

Notice of Russell Cotes Art Gallery and Museum Management Committee



Date: Wednesday, 4 May 2022 at 2.00 pm

Venue: Committee Suite, Civic Centre, Poole BH15 2RU

Membership:

Chairman:

Stuart Bartholomew

Vice Chairman:

Cllr L Williams

Cllr B Dunlop

Cllr M Iyengar

Co-opted Members:

Mr A Frost

Mr J Grasby

Sir G Meyrick

All Members of the Russell Cotes Art Gallery and Museum Management Committee are summoned to attend this meeting to consider the items of business set out on the agenda below.

The press and public are welcome to view the live stream of this meeting at the following link:

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?MIId=5317>

If you would like any further information on the items to be considered at the meeting please contact: Nicky Hooley or email 01202 128737

Press enquiries should be directed to the Press Office: Tel: 01202 454668 or email press.office@bcpCouncil.gov.uk

This notice and all the papers mentioned within it are available at democracy.bcpCouncil.gov.uk

GRAHAM FARRANT
CHIEF EXECUTIVE

25 April 2022



Available online and
on the Mod.gov app



Maintaining and promoting high standards of conduct

Declaring interests at meetings

Familiarise yourself with the Councillor Code of Conduct which can be found in Part 6 of the Council's Constitution.

Before the meeting, read the agenda and reports to see if the matters to be discussed at the meeting concern your interests



What are the principles of bias and pre-determination and how do they affect my participation in the meeting?

Bias and predetermination are common law concepts. If they affect you, your participation in the meeting may call into question the decision arrived at on the item.

Bias Test

In all the circumstances, would it lead a fair minded and informed observer to conclude that there was a real possibility or a real danger that the decision maker was biased?

Predetermination Test

At the time of making the decision, did the decision maker have a closed mind?

If a councillor appears to be biased or to have predetermined their decision, they must NOT participate in the meeting.

For more information or advice please contact the Monitoring Officer
(susan.zeiss@bcpcouncil.gov.uk)

Selflessness

Councillors should act solely in terms of the public interest

Integrity

Councillors must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

Objectivity

Councillors must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias

Accountability

Councillors are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

Openness

Councillors should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

Honesty & Integrity

Councillors should act with honesty and integrity and should not place themselves in situations where their honesty and integrity may be questioned

Leadership

Councillors should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs

AGENDA

Items to be considered while the meeting is open to the public

1. Apologies

To receive any apologies for absence from members of the Committee.

2. Declarations of Interests

Councillors are requested to declare any interests on items included in this agenda. Please refer to the workflow on the preceding page for guidance.

Declarations received will be reported at the meeting.

3. Confirmation of Minutes

To confirm and sign as a correct record the minutes of the Meeting held on 22 October 2021 and 12 January 2022.

7 - 14

4. Public Issues

To receive any public questions, statements or petitions submitted in accordance with the Constitution. Further information on the requirements for submitting these is available to view at the following link:-

<https://democracy.bcpCouncil.gov.uk/ieListMeetings.aspx?CommitteeID=151&Info=1&bcr=1>

The deadline for the submission of public questions is 4 clear working days before the meeting.

The deadline for the submission of a statement is midday the working day before the meeting.

The deadline for the submission of a petition is 10 working days before the meeting.

5. Russell-Cotes Art Gallery & Museum Update Report

15 - 24

This report provides an update on the activities of the Russell-Cotes Art Gallery and Museum from October 2021 – March 2022 including the ongoing impact of the coronavirus pandemic.

The Museum has been open for the entire period, with the exception of a 3 week closure in January for the planned installation of a new fire panel. Although, visitor confidence has been impacted by the new Omicron variants since December and there have been challenges maintaining all services, generally the return to the new normal has been very successful.

Visitor numbers are 92% of pre-Covid levels, exhibitions, events and family activities have returned with considerable success (compared to 77% for year as a whole). The shop and café are similarly doing well. Investment has been made in the conservation of the historic interiors and some collections items to enhance the visitor experience.

2022 is the Museum's Centenary year and a programme of activities for the year have begun well.

The Museum has been successful in its application for funding from the

Arts Council MEND fund which will secure the conservatory, replace plant including the air handling units and improve drainage.

6. Recommendation for an Extension to the Term of Office of the Chair of the Management Committee

25 - 30

The Russell-Cotes is a charity which is managed by the Russell-Cotes Art Gallery and Museum Management Committee as a delegated sub-committee of Cabinet. The Committee has a membership of 3 councillors (with voting rights), 4 external appointees (without voting rights) and Sir George Meyrick.

Largely due to Covid, the renewal of the Committee membership has been challenging and subject to delays and the Management Committee is currently in a position where, under the Terms of Reference it is due to lose 3 of its 4 external members by October 2022.

Russell-Cotes is currently in an exceptional moment in its history where it faces very significant challenges and opportunities. Since 2018, the Management Committee has been exploring how to improve the governance arrangements of the Russell-Cotes to ensure that it can thrive in the long term, given the compromised governance arrangements and the challenges of Local Authority funding. It has reached a pivotal moment in this long and complicated process and over the next few months, it is anticipated that very significant decisions will need to be made on whether and how to pursue this direction of travel.

2022 is also the Centenary Year for the Russell-Cotes with increased programming, marketing and activities drawing attention locally, regionally and nationally to this iconic heritage and cultural asset of Bournemouth.

7. Acquisitions, Loans and Disposals Report

31 - 34

To note the new acquisitions to the Collection (the material owned and held in trust by the Russell-Cotes Art Gallery & Museum charity in accordance with its charitable objectives) and the loan of material to other institutions (i.e. public art galleries and museums and to approve the disposal of items in the collection according to the Museums Association Code of Ethics.

8. Update on 'Repair and Renewal' Project funded by ACE MEND etc for restoration of Conservatory etc

35 - 42

Russell-Cotes Art Gallery and Museum is a registered charity (306288) of which BCP Council is Trustee.

The building and services of the Russell-Cotes Art Gallery & Museum, which is Grade 2* listed are in desperate need of repair and renewal. According to a specialist building survey, nearly £4million of work is required in the next 5 years.

The Russell-Cotes has been successful in applying to the MEND (Museums Estates and Development) Fund established by Arts Council England (ACE) specifically to address the backlog of urgent repairs needed

in the Museum sector and support environmental and financial sustainability.

This major investment to carry out urgent capital work including restoring the conservatory, replacing the end of life Air Handling Units, improving drainage and improving CCTV security will cost £974,000.

A grant of £518,000 has been awarded by MEND, £30,000 has been fundraised for the conservatory and match funding of £426,000 has been agreed by BCP Council (of which £213,000 is expected to come from £213,000 subject to final approval).

Preparatory work is well under way with the appointment of lead designers, planning applications formally submitted, preparatory work in progress and legal and financial commitments being progressed.

The work on site is expected to begin in September 2022, in a phased approach so that the museum will remain open to visitors throughout. On site works should be complete by Summer 2023 followed by a period of monitoring and review. The whole project must be complete by 31 March 2025.

9. Russell-Cotes Art Gallery & Museum Management Committee Work Programme

43 - 44

To note, discuss and agree the Russell-Cotes Art Gallery & Museum Management Committee Work Programme.

10. Exclusion of Press and Public

In relation to the items of business appearing below, the Committee is asked to consider the following resolution: -

‘That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 in Part I of Schedule 12A of the Act and that the public interest in withholding the information outweighs such interest in disclosing the information.’

11. Update on Progress towards Externalization

45 - 50

In March 2019, the Management Committee agreed that the Russell-Cotes Art Gallery & Museum would be best served by moving to full trust status, allowing the museum to better fulfil its long-term strategic and charitable objectives with good governance and financial transparency.

The Committee recognised the complexities of achieving full trust status required further examination before a commitment can be made and that the final decision should lie with BCP Council Cabinet.

At its request, further work has been done by BCP officers, museum staff and external consultants, funded by core budget and ACE CRF Fund to fully develop the business plan.

Business Plan

At their meeting on 8 January 2021, the Management Committee supported a draft proposal for the financial arrangements for an independent charity based on BCP support for transition costs, an initial contribution towards the backlog maintenance issues of the building and a 10 year funding arrangement.

On that basis a business plan has been fully articulated and circulated to Council officers for their input and due diligence for the agreement of the Chief Finance Officer. This business plan continues to be updated and used as the basis for future planning and grant applications.

Governance

The Museum governance is complex because the charity was established with the Council as sole trustee and is subject to the Bournemouth Borough Council Act 1985. It has been seeking a view on whether or not, in principle, a change of Trusteeship could be made through the Charity Commission's normal jurisdiction, but it has now received definitive legal advice that any change of governance would have to be made by a Statutory Instrument through Parliament.

An understanding of the process through DCMS, which would sponsor the Order of Parliament has been initiated. A request has been made to the Charity Commission to understand their view of any change and the process, time and likely cost for consideration by the Committee.

Public consultation on the proposed changes will be initiated as this is a requirement of initial discussions with the Charity Commission.

A draft timeline outlines that the process of externalization may be achieved for 1 October 2023.

No other items of business can be considered unless the Chairman decides the matter is urgent for reasons that must be specified and recorded in the Minutes.

RUSSELL COTES ART GALLERY AND MUSEUM MANAGEMENT COMMITTEE

FRIDAY, 22ND OCTOBER, 2021

Present: **Mr S Bartholomew - Chairman**

**Councillors Cllr L Williams, Cllr M Iyengar and
Cllr J Kelly**

1 **Election of Chairman of the Russell-Cotes Art Gallery and Museum Management Committee**

Mr Stuart Bartholomew was elected as Chairman of the Russell-Cotes Art Gallery and Museum Management Committee 2021/22, until the first meeting of the new municipal year.

Voting: unanimous

2 **Election of Vice Chairman of the Russell-Cotes Art Gallery and Museum Management Committee**

Cllr Williams was elected as Vice Chairman of the Russell-Cotes Art Gallery and Museum Management Committee 2021/22, until the first meeting of the new municipal year.

Voting: unanimous

3 **Apologies**

There were no apologies received on this occasion.

4 **Declarations of Interests**

Councillor Williams declared an interest as a member of the Arts Council South West, but stayed in the meeting.

5 **Confirmation of Minutes**

The minutes of the meeting held on 8 January 2021 were agreed as a true and correct record.

Voting: unanimous

6 **Public Issues**

No public issues had been received.

7 **Russell-Cotes Art Gallery & Museum Update Report 1 December 2020 – 31 September 2021**

The Museum Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

The Committee were provided with an update on the activities of the Russell-Cotes Art Gallery & Museum from December 2020 – September 2021 including the ongoing impact of the coronavirus pandemic.

The Committee were advised that the MEND application to the Arts Council and match funding from BCP Council, totalling nearly a million pounds of funding, had been submitted on Monday 18 October. A decision was expected in February 2022. Planning permission was already being sought, and some other preliminary works had commenced, so work could be quickly progressed if funding should be granted.

The National Portfolio Organisation application would be submitted, with an April 2022 deadline. With the support of this Committee an application would be submitted.

The Committee was advised that different specialist had been enlisted to help progress building activities, including Philip Hughes Surveyors; Martin Thomas Associates, national heating specialists, who would be looking at the electrical needs; an expert from Arts Council England has conducted a survey and is offering advice. Conservation accredited personnel were essential.

RESOLVED that the Management Committee accepted the Russell-Cotes Art Gallery & Museum review report for the period 1 December 2020 – 31 September 2021 and agreed the actions suggested in the report.

Voting: Nem. Con.

8 **Update on Progress towards Externalisation**

The Museum Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these Minutes in the Minute Book.

The Committee received an update on the progress towards externalisation of the museum and art gallery.

The Committee was advised that the Management of the Museum had received advice from Dates Wells Solicitors that the witness case should be strengthened and additionally, a summary should be made of the reasons why the change was being sought. This is the main point that needs to be confirmed with the Charity Commission. This would be reported to Cabinet and then full Council, who would make the final decision formally to progress.

RESOLVED that:

- a) The Management Committee noted the progress made with Business Planning and Governance Discussions; and
- b) The Management Committee approved the continued progress of the Russell-Cotes Art Gallery and Museum to externalisation as a fully independent charity, subject to a full business case.

Voting: Unanimous

9 Approval of allocation of funds generated for the restoration of the Russell-Cotes Conservatory to the ACE MEND 'Repair and Renewal' Project

The Museum Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'C' to these Minutes in the Minute Book.

The Committee were asked to approve the allocation of funds generated for the restoration of the Russell-Cotes Conservatory to the ACE MEND 'Repair and Renewal' Project.

The Committee passed on their congratulations to the Team for a successful funding application, which was very welcome.

RESOLVED that the RCAGM Committee agreed to the allocation of all funds raised to support the restoration of the Conservatory (£30,000) and held in the Restricted Conservatory fund as match funding for the ACE MEND project (should the grant application be successful).

Voting: Unanimous

10 Approval of Museum Policies Required for Accreditation

The Museum Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'D' to these Minutes in the Minute Book.

The Committee were asked to recommend the adoption of 5 plans and policies governing the operation of the Russell-Cotes Art Gallery and Museum: Forward Plan, Collections Development Strategy, Documentation Policy and Plan, Collections Care and Conservation Policy and Access Policy.

In response to a question regarding how likely it was that the Museum could buy back anything that was already disposed of, it was explained that staff monitor any auctions for any items which may appear. It was therefore, unlikely but possible.

It was advised that with regards to the Collections Policy, the Committee noted acquisitions but have to give agreement for disposals. However, if it was a large sum, this would come to Committee. Following some discussion, it was agreed that if an acquisition's value reached a ceiling of £1000 per item, it be brought to Committee for sign-off, be added to the policy.

It was noted that the Museum was aware of the potential risk associated with the number of homeless people in the area, using the grounds. The Rangers, Police and Rough Sleepers Team have worked with Museum staff.

RESOLVED that the RCAGM Management Committee approved the plans and policies attached to the report as appendices:

- a) The Forward Plan;
- b) Collections Development Strategy adding: that if an acquisition's value reached a ceiling of £1000 per item, it be brought to Committee for sign-off, be added to the policy;
- c) Documentation Policy and Plan;
- d) Collections Care and Conservation Policy; and
- e) Access Policy

Voting: Unanimous

11 **Acquisitions, Loans and Disposals Report**

The Museum Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'E' to these Minutes in the Minute Book.

The Committee were asked to note the new acquisitions to the Collection (the material owned and held in trust by the Russell-Cotes Art Gallery & Museum charity in accordance with its charitable objectives) and the loan of material to other institutions (i.e. public art galleries and museums) and to approve the disposal of items in the collection according to the Museums Association Code of Ethics.

RESOLVED that the Management Committee notes:

- a) The acquisitions; and
- b) The loans.

And approves:

- c) The disposals as outlined in the Acquisitions, Loans and Disposals Report.

Voting: Unanimous

12 **Exclusion of Press and Public**

RESOLVED that under Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 in Part I of Schedule 12A of the Act and that the public interest in withholding the information outweighs such interest in disclosing the information.

13 The draft annual report and statement of accounts

Exempt Report as defined in Paragraph 3 in Part I of Schedule 12A of the Local Government Act 1972.

The Museum Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'F' to these Minutes in the Minute Book.

The Committee were invited to ask questions and agree in principle the draft annual report and statement of accounts.

Any questions will need to be submitted to Finance in writing, for consideration and will be addressed before the final version is submitted for signing.

The draft annual report and statement of accounts were circulated previously, following a request from the Portfolio Holder that they be circulated earlier in the process of them being finalised, than they were last year.

It was asked how much was the performance of the Museum consistent with others over this time and it was explained that there has been a profound impact, data would be available soon that could be shared. However, the Museum had picked up relatively quickly, whilst some were running at 50% of normal trade. The Museum was relatively in line with the rest of the sector, at almost normal running figures.

It was advised that the audit of accounts would be completed by early December, to the satisfaction of the Auditor. 31 January 2022 was the deadline for them to be submitted to the Charity Commission.

It was agreed that the Committee noted the draft accounts, but would formally agree them later, at a special meeting to be arranged.

It was asked, as the figures relating to the valuation of the property was an insurance valuation, could the method of assessing the valuation be shared with the Committee. The Company Accountant agreed to find out the method used from the Auditor.

RESOLVED to note the draft Accounts, which would be formally agreed at a meeting to be arranged in early 2022.

Voting: Nem.con

Duration of the meeting: 2.00 - 3.15 pm

Chairman at the meeting on
Friday, 22 October 2021

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RUSSELL COTES ART GALLERY AND MUSEUM MANAGEMENT COMMITTEE

WEDNESDAY, 12TH JANUARY, 2022

Present: Stuart Bartholomew in the Chair

Councillors Cllr L Williams (Vice-Chairman),
Cllr B Dunlop and Cllr M Iyengar

14 Apologies

Apologies for absence had been received from Ms Vicky de Wit.

15 Declarations of Interests

Councillor Williams made a declaration of interest in relation to his role as a member of the Arts Council.

16 Exclusion of Press and Public

RESOLVED that under Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 in Part I of Schedule 12A of the Act and that the public interest in withholding the information outweighs such interest in disclosing the information.

17 Financial Accounts 2020/21

Exempt Report as defined in Paragraph 3 in Part I of Schedule 12A of the Local Government Act 1972.

The Finance Manager presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

The Committee was advised that it was a statutory requirement to agree the annual financial statements for the Russell-Cotes Art Gallery and Museum and submit to the Charity Commission by 31 January each year. The Committee are asked to review and agree the accounts prior to them being signed off by the Leader and Portfolio Holder for Finance and Transformation.

In response to a question regarding the auditor's recommendation that the Russell Cotes Art Gallery and Museum should have its own bank account, it was advised that as it did not generate enough cash for expenditure, it was best to continue to include it under the Council's financial system. There was regular reporting of the Museum accounts, so there was sufficient challenge opportunities, which have been supplied as a response to Grant Thornton. Gift Aid donations benefit from 25% on receipt and these transactions are recorded under a Museum specific reference number.

Gareth Norris, the audit Director from Grant Thornton confirmed that the audit process had gone well and a clean audit finding was anticipated.

He explained that with regard to the financial reporting, the management response had been accepted and whilst it was not normal practice to not have separate financial systems, it was recognised as the best practice in this case and there are no recognisable issues.

RESOLVED that the Committee agree the accounts for the financial year 2020/21.

Voting: Unanimous

Duration of the meeting: 5.00 - 5.45 pm

Chairman at the meeting on
Wednesday, 12 January 2022

RUSSELL COTES ART GALLERY AND MUSEUM MANAGEMENT COMMITTEE



Report subject	Russell-Cotes Art Gallery & Museum Update Report
Meeting date	4 May 2022
Status	Public Report
Executive summary	<p>This report provides an update on the activities of the Russell-Cotes Art Gallery and Museum from October 2021 – March 2022 including the ongoing impact of the coronavirus pandemic.</p> <p>The Museum has been open for the entire period, with the exception of a 3 week closure in January for the planned installation of a new fire panel. Although, visitor confidence has been impacted by the new Omicron variants since December and there have been challenges maintaining all services, generally the return to the new normal has been very successful.</p> <p>Visitor numbers are 92% of pre-Covid levels, exhibitions, events and family activities have returned with considerable success (compared to 77% for year as a whole). The shop and café are similarly doing well. Investment has been made in the conservation of the historic interiors and some collections items to enhance the visitor experience.</p> <p>2022 is the Museum's Centenary year and a programme of activities for the year have begun well.</p> <p>The Museum has been successful in its application for funding from the Arts Council MEND fund which will secure the conservatory, replace plant including the air handling units and improve drainage.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>The Management Committee accept the Russell-Cotes Art Gallery and Museum review report for the period 1 October 2021 – 31 March 2022 and agree the actions suggested in the report</p>
Reason for recommendations	To demonstrate the fulfilment of the Committee's responsibility to provide strategic oversight of the Russell-Cotes as the delegated governance body for the Charity.

Portfolio Holder(s):	Councillor Beverley Dunlop, Portfolio Holder for Culture and Vibrant Places
Corporate Director	Jess Gibbons, Chief Operations Officer
Report Authors	Chris Saunders, Service Director, Destination and Culture Michael Spender, Head of Culture Sarah Newman, Museum Manager
Wards	Not applicable
Classification	For Update or Information

Impact of Covid

1. On 19 July 2021, Covid restrictions were lifted on the Museum, however requirements and recommendations for face coverings have been implemented over the period and visitor confidence has been impacted particularly by the prevalence of Omicron at Christmas and the re-introduction of guidance nationally on face-coverings and working from home and more recently the highly transmissible BA2 variant.
2. We have had some increase in staff absences related to Covid, however, fortunately while it has impacted on staff, we have enough capacity especially with staff working more flexibly that it has had very minimal impact on the service offered. The only direct impact was the early closure of the café on one occasion.

Financial Impact

3. This period has been cushioned by an increased Covid budget from BCP Council and additional funding through the ACE Cultural Recovery Fund which has mitigated against the loss of income from visitors which usually contributes £500,000 to core budgets.
4. The final financial statement for the FY 2021/22 is still under review.

5. Visitor Figures and performance

Year	2019/20			2020/21			2021/22		
Month	museum	café	total	museum	café	total	museum	café	total
April	3277	613	3890	0	0	0	0	382	382
May	3353	640	3993	0	0	0	1181	388	1569
June	3488	590	4078	0	0	0	2692	195	2887
July	3718	593	4311	873	12	885	3241	257	3498
Aug	4161	813	4974	1856	124	1980	3657	575	4232
Sep	3771	725	4496	2823	208	3031	3594	685	4279
Oct	3976	676	4652	2066	204	2270	3923	612	4535
Nov	2847	690	3537	187	22	209	2513	511	3024
Dec	1818	358	2176	1215	77	1292	2216	353	2569
Jan	2824	614	3438	0	0	0	815	224	1039
Feb	3599	606	4205	0	0	0	3052	432	3484
Mar	1853	324	2177	0	0	0	3502	497	3999
Total	38685	7242	45927	9020	647	9667	30386	5111	35497
summer	21768	3974	25742	5552	344	5896	14365	2482	16847
winter	16917	3268	20185	3468	303	3771	16021	2629	18650

- Since October 2022, visitor figures have been extremely strong and on the whole show visitor numbers are roughly 90% of pre-Covid levels, though direct comparisons are difficult. Oct 2019 – March 2020 saw total visitors of 16,917 (although this includes the impact of March 2020 partial closure), whilst the equivalent period of 2021/22 was 16,021 visitors, (although this includes a 3 week closure period in January for building works).
- Over the whole year, the museum was closed for 9 weeks (a 17% reduction in opening hours), but still welcomed 35,497 visitors (a 22% reduction in visitors). We have been helped by the strong visitor offer, investment through Arts Council Cultural Recovery Fund into digital ticketing, outside catering and improved marketing and by the numbers of people staycationing in Bourenmouth, either with family and friends or in serviced accommodation.

Building

- The installation of the new fire panel, which had been commissioned for November 2021, as reported at the last meeting, was cancelled at very short notice, because of a lack of critical parts. Although the museum had advertised a three week closure, we managed to reopen and secure enough staff to fill the rotas for the café and Front of house.
- The fire system with an addressable panel was finally installed during a three week closure in January 2022 and the museum reopened according to schedule on 25 January 2022. Unfortunately, the level of work and supervision required was of sufficient intensity and impacted on the whole building, that we were not able to utilise the closure to change the Main Hall lightbulbs and carry out

sacrificial polishing on the floor, as had been hoped. These will have to be scheduled for January 2023 if not before.

10. Increasing problems with the Conservatory where the insurance funded work to replace panels lost in the storms of winter 2019 have still not been scheduled and water ingress into the AHU units, confirm that the MEND funding has not come a moment too soon.
11. A historic house fire audit by external specialist is in progress following concerns from Philip Hughes Associates regarding fire compartmentalisation. Initial findings are that systems and fire installations are good, and that where it can be sensitively done fire compartmentalisation would reduce risk e.g. in plant room.
12. A topographical survey to provide accurate as built plans and sections of building is also in hand.
13. Some additional building work is being tendered to address water ingress in a package of works that is viable given the complexity and costs of the necessary scaffolding work.

Collections and Conservation Care

14. In line with the Forward and Conservation Plan, display and conservation improvements have been focussed this year on Galleries 1 and 2 with the aim to refresh the décor, fittings and some of the paintings. Conservation work was also carried out to some of the minor but unsightly wear and tear to the wall surfaces and woodwork in the Galleries and Main Hall. 22 years on from the original HLF building restoration the damage to high traffic areas of the building had become noticeable and while not full conservation this minor treatment has yielded noticeable results greatly improving the visitor experience.
15. During the Christmas closure period Galleries 1 and 2 were rehung. Previously some of our most popular paintings were not displayed to their best advantage. Additionally, visitor feedback from exhibitions had indicated that there were some works not on display that perhaps should be. The hang is now more thematic with the 'high Victorian' works in Gallery 1 while the much lighter Gallery 2 contains our Pre-Raphaelite masterpieces as well as some of our finest 20th century works.
16. The 1990s gallery leather seating, commissioned from designer Rory Smyth, have been sympathetically recovered as the original upholstery had become very tatty and worn.
17. Complete conservation of 'The Submission of the Emperor Barbarossa' by Solomon Alexander Hart RA (circa 1867). It has been severely damaged at least 50 years ago with a large 'Z' shaped slash across the bottom left quarter of the painting. Although repaired at the time the repair was failing and degrading. Additionally, the varnish had become discoloured, there were a number of small losses to the paint surface and the frame was in great need of cleaning and resealing. Solomon Hart was the first Jewish Royal Academician and served for many years as the organisation's librarian. This work was partly carried out on site so that visitors could interact with the conservators and find out more about such 'behind the scenes' activity. This activity was very popular and will be repeated where possible.
18. In addition, an Anatolian carpet dated to circa 1910 has been sourced for the Dining Room floor. This, along with three druggets in the doorways leading in and

out of the room, will protect the wooden floor which was being worn away by our visitors. The carpet is an authentic approximation of the carpet that the Russell-Cotes' had in that room and will be used sacrificially. The original carpet is in the collection, but its conservation at this stage would be prohibitively expensive, time-consuming and the resulting carpet would be too fragile to use functionally.

19. Five giltwood Louis XVI period (1774-1794) chairs from Drawing Room fully conserved. They had become very damaged with losses to the gilding and sagging upholstery. The gilding was restored and the upholstery re-adjusted. These chairs were part of the original Russell-Cotes foundation collection and is part of a suite supposedly once owned by Queen Victoria.
20. Glazing and conservation treatment of 'Dorset Landscape' by Leslie Moffat Ward (1930). The artist had decided not to varnish the canvas which meant that the work was susceptible to paint losses with changes in temperature and humidity. The glazing will encapsulate the canvas and protect the painting which is hugely popular with our visitors. Ward was one of the finest artists working in Dorset during the 20th century.
21. Glazing and conservation treatment of 'A Tempting Bait' by Arthur John Elsley (1906). This painting had suffered a large scratch across its surface and the varnish layer had yellowed to the point where some of the colours were obscured. The painting was cleaned and the glazing will add a layer of protection. Elsley's iconic pictures of children and animals together were wildly popular in Edwardian times and his works appeared on many advertisements and were widely available as prints.
22. See separate Acquisitions Loans and Disposals report.

Programming

Bournemouth Arts Club exhibition

23. The much delayed exhibition was finally able to open the public from 1st October 2021- 6th March 2022 . Celebrating over 100 years of Bournemouth Arts Club the exhibition showcased some of our finest 20th century works as well as loans from Southampton City Art Gallery and Swindon Museum and private loans. Visited by over 15,500 visitors, the local subject matter by local artists really resonated with visitors, as reflected in the positive feedback.
 - *'I knew it would be good by what I saw on your website, but truly surpassed. Fantastic collection & mix of media & ageless. Would definitely come to see another exhibition you put on here.'*
 - *'Very interesting - nice to see an exhibition concentrating on specific times and places and put in social & artistic context (local interest too). Well done!'*
 - *'One of the best exhibitions I've seen here - excellent!'*
24. Covid restrictions during the run of the exhibition did hamper the public programming ambitions for the exhibition, but we were still able to run a restricted private view attended by past and present Bournemouth Art Club members, gallery tours and a zoom talk by the exhibition's curator Dr Gill Clarke, as well as

two artist workshops lead by members of Bournemouth Arts Club (for 18 people). In addition we published a mini-catalogue of the highlights of the Russell-Cotes 20th Century collection to accompany the exhibition. A successful evening symposium in partnership with Arts University Bournemouth, was held to discuss the continuing arts movement in Bournemouth and how to create a vibrant art scene in the town for the next century.

‘Road to the Museum’ Exhibition

25. As part of our centenary celebrations, we worked alongside one of our long-standing volunteers, Paul Whitaker (who has published an autobiography of Meron Russell-Cotes) to produce our latest exhibition in the Print Room. Road to the Museum follows in the footsteps of our founder’s by retracing the key events that led to the creation of the Russell-Cotes Art Gallery & Museum. Local artist, Ella Shephard, was also commissioned to produce a series of illustrations to accompany the exhibition.

‘The Lost Words’ Exhibition

26. The current temporary exhibition, The Lost Words, is open from 26th March until 18th September and features over 50 original watercolour illustrations and 20 acrostic poems from the bestselling book by Robert Macfarlane and Jackie Morris. The book was created in response to the removal of the names of animals and plants from children’s dictionary, and has become a cultural phenomenon. Over a quarter of a million copies have been sold and has been adapted into a film, folk songs, dance and even puppet theatre. We have been able to create a Gallery shop in the Café Gallery and have programmed a number of nature-themed activities throughout the exhibition’s run. Jackie Morris will also be visiting the museum in June.

Russell-Cotes Centenary 1922 - 2022

27. The programme of Centenary activities kicked off as the Museum reopened on 25 January. A new Centenary logo is being used to badge up activities. A year-long facebook project to post on 100 objects is being organised by the Curator and volunteers.
28. On 10 March the anniversary of our opening, the Mayor of Bournemouth, Cllr David Kelsey visited the museum for a tour with the Chair and Vice-Chair of the Management Committee and afternoon tea. In the evening we held a party for staff and volunteers past and present. About 50 people attended the evening and toasted Annie and Merton’s contribution to the cultural life of Bournemouth.
29. 10 March was also the first of the Museum’s Sixpence Days commemorating the opening of the museum when on Thursdays visitors would pay 6d to visit (other days being free). This attracted 434 visitors and many made significant donations. Many visitors had come specifically because it was free, however others were regulars who just wanted to be at the museum on this special day. Volunteers provided musical performances, talks and tours during the day. Further Sixpence days will be held on a quarterly basis.

Education, Engagement and Digital

30. Online activity continued with 6 talks on a variety of topics from Merton Russell-Cotes to the gallery rehang. In total 411 tickets were sold.

31. The Museum reintroduced some on site events. The Halloween interactive attracted 115 people and the Christmas Weekend 279. A 'Lates' Programme of a monthly evening opening with additional programming was started in February with House of Hearts, organised by 2nd year BA Events students at AUB attracting an additional 250 people to see performances and activities. Back to the Roaring 20s in March attracted 85 people, many of whom dressed up and danced to 'FB Pocket Orchestra'. These 'Lates' will continue on a monthly basis to attract younger and working visitors. Halloween Crafts sessions were held for 46 children
32. Two tactile tours were delivered for people with visual impairments.
33. As well as on-site conservation of the Solomon Hart by Brick House Conservation, a 'Clock Day' was held in partnership with West Dean College, Clock Conservation Department. These 'conservation in action' events were very popular with visitors.
34. The majority of school group bookings were cancelled due to Covid but 3 groups managed to go ahead with 88 pupils. Regular art sessions for Home Educated children continued.
35. The regular AUB installation project resumed this year. In December 2021, 18 2nd year fine art students held their exhibition in the house called 'Bifolds'.

Audiences

36. The Learning and Engagement Officer and Visitor Services Team Leader completed the Equity and Inclusion course offered by Museums Development. They have drafted an Equity and Inclusion Plan for the Museum to sit alongside the Audience Development Plan for the Museum.

Facilities and Income Generation

Café

37. The café has coped well, with a small café team, very tight budgets and recruitment issues. During this period the café welcomed 13,500 visitors and achieved an income of £60,227 making a c.£4,000 net contribution to the Russell-Cotes.
38. There is a growing and loyal repeat customer base and the addition of the café terrace provides further opportunities.
39. The café has worked well with the increase in events; the museum 'lates' have brought in extra availability and income for the afternoon teas, along with bringing a new audience to the café. The menu and current offer can be delivered successfully and consistently
40. Afternoon Teas have been a growing business area with 184 bookings over this period generating £7,025. A particular success has been the seasonally adapted Christmas Afternoon Tea which has made the normally quiet month of December exceptionally busy (78 bookings generating £3,137).

Shop

41. Comparison Annual Income

Year	Income (net)	Profit	Spend per head	
2019-2020	£124,620	£62,758	£2.71	Closed at end of March
2020-2021	£33,032	£17,046	£3.41	Closed March – July, November, Jan - March
2021 - 2022	£94,831	£50,536	£2.67	All categories are down but only marginally. The main impact is lost footfall and supplier issues that also contributed to the previous year's figures.

Supply and other issues

42. Supply issues have stabilised somewhat but there is now the new normal to contend with. Bespoke stock will continue to sell, but the generic stock is affected more by changes to the visitor demographic. Some of these questions on visitor changes are still unanswered. Overseas visitors are not back in the same way and local or UK visitors have different value price point perceptions. The encouraging Lost Words sales figures have benefited from the higher footfall of local and UK visitors rather than overseas.
43. The new normal includes new suppliers wanting to be paid in advance which doesn't suit Council ordering systems so it will take time for new suppliers to bed in.
44. The concern remains about prices continuing to rise and ensuring that our price point is reflective of costs but within visitor price point perception.
45. The Museum has commissioned an external shop consultant to advise on refreshing the shop stock to generate greater income. In the next few months an action plan will be devised to introduce the new lines and carry forward the recommendations
46. The Museum has developed a pop-up shop using an external consultant in the café gallery to fully exploit the opportunities for merchandising and sales of prints, books and cards offered by The Lost Words exhibition. In the first few weeks of the exhibition, sales are doing very well and will be closely monitored to ensure that stock is replenished and trends identified.
47. We are monitoring the impact of the terrace opening on the shop as during the summer months the terrace offer demonstrably changes visitor behaviour with less footfall through the shop overall and in particular visitors no longer leaving via the shop. It will be interesting to see if the pop up shop reverses this as it

catches visitors who exit directly onto the terrace and are thus not tempted by the shop on their way out.

Venue Hire and Weddings

48. One wedding was held in this period, for which the museum was closed for one day.

Staffing

49. A new Finance and Administration Officer was recruited in February 2022, however the museum has not been able to fill the post of Marketing Officer despite two recruitment rounds. The role is currently being filled on a temporary basis.
50. The Museum is currently recruiting for an 18-month Collections and Engagement Officer post to support the additional work for MEND, Centenary and NPO application.
51. A number of new staff have been recruited for casual positions in the café and front of house.
52. Training sessions have been run for staff and volunteers on such diverse topics as ladder and working at heights, storytelling, object handling and salvage.

Funding

MEND

53. The Russell-Cotes was successful in its application to the ACE MEND Fund for building maintenance support of £518,000. See separate paper.

National Portfolio Organisation

54. The Russell-Cotes is progressing an application for core funding from the Arts Council through the National Portfolio Organisation programme.

Background papers

None

Appendices

There are no appendices to this report.

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RUSSELL COTES ART GALLERY AND MUSEUM MANAGEMENT COMMITTEE



Report subject	Recommendation for an Extension to the Term of Office of the Chair of the Management Committee
Meeting date	4 May 2022
Status	Public Report
Executive summary	<p>The Russell-Cotes is a charity which is managed by the Russell-Cotes Art Gallery and Museum Management Committee as a delegated sub-committee of Cabinet. The Committee has a membership of 3 councillors (with voting rights), 4 external appointees (without voting rights) and Sir George Meyrick.</p> <p>Largely due to Covid, the renewal of the Committee membership has been challenging and subject to delays and the Management Committee is currently in a position where, under the Terms of Reference it is due to lose 3 of its 4 external members by October 2022.</p> <p>Russell-Cotes is currently in an exceptional moment in its history where it faces very significant challenges and opportunities. Since 2018, the Management Committee has been exploring how to improve the governance arrangements of the Russell-Cotes to ensure that it can thrive in the long term, given the compromised governance arrangements and the challenges of Local Authority funding. It has reached a pivotal moment in this long and complicated process and over the next few months, it is anticipated that very significant decisions will need to be made on whether and how to pursue this direction of travel.</p> <p>2022 is also the Centenary Year for the Russell-Cotes with increased programming, marketing and activities drawing attention locally, regionally and nationally to this iconic heritage and cultural asset of Bournemouth.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>The Management Committee recommend to Cabinet that the Chair of the Management Committee be given a further term of office to provide vital continuity at an exceptional time for the Russell-Cotes both externally and internally.</p>

Reason for recommendations	At this particular time, the progress of the move to externalisation of the Russell-Cotes is reaching a pivotal moment and it needs to retain the experience and continuity of its Chair to steer the Committee through the process to its conclusion and not risk jeopardizing the very significant work that has been undertaken internally and in consultation with key national stakeholders. Any change risks reputational damage to this key cultural organisation in Bournemouth during its centenary year when it is enjoying a higher profile.
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Portfolio Holder(s):	Councillor Beverley Dunlop, Portfolio Holder for Culture and Vibrant Places
Corporate Director	Jess Gibbons, Chief Operations Officer
Report Authors	Sarah Newman, Museum Manager
Wards	Not applicable
Classification	For Recommendation

Background

1. The Russell-Cotes Art Gallery and Museum is a charity, the sole trustee of which is BCP Council. The Council delegates the management of the museum to the Russell-Cotes Art Gallery and Museum Management Committee.
2. The current governance arrangements were agreed by Cabinet on 27 January 2016 as a response to the Museum accreditation which highlighted a significant weakness in this regard together with the Charity's Commissions concerns over the late filing of accounts.
3. The Management Committee currently meets twice a year with minutes of meetings noted and agreed by Cabinet.
4. The Management Committee is currently made up of:
 - a. The Portfolio Holder
 - b. Two further Council Members
 - c. 4 external (Non-Council) Members
 - d. Sir George Meyrick (or the person for the time being in enjoyment of the title), in compliance with the Bournemouth Borough Council Act, 1985.
5. To comply with the Local Government Act only Council members have formal voting rights. However, a shadow vote can be taken with non-councillors and Sir George Meyrick to record their views.
6. Under the Committee's Terms of Reference, the 4 external (non-Council) members can be appointed for two 3-year terms of office and then must leave for at least one year before seeking reappointment. The first external appointees were made by Cabinet in April 2016 and renewals and changes have since been approved by the Leader.

Governance Review

7. The legal framework which the museum currently operates is part Charities Act and part Local Government Act. Neither sit very well together nor complement each other, in fact they force compromise that can make external partners nervous. It has neither the power, control or responsibilities of a normal Trustee board.
8. The Management Committee have been reviewing the governance arrangements since 2018 to find a way for the museum to thrive in the long term, to

- a. Demonstrate clear separation between the charity and the Council
 - b. Better fulfil its long-term strategic direction and potential to deliver the charitable objectives
 - c. Be in a better position to maximise the potential to generate income from fundraising and commercial activities to support the charity
 - d. Provide resilient, sustainable and appropriate organisational support.
 - e. To fulfil museum accreditation requirements
9. However, such are the complexities, particularly of the legal position and the impact of the inclusion of the Russell-Cotes management in the Bournemouth Borough Council Act, 1985, progress has been slow.

Committee Membership Turnover and Issues

- 10. Currently the membership of the Committee is in a position of change.
- 11. Three of the 4 external appointees are just completing their second term of office and will be required to change between May and October 2022 (although one new appointment was made November 2021).
- 12. The Councillor appointments are also relatively new, dating back only to October 2020 and being subject to continuing change under the Terms of Reference as changes in portfolios and administrations occur.
- 13. The Chair has always been appointed from the non-Council members in order to clearly demonstrate separation and independence of the Committee from the Council in managing the museum in the best interests of the charity.
- 14. If no action is taken, the Museum will require 3 new external appointees before October 2022 and the committee as a whole (except Sir George Meyrick) will have little long-term understanding of the Russell-Cotes issues. The longest serving Council member of the committee would only have been in place since October 2020 and whichever external member was appointed as the Chair could only have had a few months experience at most.

Risks

- 15. The Russell-Cotes is currently going through an unprecedented period in its history when the need for continuity on the Committee is vital and a total change in the membership would not be in its best interests.
- 16. The Committee has been investigating the governance since 2018 and is at a pivotal moment as it decides whether or not to recommend a change to the Trusteeship to BCP Council as Sole Trustee, potentially via an Order of State.
- 17. The Committee has led the process of examining the complex governance and business/financial options of the Russell-Cotes, which have been under active review since 2018. These have involved commissioning significant reviews from external consultants and legal advisers, dedicated funding from Arts Council England and National Heritage Lottery Fund, discussions with major stakeholders locally, regionally and nationally including Arts Council England, National Heritage Lottery Fund, Charity Commission and Department for Culture Media and Sport. There has also been very significant investment has been made both in terms of

officer time, revenue budget and reputation in fully investigating and resolving these long standing issues which limit the operation of the charity.

18. It is anticipated that in the next year or so, very significant decisions will need to be made about the future of the Russell-Cotes, its governance and funding.
19. The pandemic has brought significant delays in progressing developments on governance, delayed the recruitment of Members to the Committee, and made it more challenging for the Committee to pursue and participate in developments on all aspects of the Museum including governance.
20. 2022 is the Centenary year of the Russell-Cotes and it is the catalyst for many additional activities, events and exhibition which is providing a focus for increased public attention. This is highly desirable for raising the profile of this important cultural and heritage asset for the conurbation and enabling it to gain further recognition for the importance of its collection and its contribution to the cultural life of the region.
21. In these very particular circumstances, it would not be in the interests of the Charity to lose the continuity, understanding, knowledge, experience of the Chair to steer the Russell-Cotes through the next few years as the issues outlined above are resolved.

Recommendation

22. It is recommended that due to exceptional circumstances (the pivotal moment in the Governance review, the Covid pandemic and the 2022 Centenary) the Chair of the Management Committee is offered a further 3-year term of office on the Management Committee.
23. The other two external candidates whose terms are due to end will be replaced according to the agreed Terms of Reference.

Options Appraisal

24. The only other option is to do nothing and allow all the terms of offices to run their course. The new external appointees could be made and one of the members would be elected Chair. The risk is that the very significant work that has been done to date both internally and externally would either be lost or be repeated because of the lack of experience and background with a new Chair and inexperienced Committee. There is a potential to waste significant time, budget and risk reputational damage.
25. The Russell-Cotes governance arrangements have lacked clarity for many years and having invested so much into trying to resolve the issue satisfactorily and being so close to a resolution, this is not a sensible risk to take.

Summary of legal implications

26. Under the Terms of Reference agreed by Cabinet on 27 January 2016, this decision should be made by BCP Cabinet.

Background papers

None

Appendices

There are no appendices to this report.

RUSSELL COTES ART GALLERY AND MUSEUM MANAGEMENT COMMITTEE



Report subject	Acquisitions, Loans and Disposals Report
Meeting date	4 May 2022
Status	Public Report
Executive summary	To note the new acquisitions to the Collection (the material owned and held in trust by the Russell-Cotes Art Gallery & Museum charity in accordance with its charitable objectives) and the loan of material to other institutions (i.e. public art galleries and museums and to approve the disposal of items in the collection according to the Museums Association Code of Ethics.
Recommendations	<p>It is RECOMMENDED that:</p> <p>The Management Committee notes</p> <ul style="list-style-type: none"> (a) The acquisitions, (b) The loans (c) The disposals <p>as outlined in the Acquisitions, Loans and Disposals Report.</p>
Reason for recommendations	The recommendations are in line with the Museum's agreed policies and procedures including its Collections Development Strategy which outlines the areas of the collection for development and those areas which do not meet the Core Offer and are therefore subject to disposal in order to achieve a more usable, well managed collection. The process and procedures used conform to the Museum Association Code of Ethics.

Portfolio Holder(s):	Councillor Beverley Dunlop, Portfolio Holder for Culture and Vibrant Places
Corporate Director	Jess Gibbons, Chief Operations Officer
Report Authors	Sarah Newman, Museum Manager Duncan Walker, Curator
Wards	Not applicable
Classification	For update

Background

1. The Management Committee is required to note the acquisitions and loans made by the museum and to formally approve disposals from the Collection in line with the Collections Development Strategy and subject to the Museums Association Code of Ethics.

Options Appraisal

2. Each action is decided on a case by case basis in line with the Collections Development Strategy and outlined in the report and appendices.

Summary of financial implications

3. There are minimal financial costs from the acquisitions and any financial implication (storage, conservation cost) is taken into consideration when deciding on the acquisition of material.
4. The costs of loans are borne by the borrowers and it is anticipated that the institutions which acquire disposed objects will cover costs of removal and transport.
5. Any income generated by the sale of items from the Collection is held in a restricted fund and used solely for the purposes of acquiring items for the Collection (according to the Collections Development Strategy) or conserving objects already in the Collection in compliance with the Museums Association Code of Ethics and item 16.11 of the Collections Development Strategy.

Summary of legal implications

6. All activities are carried out in line with the Museums Association Code of Ethics and the Museum's Collection Development Strategy.

Background papers

Russell-Cotes Art Gallery and Museum Collections Development Strategy See <https://russellcotes.com/wp-content/uploads/2021/11/5-Collections-Development-Policy.pdf>

Appendices

1. Acquisitions, Loans and Disposals 1 October 2021 – 31 March 2022

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RUSSELL COTES ART GALLERY AND MUSEUM MANAGEMENT COMMITTEE



Report subject	Update on 'Repair and Renewal' Project funded by ACE MEND etc for restoration of Conservatory etc
Meeting date	4 May 2022
Status	Public Report
Executive summary	<p>Russell-Cotes Art Gallery and Museum is a registered charity (306288) of which BCP Council is Trustee.</p> <p>The building and services of the Russell-Cotes Art Gallery & Museum, which is Grade 2* listed are in desperate need of repair and renewal. According to a specialist building survey, nearly £4million of work is required in the next 5 years.</p> <p>The Russell-Cotes has been successful in applying to the MEND (Museums Estates and Development) Fund established by Arts Council England (ACE) specifically to address the backlog of urgent repairs needed in the Museum sector and support environmental and financial sustainability.</p> <p>This major investment to carry out urgent capital work including restoring the conservatory, replacing the end of life Air Handling Units, improving drainage and improving CCTV security will cost £974,000.</p> <p>A grant of £518,000 has been awarded by MEND, £30,000 has been fundraised for the conservatory and match funding of £426,000 has been agreed by BCP Council (of which £213,000 is expected to come from £213,000 subject to final approval).</p> <p>Preparatory work is well under way with the appointment of lead designers, planning applications formally submitted, preparatory work in progress and legal and financial commitments being progressed.</p> <p>The work on site is expected to begin in September 2022, in a phased approach so that the museum will remain open to visitors throughout. On site works should be complete by Summer 2023 followed by a period of monitoring and review. The whole project must be complete by 31 March 2025.</p>
Recommendations	It is RECOMMENDED that:

	<p>The Committee note the successful application for funding and the progress in the delivery of the ‘Repair and Renewal Project’</p> <p>The Committee agree to review the Museum’s charges to meet the funding and ongoing maintenance needs.</p>
Reason for recommendations	<p>The Management Committee are required to act in the best interests of the Charity and to support its long-term future. This project represents an opportunity to invest significantly in the museum’s infrastructure and to reduce risks and ongoing costs.</p>

Portfolio Holder(s):	Councillor Beverley Dunlop, Portfolio Holder for Culture and Vibrant Places
Corporate Director	Jess Gibbons, Chief Operations Officer
Report Authors	Sarah Newman, Manager Michael Spender, Head of Culture Chris Saunders, Director, Destination and Culture
Wards	Not applicable
Classification	For Update

Background

1. The Russell-Cotes is a Grade 2* listed Victorian villa on Bournemouth clifftop. The museum has had little investment in its fabric or services since 1999 and is in desperate need of investment to ensure that the building (a historic object in its own right) survives, with its original decoration and features and provides a safe and secure environment for its collection. Built into the cliff top it has problems of water ingress, whilst its exposure to the sea and salt laden winds puts it at risk from increasingly ferocious storms due to climate change.
2. A Building Survey was conducted in 2020 and identified nearly £4 million of vital work required in the next 5 years to ensure the preservation of the building, particularly the replacement of nearly all M & E.

The Project

3. Working with Council surveyors and independent conservation qualified surveyors and specialist Mechanical and Electrical engineers, the most urgent and essential areas were prioritized for funding which could be capitalized on the balance sheet:
 - The original 1901 conservatory of the Russell-Cotes is at particular risk. Plans were made in 2011 to repair the conservatory but the Council was unable to afford the cost and the work was never done. It is already collapsing and repair work from the storms of 2020 remain incomplete.
 - Improvements to the drainage to stop regular foul water flooding the garden by the public entrance
 - The replacement of the air handling units which are at 'end of life' combined with a new approach to controlling the plant to significantly reduce energy consumption whilst maintain stable environmental conditions to safeguard the collection.
 - Increased CCTV coverage to protect the museum against potential lead theft.

Funding

4. The Arts Council introduced a new funding stream in summer 2021: the MEND (Museum Estates and Development) Fund specifically for museums with significant heritage assets at high risk because of lack of investment in maintenance. The

Russell-Cotes devised a funding strategy to cover the total project costs of £974,000. The Russell-Cotes has been awarded £518,000 from the MEND fund.

5. The project will immediately deliver three of the MEND outcomes:

- a. Museums are more financially resilient and environmentally responsible by developing and implementing maintenance plans*

A new maintenance plan has been developed. By tackling urgent works the cost of responsive repairs will reduce. Energy consumption will reduce by 25% with installation of the new Air Handling Units (AHUs) therefore having a tangible beneficial impact on financial resilience and environmental responsibility. New CCTV provision will prevent theft of roof lead so protecting the building from further damage.

- b. Environmental performance of buildings and equipment is increased, supporting the reduction in carbon emissions in the museum sector*

New AHUs will reduce energy consumption. Conservatory repairs will prevent unnecessary heat loss so also contributing to a reduction in energy consumption.

- c. Museums have strengthened their contribution to local community and regeneration by preserving landmark buildings and ensuring locally-treasured collections are accessible by the public*

The historic conservatory will be saved and visitors will again be able to properly use and experience the space. The AHUs will improve the environmental conditions to protect the historic interior and collections it houses.

6. The whole project will be funded in the following way:

Source of Funding	Amount
grant from the ACE MEND fund.	£518,000
restricted Conservatory Fund of public donations for this purpose as agreed by the RCAGM Management Committee on 12 October 2021.	£30,000
contribution from CIL (recommended by the Futures Board but subject to final approval)	£213,000
Contribution from BCP Council (via Prudential borrowing)	£213,000
Total	£974,000

Approvals

7. The Russell-Cotes is currently finalizing the necessary financial and legal approvals and conditions to accept the grant and funding including standard covenants.

Expenditure

8. A cost estimate for the project has been prepared by Press and Starkey quantity surveyors. All items included in the project will be capitalised and this has been approved by BCP finance. Contingency is shown at 10% of project costs and costs include inflation at 5.1% based on the BCIS forecast.

Construction	
Conservatory	£142,000
Services	£567,300
Drainage	£45,800
CCTV	£10,000
Fees and charges	£120,345
Contingency	£88,555
TOTAL	£974,000

Timetable

9. The project has started and will start by 25 April 2022 and will be completed by 31 March 2025, although anticipated to be substantially finished by end of 2023

Progress to Date

10. In order to submit the application, the project had to reach RIBA Stage 3. In the intervening months planning applications have been submitted for the work to Secretary of State, some opening up works have been undertaken and preparatory work commissioned (fire survey and digital survey). A procurement exercise has taken place through the Council for the appointment of the lead designers.

Programme

11. The programme has been developed with the intention that the building can remain open to the public during the works. It has been developed in consultation with the design team to ensure that the delivery of all elements is considered and any potential co-dependencies are identified. At the detailed design stage (RIBA 4) the programme will be further developed and it will be an expectation of the Contractor to produce a fully detailed programme as part of the tender process and appointment.
12. The proposed programme for the replacement of the AHU and associated AC equipment commencing in Autumn 2022, is based on the following rationale:
- Autumn/Spring generally avoids the summer and winter extremes in temperature, where loss of heating or cooling will have the greatest impact on the internal environment.
 - The phasing allows the works to be carried out whilst minimising the areas of the museum that are without any form of environmental control to the shortest possible time scale.

Phase 1

13. AHU 3 which serves the main galleries will be replaced first, along with the AC equipment serving AHU 1, AHU2 and AHU3 at a time when the impact on internal conditions within the galleries should be minimum.
14. This phase of work will also see:
 - the installation of all pipework from new AC equipment to AHU 1, 2 and 3
 - connection of AHU 3 to new AC equipment and commission etc
 - AHU 1 & 2 retained as existing, connected to existing boilers for heating with no cooling to AHU 1 & 2 until next phase of works
15. During the winter of 2022, no works will be undertaken to ensure that internal conditions are as stable as possible.

Phase 2

16. In Spring 2023, the second phase of works will include:
 - AHU 1 which serves part of the Victorian House will be replaced first and connected to the new AC equipment installed in phase 1
 - When works to AHU1 are complete, AHU 2 which serves the remainder of the Victorian House will be replaced and connected to the new AC equipment installed in phase 1
 - When works to AHU2 are complete AHU 4 which serves the modern wing will be replaced along with new dedicated AC equipment
17. The work to the conservatory, the drainage replacement and CCTV installation can happen at any point during the period between autumn and spring. The work to the conservatory and drainage may have to happen sequentially depending on the extent of the drainage work required and whether it encroaches on the area needed for scaffolding to the conservatory.

Summary of financial implications

18. The project will support financial sustainability by reducing ongoing energy and maintenance costs and reduce the Council liability for the repair and maintenance of the building
19. The £30,000 contribution from the Conservatory Restoration Restricted Fund has been agreed by the RCAGM Management Committee and noted by Cabinet.
20. A portion of the funding will be derived from prudential borrowing and the Museum will be required to raise these additional funds through charges at a time when inflationary pressures are growing and visitor confidence is volatile.
21. Annual borrowing repayment is estimated at £15,000 on £213,000 (principal and interest) or £29,000 on £426,000. This is based on the Council's low risk Invest to Save Framework rate of 3% over a period of 20 years (which is estimated useful life of the asset). This could be raised by the Russell-Cotes through additional income generating activities or price rises including a small rise in the admission fee. An increase of an adult ticket from £7.50 - £8.50 and proportionate rises in other ticket types should generate an additional £28,472 in income on admissions, annual tickets and Friends on the basis that the number of paying visitors remained at 2019 levels (ie 31,500 paying of 50,000 visitors). The Russell-Cotes also raises typically

nearly £300,000 pa from retail, catering, events, education and donations so the interest represents an additional 5% on the current target.

22. However, there is a risk that the price increase will impact on visitor numbers and whilst the current charge is modest, the nature of the offer and the lack of investment in visitor facilities limits the scope for increase. In addition, it will limit the opportunities of the museum to generate income to deal with any further pressures from inflation, closure, budget reduction or visitor demand. However with the improved offer from the capital work, a modest increase in admissions charge is probably sustainable.

Admission Income	2019 (actuals) Based on ticket price of £7.50 gift aided	Revised Based on ticket price of £8.50 gift aided	Increase
Notes	Based on 31,553 visitors paying average of £6.09	Based on 31,553 visitors paying average of £7	
Income from admissions – day tickets, annual tickets, Friends	£192,399	£220,871	£28,472

23. A full modelling of the impact of an increase in the admission charge will be developed and presented at the next meeting for approval.

Summary of Sustainability impact

24. The work identified in the project will support environmental sustainability thorough the reduction of energy consumptions which is a key driver to the priorities, as required by the Grant Objectives. With energy costs at a very high level and likely to increase this should deliver substantial benefits.
25. The grant conditions include a commitment to carry out an identified maintenance and care plan to ensure that the Arts Council investment is protected and sustained.

Summary of legal implications

26. Under the terms of the grant, ACE will ensure that the buildings and equipment will be used for the grant purposes. Legal commitments will need to be in place prior to the release of any grant funding.
27. Grant funding awarded must be compliant with any legislation on subsidy control applicable at the time the grant is awarded
28. Financial provision for legal advice to ensure compliance has been included on the advice of the Council legal team

29. The initial application was based on the Russell-Cotes's externalization on 1 April 2022. This is still the direction of travel but legal discussions with the Charity Commission are still ongoing so it is likely that the change of governance will not take place until 1 April 2023 at the earliest. The grant would therefore be managed by BCP Council until such times as it is novated to the new entity. This makes no difference to the grant as responsibility for the Russell-Cotes lies with BCP Council as sole trustee. Any externalization proposals would require a contribution from BCP Council to support the legacy of building maintenance issues. The latter issue will be considered within the future report on externalization

Background papers

None

Appendices

There are no appendices to this report.

Russell-Cotes Art Gallery & Museum Management Committee Work Programme

Meeting Date	Items of Business	Lead Officer(s)
4 May 2022	<ul style="list-style-type: none"> Russell-Cotes Art Gallery & Museum Update Report Recommendation for an Extension to the Term of Office of the Chair of the Management Committee Acquisitions, Loans and Disposals Report Update on 'Repair and Renewal' Project funded by ACE MEND etc for restoration of Conservatory etc Committee Work Programme Update on Progress towards Externalisation (restricted item) 	Sarah Newman Sarah Newman Sarah Newman Sarah Newman Nicky Hooley Sarah Newman
TBC	<ul style="list-style-type: none"> Committee Work Programme 	Nicky Hooley
TBC	<ul style="list-style-type: none"> Annual Accounts sign-off 	Stephen White

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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