



Kilmartin Museum Redevelopment Project Information

Project Director Recruitment



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Kilmartin Museum Context

Mission Statement

Kilmartin Museum inspires and educates people by interpreting, explaining and conserving the internationally important archaeological artefacts, landscape and natural heritage of Kilmartin Glen.

Location

Argyll and Bute on the west coast of Scotland is a large geographic region extending to 3,110 square miles with a population of 88,166, making it one of the most sparsely populated regions in Britain. It is a largely unspoilt, rural and relatively remote area. Visitors are attracted to Argyll and Bute for its outstanding natural scenery, remarkable coastline and natural history. However, there are issues around economic decline and rural isolation.

Kilmartin Glen is located in the heart of Argyll and Bute, in Mid Argyll, one of four administrative regions that make up the county. The village of Kilmartin, located in the northern end of the Glen where Kilmartin Museum is based, has less than 100 households.

Kilmartin Glen – Archaeology & Natural Heritage

Home to internationally significant prehistoric and early historic sites and monuments, Kilmartin Glen is mainland Scotland's most important archaeological landscape and has been recognised as worthy of World Heritage Status. There are also nationally significant natural habitats in the area.

More information on the area's cultural and natural riches can be found in the Interpretation Plan.

The Museum & Current Activities

The heritage of Kilmartin Glen was the inspiration for the founding of Kilmartin House Trust in 1994, and continues to inspire everything we do today. The Trust created Kilmartin Museum, which opened to the public in 1997. In the years since opening, the diligent work of staff has allowed light to be shone on the incredible heritage and history of Kilmartin Glen.

The organisation won a number of national and international awards including Museum of the Year Award in 1998, and is now widely recognised as a leader in the independent Museum sector.

The organisation operates as **Kilmartin Museum Company Ltd (KMCL)** a charitable company limited by guarantee (set up in 2017 following dissolution of the previous trust). KMCL is overseen by a Board of Trustees, and the day-to-day running of the Museum is undertaken by the Senior Management Team led by the Chief Executive – the Director/Curator. More details on the staffing structure and governance are given below.

Trading activities are governed by **Kilmartin House Trading Company Ltd (KHTC Ltd)**, which is a wholly-owned subsidiary of the Kilmartin Museum Company Limited, currently generating an income contribution for the parent company.

Current activities undertaken to fulfil our Mission Statement are summarised below:

- **Museum Permanent Exhibition** - which tells the story of Kilmartin Glen throughout prehistory and the early historic period through displays of artefacts and other interpretive material from Kilmartin Glen's Neolithic and Bronze Age sites, and from Dunadd.
- The Museum is a **Visit Scotland 4 star attraction**. On average 13,000 people buy Museum tickets each year.
- **Curating Artefacts** - We now curate most of the archaeological artefacts found in mainland Argyll, bringing benefits in terms of the local community pride, as well as economic impact through tourism.
- **Education, Events and Outdoor Interpretation** - Two part-time Education Officers, funded by grants, deliver a wide range of activities that complement many areas of Curriculum for Excellence as well as offering senior schools opportunities for workplace students and lifelong learning. We connect with our local community by providing a varied calendar of well attended public events and workshops throughout the year.
- Around 3,000 people of all ages annually engage with the **Education Service**.
- **Volunteer Programme** - with 42 registered volunteers and over 20 people currently giving their time on a regular basis in a wide variety of roles including leading guided walks, gardening, assisting at education events and offering administrative support.
- **Visitor Facilities** - including our own onsite café using locally sourced produce when possible. There is also a gift and book shop, which carries many items created by local artists and craftspeople. The Museum reception acts as an information point for around 28,000 site visitors per year to find out about the historic and natural heritage sites in Kilmartin Glen and nearby areas.
- **Website and Social Media** – where visitors can find out about events, the Education Service and selected sites on the area. Interaction with the Museum via Facebook and other social media channels is extensive. The Museum and Café have a presence on Trip Advisor and have received Certificates of Excellence every year since registration.

Current Facilities

Kilmartin Museum currently consists of two buildings, the original manse and a single storey barn, which were adapted to accommodate facilities for visitors and staff. Our work has developed significantly since 1997 and the current infrastructure is no longer fit for purpose. The serious deficiencies in the facilities are preventing the Museum from being able to take advantage of the opportunities available, and are limiting our ability to engage and educate more visitors to the Glen and the Museum, hence the need for the need for the Redevelopment Project.

Brief summary of the infrastructure deficiencies:

Museum Exhibition Space and Collections Store

- Exhibition is 22 years old and does not reflect current knowledge
- Our collection has grown and includes internationally important artefacts, which we cannot display due to space constraints.
- No temporary gallery space, which impacts on repeat visits since there is nothing new to see and experience.
- The Collections Store is too small—artefacts are being stored in offices and the staff kitchen which poses risks to the artefacts and the Museum's 'Accreditation' status.
- The Collections Store is inaccessible to visiting researchers and students
- The exhibition space requires security improvements to bring it up to modern standards.

Education Room

- Space limitations in the room we use for education restricts numbers – currently only 12 school pupils or ten adults can fit comfortably
- Inadequate facilities (lack of toilets, disability access issues)

Visitor Facilities

- Insufficient seating in the café to accommodate demand for tables in peak season
- Café kitchen too small and layout is poor
- Insufficient number of car parking spaces to accommodate visitors in peak season.

Project Vision and Aims

Our Vision

Building on more than 20 years of work, the Redevelopment Project will develop existing and attract new audiences, so that they may experience, enjoy and understand this exceptional heritage in original and interesting ways.

The Project will transform Kilmartin Museum, providing new visitor facilities, new interpretive experiences, a fit for purpose, publicly accessible collections store, laboratories and learning spaces, new learning and participatory opportunities and other innovative ways to experience the area's heritage.

Cultural opportunities for local people and visitors will be significantly enhanced. The profile of Kilmartin Glen specifically and Argyll in general will be raised, bringing more visitors here, increasing economic impact and securing the future of the Museum.

Project Aims

Project Aims.

- **Aim 1: To create an inspiring place where we can celebrate and tell the story of Kilmartin Glen's heritage.**
- **Aim 2: To broaden and build on our local audiences.**
- **Aim 3: To work with partners to ensure the preservation and appreciation of the Museum's Collections of archaeological artefacts, local landscape and monuments.**
- **Aim 4: To widen the cultural impact of Kilmartin Museum.**
- **Aim 5: To secure the financial sustainability of Kilmartin Museum by implementing cost savings in an environmentally friendly building and increasing self-generated income.**
- **Aim 6: To bring greater economic benefit to the area.**

These Aims support the Museum's Mission Statement and align with a number of relevant stakeholder and funder aims and guidelines.

What the Project Will Do

Construction of New Visitor Facilities

The Redevelopment Project will transform Kilmartin Museum by renovating and remodelling the existing building and adding a new extension designed by Architects Reiach and Hall. The new building will allow for the development of new interpretive experiences and activities. Working with heritage consultant Rachel Hunter, and Bright 3D Exhibition Designers, the in-house curatorial and education staff team have developed these programmes.

A summary of all the project elements is given below.

“Conceptually, the new museum is imagined as a building that sensitively mediates between objects, people and the broader landscape. Through its robust construction and strong materiality the design creates a simple, memorable and durable vessel in which the interpretation designers and curators can orchestrate their compelling stories and through the layout and form of the space, the visitor is invited to explore.

Many of the treasures of Kilmartin have been unearthed and exposed to the light, and while these physical remains may have been revealed, the story behind them remains shrouded in shadow. The architectural approach is to attempt to create a building that returns both the artefacts to the shadows, to the ground, thereby regaining dignity and gravity while adding drama and depth both literally and metaphorically to the narrative. The intention is to create an earth bound architecture that is atmospheric and memorable”.

Neil Gillespie, Director, Reiach and Hall

The **construction elements** which will deliver new visitor facilities are summarised below, with more details given in the **RIBA Stage 3 Architectural Design Report**.

- **Fit for purpose building:** Serving the needs of visitors in terms of flow, and facilities to enable us to capitalise on opportunities to engage and develop new and existing audiences. Providing a venue for other groups and organisations to use for meetings, events and small conferences.
- **Visitor reception and visitor orientation point:** Ensuring that visitors are welcomed and informed as to what there is to see and do in the Museum, the Glen and the wider area.
- **Retail outlet:** Offering a range of well selected goods, themed around archaeology and natural heritage, as well as local crafts and traditional skills.
- **Grounds and planting:** Maintaining the beauty and peace of the outside spaces around the Museum and integrating interpretation, educational activities and play.
- **Overflow car park and pathway:** Serving the additional visitors this project will attract; the path will lead people from the village to the Museum. Agreement has been reached with the Church of Scotland to purchase land to the north of Kilmartin for the overflow car park. Kilmartin villagers have responded favourably to the proposed site.
- **Café:** Serving local produce, the café will be an attraction and social space for the local community as well as a draw for tourists and income generator for the Museum.

Interpretation and Activity

Our activities have been grouped into two programmes:

I. Interpretation & Arts Programme

The project will create a variety of Interpretive Experiences including:

- **Core exhibition:** The main permanent exhibition will engage visitors with the amazing story of Kilmartin Glen. The focus will be on what is unique and special about the archaeological sites, monuments and artefacts, with elements of natural history supporting the core narrative. The experience will showcase internationally important artefacts that have never been displayed before.
- **'Dig Deeper' Collections Store:** will house Kilmartin Museum and Argyll and Bute Council's reserve and study archaeological collections and be accessible by facilitated visits.
- **Outdoor interpretation:** Integration of natural history and archaeology interpretation within the grounds of the Museum, designed to encourage greater observation and appreciation of the environment and further exploration of the wider area.
- **Digital interpretation:** a digital solution to facilitate visitor journeys to explore the hundreds of sites, monuments and natural heritage in the landscape will be developed.
- **Visual arts:** Working with artists, we will create new temporary installations, inside and outside the Museum, to enrich visitors' appreciation of the Glen.
- **Creative Space:** which can be used by us, or our national and local partners to deliver temporary exhibitions and associated cultural activities.

II. Active Learning Programme

Other Project activities will include an Active Learning Programme, incorporating the following elements:

- **Active Archaeology Project:** Enabling a range of participatory experiences in archaeology at different levels including school age (primary and high school), and university level, as well as for the general public. Formal learning for university students will be developed in the form of a field school. A bespoke module on Kilmartin Glen will be developed and delivered in partnership with Argyll College and the University of the Highlands and Islands.
- **Laboratory Spaces:** This will allow for finds processing and storage of unassigned Treasure Trove material.
- **Enhanced Learning Project:** Making best use of the new facilities, equipment and space, this will include new activities for school age children. There will be a focus on attracting schools from outside Argyll and Bute to learn about the unique elements of Kilmartin Glen. There will also be additional opportunities for learning, participating and volunteering for all age ranges.
- **Learning Space:** A fit for purpose education space, which can accommodate a full class of 30 school children, will be created to enable the delivery of the learning elements of the project.

In order to deliver these activities, the following new posts¹ have been created:

¹ At the end of the Redevelopment Project the Volunteer Manger and Events Officer posts will be added to Museum's core staff and will be financed due to the additional income generated by Kilmartin House Trading Company.

- Project Director (fixed term to the end of the project)
- Project Administrative Officer (fixed term to the end of the project)
- Trading & Operations Manager
- Kilmartin Glen Orientation Officers²
- Part-time Exhibitions and Events Officer
- Part-time Volunteer Manager
- Community Archaeologist

The enhanced facilities and distinctive marketing mean that the Museum will have an international profile and become 'a must-see' archaeological attraction on the Scottish mainland. It will be a driver in domestic and overseas tourism visits to Argyll and Bute as well as to Scotland and an invaluable community resource. The new Museum will ensure that Kilmartin Glen gains the recognition it deserves, and its larger scale and better flow will mean that more than twice as many people can enjoy its stories and experience its treasures.

Redevelopment Costs and Funding Summary

Below represents the costs and funding for the Delivery Phase.

Delivery Phase Costs Summary	£	£
Project Costs		
Construction & Redevelopment	4,440,651	
Activity Programme	312,161	
Other Project Costs	1,124,729	
Total Project Costs		5,877,540
Project Funding Sources		
Public funding Bodies	4,640,215	
Private funding	1,237,325	
Total Project Funding		5,877,540

² The Glen Orientation Officers will man a temporary exhibition and information service during the Museum's closure period

Governance

Kilmartin Museum Company Ltd (KMCL), Scottish Company SC502086 and Scottish Charity SC022744 is governed by a board of Trustees, who meet quarterly. As of June 2019, Trustees are:

- Mrs Grace MacLeod (Chair)
- Mrs Jan Brown MBE
- Mr Nicholas Ferguson CBE
- Dr Sally Foster
- Mr Gordon Gray Stephens
- Mrs Ruth Knox
- Mr Timothy Lister
- Mr Will Self
- Mr Alexander Smith Taylor
- Mr David Paton
- Dr Michael Heyworth MBE
- Mr Iain Saunders.

We are in the process of recruiting Mr Charles Ascherson as patron.

Project Management

Redevelopment Trustee Sub Group (TSG)

A Redevelopment Trustee Sub Group (TSG) – has been established as a working group to make recommendations to the Main Trustee Board regards strategic decisions about the Project and to take responsibility for fundraising. The Main Board retains strategic decision making powers, and the TSG has delegated authority for the delivery of the Redevelopment Project Delivery Phase. Other trustees may join meetings depending on time commitments and particular interests. Members of the TSG were chosen for their skills, experience, location and time commitment. The TSG meets monthly.

Trustee Sub Group Members:

- Grace MacLeod - Chair and Project Champion
- Ruth Knox
- Nicholas Ferguson CBE
- Gordon Gray Stephens
- Jan Brown MBE
- Timothy Lister

Other attendees to TSG meetings:

- Dr Sharon Webb - KM Director and Curator

- Project Director³
- Chris Purslow - retired architect (advisory capacity)

Project Director

The Project Director will have overall responsibility for timetabling and delivering the project on time and on budget. On appointment, they will review this document, the current timetable and, following approval from Trustees and key funders, adjust if necessary.

External Consultants

The following external consultants will be appointed to augment the Project Team:

- **Interpretation Project Manager** - Rachel Hunter - Heritage Consultant
Role – responsible for the project management of the interpretation work strand, work with Exhibition Design consultants to continue to develop and deliver the Exhibition Design, to support the Museum Curator, acting as an additional voice for KMCL. Reports to Project Director.
- **Interpretive and Curatorial Assistance** - Dr Aaron Watson – (currently KM Project Manager for a project exploring World Heritage Status and an application to the Museums, Galleries Scotland Recognition Scheme for Kilmartin). This role provides additional interpretive and curatorial support for interpretive elements of the project and reports to the Museum Director & Curator.

Interpretation and Activity Planning Committee (IAPC)

An Interpretation and Activity Progressing Committee was set up during the Development Phase to advise the TSG and Museum staff on all aspects of the interpretation and activity planning, including exhibition design. This committee will continue into the Delivery Phase and will meet every 3 months.

IAPC Members:

- Chair: Rachel Hunter
- Dr Sharon Webb - KM Director and Curator
- Dr David Clarke - former Keeper of Archaeology at the National Museum of Scotland
- Stuart Shaw – Operations Officer for Scottish Natural Heritage
- Lorna Ewan - Head of Interpretation for Historic Environment Scotland
- Dr Ewan Campbell - former KMCL Trustee and lecturer in Archaeology at Glasgow University
- Dr Aaron Watson.

Staff Team

Members of the existing staff team will be involved in the delivery of the project and these include:

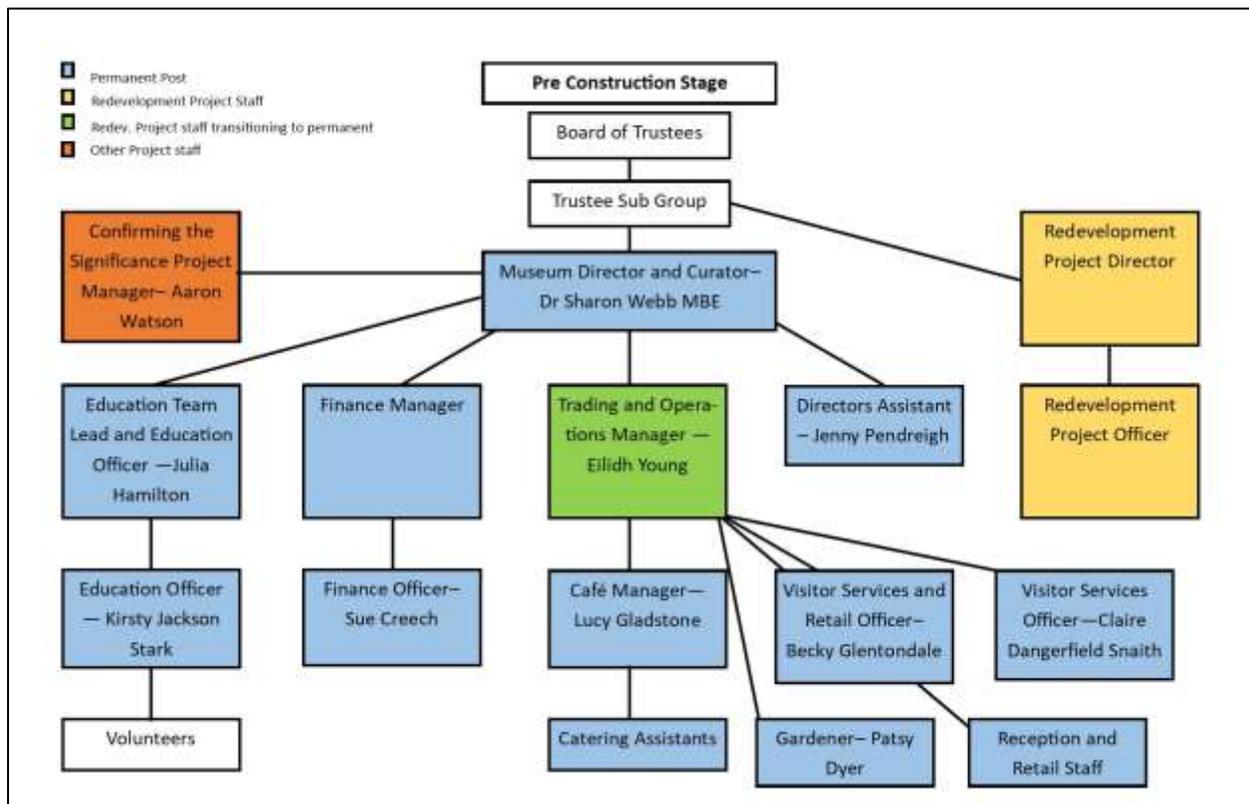
- **Director & Curator** - Dr Sharon Webb, MBE (FT) - Overall responsibility for the Museum, all curatorial aspects of the project, key member of interpretive offer and key member of Redevelopment Project Team.

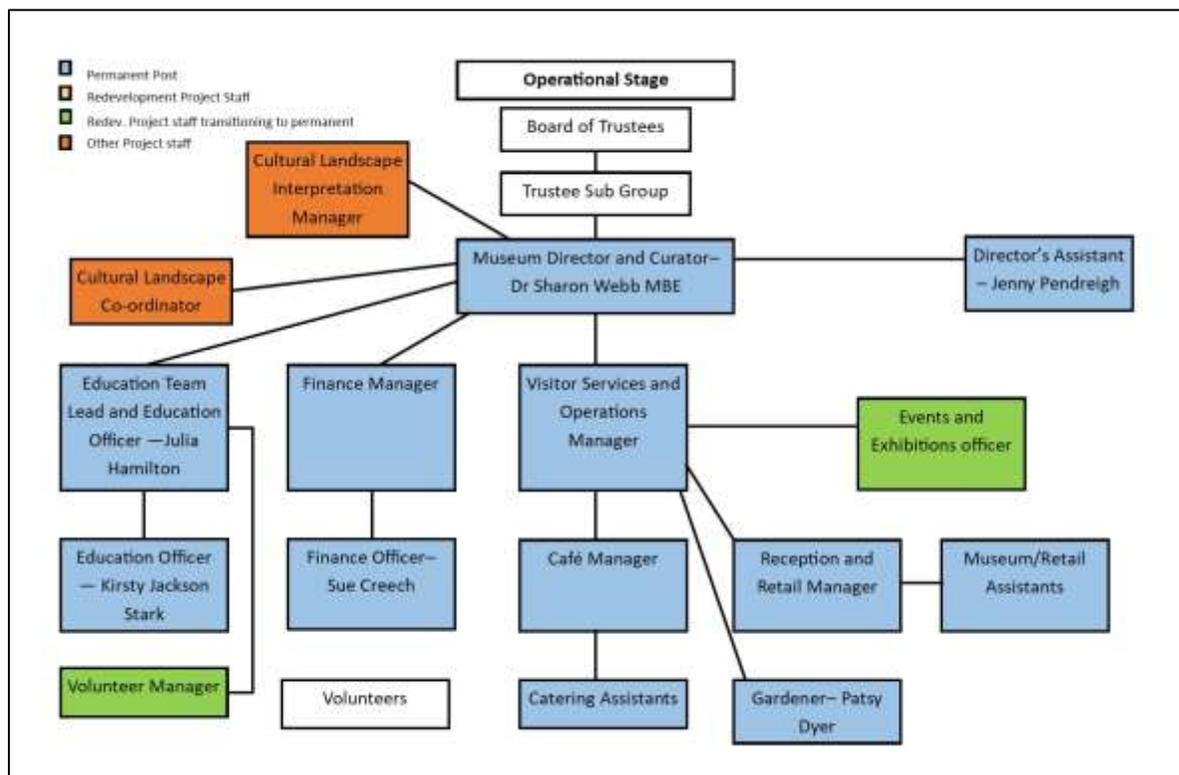
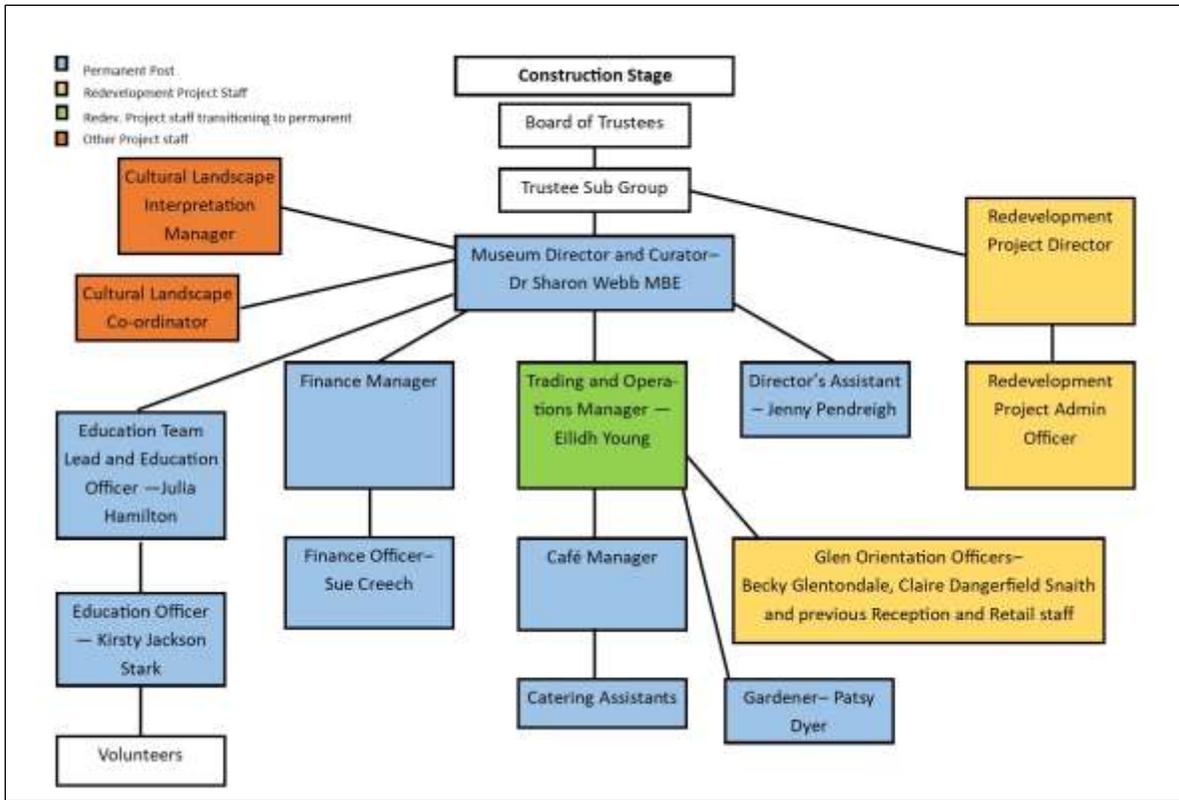
³ Post in process of recruitment.

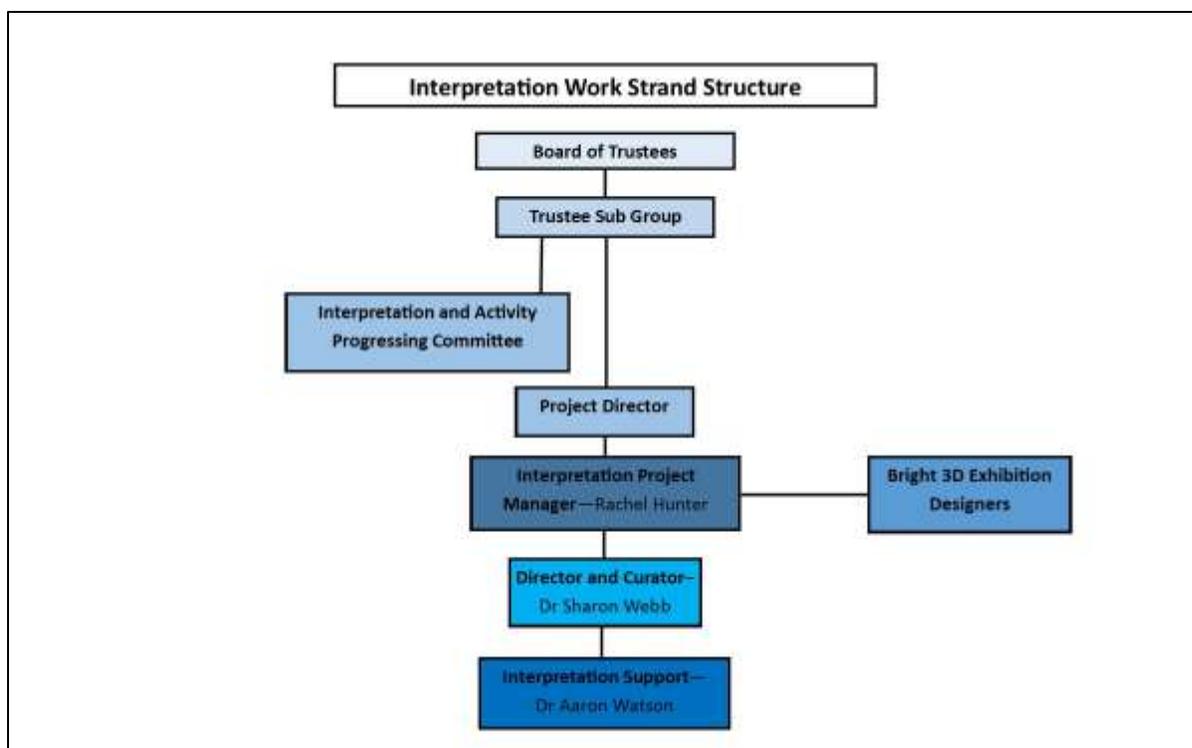
- **Finance Manager** – recruitment in progress - responsible for overseeing all financial operations including cash flow, budgeting, fundraising and grant claims (contracted at 2 days per week plus extra Project work)
- **Finance and Administration Officer** - Sue Creech (0.7 FTE) - Financial and grant claim administration and support.
- **Trading and Operations Manager** – Eilidh Young (FT) - oversees the overall operational functioning of the Museum, the visitor experience and leads the marketing and commercial operations. This is a full time temporary post which will run to 6 months before opening.
- **Redevelopment Project Officer** – recruitment in progress (0.2 FTE) - project administration, funding and private individual funding relationship management and administration
- **Education Team Lead and Education Officer** - Julia Hamilton (0.7 FTE) - contributor to the Interpretation, Exhibition Design and Activity Planning elements of the Redevelopment Project.
- **Education Officer** - Kirsty Jackson Stark (0.6 FTE) - contributor to the Interpretation, Exhibition Design and Activity Planning elements of the Redevelopment Project.

A Visitor Services and Operations Manager will to oversee the overall functioning of the operations will be appointed 6 months before the new Museum opens.

The tables below show the post holders and line management structure during the three Delivery Stages:







Museum Operations during Construction Period

Kilmartin Museum aspires to maintain a small trading operation on site during the construction period. This will include an information point manned by Glen Orientation Officers, a temporary exhibition, the café operation and a reduced retail offering which will sell a limited number of stock items.

The café operation will maintain its valuable presence in Kilmartin village during the closure period and be used by visitors, locals and onsite construction workers. This income will enable café staff to be retained and build interest and momentum leading up to the re-opening.

An extended programme of archaeological and educational activities is planned during the offsite operations and construction period, and a number of offsite locations have been identified to host these activities.

Funding for the onsite activities, facilities and overheads have been built in to the Redevelopment Project.

Delivery Timetable

The following timetable summarises the Delivery Phase and has been extracted from a more detailed timetable which will be subject to revision following the appointment of the Project Director.

Task	Start	End	Who will lead this task
Permission to Start Granted	April 2019		KMCL TSG
Appoint Interim Construction Project Manager	May 2019		KMCL TSG
Appoint Project Director	Summer 2019	September 2020	KMCL TSG
Reappoint architects and construction management	June 2019		KMCL TSG
Reappoint and appoint consultants	April - June 2019		KMCL TSG
RIBA Stage 4 Programme	April- June 2019	July 2019	PD (Project Director)
Implement interpretation and conservation programme	March 2019	October 2021	Kilmartin Museum Project Team (KMPT)
Tender and appoint building contractor	September 2019	Nov- Dec 2019	KMCL TSG
Museum closes	October 2019		
Decant	October 2019	November 2019	PD
Implement public outreach events	October 2019	October 2021	Project Officer
Building contract let	Nov- Dec 2019	Nov- Dec 2019	KMCL Trustees
Construction mobilisation	Nov- Dec 2019	December 2019	PD
RIBA Stages 5-6 Programme: Construction period	January 2020	May 2021	PD
Installation of exhibition and interpretation	May 2021	July 2021	Exhibition Design Team and Interpretation Consultant
Building handover		August 2021	PD
Museum reopens		August 2021	
Evaluation strategy	August 2021	June 2022	KMPT

Members of the Project Team will have responsibility for monitoring key milestones in their work strands, and the Project Director will have overall responsibility for ensuring the key milestones will be achieved or for identifying remedial action if necessary.