

LICHFIELD GARRICK THEATRE & LICHFIELD DISTRICT COUNCIL

LICHFIELD GARRICK

CAPITAL DEVELOPMENT FEASIBILITY STUDY

INVITATION TO TENDER – May 2025

1. BACKGROUND

Lichfield Garrick Theatre is thriving, with a busier programme than ever attracting record audiences across its two spaces. The venue attracts audiences from a wide catchment, including Birmingham and wider Staffordshire, and has a developing participation and engagement programme (with a significant three year focus on Burntwood). More than 138k people saw a show at the theatre last year. Posting regular surpluses in recent years has allowed the Garrick charity to invest in upgrading vital equipment and to undertake a major remodelling and refurbishment of the theatre's Front of House facilities last summer, further enhancing audience experience. This success has been delivered by a highly skilled management team, overseen by a forward-looking Board of Trustees, who between them are now looking at how to secure the long-term sustainability of the venue.

The Garrick charity's strong financial position has been built on steadily increasing the number of events staged and the overall audience attending the venue, but the scope to continue that trend is diminishing as the venue reaches capacity, whilst costs continue to rise and revenue funding dries up. Long-term strategic thinking has focused on identifying ways to keep increasing earned income, and finding ways to compete harder to attract the best and most popular touring shows to Lichfield. The reality is that Producers seek to maximise capacity and the Garrick, with 550 seats, is disadvantaged against some competitors. The theatre has also looked at ways to serve the district and surrounding region more effectively with a more diverse programme of creative learning and production opportunities, but participation space within the building is limited. . All three of our strategic priorities point to the need for further development of the Garrick building, specifically looking to increase seating capacity and add creative and engagement spaces/facilities.

Although recent central government announcements regarding Local Government Reorganisation may mean we are entering a period of change, the current situation is that the Garrick Theatre building is owned by Lichfield District Council and leased by the Garrick charity, with the existing lease due to expire in 2029. The two organisations are in agreement that the venue is a key cultural resource for Lichfield residents and an important part of the district's appeal to visitors, businesses and investors from further afield. As such, there is also agreement that it is imperative to take the steps needed now to secure the theatre's future. This includes putting in place appropriate longer-term freehold/leasehold arrangements and undertaking a programme of capital developments/improvements at the earliest opportunity. This invitation to tender for the delivery of a Capital Development Feasibility Study is a first substantial step towards realising that ambition.

There are two other pieces of context worth noting;

1. This study will take place against the backdrop of a major redevelopment of the large Birmingham Road site adjacent to the Garrick, led by Lichfield District Council. The development will include a new cinema and ambitions around the creation of a 'cultural quarter';
2. Early conversations have been held with South Staffordshire College, about the possibility of deepening their existing strategic partnership with the theatre, by relocating some of their performing arts courses to an expanded Garrick facility. We are keen to explore this further.

2. STUDY SPECIFICATION

We're looking for a multi-disciplinary team to undertake a feasibility study to help us identify exactly what these capital developments/improvements need be, to deliver against our strategic objectives, and provide us with the information we need to begin making plans and raising the necessary funding/finance to realise these ambitions.

2.1 Scope

We need this study to address three key areas:

a) Increasing Audience Capacity (Main House)

At the front of the building, looking at options between c.100-200 additional seats, with the aim of attracting higher-profile shows, growing audiences and increasing ticket revenues, we want this to include:

- Analysis of potential for additional earned income through increased capacity;
- Analysis of potential to attract enhanced programming through increased capacity, mindful of constraints of existing stage space/technical facilities;
- Development of architectural options, including associated improvements to facilities/access for larger audiences, with an expectation that we *won't* be able to extend the ground level footprint at the front of the building due to the need to maintain vehicular access, but *may* be able to extend out at higher level.

NB We have access to a previous study that addressed this same question in 2019/2020.

b) Increasing Audience Capacity (Studio) Plus Improving Participation/Production Facilities

At the back of the building, looking at c.50 additional seats in an expanded Studio; two community/participation studios; additional dressing room & green room accommodation; improved dock facilities for the Main House; plus additional office accommodation. The aim is to improve the functioning/flexibility of the Main House, making a wider range of work financially viable in the Studio and increasing participation, learning and production activity on site. We want this part of the Study to include:

- Staff/Community consultation to fully understand space/access needs;
- Work with South Staffs College to fully understand their space/access needs;
- Consideration of meeting our space requirements *within* Birmingham Road plans;
- Development of architectural options, including associated improvements to facilities/access for larger audiences and for participants, with an expectation that achieving this will require use of the height available in this areas of the site. This means exploring options to (a) remain within the existing footprint or (b) extend beyond the existing footprint towards the Birmingham Road site, whilst maintaining vehicular access to the dock and to the rear of the Three Spires development.

c) Improving Connection with the new Birmingham Road public realm

Outside the back of the building, looking at options to increase the visibility of and access to the Garrick with the public realm, clearly linking the various assets that will form the ‘creative quarter’ element of the Birmingham Road site redevelopment.

We also want this study to address three key cross-cutting priorities:

- Improving accessibility throughout the building;
- Reducing energy usage / improving environmental performance of building;
- Upgrading outdated mechanical & electrical systems.

2.2 Deliverables

We want the outputs of this study to include:

- Analysis/market testing of the programme enhancement & audience/income growth ambitions that underpin this project;
- A range of initial architectural concepts
- An interim presentation to Garrick Trustees & strategic partners;
- Architectural proposals for a preferred concept developed to RIBA Stage 2, with an adequate level of specialist technical input to enable effective outline costing;
- Outline cost plans for the various elements/options presented;
- Outline timetables for the various elements/options presented;
- An initial assessment of fundraising/finance options;
- An initial assessment of options for project management/governance;
- A final presentation to the Garrick Trustees & strategic partners;
- A final report suitable for presentation to funding bodies.

2.3 Timetable

We want consultants interested in leading this study to propose a *realistic* timetable for delivering the work required to a high standard, but, nonetheless, the rapidly evolving context means that we are keen to expedite this process and so thought that it might be useful to share an indication of our preferred timetable:

Activity	Date
Project Initiation Meeting	July
Initial Workshops/Consultation Meetings	July/August
Interim Report to Trustees & strategic partners	Sept
Final Report to Trustees & Strategic Partners	Oct

2.4 Estimated Contract Value / Proposed Payment Schedule

We have allocated a budget of up to £50,000 + VAT for this study, to include all expenses associated with the work specified. We would expect to pay an agreed fee in three instalments, on presentation of invoices – 30% on signature of a suitable contract for these services; 30% on satisfactory presentation of the Interim Report and 40% on satisfactory presentation of the Final Report.

3. ASSESSMENT CRITERIA

In assessing Tenders received, our team will be looking for the following:

3.1 Insurance

Demonstration of an adequate level of Public Liability and Professional Indemnity Insurance is an essential eligibility criteria.

- Public Liability Insurance with minimum cover of £10million;
- Professional Indemnity Insurance with minimum cover of £5million.

3.2 Quality

Our assurance you can deliver this study to the highest standards will be based on:

a) Your experience and the composition and experience of your wider team.

We're therefore keen for your written submission and supporting examples of relevant previous work to demonstrate:

- Your experience as a project lead (main contractor);
- The relevant experience of your project team (sub-contractors).
- Appropriate references from similar previous projects

Please also give headline information about your team in the following format:

Name of Main Contractor	Trading Status	Website Address	Company Number	VAT Number	Main Contact

Names of Sub-Contractors	Trading Status	Website Address	Company Number	VAT Number	Main Contact

References	Project Dates	Project Details	Contact Details
1.			
2.			
3.			

b) Your proposed methodology/approach

- Detail of your proposed methodology for this study;
- Details of the approach you take to ensuring effective project management & stakeholder communications.

3.3 Alignment with our Values

We want to hear about your commitments to Equality, Diversity & Inclusion and Environmental Sustainability and how they will affect your approach to this project.

3.4 Cost

We are asking interested consultants to submit a Fixed Fee Proposal, detailing the items that make up that fixed fee in the following format:

Staff/Freelancer Costs

Description of Activity	Day Rate £	Days Allocated	Fee £ Ex VAT

Other Costs

Description of Supply	Item Cost £	Number Allocated	Cost £ Ex VAT

3.5 Tender Scoring

In scoring tender submissions, our team will apply the following weighting:

- 70% Quality / Alignment
- 30% Cost

4. PROCUREMENT TIMETABLE

We are looking to procure the services of a suitable consultancy to lead this work within the following timetable.

Activity	Date
Tender Opportunity Advertised	3.5.25
Pre-Tender Site Visits	As required
Deadline for Tender Submissions	2.6.25
Shortlisted Consultants Contacted	13.6.25
Interviews in Lichfield	w/c 16.6.25
Appointment Confirmed	27.6.25

To arrange an informal conversation about this project please contact –
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