

The Museum Capital Plan

SUMMARY

- 1.1 The Heritage Lottery Fund requires Derby City Council to provide an approved capital plan for the museums service before it will approve any other grants for the museums in Derby. The bid for funding towards the Soldiers Story (9th/12th Lancers Museum and military gallery) is currently being held up because of this. The bid for the Soldier's Story was approved by Cabinet on 8 November 2005.
- 1.2 This capital plan provides a coherent framework for the future development of Derby City Council's three museums setting out the following key aspirations:
 - The Silk Mill; Derby's Museum of Industry and History will experience a major refurbishment providing a new focus to the visitor experience.
 - The displays at Derby Museum and Art Gallery will be repackaged as a group of galleries illustrating human endeavour and achievement alongside natural wonders, within a worldwide context.
 - At Pickford's House displays will be upgraded in a much more modest way.
 - The Museum service's storage facilities will be rationalised and radically improved
- 1.3 Derby's three Museums suffer from a lack of coherence in their planning and presentation. We now have an opportunity to address this with the help of the Heritage Lottery Fund and other partners.
- 1.4 Since the last major redisplay part of Derby and the Derwent Valley has been inscribed by UNESCO as a World Heritage Site. This recognises Derby's part in the development of the Factory System. This story needs to be told as a key part of Derby's past and to ensure that Derby is seen as the gateway to the World Heritage Site. Derby's Silk Mill Museum gives the perfect opportunity for this.

RECOMMENDATION

- 2.1 To approve the Museum Capital Plan as a strategy for the development of museum facilities.
- 2.2 To endorse the progress already made on the “Soldier’s Story” project and re-affirm the Council’s commitment to it.
- 2.3 To commit to the principle to reserve and recycle the capital receipts from the sale of existing museum stores for the Museums Capital Plan
- 2.4 To commit officers to draw up a stage 1 outline bid to the HLF consistent with this strategy subject to a Cabinet decision to commit development cost funding and to subsequent approval to submit the bid.
- 2.5 As work progresses on the capital plan, further reports will be submitted to Cabinet so that the different parts of the proposals will be subject to consideration.

REASON FOR RECOMMENDATION

- 3.1 A step change in the quality of Derby’s Museums is required for the benefit of residents, visitors and researchers.
- 3.2 Partners such as the Heritage Lottery Fund have already indicated their willingness to consider a major programme of change and improvement.
- 3.3 The Council and its partners in the development of the “Soldier’s Story” have committed substantial energy and funds to that project. In order for it to proceed, Heritage Lottery Fund require the Council to adopts a Museums Capital Strategy which demonstrates how the ‘Soldier’s Story’ proposals contribute to the overall picture of improvement of museum facilities.



DERBY CITY COUNCIL

COUNCIL CABINET **6 June 2006**

Report of the Corporate Director of Regeneration & Community

Museum Capital Plan

SUPPORTING INFORMATION

1. The Silk Mill

- 1.1 The Silk Mill is an iconic grade 2 listed building on the bank of the River Derwent in Derby City Centre. It has recently been recognised as internationally important as part of the Derwent Valley Mills World Heritage Site. It has housed a museum run by the City Council since 1974 and been owned by the City Council since 1999. The building needs refurbishment to make it fit for purpose as a museum and ensure that it is preserved for future generations.
- 1.2 The Silk Mill; Derby's Museum of Industry and History has displays relating to the industries and social history of Derby. The vast majority of these are more than 20 years old. The ground floor is dominated by Rolls Royce engines and the first floor by railways and a number of the other industries. There is also a display that interprets the history of this important building and its place in the wider World Heritage Site. On the ground floor is a small special exhibitions gallery. There is one meeting room that is available for schools and other groups. There are toilet facilities on the first floor and lifts at both ends of the building
- 1.3 The museum displays vary in age some dating back to 1978 and others like the Silk Mill Interpretation Room of 2005, fairly recent. Many of the displays do not come up to the expectation of visitors and no longer meet the needs of users. Changes to the school curriculum are not reflected in the museum displays, making it hard for schools to use the museum. Many of the displays are of a nature that may exclude potential users, particularly those from some of the diverse communities that now make up Derby's population.
- 1.4 Parts of the Silk Mill are currently not used due to the legal requirements of the Fire Reform Act and other parts are not used to their full potential due to the asbestos incorporated in to the fabric of the building.

2. Museum and Art Gallery

2.1 Derby Museum and Art Gallery is housed in a grade 2 listed building constructed as Derby Free Museum and Library in 1879. It houses specialist subject galleries including;

- Joseph Wright of Derby
- Derbyshire Ceramics
- Natural history
- Military history (9th-12th Lancers Museum)
- Archaeology
- Egyptian Mummies
- Bonnie Prince Charlie
- Special exhibitions

2.2 There is also a lift and restricted toilet facilities. The education rooms are next door in Gibson's Annexe, Cheapside. These rooms are rarely used because they are small, badly equipped and at a short distance from the museum itself.

2.3 On the 8th November 2005 Derby City Councils Cabinet approved the proposed bid to the HLF for the Soldier's Story. The value of Derby City Council's contribution to this bid was 5% of the overall project cost of £670,536.

3. Pickford's House Museum

Pickford's House Museum has displays relating to eighteenth century Derby and the architect Joseph Pickford. There are also changing displays of costume, toys and other special exhibitions. There are limited toilet facilities and a very small education room. Parking is available behind the museum with access to the Georgian Garden. There is no lift due to the historic nature of the building.

4. The Museums Ancillary Buildings

The Museums and Art Gallery hold extensive reserve collections that are, except in special exhibitions, inaccessible to all but the serious researcher. They are stored in a number of unsuitable and largely inaccessible buildings due to Health and Safety issues.

5. Gibson's Annexe, Cheapside

Gibson's Annexe is next door to the Museum and Art Gallery, but unattached to it. It houses the education facilities for the Museum and Art Gallery, storage for some natural science collections and offices for museum staff. All of the spaces are in a poor state of repair and unsuitable for purpose.

6. Bold Lane Stores

In the former stable block for the Derby Fire Brigade a large proportion of the museums archaeology, decorative art, military and social history collections are found. The majority of spaces are unsuitable for the storage of collections and all are inaccessible for the public.

7. **Allestree Stores**

A former aid raid shelter behind Allestree Hall has been used as a store for natural science specimens for many years. Although from a conservation perspective the store is good for the collections that it houses, it is inaccessible and remote from the museum. The store is within the area that is currently being marketed as part of Allestree Hall.

8. **Rowditch Barracks**

Social historical and industrial collections are stored in this historic building. The museum is in the process of moving the collections elsewhere to allow the building to be sold.

9. **Others**

The museum holds a number of transport items. These include three buses which are currently stored near Uttoxeter. One is useable as a working exhibit and the others as static ones. The Museum currently has nowhere to store them closer to Derby.

10 **Aims of the Museums Capital Plan**

The aims of the Museums Capital Plan are:

- To tell the story of Derby for the people of Derby and visitors to the City
- To build on the Silk Mill's inscription as part of the Derwent Valley Mills World Heritage Site
- To contribute to the regeneration of Derby City Centre and the Riverside
- To contribute to the lifelong learning facilities in the City
- To improve the care and preservation of the historic Silk Mill (and other historic museum buildings) and the City's collections.
- To reduce the City Council's backlog maintenance costs
- To give new expression to the Museums contribution to environmental issues
- To ensure that all buildings comply with current H&S legislation

The key features of the proposals are:

- Restoration of the important Silk Mill building
- Redisplay of collections at the Silk Mill to tell the story of Derby
- Redisplay of collections at the Museum and Art Gallery to provide galleries offering a fuller experience of the city's specialist collections
- Improvements to visitor facilities
- Rationalisation of museum support buildings (off site stores and an annexe building)
- Working with the citizens of Derby to provide museums for all
- Working towards ISO 14001/EMS, to include the exploration of electrical generation from water power
- Improved marketing

11. The Proposals

11.1 Derby's Story and its Place in the World

Derby's Museum collections and buildings are an important part of Derby's historic and cultural landscape. They help to make Derby a better place to live and work. They are a key part of Derby's regeneration and are important for the success of Cityscape and Derby Growth. They, with other cultural and heritage attractions, help to make Derby a vibrant exciting place attracting businesses and visitors alike.

11.2 In order to tell a coherent story of Derby's history, collections currently displayed in all three museums will need to be integrated. This will mean that some work will need to be done to ensure that the newly refurbished Silk Mill will contribute to the offer at the other two museums, the Museum and Art Gallery, and Pickford's House. This will require some work to be done to ensure that all of the museums are of a similar standard and are telling a complementary story.

11.3 In the new format for the three museums it would be made clear that every display at each site tells a discrete part of the same story. Links from one display to another and from one site to another would be made so that visitors are encouraged to learn more about a subject by going to another area of the display or to another museum. The museum displays will largely be thematic but strongly linked to a chronology. The development of the themes will be the product of audience participation to ensure that they are as inclusive as possible. The museums will, where appropriate, explore the environmental impact of Derby and human influence on the environment, and place this in the context of different subject themes at different periods in the past.

11.4 The Silk Mill

- Complete refurbishment of the building
Restore and preserve this important iconic building, a key part of the Derwent Valley Mills World Heritage Site
- Extended building
Enlarge the building to ensure that it fulfils the required function, subject to listed building consent. A single story glass atrium is envisaged improving the entrance and enlarging the display space.
- New displays telling the history of Derby
The new displays would tell the story of Derby from the earliest times to the present day. The emphasis would be on people's stories not just known historical facts. Stories would be told in a thematic way deeply rooted in chronology. The story would illustrate how the environment has been affected by human activity at all points in history.
- Landscaping outside the building
The landscape around the building would be improved in line with the emerging proposals for Cathedral Green
- Accessible storage and study room
The museums important local collections and the Midland Railway collections would be stored on the top floor with new study rooms to allow the people of Derby and researchers to access items in the collections
- Improved education facilities
It is important that good quality facilities for use by formal and informal lifelong learners are provided

11.5 **The Derby Museum and Art Gallery**

- A range of specialist galleries
The museum and Art Gallery will continue to have the specialist in-depth galleries.
- Improved displays
There will be continued improvement to the galleries. These improvements will be considered on a gallery by gallery basis. The Soldiers Story and the Joseph Wright Gallery will be the first to be completed. The Derbyshire Wildlife Gallery and related galleries will be redisplayed in 2012 when they will be in need of updating. At this point the emphasis will be more on the “study of the world by the enquiring mind.” This will provide a context for the Joseph Wright and ceramics galleries by illustrating the Enlightenment story and linking to the Soldier’s Story, thus linking all of the displays in a coherent framework.
- Improved special exhibition spaces to allow greater access to collections normally held in reserve.
- Accessible storage and study room
The museums important fine and decorative arts collections would be stored on the top floor with new study rooms to allow the people of Derby and researchers to access items in these collections
- Linking the displays to the other museums
Reference will be made where possible to displays at the other two museums.
- Improved education facilities and visitor facilities
The facilities will be improved to meet the needs of visitors to a world class collection. Use by Higher education groups will be further encouraged through links with the University of Derby
- The building is currently undergoing the replacement of heating and air conditioning systems, funded from prudential borrowing.
- When the new refurbished Silk Mill opens Derby Museum and Art Gallery will be re-branded.

11.6 **Pickford’s House Museum**

The displays at Pickford’s House will remain very much as they are, but changes will be made to allow more interpretation of historic houses and domestic life. Links will also be made here to the displays in the other museums, Derbyshire ceramics, the fine art collections and social historical displays at the Silk Mill for example.

11.7 **Storage Facilities**

The museum off site storage facilities will be rationalised. Old, costly to run and largely unsuitable buildings will be disposed of and storage will be provided in more accessible areas within the three public museum buildings. This will necessitate re-arrangement and improvements in the way material is stored, a process that is already well under way through Renaissance funded work. One much smaller cost effective store will be provided to house larger heavier items such as the buses with the City boundary.

11.8 **Proposed Timescales**

Appendix 2 sets out the milestones and timescales of this capital plan.

11.9 **Cost**

This project is currently estimated to cost in the region of £10.9 million as set out below. The exact figures are yet to be established but work has begun on estimating these. Upon completion of Stage 1 of the project development, full costings should be available, and only at that point will Council be in a position to make a firm financial commitment to the subsequent development and timetable of the stages of the project

11.10	Project development costs - stage 1	£0.15m
	Project development costs – stage 2	£0.15m
	Silk Mill redevelopment	£7.60m
	Collection Management & Stores	£1.50m
	Museum & Art Gallery and Pickfords House restoration and improvements	£1.50m
	Total Estimated	£10.9m

11.11 **Funding**

Grant giving bodies up to 75%

The Heritage Lottery Fund has been approached and is in discussion with the City Council regarding funding for this proposal. Without further work it is not possible to suggest a likely outcome to any application. Other likely funders will be DDEP, Esme Fairburn Foundation, Wolfson Foundation, Paul Mellon Foundation and many others.

11.12 Derby City Council 10%

The majority of the funding will be found from outside the Derby City Council budget. It is proposed that a commitment in principle is approved to reserve and recycle the receipts from the sale of two off site store buildings to form the basis of Derby City Council's contribution. The value of these properties (the Cheapside Annexe and Bold Lane Store) has recently (April 2006) been assessed following Asset Management Team's agreement on the 14 March 2006 to consider property rationalisation. Current valuations of the two sites are as follows; Bold Lane £500,000-700,000 and Cheapside Annexe £300,000-350,000.

11.13 The balance of the funding will need to be found from business sponsorship and corporate membership, together with local fundraising. Sponsorship for galleries, displays and services will be sought from international, national, regional and local businesses and supporters. Discussions are currently underway with a potential main sponsor. An appeal organised by the Friends of Derby Museums and Art Galleries will raise money from events and donations. Fundraising from the regimental trustees has already proved very successful for the Soldier's Story. As part of the project costings at Stage 1 project development, the scale of income from these sources will need to be confirmed.

12. **The Way Forward**

12.1 The first step should be the adoption of this plan as the blueprint of Museums capital development in the medium and long term subject to the identification of funding.

- 12.2 This would unlock the Heritage Lottery Fund investment in the Soldier's Story.
- 12.3 A Stage One bid would then be drawn up for an investment programme focused on the Silk Mill. A successful Stage One bid would deliver development funding so that the whole capital programme and its funding package could be developed in detail.

OTHER OPTIONS CONSIDERED

2. The main option considered has been to do nothing. This would lead the Heritage Lottery Fund to conclude that its enthusiasm for major investment in Derby is not welcome, and would invite the withdrawal of its funding for the Soldier's Story project. Our three Museums would continue to be disjointed and underachieving.

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Background papers:	None
List of appendices:	Appendix 1 – Implications

IMPLICATIONS

Financial

- 1.1 The Council's asset management plan includes provision in principle for the funding for this plan to come largely from the sale of the current stores. At its lowest estimate, this estate would raise £800,000 of the required £1,000,000. This is the target because Heritage Lottery Fund require match funding of £10%.
- 1.2 Any additional capital funding required from the Council will be the subject of bids to the capital programme and will be the subject of further reports to Cabinet.
- 1.3 The initial planning for the proposals indicates that no additional revenue resources will be needed.
- 1.4 Development costs for the stage 1 bid of between £100,000 - £150,000 could be recovered through capital receipts from the rationalisation of some of the existing museum stores should the bid to the HLF be unsuccessful or the project were otherwise unable to proceed once fully costed. This is because it appears that some rationalisation would still be possible if the Plan were not to proceed, by relocating some storage to the Silk Mill. Cabinet will need to approve a further report authorising the property disposal and its timing before these development costs are committed to.
- 1.5 Agreement to the principle that the capital receipts released from the museum stores can be recycled to support the Plan is intended to provide evidence of the Council's commitment to museums.

Legal

- 2.1 Research needs to be undertaken to establish whether there are any restrictive covenants on Bold Lane and Gibsons Annexe.

Personnel

3. The refurbishment of the displays and the re-planning of buildings will have an important impact on staff patterns of working. These changes will be consulted and developed using the Council's normal processes.

Equalities impact

- 4 The Plan will not alleviate the problems of physical access to the Pickford's House building. The necessary changes to this listed building would be prohibitively expensive. But the changes will result in important improvements for sight and hearing impaired visitors and would result in much greater footfall from minority ethnic groups who are not drawn to the museums as they currently are.

Corporate Priorities

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

- **Improving the quality of life in Derby's neighbourhoods**
- **Encouraging lifelong learning and achievement as a catalyst for economic growth**

It contributes to the priority of:

- **Reinvigorating the city centre and river areas**