

Have you spoken to anyone at the Heritage Fund about your idea?

If so, tell us their name.

We spoke to Louise Sutherland and Shanna Lennon in June 2025

Describe what you will do during the project.

Include any tasks you have to do to achieve the project goal. You have 200 words (200 words used).

We will transform the City Museum into a flagship for Lancaster's heritage for residents, community groups, schools, visitors and local businesses by re-displaying the collections, and improving the accessibility, facilities, fabric, infrastructure, resilience and energy efficiency of the building.

Pre-application

- Undertake a building condition survey, develop capital programme to RIBA WS1 – building upon Repair & Maintenance, Energy Efficiency and Disability Access surveys
- Undertake community consultation and concept interpretation – building upon user surveys and project evaluations
- Develop a business plan using the 24/25 Service Review
- Basic collections audit
- Investigate possible physical connection with Library

Development Phase

- Develop a Project Board of community members, key stakeholders, Councillors and Council officers.
- Community engagement to develop an Interpretation plan and Activity plan. Trial interpretation approaches.
- Refine Business Plan,
- Produce reports (capital programme, conservation and interpretation) to RIBA WS3/4, with Management/Maintenance Plan
- Develop a collections decant and re-storage specification and plan
- Produce a Fundraising Plan
- Employ project staff to support community and collections work.
- Evaluate

Delivery Phase

- Improve building fabric and infrastructure, including improving accessibility, public facilities, energy efficiency, climate resilience
- Deliver Activity Plan, including 250<sup>th</sup> anniversary of the building (2033).
- Refine interpretation and re-display galleries
- Fit out café, shop and venue hire/community/learning spaces
- Evaluate

Do you have a title for the project?

This can be changed at any time. Don't worry if the project does not have a title yet, you can leave this blank.

TBC

Please outline how your project will respond to our four investment principles.

You have 300 words (300 words used).

#### Saving Heritage (53 words)

- City Museum building (old Town Hall) Grade 2\* opened 1783. Celebrates 250<sup>th</sup> anniversary 2033. Requires work e.g. re-wiring, drainage and stonework to maintain building and protect against climate change impacts.
- Building has poor physical accessibility and facilities.
- Collections are being damaged by water ingress, pests and poor storage
- Building currently unfit for purpose.

#### Protecting the Environment (49 words used)

Initial surveys have identified that the building has inefficient and poorly performing heating and ventilation systems. Work can also be done to improve its thermal performance and install solar panels.

We would build on current work to use recycled, or easily recyclable, materials wherever possible and use local suppliers.

#### Inclusion, Access and Participation (109 words)

- Physical inaccessibility and poor facilities (no lift, no public toilets) are a significant barrier to access
- Displays old (30 years) and inaccessible to many
- We want to build upon recent projects to widen participation
  - Increasing diversity - Abyssinia project and 'In the Spotlight' curated by black historians. Partnership with Lancaster Black History group investigating Lancaster's connection to slavery. Non-white audiences increased 2019-23 from 7% to 13.4%.
  - Award-winning 'Touch & See' sight-loss project with Lancaster University
  - Increasing engagement with young people -
    - 'Hinge of Fate' project - King's Own/City Museums working with the Dukes Theatre and Lancaster Music Festival.
    - Escape2Make Heritage Festival with City Museums

#### Organisational Sustainability (89 words)

- 2023 40% budget cut to City Museums (City, Maritime, Cottage, King's Own).
- Full Service Review concluded that development needed to stem 'managed decline'.
- Redeveloping the City Museum will provide resilience and sustainability increasing:
  - footfall
  - income (admissions, secondary spend, events, venue hire)
  - opening hours
  - staffing
  - accessibility (lift, public toilets, accessible displays)

- Enable the Museum to contribute to wider local plans and strategies, including supporting the local and visitor economy, maximising the benefit of Eden North (Morecambe)

Tell us about the heritage of the project.

Include who it is important to and why. You have 100 words. (100 words used)

- Lancaster City Museum opened 1923, King's Own Royal Regiment (KORR) Museum opened 1929 in 1783 old Town Hall (Grade 2\*).
- Museum collections are inter-disciplinary, locally place-based telling the unique story of the area.
- King's Own (1680- 1959) was the 4<sup>th</sup> oldest infantry regiment
- 2024 online survey found 96.5% valued the museums. 76% for displaying local history 'which is important' and 71% for caring for local heritage
- In 2017/18 60,000+ people visited – 2024/5 39,000+ (35% reduction in opening hours)
- Previous 12 months Museums Facebook page registered 26,805 direct engagements. Village and women's history posts very popular - currently underrepresented in Lancaster-centric displays.

What is the need for this project?

What work have you done that shows the potential benefits of the project? You have 200 words. (200 words used)

Following a 40% budget cut, this project is vital to ensuring the organisational sustainability of Lancaster City Museums, by securing the museum collections, helping build and sustain local communities (telling more diverse stories), supporting lifelong learning and the local/visitor economy.

It will allow us to celebrate the centenary of the KORR Museum (2029) and the 250<sup>th</sup> anniversary of the building (2033).

We have undertaken

- NLHF funded full detailed Service Review and options appraisal. Doing nothing will result in managed decline through current weaknesses in collections management, learning and outreach, and through a diminishing visitor experience due to dated displays and poor building accessibility, facilities and condition. Cabinet have prioritised developing the City Museum having most potential to increase public usage (to 100,000+), opening hours, staffing levels, community engagement and wellbeing (£4m minimum NHS benefit) and support the visitor/local economy (£3.3m minimum).
- Various projects to expand our audience demographic working with young people, those with a disability, community and black historians and associated community and arts groups
- Public surveys and key stakeholder conversations support the value of the museums and heritage to the community.
- Disability Access surveys demonstrate inaccessibility of building and displays.
- Architect surveys demonstrate infrastructure and repair improvements required.

How long do you think the project will take?

Tell us an estimated start and end date if you have them. You have 50 words.

- Work to prepare Development Phase application August 2025 – July 2026
- Submit application August 2026, decision in November 2026
- Development Phase 19 months January 2027 – July 2028
- Submit Delivery Phase application August 2028, decision in November 2028
- Delivery Phase (including Activity Plan) 48 months January 2029 to December 2033.

How much is the project likely to cost?

If you know, tell us about the most important costs. These costs can be estimated. You have 200

Words (182 words used)

The redevelopment is costed at £5.9 million. This includes building refurbishment, energy efficiency improvements, accessibility and facilities improvements (including a lift and public toilets), possible connection to the next-door library, learning and community space, exhibition, shop, café and collections storage fitout as well as an activity plan that will take us up to the 250<sup>th</sup> anniversary celebrations for the building in 2033.

Development Cost	Cost estimate
Professional fees - (architects, design & interpretation etc)	£300,000
Professional fees - (project management, business planning, evaluation etc)	£100,000
Activity planning/community engagement	£100,000
Additional staff costs	£50,000
Surveys	£50,000
Contingency	£50,000
<b>Total</b>	<b>£650,000</b>
<b>Delivery Phase</b>	
<b>Building works</b>	
Ground floor renewal	£100,000
First floor galleries renewal	£200,000
Basement base-build	£600,000
Improved accessibility & WC	£300,000
Allowance for Library link	£300,000
Exterior presentation budget	£200,000
Allowance for new environmental sustainability interventions	£350,000
Professional fees	£512,500
<b>Interpretation</b>	
Ground floor gallery	£200,000
First floor galleries	£800,000

<b>Collections</b>	
Collections decant and re-storage (including fit-out)	£250,000
<b>Other</b>	
Community engagement and activities	£100,000
Other FF&E	£75,000
Project staffing	£200,000
Evaluation	£40,000
<b>Total</b>	<b>£4,227,500</b>
Inflation @3%	£536,550.00
Contingency @ 10%	£487,750.00
<b>Overall Total</b>	<b>£5,901,800</b>

How much funding are you planning to apply for from us?

Submit an amount.

£4.9 million

When are you likely to submit a funding application, if asked to do so?

You have 50 words. (49 words)

Development Phase application planned for August 2026

This is considered achievable based on work to date including:

- Full Museum Service Review and future options appraisal
- Repair and Maintenance survey
- Energy Efficiency survey
- Disability Access Audits
- Survey to assess potential and location for a lift
- Wide range of community projects