and framer, blacksmith, painter, metal fabricator, hairdresser, model maker, a wood workshop, deli, and ceramic painter. There are also regular exhibitions on site.

5.6 Humber Bridge Garden Centre

The Garden Centre is located in The Old Tile Works just outside Barton-upon-Humber, on the shores of the Humber at the foot of the bridge in Lincolnshire. The grade II listed tile works is still operational, the last remaining handmade clay pantile manufacturer in the UK producing hand-made tiles, a premium heritage product for historic houses and estates.

The site is home additionally to a garden centre, restaurant and artisan village. This are open studios and provide space for a furniture maker, a small-batch spirit distillery, a cakemaker, and a brewery.

5.7 Norton Barton Food Village

Norton Barton is located on the North Cornish coast, north of Bude off the A39, the major east-west thoroughfare on the northern Cornwall coast.

It is centred around Cornish Distilling Co, a rum distillery that also runs tours. Other producers are Cornish Charcuterie, and Popti Cornish Bakehouse, a florist, a bakery, and a cheesemonger. There is also a woodland walk and farm shop selling items made on the farm and other local products.

Norton Barton farm was granted Food Enterprise Zone status in 2015, one of two FEZ's in Cornwall, with the mission to help artisan businesses grow.

Contact Details

Tel: 0117 917 2000
david.geddes@colliers.com

Colliers International
Destination Consulting
10 Temple Back
Bristol BS1 6FL

www.colliers.com/uk

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