



## **Silk Mill Refurbishment Project**

### **SUMMARY**

- 1.1 This report seeks authorisation for the first stage in implementing the Cabinet's decision in principle on 6 June 2006 on to the Museums Capital Plan. It will trigger the Museums stage one bid to the Heritage Lottery Fund (HLF) for refurbishment of the Silk Mill.
- 1.2 The Silk Mill Museum is a seriously underdeveloped resource. Not only does it have its own story to tell as the first modern factory in the world, but we intend to make it the home of displays and research materials that tell the story of Derby, its peoples, its landscapes and its industries. The fulfilment of this ambition will place the Silk Mill quite properly as the gateway to the Derwent Valley Mills World Heritage Site. The project will:
- Improve the quality of the City's cultural provision
  - Provide a high quality visitor experience to interpret the World Heritage Site
  - Contribute to the wider regeneration of the City Centre and the riverside by providing a high quality visitor attraction
  - Improve the opportunities for lifelong learning in the City.
  - Improve the care and preservation of the historic Silk Mill, an iconic listed building in the City Centre and in the World Heritage Site
  - Contribute to making Derby cleaner and greener by addressing environmental issues in the new displays, and by working towards ISO 14001, including the exploration of electrical generation from water power, by 2010.

Further analysis of the benefits is shown as Appendix 2

- 1.3 Development costs for the stage one bid will be £150,000. This figure is based on advice from HLF: they warn that stinting on this initial investment could undermine the quality of the bid, and its chances of success. Full details overleaf in paragraph 1.2.
- 1.4 The Museums Service needs, therefore, to spend £150,000 now in order to initiate an £11 million investment in Derby's Museums, starting with the Silk Mill. If our stage one bid is successful the £150,000 spent will be counted as part of the Council's match funding for the scheme.

1.5 The £150,000 will be used to:

- a) Recruit specialist expertise in major bid writing in the Museums context to supplement the knowledge and professionalism of Derby's Museums Team
- b) Conduct in-depth studies into historical, engineering and presentational aspects of the refurbishment plan
- c) Finalise a Stage One bid to Heritage Lottery Fund in May 2007

1.6 Further external funding for the refurbishment plan is to be raised from other grants and sponsorship. To this end I propose to appoint a Fundraising Officer using existing Museums budgets. This will involve limited changes to the Museums staff structure.

## **RECOMMENDATION**

- 2.1 To agree to fund the stage 1 bid for refurbishment of the Silk Mill from the Corporate Modernisation Fund.
- 2.2 To authorise the commencement of the project, as outlined here. Full details are contained in the Project Initiation Document (PID). This is available from the Head of Museums.
- 2.3 To agree to the temporary creation of a three year Fundraising Officer post, funded from a modification to the Museum Service's staff structure.

## **REASON FOR RECOMMENDATION**

- 3.1 The stage one HLF bid for the refurbishment of the Silk Mill is the first step in the Museum Service's Capital Programme. This programme represents a real opportunity to revitalise and modernise the Museum Service, ensuring that it meets the expectations of 21<sup>st</sup> century visitors, and contributes to the drive to build a vibrant cultural offer in the city.



DERBY CITY COUNCIL

**COUNCIL CABINET**  
**31 October 2006**

Report of the Corporate Director of Regeneration & Community

## **Silk Mill Refurbishment Project**

### **SUPPORTING INFORMATION**

#### **1. Development Costs for the Stage One HLF Bid**

- 1.1 The cost of producing the stage one bid will be £150,000. This funding will form part of the overall funding package for the Museum's Capital Plan, considered and approved by Cabinet on 6 June 2006.
- 1.2 Intensive consultations with HLF over two years has produced this outline budget for the Stage One bid:

Lead Consultant and support	£30,000
Additional administrative costs Copying, communications (typing, printing, travel)	£4,000
Conservation Management Plan – Silk Mill	£30,000
Options Appraisal	£10,000
Feasibility Study (to include audience consultation and focus groups)	£40,000
Architectural proposal for the extension – Silk Mill RIBA stage C	£25,000
Design proposals for new displays RIBA stage C	£15,000
<b>TOTAL</b>	<b>£150,000</b>

- 1.3 The Heritage Lottery Fund is unusual among Lottery funders in that it now specifies a great deal of detailed development and feasibility work for its Stage One process. HLF will make no financial contribution at this stage. However, if the Stage One bid is successful, the entire cost of the comprehensive Stage Two bid is borne by them. This effectively means that bidding Councils must make a heavy investment early in the process with no guarantee of success.

#### **2. Creation of a Temporary Fund Raising Officer Post**

- 2.1 Derby Museums and Art Gallery is constantly reviewing the best use of its staffing budget. Within this, vacancies are always scrutinised to see if value can be added by using staff time in different ways. A current vacancy allows us the opportunity to create a new post for three years of Fundraising Officer.

- 2.2 The Fundraising Officer's role will be to generate major funding for the Silk Mill project and the Museum's Capital Programme. Currently 15% of the total funding requirement of £10.9m is to be found from sources that are not grant giving bodies, and the fundraiser will make a significant contribution towards achievement of this target of £1.6m. A linked objective will be that in every possible case this income will support the general work of the museums service.

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<b>Background papers:</b>	None
<b>List of appendices:</b>	Appendix 1 – Implications Appendix 2 – Summary of Project Objectives and Benefits

<b>IMPLICATIONS</b>
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**Financial**

- 1.1 £150,000 will be invested in the HLF stage one bid for the Silk Mill from the Corporate Modernisation Fund.
- 1.2 If the bid proceeds to stage two, we are advised that there will be no additional development costs because the funding invested in the stage one bid will be considered as the necessary partnership funding towards the stage two bid.
- 1.3 The full cost of a temporary Fundraising Officer post is covered from savings already identified.
- 1.4 The Capital Plan is being implemented on the basis that there will be no increased revenue costs to the Museums Service.
- 1.5 Best practice will be used in the recruitment of suitable specialists including adherence to European tendering standards as required.

**Legal**

- 2.1 There are no legal implications.

**Personnel**

- 3.1 The proposals for a Fundraising Officer will mean a change to the Museum's staff structure. The Unions and the staff concerned have been consulted over this. Implementation will be within the Chief Officer's delegated powers.
- 3.2 Great care will be taken to ensure that the Lead Consultant has an impressive and relevant track record in this field and is equipped to maintain intensive liaison with the Museums Management Team and the Project Board.

**Equalities impact**

- 4 The proposed changes to the Museums staff structure create a development opportunity for four Keepers, who have the chance to act in a management capacity for the period of three years.

## **Corporate Priorities**

5. The proposals contribute to the following Council key outcomes:

- reinvigorating the city centre and river areas
- making Derby cleaner and greener
- improving educational attainment at Key Stage and GCSE levels
- providing greater opportunities for people to participate in decisions about the area in which they live

## SUMMARY OF PROJECT OBJECTIVES AND BENEFITS

## APPENDIX 2

Objectives and Benefits of Project	Contribution to DCC Strategy	Impact on Performance
Improve the quality of the City's cultural provision by delivering a refurbished Silk Mill Museum by 2010.	Contribute to Derby City Council's key outcome of reinvigorating the city centre and river areas	Increase visitor figures to the Silk Mill by 50% by 2012
Provide a high quality visitor experience to interpret the World Heritage Site and the heritage of the river, by 2010	Contribute to Derby City Council's key outcome of reinvigorating the city centre and river areas	Increase tourism in Derby City by 3% (STEAM trends)
Contribute to the wider regeneration of the City Centre and the riverside by providing a high quality visitor attraction on Cathedral Green by 2010	Contribute to Derby City Council's key outcomes of <ul style="list-style-type: none"> <li>reinvigorating the city centre and river areas</li> <li>making Derby cleaner and greener</li> </ul>	Increase in secondary employment opportunities and educational and skills improvement opportunities in Derby
Improve the opportunities for lifelong learning in the City by 2010. 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	Contribute to Derby City Council's key outcomes of <ul style="list-style-type: none"> <li>improving educational attainment at Key Stage and GCSE levels</li> <li>providing greater opportunities for people to participate in decisions about the area in which they live</li> </ul>	<ul style="list-style-type: none"> <li>Contribution to BV 38; 40; 41; 181 a&amp;b; LPSA2 2.3</li> <li>Contribute to the targets of Every Child Matters</li> <li>Improve Renaissance targets for contact with individuals from targeted new audiences (C2, D, E and ethnic minorities) by 10% by March 2008</li> </ul>
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 2010.	Contribute to Derby City Council's key outcome of reinvigorating the city centre and river areas	<p>Increase visitor figures to the Silk Mill by 50% by 2012</p> <p>Increase in number of visitors to Derby by 5% by 2012 (STEAM Economic Impact Survey)</p> <p>Increase in visitor spend in Derby by 3% by 2012 (STEAM Economic Impact Survey)</p>
Contribute to making Derby cleaner and greener by addressing environmental issues in the new displays, and by working towards ISO 14001, including the exploration of electrical generation from water power, by 2010.	Contribute to Derby City Council's key outcome of making Derby cleaner and greener	<p>ISO 14001</p> <p>Contribute to Derby City Council's Environmental Policy headings:</p> <ul style="list-style-type: none"> <li>Natural resources</li> <li>Natural environment</li> <li>Built environment</li> <li>Energy</li> <li>Health</li> <li>Environmental education</li> </ul>