



DERBY CITY COUNCIL

COUNCIL CABINET

15 January 2007

ITEM 12

Cabinet Member for Leisure and Direct Services

Funding Bid to the Heritage Lottery Fund for the Silk Mill Museum

SUMMARY

- 1.1 The project is the first phase of a coherent programme to transform and modernise Derby's museum service. It will provide a high quality visitor attraction at the Southern gateway to the Derwent Valley Mills World Heritage Site (DVMWHS). The new Silk Mill Museum will offer an important and engaging visitor experience for new and existing audiences from Derby, from the World Heritage Site, and from further afield.

The compelling story of Big Ideas that Changed the World will be illustrated at all three of Derby's museums through the city's internationally renowned collections. The story will cover the flowering of enquiry and creativity that distinguished the 18th century and which set a pattern for later innovations, cultural as well as technical. This story will be explored from different perspectives at each site, and the Silk Mill will showcase the theme of creativity, exploring ideas, products, and social outcomes, examining the future as well as the past. The new displays will also explore the environment and historical conditions behind this 'golden age', as well as tracing the legacy for later centuries, and for the future of our planet.

The new Silk Mill will offer:

- An important visitor destination at the Southern gateway to the DVMWHS
- A site that promotes Derby as a centre of creativity and innovation, both in the past and the present
- A jewel in Derby's cultural crown

RECOMMENDATION

2. That the funding application for £4.95m from the Heritage Lottery Fund for the Silk Mill project be approved for submission.

REASON FOR RECOMMENDATION

- 3.1 Funding from HLF will unlock substantial financial support from other potential partners in the project to redevelop the Silk Mill.

3.2 The project will provide the following benefits for Derby:

- Create an outstanding visitor attraction
- Explain Derby's role in the World Heritage Site
- Provide further proof of the regeneration of the city centre
- Provide opportunities for lifelong learning
- Care for a historic building
- Contribute to a greener Derby



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Report of the Corporate Director of Regeneration & Community

Funding Bid to the Heritage Lottery Fund for the Silk Mill Museum

SUPPORTING INFORMATION

- 1.1 The Silk Mill project forms part of an ambitious programme to transform the Council's museums service in line with 21st century audiences' needs and expectations, and to bring audiences into contact with the city's rich collections in new and innovative ways. The concept of Big Ideas that Changed the World will form the underpinning brand for the whole service, and through this concept the three museums will tell a story that has never been told. This Silk Mill project forms Phase 1 of the entire museums' redevelopment programme.
- The Silk Mill will provide a major new cultural attraction for the region, which will be further strengthened when the planned improvements at the Museum and Art Gallery and Pickford's House are delivered at a later date.
- 1.3 Audience consultation has revealed a keen public appetite for a museum that reflects the heritage of the locality, but presented in a much more engaging and people-centred way than in the current Silk Mill. This project will deliver a museum that meets these expectations, as well as larger areas of public display space, better facilities and much improved access to collections. Care of collections will be improved.
- 1.4 In addition to supporting many of Council objectives, the project to develop of the Silk Mill supports the following local and regional agendas:
- Derby's 20/20 Vision, The Community Strategy for Derby 2006-9
 - City Growth Strategy – Driving Wealth Creation in Derby
 - East Midlands Tourism – Tourism Investment Opportunities Assessment – Peak District and Derbyshire
 - The Place of Choice – the Regional Cultural Strategy for the East Midlands 2006-11
 - A Flourishing Region - Regional Economic Strategy for the East Midlands 2006-2020
 - The Derwent Valley Mills World Heritage Site Management Plan, Adopted 2003
 - The Derwent Valley Mills World Heritage Site Economic Development Strategy (2005)
 - Renaissance East Midlands, which is delivering outcomes for audiences in the World Heritage Site

1.5 The new Silk Mill will offer:

Within the building

- A significant increase in the publicly accessible space dedicated to displays, exhibitions, education and research
- Displays that engage a diverse range of audiences of all ages, backgrounds and interests
- Regularly changing displays showcasing contemporary creativity alongside the museum's rich collections
- Improved visitor and education facilities
- An exhibition space capable of taking high value shows, and twice the size of the current exhibition area
- Innovative means of telling stories and engaging visitors
- Significant improvements to the care, storage and accessibility of museum collections
- Significant improvements to the long term care and conservation of the Silk Mill building
- For the first time, full use of the Silk Mill building for museum purposes

1.6 The benefits to Derby will be far-reaching, and our plans to measure impact will have been spelt out in the bid document:

1.6.1 Improve the quality of the City's cultural provision by creating a prestigious and regionally important visitor attraction by 2013.

Impact: Increase number of visitors to Derby. Strengthen Derby's attractiveness as a place to live and work.

1.6.2 Provide a high quality visitor experience at the southern gateway the World Heritage Site, by 2013.

Impact: Increase numbers of visitors to the World Heritage Site. Strengthen the attractiveness of greater Derby as a place to live and work

1.6.3 Contribute to the wider regeneration of the City Centre, the Cathedral Quarter and the riverside by providing a high quality visitor attraction on the newly remodelled Cathedral Green by 2013.

Impact: Complete the regeneration of Cathedral Green, and create a vibrant visitor attraction in the Cathedral Quarter, thus increasing footfall in this part of the city centre.

1.6.4 Improve the opportunities for lifelong learning in the City by 2013. To achieve this through improved facilities and displays at the Silk Mill, and by planning these in partnership with the citizens of Derby in order to provide a museum for all.

Impact: Increase formal and informal educational visits to the new museum. Engage hard to reach groups and new audiences with their cultural heritage. Provide new opportunities for volunteering and engagement with learning.

- 1.6.5 Improve the care and preservation of the historic Silk Mill, an iconic listed building in the City Centre and in the World Heritage Site, by 2013.

Impact: The City demonstrates its commitment to its historic buildings and to the area of the World Heritage Site that is located in Derby

- 1.6.6 Contribute to making Derby cleaner and greener by addressing environmental issues in the new displays, and by reducing the building's environmental impact through the refurbishment.

Impact: Contribute to Derby City Council's Environmental Policy headings:

- Natural resources
- Natural environment
- Built environment
- Energy
- Health

- 1.6.7 Contribute to environmental education through the concept of the new displays.

Impact: Residents of and visitors to Derby become more aware of environmental issues, and consider the impact of their own actions on the future of the planet.

OTHER OPTIONS CONSIDERED

The following options have been considered:

a) Do Nothing

A "do nothing" approach would not address any of the problems facing the Silk Mill Museum (outdated displays, fabric in need of investment, poor facilities; inadequate collections care and access) and would prevent the story of Big Ideas from being told. It would not reflect the building's status as a key part of the Derwent Valley Mills World Heritage Site. It would deliver no improvements for the rest of the museums service either.

b) Small-scale enhancements across the sites

A small-scale rolling programme of works will not provide a solution to the situation at the Silk Mill. Nor would such an approach yield the significant financial leverage that the current project offers.

c) New large scale development

One option that has historically been considered is the potential to develop a new large museum / attraction to effectively replace the Silk Mill. This would require the acquisition of a large site preferably in a city centre location. However, the development of a new large-scale attraction / museum to effectively replace the Silk Mill would be highly expensive, carry a significant degree of risk in terms of deliverability and leave the Silk Mill without a viable long-term use. This is not an appropriate option, even if a suitable site could be identified.

2.

d) Major enhancement of all existing sites

This approach would see the Museum Service undertake a simultaneous programme of works across all its 3 sites. This option would deliver significant benefits for the service and the quality of visitor experience at all sites. Although this option is undoubtedly very attractive, the practicalities of delivering it in terms of cost, capacity and disruption (closure of all three museums at once) make it ultimately unachievable and undesirable. For this reason the current proposal has been put forward, and this project forms Phase 1 of the programme to redevelop all museum sites. Phase 2 will consist of improvements to the Museum and Art Gallery and Pickford's House Museum.

e) Closure of one or more sites

The three museum sites are highly varied in terms of their size, architectural form and content. This variety is a key aspect of the Museum Service's identity and distinctiveness. It enables the service to offer a broad range of experiences that appeal to a range of audiences. However, one option might be to close one or more museum, and to run the service from fewer sites. Indeed, the council recently explored the possibility of closing one of the current sites and refocusing its activities on a reduced number of sites. However, closure of the Silk Mill would leave the World Heritage Site without a visitor attraction at its southern gateway. Closing the Museum and Art Gallery is not an option because the funding for the new Soldier's Story gallery is provided on the understanding that this gallery remains where it is. Pickford's House is the one museum in the service that offers an "authentic" experience of life in the past. For this reason it is extremely popular with visitors and schools, and for many people it is their favourite of the three sites.

For more information contact:	Anneke Bambery Telephone : 01332 716650 e-mail anneke.bambery@derby.gov.uk
Background papers:	The draft HLF bid and supplementary documents supporting the bid are
List of appendices:	available from Anneke Bambery.
Appendix 1:	Implications

IMPLICATIONS

Financial

1.1 Project costs:

The project has a total cost of £13,291,000, broken down in the following way:

- Silk Mill building refurbishment £8,455,000
- Silk Mill exhibition fit-out £3,420,000
- Collections centre purchase and fit-out £975,000
- Development costs £441,000

1.2 The Funding package will be finalised during 2008. This is an outline of the targets as they stand in the bid:

- £4.95m Heritage Lottery Fund
- £2.5m EMDA/DDEP
- £1,520,500 grant giving bodies and trusts
- £0.5m local fundraising and sponsorship
- £0.07m Public Realm (conservation of Silk Mill Gates)
- £0.07m "Time and Place" Arts Scheme (in connection with entrance art)
- £3,550,500 DCC (broken down in the following way)

Subject to Cabinet decision on the Capital Programme in February 2008

- £1.10m from sale of off-site stores
- £75,500 from existing funds
- £2.375m from earmarked Public Realm capital allocation or other capital funds
- £130,000 volunteer labour

None of the above is secured. All costs include inflation at Q3 2012.

1.3 Revenue costs

The new Silk Mill will be a bigger, better museum, and the running costs will therefore be higher than at present. The forecast is:

- 2012/13 deficit of £28,783 (based on opening in September 2012)
- 2013/14 deficit of £45,202
- 2014/15 deficit of £50,009
- 2015/16 deficit of £56,018
- 2016/17 deficit of £66,184
- 2018/19 deficit of £64,958

The funding to support these additional revenue costs has not been identified.

Legal

- 2.1 If the bid is successful, the Heritage Lottery Fund will require a commitment from the Council to maintain the investment they have made in the Silk Mill for a period of 25 years.
- 2.2 If the bid is successful and HLF approve their grant at £4.95m, they will require an assurance from DCC that if the project goes over budget, the Council will not return to HLF for extra funding. HLF may wish the Council to express an undertaking to accept responsibility for extra funding.
- 2.3 The new Collections Centre will be purchased freehold.

Personnel

- 3.1 The delivery of the project will include significant workforce development in response to audience consultation. Audiences have indicated that they want more active engagement with museum staff during a visit to our museums. This will require a significant change of role and investment in training for front of house staff. These staff members will change from their current position as invigilators, to a new role where they interact with visitors as proactive welcomers and explainers.
- 3.2 During the development period of the project (between Stage 1 approval and the opening of the Museum), two new posts will be necessary. A two-year Fund Raiser post will be on the Museums establishment and this will be paid for from the Museums revenue budget. A Project Co-ordinator will be in post for 3.5 years and the costs of this are incorporated in the bid.

Equalities impact

4.1 The new Silk Mill will be equipped to break down the barriers that prevent many people from coming at present. These barriers are:

4.2 Cultural

The current displays are outdated and many focus on products (eg aero engines), providing little social context, thus making them relatively inaccessible to non-specialists. The stories and experiences of new communities in Derby will be reflected in the new museum, and planning for this will be achieved through consultation and focus groups. Space will also be provided for community work to be showcased in the museum, demonstrating the creativity of local people.

4.3 Physical

The new museum will be fully accessible at a physical level. Improvements will be made to the physical infrastructure of the building, so that people of all abilities can access it fully.

4.4 Intellectual

The interpretation (displays, text, media, etc) in the new museum will take account of different learning styles, so that people of all abilities can enjoy and learn from their visit.

4.5 An equalities impact assessment of the project is in preparation and will be ready in February 2008.

Corporate Priorities

5. The proposal predominantly comes under the Council's Objective of

Creating a 21st century city centre

- Increasing the range of open spaces and cultural provision in the city centre
- Submitting a stage one bid to Heritage Lottery Fund for the refurbishment of the Silk Mill Museum

However, the following objectives will also be supported through this project:

Leading Derby towards a better environment

- Reducing the level of carbon emissions
- Raising awareness on climate change and local environmental issues

Supporting everyone in learning and achieving

- Improving educational achievement and narrowing gaps in attainment
- Providing learning opportunities to raise skills levels for all

Giving you excellent services and value for money

- Improving Council services