

## ORGANISATIONAL CHANGE OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Monday 6 <sup>th</sup> February 2017
<b>Report Subject</b>	Bailey Hill – Heritage Lottery Fund Developments
<b>Report Author</b>	Chief Officers Organisational Change

### EXECUTIVE SUMMARY

Bailey Hill is a significant project to improve the heritage environment of the Motte & Bailey Castle at Bailey Hill in Mold. This includes large areas of tree removal, access improvements, a new play area and site-wide interpretation including a display area in the Custodians Lodge.

The Council is working in partnership with Mold Town Council and the newly formed Friends of Bailey Hill Group. The value of the Heritage Lottery application is estimated at £1.2m through the Parks for People programme and a successful stage 1 development application for £0.044m was completed in July 2016.

The development stage will include employment of technical advisors to work on capital development, access, interpretation and governance structure for the site and its operation. This work is due to be complete by the end of 2017 with an estimated stage 2 application to be submitted if the work is agreed by all partners at the beginning of 2018. The biggest challenges for the project are creating a sustainable governance structure and achieving the local match funding.

### RECOMMENDATIONS

1	To consider, support and comment on the developments taking place at Bailey Hill.
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### REPORT DETAILS

<b>1.00</b>	<b>Background</b>
1.01	A Stage 1 Heritage Lottery Fund (HLF) Parks for People application for the Bailey Hill project was submitted in February 2016. The application was successful and a grant of £43,900 was awarded. The development of

	Bailey Hill is a joint project with Mold Town Council and the Friends of Bailey Hill. Flintshire County Council is the lead applicant.
1.02	<p>During October and November 2016, the Project Steering Group carried out a procurement process to appoint a team of technical advisors. This includes a part-time project manager who will co-ordinate the work of the specialist team. The team includes:</p> <ul style="list-style-type: none"> <li>- Specialist advisors to develop and produce an Activity Plan. This Plan will include proposals for recruiting and training volunteers, for developing and delivering activities aimed at target audiences and providing greatly enhanced interpretation to meet their needs.</li> <li>- Specialist interpretation team to develop the themes and stories, review the interpretative media and target audiences and working in close collaboration with the activity planners to produce an Interpretation and Design Plan.</li> <li>- A further specialist team will update the existing Conservation Management Plan (2012) and will develop all building and landscape improvements to RIBA Stage D equivalent to enable cost certainty and accurate programming for a second round submission to HLF.</li> </ul> <p>The team will also develop a Management and Maintenance to work towards the achievement of Green Flag.</p> <ul style="list-style-type: none"> <li>- Finally, a governance specialist will help to develop a suitable management framework for the long-term sustainability of the site. FCC is committed to sustaining the existing level of maintenance but is unable to guarantee any further resources. The specialist will need to work with all parties to develop an organisation capable of successfully managing and maintaining the site into the future. This will include the consideration of new ownership arrangements through a Community Asset Transfer or by mitigating the risk for FCC by other means.</li> </ul> <p>Harrison Design Development from Mold will be contracted to undertake the work from 1<sup>st</sup> February 2017. Harrisons undertook the initial conservation design work during 2012 and are very familiar with the site. They have considerable experience of working on HLF Parks for People projects across the country. Their work at Pontefract Castle is particularly comparable to the Bailey Hill site.</p>
1.03	The appendices provide more detail from the Conservation Plan about Bailey Hill as a site and potential future project work.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>Financial Implications</p> <p>Match-funding for the development stage has been met from within existing budgets. All partners have committed resources to enable the development work to be undertaken.</p>

	<p>Any stage 2 application must have a minimum of 5% match-funding. It is anticipated that between £0.060m and £0.070m will be needed to progress the project. A funding strategy will be developed as part of the development phase and funding applications will be submitted to fill the gap.</p>
2.02	<p><b>Human Resource Implications</b></p> <p>The project is being managed by the Principal Museums Officer. The post-holder has considerable experience and success in delivering Heritage Lottery Projects.</p> <p>The time commitment will be significant over the next 12 months. Background work has already taken place to ensure that the post-holder has both the time and resources to undertake the task.</p> <p>The Chief Officer Organisational Change will be involved in developing with partners a suitable management framework for revenue and capital sustainability.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>A wide programme of public consultation was completed during the initial scoping of the project in 2011/12. This included open days, questionnaires and a brain storming exercise with stakeholders and partners. The results helped to form the project scope.</p> <p>In order to complete the Activity Plan the specialist team will undertake further consultation work during the development stage. The Friends of Bailey Hill have a number of members who have already volunteered to work with the specialist teams.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p><b>Key Development Risks and Mitigation</b></p> <ol style="list-style-type: none"> <li>(1) Failure to reach an agreement on a suitable management framework – Steering Group with key partners to lead on identifying a governance solution.</li> <li>(2) Failure to achieve revenue and capital sustainability –independent support on developing a robust business plan.</li> <li>(3) Failure to achieve a credible action plan for the achievement of Green Flag – ensure Friends of Bailey Hill Group have necessary skills to achieve the task.</li> <li>(4) Increase in project costs through widening of scope – ensure that the project is developed within the parameters including scope of works and costs.</li> </ol>

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A – Bailey Hill Site Masterplan Appendix B – Bailey Hill Conservation Management Plan (edit with no visuals)

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None  <b>Contact Officers:</b> Sophie Fish <b>Telephone:</b> 07766 497275 <b>E-mail:</b> <a href="mailto:sophie.fish@flintshire.gov.uk">sophie.fish@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	Heritage Lottery Fund – the Lottery Body who award funds for heritage projects including the Parks for People fund.