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COMMERCIAL VIABILITY STATEMENT

FOR: PROPOSED INTERNAL & EXTERNAL ALTERATIONS TO EXISTING GII LISTED PUB (WITH STAFF ACCOMMODATION). CHANGE OF USE OF REDUNDANT BAR AREAS TO PROVIDE INCREASED STAFF ACCOMMODATION/ MANAGERS FLATS & ASSOCIATED WORKS TO INTERNAL AND EXTERNAL TRADE AREAS.

ON BEHALF OF: ST AUSTELL BREWERY

DOCUMENT REF NO: 3258 - Commercial viability statement v1

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Figure 1: The Bishop & Wolf

INTRODUCTION

CAD Heritage is acting as the agent for the proposed works at The Bishop & Wolf on behalf of the applicant, St Austell Brewery. The applicant is seeking consent for a scheme of alteration works to the existing building – partially retrospective, to address and improve the viable commercial use of the existing building. The intended works seek to provide much needed staff accommodation and improve the quality, condition, and wider enjoyment of the existing historic building – maintaining its ongoing use and supporting the applicants' commercial interests for this site, and The Atlantic Hotel, for the foreseeable future.

'EXISTING' SITUATION

GENERAL ARRANGEMENT

The existing building, prior to the implementation of recent works, was understood to be arranged as per the plan extracts (right).



Figures 2-4: 'Existing' floor plans indicating trade areas at ground, first and second floor levels.

Accommodation comprising:

- Pub/ restaurant area including kitchens & back of house areas (green hatch)
- 6 No. Staff Bedrooms (pink hatch).
- Communal access corridor (purple hatch)
- Second Floor Manager's accommodation comprising 3 bedrooms with stair direct to pub (blue hatch)

GROUND FLOOR

At ground floor level the building was predominantly trade led. The existing trade area comprised a pub/restaurant area (accessed from Hugh Street) with a cellar, stores, WC's and access to the rear courtyard via the restaurant area. A stair is located in the centre of the pub forming access to remaining pub/ restaurant areas and manager's accommodation (at first & second floor levels). This stair is noted as a particular fire escape/ safety concern and gives a greater sense of openness to the pub accommodation than should be considered feasibly safe and appropriate. An earlier, and possibly first edition of the pub layout included a glazed screen wall to separate stair & fire escape from pub accommodation.

The pub/ restaurant area provides approximately 56 internal covers, but for the reasons above an indicative 8 covers are omitted to suit lobby/ fire protection separation requirements leaving 46*. An external trade area 'beer' garden is linked from the restaurant area internally and appeared to have sufficient space to accommodate 52 covers. As a result, the ground floor bar served approximately 98 covers- with a trade use that appeared to be best served by a 'wet led' offer due to the poor connectivity between kitchen and trade areas and small dumb waiter at the back of the bar. The fire escape and primary route between kitchen and dry storage is located within this courtyard area and results in a reduced quality of external offer.

Three staff rooms each accessed independently of the main pub – each of these rooms comprise compact ensembles and limited cooking provisions- increasing their reliance on the use of commercial kitchens and trade areas to achieve suitable living standards. These rooms are screened from the external trade space with a fence which provides a degree of privacy to the rooms, but visually blocks to link between internal and external areas.



Figure 5: 'Existing' ground floor plan.

Key:

- Pub/ restaurant area including kitchens & back of house areas (green hatch)
- Staff Bedrooms (pink hatch).
- Communal access corridor (purple hatch)
- Manager's (blue hatch)

FIRST FLOOR

At first floor level the building retained a predominant trade function. The first floor trade area previously appeared to be directly accessed from ground floor pub without fire separation. Equally, the first floor landing appeared to provide direct access to manager's accommodation from trade areas. Naturally this presented a security and fire safety escape risk for both first and second floors escaping from the building.

The first floor area included an independent bar/ servery and the area of the dining/ restaurant spaces appeared to be sufficient to accommodate 51 covers. The space was well linked to the kitchen and, with the additional bar provision, was well served for a varied offer but had poor physical and visual connections to other trade spaces and limited viewpoints from internal/ external areas. Resultantly this space become a secondary function area and not an extension of the trade area limiting its benefit and use. Additionally, whilst not in regular use, the provision of a bar at this level created staffing and stocking requirements which, given the limited 51 covers at this level, was likely to have increased operational costs and commercial pressures on the building as a whole.

Within the north eastern corner of the trade area, a large office was provided. Kitchen areas involved a portion of both main and rear ranges of the building, but the subsequent space was narrow with an implied passageway through its centre limiting efficiency and the potential size and effectiveness of the kitchen team.

Three staff bedrooms overlook the courtyard all with compact ensuites in a similar manner to the ground floor. Two of the rooms are accessed via a separate external stair (outside of the external courtyard) whilst the closest room to the pub is accessed via the external escape stair serving as fire escape and access to the pub kitchen & first floor trade areas. The limited provisions within these rooms again increase their reliance on the use of commercial kitchens and trade areas to achieve suitable living standards.



Figure 6: 'Existing' first floor plan.

Key:

- Pub/ restaurant area including kitchens & back of house areas (green hatch)
- Staff Bedrooms (pink hatch).
- Communal access corridor (purple hatch)
- Manager's (blue hatch)

SECOND FLOOR

The second floor of the building was limited to the main range and consisted of a reduced headroom loft space appearing to provide manager’s accommodation for the building.

As previously noted, the lack of separation between residential and commercial uses resulted in poor fire escape, security provisions and acoustic separation which naturally resulted in a relatively poor quality of accommodation. Rooms at this level are significantly limited in available width due to the limited ceiling level, making the two already small central bedrooms further limited in functional space. The largest bedroom was located adjacent to the western gable and bathroom/ M&E located adjacent to the opposing side.

Despite the available bedroom provision there is no dedicated living, dining or kitchen facilities for the accommodation – as a result this accommodation was wholly reliant on the use of the commercial kitchen and as such providing limiting quality standards for the site manager.

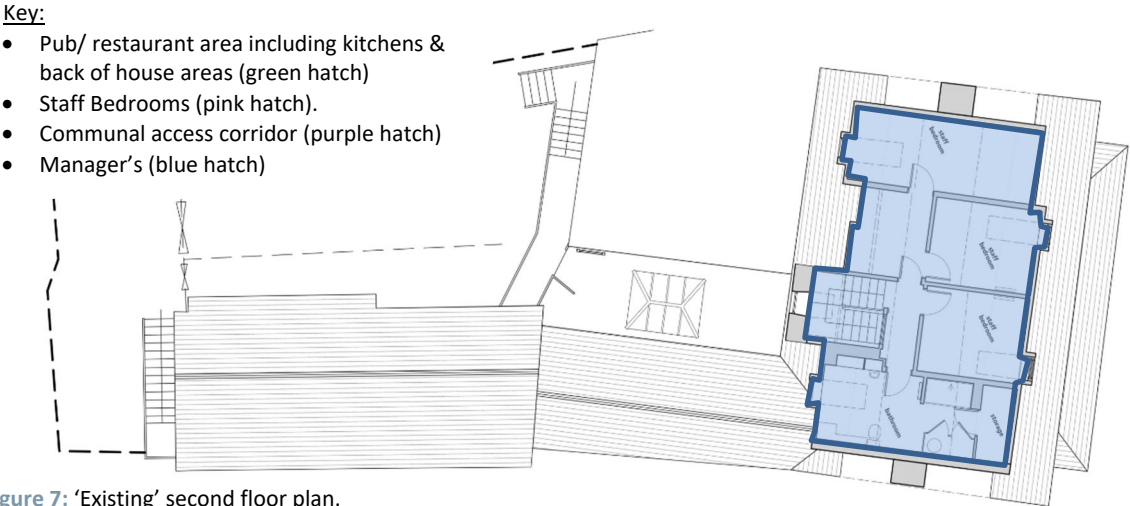


Figure 7: ‘Existing’ second floor plan.

SUMMARY

As identified above, the ‘existing’ layout was subject to various commercial and operational inefficiencies, which have all impacted the trade offer of the building. Additionally, external factors such as cost of living and available living accommodation on the isles has increased pressure on the applicant’s requirement to provide staff accommodation to service both Bishop and Wolf & Atlantic premises. The proposed works intend to address these factors and provide the optimum commercial layout and security for the building to maintain its use.

'TEMPORARY' (PHASE 1) LAYOUT

GENERAL

Whilst it is the intention to proceed with works to the completion of phase 2, due to the nature of the proposed works- requiring a high degree of intervention to the building, the applicant may need to provide an temporary phase to coincide with undertaking construction works during reduced commercial trading months (off-season) and maintaining staff bedroom provisions within high demand commercial trading months to support their operations on the Isles, including at the Atlantic. Due to their separation from the main building, the staff bedrooms accessed via the courtyard are likely to remain in use throughout the project until altered.

As a result of their operational demand, interim provisions will provide an increased quantity of safe staff accommodation, considered as 'rooms for residential purposes' under the building regulations (and not HMO's), prior to completion of the complete 'Phase 2' refurbishment proposals which involve a further enhancement of scheme. The interim proposals will enable the provision for the building to be utilised for a 'wet led' trade offer at ground floor level until the commencement of Phase 2 works to the building are implemented.

GROUND FLOOR

The immediate priority for works to the ground floor relates to the separation of trade and accommodation uses and the provision of a safe entrance and fire escape route for the building and occupants. These works involve lobbies, similar to the earliest 1958 pub layout, and will provide a communal entrance lobby at the existing door. Due to the lobby positions, WC access and WC provisions will be adjusted to suit and will maintain sufficient provisions for the retained 46 internal covers and 52 external covers. Existing staff rooms accessing onto the courtyard will remain.



Figure 8: 'Temporary' ground floor plan.

Key:

- Pub/ restaurant area including kitchens & back of house areas (green hatch)
- Staff Bedrooms (pink hatch).
- Communal access corridor (purple hatch)
- Manager's (blue hatch)



Figure 10: 'Temporary' second floor plan.

Key:

- Pub/ restaurant area including kitchens & back of house areas (green hatch)
- Staff Bedrooms (pink hatch).
- Communal access corridor (purple hatch)
- Manager's (blue hatch)

'TEMPORARY' PHASE SUMMARY

The works achieve the following objectives:

- **Priority works** to separate staff accommodation and trade uses to enable **safe occupation** during upcoming busy trade season.
- **Removal of HMO** uses.
- Removal of unauthorised plant to back of house areas in preparation for enhanced plant scheme.
- **Maintaining a trade offer** with a safe and suitably scaled layout.

COMPLETED (PHASE 2) LAYOUT

GENERAL

The proposed works generally intend to provide the optimum commercial balance for the site within a safe functioning layout to maintain its safe and secure commercial use for the foreseeable future. As per the requirements for a potential temporary phase- the applicants intentions seek to coordinate works within the off-season which will assist with site specific and operational logistics.

GROUND FLOOR

The proposed alterations increase the efficiency of the space and remove accommodation circulation areas and lobbies to increase the number of potential internal covers to 58 (from 46 in the temporary phase). The main ground floor entrance will only serve the pub premise which will also improve the customer experience and prevent conflicts between uses.

The kitchen has been moved from first floor to ground floor level and accommodates a more functional square room proportion centrally located between trade areas for efficient service. The revised position coordinates with a ductwork route for minimum external visibility and efficient maintenance access.

Existing WC provisions are altered but largely retained in a similar format to existing. Existing staff bedrooms 1-3 remain.



Figure 11: Completed ground floor plan.

Key:

- Pub/ restaurant area including kitchens & back of house areas (green hatch)
- Staff Bedrooms (pink hatch).
- Communal access corridor (purple hatch)
- Manager's (blue hatch)

Second floor alterations maintain the long established staff accommodation function, whilst maintaining safe escape via the retained historic stair. The quality of accommodation is enhanced by amalgamating small former bedrooms to form a kitchen/ living space in a similar manner to the first floor alterations. At this level ductwork is visible, but shall remain to be maintained from the level below. The resultant accommodation will provide 1 bedroom, as opposed to the former 3 smaller rooms, but this is supported by alterations at other floor levels.



Figure 13: Completed second floor plan.

Key:

- Pub/ restaurant area including kitchens & back of house areas (green hatch)
- Staff Bedrooms (pink hatch).
- Communal access corridor (purple hatch)
- Manager's (blue hatch)

CONCLUSION

COMMERCIAL VIABILITY SUMMARY

The key floor areas uses as well as numbers of covers and bedrooms are recorded comparatively in the table below. This table helps to assess the commercial loss and gain over various aspects to determine the balance achieved between trade spaces and staff accommodation.

/	Total trade space (m ²)	Total staff accommodation (m ²)	Total communal space (m ²)	Total Covers (Internal)	Total Covers (External)	Total Staff Bedrooms	Dedicated Managers Bedrooms
'Existing'	325	147.3	4.7	99*	52	6	3
Temporary (Phase 1)	166.3	291.2	19.5	46	52	13	-
Complete Works (Phase 2)	194.5	274.4	8.1	58	52	8	2
Difference (Existing-Complete)	-130.5	+127.1	+3.4	-41*	-	+2	-1
	Underutilised trade areas omitted	Increased quality of bedroom provisions.	Small Increase (improved fire protected escapes)	Redundant trade area removed, new trade area maximised.	Area to be significantly enhanced to support internal trade offer.	Net gain +1	

* Corrected for lobby as described in 'Existing' situation – ground floor description

As identified above, the completed 'phase 2' works secure the optimum balance of trade and staff accommodation required to support and maintain the continued use of the commercial premise and applicant's island sites.

Key aspects of the completed proposals include:

- **Maximised ground floor trade offer** utilising well connected spaces and external trade spaces, all to be significantly enhanced and to provided approximately 102 total covers.
- **Removal of commercial inefficiencies to maximise commercial security.**

- **Higher quality dedicated Bishop and Wolf managers accommodation** flat to secure commercial function of Bishop and Wolf and ensure staff appeal of manager's role offer is viable.
- **Greater number and quality of staff bedrooms-** net gain of 1 additional bedroom is achieved. By arranging these bedrooms in 'flats' a higher quality level of accommodation and improved living standards is achieved which in turn reduces impact on trade operations which would otherwise be hampered staff living requirements (or restrict appeal of staff to fulfil roles necessary to maintain commercial operations).
- **Increased quality of supporting back of house** spaces (such as Kitchen) with improved external appearance to visible plant. The provision of suitable kitchen extract plant also enables the provision of a food offer sufficient to support continued trade from the premises.
- **Substantial refurbishment** of the existing premise – addressing key maintenance factors to ensure the continued use of the building in conjunction with continued commercial occupation.

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