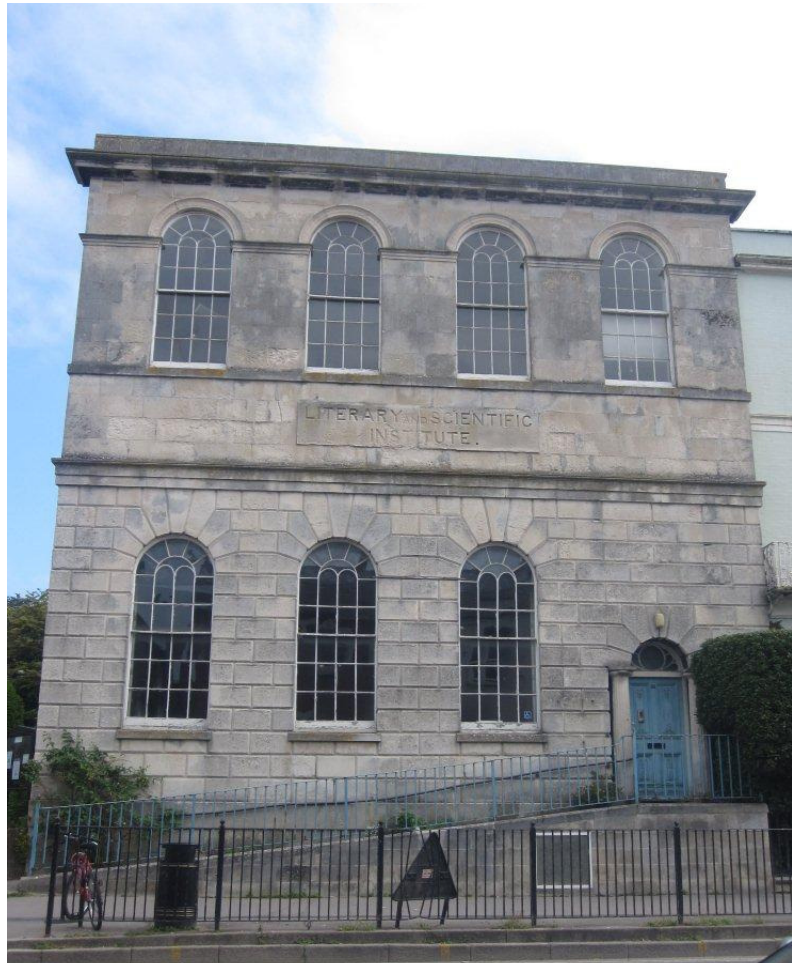


BRIDPORT LITERARY AND SCIENTIFIC INSTITUTE



**Proposal for use
July 2010**

Produced for Bridport Area Development Trust

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1. Introduction

Bridport Literary and Scientific Institute (LSI) is a Grade II* listed building located in the centre of the market town of Bridport. It is the most imposing building on the north side of East Street and is a key landmark in the geography of the town, clearly visible from the southern outskirts of Bridport.

The LSI was founded as a Mechanics Institute in 1834, set up to provide education for working men. In 1855 the Mechanics Institute was reconstituted in accordance with the Literary and Scientific Institutional Act which had been passed by parliament in 1854. The objectives of the Institute were to encourage “the intellectual and moral improvement of all classes and the cultivation of Literature, Science and Art”.

The LSI played a very important role in educating local people and developing skills in local industry in the 19th century. In 1865 Bridport School of Art moved into the first floor of the building where it developed to become one of the most successful art schools in the South West of England. Notably Francis Newbery began his educational and artistic career at Bridport School of Art. Newbery later became Director of Glasgow School of Art and was responsible for the international promotion of Charles Rennie Mackintosh. Newbery openly acknowledged the crucial part Bridport School of Art played in his career and later redesigned the interior of Bridport Town Hall and gifted a number of large paintings to the town.

The building has been on the English Heritage ‘At Risk’ register since at least 2002.

1.1 Project Aims

The project will:

- conserve and restore this imposing Grade 2* listed building
- ensure future public access and community use
- create a sustainable building
- develop a use sympathetic with the original aims and purposes of the LSI
- seek to address local needs and priorities

1.2 Proposal Summary

The proposed project will restore and renovate the LSI in sympathy with its original objectives. The primary function of the building will be a museum and discovery centre for local industrial and cultural heritage and history. Alongside static and interactive displays the centre will offer local history and family research facilities together with a comprehensive programme of talks, workshops and short courses.

From Wimbledon to Wembley, from Hermes handbags to aircraft seat belts, from space exploration to international conflict, Bridport rope and net has a global presence. It has shaped not only the social and economic profile of the town but also the physical structure of its streets and the contours of the surrounding landscape.

The rope and net industry created the wealth which shaped the town's development and its international trading and maritime links. The LSI was founded to cater for the growing industrial workforce in the town. Although funded by local philanthropy there was the understanding that a more knowledgeable and skilled workforce would ultimately benefit business. Many of the families who gained wealth and recognition during the height of the rope and net industry are still living around the town today.

Like other Literary and Scientific Institutes across the country, the activities at Bridport LSI explored both historical and contemporary issues. It worked across the more recently constructed boundaries of business, science, and the arts and explored culture in its widest sense. This expansive and inclusive view will be echoed in the new direction of the building. Local industrial and cultural heritage will focus new development, discussion and learning.

The building will be run and managed by Bridport Museum Service (BMS). BMS will rationalise and consolidate its two existing sites into a single site at the LSI. The building will become a landmark venue for the study of rope and net, interpreting the unique industries of the area and positioning Bridport within a local, national and international context.

The centre will offer a combination of conservation, research, education and entertainment. It will promote the past but look to become a museum for the future by prioritising quality, innovation, interaction and sustainability in all aspects of its operation.

The centre will become a resource for local schools, colleges and the community. It will develop a targeted programme of talks, workshops and activities to encourage and support a broad base audience and attract visitors from outside the area. There are few local attractions with very little provision for residents and visitors in inclement weather. The centre will address this need and provide all weather, all season attraction in the heart of the town, which is itself at the centre of the Jurassic Coast.

The renovation of the building will allow for exploration and application of energy efficient and environmentally friendly technologies to a listed building, so creating a bench mark for the museums and heritage sector, whilst reducing long term running costs. The capital work on the building will be structured to allow a number of individual research and development projects. Local schools and colleges will be offered the opportunity to work with industry experts to explore the historical generation of power for local industry and investigate how past methodologies might be adapted and combined with new innovations to create a sustainable building.

Traditional skills training will be incorporated into the capital element of the project so offering 'hands on' learning and volunteering opportunities in practical restoration and renovation of a listed building. In this respect the project would look to form partnerships with local and regional educational organisations notably Bridport Local Area Skills Training (BLAST) and Weymouth College.

In addition to heritage based displays the building will incorporate state of the art conservation storage, research centre, audio visual facilities, meeting/lecture space, office space for museum staff and a café. The project will aim to build strong and sustainable relationships with local education providers, local industry and the local community.

1.3 History

The LSI was founded as a Mechanics Institute in 1834, set up to provide education for working men. The building was given to the town by the Liberal MP for the Borough, Howard Warburton Elphinstone.

In 1855 the Mechanics Institute was reconstituted in accordance with the Literary and Scientific Institutional Act which had been passed by parliament in 1854. The objectives of the Institute were to encourage "the intellectual and moral improvement of all classes and the cultivation of Literature, Science and Art".

In 1863 Howard Warburton leased the building to a group of local gentlemen. The lease was granted for the term of 1000 years at the annual rent of one peppercorn if demanded. The adjoining buildings (number 53 – 57 East Street) were built as a Liberal Club by the Liberal MP Howard Warburton Elphinstone. Until 1925 they were known as the Warburton Buildings.

The ground floor was used by the Institute as a Library and Reading Room, for conversation and games which included billiards, cards, chess and draughts. The rooms were decorated with museum cases of stuffed animals, fish and birds. Additional rooms for classes and lectures were added to the back of the building in the 1880s.

The first floor was originally one large room with a gallery where lectures and choral concerts took place. The lecturer could deliver his lecture from the gallery and illustrate it with a demonstration if necessary. Bridport Art School used this room from 1865, undertaking the responsibilities of lighting, cleaning and the removal of models, plaster casts and easels when the room was required for other purposes.

Probably the most notable student at the School was Francis Newbery who, following an apprenticeship at the School of Art, qualified as an art master in early 1875. He was appointed assistant master at Bridport School of Art, helping it win significant national awards in competition with other schools of art. Newbery later became Directory of Glasgow School of Art, crediting with bringing Charles Rennie Mackintosh and a number of his contemporaries to international fame and recognition.

In 1883 the room was divided to provide two permanent studios for the thriving Bridport School of Art, one for beginners and the other for more advanced students. It was at this time that the extra classrooms were built onto the back of the Institute to compensate for the loss of the lecture room. The South facing studio is now

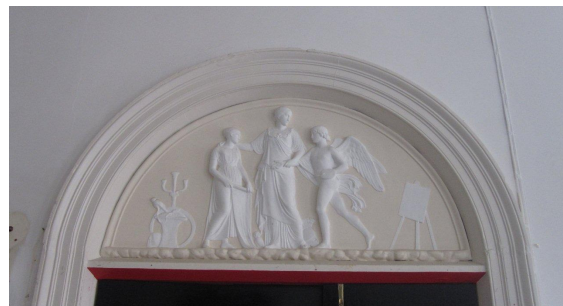
cordoned off as the floor is unsafe. The North facing studio was used by the library as a staff room.

The interior of the building is listed as well as the exterior. The doors and ceiling mouldings are particularly fine.



At the top of the staircase presides the imposing figure of Minerva, Roman goddess of intellectual activity and patroness of the fine arts and crafts. Her helmet and shield are borrowed from the Greek goddess Athena, goddess of wisdom.

In the semi circular relief over the double doors of the Reading Room, Minerva introduces fine arts to crafts. The owl is her symbol.



The handsome building is faced with Portland stone. The original steps and railings were replaced with the present ramp to aid disabled access when the County Council became trustees.

Like many Georgian buildings the Institute was build on inadequate foundations. When the County Council became trustees in 1951 and the new regional library moved in, the ground floor was not strengthened to take the additional weight of the library books. The ground floor is now temporarily propped up with over 60 beams, posts, piers and steel acrow props. Structural Survey Reports have recommended the strengthening of the foundations for public use, with permanent steel beams and load bearing walls on new foundations.

1.4 Feasibility Studies

Since the public library vacated the building in 1997, two feasibility studies have been commissioned to explore potential uses for the building.

In 1997, Leisure Futures was commissioned by 'The Old Library Community Resource Centre Association' (OLCRCA) to explore the potential for a specialist centre for practising artists and arts training. OLCRCA were also keen to investigate the use of the building as a 'community resource'. The resulting report confirmed that there were artistic needs not being met at that time in Bridport and that the LSI would be a good location for such a centre. The recommendations were that OLCRCA negotiate a temporary lease and test a series of arts and community activities. This would then lead to a more detailed feasibility report and funding applications.

Following the 1997 report, new media arts organisation Labculture (now operating as PVA Media) took up residence in the building, together with the local Food and Land Trust and small local community publication 'Return of the Native'. A series of arts projects and activities were run from the building. In 2002 Labculture commissioned a second feasibility study on the building, looking at a combination of creative sector incubator units and a base for the arts activities of Labculture itself. In addition the proposal included a sound recording studio and central meeting space. The report identified that there would be a market/audience for such activities but at that time there were issues in securing the capital and initial revenue funding the project would require.

Since 2002 the building has been completely vacant.

1.5 Current Situation

In January 2010, Bridport Area Development Trust was given six months to explore potential community uses for the building and develop an outline proposal for its future use. This report details the results of the six month exploratory period.

Bridport Area Development Trust (BADT) is a community owned and led organisation, which aims to bring about long-term social, economic and environmental benefits in its locality. BADT is a newly established charitable company limited by guarantee, with registered charitable status. As a community 'anchor' organisation, it aims to help to find solutions to local problems, and help other organisations and initiatives succeed.

The objects of the Bridport Area Development Trust are 'The promotion for the benefit of the public of urban or rural regeneration in areas of social and economic deprivation (and in particular in Bridport and West Dorset)'. This is achieved through a number of means, those relevant to this report are:

1. the preservation of buildings or sites of historic or architectural importance
2. the maintenance, improvement or provision of public amenities
3. the advancement of education, training or retraining

1.6 Consultation Process

Community consultation has been central to the development of this proposal for the building. Charles Wild and Crystal Johnson have led the consultation process which has included:

- Articles and information in local press
- Public tours of the building
- Invitation to the public to submit ideas and suggestions for potential use
- Meeting of all interested individuals and organisations to explore and discuss potential uses
- 1:1 meetings with local and regional organisations, funding bodies and volunteers offering specialist advice and services

There has been great interest in the building and a strong desire from the local community to restore and conserve it for the future benefit of the people of Bridport. Many suggestions for potential use have been put forward and these are detailed in Appendix 1.

In addition to the consultation detailed above, previous feasibility studies have been revisited and local organisations have been consulted to determine their existing services and provision and their future plans. Potential capital funding bodies have been contacted in order to construct a qualified capital funding plan for the building (see Appendix 3). Other similar organisations, including a number of still operational Literary and Scientific Institutes across the country, have also been contacted to research financial and organisational structure and operation.

Additional specialist advice has been sought from:

- WDDC Design and Conservation Officer
- English Heritage
- South West Buildings Preservation Trust
- MJ Long, Long and Kentish architects
- Structural Surveyor
- Quantity Surveyor
- Richard Toft and Bridport Renewable Energy group
- West Dorset District Council Arts Development Officer
- Dorset County Council Museums Officer

During the consultation process a number of uses and aspirations for the building have been repeatedly suggested, these are:

- A use true to the original aspirations of the Literary and Scientific Institute¹
- Heritage
- Education / training
- Community use and meeting space

In determining the preferred use of the building all these suggestions together with some of the more strongly supported individual proposals have been considered.

¹ The objectives of the Institute were to encourage “the intellectual and moral improvement of all classes and the cultivation of Literature, Science and Art”

The following table looks at the strengths and weaknesses of the key proposals, the suitability of the building for use and the local context of provision and services.

Proposal	Strength	Weakness
Community Hub	<ul style="list-style-type: none"> • Good community function 	<ul style="list-style-type: none"> • Poor income potential • Needs already addressed through existing organisations • Management and administration overheads • Larger listed interior spaces not fit for purpose • Lack of allocated parking
Centre for training	<ul style="list-style-type: none"> • In line with original aims and purposes of building • Good community function • Potential partnerships with local education providers e.g. Weymouth College, Yeovil College, U3A • Rental income potential 	<ul style="list-style-type: none"> • Larger listed interior spaces not fit for purpose • Lack of allocated parking • Existing and future plans of BLAST • Existing training provision at Adult Education Centre • Management and administration overheads
Space for artists, exhibitions and arts activities	<ul style="list-style-type: none"> • In line with original aims and purposes of building • Good community function 	<ul style="list-style-type: none"> • Poor income potential • Existing provision at St Michael's Studios, Bridport Arts Centre, Electric Palace, Eype Centre for the Arts and Sladers Yard • Developing network of private and public venues for performing arts • Management and administration overheads
Hot desk/Office Space	<ul style="list-style-type: none"> • Good income potential 	<ul style="list-style-type: none"> • Lack of public/community use • Larger listed interior spaces not fit for

Proposal	Strength	Weakness
		<p>purpose</p> <ul style="list-style-type: none"> • Lack of allocated parking • Management and administration overheads
Meeting space	<ul style="list-style-type: none"> • Income potential • Community use 	<ul style="list-style-type: none"> • Administration overheads • Limited by listed interior spaces • Other provision in town
Heritage Centre	<ul style="list-style-type: none"> • In line with original aims and purposes of building • Good community function • Potential fit with larger internal space • Ability to access heritage based capital funding 	<ul style="list-style-type: none"> • Limited income potential • Requires new organisational management structure
Recording studio	<ul style="list-style-type: none"> • Community and commercial use • Income potential • Potential for commercial support • Suitable use for problematic basement 	<ul style="list-style-type: none"> • Costly set up costs • Local market/audience • Levels of use
Citizen's Advice Bureau	<ul style="list-style-type: none"> • Good community use • Rental income potential 	<ul style="list-style-type: none"> • Larger listed interior spaces not fit for purpose • Lack of allocated parking
Café	<ul style="list-style-type: none"> • Income potential • Community Use 	<ul style="list-style-type: none"> • Competition from/to local businesses

2. Proposal

Centre for local industrial and cultural heritage and history

As a result of research and consultation the view of BADT is that the most feasible proposal for the building is a study centre for local industrial and cultural heritage and history. The centre will be run and managed by Bridport Museum. It will incorporate nationally important displays on the rope and net making heritage of the town, local history displays, multi purpose education and meeting space, conservation standard storage space for the museum's collection, photographic and oral history archives, family history research centre and café. Alongside the physical services and facilities, the centre will offer a comprehensive programme of lectures, talks and workshops. These will be developed in partnership with local organisations and groups. University of the Third Age, Lectures about Everything and the Bridport Literary Prize have already expressed an interest in holding events in the new centre.

This proposal offers:

- A discrete and focussed use of the building
- A simplified management structure for the building – one organisation with heritage aims and purposes occupying and managing the whole building
- A management organisation with a proven track record and audited accounts
- A management organisation with a strong support base in the town and existing volunteer force
- A heritage based community use for the building which will strengthen the case for Heritage Lottery Fund and other capital funding applications

2.1 Importance of Rope and Net

Bridport is famous for nets, twine and ropes, which records show have been made here since the 13th century. However much earlier, in Roman times, hemp and flax were grown in the area and the industry could be much older than the records suggest. The town grew up around the rope industry, which developed during the Middle Ages following King John's request that the town make "night and day as many ropes for ships both large and small and as many cables as you can". Such was the fame of Bridport rope that those who were executed on the gallows were said to have been 'stabbed by a Bridport dagger'.

The town is structured around a grid of long straight alleys where the ropes were twisted and laid in long 'rope walks' extending from the backs of houses as part of a cottage industry. Much of the present town was constructed in the 18th century, with the wealth generated by producing ropes and netting for the Royal Navy.

The Bridport rope and net industry has also had a lasting impact on the countryside of West Dorset. The hills surrounding the town show clearly the terracing required for growing hemp and flax and there are still a number of clearly identifiable retting pools where the hemp was processed.

For more than 700 years Bridport has been at the forefront of net-making technology and is today a world leader in the production of specialist textiles and nets. Bridport made nets are used by fishing fleets all over the world. Bridport based companies also make a whole range of other nets, including the arrester nets used by the Space

Shuttle, equipment used by leading international airlines, those used at the Wimbledon Lawn Tennis Championships, nets for major football championships as well as straps for Hermes and other designer bags.

Aviation products manufactured by international company AmSafe Bridport, successors to the old firm of Bridport-Gundry, can be found on most commercial aircraft, including seat belts, restraints, cargo and barrier nets, tie-downs, and cabin interior textiles. Other thriving local rope and net companies include Huck, Siccor and Edwards Sports.

The new museum would enable a detailed celebration and interpretation of this internationally significant local industrial heritage, which is currently little known or understood by the general population of the town or its visitors. Learning would be focused through interactive and exploratory displays and activities that would bring the history of the industry alive and place it in its contemporary context.

At present the internationally significant rope and net making heritage of the town is only represented through a small display at the museum. Following the closure of major net makers, Bridport Gundry's, Anthony Sanctuary (Managing Director of the company) amassed an important collection of artefacts and archives on the net making industry of the town. These were displayed in a small private museum in Uploders which is now closed to the public. The Sanctuary family are looking to donate the collection to the Town, providing a suitable home can be provided. The collection would be given with a bequest for its preservation. This collection together with existing items in the museum collection would be the basis of the net making displays which would be developed with the support of the sizeable number of local, national and international manufacturers and users of Bridport net.

It is important to state however that the new museum will not only offer interpretation of the rope and net industry. The museum's collection will be at the heart of the new centre which will offer the space to display more artifacts than ever before. In all aspects of its interpretation the museum will seek to make heritage and history relevant to contemporary society and look to explore today's history in the making.

2.2 Addressing a need

Bridport Museum has long been looking to expand its current exhibition, research and education provision but is physically limited by the buildings it occupies. The museum recently achieved Accreditation and comments on the report highlight the restrictions and potential threats of the existing museum buildings.

Current storage facilities for the museum collection are located primarily in the roof space of the Coach House building where substandard environmental conditions put artefacts and archives at threat from severely fluctuating temperature, humidity and resulting condensation. The new centre will enable state of the art, environmentally controlled storage facilities. Architectural and structural advice suggests that once converted, the basement of the LSI would provide stable and easily maintained environmental conditions. The space will also enable research and work space directly adjacent to the store.

At present the Museum has no dedicated education space and display space is constrained by the layout of the existing listed building which is essentially a number of small domestic scale rooms. The size and scale of exhibition space also restricts

ability to work with medium to large groups of visitors. In addition there is no 'break out', lecture or workshop space.

Throughout the consultation for this report and in previous research on space needs within Bridport, the need for meeting space has been a priority. This ranges from space for small, round table meetings to larger gatherings for talks and lectures. The new centre will offer multifunctional space, specially designed to cater for talks, lectures and workshops, whilst also offering audiences a glimpse and introduction to the museum. On site catering facilities will enhance the attraction of the venue. Properly marketed the package of 'fit for purpose' facilities combined with the historical and architectural interest of the building will not only address a much highlighted need within the town but provide a unique and very attractive proposition for local businesses, organisations and groups looking for a venue.

2.3 Use of space

Initial proposals for the use of the LSI interior spaces are shown in the drawings attached as Appendix 2. The interior space is included in the listing of the building, the large rooms on the ground and first floor, while offering substantial cubic meters, also limit potential uses for the building. For exhibition use however there is an opportunity to create an attraction with high impact, national calibre displays that could position Bridport and its museum as a key attraction in the South West. As far as we know, it would be the only centre of rope and net making heritage in England with potential to link (and therefore explore additional European funding streams) to other flax, hemp and net making centres across the UK and in Europe.

Exhibition and displays

It is envisaged that the rope and net displays will be fore-grounded within the new museum. However the large space dedicated to display will enable thematic displays on all aspects of local history including earth sciences (Jurassic Coast); marine connections (ship building, marine biology, and fishing); social, cultural and economic history. A professional designed exhibition layout and visitor circulation plan will enable maximum exposure for the museum's collection. Space within the new centre will be designed, where possible, to be multi functional. For example, gallery space will not only house the collection but be laid out to enable talks, educational activities and events.

Education and meeting space

Education is key to obtaining funding for museum and heritage attractions, it is also a long standing aspiration of Bridport Museum to develop and augment its education provision and services. As in the original aims of the LSI, education will be integral to all aspects of the attraction. Displays will be designed to encourage learning through interaction. Space for visiting school groups and students, a venue for talks and lectures, workshops space to accompany exhibitions and displays and a space available for local community groups and organisations to hire will be incorporated into the scheme. There is already interest in the potential to revive the literary aspects of the LSI through lecture series and links with the internationally acclaimed Bridport Prize.

Storage and archives

At present the museum's collection and the archives are in closed storage. The environmental conditions for the collection are inadequate and have been identified as an area in need of improvement if the collection is to be preserved. Relocating

the storage facilities into the basement of the LSI building provides an opportunity to create a controlled environment which will be designed to be open and accessible to the public. This approach is in line with national and regional priorities and guidelines on conservation, access and education within the museum sector. Initial conversations with a heritage architect suggest that the basement of the LSI would be very suitable for a cocooned approach to storage as the large amount of masonry means that once established, suitable environmental conditions could easily be managed and maintained.

Family History research

The museum already runs a successful family history research centre, located at The Coach House in Gundry Lane. This centre would relocate to the LSI bringing an already established operating structure, core of volunteers and income stream. The space offered by the LSI would enable this service to expand, providing dedicated research and study space.

Catering facilities

Although there is existing café provision within the immediate area of the LSI, a café for users of the LSI would provide a valuable income stream. It will also offer potential as a venue for private events, educational activities and community hire. Initial research indicates that there is a gap in the market for a family friendly facility with a fresh, homemade menu. Indicative income figures for the café have been given within the revenue forecasts however, further research is needed to accurately assess the market and income potential for a café facility.

2.4 Management

For the duration of the project development BADT would remain as custodian of the LSI building. Following completion BADT will remain as custodian for as long as is useful to the Museums Trust. There are two options for the future management of the building following completion of the capital work:

1. BADT remains custodian of the building and it is leased on a peppercorn rent to the Museum Trust, who will be responsible for the day to day management and maintenance of the building, a similar arrangement to the one the Museum Trust currently has with West Dorset District Council on their existing buildings.
2. BADT steps down as custodian of the building and it is handed over to Bridport Museum Trust. This model is used by many Buildings Preservation Trusts working for community groups.

Bridport Museum Trust was set up as an independent charitable trust in 2002, when West Dorset District Council handed it the buildings, collection and staff that comprise the Museum. The Museum currently occupies two sites; the proposal involves merging both facilities into a single venue within the LSI. The building would be run and managed by the Museum Trust and any income generated by new functions such as the café, would be used to support the operation of the building.

Bridport Museum Trust currently employs 3 members of staff and supports a large volunteer work force. The staffing of the new building will be explored further as the project development phase progresses. Bridport Arts Centre is currently reviewing its strategic direction and there is potential to consider some shared functions such as marketing and education. This would encourage better cross cultural project

working and fundraising for support posts. A more strategic approach to supporting and promoting the cultural offer of the town is supported by both West Dorset District Council and Dorset District Council, providing core services are not affected.

3. Finance and Fundraising

3.1 Capital Budget

Based on initial architectural drawings and costs the capital budget for the building will be approximately ££££ awaiting QS report.

It is acknowledged that the current economic climate has created a challenge for capital fundraising. The proposal is therefore to implement a fundraising strategy that targets a broad base of funders for individual elements of the project. A larger grant will also be sought from the Heritage Lottery Fund, although the aim is to raise substantial match funding in order to reduce their percentage investment in the project, so making it more attractive.

An outline income and expenditure sheet for capital work is attached as Appendix 3.

3.2 Revenue Budget

To ensure future financial viability, the project will look to develop new income streams and minimise operational overheads. Energy efficiency will be central to the capital work undertaken to ensure sustainability. The LSI building offers the space to develop the following income generating activities:

- Structured programme of talks, lectures and workshops
- Externally funded educational project work
- Private and community room hire
- Private and commercial functions
- Increased use of research facilities
- Increased sales from shop, photographic and other archives
- Increased donations
- Café – day to day service and in house catering for private functions/meeting

A projected revenue income and expenditure budget is attached as Appendix 4.

As the LSI building has been unoccupied for a number of years, up to date running costs are not available. However, the costs within the revenue budget have been based on the running costs of buildings of comparative size and use, notably Bridport Town Hall, together with the existing running costs of Bridport Museum and the Coach House. Notes on each budget area are included on the spreadsheet attached as Appendix 4.

Environmental considerations

As the project involves substantial capital work to make the building fit for purpose there is potential to maximise the use of environmental technologies to minimise the running costs. This approach is supported by English Heritage and the Heritage Lottery Fund. The Design and Conservation Officer for West Dorset has also supported this approach. Further research and advice needs to be sought

Initial conversations with the Design and Conservation Officer for West Dorset and Richard Toft from Bridport based sustainable energy group indicate that, whilst the building does pose some issues in working with the large spaces and listed interiors, there is potential to explore solar water heating and photovoltaics on the South facing roof. This would not only reduce the running costs of the building but potentially offer income from electricity generation.

Richard Toft has also suggested that an additional revenue stream could be developed from the Renewable Heat Incentive if a renewable energy heating system were to be implemented². The architectural report attached as Appendix 2 also covers the environmental and energy considerations of the building. Funding will be sought to further explore the type and appropriateness of different solutions both to end use and the historical character of the building and its surroundings.

Figures shown for utilities in the revenue budget show costs based on existing systems and do not account for savings or income that could potentially be generated through new solutions.

Café

As with the environmental considerations further research will need to be undertaken in order to accurately predict the income potential of the café facility. However initial advice provided by the General Manager of City Inn via the Arts & Business Skills Bank service indicates that if well targeted and managed a café facility would have the potential to generate a significant income for the building. Advice to date suggests a clean, modern approach serving a limited but fresh and homemade menu of tea/coffee, cakes, light lunches and snacks. A healthy and wholesome menu aimed at children would attract a family market for which there is currently limited provision in the town. Further exploration into similar operations will be undertaken as part of the project development phase.

4. Next Steps

Further research is required in order to develop the outlined proposal. The next step will be to develop a series of applications for project development funding. Potential sources for this funding are Heritage Lottery Fund, Architectural Heritage Fund, West Dorset District Council and Dorset County Council. There are other supportive Trusts and Foundations who could also be approached at this stage.

It is important to note that although BADT is willing to become custodian of the building they would only be willing to do so once a more qualified capital funding plan is agreed, with a strong likelihood of obtaining the required funding for the restoration and renovation of the building. It is anticipated that this state would be reached following the project development phase.

4.1 Project Development Phase (12 – 18 months)

This funding would be used to undertake in depth consultation with the local community and other stakeholders in order to make a strong case for the need and significance of the proposed attraction, together with research on potential audience

² The government is currently reviewing proposals for the Renewable Heat Incentive

and market for the facilities offered. This in turn will inform revenue and capital projections and future funding bids for capital work.

Development funding will also be used to undertake specialist work in the following areas in order to inform final funding applications:

- architectural and surveying services
- quantity surveying services
- fees such as planning permission, building regulations
- environmental design
- audience development
- access – physical, intellectual, virtual
- exhibition design
- conservation and collection care
- catering services

It is anticipated that the project development phase will take 12 - 18 months to complete. This is based on discussions with HLF and experience from other capital development projects, notably Bridport Town Hall.

A project manager will be appointed who will coordinate the project development phase, write funding applications and required supporting documents.

4.2 Project Implementation

Once capital funding has been agreed the management of the capital work will be the responsibility of a heritage approved architect.

The Museum Curator, supported by the Museum Trust, will be responsible for the coordination of exhibition design, and will be the day to day contact on the project. Additional support may be used for the development of specific areas such as education and catering facilities. Funding will be sought to backfill the Curator's role in order to keep the existing museum operational until it closes for relocation.

4.3 Suggested project timetable

Autumn 2010

- High court decision – gives go ahead for project development phase
- Project development grant applications submitted
- Fundraising begins

Winter 2010

- Project development grants secured
- Consultants appointed
- Fundraising continues

Spring – Autumn 2011

- Project development
 - community consultation
 - market research
 - conservation planning
 - exhibition design planning
 - architectural drawings refined
 - budgets refined
 - Activities, Management and Maintenance Plans and other supporting documentation developed
- Planning permission submitted
- Fundraising continues

Winter 2011

- Planning permission submitted
- Trust and Foundations applications submitted
- Fundraising continues

Spring 2012

- HLF application submitted (tbc based on HLF advice of optimum application time)
- Fundraising continues

Spring/Summer 2012

- Capital funding confirmed
- Capital work begins

Autumn 2013

- Museum and Coach House close for relocation

Spring/Summer 2014

- New centre opens to public

Appendix 1

Consultation – list of suggested uses

Use	Notes, comments	Suggested Income potential	Suggested funding sources
Rural Community Hub	<p>“The proposal is that the Hub would develop to promote the social, cultural, educational and therapeutic benefits of arts, crafts, and creative activities, in the widest sense. Ranging from visual arts, drama, music, creative writing, dance, textiles, photography, through creative crafts to rural skills, nature art walks, gardening, cookery.”</p> <p>Suggested partners: Colleges, Schools, Rural Skills centres, Adult Education, Transport links, Tourist Information, Local NHS/PCT, Local government, Green organisations, Local Businesses, Parish Councils, Charities.</p>	courses, workshops, exhibitions, studios for artists, craftspeople and artisans, community groups	NHS, LSC, Dept for Children, Schools & Families, Local Government Initiatives, Artists Network – Go and See Bursaries, National Foundation for Educational Research, Media Trust – Community Voices, Skills for the Future, Reaching Communities (Lottery), Arts Council, Crafts Council, Prince's Trust, Youth Music, POPPs
Reading Room /cafe, plus hot desk area upstairs	<p>Down stairs a reading room with cafe, full of periodicals and news papers which can be rolled back to act as an events/debating/lecture space and with cafe provide a revenue stream. Up stairs a hot desk area where small business people/artists/students/volunteers from civic groups 16 and up can work and mix. a charge being made for its use.</p> <p>These two social enterprises could fund the running of public events promoting lectures and debates stimulating interest in arts/science/design/philosophy/faith topics and the areas where they overlap and clash.</p>	charge made for hot desk use.	
Centre for a Sound Archive and recording studio	Possibility for sound recording of local musicians, operatic groups, museum, local history society, community memories etc. technical support and advice on recording techniques and transfers. Recording	Charge for recording use.	Sponsorship (e.g. Bose) Heritage Memorial Fund???

Use	Notes, comments	Suggested Income potential	Suggested funding sources
	studio for public and professional use (bands, soloists, visiting artists, authors – Literary festival).		
CAB, EPD, TIC, Volunteer Centre; toilets downstairs	Casual users could be the three Bridge clubs plus the U3A.	Rental from these organisations could be at least £20K.	
Flexible venue with cafe at core	Cafe serves to link events in the building. Back two rooms ideal for kitchen and serving area. Front room suited to holding a range of events – covered food market, food hall every Saturday, with crafts stalls. Low-key music events in evenings – folk, jazz, classical. Venue useful to Literary Festival, Bridport Food Week, lectures.	Income from cafe. Volunteers, local people supplying materials or equipment.	
Museum of Netmaking	Anthony Sanctuary bequest will need a home some day.	Some money would come with bequest.	
Various community uses – literary, music, art, photography, IT, Young people, Fitness	Home for Bridport Prize and Literary Festival; venue for lectures writers. groups, drama rehearsals. Music appreciation society and rehearsal space; recitals, small music gatherings (also Unitarian Church next door). Space for IT teaching and use. Exhibition and work space for artists and photographers. Space for youth group activities. Fitness; yoga, aerobics classes, cardiac rehabilitation. Studio for radio/TV interviews.	Presumably charges for various activities. Possible funding from BBC/ITV for studio space.	
IT courses. Adjunct to Bridport/Dorchester museums.	Exhibition space. IT courses.	Membership subscriptions, corporate membership.	

Use	Notes, comments	Suggested Income potential	Suggested funding sources
Community Arts Cafe	(exhibition space and potential for other activities) to provide. Healthy, friendly, reasonable priced place to eat. . Child friendly, (includes child friendly areas e.g. bookshelves, tables, games, space for buggies). . Making the most of local food and supporting the local food producers and growers. . To earn a fair living doing something we believe is important. Providing flexible employment for parents. . Providing a community hub e.g. a welcoming space accessible to all, old and young.		
Puppet Theatre	No further information.	presumably self-financing.	
Arts and dance college	I think that this building and the old Sydney Gale dance hall would be perfectly suited to an art and possibly dance college. There is a very strong and well respected arts community in Bridport and as I understand it DCC is keen to increase the level of further education in the county. This would also go some way to aid youth retention in the town, and dependant on the quality of teaching and work produced could bring Bridport further to the forefront of British art with the associated economic 'spin-off' benefits.		
Hovercraft education, training and research centre	The education training and research centre is critical element - developing the commercial digital and engineering remits - for the design development and evaluation of prototypes in the UK for mass production and sales to international markets in the USA. The centre because it is digital based can be located almost anywhere - and in the event of it not being part of a research and development complex - the remits would be contracted out - with the centre obtaining a share in any intellectual or patient rights which might surface - to provide the funding for the development and management of a global		SEEDA

Use	Notes, comments	Suggested Income potential	Suggested funding sources
	network of internet based study centres - taking forward the centres research findings into local applications.		
Environmental/health based activities; art/craft/cultural activities	<ol style="list-style-type: none"> 1. Environmental / health based activities. <ul style="list-style-type: none"> • Lectures and exhibitions. • Full & part time courses for young people (16 plus) • Refresher and updating courses for those in employment, the courses to be run in association with local industry and commerce e.g. Health & Hygiene; Health & Safety; Nutrition; Health & Social care; Communication & IT; Public relations; Management at junior and senior levels; Land use & management. 2. Art/craft/Cultural based activities: <ul style="list-style-type: none"> • Lectures/Demonstrations and exhibitions. • Courses for young people-full & part time. • Short courses for those in employment in association with local businesses. These could include window display; crafts for use in day centres for the elderly; and again - Communication; Public relations& Management. 		

Appendix 2

Architectural Report and Drawings
See separate PDF documents

Appendix 3

Capital Income and Expenditure

Project Development Budget

Cost Heading	Description	Cost (£)	VAT not claim back	Contingency	Total
Managing the project	Project Manager	22,000	0	0	22,000
Professional fees	Architect	9,000	1,800	0	10,800
	Quantity Surveyor	2,000	400	0	2,400
	Energy Consultant	5,000	1,000	0	6,000
	Catering Consultant	4,000	800	0	4,800
	Conservation Consultant	4,000	800		4,800
	Audience Development consultant	5,500	1,100		6,600
Staff costs		0	0	0	0
Recruitment		1000	200	0	1,200
Other	Planning Permission fees	1000	0	0	1000
	Administrative costs	400	0	0	400
Non-cash contributions		1000	0	0	1,000
Volunteer time		4,600	0	0	4,600
Total costs		59,500	6,100	0	65,600

Income	Description		Total (£)
Cash	Dorset County Council	Secured	4,500
	Architectural Heritage Fund	Not secured	20,000
	West Dorset District Council	Not secured	2,000
	Bridport Town Council	Not secured	1,000
	Grant for energy consultant	Not secured	5,000
	Friends Bridport Museum	Not secured	3,000
Non-cash contributions	Rooms/Admin etc.	Secured	1,000
Volunteer time	See below	Secured	4,600
HLF grant (%)	37%	Not secured	24,500
Total income			65,600

Breakdown of volunteer contributions

Description of volunteer tasks	Number of Days	Day rate	Estimated Value
Support given by BADT	15	150	2250
Local heritage experts	6	150	600
Fundraising advice & support	2	350	700
Specialist education advice	2	350	700
Specialist physical access advice	1	350	350
TOTAL			4600

Appendix 4

Revenue Income and Expenditure Forecast

Estimated annual Increase of 5%	1	2	3	4	5	6	7	8	9	10
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Water	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551
Rates	-	-	-	-	-	-	-	-	-	-
Electricity	4,000	4,200	4,410	4,631	4,862	5,105	5,360	5,628	5,910	6,205
Fire Alarm / system	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	3,103
Safety Equipment	500	525	551	579	608	638	670	704	739	776
Ongoing Maintenance	10,000	10,500	11,025	11,576	12,155	12,763	13,401	14,071	14,775	15,513
External and Internal Repairs	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	4,654
Structural Survey	525	551	579	608	638	670	704	739	776	814
Supplies and equipment costs	2,500	2,625	2,756	2,894	3,039	3,191	3,350	3,518	3,694	3,878
Cleaning	8,000	8,400	8,820	9,261	9,724	10,210	10,721	11,257	11,820	12,411
Communications (telephone,Broadband)	1,100	1,155	1,213	1,273	1,337	1,404	1,474	1,548	1,625	1,706
Publicity	1,250	1,313	1,378	1,447	1,519	1,595	1,675	1,759	1,847	1,939
Printing, Photocopying, postage & office supplies	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	4,654
Subscriptions	600	630	662	695	729	766	804	844	886	931
Insurance	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	3,103
Lift Maintenance	1,000	1,050	1,103	1,158	1,216	1,276	1,340	1,407	1,477	1,551
Museum stock for resale	7,500	7,875	8,269	8,682	9,116	9,572	10,051	10,553	11,081	11,635
Exhibitions, Conservation, Storage and Projects	15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	22,162	23,270
General expenses	1,500	1,575	1,654	1,736	1,823	1,914	2,010	2,111	2,216	2,327
Bank charges	500	525	551	579	608	638	670	704	739	776
Salaries	56,334	59,151	62,108	65,214	68,474	71,898	75,493	79,268	83,231	87,393
PAYE & NI	12,127	12,733	13,370	14,039	14,740	15,477	16,251	17,064	17,917	18,813
Training	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	3,103
Travel and Subsistence	850	893	937	984	1,033	1,085	1,139	1,196	1,256	1,319
Pension Contributions	3,555	3,733	3,919	4,115	4,321	4,537	4,764	5,002	5,252	5,515
TOTAL	139,841	146,833	154,175	161,883	169,978	178,476	187,400	196,770	206,609	216,939

INCOME

	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Core funding WDDC	55,000	57,750	60,638	63,669	66,853	70,195	73,705	77,391	81,260	85,323
Grant Bridport TC	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	4,654
Sales	15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	22,162	23,270
Donations and Bequests	9,000	9,450	9,923	10,419	10,940	11,487	12,061	12,664	13,297	13,962
Project funding	5,000	5,250	5,513	5,788	6,078	6,381	6,700	7,036	7,387	7,757
Research fees and machine use	2,000	2,100	2,205	2,315	2,431	2,553	2,680	2,814	2,955	3,103
Photo sales Licences and Photocopy	3,500	3,675	3,859	4,052	4,254	4,467	4,690	4,925	5,171	5,430
Talks, workshop income	2,500	2,625	2,756	2,894	3,039	3,191	3,350	3,518	3,694	3,878
Room hire/private functions	4,000	4,200	4,410	4,631	4,862	5,105	5,360	5,628	5,910	6,205
Café income	34,200	35,910	37,706	39,591	41,570	43,649	45,831	48,123	50,529	53,055
Other income	4,000	4,200	4,410	4,631	4,862	5,105	5,360	5,628	5,910	6,205
Local fundraising e.g. friends	3,000	3,150	3,308	3,473	3,647	3,829	4,020	4,221	4,432	4,654
TOTAL	140,200	147,210	154,571	162,299	170,414	178,935	187,881	197,275	207,139	217,496
Profit/loss	359	377	396	416	436	458	481	505	530	557