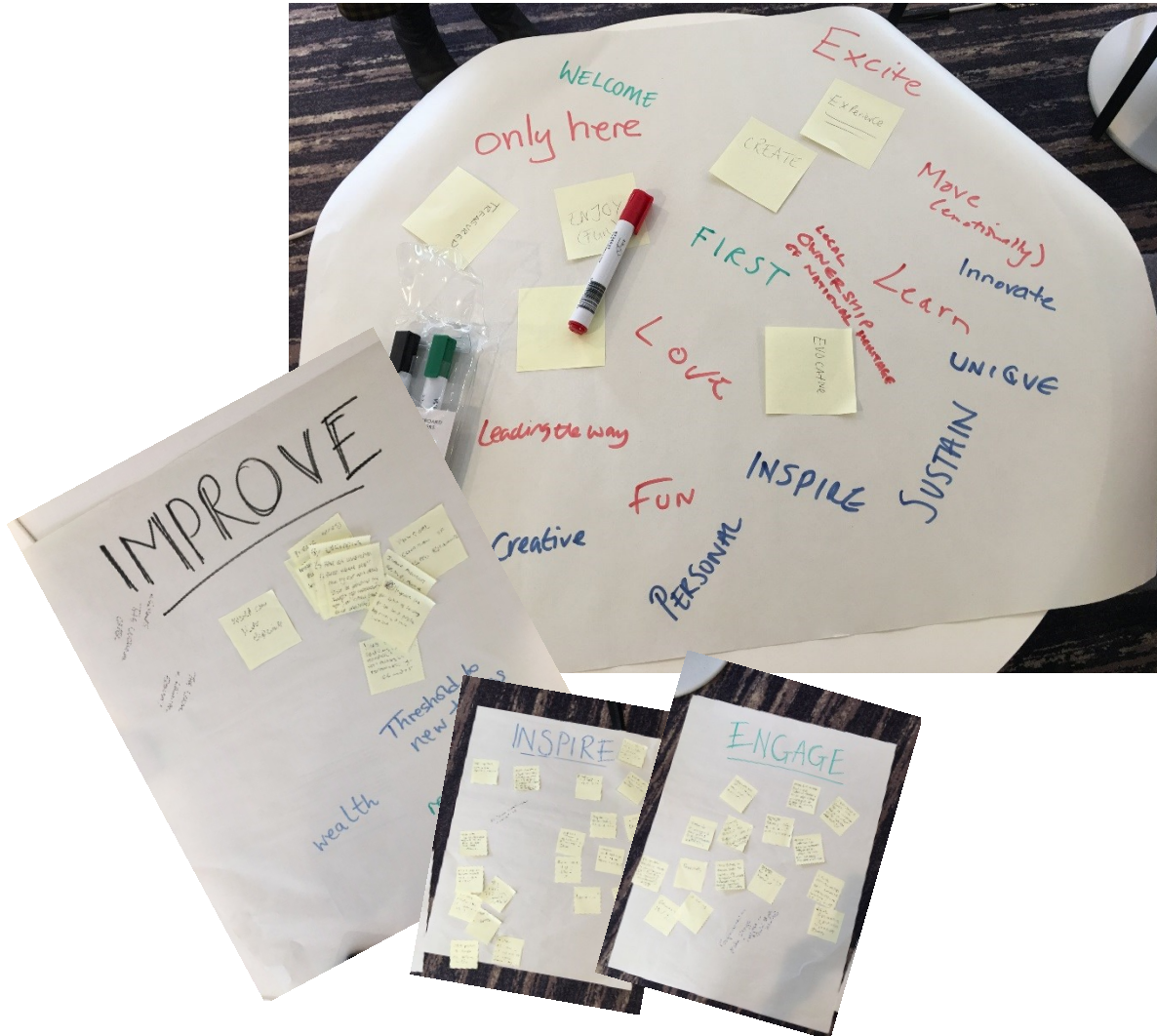




**Place Scrutiny Committee
12 September 2019**

**Darlington Railway Heritage
Quarter**

Masterplan



Masterplan Engagement

In depth interviews

- Tees Valley Combined Authority
- Darlington Borough Council
- Historic England
- North East Chamber of Commerce
- CPI – part of the High Value Advance Manufacturing Catapult.
- Darlington Railway Preservation Society (DRPS)
- Longfield Academy
- Corporation Road Primary School
- Friends of Stockton & Darlington Railway
- Cleveland Bridge
- Hitachi
- Darlington Building Society
- Teesside University Department of Engineering
- AV Dawson
- A1 Trust
- North Eastern Locomotive Preservation Group (NELPG)
- North Eastern Railway Association (NERA)
- Friends of the Museum
- Bishop Line Community Rail Partnership
- Darlington Model Railway Club

Plus meetings/discussions with:

Vice chancellor & faculty heads of Teesside University

A meeting with Cummins was also held with TVCA staff

Meetings with Network Rail and Northern Rail

Several Design Sessions with A1 Trust

Coordination with Interpretation Strategy workshops with TGAC

Initial Reactions

- Real enthusiasm from majority of people/organisations spoken to for DRHQ – huge potential – catalyst.
- Most organisations want to get involved. Further engagement and consultation will take place throughout the project.
- A Wow Factor is needed.
- Unique grouping of existing tenants – key to success of site.
- Wish to have working steam on site.
- There were strong feelings that DRHQ is currently a hidden site. In developing it as a world class visitor destination, it will be important to balance the needs of locals and visitors.

Continued

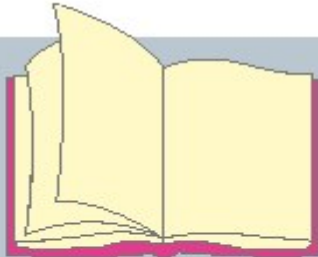
- The right branding will be crucial to attract people to the site.
- Northgate needs to be improved as will be important for visitors from the town centre.
- Opportunity for a bike hub – linked to 26 mile cycle route.
- Sustainable travel is important, including provision of EV charging points.
- Schools and University interested in learning opportunities STEM and STEAM hands on.
- Businesses interested in skills for young people also involvement in on the site.

1825

**WHERE PASSENGER RAIL BEGAN:
STOCKTON & DARLINGTON RAILWAY.
WHERE THE STORY IS TOLD**

THE PAST IS MEETING THE FUTURE AT DARLINGTON RHQ

**CAPTURING
THE PAST**



THE STORY

**WORLD CLASS
VISITOR
EXPERIENCE**



**HERITAGE/LOCAL SKILLS
& KNOWLEDGE**



**INNOVATION &
TECHNOLOGY**

**IMAGINING
THE FUTURE**



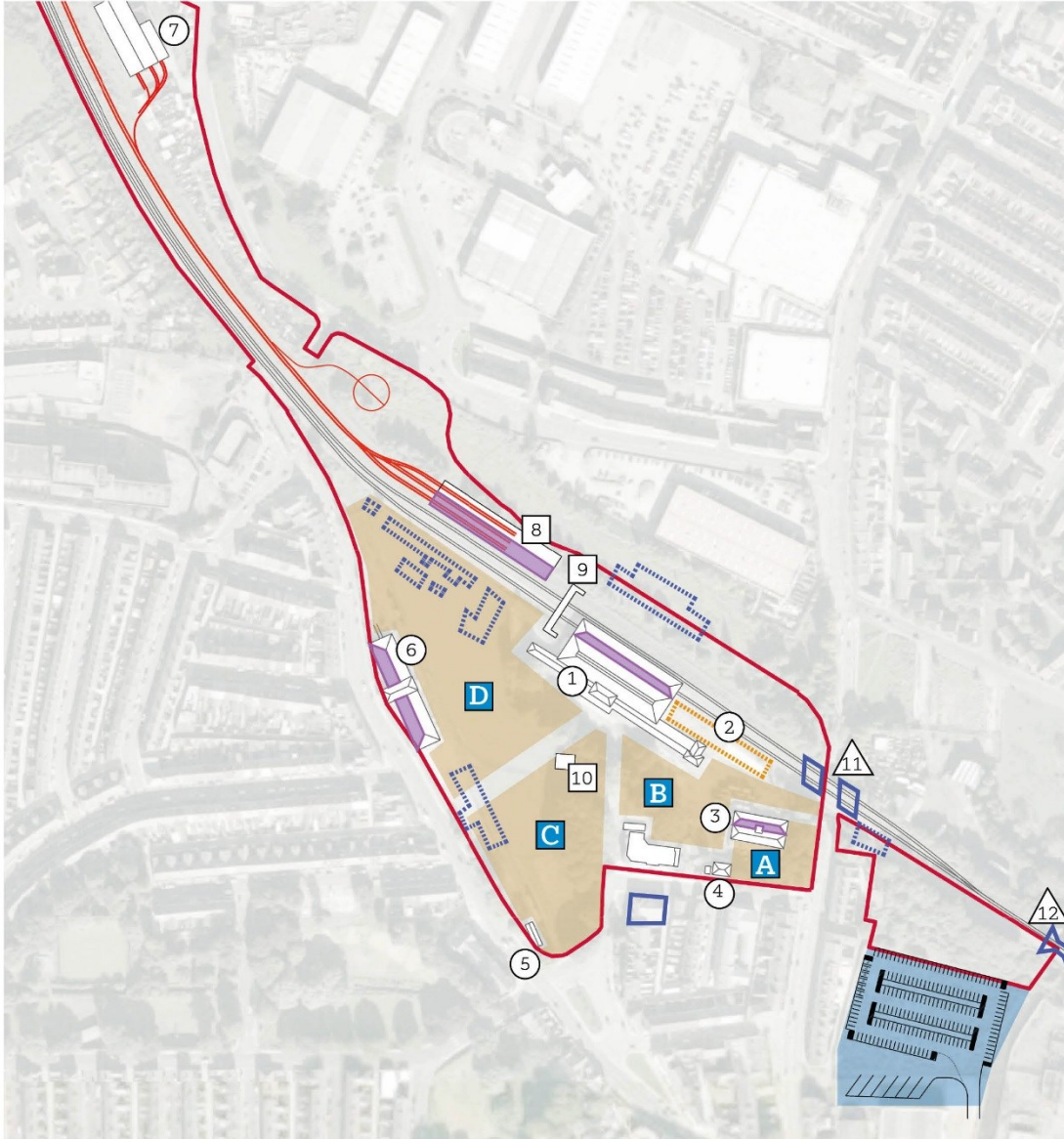
**THE FUN
EXPERIENCE**

INCLUSIVE • SUSTAINABLE • COMMUNITY ENGAGEMENT • PLACE MAKING

Key Themes

- **Heritage:** Enhance Heritage Site and Visitor Experience
- **Skills:** Celebrate, Protect, Retain and Develop Local Engineering Skills
- **Innovation:** Ingenuity Centre & Demonstration Hub
- **Play:** Provide Opportunities for Bespoke Play throughout the Site
- **Events:** Programme of Events and Engagement Activities
- **Interpretation:** Cross-cutting Theme
- **Skills and Learning:** Cross-cutting Theme

Proposed Site Master Plan



Existing buildings on site:

- ① Head of Steam
Gross internal Area = 1988m²
- ② North Road Station
- ③ Goods Shed - Visitor's Hub
Gross internal Area = 489m²
- ④ Goods Agent Office
Gross internal Area = 114m²
- ⑤ Lime Cells
Gross internal Area = 110m²
- ⑥ Carriage Works - Ingenuity and demonstration hub
Gross internal Area = 1436m²
- ⑦ 1861 Shed - Potential expansion for Live Engineering
Gross internal Area = 1050m²

Proposed new builds:

- ⑧ Live Engineering Shed
Gross internal Area = 975m²
- ⑨ Footbridge
- ⑩ Pop-up Cafe Kiosk (seasonal)

Significant structures off site:

- △₁₁ Viaduct abutments
- △₁₂ Skerne Bridge

External Zones:

- A** Main Entrance
Area = 1988m²
- B** Head of Steam Exhibition Yard
Area = 5000m²
- C** Playground Area
Area = 5000m²
- D** Events Area
Area = 10000m²

Key:

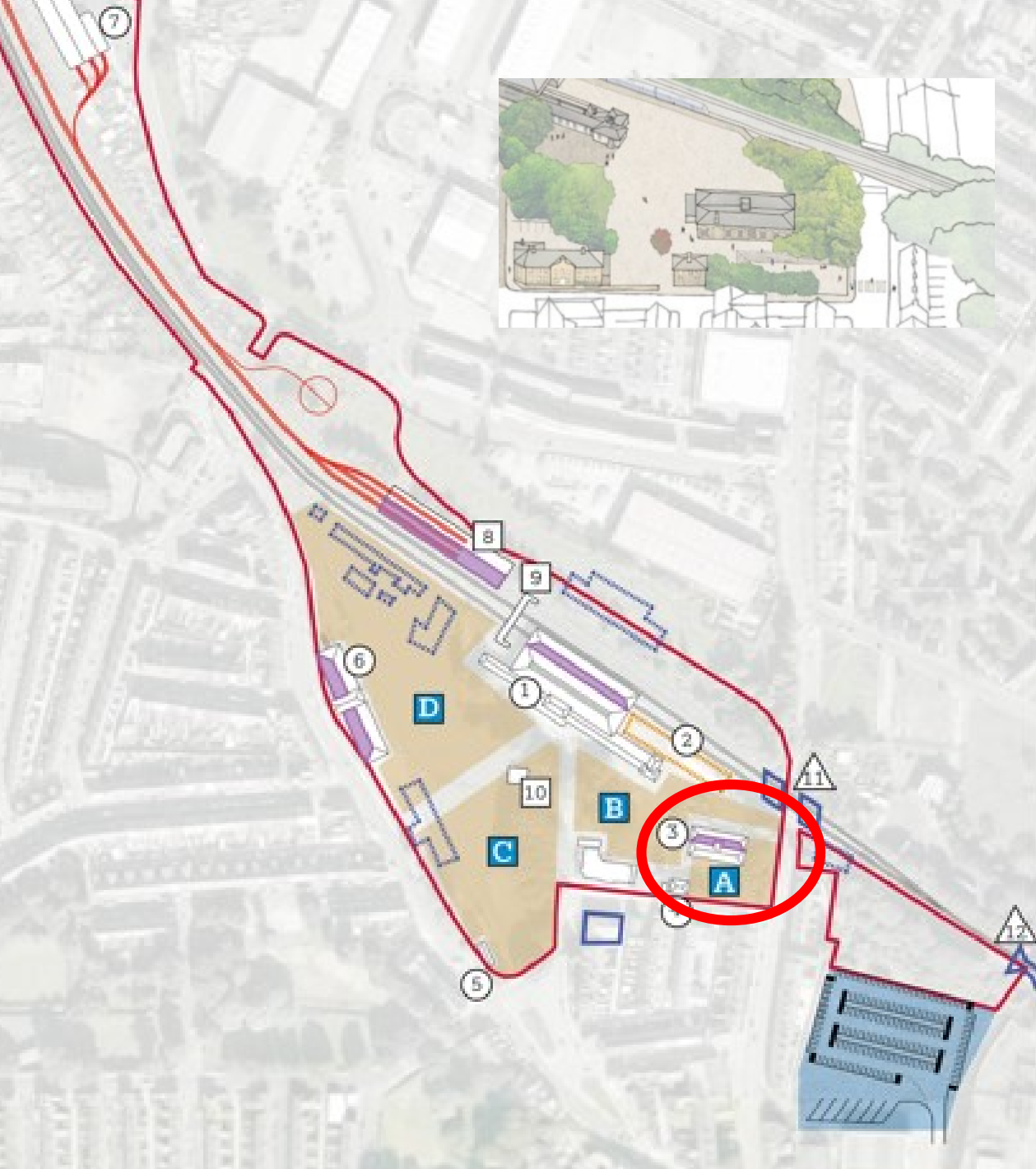
- Historical Buildings
- Historical Buildings (demolished)
- New Build Canopy
- External Zones
- Proposed Car and Coach Park
- Photovoltaic Cells to Roof



1 Head of Steam

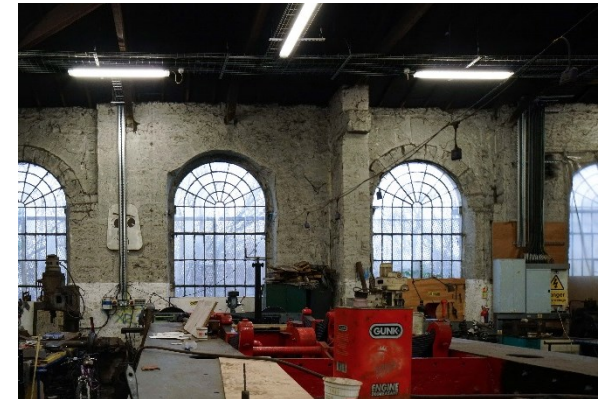
- Collection
- Immersive Experience (ticketed)
- Archives
- Education spaces
- Volunteer space
- Administration (include meeting rooms)





3 Goods Shed

- Main entry to the site
- Ticket office
- Orientation hub
- WCs/Cloakroom
- Café/Restaurant
- Some display/interpretation of museum's collection/Rail related central artwork
- Corporate functions



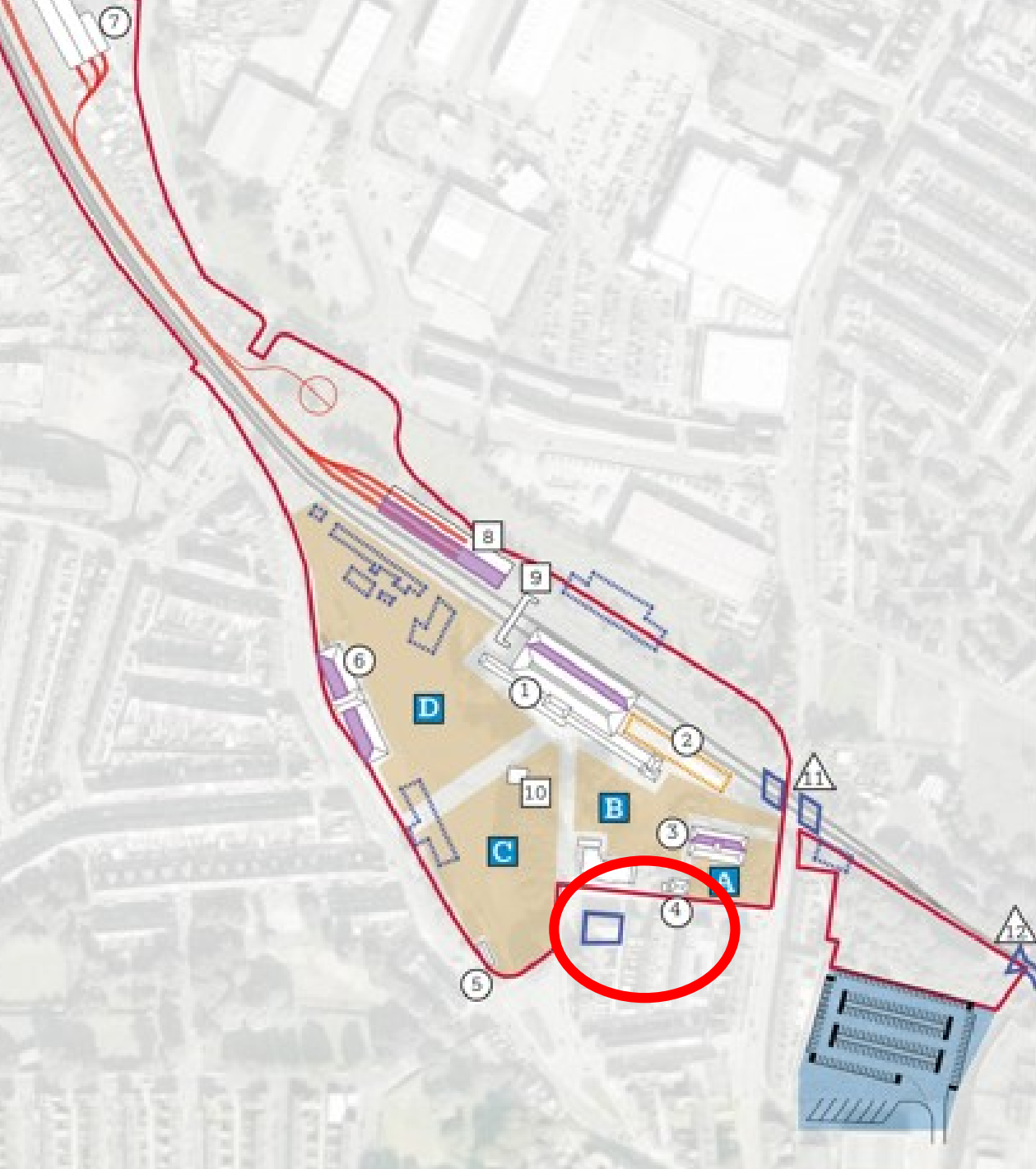


6 Carriage Works

Ingenuity and Demonstration Hub

- Location of partners, A1/NELPEG/DRPS
 - Additional exhibition/events space
 - Open archives and learning space
 - Showroom for industry and innovation
- To be developed in partnership*





4 Goods Agent's Office

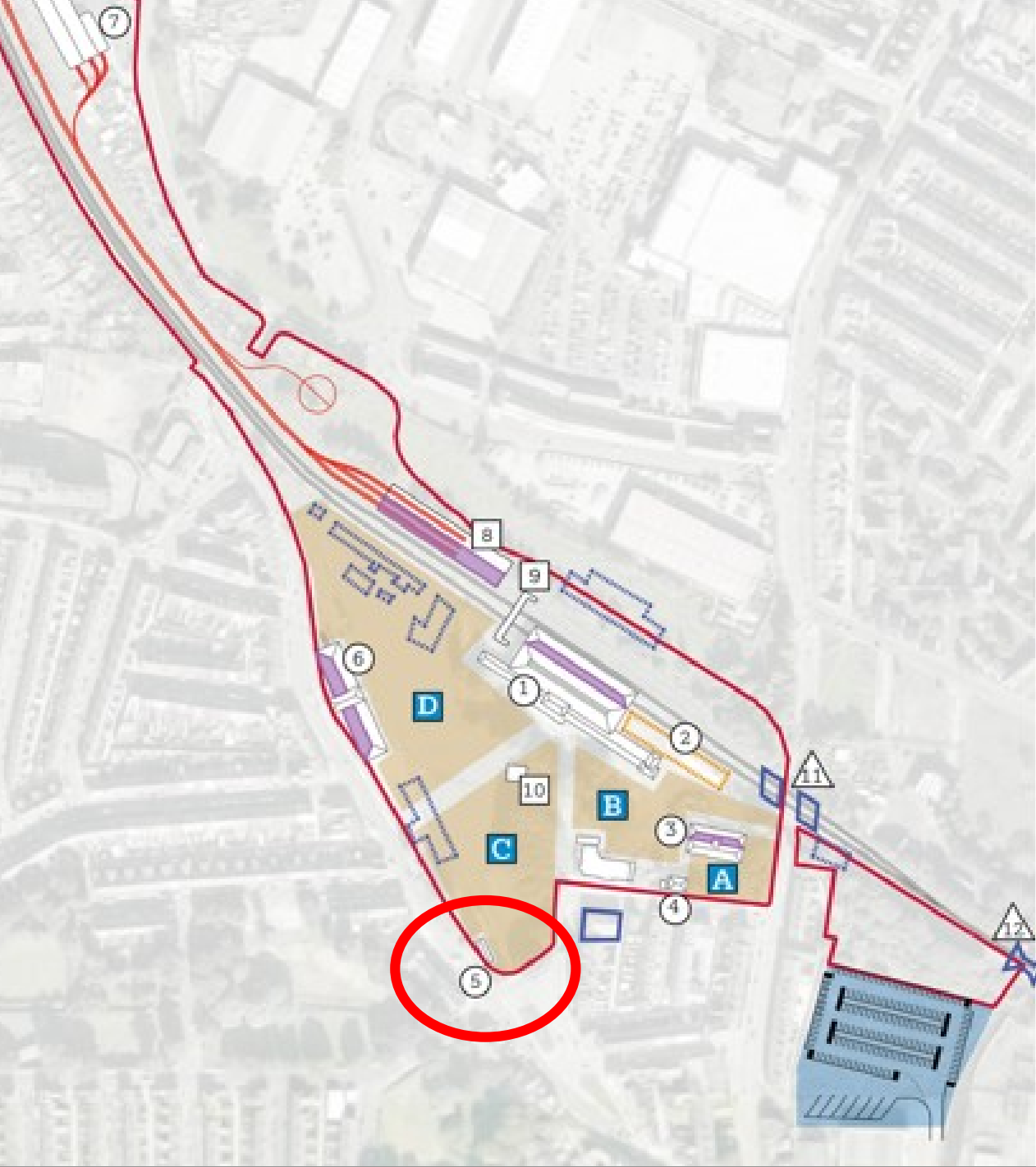
- Retain as existing
- Or relocate one of the tenants to allow expansion space to the remaining organisation

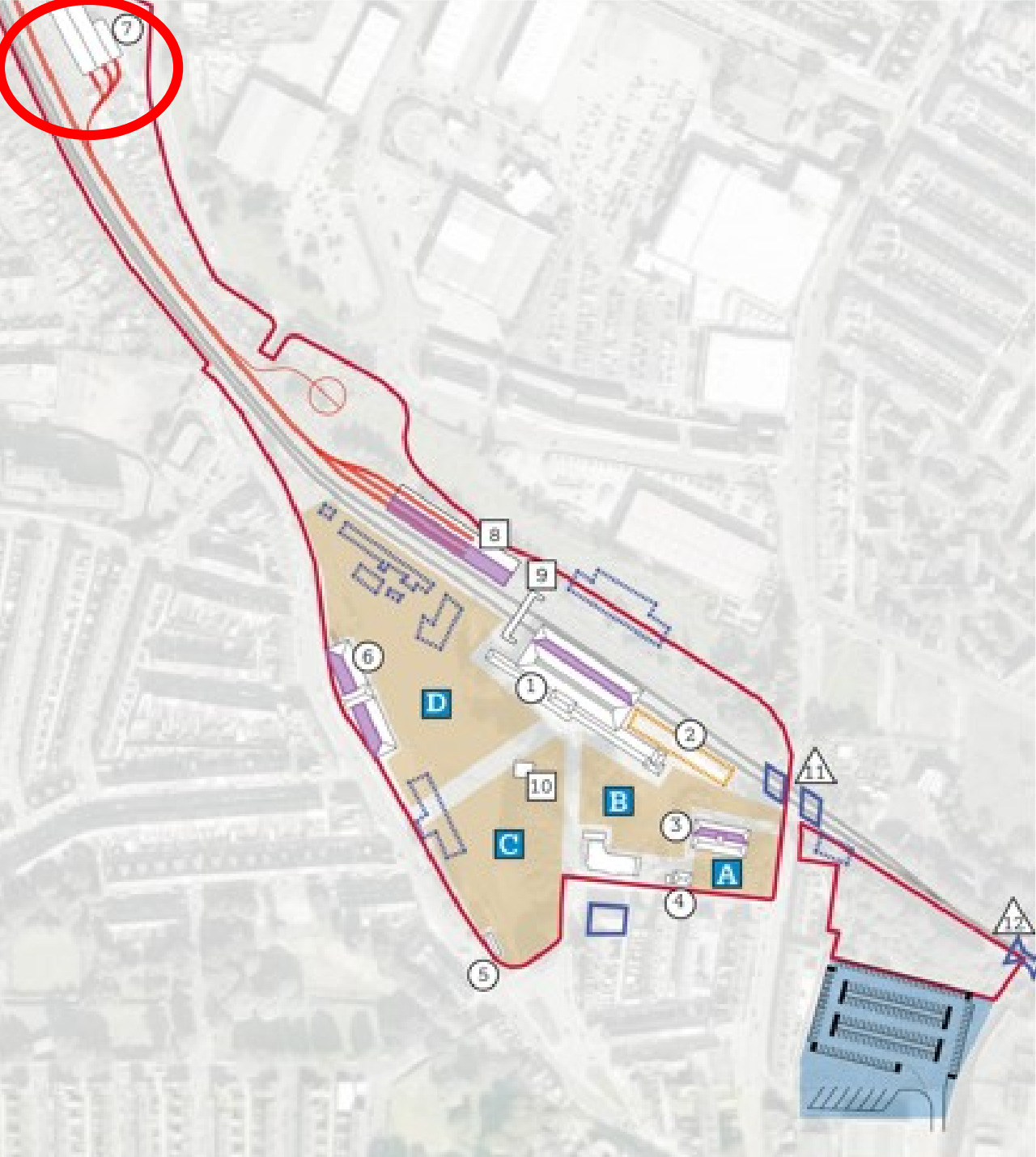
To be developed



5 Lime Cells

Potential use for partner organisation in the future





7 1861 Shed

- Option to relocate A1 Trust
- Option to relocate NELPG and DRPS
- Option for future expansion for A1 Trust





New Build

- Up to 3 line shed for A1 trust and NELPG
- Viewing Gallery
- Connection to main site via a bridge over line
- Private rail siding connecting main line to 1861 shed new build and turntable

Phased Delivery

phase 1

- Head of Steam
- Goods Shed
- Entrance
- Car park
- Outdoor play
- Outdoor events space
- 1861 shed and private rail siding

Estimated cost £31m

Timescale



Phased Delivery

phase 1b

- New Build shed A1 and NELPG
- Extend Private Sidings
- Turntable

Estimated cost £41m

Timescale



subject on available funding

Phased Delivery

phase 2

- Bridge over track
- Lime Cells
- Photovoltaics and canopy

Estimated cost £54m

Timescale



depending on available funding

Potential Funding Sources

- TVCA Investment Plan 20m confirmed
- NHLF potential 5m bid
- TVCA transport fund potentially up to 1m
- Access for all Mid Tier programme potentially up to 1m
- Rail Heritage Trust potential interest and funding to be identified
- Other Trusts level of funding to be identified
- DBC business model to be identified
- Partnership funding to be identified
- Private sector sponsorship



Business Plan



Business Plan Assumptions

Heritage will be made more accessible – more exciting

- Immersive experience will differentiate site from NRM/Locomotion
- Ride type experience will interpret past and inspire for the future

Business Plan Assumptions

Play will be used to help people learn

- Play can educate, entertain and engage local community
- Draws large number of users and income
- Scale, Quality and Relevance critical



The 14m slide is part of the extension to Lowther Castle



Business Plan Assumptions - Cafe



- Draws from play park users, attraction users and destination café users
- Quality and relevance essential, should be included in interpretation plan
- Minimum 60 covers with options for extension/pop up





Business Plan Assumptions – Visit Numbers

Free entry museum – 94,000

Chargeable element – 23,000

Play Area – 140,000

Café – 17,000

Events – 18,000

Total Visitors 230,000



Business Plan Assumptions - Forecast

- P&L includes sinking fund
- M&M of £40k assumed - this will emerge from Riba 3 design
- Staffing costs – assumes 50% increase in core staffing costs plus cost centre specific costs at industry norms
- Existing budget 320K assumptions in business plan work within this budget



Business Plan Conclusions

- Site could do well as reimagines visitor attraction
- Needs combination of elements to appeal to various markets
- Must appeal to locals to improve engagement and pride in heritage
- Must be exciting/differentiated from other rail heritage sites
- Live engineering maintains authenticity
- Play will help draw numbers to make site more viable and keep it busy
- Income will come from on site spend and car park
- Sinking fund will be required to maintain site in future



Questions