

Resilient Heritage application to Heritage Lottery Fund

Draft of Project Enquiry form

What is the title of your project?

In no more than 15 words, please choose a title which you think best describes your project.

Saffron Walden Museum: Preparing for transformation into a more sustainable and wider-reaching museum service

1a. Name and address of your organisation

Saffron Walden Museum, Museum Street, Saffron Walden, Essex CB10 1JL

1b. Details of main contact person

Carolyn Wingfield, Curator, cwingfield@uttlesford.gov.uk 01799 510333

1c. Are you a not-for-profit organisation?

Yes (Fully accredited local authority-run museum)

1d. Where did you hear about the Heritage Lottery Fund?

Previous experience of applications, website, professional literature and meetings

2a. What is the heritage that your project will focus on?

Saffron Walden Museum's **collections**, especially the human and natural history of north-west Essex (Uttlesford district; the **museum building** (grade II listed and purpose-built museum, opened 1835) and the **castle site** in which the Museum is located (scheduled ancient monument, the bailey of Walden Castle). The Norman keep has recently been conserved by Uttlesford District Council and Historic England, and a geophysical survey of the whole site has revealed extensive archaeological features including evidence of structure surrounding the keep and a large medieval manor house beneath and extending beyond the Museum forecourt.

3a. Is the address of your project the same as the address of your organisation?

Yes

3b. Describe what your project will do.

Saffron Walden Museum faces challenges but also has opportunities to develop into a more ambitious, engaging, creative and sustainable cultural asset and 'heritage hub' for the Uttlesford district and surrounding region. The purpose-built museum building (opened 1835) is cramped and has no area or facilities dedicated to learning, meetings and activities. The gallery displays are ageing (last major re-display was around 25 years ago) and need to be re-imagined, with the potential to display more of the wide-ranging collections (over 150,000 objects and specimens) and recently-acquired material. We need to refurbish and extend the museum building, providing better facilities for visitors and the workforce, and reconfigure back-room areas for more effective working and collections management. In pursuit of long-term sustainability, the museum needs to broaden and increase its audiences, generate more income and commercial enterprise, and diversify its funding streams in collaboration with Saffron Walden Museum Society Ltd (charity 1123209) which owns the building and collections, and with Uttlesford District Council, which operates the museum service. This local authority – charity partnership is an asset, especially in times of severe pressures on public funding, so one element of the project will be to assist the Museum Society to develop its fund-raising capacity to support museum developments and its long-term operation.

Our Resilient Heritage project is to lay the foundations for achieving this transformation, by commissioning feasibility and options appraisals, commencing with an audience development study with public consultation. The results of this will inform a feasibility study which will cover

business planning, heritage management and interpretation, governance and staffing. This in turn will lead to an appraisal of options for the museum building, including the services of an architect to produce RIBA Stage 1 drawings and a Quantity Surveyor to cost building options. Other consultants will be brought in to advise and cost specialist elements as described below. This sequence, which we envisage being led by a heritage consultancy, should ensure that our planning is led by 'audience demand' coupled with sound business planning to make the development project viable and the long-term future of the Museum more sustainable.

Project activities in detail:

1. An in-depth consultation by independent audience development consultants will align our vision with the needs and expectations of actual and potential audiences, and explore options for activity plans and building community engagement.
2. Topographical survey: a 3D digital survey of the museum building, interior and exterior, the Museum and Castle site and the Castle keep. This is an essential pre-requisite for architects and designers, and will provide 3D computer modelling to enable all aspects of the development and graphics required.
3. A feasibility study and options appraisal with business planning will determine the most appropriate and effective way of developing the museum building, site and services, and improve our heritage interpretation (the collections in the Museum and the Castle site outside). Options for future governance and staffing should be included in the business plan. The feasibility study will include an architect to develop plans to RIBA Stage 1 for the Museum building, a Quantity Surveyor to cost the options and a heritage interpretation / design consultant to scope options for new displays and heritage interpretation.

As the Museum is a Grade II listed building on a scheduled ancient monument site, our project will also require the following:

4. Historic building consultants. These will establish options and constraints on alterations to the Museum building and its interpretation architecturally, as one of the oldest purpose-built local museums (built 1834, opened 1835).
5. Energy and environmental consultants, to provide costed options on improving energy use and achieving a more stable environment for people and collections, in a more energy-efficient and controllable way. This will cover heating, electrical services, lighting and water.
6. Archaeological consultants to plan and cost excavation work (a) to discharge likely planning and scheduled monument consent conditions, and (b) to improve interpretation of the castle site, with opportunities to engage local people in a community dig;

These studies and surveys will enable us to open dialogs with other key stakeholders such as Historic England, the local community and planning authorities. An important outcome will be the formation of an informed and comprehensive draft budget for proposed capital works and activity programmes, to take forward as a basis for fund-raising and grant applications.

7. In preparation for our developments, we also need to develop a fund-raising programme through Saffron Walden Museum Society Ltd, utilising its charitable status to best effect. Part of our project is therefore to improve the fund-raising capacity and effectiveness of the Society for identifying and raising matching funding, through (a) the employment of a fundraiser to help the Society research and identify potential grant-giving foundations and trusts and (b) a professional 'fund-raising mentor' with experience of the heritage sector, to help the Museum Society develop a fund-raising strategy for immediate and longer-term goals (this will follow on from the business planning element of the Feasibility and Options Appraisal in 2 above),
8. Finally, the small Museum staff team will be challenged to plan and deliver museum developments while maintaining day-to-day operations and services. A small sum to engage a Mentor has therefore been included to develop the staff team and help them to focus on achieving a successful project.

4a. When do you expect your project to start and finish?

Starting by December 2018 and finishing by December 2019 (1 year)

5a. How much is your project likely to cost? What are the major costs are likely to be?

Activity		£
1	Audience development study and public consultation	15,000
2	Topographical survey of Museum building (interior and exterior, Castle and site (pre-requisite for architects and designers' work)	10,000
3	Feasibility & Options Appraisal, including heritage management and interpretation, business planning and staffing and governance structures. This will include Architect and RIBA stage 1 drawings and Quantity Surveyor , and heritage interpretation / design consultant	30,000
	Other consultants to be brought in:	
4	Historic building consultants to advise on options for modifying and extending the Museum building (listed grade II) and interpretation of its history as one of the earliest purpose-built local museums	2,500
5	Energy and environment survey and options appraisal for Museum building, to rationalise and improve efficiency of heating, electrical services and lighting	2,500
6	Archaeological consultants to advise and cost archaeological work (a) to fulfil planning and scheduled ancient monument conditions, and (b) to investigate and cost further excavation to improve interpretation and provide an opportunity for community participation.	2,500
7	Improving the fund-raising capacity of Saffron Walden Museum Society Ltd (registered charity 11203209):	
a	Employment of freelance fund-raising researcher to investigate and identify foundations and trusts to which the Museum Society might apply for funds Estimated at £150 per day for 15 days' (3 weeks) work + £250 expenses	2,500
b	Fund-raising mentor' to work with the Museum Society on a fund-raising strategy, to maximise its fund-raising potential for immediate developments and for long-term sustainability of the museum service post-development. Estimated at £350 per day for 5 days' work + £250 expenses	2,000
8	Mentoring for Museum team (Curator and 5 staff, total 5.25 FTEs)	2,000
	Sub-total	£ 69,000
	10% contingency	6,900
	Total project cost	£ 75,900
	Cash contribution (source: Saffron Walden Museum Society Ltd, owners of the museum building and collections, registered charity 1123209) = 13% of total cost	(10,000)
	Net Cost = Grant Requested from HLF	£ 65,900
	Contribution in kind: volunteers time (directors and officers of Saffron Walden Museum Society Ltd) for Development Committee and related work	5,100

Calculations for Contribution in kind: Museum Society time volunteered for duration of Resilient Heritage project (one year)

Development Committee: 5 Museum Society members (Chairman, Treasurer + 3 others, currently Richard Priestley, Douglas Kent and Barbara Light) costed @ £25 per hour per person

Allow for 6 meetings (one every 2 months) of 2 hours

6 x 2 x 5 people @ £25 per hour equivalent = £ 1,500

Additional time allowance of 24 hours each, for other meetings (e.g. with Museum and Council staff and consultants) and associated work, for 3 Museum Society Directors (including Chairman and Treasurer) with professional expertise in law, accountancy and education

24 x 3 @ £50 per hour equivalent = £ 3,600

Total cash-equivalent of Museum Society voluntary support £ 5,100

Note on funding for HLF:

The Museum is operated under a joint management agreement between Uttlesford District Council and Saffron Walden Museum Society Ltd (registered charity 1123209). Under this agreement, the Museum Society is responsible for providing cash contributions and matching funding for capital and development projects, not the Council.