

Report subject	Our Museum: Poole Museum Redevelopment Project
Meeting date	14 April 2021
Status	Public Report
Executive summary	<p>The Poole Museum Redevelopment Project delivers against Big Plan and other strategic Council priorities as well as national and regional priorities and policies. The Project will conserve and open up nationally and internationally significant heritage assets and transform the visitor and community experience of the Poole Museum Estate.</p> <p>In the wider context of Culture and the Cultural Compact, the Project will deliver on the Cultural Enquiry recommendations for talent, infrastructure, and quality of place and will provide new opportunities for under-represented and under-served communities and groups to participate in and co-curate their culture and heritage.</p> <p>The project has strong support from NLHF as a priority project, third party match funding has been secured and there is a strong pipeline from trusts and foundations, with invited applications for additional grants totalling £250-450k. Council agreement to submit the NLHF round 2 application for the Poole Museum element of the project (deadline August 2021) is requested.</p> <p>Project development work demonstrates an opportunity to extend the scope of the capital works to increase the transformative impact of the project for Poole rejuvenation, outcomes for people, built heritage and museum collections, and the financial sustainability of the service. Council agreement is requested for prudential borrowing to support these extended works.</p> <p>There are two scenarios for prudential borrowing, dependent on whether a round 2 NLHF application for the Poole Museum project is successful. Scenario 1, should the grant bid be successful, requires the utilisation of £1,029k prudential borrowing, as well as £200k CIL (agreed by Cabinet in 2018) as match funding. Scenario 2, if the NLHF application is unsuccessful, requires the use of £278k prudential borrowing for Scaplen's Court as well as the repurposing of £200k CIL allocated within the Scenario 1 model.</p>

Recommendations	<p>It is RECOMMENDED that:</p> <p>(a) Council approves the submission of a Round 2 funding application to NLHF for £2,240k for the Our Museum: Poole Museum Redevelopment Project (total project value £4,242k).</p> <p>(b) Council approves the use of up to £1,023k new prudential borrowing in support of the Round 2 funding application. This will reduce to £278k new prudential borrowing should the Round 2 funding application be unsuccessful.</p> <p>(c) Cabinet approves the repurposing of £200k CIL allocated to Our Poole Museum Redevelopment Project to Scaplen's Court development, in the event of an unsuccessful Round 2 funding application.</p> <p>(d) Cabinet notes the resulting unfunded revenue pressure of <u>up to</u> £17k in 2022/23 and £70k in 2023/24 from income forgone during construction phase.</p>
Reason for recommendations	To facilitate funding of the Our Museum: Poole Museum Redevelopment Project and enable it to deliver on the Council's Big Plan aim to rejuvenate Poole and strategic aims for Culture.
Portfolio Holder(s):	Cllr Mohan Iyengar, Portfolio Holder for Tourism, Leisure and Culture
Corporate Director	Kate Ryan
Report Authors	Michael Spender, Museums and Arts Manager, and Alison Smith, Our Museum Project Manager
Wards	Poole Town
Classification	For Recommendation

Background

1. The Poole Museum capital project and the Scaplen's Court capital project (together called Our Museum: Poole Museum Development Project: 'the Project') are separately funded: Poole Museum by the National Lottery Heritage Fund (NLHF), and Scaplen's Court by Historic England as part of the High Street Heritage Action Zone (HSHAZ) programme. The two projects are jointly delivered as the Our Museum: Poole Museum Redevelopment Project ('the Project') to the same programme, and benefit from a single project and design team.
2. The Project has made excellent progress despite Covid and is on programme. The team is now working towards the completion of project development work to enable

the submission of LBC and a planning application, and in the case of 'Poole Museum a round 2 funding application to NLHF.

3. In 2017/18 a strategic masterplanning exercise was undertaken for the whole Poole Museum Estate which comprises Oakley's Mill, the Town Cellars (housing Poole Local History Centre), Scaplen's Court, and the 'Sea Music' public sculpture by Sir Anthony Caro. A public consultation was carried out in 2018. The aim was to address some key issues and needs:
 - a. to provide fully accessible facilities for users of Dorset's most popular free attraction
 - b. to carry out urgent conservation work and open to the public two Grade 1 listed buildings
 - c. to increase dwell time and consequently income to ensure the sustainability of the service
 - d. to display currently homeless maritime discoveries of international importance
 - e. to create a major visitor attraction and community hub in the Poole Regeneration area
4. The masterplan set out the ambition to create a major, accessible, cultural visitor attraction and community hub and supported capital funding applications to third party funders: NLHF for Poole Museum; and to Historic England for the HSHAZ project, of which a substantive element in the opening up of Scaplen's Court. The capital works on the buildings in the museum estate came to a combined project cost of £3.92m.
5. Both funding applications were successful in December 2019. NLHF awarded a Round 1 development phase grant of £352k for Poole Museum to develop a Round 2 application for an additional £2.24m of funding (application deadline August 2021). Historic England awarded £478k from the HSHAZ project for conservation, redevelopment and opening up of Scaplen's Court.
6. The Poole Museum NLHF project is a 'two stage' process with a 'development' (RIBA 2-3) and 'delivery' (RIBA 4-6) phase. The delivery phase is contingent on the success of the Round 2 application, the content of which is developed during the development phase. HSHAZ funding has no development phase and the total funding has already been awarded.
7. Funding for design development work of RIBA 2-3 for both projects is secured and covers staff costs, professional fees, and surveys to enable the submission of LBC and a planning application and in the case of Poole Museum a 'Round 2' funding application to NLHF.
8. While the capital projects are being managed holistically, in the event of failure of the Poole Museum project at Round 2 the HSHAZ capital works will continue unaffected.
9. Secured partnership funding for the Project from the Council and other sources is as follows:
 - a. BCP Council: £50k to support the NLHF development phase, and £400k at delivery phase contingent on a successful Round 2 application, comprised of £200k prudential borrowing and £200k CIL funding. This was approved by Cabinet in July 2018 and would be required from Q1 2022.

- b. £300k additional match funding is required from other sources (trusts, foundations, major gifts) of which £100,000 is already secured from a major Dorset trust and there is a strong pipeline for the remaining balance from local and national trusts/foundations, and major private donors.
10. The Project will transform the Poole Museum Estate into a modern, thriving cultural space and community hub that greatly enriches the experience of Poole Quay and Poole Town by the community and visitors. It will:
- a. complete urgent conservation works to the Town Cellars and Scaplen's Court, significant Grade I listed heritage assets;
 - b. improve access through the updating of facilities, meeting increasing visitor and community demand, and transforming the visitor experience;
 - c. deliver 1,540m² of exciting new displays and public facilities including opening up 650m² of currently inaccessible or underutilised heritage assets to create a major attraction for regular public access in order to significantly increase the scale and appeal of the visitor offer;
 - d. significantly widen participation in terms of equality of access to take account of all sections of the community, bringing people together and enabling people who share different characteristics and heritage to enjoy cultural activity together in a common space, building community cohesion.
11. The Project will deliver on key Council, regional and national priorities and policies:
- a. It will be an anchor development of the rejuvenation of Poole. And will also deliver on The Big Plan themes for communities, children, seafront development, tourism and an iconic cityscape.
 - b. It will be a key element in the development of an emboldened cultural infrastructure for BCP, delivering on Cultural Enquiry recommendations as a landmark project for the Cultural Compact.
 - c. It will be one of four major capital projects for the Wessex Museums Partnership (Poole, Dorset County, Salisbury and Wiltshire museums) forming a dynamic new regional museum offer.
 - d. As an Arts Council England regularly funded National Portfolio Organisation museum service, it is right that the Project will align fully with Arts Council England's 'Let's Create' 10-year strategy, providing inclusive and diverse opportunities for under-represented and under-served communities and groups to participate in and co-curate their culture and heritage.
12. The Project will lead to:
- a. long-term financial sustainability of the service by diversifying and increasing earned income, and organisational resilience as a result of increased cultural profile, a strong and growing Poole Museum Foundation membership base, staff and volunteer skills development, development of and deepening of relationships with a wide range of community partners;
 - b. increased visitor numbers, with diverse new audiences, increased visitor dwell time, and repeat visits;
 - c. enhanced guardianship of public collections and Grade 1 and Grade 2 Council buildings;

- d. rejuvenation and an enriched experience of Poole Quay and Poole Town for the community and visitors, it will attract more visitors to the Quay and Old Town – the ‘Quay Quarter’ – to create a vibrant and appealing cultural space, increasing engagement and dwell time, and economic growth by making Poole a more attractive place to live, work, and visit;
 - e. increased participation in and co-curation of culture and heritage by under-represented and under-served communities and groups.
13. Governance of the project is through a project board chaired by the SRO, Chris Saunders, Director of Destination and Culture, and including officer representation from Finance, Planning as well as external stakeholders and lead consultants. A full design team appointed in November 2020, led by architect and exhibition designers ZMMA, is working on schedule and to budget. Options appraisals were developed to RIBA-2 scheme by March 2021. Design development will reach RIBA-3 by the end of May 2021 to enable planning and LBC to be submitted.
14. The deadline for a Round 2 application to be submitted to NLHF is 25 August 2021 and if successful the project delivery phase will be from February 2022 to September 2024.
15. Project development work to RIBA stage 2 has clearly demonstrated an opportunity to extend the scope of the capital works to increase the transformative impact of the projects in respect of rejuvenation outcomes for the ‘Poole Quay Quarter’ in line with the Big Plan, outcomes for heritage assets, quantity and quality of the offer for visitors and residents, and the financial sustainability of the museum service.
16. The scope of the extended capital works includes:
- a. Poole Museum and Scaplen’s Court: schedule of urgent and essential building conservation works listed discretely for each building that have been newly identified through survey work and which will be critical for ensuring guardianship of and maximising access to Grade 1 public buildings.
 - b. Scaplen’s Court: Enhanced concept accessible heritage visitor offer, including relocation of Poole Museum café from its current 3rd Floor location, increasing covers and accessibility, improvements to the immediate public realm/wayfinding, and increase in building occupancy. These improvements will support a step-change in the scale of the museum’s public offer and commercial activity through considered and sensitive reuse of underutilised heritage assets. The museum is experienced at offering this type of programming and activity but has not been able to operate at any scale given existing constraints, resources, and lack of investment. This will build significant new audiences for heritage and culture with an associated increase secondary spend and dwell time. Capital works will also activate and animate the public realm in which the museum buildings are situated and by creating a critical mass of cultural space and activity will significantly increase the potential of the museum to anchor a cultural ‘Quay Quarter’.
 - c. Poole Museum: Investment in redevelopment of the existing Poole Museum 3rd Floor ceramics display to a high-profile new Art and Design Gallery with a focus on internationally popular Poole Pottery, of which the museum has the largest world’s largest public collection. This showcase will drive the development of audiences for heritage and culture, appealing to a local audiences and collectors and enthusiasts, nationally and internationally.

17. The two-stage nature of the NLHF process and the single stage funding as part of the HSHAZ necessarily means that two scenarios need to be considered based on whether or not the NLHF Round 2 application is successful. Fortunately, the scope of works/additional works can be split cleanly between Poole Museum and Scaplen's Court as indicated above. In the event of a failure at Round 2, this would simply mean that works at Poole Museum do not go ahead but works at Scaplen's Court continue unaffected.
18. Scenario 1, in the event of a successful Round 2 NLHF funding bid, new prudential borrowing of £1,023k will be required as partnership funding for the scheme. A further £200k of CIL funding (as approved by legacy Council 2018) will also be required. This will allow the completion of proposed works including points a), b), and c) listed above.
19. Scenario 2, in the event of an unsuccessful Round 2 funding application to NLHF, planned works will be limited to Scaplen's Court development only. This would require new prudential borrowing of £278k and would enable delivery of proposed works relating to Scaplen's Court (under a) and works under b) above).
20. Cabinet's recommendation is now also required to submit the Round 2 application to NLHF for the project delivery phase (deadline of August 2021).

Options Appraisal

21. An option is for Cabinet to either agreed the recommendation to submit the Round 2 NLHF bid or not. If not a major project in support of the Big Plan will be terminated. A further option is for Cabinet not recommend additional prudential borrowing, in which case the project will be considerably constrained and positive outcomes diminished.

Summary of financial implications

22. A summary of the key financial implications of each scenario is provided in Figure 1 below (also attached as Appendix 3 and Appendix 4). If the Round 2 funding application is successful £4.2m of new investment (including £1.2m of BCP council resource) will be delivered as part of the Council's 'Big Plan'. This reduces to £1.0m new investment (including £0.5m BCP council resource) should the Round 2 funding bid be unsuccessful. Each scenario benefits from significant levels of external funding.
23. Cost estimates within project outlay in each scenario are based on independent estimates. Appropriate allowance is also made for professional fees, surveys, investigations, contingency and inflation.
24. Development work will not commence without confirmation of funding required. This includes confirmation of outcome of Round 2 funding application and achievement of third party fundraising target of £300k. To date, around £100k of this has been secured. CIL allocation of £200k has been earmarked to Poole Museum project within the capital programme.
25. In constructing the funding model for each scenario, the Council is mindful of external government grant and PWLB borrowing conditions. As a result, planned revenue spend of £320k on public engagement activities, will be funded from either CIL, third party fundraising or Government grant (if permitted), and not PWLB borrowing (which can only be utilised for capital expenditure).

Figure 1 - project outlay

	Museum + Scaplen's Scaplen's	
	£k	£k
Project outlay		
Building improvements and condition work	2,516	823
Additonal Investment Design Gallery 3rd Floor	300	0
Professional fees	210	38
Public realm	100	0
Contingency	795	95
Engagement (revenue spend)	320	0
	4,241	956
Project funding		
Round 2 funding application (pending)	2,240	0
Historic England government grant (secured)	478	478
Third party contributions (£100k secured to date)	300	0
CIL (approved Council 2018)	200	200
Prudential borrowing	1,023	278
	4,241	956

26. Financial viability

27. For business case purposes, the financial viability of the investment has been limited to 25 years. This to ensure future income projections are as meaningful as possible and that projections are aligned with the development of the service unit 25 year Building Maintenance Plan. Forecast **additional net** income (as a result of planned investment) from weddings, food & beverage, room hire and retail have been estimated over a 25 year period. Annual estimates increase by Bank of England target CPI inflation only each year (assumed 2%). Most of the additional net income is anticipated from additional weddings at Scaplen's Court.
28. As with other major build projects, an indicative allowance has been made within the financial viability assessment for major repairs anticipated over the life of the asset. This is based on 0.8% of asset building value (including proposed new capital investment) and commences in year 10. In the event of the Council progressing with investment at both Poole Museum and Scaplen's Court, major repairs provision of £2m is allowed for within the viability model by year 25. This is an indicative allowance only, that will ultimately be informed by (and make financial provision for) capital costs arising from the service's 25 year building maintenance plan currently under development. There is as yet no other specific budget set aside within the MTFP for capital costs anticipated within the 25 building maintenance plan. There is the potential for some of this cost to be met from revenue budgets for Estate maintenance.
29. Net additional income generated will also be required to repay any prudential borrowing required, including interest. For financial modelling purposes, the project is deemed to be 'low risk', because the Council already engages in delivering this service. The Invest to Save Framework low rate of 3% has therefore been applied to prudential borrowing repayments. This has the benefit of creating additional 'risk premium' of between £36k and £131k (depending on which scenario is progressed).

Risk premium is the difference between Invest to Save rate of 3% and current PWLB 25 year borrowing rate of 2.18% (PWLB published rates 2 March 2021).

30. Figure 2 summarises results of 25 year financial viability appraisal. Councillors will note that sufficient additional income is generated in each scenario to cover borrowing repayments over 25 years as well as establish a major repairs provision.

Figure 2 - 25 year financial viability		
	Museum + Scaplen's Scaplen's	
Financial viability over 25 years	£k	£k
Net additional income over 25 years	(3,928)	(2,882)
Major Repairs Allowance	2,057	442
Borrowing Requirement (repaid over asset useful life)	1,023	278
Interest cost of borrowing (@ 3% over 25 years)	446	121
Net 25 year surplus (including Risk Premium and major repairs)	(402)	(2,041)
Risk Premium (difference between Invest to Save rate 3% and PWLB)	(131)	(36)
Major Repairs allowance	(2,057)	(442)
Net 25 year surplus (excluding Risk Premium and major repairs)	(2,590)	(2,519)

	Museum + Scaplen's Scaplen's	
Projected Cashflow (including risk premium and major repairs)	£k	£k
Net revenue cost to BCP over MTFP (2021/22 to 2023/24)	87	26
Net saving to BCP for next 10 years (2024/25 to 2033/34)	(624)	(839)
Net saving to BCP for next 10 years (2034/35 to 2043/44)	76	(846)
Net saving to BCP for next 5 years (2043/44 to 2047/48)	59	(382)
Net 25 year surplus (including Risk Premium)	(402)	(2,041)

Financial risks

31. Capital outlay remains an estimate until planning permission is granted and works are tendered. In the event of final costs exceeding current estimates the Council could seek to allocate additional CIL or prudential borrowing to the project, or undertake additional fundraising activities.
32. Scenario 1 assumes £0.3m of third party contributions from fundraising and partnership. To date around £0.1m has been secured. As above, the Council would have to meet any potential funding gap should fundraising activities not meet targets.

33. The primary purpose of the capital investment is to further promote regeneration in the area, with income generation a secondary outcome. PWLB borrowing for the project is therefore permissible under HM Treasury guidance.
34. There is a risk that the future operating income will not be realised to the extent assumed within the financial viability assessment. This risk is mitigated by restricting the period of assessment to the next 25 years only. Income projections included in the assessment increase by inflation only each year – with no other cyclical fee review allowed for.
35. The model assumes new borrowing will be taken out and repaid over a 25 year period. This is a prudent approach as it aligns borrowing repayment with the period where there is greater certainty of income generation and building maintenance needs. The Council retains the option of increasing the borrowing period to up to 40 years, reflecting the estimated life of the building. In the 'scenario 1 option' this would increase the 25 year net surplus of the project (including risk premium and major repairs) from (£0.4m) to (£0.8m), as the cost of borrowing is spread out over a greater period. This does mean, however, that at year 26 £0.4m of borrowing principal will remain outstanding and overall interest on borrowing will increase from £0.4m to £0.7m.

VAT implications

36. The project has been reviewed from VAT perspective and as the scheme will directly impact the Council's partial exemption position it has been advised to waive the exemption on both properties to ensure the Council remains within the threshold.
37. The service has been working closely with Finance to mitigate any risks arising from the tax position and should continue to do so throughout the project.

Value for Money

38. Approval of either scenario will enable continued regeneration activity in Poole Old Town – utilising significant levels of external grant funding.
39. All works will be appropriately tendered / frameworks used in accordance with BCP procurement processes.

Summary of legal implications

40. Democratic Services will be asked to assist the contract arrangements for the main contract for the project.
41. Democratic Services will be asked to assist with any partnership and contractual funding agreements which arise through the project.
42. Health and Safety issues will be addressed through works to buildings and improvements to building services, a Principal Designer is an appointment to the design team.
43. Scaplen's Court is an approved wedding venue, licence renewals are every three years, the current licence was granted 23 November 2019 and will be renewed after 22 November 2022.

Summary of human resources implications

44. Transformation of the visitor experience of Poole Museum and Scaplen's Court will require Museum staff to meet visitor needs and support income generation in new, proactive, flexible and proactive ways. It is expected that this will require redefinition

of some roles and structures, and this work will start once the Activity Plan is agreed by NLHF as part of its response to the Round 2 application. This restructuring would take place during 2022/3.

Summary of sustainability impact

45. The Poole Museum and Scaplen's Court projects will support the Council's climate goals. Cultural organisations and funders such as Historic England and NLHF require funded organisations to meet their strategic environmental sustainability aims. NLHF, for example, requires that "all projects must demonstrate they are environmentally responsible and are integrating environmental measures into their projects". The Cabinet recommendation will therefore have a positive impact on environmental sustainability.
46. The Decision Impact Assessment for this report, No.130, is at Appendix 2. The DIA assessment is Low Impact.

Summary of public health implications

47. Positive social outcomes for the wellbeing of the population are at the heart of these recommendations. The health and wellbeing benefits from participation in heritage and cultural activity are well recognised and evidenced, in particular for isolated, deprived and diverse communities, who as audiences are often the least well served by cultural organisations.
48. These projects will broaden Poole Museum's engagement with under-served audiences including families and 65+ audiences with prior low engagement with heritage. people from lower socioeconomic backgrounds, older people living locally in care homes and sheltered housing provision, those experiencing loneliness and social isolation, those with long term health conditions and disabilities, and school children attending schools with high Pupil Premium numbers.
49. Improving wellbeing is a mandatory outcome of funding from the NLHF.

Summary of equality implications

50. An Equalities Impact Assessment has been carried out for the projects in this report and this is at Appendix 1.
51. NLHF has a mandatory inclusion outcome: 'a wider range of people will be involved with heritage' to ensure that Lottery grants contribute to a society where everyone has the opportunity to take part in and benefit from heritage.
52. The Project will result in a wide range of benefits for a wide cross-section of people. While the improvements to the Museums Estate's fabric, facilities, displays and programmes will result in a richer and higher quality visit for all audiences, its real transformational potential is in terms of reaching out and connecting with groups of local people who are currently underserved as visitors and are target audiences.
53. Access and inclusion are at the heart of the approach to audience development, so that barriers relating to gender, socio economic background, ethnicity and disability are addressed across audience groups to encourage the widest range of people to engage and ensure that the whole community can take part equally, confidently and independently.
54. Specific plans for people with particular access needs will run throughout the engagement approach for each audience group, ensuring a wide range of people

feel welcome and fully served. Gaining insight from people who are visually impaired, deaf, have physical or learning disabilities, but who fall within the target audience groups defined for the project, will ensure that capital work, interpretation and formal and informal engagement programmes are designed to meet their specific needs. The museum is working with the user led groups within the protected characteristic groups to develop plans for effective and efficient outreach.

55. Where Black, Asian and Minority Ethnic groups are under-represented in current museum audiences when compared to the local population, targeting of family and schools' audiences will be used as a route into broadening the ethnic diversity of museum audiences. Targeted invitations, infrastructure, facilities, resources and programmes for individuals and groups who are less likely to visit will be embedded throughout the project design and delivery.
56. Alongside working with a range of community partners to reach and involve target audiences from different socio-economic backgrounds, the project will also work with DREC and DOTS Disability as strategic partners to support and challenge plans for inclusion.
57. All museums staff have undertaken EDI training and through ongoing training their awareness and confidence will be built on to ensure all visitors feel welcome. The service will also diversify its volunteer base and has the capacity to support a diverse range of volunteers sustainably.
58. Staff and volunteers will work together to develop a 'Welcome Manifesto' which will be displayed publicly. An Equality Impact Assessment approach will be used to ensure marketing and promotion events are accessible and inclusive.
59. The EIA process has revealed no adverse impacts as a result of the proposed changes. The development of these proposals and the assessment process has been robust and informed by best practice in the cultural sector. Consultation has entailed both formal and lived experience access audits, consultations with individuals and groups, identification of priority audiences who are currently underserved, a market assessment, tracking of all comments relating to EID, and a sector best practice review to understand barriers for typically underserved groups.
60. While we have identified areas for additional research and consultation, we have a high degree of confidence in our findings, and the expectation is that we will be able to further maximise the benefits of the changes through this additional work.
61. Ultimately, positive impacts as a result of the changes will bring about a step change in increasing access to and participation in cultural activity across protected characteristics. The proposed changes will actively engage people as contributors in shaping and being part of the project. Increased cultural engagement and participation has considerable potential for positive outcomes, including improved mental and physical wellbeing and improved quality of life and opportunity. The proposals actively foreground inclusion of diverse perspectives, multiple voices and representation of cultural diversity, this has the potential to lead to greater inter-group understanding, contributing to improved social cohesion.

Summary of risk assessment

62. The principle risks of not making this decision will be:
 - a. Reputational: if Cabinet does not recommend submission of the NHLF round 2 application there is a very strong risk that the Council's reputation with the

NLHF and the community will be impacted negatively. If Cabinet does not recommend additional prudential borrowing partnership funding the project will be constrained and the Council will not be able fully to deliver on the project aims, including income generation for financial sustainability. The result will be a Museum Estate which does not deliver on its potential to support the Big Plan priorities and this is likely to be reputationally damaging for the Council. The strength of support for culture, in particular during Covid, from government, national and local funders and throughout the community, including in consultation for these projects, is evidence of the absolute importance attached to it by the public.

- b. Economic: the redevelopment proposals will deliver on key placemaking, tourism and economic agendas to improve infrastructure, talent retention, prosperity and productivity, which are all even more essential during and in recovering from the COVID crisis. Additional invest to save borrowing will maximally leverage the momentum and opportunity of the capital redevelopment project to deliver against all these areas, as well as for income generation from visitors to support the sustainability of the service. The risk of not supporting the recommendations is an increased reduction in these benefits.
- c. Wellbeing, Skills, Education: if the recommendations are not supported, there is a risk that the wellbeing, skills and learning enhancements that the project promises to deliver will be less likely to be achieved.

Background papers

None

Appendices

Appendix 1 EIA Assessment: Our Museum Project Form 3

Appendix 2 Decision Impact Assessment Report: DIA No.130

Appendix 3 Financial implications Scenario 1

Appendix 4 Financial implications Scenario 2