

Growth Committee

27 June 2017

Kingston Heritage Service - Heritage Lottery Fund Project

Report by the Interim Head of Culture

Purpose

To agree the relocation of the Kings and Saxons collection to a new centre built within the grounds of All Saints Church and to remodel the existing museum provision.

Recommendations of the Portfolio Holder for Growth and Identity

To **resolve** that:

1. The Committee agrees, subject to the award of Heritage Lottery Funding and Treasury Committee approval of a capital funding allocation, that the 'Kings and Saxons' collection is relocated to a new centre built within the grounds of All Saints Church and the subsequent remodelling of the existing museum provision.
2. The Treasury Committee are recommended to invest £4m of capital funding into the development proposed.

Key Points

- A. Using a combination of Heritage Lottery Funding and Capital Investment the project proposes the relocation of the 'Kings and Saxons' collection to a new centre built within the grounds of All Saints Church alongside the Coronation Stone.
- B. The proposed new building at All Saints will place Kingston's Heritage at the heart of the town.
- C. The relocation of the Kings and Saxons Collection will enable the current museum to be refurbished to its former glory and better display the Eadweard Muybridge, Wren and Martinware collections as a centre for creativity and innovation
- D. The overall programme across the two sites will cost £9.5m. The project will seek to obtain £4.5 million from the Heritage Lottery Fund. The Committee are being asked to recommend to the Treasury Committee the allocation of a further £4m of capital funding.
- E. The proposed capital investment will be reported and recommended to the Treasury Committee, as part of the Revenue and Capital Monitoring report, at the meeting on 29 June 2017.
- F. Officers will progress the HLF funding application with All Saints and the joint work to consolidate the heritage offer.

Context

1. On 7th February Growth Committee unanimously approved the Borough's Heritage Strategy. Residents and businesses have consistently fed back that Kingston's Heritage and Culture are key to the quality of life within the Borough and support economic growth and wellbeing. Heritage and Culture are the two core tenets of Kingston's identity as a Royal Borough.
2. In 2014 as part of the *One Kingston* survey, 78% of respondents identified Heritage and Cultural facilities as a priority. In 2015 as part of Destination Kingston a key community outcome was developed " *A borough with an identity rich in history, heritage, culture and creativity which drives its future*"
3. Over the next five years Kingston Town Centre will undergo major transformation, regeneration and growth as identified within the Economic Growth and Development Strategy also considered on today's Growth Committee agenda. There is now a timely opportunity to place Kingston's heritage at the heart of that growth agenda and to link up the heritage offers across the town and the borough. This involves not just the built infrastructure but examining new delivery models, as the Council moves towards being an enabling Council and works with a range of partners to deliver services.
4. The unprecedented growth within the borough means the site where Kingston museum and library currently sit disconnects the heritage offer from the Town Centre. Therefore this is an opportunity to physically reposition the heritage offer at the heart of the town and at the centre of growth and development alongside the refurbishment of the existing Carnegie museum building at Wheatfield Way.

Proposal and Options

5. The proposal is to re-locate the Kings and Saxons collections from the current museum building on Wheatfield Way to a new building within All Saints churchyard. The overall cost of the project is currently estimated at £8.5m and will be subject to a Heritage Lottery bid.
6. The Heritage Service, comprising Kingston Museum and the History Centre is valued by the community and has great potential to grow and improve. The borough currently has priority status with HLF and they are keen to see the heritage offer in the borough develop. The HLF bid focuses on two key areas:
 - The re-location of the Kings and Saxons collection to the All Saints site along with the re-siting of the Coronation Stone, which will tell the story of the town alongside the pre-Saxon, trade and marketplace collections.
 - The development of the existing museum to showcase innovation and creativity in the borough. This includes working with the university to display more effectively the Eadweard Muybridge collection and showing the artistic links to the borough through artists such as Denise Wren and Reginald Brill. Innovation and manufacturing will be

represented through displays on aviation and cycling.

7. In the last 12 to 18 months there has been a great deal of thinking and discussion around the future growth of the town and how we can deliver “good growth” that embeds Kingston’s heritage and culture within future opportunities and developments. This is the start of that commitment.
8. As a Royal Borough we have a rich and ancient heritage and need to ensure that Kingston’s story is showcased to its best advantage and drives the visitor experience.
9. A detailed review of the potential of the existing museum, culminating in an options appraisal has been concluded. This process considered a number of solutions to the identified challenges and offered a number of possible options including:
 - Extend and refit the existing museum building.
 - Part of John Lewis on the Riverside, formerly the Essence Nightclub
 - All Saints Church situated in Ancient Market Place
 - Museum closure and put collections into storage.
10. Following detailed analysis of the options and unforeseen changes such as John Lewis needing the proposed riverside space, the recommendation of the options appraisal is that the All Saints proposal is most likely to deliver the vision RBK has to embed its Culture and Heritage in future growth opportunities.
11. All Saints Church is the only Grade I listed building in Kingston and set between the ancient Market Place and the main shopping centre is in an ideal location to place heritage at the heart of the town.
12. All Saints Church already have a strong track record with HLF, receiving a grant for the refurbishment of the interior of the church which was delivered to time and within budget. The next project is a community building within the church grounds, for which there is already planning permission secured. This new building would be an ideal location for consolidating the heritage offer within the town centre and would house the Ancient origins and the Town of King’s collections – rebranded as Saxons & Kings. There are also opportunities to link into the history of the river and trade of Kingston as a market town.
13. The new building would provide space for the galleries, accommodation for staff and volunteers, a cafe and shop offer and a shared community and education facility. There is a strong will and enthusiasm from All Saints to consolidate Kingston’s heritage and showcase it effectively in the heart of the Market Place , using the central location as a heritage catalyst to exploring Kingston’s wider heritage and cultural attractions
14. The current Kingston Museum was built in 1904 and is Grade II listed, which together with Kingston Library were enabled by the generous donations of Andrew Carnegie, the Victorian philanthropist. Within this project the internal

dated galleries will be stripped back to show off the beauty of the original building. Features will be made of the height of the space and the stained glass windows. The whole building will benefit from a refresh, and give the building a new lease of life, enabling the collections connected to creativity and innovation in the borough to be displayed more fully

15. The existing Kingston Museum will showcase the Eadweard Muybridge collection as a focal point to the themes of innovation and creativity. This will be complemented by the collections of ceramicist Denise Wren and the Martinware ceramics. The theme for this museum is creativity and innovation in the borough with the site becoming somewhere to foster and develop the creativity of visitors. Kingston was the place of Muybridge's birth and death, leaving his personal collection to the borough. There are four internationally important Muybridge collections in the world and Kingston holds one of them. Developing the existing museum will enable us to bring this important collection out of storage and showcase Muybridge's work and innovation not just for academic researchers but for residents and visitors to the borough. We want to make Muybridge relevant to everyday life in Kingston.
16. The cost of a new community building and fully refurbishing the existing museum have been costed out in detail for the HLF bid. These budgets include the cost to install museum display cases and gallery interpretation at both sites, to undertake necessary conservation works on the collections such as Muybridge and includes peripherals such as furniture etc. These costs are all included in the total budget of £9.5M
17. The HLF bid not only builds a new community and heritage space for the town, it also enables a much loved museum to be updated and modernised and collections shown to their full potential. In effect, for the investment the borough gets two contemporary heritage spaces celebrating the rich history of the town and the borough.

A Heritage Partnership with All Saints

18. All Saints is the Parish Church of Kingston, an iconic landmark building and focal point for the community within the town centre. It occupies a prominent position in the heart of the Ancient Market and is widely used not just as a place of worship. The church is a community space offering a range of activities and opportunities to a diverse community. The building is used extensively as a meeting place, a music venue and a performance space. All Saints contribution to the project is threefold:
 - a. It has a solid reputation and excellent track record with HLF and other funders for delivering quality projects to time and within budget
 - b. The church can reach out into the community through a range of networks, partnering with the heritage service to connect with new and diverse audiences
 - c. The church is already a destination for heritage. This project extends that offer and will enable the current heritage provision in Kingston to

grow and develop. This includes bringing together staff knowledge and expertise, building on the dedicated volunteer base and joining up the many historic interest groups across the borough for a more cohesive offer

19. RBK asset team will continue to work with All Saints to ensure that a lease is in place that provides best value and safeguards the Council's long term interest in the building. Equally, HLF also wish to see a lease in place that reflects the level of lottery investment.
20. The church will own the new building and lease the space back to the Council on a 125 Year lease with a 25 year break clause.
21. As the church own the land and will be recipients of the HLF grant of £4.5m, a ground rent of £30k will be paid by RBK which is equivalent to half the open market rent of a similar property within the town centre. This reflects the community use of the asset and the nature of the building.
22. The new building at All Saints site will include a shop, a cafe and rooms for hire. The cafe will be let on a sub-lease and is estimated to generate an annual income of £24,000 and £6,000 from room hire which will match the ground rent. Any additional rental income generated through hiring rooms and café will be used to cover on going repairs and maintenance.
23. There is a management agreement in place between RBK and All Saints. This sets out how the HLF project will be run in terms of project management and roles and responsibilities. The management agreement will also detail how RBK and All Saints will work together in running and day to day management of the new building.
24. As part of the project, an activity programme will be delivered, reaching audiences borough wide, which will be aimed at breaking down the barriers that currently prevent more of the local population engaging with their heritage.
24. A fundraising strategy has been developed with All Saints as part of the HLF bid and external fundraisers engaged to seek additional contributions to the project particularly in relation to international interest in Muybridge.

Consultations

25. As part of the project, consultations will be undertaken with the following groups and organisations in order to ensure that the project delivers on the expected outcomes around the visitor offer, learning and outreach programmes, and the historical narrative. Consultations will provide people the opportunity to comment and feedback where appropriate throughout the course of the project. Initial groups to be consulted include:

- Interested stakeholders such as the Friends of Kingston Museum and Heritage Service and local history groups
- Current and prospective partners such as Kingston University faculties, Dorich House, Stanley Picker Gallery, Kingston First, Global Arts, etc.
- Teachers and community groups using our outreach and learning services
- Current visitors
- Non-visitors

Timescales

26. The outcome of the round one submission to HLF, will be decided in September 2017. If successful, there will be a development phase, looking to submit a round two application in December 2018.

Ongoing Resource Implications

27. There are minimal additional staffing costs to RBK of £3,500 associated with the new building. Staff from All Saints and across Museum and Heritage Services will work to ensure the best use of resource and professional skills is made including utilising flexibly the two staffing and volunteer bases. With the combined resources it is estimated that both museum sites will open at least 5 days a week.
28. The Council's element of the capital financing of the project is to be funded from borrowing and as such may incur associated costs. The Council is required to make a prudent revenue provision for the repayment of debt known as the Minimum Revenue Provision (MRP), which is driven by the project costs and asset life. In this case an asset life of 30 years equates to an annual MRP of £133k per annum.
29. Estimated running costs have been averaged at £107k per annum, including £33k for CCTV monitoring and an additional staffing requirement of £3.5k per annum. The costs are prudent estimates based on average running costs of similar buildings within the Council's property portfolio. It is assumed that the new building will be managed within the Council's existing Total Facilities and Property Management (TFPM) contract.
30. The MRP and running costs are both new costs to the Council and therefore not currently budgeted for within the Council's Medium Term Financial Plan (MTFP).
31. This project will be included within the capital outturn report going to Treasury at the end of June 2017.

Legal Implications

32. If the bid is successful, further legal advice will be sought on lease and management arrangement with All Saints. The Public Libraries and Museums

Act (1964) sets out guidance for local authorities on running a museum or gallery.

Risk Assessment and Mitigating Actions

33. There is a risk that the HLF application may not get approved at round one. RBK staff are working closely with HLF to ensure that the bid is as comprehensive as possible and meets HLF funding requirements.
34. As a priority area HLF are keen to support the application and have visited the borough and met with key stakeholders.
35. External fundraisers will be employed to generate additional funding. If this funding fails to materialise then elements of the future curation and display of collections such as Muybridge may have to be re-visited.
36. The projected on going revenue costs for the new building are estimates at this stage based on average running costs of similar buildings within RBK property portfolio. These estimates will be reviewed and refined as the project progresses.
37. The service will rely heavily on a strong volunteer base across the church and heritage services. As an enabling Council RBK will continue to support volunteers so they in turn can play an active role in Kingston's heritage.
38. As in all partnership relationships there are rewards and risks. There will be a strong Management Agreement put in place between RBK and All Saints that will set out how the building operate and project be delivered.

Equalities Impact Assessment

39. An equality impact assessment will be completed if the HLF bid is successful.

Road Network Implications

40. Will be assessed if the HLF bid is successful

Environmental Implications

41. Will be assessed if the HLF bid is successful

Background papers -

42. Museum Options Appraisal

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