

### Re-Imagining the Harris – Report of Libraries, Museums, Culture and Registration Services

#### HLF background and required progress to deliver 2018 Submission

All bids to HLF over £5 million are directed into the “major batch” programme. This is a national competition with a one off submission opportunity of the end of each November. There is no flexibility with this date.

The feedback given to LCC and PCC indicates that HLF expect the following issues to have been dealt with before any resubmission is made.

- 1) Concrete progress needs to be made in advancing the transformation process at the Harris – in particular the move to a single team, accompanied by a joined up governance structure, with active elected member involvement;
- 2) Significant progress needs to be made in securing the matched funding requirement, to accompany any HLF investment. This must involve clarification of the contributions from both Councils, and the consideration of whether the bid should be underwritten;
- 3) Clear demonstration that every aspect of the transformation proposals are aligned, reinforce each other and support the vision;
- 4) A route to solving the future of the museums closed in 2016 by Lancashire County Council has been committed to by all relevant parties.
- 5) The approach to physical changes to the outside of the building has clearer buy in from local stakeholders including residents

If The Harris, working with the two Councils, is to submit a HLF application in November 2018 which will stand a significant chance of success, progress must be made in a number of key areas, these are outlined below.

- 1) **Being able to demonstrate concrete progress in advancing the transformation process – in particular the move to a single team with a clarified governance structure (Lead officer – Neil Fairhurst, PCC);**

Required progress:

- Transfer of LCC team at the Harris to PCC.
  - A single team operating across the Harris.
  - Funding agreements set up between the Harris and the two Councils.
  - Joined up governance arrangements for the Harris with well-defined member involvement.
- 2) **Being able to give greater confidence in relation to the delivery of the matched funding requirement – greater commitment from both Councils**

**and at least an element of further underwriting is needed, though ideally a full underwrite would be offered (Lead officers -Louise Taylor, LCC and Neil Fairhurst, PCC);**

Required progress:

- Approval of original capital match of £1 million from each Council
- Additional “local” funding sourced to support bid (e.g. from the two Councils, City Deal, UCLan)
- Review of possible phasing of Harris capital project
- Bid developed and submitted for ACE capital funds
- Decision concerning underwriting of bid by one or both Councils is made

**3) Being able to confidently articulate that every aspect of the transformation proposals are aligned, reinforce each other and support the vision (Lead officer – Jon Finch PCC/LCC);**

Required Progress:

- Review of 2016 Harris HLF submission, particularly interior design proposals and presentation of a stronger proposition.
- Piloting of transformation proposals in the Harris in the short term.
- Independently led public debate and consultation around Harris Front entrance.
- Culture, the Harris and its vision clearly shaping key policy and strategy documents relating to Preston city centre.

**4) A route to solving the future of the museums closed in 2016 by Lancashire County Council has been committed to by all relevant parties. (Lead Officer – Louise Taylor, LCC);**

Required progress:

- Progress is made by LCC in resolving the long term future of Queen Street and Helmshore Mills in a way that is deemed acceptable to both HLF and ACE.
- The future of the Museum of Lancashire is clarified, and the relationship with the Harris is confirmed.

**5) The approach to physical changes to the outside of the building has clearer buy in from local stakeholders including residents (Lead Officer – Jon Finch PCC/LCC).**

Required Progress:

- Identify and engage with respected, independent broker to lead consultation around the physical changes to the exterior of the building;
- Undertake precedent survey looking at similar buildings elsewhere in the world;
- Review original proposals for exterior of Harris building;
- Undertake wide ranging programme of public discussion and debate.

**A sixth crucial area already referred to is retaining strong, clear and consistent support for the Re-Imagining the Harris project from members and senior officers at both Councils (Lead officers – Louise Taylor, LCC and Neil Fairhurst PCC).**

Required Progress:

- Securing sufficient revenue funding from two Councils to develop high quality HLF resubmission.
- Appropriate and timely member briefings.
- Project Board and Project Leader provide regular briefings to senior management teams at two Councils.
- Cabinet support secured in both Councils for HLF resubmission in 2018.