



Notes on completion

Summary

Name of your organisation

Rossendale Borough Council

Project title

In no more than 15 words, please choose a title which you think best describes your project. This will be seen externally, on our website and by our decision makers so please ensure that you choose a title that you are happy for a wide range of people to see.

The Whitaker Experience: our Heritage, our Stories, our Rossendale.

Reference number

HG-16-00570

Project summary

In no more than 150 words, summarise your project. We will use this text to tell people about your project, including our decision takers.

Whitaker Experience transforms a nascent, burgeoning heritage offer into an integrated, large-scale and sustainable heritage enterprise. Conserving and showcasing an existing collection, it will signpost to and provide a platform for the broader pan-Rossendale heritage offer.

It will totally re-imagine the use and heritage potential of the adjacent at-risk barn and stables by creating an exciting and vibrant exhibition and Community space in an outstanding Victorian parkland setting.

The Whitaker has planted the seeds of interlinking, innovative and highly valued heritage experience, concentrating on people's stories, visual, culinary and musical heritage; integrating with and exposing our physical Collection, and connecting new audiences with heritage through artistic endeavour.

Demand exceeds capacity - highly constrained footfall cannot sustain experiences. To be financially viable and culturally enriching, space and duration of offer need to be substantially increased. Your funding will deliver a financially viable nexus for heritage across Rossendale.

Have you received any advice from us before making your application?

Yes

Please tell us who you received advice from.

Rebecca Mason and Karen Zeisler

Is this your first application to the Heritage Lottery Fund?

No

Please tell us the reference number and project title of your most recent application.

HG-13-05905

Section one: Your organisation

1a Address of your organisation:

Address line 1	The Business Centre
Address line 2	Futures Park
Address line 3	
Town / city	BACUP
County	Lancashire
Postcode	OL13 0BB

1b Is the address of your project the same as the address in 1a?

No

Enter the address of your project. Please use the post code look up button to find your address so that the Local Authority and Constituency information is generated in the boxes below.

Address line 1	Whitaker Museum
Address line 2	Whitaker Park
Address line 3	Haslingden Rd
Town / city	Rossendale
County	Lancashire
Postcode	BB4 6RE

Local Authority within which the project will take place

Constituency within which the project will take place

1c Details of main contact person

Name

Sarah Davies

Position

Director of Business (Deputy Chief Executive)

Is the address of the main contact person the same as the address in 1a?

Yes

Daytime phone number, including area code

01706 252428

Alternative phone number

07702865719

Email address

davidpresto@rossendalebc.gov.uk

1d Describe your organisation's main purpose and regular activities

Local Government Borough Council

How many people does your organisation employ?

1e The legal status of your organisation

Please select one of the following:

Local authority

If your organisation is any of the following, please provide the details shown:

Company - give registration number

Registered Charity in England, Scotland or Wales - give registration number

Charity recognised by HM Revenue and Customs in Northern Ireland - give reference number

1f Has your organisation undertaken a similar project in size and scope in the last 5 years?

1g Will your project be delivered by a partnership?

Yes

Who are your partners? Please provide a named contact from each organisation

RBC will work closely with the Whitaker Organisation CIC - Carl Bell - Director. (Appendix6c)

1h Are you VAT registered?

No

Section two: The heritage

In this section tell us about the heritage your project focuses on and why it is valued.

2a What is the heritage your project focuses upon?

Rossendale Valley played an important role in the industrial revolution. From rural forest origins it became a world renowned industrial force. With stone from its quarries laid in Trafalgar Square, wool, cotton and latterly slipper and shoes were exported worldwide.

The House, Stables, and parklands were left to the people of Rossendale by Richard Whitaker. This classic Victorian collecting mode - the recently wealthy donating to the local community for their education and improvement is well demonstrated in the eclectic mix of local and international objects. (Appendix 1B- Activity Development Plan).

On the micro level our project focuses on saving, securing and developing the core collection, re-claiming the Barn and Stable complex from disrepair (Appendix 4) reuniting it with the main building. Re-imagining and further exploring the rich slipper and shoe heritage, further activities around the celebration of local Heritage involving the whole community (Appendix 1 Activity Development Plan).

The Project incorporates a range of inter-linked Heritage themes:

- 1) Evidence and knowledge: conserving and promoting the Collection, and building upon the Slipper and Shoe heritage as a long term permanent project
- 2) Physical heritage: reintegrating the Barn and Stables into the broader Whitaker site and exceptional parkland
- 3) Aesthetic & cultural heritage: growing visual, musical, and food creativity via heritage activities and experiences
- 4) Visitor Experience: social and community engagement and communication through volunteering, recreation, promotion and experiential learning

On the macro level is a long-term sustainable vision for the Whitaker which demonstrates the role and purpose of local museums and collections in the twenty first century, without ongoing reliance on the public purse.

>>

>> 1 Evidence and Knowledge: Preserving, enhancing and reinterpreting the Rossendale Museum Collection
>> Protecting the Collection is central - upgrading archive facilities to create tailor-made and indexed storage which will preserve its longevity, and making curatorial activity accessible. Also increasing access to the Collection, and better exploiting the Slipper and Shoe Collection. The Collection was in the main donated by the local community and represents their social heritage. At the Whitaker we aim to achieve this better access by:

>> • increasing exhibition space

>> • improving storage and restoration / maintenance facilities, (existing storage risks degrading the Collection)

>> • engaging Volunteers and the community in expanding, interpreting and conserving the Collection.

>> The development phase will prepare the detailed plans for achieving this aim.

>> Finally a reinterpretation of the Collection and multi-faceted Activity Plan will concentrate on current artefacts, building new audiences and areas of local importance (Appendix 1 Activity Development Plan).

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>>

>> The second key focus is to ensure that the Slipper and Shoe heritage of the valley (<http://rossendalefootwearheritage.org.uk>), is retained and made more accessible. This will focus on Developing the history of slipper and shoe heritage of the past, the present and the future with commercial opportunities.

>> The availability of raw materials, a labour force and disused cotton mills provided the right ingredients for an industry that lasted over 140 years, exporting shoes and slippers throughout the world.

>> We intend to provide a focal point for currently diffuse, and at risk heritage assets in this area (Rossendale Footwear Heritage, Shoe Museum and Shoe Trail) and provide a more permanent home. We don't currently have the storage space/facilities to support wider interaction with this heritage. Local community interest and participation is still significant, the shoe trail will be revived and be part of overall 'outdoor' Rossendale offer (this is an enormous promotion opportunity – Rossendale's offer is the core outdoor offer in Marketing Lancashire's forward plan). Key partners are involved and will be critical during Development Phase – Promoting Rossendale, Ski Rossendale, Rossendale Leisure Trust and Rossendale Footwear Heritage.

>> A superb HLF project set the scene for this area of Heritage and we intend to address the main 'legacy' points , including verbal recording and forward continuity plans, see P. Dunn,

<http://rossendalefootwearheritage.org.uk>. Relevant collections are mainly informal, and are dispersed across

Rossendale, including townscape heritage at Bacup, Weavers Cottage, iconic churches, Mills and buildings.

>> 2) Physical: The Barn and Stables (Appendix 4 Physical Works)

>> The project will develop the Barn and Stables.. New lines of heritage will be achieved by reconnecting the stables to the house and surrounding park. Increased scale will provide new interpretation and communication facilities - widening community reach and strengthening the nascent mixed media delivery of heritage information via spoken word, heritage music, culinary, archive film and artefact showcasing. The Barn and Stables block was disconnected in 1975 and used as a 'Park's Depot'.

>> Areas of significance have been surveyed by conservation expert Bethan Frost, verified by Valley Heritage and supported by Purcell. (Appendix 3C). Features including the stable room, flooring, fireplace, dividing wall, all pitching holes, wagon entrances and other original or historic openings have illustrative value.

>> The Whitaker has developed a very successful food and beverage offer within the Museum environment, sensitively introducing heritage themes and artefacts as part of everyday experience. It is clear that for this to thrive, more internal space is needed, configured in a way to support larger congregation volumes, and more opportunities to deliver a palette of blended, complementary heritage activities in the same wider location to increase the time spent during each visit. The space provided by the Barn and Stable development is pivotal to the future sustainability of the whole site.

>> Less than half of the current footfall of the Museum (See Appendix 3a, Whitaker Wellbeing Research Report) currently cite heritage as a prime reason to visit. , This provides an unrivalled opportunity to expose new local audiences to heritage content. There will be new heritage experience spaces and outside education/learning classrooms helping to 'future proof' the Museum.

>> 3) Aesthetic (growing visual and musical, and food creativity via heritage experiences),

>> There are a number of musical influences across the Valley of Rossendale, strong choral/choir tradition and Brass Bands - we will focus on the internationally significant 'Larks of Dean', bringing together a number of local and regional historians and musicians. The Museum currently holds a significant proportion of manuscripts, musical pieces, early instruments and pictures.

>> Larks of Dean were a local 19th century musical group. They made their own instruments and wrote their own music. Inspired by non-conformist religious groups they would travel from chapel to chapel to play. Their legacy was substantial and we will reinterpret their story, consulting with local choral and religious groups, building on existing small scale exploratory activities.

With the Friends of the Museum and West Gallery Music Association we'll provide 'Musical homecoming' musical interpretation events, linking the music to current artefacts firmly imprinting a sense of Rossendale's heritage on visitors. (Appendix 1 Activity Plan)

Blending local ingredients and utilising heritage cookbooks, some drawn from the local collection, allows the Whitaker to offer heritage food experiences through highlight menus and practical sessions. Working with established links at the Lancastrian Society, Blackburn food college and Farmers market. Building on the Whitaker's heritage purpose, it will act as a focus for country fayre and related experiential learning events where people can engage in participative cook and eat sessions linking the Collection and heritage with modern issues such as food in conflict, food sustainability e.g. Rossendale Courting cake, Rossendale Ration recipes.

4) Visitor Experience - Social and community engagement and communication (volunteering, recreation, promotion and experiential learning).

'Our Champions' programme we will set up a Culture and Heritage Information point at the entrance of the rejuvenated Whitaker site. Working as the hub of a Heritage 'Wheel,' this will expand across our physical, leisure and sporting sites. This will build and link a coherent series of experiences around Rossendale, using the Whitaker as a hub to signpost visitors to key heritage touchpoints. Outcomes include:

- Promotion of Heritage sites (leading to Heritage and Cultural Development Plans)
- Better access to information from HIP and HIP (Outreach) schools/Community groups
- Links to the Community past and present
- Volunteer development, training and expertise
- College/apprenticeship placement
- Promotion of the Historical and Physical Assets

2b Is your heritage considered to be at risk? If so, please tell us in what way.

The Whitaker was run by Lancashire County Council until threatened with closure in April 2013. In response to a tender from Rossendale BC to develop an alternative working model, over a period of six months 3 passionate individuals established a Community Interest Company (CIC), achieved Full Accreditation (see Appendix 3d) and re-opened the museum after only 2 weeks closure.

Although the Whitaker CIC have successfully developed the overall Heritage offer and commercial heritage activities, it is clear that the current physical capacity is insufficient to deliver a viable going concern. RBC is offering cash match to enable a sustainable transition from core funding to expanded heritage operation, as it is unlikely to continue core funding beyond 2019. Detailed analysis had demonstrated that a combination of initial expansion funding and expansion of the nascent offers should yield a viable heritage offer. However, without the requested project development the whole Museum, Barn and Stables are all at risk.

Physical Risks: The adjacent barn and outbuildings to Whitaker Museum have been used as a parks depot since 1975 and are in the curtilage of the former house of the mill owner George Hardman. Set in extensive landscaped grounds the site is on the fringe of the Conservation Area, the building has suffered from past neglect and needs a significant investment to prevent further deterioration. This use does not recognise the heritage potential of these buildings as a resource for the community and risks their further erosion. Council restructuring and efficiency savings mean that the parks service will shortly vacate the premises, which will not only pose a significant dereliction risk to the property itself but also blight the existing Whitaker Museum.

Risks to the Collection: The Collection is currently stored in the attic space of the Whitaker Museum which is not designed for this purpose and is challenging to maintain in terms of humidity and general repair. It is imperative that the Collection is moved to a safer and drier environment before further damage caused by damp and mould can occur. An analysis of the current Collection storage challenges and the risk to the heritage that this presents is included as Appendix 3e - Collection Issues - it is particularly susceptible to bad temperature control.

There is no Conservation at risk contributes to social, wellbeing and economic decline.

There is no electronic digitising of the Collection which puts the Collection at risk of being misplaced, mishandled or lost forever. Investing in a digital documenting system would allow better management of the Collection as well as opening the Collection up to the public, increasing the community's access to their heritage.

The Slipper and Shoe industry heritage has been partially recorded very well (<http://rossendalefootwearheritage.org.uk>) and there remain some excellent artefacts in the flooded and boarded up Lambert's Mill, as well as critical artefacts at local libraries, the Museum and Preston Archives. A library closure programme risks further loss.

Without our proposed co-ordination vital local history will remain fragmented, deteriorating and most importantly unseen and unused by local people and interested groups. A once important 'Shoe Trail' physically placed across the Valley that has run into disrepair. Without the proposed strategic approach to this important area of Heritage it will be lost forever.

Currently the display space is limited; restricting community access. Increased building space will allow us not only to display more of the existing Collection, but also produce more exciting and engaging exhibitions which will encourage the community to care about their heritage and take a more active part in protecting it for the future from amateur interest to expert curatorial studentships. This issue is highlighted by local people in our action research (Appendix 4 Wellbeing)

There is an immediate need to begin to film and record local people in order to develop an oral history of this Heritage, this will take shape as part of a trial in the Development year taking place under the 'Follow in their Footsteps' Activity (see Appendix 1 Activity Development Plan).

Our Heritage Information Point addresses the risk of anonymity of our rich local Heritage sites. There is gap in integration of niche schemes in areas like Bacup Townscape Heritage Initiative and the History of Haslingden and the Weavers Cottage. This reduced volunteer pools. Losing both knowledge and expertise as well as a deterioration in Physical buildings.

An important risk facing all aspects of the heritage assets discussed in this proposal is the viability of the existing model. This proposal identifies the core underlying issues affecting sustainability and seeks to address them, to not only deliver significantly enhanced amenities, but also to provide a self-sustaining and financially viable operating model which conserves and enhances the existing Collection, saves, integrates and anchors vulnerable heritage and artefacts from across the area, and boosts the viability of related heritage assets in Rossendale.

In order to generate revenues to support the Collection and buildings, footfall is essential. The existing facilities and amenities do not allow heritage events and activities to reach the critical mass necessary to ensure they are viable. The lack of space means blended, integrated experiences cannot be offered and limits numbers for activities and their duration far below latent demand levels.

There is a lack of sufficient internal space to be able to blend multiple activities into deeper heritage experience for visitors, or to secure the necessary footfall to reach viability levels for paid events. New expanded facilities are needed to enable latent demand to be satisfied. Key music, film and food events important both for showcasing the heritage and underpinning the financial viability of the Whitaker are significantly oversubscribed, risking disengaging people who cannot gain places for key activities. The current business model is unsustainable, as the site facilities and amenities are simply incapable of providing the level of footfall necessary to generate the income to support and preserve the Collection and heritage buildings it is hosted in. The current situation will be exacerbated by the loss of Local Authority funding by 2019. This is despite growing earned income from a standing start to a majority of total turnover in just a few years. This project seeks to build upon our established track record (see Appendix 7 – Letters of Support) and rapid growth to secure the organisation and expand the reach of the Collection and strong local Heritage.

This project will create a scale, mass and footfall that will conserve and enhance both the existing Collection, and provide an anchor to integrate, sustain and promote a wider range of local heritage. All of these physical assets, social opportunities and creative endeavours will be lost.

2c Does your project involve work to physical heritage, such as buildings, collections, landscapes or habitats?

Yes

Tell us the name of the building(s), collections, landscape or habitat area

Whitaker Museum, Park

Does your organisation have the freehold of the building or land, or own outright the heritage items that your project focuses on?

Are there any legal conditions, restrictions or covenants associated with the heritage asset which may affect your project?

Has a condition survey been undertaken for the heritage asset in the last five years?

Does your organisation have, or are you planning to take out, a mortgage or other loans secured on the building or land, or heritage items?

No

Does a project partner have, or are planning to take out, a mortgage or other loans secured on the building or land, or heritage items?

For landscape projects, please provide an Ordnance Survey grid reference for your landscape.

2d Does your project involve the acquisition of a building, land or heritage items?

No

Please tick any of the following that apply to your heritage:

Accredited Museum, Gallery or Archive

Designated or Significant (Scotland) Collection

DCMS funded Museum, Library, Gallery or Archive

World Heritage Site

Grade I or Grade A listed building

Grade II* or Grade B listed building

Grade II, Grade C or Grade C(S) listed building

Local list

Scheduled Ancient Monument

Registered historic ship

Conservation Area

Registered Battlefield

**Area of Outstanding Natural
Beauty (AONB) or National
Scenic Area (NSA)**

National Park

National Nature Reserve

Ramsar site

**Regionally Important
Geological and
Geomorphological Site
(RIGS)**

**Special Area of Conservation
(SAC) or e-SAC**

**Special Protection Areas
(SPA)**

Registered Park or Garden

Section three: Your project

In this section, tell us about your project. Make sure you include all your planned activities, and capital works if applicable.

3a Describe what your project will do.

The project will conserve, expand access and render sustainable an existing collection. It will refurbish and transform an existing barn and stables complex, repurposing it to heritage use.

Our principal aim and underlying philosophy is to increase access to the Collection, whilst expanding knowledge and interaction with aspects of local Heritage including the Slipper&Shoe Industry, physical landscape, local Music and food Heritage.

A series of activities, embedded over the delivery phase will start to establish and re-inforce the educational programme, community art, photography, partnership working and development of the Volunteer workforce and contribution (Appendix 1).

DAY Architectural are leading a team providing expert technical HLF Bid support to RBC and The Whitaker CIC. They have provided capital works advice and plans far beyond the recommended RIBA Stage 1 (see appendix 4 for full details and Plans).

The key aspects of the Physical Works are to:

- Refurbish and redevelop the Barn and Stables Building, outbuildings, courtyard and forecourt area to provide heritage context experiences, activity and collection storage and curatorial facility
- Upgrade DDA and amenity facilities across the site

To date RIBA stage 1 & 2 have been completed, elements of Stage 3 have been undertaken and full plans and support up to RIBA stage 4 during the development year full Technical Design is planned.. A timetable for the Development Year is summarised in Appendix 4d.

Indicative costs for the full physical works scheme are provided in Appendix 4c.

COLLECTION: The project will expand existing facilities, secure additional heritage buildings, conserve and enhance the Collection, (physical, aesthetic and artefact) and significantly increase heritage footfall via a number of Heritage related activities and sessions. Building on current experience and good practice in a way which enables the full facility to become financially self-sustaining.

The Past Lab: During Delivery Phase this project will provide a secure and organised space for the Collection. An organised storage space will reduce risks to the Collection and increase accessibility whilst working on a number of key areas including:

- proper storage space, strategies and techniques
- good handling practices
- effective security and fire protection
- good housekeeping practices
- appropriate environmental conditions
- an effective Pest Management program.

Our Collection Lead will work with our Volunteer Curator/s to further develop and test sessions during Delivery Phase leading to better use of the museum Collection currently in store, including tours and handling of objects in our 'Survive and Thrive' activity initially in the old building, then the 'Past Lab'. These sessions will be booked by individuals and groups, adults and children.

People involved in our sessions will be able to demonstrate competence in new skills such as handling objects, documenting a Collection and conducting preventative conservation. Individuals will develop their knowledge and understanding of heritage because we will give them opportunities to experience our heritage by handling the collection and increasing their access for research. Adults, children and young people will visit The Whitaker site and engage with their heritage. They will be able to tell you what they have learnt about heritage and what difference this makes to them and their lives. They will also be able to tell you what they are doing with that knowledge and understanding; such as, sharing it with other people, using it in their professional or social life, or undertaking further study.

Central to the reinterpretation of the Collection during Delivery Phase will be our enhanced co-ordination of the Rosendale Slipper and Shoe Heritage offer 'Follow in our Footsteps'. This will work on 3 levels:

- amalgamation of detailed records currently held through the Rosendale Footwear Heritage Project, the Rosendale Libraries service, Lambert's Mill and Preston Archives – for research and educational sessions and exhibition

- recording programme, involving the oral and written histories of individuals, recorded in conjunction with Blackburn College and in liaison with Manchester Film Archive – for regular exhibition and regional attraction
- re-construction of an extended mind and body Heritage ‘Shoe Trail’ – working on 3 distances and planned around key Heritage sites of Rossendale,

Activities will be developed, prepared and tested during Development phase Appendix 1b Timeline). These include ‘Timeline Project’ Community participation in the planning of a large art installation showing key moments of Rossendale history which will eventually act as a draw to visitors, families and school children during Delivery Phase. Also our ‘Stitch in Time’ will be led by a wildlife Photographer, taxidermist and artist and will draw the parkland into the new Museum and the new museum into the Parkland. Showing the inter-connected nature of everyday objects and reinterpreting the Collection and surrounding Parkland. Continuing the links between Museum and the Parkland is ‘Nature, our greatest gift’, where we will be offering regular sessions during Delivery stage for our ageing population.

We have done extensive research into Health and Well-Being (Appendix 3a) and are part of the National programme ‘Encountering the Unexpected’

<http://www2.le.ac.uk/departments/museumstudies/rcmg/projects/encountering-the-unexpected>

In Partnership with University of Leicester Research Centre for museums and Galleries, Dementia Friendly Rossendale and carers groups we will develop a successful ageing programme through Natural heritage collection (Appendix 7 Letter of Support from Dr Ceri Hughes and Henry McGhee of Manchester Museum) Also ‘I’m sure I know that place’ which will be a combination of archive film, photographs and materials, private collections and local Photographic societies. Bringing to life the physical and changing landscape/s around us, culminating in a Roadshow session that can be used over a number of years. leaving a legacy in terms of visual information packs and investment in visual and audio capacity.

Our ‘House Full of Stories’ Outreach will focus on current school curriculum (e.g. KS1 and 2 ‘our area). In conjunction with educational Consultant and teaching advice we will prepare an Outreach programme using artefacts from the current collection during Development phase. Heritage will meet visual stimulation and creative writing skills, phase one will see trained museum Volunteer visit schools and schools will be encouraged to visit the new outdoor teaching area as a second stage of this learning project.

After extensive work looking at our visitors views and experiences (Appendix 3a) new audiences will be the focus for our ‘Harp and Drum’ activity. Working with Irish Heritage groups and a number of legacy projects from the South Asian ‘Different Moons’ exhibition we hosted last year. We want to encourage new visitors and different perspectives on the very positive input from these communities on Rossendale. Culminating in a multi-cultural arts and heritage audience development plan which will go live in the Delivery phase.

Music takes centre stage for ‘Musical Homecoming’, working with local music groups and the Larks of Dean Quire led by Jean Seymour (letter of support Appendix !!). In a similar way to the Shoe Heritage work the Museum will bring together the key manuscripts which are currently held at the Museum, Preston archives and 2 local Libraries. There will regular concerts planned in the Delivery phase and a new body of work for interpretation by local and regional Bands.

The Rossendale Cookbook - Heritage Cookery, research and deliver courses from the new kitchen, the local History of producers and culminating in an easy to use Cookbook. Sensory learning about heritage and improving culinary skills. Access recipes and food related objects in the collection

Vintage Market View and Collectors Corner – harnessing the large growth in Vintage, Collectors and Antique markets in the local area, we will develop proposals and test the viability of running a bi-monthly market in our large courtyard and covered area. Current ideas include ‘guess the item’, have your antiques valued and the joy of collecting History all under one roof.

‘The Champions’ – a Volunteer recruitment programme and setting up of the Rossendale Heritage Information Point (HIP)

Working initially with Tourism + Heritage, Civic Trust, Valley Heritage and the Burnley, Pendle and Rossendale CVS ‘Information Volunteers’ we will set up a Culture and Heritage Information point . . Initially working as the hub of a Heritage ‘Wheel’ this service will:

- promote numerous local Heritage sites (leading to Heritage + Cultural Development Plans)
- provide better access to information from HIP and HIP (Outreach) schools/societies/Community groups
- enhance the links to the Community past and present
- offer Volunteer development, training and expertise
- offer College/apprenticeship placement
- cohesive and more corporate ‘Promotion’ of the Historical and Physical Assets

Engaging people directly and indirectly, mentally and physically in the latent Heritage of Rossendale and the changes that are very much a part of not just the past but also the present and future decisions about the physical landscape, building development, commercial decisions and leisure and health pursuits.

General Outputs include:

- conduct workshops
- train Volunteers
- research local Heritage via a number of Activities
- engage a number of different age groups in local Heritage
- re-interpret collection
- co-production with Artists
- facilitate partnership working
- develop products
- develop resource pack/s
- full recording of Development phase
- develop out-door classroom
- work with and in the Parkland

3b Explain what need and opportunity your project will address

Need:

No space to continue collecting, the Collection needs to be continually monitored because of very poor overall environment. Artefacts in danger of permanent damage

Opportunity: Create a purpose built storage space in new development. Engage greater and more diverse numbers of people with their physical Heritage.

Activity: A 12 Survive and Strive

Involve, excite, engage people. Develop new skills and turn the storage space into living exhibit.

Need: Confidence and pride in museum collection, lack of opportunity for meaningful and enjoyable interaction for population of Rossendale

Opportunity: Visitor numbers have tripled in 3 years, there is a clear opportunity to build and maintain this good work showing local people their Heritage first hand.

Activity: A 1, 3, 4, 6,7,9, 10, 12,

Purpose built storage and display facility, increasing access and instilling pride

Need: Footwear Heritage is dispersed, diluted and damaged. Need to collate information and co-ordinate a more comprehensive programme. Rossendale employed thousands of people and produced millions of shoes, this rich and international Heritage must not be lost.

Opportunity: Use the legacy from a previous HLF project, collate artefacts and documents, to rejuvenate and modernise the physical 'Shoe Trail'. This heritage is one of the keys to the identity of Rossendale

Activity: A 1, 6, 10

Partnership Activities and public involvement including vocal recording and filming of people's memories. Mapping the psychological and physical impact on the past, present and future of Rossendale

Need: New interpretation/s of the collection and accessible new exhibitions. This message came from our qualitative Consultation document at Appendix 3a

Opportunity: To develop new audiences and encourage repeat visiting, to listen and re-act.

Activity: A's 2, 3, 4, 5, 6, 7, 9, 11, 12

Activities based on working with individuals, groups and Partners, directly engage people with their local Heritage and environment.

Need: Health is increasingly recognised as a societal issue, linked to multiple and complex factors, persistent inequalities such as social and economic deprivation, and lifestyle.

Opportunity: To extend the work of the National programme we are involved in, transforming the way museums use their natural heritage collections to support active ageing. Using innovative health linked pilots during Development phase the Museum is put back to the Heart of Community.

Activity: A 3, 4, 5, 6, 7, 10

Keeping people involved and active, stimulating memories and discussion and just having FUN. New ways to use the Collection, new building and Parkland - huge possibilities for museums to engage with health and well-being.

Need: Increased success and popularity of Museum has led to increased demand for school use. Need to create additional space to cater for this educational requirement.

Opportunity: To provide extra educational space, an 'outside' classroom, link with school curriculum particularly around local History, support the reinterpretation of the current collection.

Activity: A's 1, 2, 9,

These activities have a core element of education, Activity 9 also providing outreach to local schools. Local teachers are providing advice. Critical to harness the interest and support of children and families who visit as well as making direct links to the current curriculum.

Need: The barn and stables building is at risk of dereliction, blighting the Museum site.

Opportunity: Bring the overall site back to it's Victorian splendour, buildings working together again. The site is a natural 'Gateway' to East Lancashire, with it's central position and classic local heritage story. Mill owner 'giving' the house and Parkland to the people of Rossendale

Activity: A 12 Survive and Thrive activity, the physical capital build programme and Expert Panel involved, leading to sustainable uses.

Need: The cafe space is often full and not suitable for larger groups of visitors. Kitchen facilities are too small and too far removed from the cafe area. Relocation of the cafe area will enable a better integration between kitchen and cafe and support the sustainability/wider ambitions of the museum.

Opportunity: Make the Museum sustainable, building on the last 3 years foundational work, increasing the size and capability of the Food and Beverage offer.

Activity: A 11 and capital build plans for new kitchen, Activity, includes Heritage foods, local providers and a Whitaker Cookbook

Need: Visitor profile is not representative of Rossendale's wider diversity, Museum currently attracts a low proportion of BME visitors and people from deprived communities. Widen the offer and improving the heritage interpretation.

Opportunity: To build a more diverse, stronger and accessible programme/s for the future. Leading to a multi-cultural Arts + Heritage Audience Development Plan

Activity: A 4

Working with Irish and South Asian Heritage groups. Developing 'legacy' elements of previous HLF and Arts Council projects, Haslingden Irish project and 'Different Moons' initiative

Need: Large growth in Vintage, collectors and Antique markets in the surrounding area, but no suitable place locally for a regular market.

Opportunity: Use local expertise to develop and plan more diverse Heritage based market and test it's possibility of success.

Activity: A 8

Combining commercial Artisan market, Antique Collectors and a Heritage stall with expert advice will help introduce both a new audience and future expansion.

3c Why is it essential for the project to go ahead now?

-As it stands, the viability of the existing Whitaker offer is unsustainable, as the site facilities and amenities are simply incapable of sustaining the level of footfall necessary to generate income and maintain the Collection.

The Whitaker CIC with support from RBC have grown the earned income but need the Capital grant requested to become self-sustaining. Time is running out for both RBC revenue budgets and the physical capacity needed for the Whitaker CIC to become self funding.

The Whitaker are accruing respect and affection. This project is an exemplar in terms of heritage, conservation and innovation.

RBC owns both the museum and the adjacent barn and stables block is supportive of the project and prepared to re-locate the parks depot at no cost to this project. They have committed to not only support the 10% of the Development stage but have also committed to support approximately 180k of the overall project. These monies cannot be ring-fenced indefinitely so a clear purpose for utilising them needs to be in place in this financial year.

There is no alternative to this critical match funding, the designated monies will go back into the overall budget and savings roundup unless there is a clear progression towards potential and more substantial funding. There is currently 70% of the Rossendale Collection in storage in the attic and the new exhibition space will both provide the facilities to place more of the collection on public display and provide a much improved

environment for storage and protection of the artefacts. Vulnerable elements of the Collection simply cannot wait much longer without a clear plan of Action involving more purpose built space.

There is renewed interest in the Museum artefacts from schools and young people but the museum lacks the space and facilities to accommodate this and display the collection in a contemporary and appealing way. This project seizes the opportunity to address this.

The museum has traditionally attracted only a low proportion of BME visitors and people from deprived communities. Whilst this has improved under the management of the Whitaker Organisation much more could be done. The new floor-space provides the opportunity to widen the current offer and improve the heritage interpretation which will enable these groups to learn more about the heritage of their area and the influence of minority communities on local culture. See Appendix 1 and Appendix 3 for our approach to improving access to the collection and its interpretation.

The existing Whitaker is not financially viable without subsidy and this is primarily due to restrictions on footfall and space restrictions for the collection and its maintenance. This risks the collection, the building and associated heritage.

This project unlocks these two challenges putting in place a financially viable development and operation plan for the Whitaker which will sustain the collection and heritage access for the community.

The credibility and reputation has been built up

- 2014/2015 Community Business of the Year (Rossendale business Awards)
- 2014/15 2015/16 Tourism and Heritage Business of the Year 2 years running (Rossendale Business Awards)
- 2016 Cultural Venue of the Year for Lancashire (Marketing Lancashire) over 200 entrants across Lancashire and 4 stage process

we need to capitalise and move on to the next level now.

3d Why do you need Lottery funding?

The Whitaker is a pivotal Heritage site, the last three and a half years have shown local people are passionate and interested in this Heritage when they are given the right opportunities. A 200% rise in visitor numbers, growing Volunteer pool and the multiple usage of a variety of Community groups is everything the Heritage Lottery Fund should be supporting.

The Museum and Barn and Stables development site is most valued by the community, Heritage and the amount needed is unobtainable elsewhere. East Lancashire is a priority area for HLF. Existing income is significantly mitigating our bid ask however during the Development Stage we will seek further income via CoC and Rossendale Leadership forum.

Rossendale is the smallest district Council in Lancashire and so lacks alternative resources and is often overlooked on the Boundary between Lancashire:GM boundary. Whilst it does have areas with high levels of deprivation and poor health, the absolute numbers involved mean that deprivation funding is low.

In response Rossendale has developed a strong spirit of self help and the local Council has an equally strong record of encouraging the local Community to take over and run facilities which it knows it will no longer be able to resource due to the current and ongoing austerity policies. Recent examples are Ski Rossendale, Rossendale Leisure Trust, Civic Pride and, of course the Whitaker itself. However to reach a point of sustainability with a good degree of 'future proofing' our overall project needs both significant financial input and the multi purpose nature and size of the suggested site extension.

3e What work and/or consultation have you undertaken to prepare for this project and why?

Consultation has become a key element in decision-making and direction of both Rossendale Council and the Whitaker Museum and Art Gallery. It was an initial Consultation and joint working with the Friends of the Museum which led to the establishment of a Community Interest Company to take on the running of the Museum. Running successfully for over 3 years whilst increasing both the general visitor numbers as well as the diversity and quality of the offer.

From 2013 until 2016 we were part of a PLM Consultation.

We issue feedback forms routinely during and were part of a wider school visits Consultation. In 2015, we worked with the FreePress to promote the potential development of the Barn and Stables 49 people attended a 'Have your say' and our bid reflects this. It also recruited regular Volunteers from inaccessible communities. A successful joint Arts Council bid in 2015/16 provided funds for Action Research to identify the effect of visiting our Museum, e.g. varying activities. Part of this work involved an online survey and some of the results have had a direct effect on our Heritage Lottery bid. (appendix 3a)

3f How are you planning to promote and acknowledge National Lottery players' contribution to your project through HLF funding?

Section four: Project outcomes

In this section, tell us about the difference that your project will make for heritage, people and communities.

4a What difference will your project make for heritage?

It will ultimately retain the only major cultural and heritage asset which is readily identifiable to Rossendale's community and enable substantially better management.

The Collection

1) The heritage will be better interpreted and explained - This newly created space will allow us to bring more artefacts out of storage for display at any one time in a less cluttered, better explained and themed way as well as providing a dry and safe environment to preserve artefacts not currently on display. The increased space will provide a better environment for volunteers to begin the work of cataloguing artefacts into a digital display that can be accessed by the public either in the museum or online.

The building

2) The heritage will be better managed - from a neglected parks depot with minimal management to a fully restored, functioning and occupied facility that can be integrated into the Museum's clearly defined and newly developed management and maintenance plan. Continuous use and occupancy with new heating systems and insulation will safeguard the Barn and Stables from any future deterioration. An existing management group already established to oversee the development of the Museum will now incorporate the Barn and Stables into its remit. A Business Plan demonstrating financial viability will be developed during the delivery phase.

3) The heritage will be in better condition - investment in the external fabric of the building will ensure long term protection and avoid future deterioration. Internal repairs and refit appropriate to the end user will be of a high standard and carefully designed to ensure the robustness necessary in consideration of the proposed public use. Improvements to the cobbled courtyard and external landscape of the Barn and Stables and outbuildings will enhance the environs of these restored buildings and provide safe and attractive links for the visitors between these buildings and the existing Museum. Upon project completion the collections themselves will be stored in a way that better conserves them and thus they also will be in a better condition. This will subsequently allow museum staff to more effectively access and share our heritage with visitors and the community. The project will provide new exhibition spaces for our volunteers and museum staff to display and interpret the local heritage, for example we have a vast and important collection of objects relating to our local slipper and shoe trade industry and the opportunity to acquire further objects for our Collection from another museum that has sadly recently closed. The project will give us the opportunity to conserve this valuable part of our heritage for future generations.

In terms of the Slipper and Shoe Heritage the project will save and expand this vital local History. Without this project the current strands of information, artefacts and documentation will at best have partial use as a small section may be on show in Bacup. At worst the disparate artefacts and documentation will be stored away or continue to deteriorate. The physical 'Shoe Trail' is currently not being repaired or renewed and will only last another 3/4 years.

The difference the project will make will be to follow the legacy document of the earlier project (<http://rossendalefootwearheritage.org.uk>) working with the previous local expert and a small team of interested Volunteers. We also intend to rejuvenate the neglected Shoe Trail working in Partnership with the Civic Trust, Leisure Trust and Blackburn College students. Eventually all original manuscripts will be under one roof and a newly configured outdoor path will be set.

In terms of music Heritage the National (and International) importance of local music generally and the 'Larks of Dean' specifically will be transformed building on great work achieved by Jean Seymour and West Gallery Music Association who will be working in Partnership with our project to make the music and songs more accessible.

Another significant and direct contribution to local Heritage will be the development of a Heritage Information Point. Building and training a specific group of Volunteers to meet and greet visitors informing them of not only the Heritage of the Museum and Barn and Stables Complex but also the various local Heritage sites. This involves a combination of Heritage sites locally working together. We will be developing a heritage Partnership agreement during our development stage, particularly focusing on economies of scale, joint PR and Marketing.

The project will result in Heritage taking centre stage creating an exciting family friendly space providing more engaging access to these exhibits and increasing the learning experience of all ages. This newly created space will allow us to bring more artefacts out of storage for display at any one time as well as providing a dry

and safe environment to preserve artefacts.

We intend to enhance and increase our collection (we are offered artefacts on a weekly basis) in the future and this project will be a big step towards achieving this.

4b What difference will your project make for people?

People will have developed skills and will have learned about their local Heritage, via the numerous Activities planned to inform and train Volunteers, the workshops and development sessions (see Appendix 1 in particular Activities 2,3,6,7, 10,11 and 12)

People will also have changed their attitude and behaviour particularly those involved in the re-interpretation workshops of Activity 2 and the Health and Well-Being sessions in Activity 3. People will understand and appreciate the museum working in conjunction with nature and the Parkland and vice versa.

We will also be specifically targeting younger people in Activity 1, 2, 4&9 where direct involvement will appropriately challenge attitudes and perceptions.

People will enjoy the musical and food activities of Activity 4, 5&11 learning in a fun but informative setting. Beginning to see Museums and Heritage in a different way.

For example, using individual recipes and delicacies from the area, as well as drawing on collective knowledge and collective experiences inspired by the museum Collection, the project will develop a strong culinary base at the Whitaker. Working in Partnership with the Lancastrian Society, Blackburn Food College and the local Farmers market we intend to develop individual classes for beginner's right through to our own cookbook. We will be using the tremendous interest currently in the media for food related activities which is across all ages.

Volunteering is the cornerstone to many of the planned Activities, 1,3,4,5,6,7,9,10&12. From supporting workshops and handing out leaflets to managing the Heritage Information Point and becoming local experts, the project is based on Volunteers giving their time.

By learning about their cultural heritage, people will value it and care for it. They will also enjoy their heritage and feel a connection with the objects in our Collection and the stories they can tell. Local people will be able to use the Collection and its objects to express themselves creatively through the project. People will have greater access to artefacts which will inspire learning and artistic creativity.

4c What difference will your project make for communities?

The Whitaker Museum is already developing large free events throughout the year which are organised in Partnership with Community groups. We have a reduced community rate for art classes and group meetings to promote heritage access.

The project will massively help develop this central role giving us the time and space to really make an impact on the Communities relationship with their Heritage through the Museum, Barn and Stables complex and wider Parkland. Making our area a better place to live and visit and giving more local groups a part in our development.

The project will give more members of the community an opportunity to visit and learn about their heritage. The public will have a greater access to our Collection through handling sessions and through improved interpretation and displays. We have a strong local narrative and identity. Rossendale valley is growing as new families move into the area and these families might not have this sense of place. Therefore it is important to share this with new people to strengthen connections between different social and cultural groups. Learning about the heritage of the area and sharing memories will encourage a sense of community. The project will also provide a space for members of the community who may have felt under-represented in the past to share their own heritage (see specifically Activity 4 Appendix 1).

Community Engagement is key and the project targets this in numerous planned Activities 1, 3, 4, 5, 6, 7 and 9. Learning about our Heritage and

about the industries and skills that built the valley they live in today will encourage that that engagement. From our textile mills and railway industries people will learn about the historical importance of our community, past generations and how our community was built. This will help people to feel connected to their heritage and their area and make positive choices for its future development.

Our planned markets (see Activity 8) and extended commercial areas will boost the local economy and directly inform Communities of the investment on their doorstep.

The central theme of the whole project and Heritage investment is to make the organisation more resilient, self sustaining and robust.

4d What are the main groups of people that will benefit from your project?

The project will be of general benefit to all groups, however particular benefit accrues for the young. By targeting schools (Activity 1246 and 9) the Museum will seek to stimulate an ongoing relationship with the youth of the area which will be sustained for the future. This increases footfall, establishes familyfriendly and preserves the cultural memory of Rossendale via engaging with the elderly.

The project will use Irish and South Asian movement into Rossendale; creating a legacy from a previously successful exhibition/s and projects (see Activity 1&4). In particular this will help specific communities to see their footprint and share it with others. The project will access people from a wider range ethnicities and hard to reach audiences. (see 3a)

Local business will benefit from the project. Working with the Tourism and Heritage group and our 'Information Volunteers', we will set up a Heritage Information Point. This will generate additional income for existing local businesses and will encourage more tourism visits to the local area. We will be able to show that local businesses have benefited from our project with increased visitor numbers and income, and will quantify impact.

The placement opportunities already utilised by graduate, undergraduate and masters students and the results they have achieved demonstrate its benefit in attracting and developing key heritage skills.

4e Does your project involve heritage that attracts visitors?

Yes

How many visitors did you receive in the last financial year?

25000

How many visitors a year do you expect on completion of your project?

50000

4f How many people will be trained as part of your project, if applicable?

100

4g How many volunteers do you expect will contribute personally to your project?

30

4h How many full-time equivalent posts will you create to deliver your project?

3.5

Section five: Project management

In this section, tell us how you will develop and deliver your project.

Development phase

5a What work will you do during the development phase of your project?

The key tasks we will undertake during the development phase are detailed in our Activity Plan (1a and 1b) and our Physical Works development (App 4). Key outputs will include

- 1) An Audience Development Plan which clearly identifies who the Heritage is important to and why. this will build on the work already undertaken in the Activity Development Plan (Appendix 1a) and Wellbeing and Visitor research (App 3a).
2. All surveys, consultations and plans development up to RIBA Stage 4 for our Capital works, including a fully consulted Planning Application and
3. A range of activity led consultation activities, supported by empirical and qualitative surveys and research (See 1a and 3a)
4. Develop detailed timetable, costs and cash flow for the Capital works and Activity Plan. This is already available in outline, and will be further detailed in. The project cashflow will be underwritten by Rossendale Borough Council (see Appendix 3f)
5. A detailed business plan including governance review, management and maintenance and project sustainability plan. Governance and business planning risk workshops have already been held with the Management Team and Board.
6. We will evaluate the project at thematic level and via cross cutting review, both via project team meetings and independent evaluation.
7. Local Government procurement frameworks compliant with HLF requirements will be used for all procurement, and the ROBA design review will complement and oversee construction development.
8. We commit to undertake the work necessary to produce all relevant supporting documents and these will be undertaken by the Project Manager and team.

5b Who are the main people responsible for the work during the development phase of your project?

The main people responsible for the work are summarised in Appendix 2a. they include:

Whitaker CIC Board (a joint Board comprising RBC, Whitaker CIC and independent experts)

SRO: Sarah Davies, Business Director, (RBC)

SRO: Carl Bell, (Whitaker CIC)

Project Task and Finish Group:

SROs

RBC Economic Development Manager: Richard Humphries

Activity Lead - Carl Bell

Collection Lead- Jackie Taylor

Project Development Coordinator

Architectural Services Lead

Heritage Champion

Finance Adviser

Conservation Officer.

The Collection Lead and Heritage champion will coordinate an expert and stakeholder challenge and advice panel to scrutinise, evaluate and inform the Project team's work.

The nature of these roles and the governance and delivery is summarised in Appendix 2a. Role descriptors are provided in Appendix 2b and job descriptions for the key role in Appendix 5.

5c Complete a detailed timetable for the development phase of your project. Use the 'add activity' button to enter additional rows.

Development activities					
Task	Start month	Start year	End month	End year	Who will lead this task
Activity Plan	July	2017	August	2018	Activity Lead: Carl Bell
Management and Maintenance Plan	November	2017	July	2018	Project Development Coordinator
Project Business Plan using full RBC Project Mgt System docs	June	2017	August	2018	Project Development Coordinator (plus SROs)
Designs and Construction Plans to RIBA 4+	June	2017	August	2018	Architectural Services Lead:
Audience Development Plan (with integrated Conservation Plan)	July	2017	February	2018	Activity Lead (Collection Lead)
Detailed Delivery Cost Plan	September	2017	July	2018	SRO: Rossendale Borough Council
Detailed Governance and staffing plan (delivery phase)	September	2017	August	2018	Activity Lead
Finalise new lease arrangements	April	2017	June	2017	RBS and Whitaker SROs
Development risks					
Risk	Likelihood	Impact	Mitigation	Who will lead this	
Lack of staff dedicated to team	Medium	High	A full Board&Council commitment is in place from both organisations. Additional staff and expertise has been built in and delivery modelling is based on robust capacity assessment	SROs	
Match funding not available	Low	High	A full Council Commitment has been secured, and the budget setting process has earmarked and ringfenced dedicated funds	RBC SRO	
Planning Risk	Low	Medium	There has already been extensive engagement with Planning, and active agreement of key principles and designs.	Project Development Coordinator	
Whitaker CIC ceasing to trade	Low	High	Detailed, open book financial and business planning is in place. Council interim funding is provided	Whitaker CIC SRO: Carl Bell	
Relocation of Parks does not go ahead	Low	High	Alternative venues have already been identified and it is included in the Council Operations team's forward planning	RBC ED Manager	
Activities Development Plan fails to identify a suitable programme of activities and interventions	Low	Medium	An extensive range of experts and tried and tested techniques are being deployed to ensure the activities plan delivers expected outcomes	Activities Lead	
Interim deterioration / loss of collection and heritage assets	Medium	High	Close monitoring by Collections lead, use of Placements, suitable insurance.	Collections Lead	
suitable lease and license terms cannot be agreed between the parties	Low	High	A suitable license is already in place. Advanced discussions are already underway on agreeing a more substantial lease package. (Appendix 6)	Whitaker and RBC SROs	

Delivery phase**5e Who are the main people responsible for the work during the delivery phase of your project?**

As above, plus the appointed Framework Contractor. At this stage the Project Development Coordinator will also transition to additional hours as Project Manager and a Physical Works sub Group comprising the Framework Contractor, Site Manager, Project CDM, QS, Architect and Board Champion will be established.

5f Complete a summary timetable for the delivery phase of your project. Use the 'add activity' button to enter additional rows.

Delivery activities

Task	Start month	Start year	End month	End year	Who will lead this task
Implement Activity Development Plan outcomes	November	2018	December	2020	Activity Lead
Physical Works Programme - tender the project	October	2018	January	2019	Project manager
Physical Works Programme - Mobilisation Period	January	2019	April	2019	Framework Contractor
Physical Works Programme	May	2019	July	2020	Framework Contractor (Project Manager)
Collection and Storage Physical Works - mobilisation and delivery	August	2019	June	2020	Collections Lead
relocation of Parks to new venue	October	2018	January	2019	RBC ED Manager with RBC Head of Operations

5g Tell us about the risks to the delivery phase of your project and how they will be managed. Use the 'add risk' button to enter additional rows.

Delivery risks

Risk	Likelihood	Impact	Mitigation	Who will lead this
Build cannot be procured to cost	Medium	Medium	An iterative process to secure value for money will be undertaken. Robust procurement and contractual arrangements for the design and build, including early extensive QS analysis already undertaken will mitigate this	Project Manager
Delays to Parks relocation	Low	Medium	Options are already developing. The SRO for this project is their Director. A public commitment has been made.	ED Manager with Head of Operations.
Business Plan and Round 2 funding is withdrawn	Low	High	Significant advance planning for risk mitigation and project development and feasibility has already been undertaken. positive relationships established with HLF and key partners	SROs with Project Development Coordinator.
Relationships cannot be sustained to maintain the project	Low	High	Positive relationships and clear terms of reference are already in place and well understood between key partners and stakeholders.	SROs

5h When do you expect the delivery phase of your project to start and finish?**Project start date****Month**

October

Year

2018

Project finish date

Month	December	Year	2020
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5i Are there any fixed deadlines or key milestones that will restrict your project's timetable?

Section six: After the project ends

In this section, tell us about what will happen once your project has been completed.

6a How will you maintain the outcomes of your project after the grant ends and meet any additional running costs?

The project itself creates the conditions for sustainable operation by increasing footfall, income and attractiveness of the facility to heritage and arts event providers. Detailed cashflow forecasting and analysis has demonstrated that while the heritage improvement work could not be self-financing, alongside capital grant investment it provides a viable, self financing heritage offer which conserves and increases access to the collection upon its completion. Additional overheads and running costs have been a key part of the modelling, and both the Whitaker and RBS (Leisure Trust) have a positive track record of utilising capital investment to deliver financial viability. RBC is one of the few authorities in the country to have successfully achieved a comprehensive self-financing leisure service delivery model, reaching zero subsidy for successful operation 2 years ahead of target.

The outcomes and costs are the core purpose and function of the Whitaker CIC, and this project addresses the key barriers to non-subsidy financial viability. The potential for this has already been demonstrated as can be seen in Appendix 3a. the Activity Plan delivered at scale will be self financing beyond the project term as a result of the inception costs and increased physical capacity being established.

6b Tell us about the main risks facing the project after it has been completed and how they will be managed.

After project risks

Risk	Likelihood	Impact	Mitigation	Risk Owner
Visitor increases are not achieved	Low	High	Existing Marketing and activity suggests significant latent unmet demand	Whitaker CIC
Increased costs outstrip income	Low	High	the close relationship with the Council, track record of decreasing public funding dependence and support underwritten for essential structural maintenance etc will mitigate this	Whitaker CIC and RBC

6c How will you evaluate the success of your project from the beginning and share the learning?

Successful existing media platforms at both the Council and Whitaker CIC will be utilised, supported by a detailed communication plan as a subset of the Business Plan. This will include dedicated site areas, BLOGS and the Blackburn College Full project filming activity (See 1a) . The activity development plan includes significant evaluation, and the use of the expert stakeholder panel will provide valuable input, evaluation and feedback. A key part of the proposed Project Management Plan information pack is a policy and approach to project evaluation which will be utilised for this project, as will RIBA best practice for construction project evaluation. (4e).

Section seven: Project costs

In this section, tell us how much it will cost to develop and deliver your project.

There is a limit of 20 words per 'description' section when completing the cost tables. A more detailed explanation and breakdown of your costs should be provided as part of your supporting documentation. Please see Section nine: Supporting documents within the programme application guidance for further information.

7a Development-phase costs

Development costs

Cost heading	Description	Cost	VAT	Total
Professional Fees	Architectural, design and QS Services see 2c and 4a	35000		35000
New staff costs	Costs for Project Development Coordinator	15000		15000
Recruitment				
Other costs (development-phase)	Activity Development Plan, communication, Project Costs see 1a and 2c	50000		50000
Full Cost Recovery				
Contingency	Contingency is built in to the activity plan and architectural services cost plans			
Non-cash contributions				
Volunteer time				
Total		100000		100000

Development income

Source of funding	Description	Secured?	Value
Local Authority	A cash grant conditional upon successfully securing the Round 1 bid	Yes	10000
Other public sector			
Central government			
European Union			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations			
Private donation - corporate			
Commercial/business			
Own reserves			
Other fundraising			
Non-cash contributions			
Volunteer time			
HLF grant request			90000
Total			100000

Total development costs	100000
Total development income	10000
HLF development grant request	90000
HLF development grant %	90

Section seven: Project costs

7d Delivery-phase capital costs

Cost Heading	Description	Cost	VAT	Total
Purchase price of items or property	Heritage Information Point equipment and facilities	60000		60000
Repair and conservation work	Remodelling of barn and stables including works to external areas	1129500		1129500
New building work				
Other capital work	Past Lab Collection Storage and display	160000		160000
Equipment and materials (capital)				
Other costs (capital)				
Professional fees relating to any of the above (capital)	Professional fees, associated surveys and investigations	215000		215000
Total		1564500		1564500

Section seven: Project costs

7e Delivery-phase activity costs

Cost Heading	Description	Cost	VAT	Total
New staff costs	Project Management Staff costs and overheads	105000		105000
Training for staff				
Paid training placements				
Training for volunteers				
Travel for staff				
Travel and expenses for volunteers				
Equipment and materials (activity)				
Other costs (activity)	Activity Plan delivery	200000		200000
Professional fees relating to any of the above (activity)				
Total		305000		305000

7f Delivery-phase - other costs

Cost Heading	Description	Cost	VAT	Total
Recruitment				
Publicity and promotion				
Evaluation				
Other costs				
Full Cost Recovery				
Contingency	non-capital works and flexible contingency	30000		30000
Inflation				
Increased management and maintenance costs (maximum five years)				
Non-cash contributions				
Volunteer time				
Total		30000		30000

Section seven: Project costs

7g Delivery Phase income

Please note that HLF rounds all grant requests down to the nearest £100. With this in mind, please make sure that the total Delivery-phase income exactly matches the total of your Delivery-phase costs or the system will not allow you to proceed.

Source of funding	Description	Secured?	Value
Local authority	Clean Cash Match via LA grant award	Yes	189950
Other public sector			
Central government			
European Union			
Private donation - Individual			
Private donation - Trusts/Charities/Foundations			
Private donation - corporate			
Commercial/business			
Own reserves			
Other fundraising			
Increased management and maintenance Costs (maximum five years)			
Non-cash contributions			
Volunteer time			
HLF grant request			1709500
Total			1899450

7h Delivery-phase financial summary

Total delivery costs	1899500
Total delivery income	189950
HLF delivery grant request	1709500
HLF delivery grant %	90

7i If cash contributions from other sources are not yet secured, how do you expect to secure these and by when?

7j If you have included Full Cost Recovery, how have you worked out the share that relates to your project?

Section eight: Additional information and declaration

This part of the form aims to collect the information we need to report on the range of organisations we fund. We will not use this information to assess your application. We encourage you to be as specific as possible about the people your organisation represents.

If your organisation represents the interests of a particular group, such as young people or disabled people, tell us which by filling in the tables below.

Age

Disabled people

If you are based in Northern Ireland, where legislation requires us to report in detail on the organisations we fund, please complete the tables in full, as applicable.

If you are based outside Northern Ireland and your organisation represents the interests of a wide range of people and not any particular group, mark this box only.

Ethnicity

Marital or civil partnership status

People with dependants (for example, children or elderly relatives)

People living in households with incomes below the national average, or people living in the most deprived local-authority wards in England, Scotland, Wales or Northern Ireland.

Community background (Northern Ireland only)

Religious belief

Gender

Sexual orientation

Declaration

a) Terms of Grant

You must read the standard terms of grant for this programme on our website.

By completing this Declaration, you are confirming that your organisation accepts these terms. For partnership projects, all partners must confirm that they accept the standard terms of grant by adding a contact at the end of the declaration.

b) Freedom of Information and Data Protection

We are committed to being as open as possible. This includes being clear about how we assess and make decisions on our grants and how we will use your application form and other documents you give us. As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000.

When you complete the Declaration at the end of the application form, you are confirming that you understand the Heritage Lottery Fund's legal responsibilities under the Data Protection Act 1998 and the Freedom of Information Act 2000 and have no objection to us releasing sections 2, 3 and 4 of the application form to anyone who asks to see them. If there is any information in these sections of the form that you don't want made publicly available, please explain your reasons below:

We will take these into account when we respond to any request for access to those sections. We may also be asked to release other information contained elsewhere in the form and we will respond to these requests after taking account of your rights and expectations under the Freedom of Information Act 2000 and Data Protection Act 1998. In those cases, we will always consult you first. The Heritage Lottery Fund will not be responsible for any loss or damage you suffer as a result of HLF meeting these responsibilities.

When you complete the Declaration you also agree that we will use this application form and the other information you give us, including any personal information covered by the Data Protection Act 1998, for the following purposes:

- To decide whether to give you a grant.
- To provide copies to other individuals or organisations who are helping us to assess, monitor and evaluate grants.
- To share information with organisations and individuals working with us with a legitimate interest in Lottery applications and grants or specific funding programmes.
- To hold in a database and use for statistical purposes.
- If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of the grant and the activity it was for. This information may appear in our press releases, in our print and online publications, and in the publications or websites of relevant Government departments and any partner organisations who have funded the activity with us.
- If we offer you a grant, you will support our work to demonstrate the value of heritage by contributing (when asked) to publicity activities during the period we provide funding for and participating in activities to share learning, for which we may put other grantees in contact with you.

We may contact you from time to time to keep you informed about the work of the Heritage Lottery Fund

Tick this box if you do not wish to be kept informed of our work

I confirm that the organisation named on this application has given me the authority to complete this application on its behalf.

I confirm that the activity in the application falls within the purposes and legal powers of the organisation.

I confirm that the organisation has the power to accept and pay back the grant.

I confirm that if the organisation receives a grant, we will keep to the standard terms of grant, and any further terms or conditions as set out in the grant notification letter, or in any contract prepared specifically for the project.

I confirm that, as far as I know, the information in this application is true and correct.

I confirm that I agree with the above statements.

Name	Sarah Davies
Organisation	Rosendale Borough Council
Position	Director of Business (Deputy to the Chief Executive)
Date	08/11/2016

Are you applying on behalf of a partnership?
No

Section nine: Supporting documents

Please provide all of the documents listed at each round, unless they are not applicable to your project. You will be asked to indicate how you are sending these documents to us - as hard copy or electronically.

In addition to numbers 1-8 below, you may also be required to submit further supporting documents that are specific to the programme that you are applying under. For further guidance, please refer to the application guidance Part four: Application form help notes. We will not be able to assess your application if we do not receive all the required information.

First round

1. Copy of your organisation's constitution (formal rules), unless you are a public organisation. If your application is on behalf of a partnership or consortium, please refer to the programme application guidance for more information on what you need to provide.

If you have sent a copy of your constitution with a previous grant application (since April 2008) and no changes have been made to it, you do not need to send it again. Tell us the reference number of the previous application.

Electronic

2. Copies of your agreements with project partners, signed by everyone involved, setting out how the project will be managed (if applicable);

Electronic

3. Copy of your organisation's accounts for the last financial year. This does not apply to public organisations;

Not applicable

4. Spreadsheet detailing the cost breakdown in Section seven: project costs;

Electronic

5. Calculation of Full Cost Recovery included in your development phases costs (if applicable);

Not applicable

6. Briefs for development work for internal and externally commissioned work;

Electronic

7. Job descriptions for new posts to be filled during the development phase;

Electronic

8. A small selection of images that help illustrate your project. If your project involves physical heritage, please provide a selection of photographs, a location map and, if applicable, a simple site map or plan. It would be helpful if these are in digital format (either as an attachment or on disk). We will use these images to present your project to decision-makers.

Electronic

If applicable, please attach any additional documents as required for the programme that you are applying under. Use the box below to confirm in what format the additional documentation will be submitted.

Electronic

Please now attach any supporting documents.

When you have completed the form click the submit button to submit the form to the server. You can view what you have entered by clicking the draft print button above.

