

Project Proposal for new City Deal Scheme

For new scheme proposals (not identified in the business plan)

To be completed for all new City Deal schemes (not currently in the Annual Business and Delivery Plan)

Purpose of this form:

To provide sufficient information to enable the Programme Board and City Deal Executive to make a decision as to whether to approve the scheme in principle and authorise progression to the next stage of project development including the development of a full Pid to be approved by IDSG.

1. Scheme Overview

		To be completed by the applicant
1.1	Name of scheme:	<i>Re-Imagining the Harris Project</i>
1.2	City Deal Zone	<i>Zone 3 - Preston City Centre</i>
1.3	Scheme type:	<i>Community Infrastructure</i>
1.4	Contact for more information:	<i>Nigel Roberts 01772 906594 n.roberts@preston.gov.uk</i>
1.5	Grid reference:	<i>SD5429SW</i>
1.6	Is a site map available	<i>Yes</i>
1.7	Funding type – is the scheme:	Capital (tick box)
1.8	Scheme description:	<p>The Grade I listed Harris Museum, Art Gallery & Library opened in 1893 and was the result of a bequest by Preston lawyer Edmund Robert Harris. The Harris is an iconic late 19th century building and important Grade 1 listed landmark, it is at the historic core of Preston, now designated as the Market Place Conservation Area.</p> <p>For many local people and visitors The Harris represents Preston. Central to the city's identity, it is the major landmark, fronting the principal public square and a focus for civic life. However, the Harris is much more than a monumental building – it must be a centre for Preston's cultural and social life; a source of inspiration, pride and creativity – and of enjoyment.</p> <p>The building is owned by Preston City Council, which has also delivered the museum and art gallery service since local government reorganisation in 1972. The Harris library is one of the largest and busiest sites in the Lancashire library service. We offer services including lending, IT access, employment courses and community history services; and occupies 40% of the building and is delivered by Lancashire County Council.</p> <p>The Harris at a transformational point. The Victorian founders' vision was that it would be the focus of culture, arts and learning, an embodiment of aspirations in late 19th century Preston. Inspired by those early ambitions, whilst responding to the needs of the people of the city and the region for the next generation, the two Councils are working in partnership to bring the museum and library together and developing improved community-led approaches. There is a compelling new vision, rooted in our Victorian origins and in Preston and Lancashire as centres of innovation and making: Joyful Making. This will provide the inspiration for the capital development. The aim is to create a democratic, high quality offer, with constantly</p>

Project Proposal for new City Deal Scheme

		<p>refreshed and community led museum, art gallery and library services as well as cultural activities delivered in a genuinely joined up way. It will utilise the unique opportunities provided by the Harris, as an iconic Grade 1 listed building and civic focal point for the city, with outstanding collections. It will build on the concepts of a 21st century museum and library, creating an animated cultural and community hub for the people of Preston and Lancashire.</p> <p>Support from City Deal would help enable the Harris to unlock further investment from funders such as the Heritage Lottery Fund to deliver a c£10million scheme which would enable the Harris to become a focal point for the wider regeneration of Preston’s city centre; working in partnership with the University of Central Lancashire to create a flagship city centre presence for the University as part of the redevelopment.</p> <p>The Harris must also become a more sustainable service. At a time when the Councils are facing considerable financial challenges, it is significant that both have identified the Harris as a strategic priority and ring-fenced capital investment. The project will enable the Harris to develop its commercial services, including improved shop, café and facilities for corporate events and business meetings.</p> <p>A City Deal supported project would build on the progress we have made since the Re-imagining the Harris project began in 2015.</p> <p>It would deliver phase 1 of the Harris Masterplan, and is likely to focus on:</p> <ul style="list-style-type: none"> - Redeveloping, refurbishing and substantially re-fitting the ground and first floor and providing an integrated heritage, arts and library service; - Improving access; - Delivering essential conservation and repair works to the building fabric; - Improving services infrastructure within the basement; - Resolving vertical circulation challenges. <p>The project will create high quality facilities enabling visitors to engage with heritage and art, as well as providing multiple opportunities for communities, particularly young people, to develop skills through a makerspace and digital learning centre that draw inspiration from the heritage of the Harris. Inspired by our values of creativity, democracy, animation and permeability, we will use the collections to fundamentally reposition the Harris. This will make a significant contribution to the economic revival of Preston by generating greater visitor numbers, as well as enabling more people to engage with Preston’s heritage. The project will also create high quality secondary income opportunities, based on a clear understanding of local markets.</p>
1.9	Why is the scheme needed and what benefits will it bring?	<p>The Harris opened in 1893 and currently attracts almost 1000 people a day – 350,000 per year. It is one of the leading museums and galleries in the North West, with a national reputation for its art,</p>

Project Proposal for new City Deal Scheme

fashion and history collections and exhibitions, and is the location of Lancashire's biggest and busiest library service. However, at 125 years old, the Harris is in need of significant investment to maximise its potential as a tourist destination to support the local economy, and as a community infrastructure hub to provide the services that Preston people need and want in the 21st century.

Preston: Preston is in need of improved services for its residents now – many are young and in need of opportunities and help with their education and career ambitions. To address this, Lancashire County and Preston City Councils have made concerted efforts to reposition the City, in partnership with the University of Central Lancashire, UCLan.

UCLan and Preston City Council are keen to encourage creative graduates to stay and contribute to the economy by starting small businesses or joining local SMEs. UCLan is the leading UK university for incubated start-up businesses and their planned studio spaces and creative opportunities will provide opportunities for young people, but more needs to be done.

The cultural, heritage and creative sector across the City and County is at a cross roads. Whilst the creative sector is rightly acknowledged as innovative and community focused, it is also recognised as disparate, un-coordinated and with few centres of excellence. That needs to change.

Changing City Centres: Today's cultural, technological and societal revolution requires City Centres to reinvent themselves and offer more than ever before. Expectations are high – people want to learn, develop, relax, enjoy and be entertained in new and exciting ways.

Major multi-million pound investment in Preston is providing just that – a whole new range of things to do, see and enjoy. This is fantastic for Preston – but a challenge to the Harris. In a re-energised and vibrant City Centre the Harris simply cannot afford to offer more of the same. It has to raise its game, move with the times and indeed lead the times. To be a place that truly inspires, is warm, welcoming, inviting and sets the standard for Preston City Centre in a way truly fitting for an historic and cultural icon.

In changing its offer, the Harris also needs to fulfil a wider regional role. Regarded in artistic and educational circles as a true Northern gem, it is also something of a hidden gem when compared to counterparts in Liverpool, Manchester and Leeds. This once in a generation investment will enable the Harris to play this wider role - to have more quality exhibition space and footfall so more cutting edge, informative and thought provoking exhibitions can be displayed. To reciprocate and allow more of the Harris's fabulous collections to be on display around the country - and even the world. To be a true seat of learning and technological innovation for another 125 years and beyond.

Project Proposal for new City Deal Scheme

		<p>Complementary Investment: Around the Harris in central Preston are new projects, fundamental to the creation of an economically and socially powerful City Centre - the Guild Hall Theatre and Concert Venue, the Youth Zone, the Old Post Office boutique hotel, contemporary Markets, City Bus Station and Transport Hub, and the LEP plans to build over 17,000 new homes and create more than 20,000 new jobs.</p> <p>Together, these constitute the largest investment Preston has had in living memory - and the Harris is at the heart of them. It is important that to take advantage of these opportunities now and not be left behind.</p> <p>Local Authority Co-operation: Lancashire County Council and Preston City Council have both reserved funding of £2 million for the project but will not be able to hold on to it indefinitely. The two Councils are working in effective partnership for the benefit of the Harris for the first time since local government reorganisation in the 1970s so this is an opportunity that must not be missed.</p> <p>Commercial Opportunity: Long term challenges in funding for local authorities mean it is critical the Harris generates income to make itself sustainable as soon as possible. The re-imagining the Harris project will make this happen. The configuration of the building means it is impossible to develop effective commercial opportunities – and without these, there is a threat to the heritage of the building and collections as there will inevitably be less money to spend protecting them. The revised project directly addresses this.</p> <p>Conclusion: The HLF investment project is about building a new future and new legacy for the Harris - one that is more innovative and business like. Given the new financial reality of major funders Preston City and Lancashire County Councils, it is vital that the Harris forges ahead in a new direction with a new bold model of service delivery that is more flexible, more innovative and more financially secure and sustainable, with a wider range of revenue sources and income streams.</p>
1.11	<p>How was the need for the scheme identified?</p>	<p>Development of the Re-Imagining the Harris Project</p> <p>In 2015 Preston City Council and Lancashire County Council recognised that the Harris needed change and investment. Despite being a cultural and community focal point the Harris was showing significant signs of wear and tear, and it was acknowledged that having teams from different councils delivering services within the building was not offering optimal efficiency and customer service.</p> <p>The Councils were also aware that the ongoing regeneration of the city centre whilst crucial for the success of Preston, may also result in the Harris being left behind, therefore it became clear that a repositioning of the Harris was needed.</p> <p>Sp PCC and LCC established the 'Re-Imagining the Harris' project in</p>

Project Proposal for new City Deal Scheme

2015, sharing the costs of a Project Leader and securing support from Arts Council England (ACE).

The project has four priorities which are to:

- Develop a new vision for the Harris as an arts and cultural centre for the community and an important regional visitor destination centre;
- Prepare a business case to support a new joint staffing structure;
- Prepare a major bid for HLF and other funds to deliver the established vision;
- Exploit commercial opportunities and efficiency savings to reduce the Councils revenue costs.

Stakeholder and Community consultation

We have actively listened to and learned from all sections of our community and to everyone with a stake in the Harris. We have used traditional and innovative means of consultation and engagement to secure as wide a range of feedback as possible. The Harris Transformers and Talk to Me projects in particular provided unique insight.

The consultation has involved more than 1,500 people and a variety of different methods including:

- Focus groups;
- On-line consultation;
- Street interviews;
- Displays in the Harris and local libraries;
- Working with local press;
- Using other creative agencies;
- Use of specially created groups;
- Comments via social media

The passion and the pride people of Preston have for the Harris is clear. There are a number of messages that have been articulated clearly and repeatedly about the need for change at the Harris:

- A desire for greater animation and regular refreshment of the offer;
- Opening up of the Harris to be a more welcoming place where people feel safe and comfortable;
- Creativity, making and innovation in the Harris are crucial, as is supporting the local creative sector;
- The Harris should be democratic, enabling local communities to take the lead and providing them with a voice;
- The Harris, and its offer, should be seamless, breaking down barriers between the museum, library and gallery, as well as the city beyond;
- The need to focus on young people, enhancing the offer and appeal to them as it is currently limited;
- There is a clear desire for the Harris to focus on and celebrate Preston and Lancashire;
- The need to utilise technology, and create a more engaging environment.

Project Proposal for new City Deal Scheme

		<p>Analysis of cultural infrastructure in other towns and cities</p> <p>The two Councils and the Project Leader analysed other towns and cities of a similar scale and size to Preston. It was clear that the majority had targeted investments and improvements in their cultural and community infrastructure as part of their regeneration and growth of their urban centres. As the only major cultural and community hub in Preston it is therefore vital to ensure the Harris plays a key part in the development of the city (Comparators include Chester - £33m invested in Chester Storyhouse; Blackpool - £13m on new Blackpool museum).</p>
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Project Proposal for new City Deal Scheme

2. Scheme benefits – strategic and local fit

2.1	Outcome/benefits anticipated	Please delete as appropriate	If yes, please provide further information (numbers of jobs/homes or reason/justification)
2.2	Job creation/employment opportunities	Yes/no	<p>The scheme will safeguard the existing jobs in the museum and library.</p> <p>The scheme would create/safeguard construction jobs during construction phase.</p> <p>An economic impact study as part of the detailed HLF bid would look at the job creation opportunities that would flow from the scheme itself once completed through encouragement of skills development/training.</p>
2.3	New homes	Yes/no	
2.4	Improved community infrastructure to support sustainable communities	Yes/no	<p>Culture and cultural infrastructure plays a vital role in all successful cities and urban centres. Preston currently has limited cultural, arts and community infrastructure for a growing population. This investment will ensure that the city has a high quality and fit for purpose cultural and community hub that can serve local communities and visitors alike.</p> <p>The Harris is already a well-used organisation, receiving over 350,000 visits in 2017/2018. The redevelopment will increase this usage to over 420,000. The extensive consultation undertaken by the Harris during the last two years demonstrates the passion and pride the people of Preston have for the Harris. An Ipsos Mori survey demonstrated that 88% of local residents recognised the building, and of those 84% had visited the Harris</p>

3. Funding Requirements

Please provide an estimate of costs:	£10.5m of which seeking a contribution of £1m from CIF
If a revenue scheme, could the scheme be capitalised?	Yes/No

Will this scheme attract developer or other contributions, if yes please provide details.

Funding source (e.g. CIL, s106, other)	Amount of Funding	Date Obtained / Other relevant information
Preston City Council	1m	Cabinet Approved
Lancashire County Council	1m	Cabinet approval will be sought in August
Arts Council	0.625m	Expression of interest submitted

Project Proposal for new City Deal Scheme

Heritage Lottery Fund	4.5m	
UClan	0.5m	
Trusts and Foundations	1m	£110,000 (Harris Trust and EC Dickson legacy)
Local fundraising	£0.875m	

For Community infrastructure schemes the following operating principles apply	Answer	Provide details
Is the project seeking approval to proceed prior to funds being collected? Note: all commitments to expenditure (i.e. before funds are collected) will be approved by the Executive according to agreed criteria set out in the plan and detail to be agreed by the Programme boards and LCC's 151 officer	Yes/No	The Heritage Lottery Fund uses a two stage process for all large grants. The Harris is about to submit a stage 1 bid which includes high levels concepts. If successful (a decision will be made by HLF in December 2018) the Harris will have between 12-24 months to develop and submit a stage 2 bid which is expected to include a much higher level of detail. The Harris expects to submit a Stage 2 bid in the summer of 2020.
Is the scheme viewed as strategic, cross borough or of regional/sub regional significance? E.g. cycle route, leisure facility?	Yes/No	The Harris is widely viewed as one of the leading museums and galleries in the North West, and is the largest cultural organisation in Lancashire. Both the museum and library receive significant numbers of visits by South Ribble residents. The museum also is regularly visited by audiences across Lancashire and the North West. The investment will help further secure the sub regional and regional profile and impact of the Harris.

4. Deliverability of the scheme

4.1	How long is the scheme expected take to complete?	Completion in 2023
4.2	Who will deliver the scheme?	Preston City Council and Lancashire County Council
4.3	Anticipated start date if approved	Autumn 2021
4.4	Are there any other issues or risks associated with this scheme that you are aware of,	Any key risks from the HLF risk assessment
4.5	Are planning or other consents anticipated for this scheme?	Scheme would require planning and listed building consents. Discussions are ongoing with Historic England in relation to the Listed Building consent.
4.6	Are there any communications considerations associated with this scheme?	The scheme is likely to generate a large amount of positive publicity if it goes ahead.

Date submitted to City Deal Executive and Stewardship Board: 16th August 2018

Decision: Approved/not approved.

Details: