

### **Project Summary**

Jurassica is a project to construct a world-class centre in a limestone quarry on the Isle of Portland to celebrate the geological heritage of the UNESCO World Heritage Site of the Jurassic Coast. The vision is to build a spectacular subterranean geological park.

The Growth Deal Funding of £300k was used to fund a full feasibility study, design and planning to RIBA B/C stage and a full application for a Major Award from the Heritage Lottery Fund Round 1 in November 2014.

The feasibility study would demonstrate the case for Jurassica, from a design, planning, funding and business perspective.

### **Review of Business Case**

The LEP Board decided to provide Growth Deal funding to this project following a presentation by the Jurassica project team to the November 2014 Board meeting. The expected outputs for the project are outlined below. In terms of expected outcomes, as outlined in the SEP, these were linked to jobs and revenue created by the eventual opening of the attraction. In terms of the LEP investment, the scope of this report is limited to the achievement of the stated outputs.

### **Planned Outputs**

Feasibility study to cover;

- RIBA A, B, with some design elements to RIBA C: Architectural and design studies, including the commissioning of architectural sketches, a 1:250 scale architectural model, site visits and engineering assessments of this challenging project. This to examine the options for the proposed site, Broadcroft Quarry, Portland, and access arrangements. A coordinated design package to be produced at the end of the LEP investment timeframe.
- Address planning issues, including working with neighbouring landowners. To address environmental issues such as the potential impact on flora and fauna. Likely effects on local traffic to be assessed and a Green Transport Strategy created.
- Feasibility and sustainability of the project, including economic case.
- Initial public consultation leading to outline activity plan that will involve and engage local and national audiences. This to involve working in close collaboration with partners such as the Natural History Museum and local fossil collectors.
- Fully worked up Stage 1 HLF application with all the relevant accompanying information.

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At the conclusion of the Feasibility Study phase, project to have produced the following:

- A fully sourced and researched document outlining all the Outcomes listed above. This will include architectural drawings, a geotechnical and traffic-impact survey, and detailed planning reports.
  - Have completed RIBA A, B with some design elements to RIBA C
  - Heritage Lottery Fund Round 1 Application

### **Achievement of Outputs**

Each of the above outputs has been achieved with the submission of a Round 1 Heritage Lottery Fund application being the key element, aimed at securing a £500k development fund to take the project forward to Round 2.

These activities were completed in the latter part of 2014, with the HLF application submitted in November, with additional materials created and submitted in support of the bid up to April 2015.

### **Outcome**

In May 2015, the project learned that its bid to the Heritage Lottery Fund was unsuccessful. Although disappointing news for the Jurassica team, the project secured private sector financial backing from key local businesses including Dorset-based brewery Hall & Woodhouse, Colonial Leisure Limited, and gifts from High Net Worth Individuals (HNWI); this funding has enabled the project to make a soft start on development phase activities, including public engagement, traffic planning, ecology surveys, science engagement and outreach, and the establishment of a volunteer programme.

### **Expected Benefits Realised to date**

LEP investment acted as the trigger for private sector confidence and investment, including HNWI, and also interest from educational and scientific grants and trusts. It has enabled Jurassica to establish a substantial network of fundraising prospects, and allowed progress in refining and implementing their fundraising strategy.

### **Unexpected Benefits Realised to date**

Creation of 5 jobs and numerous volunteering opportunities.

Volunteering opportunities have outstripped the project team's expectations. As well as two full time employees, three of the initial volunteers are working part time for the project and, they expect, that with further funding their hours will increase to full time. The project has over 50 volunteers working in high quality, flexible roles, contributing their skills and experience and gaining experience in new areas – most notably working with those seeking to return to work, along with graduates and

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young people new to the job market. Volunteers are working in high quality roles including IT support, web design, marketing, social media marketing, graphic design, science outreach and engagement, heritage interpretation, fundraising and administration. In addition, Jurassica is already providing opportunities for the public to learn and to engage with the heritage of the Jurassic Coast through public events and outreach.

The project was also able to secure £198k worth of *pro bono* input from the consultants in the development of the feasibility study, demonstrating significant added value to the LEP investment.

### Review of Project Objectives

RAG Review of Objectives	Status	Comments
Time		The project concluded as anticipated without any issues.
Cost		The final project cost was £300k in line with the allocated amount of Growth Deal funding.
Quality		The project delivered all outputs exactly as described in the business case.
Scope		The project remained within the agreed scope.
Benefits		The benefits realised were in excess of expectations.
Risk		No significant risks reported.

### Lessons learned

The project team focused all their efforts on the HLF bid and with hindsight believe a more fully developed "Plan B" would have been very helpful. They were lucky that this gap was filled by the private sector backing coming forward.

The Jurassica project is now better resourced to manage multiple funding sources and indeed now has a fundraising director in place.

### Conclusion

Although the Dorset Growth Deal investment of £300k was relatively small in relation to the size of the overall project proposed (£80m), it has been a key catalyst in helping the project to gain traction with private sponsors and donors. It also enabled the project team to secure a significant amount of *pro bono* input from the consultants involved. It would be fair to conclude that without the Growth Deal funds, the project may not have been able to be developed to the HLF application stage. As such, this is a powerful example of how a little public investment can kick start a project and leverage significant additional benefits, evidenced by Jurassica gaining £4m of private sector commitment to date.