

# ST GEORGE'S HALL

## ST GEORGE'S HALL CONSULTANT BRIEF

### OVERVIEW OF ST GEORGE'S HALL

Built in the early 1800s as a space for music festivals and for Civil and Crown Courts, St George's Hall has always been at the heart of community life in the city of Liverpool and is very much a crown jewel that sits in the heart of the city.

St George's Hall is a Grade I listed building, widely regarded as one of the finest neo-classical buildings in the world.

Behind the gold leaf and porticoes, the hall has one of the greatest brick arches in the world and houses a priceless mosaic Minton floor with over 30,000 tiles, arguably one of the best-preserved examples in existence. The Hall is also home to a Willis concert organ, complete with 7,000 pipes, beaten in size only by the one at the Royal Albert Hall in London and at our own Anglican Cathedral.

The plateau at the front of the building has always been a place of gathering. It is the place people come to when they want to unite as a city. Moments following the deaths of the Beatles members John Lennon and George Harrison; the homecomings of Liverpool and Everton football teams after Cup Final victories; the People's Opening of our European Capital of Culture celebrations in 2008, when Ringo played from the roof of the building. The Plateau has been the place for people to gather following the Hillsborough Inquest verdicts... to remember the fallen on Remembrance Sunday... to mourn for the victims of global tragedies.

More recently, St George's Hall hosted the opening ceremony for Eurovision 2023, with 160 million people watching.

But more importantly than all the big numbers, the people of Liverpool love this building; it is a place of celebration, congregation, and commemoration. When big Liverpool moments happen, they happen at St George's Hall, and each of these events contributes to the local economy and reinforces the city's worldwide profile as a city of culture and history.

## **OUTLINE OF THE PROPOSAL**

This history-steeped Grade I listed building has earned a stellar reputation as a landmark multi-purpose venue for weddings, corporate events, ticketed events, live performances, exhibitions, tours, cultural events, and immersive experiences, ever since its official re-opening by King Charles III (then known as Prince Charles) back in 2007, following a £23 million HLF refurbishment.

St Georges Hall is a city success story, but it has not been immune to the impact of Covid and the financial challenges facing Liverpool City Council.

St George's Hall needs to have a clear focus, purpose, and strategic direction for the next 5-10 years, so it can capitalise on its strengths, maximise commercial income, and grant funding to help it thrive, but also re-define its purpose as a heritage asset.

To be clear, this isn't a consultant to help with a HLF bid (but that might come later), but rather an independent review of what St George's Hall needs to be for the city in the short, medium, and long term to provide a strategic road map for its future development, to ensure all opportunities are exploited, income is maximised, and its important heritage is preserved and developed so that this iconic venue supports the broader aspirations of Liverpool as a destination.

The primary focus should be on the following areas:

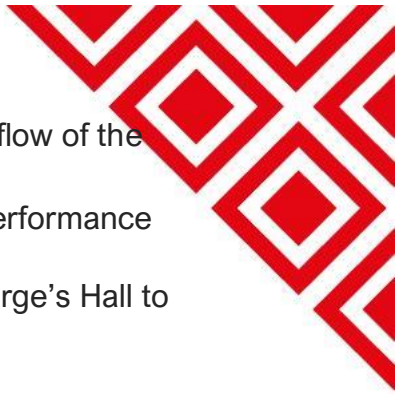
### **ST GEORGE'S HALL CHARITABLE TRUST**

St George's Hall Charitable Trust was established in 1995 and is an independent board of members who have a primary purpose of securing the preservation, protection, development, and improvement of the Hall, dedicating their own time, and raising funds through various events and campaigns.

We need to consolidate and support this work while making St George's Hall fit for the future, and we need someone to marry these things together, to help us shape that vision.

### **STRATEGIC ASSESSMENT:**

- Critically appraise the City Halls Recovery Road Map (available to those shortlisted on request), focussing on the aspects relating to St Georges Hall. Create a clear and actionable strategic plan, outlining short, medium and long-term objectives.
- Review the current infrastructure, facilities, and amenities available at St George's Hall to see if they best fit the venue, are in the correct locations, and how the



services can effectively work together to maximise income and the flow of the building.

- Provide a timeline for implementation, budget estimates, and key performance indicators for measuring success.
- Produce a high-level Strategic Statement with key pillars for St George's Hall to align to.


### **COMMERCIAL VIABILITY:**

- Analyse current income and expenditure (including capital), with critical analysis of the St George's Hall Recovery Plan and the financial viability of the asset.
- Deliver a proposed five-year income/expenditure business plan including an estimated capital programme forecast.
- Carry out a deep dive analysis of all income producing opportunities, including, but not confined to, areas set out below:
  - Potential new income opportunities and how St George's Hall can maximise its use and income potential.
  - Review the current F&B offer within the hall.
  - Explore options for the current café space, currently being run in-house.
  - Explore partnerships with local businesses and cultural organisations.
  - Review pricing and ticketing strategies.

### **MARKET ANALYSIS:**

- Research and analyse the market demand for heritage venues and cultural experiences in Liverpool.
- Undertake competitor comparisons and development opportunities for St George's Hall to enhance and improve its standing in the market.

### **VISITOR EXPERIENCE:**

- Review the current heritage offer and how it is marketed and communicated.
  - Propose improvements to the overall holistic visitor experience, including accessibility, wayfinding, digital signage and information communication.
  - Propose suggestions to enhance guided tours, visitor engagement and commercial activities.
  - Recommend strategies for engaging with diverse audiences, schools, and communities, particularly around the educational potential of the Hall.
  -
- 



## **HERITAGE PRESERVATION:**

- Explore the future role of the St George's Hall Charitable Trust, what its purpose and objective is and how this might be supported.
- Ensure any proposed improvements and changes align with heritage preservation guidelines and regulations.
- Suggest conservation strategy measures to protect and enhance the Hall's heritage and historical content.
- Explore funding options or partners to deliver its potential.

## **SUSTAINABILITY AND ACCESSIBILITY**


- Propose sustainability solutions when working with external suppliers and clients.
- Recommend sustainable practices for building maintenance and operations.
- Propose solutions for reducing the venue's environmental carbon footprint.
- Review accessibility as far as reasonably practicable in a Grade I listed environment.

## **STAKEHOLDER ENGAGEMENT:**

- Collaborate with Liverpool City Council management, St George's Hall management, St George's Charitable Trust and other identified stakeholders to gather input to inform the Strategic Plan.

## **DELIVERABLES:**

The appointed consultant will be expected to deliver the following:

- A critical analysis of the St George's Hall Recovery Plan, with findings and recommendations for a revised short, medium and long-term action plan.
  - Deliver a proposed five-year income/expenditure business plan including an estimated capital programme forecast
  - Engagement in the initial stages of fact-finding and implementation, including guidance on project management and resource allocation.
  - A presentation of the strategy to key stakeholders.
- 



**SUBMISSION DETAILS:**

Wednesday 20 December 2023, 5pm.

Shortlisted applicants will be notified mid-January 2024 and invited to present their proposals thereafter.

**CONTACT:**

If you have any questions relating to this brief please contact Hannah Sweeney, Head of Venue Operations at [\*\*hannah.sweeney@liverpool.gov.uk\*\*](mailto:hannah.sweeney@liverpool.gov.uk).

