

Notice of Russell Cotes Art Gallery and Museum Management Committee



Date: Monday, 30 October 2023 at 2.00 pm

Venue: Committee Room, First Floor, BCP Civic Centre Annex, St Stephen's Rd, Bournemouth BH2 6LL

Membership:

Stuart Bartholomew
Cllr L Williams
Cllr A Martin

Cllr L Northover
Mr G Irvine
Ms F Winrow

Sir George Meyrick Baronet
Mr A Frost

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?CId=524&MId=5753&Ver=4>

If you would like any further information on the items to be considered at the meeting please contact: Democratic Services or email democratic.services@bcpCouncil.gov.uk

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

20 October 2023

**DEBATE
NOT HATE**

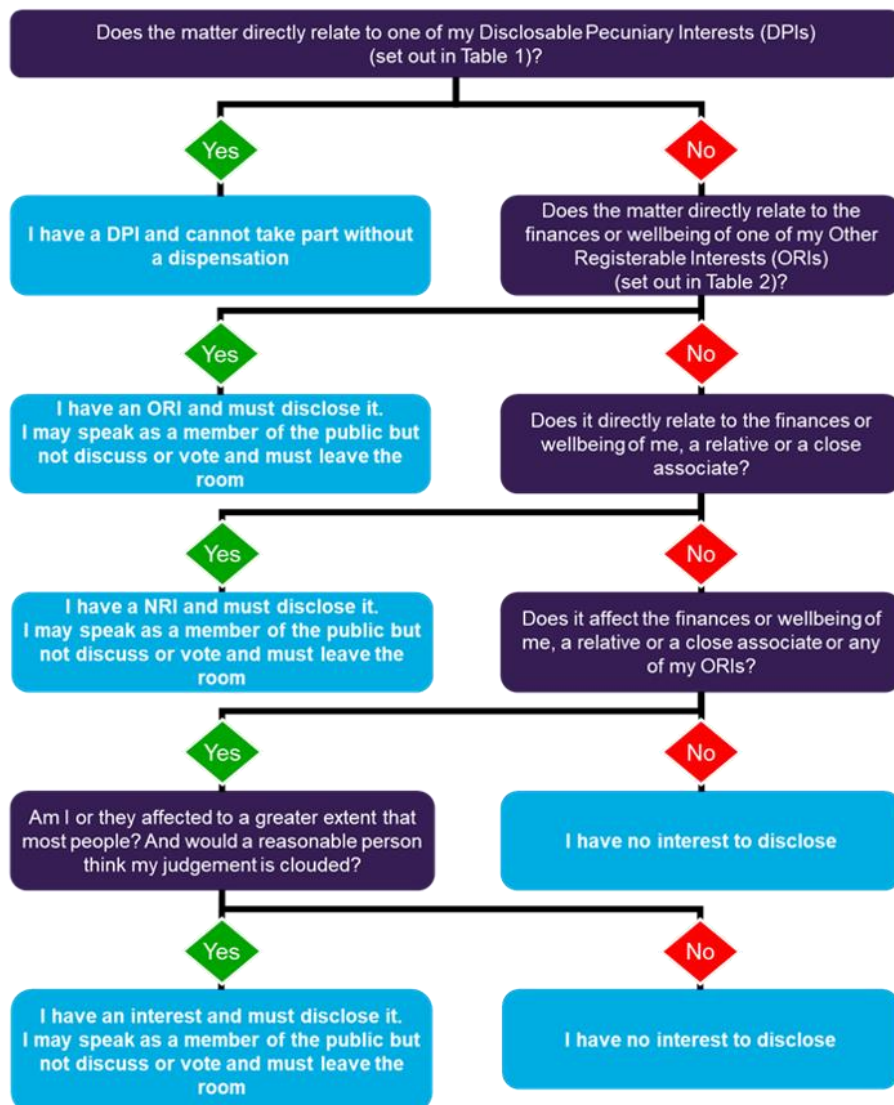


Maintaining and promoting high standards of conduct

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
(richard.jones2@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. Election of Chairman of the Russell-Cotes Art Gallery and Museum Management Committee

To elect a Chairman of the Russell-Cotes Art Gallery and Museum Management Committee for the municipal year 2023-24.

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

To elect a Vice-Chairman of the Russell-Cotes Art Gallery and Museum Management Committee for the municipal year 2023-24.

3. Apologies for Absence

To receive any apologies for absence from Councillors.

4. Declarations of Interest

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.

5. Minutes of the Previous Meeting

To confirm and sign as a correct record the minutes of the Meeting held on 20 March 2023.

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6. 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.bcpccouncil.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.

7. Russell-Cotes Art Gallery & Museum Update Report

This report provides an update on the activities of the Russell-Cotes from 1 March – 30 September 2023.

This has been an exceptionally good period for the museum, with a 14% increase in visitor numbers and in associated income for the first 6 months of the financial year 2023/24.

The exhibition '*In her own voice: the art of Lucy Kemp-Welch*' has been a critical and commercial success and attracted national coverage. In addition, improvements to digital marketing, TV coverage and poor weather from July have impacted positively.

The café, events and membership have performed well. The only exception has been the shop. Although profit margins remain good, its turnover has decreased because of issues

9 - 18

with stock purchase and is likely impacted by sensitivities about spending on non-essentials.

Significant concerns remain about the poor state of the building, its continued deterioration and loss and the detrimental impact this has on the irreplaceable and fragile Grade2* historic house, externally and internally, as well as its collections, operations and visitor experience.

8. Acquisitions, Loans and Disposals Report

19 - 26

To note the new acquisitions to the Collection (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 (ie public art galleries and museums) and to approve the disposal of items in the Collection which do not meet the Museum's Core Offer in accordance with the Museums Association Code of Ethics.

9. Update on 'Repair and Renewal' Project funded by ACE MEND for restoration of Conservatory and environmental plant

27 - 34

The Arts Council England (ACE) Museums Estates Development (MEND) funded project (£974,000) to support the backlog of maintenance issues at the Russell-Cotes is progressing as follows:

- Replacement of environmental plant and machinery has been completed or commissioned.
 - Phase 1 of the replacement of all mechanical plant for the boilers and air handling units in the historic house have been completed and commissioned. Temporary air handling has been supplied to the Galleries to maintain environmental conditions for GIS.
 - Phase 2 replacing the Air Handling units for the Galleries started on 16 October 2023.
 - Phase 3 replacing plant in the Modern Wing will start in January 2024 and require the closure of the Museum for 4 weeks.
- The tenders for the restoration of the Conservatory are under consideration. However, the tenders are significantly higher (£100,000) than budgeted and the project cannot continue without reallocation of budget.
- Drainage work on the party drains has been carried out in the Royal Bath Hotel by Wessex Water and has been successful so far.
- CCTV work has yet to be commissioned.

10. Update on Progress towards the Russell-Cotes becoming a fully Independent Trust

To Follow

11. Date of Next Meeting - 11 January 2024

To note the date of the next scheduled meeting.

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

MONDAY, 20TH MARCH, 2023

Present: Stuart Bartholomew in the Chair

Councillors Cllr B Dunlop, Cllr M Iyengar,
Ms F Winrow and Sir George Meyrick Baronet

Apologies: Cllr L Williams and Mr G Irvine

42 Apologies

Apologies were received from Cllr L Williams (Vice-Chair) and Greg Irvin.

43 Declarations of Interests

There were no declarations of interest made on this occasion.

44 Confirmation of Minutes

The minutes of the meeting held on 30 January 2023 were approved as a correct record.

Matters Arising:

1. The minutes referred to the production of a bulletin update on externalisation. It was confirmed that the intended audience for this was Museum visitors and Stakeholders.
2. Issues concerning the charities banking and use of the Council's account. The Portfolio Holder advised that she had been informed of the reasons for this by the finance department. There had been significant implications of not having a separate account, including the withdrawal of a grant. It was agreed that the Management Committee should seek further information for the reasons why this had not been possible and press for a resolution. The Management Accountant and Portfolio Holder agreed to follow up on this issue.

It was noted that for externalisation a full real estate valuation would be required, and this was in progress with the estates team but needed to be completed at the appropriate level.

45 Public Issues

There were no public issues on this occasion.

46 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 'A' to these minutes in the Minute Book. The Report provided an update to the Management Committee on the new acquisitions to the Collection (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 sought the Committee's approval for the disposal of items in the Collection which did not meet the Museum's Core Offer according to the Museums Association Code of Ethics.

Monday, 20th March, 2023

The Museum Manager highlighted the positive international loans and the Pre-Raphaelite exhibition at the Tate. The importance of the balance between loans and ensuring materials were available within the Museum was highlighted.

A number of disposals were considered as they did not comply with the Museums core offer and there was a cost to retaining ownership in terms of storage. It was noted that they would initially be offered to other museums and if they were not wanted, they would go to public auction. The money made from this was ringfenced for conservation or acquisitions.

Resolved: That the:

- a) The acquisitions**
- b) The loans**
- c) The disposals**

As outlined in the Acquisitions, Loans and Disposals report be noted and approved.

Voting: Nem. Con

The Management Committee also commended Duncan Walker for his work on this.

47 Russell-Cotes Art Gallery & Museum Update 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 'B' to these Minutes in the minute Book. The Committee was provided with an update on the activities of the Russell-Cotes Art Gallery & Museum from 1 October 2022 until the 28 February 2023. It was noted that visitor numbers and performance had continued at pre-Covid levels with sustained good performance in admissions, the shop and the café. Visitors were also returning for group travel, education activities and events.

It was highlighted that the Museum received 695 visitors on the 6p day held the Friday preceding the meeting. Several exhibitions had also done very well.

A comment was made that the late nights which began last year were opening the museum up to a younger demographic and that what was being achieved currently was incredible.

In relation to the focus groups outlined in the report it was noted that these would have their first meetings to provide feedback in April. The initial meeting was an opportunity to have introductions and view the museum.

A member suggested that an informal sub-group of the Management Committee could support the Museum Manager in the forthcoming developments. It was noted that a project officer who would lead on this would be sought in the near future.

RESOLVED that:

The Russell-Cotes Art Gallery and Museum review report for the period 1 October 2022 – 28 February 2023 be accepted, and the actions suggested within the report be agreed.

Voting: Nem. Con.

48 Update on 'Repair and Renewal' Project funded by ACE MEND for restoration of Conservatory

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 Management Committee was informed that the ACE MEND Project was underway. Work on the replacement and renewal of the environmental plant and machinery had been designed

and commissioned with work starting on 13 March. This was due to be completed in 3 phases by February 2024. The first phase of the work had been started. The detailed specifications and work required for the Conservatory repairs had been completed and were now out for tender. Drainage surveys had been completed. The CCTV updates had not yet been started. The Management Committee was advised that the project remained in budget and on time, with a proposed completion date of February 2024. It was noted that there would be elements of disruption as the works progressed.

It was noted that the work on the café wing was still to be decided as the modern wing of the museum did not have the same restrictions as the older part of the building. It was noted that to complete the work in the plant room the museum would have to effectively close to allow equipment through. There was potentially a need to close for a month in January, but this was still to be decided.

A Committee member asked whether there was no other solution to reinstalling gas boilers reinstall gas boilers? It was noted that at present there was not the electrical supply in place to allow for electrical equipment. The boilers should have a 20 year working life but other alternatives were not currently feasible for economical. The new equipment would be significantly more efficient and should result in a reduction in energy costs.

RESOLVED that the report be noted and accepted.

Voting: Nem. Con.

49 Update on Progress towards Externalization

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 was advised that its recommendation for governance change of the Museum had been fully supported by the approval of externalisation, formally agreed at the BCP Council meeting on 10 January 2023. The Committee was informed that financial support of £98,500 had been received from the National Heritage Lottery Fund, this would support the legal costs for governance change and the transition costs for a new independent operation.

The work programme to achieve externalisation was now being implemented. The priority was to apply to the Charity Commission for a change of governance under Section 73 of the Charities Act. This would need to include the specific governance changes required.

In order to manage the process, it was proposed that a Steering Committee be set up consisting of the relevant Portfolio Holder, Management Committee Members, BCP Council officers and museum staff and advisers. The steering committee would meet regularly and updates on progress would continue to be brought back to the Management Committee.

The expected timescales for implementation of externalisation were outlined. It was noted that there was no parliamentary time for this until 2024 and it was therefore suggested that the later part of a timeline from April 2024 to April 2025 would be more achievable.

The Legal Team would be nominating someone to work with the Museum Manager to provide legal advice for the progression of externalisation, engaging a lawyer would also need to go through the Council's procurement processes due to the significant costs.

The steering group would be helpful in this process and would include someone from project management team to help guide the process. It was expected the group would hold its initial meeting on Monday 3 April.

The Committee asked about the financial sustainability of the project and whether there was a possibility that it would create a funding gap. It was noted that when the Museum does externalise it needed to ensure that it was in its best shape to survive. Most of the Museum's income was earned from the public.

The Chairman and Portfolio Holder thanked everyone for their work.

RESOLVED that:

- **The report be noted**
- **That the establishment of a project steering group to oversee and support progress to deliver BCP Council's recommendation of full externalisation for the Russell-Cotes be agreed.**
- **That the work programme outlined be proceeded with BCP officer support.**

Voting: Nem. Con.

Duration of the meeting: 11.00 - 11.58 am

Chairman at the meeting on
Monday, 20 March 2023

RUSSELL COTES ART GALLERY AND MUSEUM MANAGEMENT COMMITTEE



Report subject	Russell-Cotes Art Gallery & Museum Update Report
Meeting date	30 October 2023
Status	Public Report
Executive summary	<p>This report provides an update on the activities of the Russell-Cotes from 1 March – 30 September 2023.</p> <p>This has been an exceptionally good period for the museum, with a 14% increase in visitor numbers and in associated income for the first 6 months of the financial year 2023/24.</p> <p>The exhibition '<i>In her own voice: the art of Lucy Kemp-Welch</i>' has been a critical and commercial success and attracted national coverage. In addition, improvements to digital marketing, TV coverage and poor weather from July have impacted positively.</p> <p>The café, events and membership have performed well. The only exception has been the shop. Although profit margins remain good, its turnover has decreased because of issues with stock purchase and is likely impacted by sensitivities about spending on non-essentials.</p> <p>Significant concerns remain about the poor state of the building, its continued deterioration and loss and the detrimental impact this has on the irreplaceable and fragile Grade2* historic house, externally and internally, as well as its collections, operations and visitor experience.</p>
Recommendations	<p>It is RECOMMENDED that:</p> <p>The Management Committee accepts the Russell-Cotes Art Gallery and Museum review report for the period 1 March – 30 September 2023.</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 Andy Martin, Portfolio Holder for Customers, Community and Culture
Corporate Director	Jess Gibbons, Chief Operations Officer
Report Authors	Sarah Newman, Museum Manager
Wards	Not applicable
Classification	For Update

Financial Year 2022- 23

1. Due to the reporting cycle of the Management Committee meetings, the month of March 2023 was not covered in the previous museum update report. Good performance continued during this month and visitor numbers recovered to pre-Pandemic levels (compared to an average 18% drop in the sector according to the Annual Museum Survey). A full report on the Financial Year is included in the Statement of Accounts for the Charity Commission which will be reviewed by the Management Committee in January 2024 to meet the Charity Commission's deadlines for returns.
2. The rest of this report therefore focusses on the current Financial Year.

Financial Year 2023-24

Visitor Figures and Performance

3. Visitor figures for the first six months of the financial year have been exceptionally strong, with a 14% increase from 26,464 visitors in 2022/23 to 30,015 in 2023/24. With the exception of summer 2015 (when the *Alphonse Mucha* exhibition proved to be hugely popular attracting 32,758 visitors), this is the highest figure for this period since an admission charge was introduced in 2012. It shows a really strong return from long periods of closure during Covid. See table below.

Year	2019			2020			2021			2022			2023		
Month	museum	café	total	museum	café	total	museum	café	total	museum	café	total	museum	café	total
April	3277	613	3890	0	0	0	0	382	382	3652	608	4260	4108	644	4752
May	3353	640	3993	0	0	0	1185	388	1573	3261	565	3826	3056	514	3570
June	3488	590	4078	0	0	0	2724	195	2919	3601	757	4358	3422	820	4242
July	3718	593	4311	873	12	885	3441	257	3698	3732	598	4330	5013	512	5525
Aug	4161	813	4974	1856	124	1980	4141	575	4716	4575	538	5113	5615	398	6013
Sep	3771	725	4496	2823	208	3031	3662	685	4347	4004	573	4577	5479	575	6054
Oct	3976	676	4652	2066	204	2270	4083	612	4695	3659	417	4076			
Nov	2847	690	3537	187	22	209	2573	511	3084	3011	506	3517			
Dec	1818	358	2176	1215	77	1292	2392	353	2745	2957	317	3274			
Jan	2824	614	3438	0	0	0	847	224	1071	1665	289	1954			
Feb	3599	606	4205	0	0	0	3304	432	3736	3316	528	3844			
Mar	1853	324	2177	0	0	0	3558	497	4055	3942	493	4435			
Total	38685	7242	45927	9020	647	9667	31910	5111	37021	41375	6189	47564	26693	3463	30156
summer	21768	3974	25742	5552	344	5896	15153	2482	17635	22825	3639	26464	26693	3463	30156
winter	16917	3268	20185	3468	303	3771	16757	2629	19386	18550	2550	21100	0	0	0

4. The visitor figures reflect the attraction of the exhibition '*In her own voice; The art of Lucy Kemp Welch*', some excellent TV coverage, improved digital marketing and the impact of the weather (reduced numbers in May/June and recovery from July).
5. Admissions income has increased by 20%, reflecting higher admission charges as well as increased visitors. Gift Aid levels had reduced but have increased again partly due to staff training, improvements to the CRM system and a recovery in visitor confidence (post GDPR concerns). Group bookings (language schools, special interest, tour companies etc) have also increased.
6. The Friends and Annual Ticket schemes continue to grow. Income from this has increased by 33%. However, unfortunately, it has not been possible yet for the Russell-Cotes to offer Direct Debits. This obviously impacts negatively on our retention rates.

Building

7. Heavy rain affected the building in April and again in August, which coupled with the lack of investment in building maintenance and repairs, continues to cause significant problems and puts the house, the original decoration of its interiors and its collection at serious risk, as well as impacting day-to-day operations.
 - staff room wall partly collapsed due to water ingress and use of staff room for bringing in machinery for MEND Project. The wall and now ceiling are continuing to deteriorate.
 - Security Alarm System activation due to water in detector in staff room
 - Passenger lift leak from roof - now fixed.
 - AHU 4 built up so much condensation that when it was switched on again to aid balancing humidities, the condensing unit rotted through and water came through the café ceiling. It is now switched off until the new system is replaced in January through the MEND Project
 - Lighting in the garden and on the clifftop has failed but has been partially replaced
 - The lights on the Balcony have failed, which results in the upstairs being very dim during evening events and winter evenings. Their replacement is scheduled for October, but this is an ongoing challenge because of their height and location.
 - Blowout of the external gallery door, coinciding with the GIS indemnified Lucy Kemp-Welch exhibition – now replaced, but awaiting decoration.
8. We note that no action has been taken to make improvements to the sea front of building particularly the basement (staff offices) which have been damp for much of the year, particularly in the learning and curator's office, and provide very poor conditions for original décor and staff. Vermin, damp, mould and fly infestations have been a problem throughout this period and continue to be so. Some budget had been allocated to address this.
9. See separate report on the Progress of the MEND Project

Collections and Conservation Care

10. Quotes have been received for the consolidation of the mosaic and marble Main Hall fountain, elements of which are disintegrating and urgently need consolidation. This has attracted external funding.
11. Druggets have been installed in the three doorways to the Main Hall. These are tough carpets, which are a traditional housekeeping means to protect fragile flooring. The Dining Room floor was showing signs of wear and splintering so these are necessary to protect high traffic areas and prevent irreplaceable loss of an original floor. The central area is protected by a non-Collections Persian rug which is being used sacrificially.
12. A Risk Assessment of the Collection has been made by an experienced museum professional undertaking an MA at West Dean College. The findings are under review and an action plan will be made to address issues of concern, where possible, most notably moving some of the paintings in the Galleries to minimize light damage.
13. The Museum raised funds from the Friends group to support the conservation of a sculpture of Queen Victoria, which had lost its nose. The sculpture is currently undergoing conservation and will be used to promote further fundraising projects on its return.
14. In the light of the recent publicity, we have reviewed our practices around audit of collections and reporting. We will revise our policies and plans in response in due course.
15. See separate Acquisitions and Loans Report.

Interpretation and Display

16. A new Collections Officer has been appointed on a fixed term contract till February 2024 to complete the current phase of reinterpretation. The main focus will be on updating the Museum's Room Books which provide interpretation of the collection, with a particular focus on addressing the issue of Empire. The first five rooms will be trialled in the autumn, with the remainder complete by the end of January.
17. We are reviewing our onsite digital offer, so that content can be uploaded to a digital platform and accessed via personal phone.

Programming

18. ***'In Her Own Voice: The Art of Lucy Kemp-Welch'*** (1869 – 1958) (1 April – 1 October 2023)
19. This exhibition was organised in partnership with the National Horseracing Museum in Newmarket and supported by a grant from Art Fund and Weston Loan Programme. It was guest curated by Dr David Boyd Haycock to coincide with his biography of Kemp-Welch, published with support from Messums Fine Art. In addition to our own paintings by Kemp-Welch, works were borrowed from The Lucy Kemp-Welch Memorial Trust, Bushey Museum, Imperial War Museum, Leamington Spa Art Gallery and private collections. We are grateful to HM Government for providing Government Indemnity and the DCMS and ACE for arranging the indemnity, without which this exhibition would not have been possible.

20. It was the first major retrospective of Kemp-Welch for 20 years. She was born in Bournemouth and became one of the most famous artists of her day but then declined into obscurity as her subject matter – horses – and style fell out of fashion.
21. The exhibition has been enormously popular and attracted visitors from around the world and the feedback and engagement online has been very positive. Detailed analysis of the impact of the exhibition has yet to be done but some quotes are below:
 - *We were lucky to be there while the Lucy Kemp-Welch exhibition was on. Her paintings of horses were incredible* **Trip Advisor**
 - *The exhibition (Lucy Kemp-Welch) was well presented, and well-lit. The staff were exceptionally friendly and helpful, I hadn't heard of the gallery before I found out about this exhibition (you are 300 miles from where I live so you're well out of my area) but I am so glad I came, the house is extraordinary and we will come back again on a different occasion to see the permanent collection as we hadn't time for it on this visit. FYI I had never been to Bournemouth before, and my visit to the area was only to come to the exhibition* **Museum Survey**
 - *Superb exhibition of the paintings of Lucy Kemp Welch, which was my main reason for visiting, and was delighted to discover what a treasure the whole experience was. Wonderful welcome throughout.* **Museum Survey**
22. The wall in the gallery that was designed for comments turned into an enormous gallery of visitors' drawings of horses, so inspired were they by the paintings on display.
23. There were a number of associated events including a Symposium with guest speakers, drawing workshops, Women in Art talk and an evening 'Late' themed around animal art.
24. The Exhibition opens at Newmarket on 26 October.

'Siam: through the Lens of John Thomson' (1837 – 1921) 21 October 2023 – 14 April 2024

25. This exhibition of its modern large-scale prints of glass plate photographs of Siam and Ankor Wat in Cambodia in the 1870s taken by John Thomson, who was an exact contemporary of Merton and Annie Russell-Cotes. It is the sister exhibition to the very popular '*China: through the Lens of John Thomson*' which we held in 2018.
26. A British photographer with an exceptional eye for detail, Thomson embarked on a groundbreaking journey to Siam during the late Victorian era, with a fairly new invention in those days: photography, capturing scenes that had been scarcely witnessed before in the Western world. Throughout his remarkable career, Thomson ventured into uncharted territories and documented the exotic beauty and cultural richness of Thailand and Cambodia in stunning detail. Featuring dramatic images developed from negatives preserved in London's Wellcome Collection, this exhibition introduces the sights and people of nineteenth-century Thailand and Cambodia as witnessed by Thomson first hand.

Events

27. The events programme is well established with monthly themed Lates driving much of the membership. They bring in over 100 visitors per evening and generate an average £1400 in admissions and secondary spend with Japan theme in April being the most popular so far.

28. 'Behind the Scenes' tours continue monthly and volunteer led specialist tours have proved popular, with topics including 'Nudes', 'World Cultures' and 'Female Artists'.
29. The Museum offered a special free 'Behind the Scenes' Tour specifically for Dorset Architectural Week.

Education, Engagement and Digital

30. School visits were popular with 3 self-led groups for 31 pupils; 9 taught sessions for 236 pupils and 7 sessions for 53 home educated children.
31. Four Family activity days were held in the summer holidays for 110 children and 8 craft sessions for 70 children.
32. We are keen to build on the success of our digital marketing and better integrate our digital offer across multiple platforms. Two online talks were held on Lucy Kemp-Welch and Norman Thelwell for 100 people in total and we will continue to offer a few online talks in the future. We had opted for the 'Smartify app' for digital content but are reviewing this currently because of the cost and resources required to use it effectively, the challenges of implementation and connectivity and the limited uptake.
33. A partnership event was held at the Museum in September with 20 academics from Bournemouth University to start exploring opportunities for mutual activities – for students and academics across multiple disciplines including digital, marketing, history, archaeology.

Audiences

34. The Museum participated in the World of Love Festival at King's Park and took stands at the Freshers Fairs at both AUB and BU. We continue to offer Sixpence Days four times per year which are essentially free and National Lottery days to reward Lottery players with free entry.
35. We continue our EDI work, partnerships with community organisations and operating our Focus Groups.
36. A delightful Children's Trail has been published and will be provided to young visitors free within the admission charge.

Marketing

37. We have benefitted from some fantastic coverage both online and news/media outlets. In April 2023 Lucy Kemp-Welch was on the cover of Country Life Magazine alongside a 12 page feature. We have also been featured in various magazines and newspapers including the Telegraph, Times and The Spectator as well as a great segment in Channel 5's Susan Calman's Summer by the Sea (4 August).
38. With over 60,000 engaged website users, we have also focused towards digital advertising including google ads and our online engagement on social media has increased. We have seen a massive increase of impressions on Instagram reaching 191,000 people and more people are engaging, sharing and interacting with our Facebook page/content.
39. We received the Traveller's Choice Award on Tripadvisor for another year and still hold the top spot for things to do in Bournemouth. We have developed our partnerships with local hotels. By focusing on our core offer and advertising the use of our café we have seen an increase in visitors to the café and terrace this summer.

40. Café

41. The Café has had a particularly successful summer with turnover increasing by 20%. The café has shown a sustained increase, every month, even when the museum visitor numbers were reduced. The café is free to visit. We think the performance is due to improved digital marketing of the café offer specifically, introduction of new lines, the outside terrace offer with its amazing views and indeed the indoor offer on very hot days.
42. However, there has been a recent turnover of a number of staff and the café is currently offering a more limited menu on reduced hours, until we can recruit more staff. This has impacted income.

43. Shop

44. This summer the focus has been on the Lucy Kemp-Welch exhibition, with associated stock around images of horses by Kemp-Welch and others. Turnover reflected visitor figures very closely, down particularly in the hot months of May and June, and in August when maybe families were spending less. Resultant turnover was down by 8%, but gross profits have only dipped by 5% from the same period in 2022/23 which was particularly strong.

We were able to develop bespoke merchandise due to the strong resonance with our demographic and the suitability of the images and negotiated copyright permissions. Possibly less visitors are buying medium range price items and more are buying lower priced and much higher priced items. We have seen reduced print sales which are an important earner for the shop. The cause was twofold; supplier labour issues, now solved going forward, and the focus on exhibition prints which, as limited editions, were a little expensive for our audience.

45. The beautiful, but expensive, £45 exhibition book did not sell quite as well for this exhibition as the £22 catalogue for 'The Lost Words', but greeting cards and postcards did particularly well. We launched our own tea towel and have developed further stock for the shop permanently.

Study Centre

46. The opportunity to dispose of the Study Centre is subject to ongoing negotiation. The main implication of disposal would be the need to identify an alternative study centre location, along with the funding and timescale for appropriate and safe relocation of the collection to any new site. Feasibility into alternative council owned sites is ongoing and will inform the business case for disposal in due course.
47. The move would require locating and refurbishing a new facility on a long-term basis, with consideration for security, access and environmental controls for collections care, as well as potential future running costs. The move would be handled by specialist fine art removers, due to security, insurance and collection care requirements and would need to be closely managed and monitored by Russell-Cotes curatorial staff. The cost, time, staff and resources needed to affect such a move, whilst ensuring there is no loss of control of our very significant collections of 30,000 items is considerable. It is likely to take 18 months or more, and would impact on our current and future business plan as well as possibly lead to a fundamental change in our operational business model. Due to significant central government in the 2000s (Renaissance in the Regions), we are fortunate to have a full inventory of the collection and object locations within the Study Centre. This allows us to be able to move the collections however this move, if handled incorrectly, would place this investment in jeopardy and could result in loss of items due to misplacement or theft.

Staffing, Volunteering and Training

48. We have recruited a fixed term Collections Officer till February 2024. The staff visited Leighton House and Linley Sambourne House in Kensington in the summer for an interesting and inspirational visit to see what had been achieved with their capital project. The Collections Officer is participating in the 'Travelling Together' programme delivered by South West Museums Development to improve EDI practices.

Funding

49. See separate reports on ACE MEND fund (£518,000) and NLHF Securing the Future Sustainability of the Russell-Cotes (98,500).
50. An application has been made to the Neighbourhood CIL fund for £6,000 to support conservation of historic garden features, improved planting and the refurbishment of the sculptures on the railings. The decision is expected in November.
51. Bournemouth Civic Society is disbanding after 50 years and has kindly offered £38,000 of their funds to support the conservation of the fountain in the main hall and for the recreation of a children's pavilion in the garden.
52. We have been offered a legacy of £80,000 as a bequest from Julia Stallard to support the maintenance of the museum.
53. An application for a project grant for £98,000 from the Arts Council for an 18 month audience development project, which will also develop an integrated digital offer, has been submitted.

Governance

54. See separate Report on the progress on the Russell-Cotes charity's change to become a fully independent charitable trust.

Options Appraisal

55. N/A

Summary of financial implications

56. N/A

Summary of legal implications

57. N/A

Summary of human resources implications

58. N/A

Summary of sustainability impact

59. N/A

Summary of public health implications

60. N/A

Summary of equality implications

61. N/A

Summary of risk assessment

62. N/A

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	Acquisitions, Loans and Disposals Report
Meeting date	30 October 2023
Status	Public Report
Executive summary	To note the new acquisitions to the Collection (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 (ie public art galleries and museums) and to approve the disposal of items in the Collection which do not meet the Museum's Core Offer in accordance with the Museums Association Code of Ethics.
Recommendations	It is RECOMMENDED that: the acquisitions and loans, as detailed in Appendix 1 (Acquisitions, Loans and Disposals Report) to this report, be noted.
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 Museums Association Code of Ethics.

Portfolio Holder(s):	Cllr Andy Martin, Portfolio Holder for Communications, Customers and Culture
Corporate Director	Jess Gibbons, Chief Operations Officer
Report Authors	Duncan Walker, Curator Sarah Newman, Museum Manager
Wards	Not applicable
Classification	For Decision and 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.

Acquisitions and Loans

2. The latest acquisitions to the Collections and loans are listed in Appendix 1 for the agreement of the Committee.

Disposals

3. There are no disposals to present to the Committee on this occasion.

Options Appraisal

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

Summary of financial implications

5. 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.
6. 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.
7. 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

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

Summary of human resource implications

9. N/A

Summary of sustainability implications

10. N/A

Summary of public health implications

11. N/A

Summary of equality implications

12. N/A

Summary of risk assessment

13. N/A

14. 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

Appendix 1 - Acquisitions, Loans and Disposals 1 April – 30 September 2023

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Appendix 1
Russell-Cotes Art Gallery & Museum
Management Committee 30 October 2023
Acquisitions, Loans and Disposals Report

Acquisitions for the Collections
1 April 2023 – 30 September 2023

Donor / Method of Acquisition	Material	Date of Acquisition
Gift of Mary Plank	Group portrait photograph of the artist Lucy Kemp-Welch (1869-1958) and her staff and students at the Bushey Art School, Hertfordshire, dated to 1905-1914.	24.5.2023
Gift of Dave Rusling	Three photographs showing the kitchen staff at the Royal Bath Hotel, 1930s-1950s. Two of the images show the original John Thomas decorative wall murals commissioned by the Russell-Cotes'.	28.6.2023
Bequest of Julia Frances Stallard	Print titled 'Two White Peacocks' by Jessie Arms Botke (1883-1971)	28.9.2023

Loans from the Russell-Cotes to other Galleries and Museums

Note - Missing visitor figures for RCAGM loans out from the previous report are as follows:

- The Sainsbury Centre for Visual Arts (University of East Anglia, Norwich) 'Visions of Ancient Egypt' exhibition 3.9.2022-1.1.2023 = 9,003
- William Morris Gallery (London) 'The Legend of King Arthur and the Pre-Raphaelites' 8.10.2022-28.1.2023 = 19,202
- Henry Moore Institute (Leeds) 'The Art of Anxiety: Sculpture and Colour in Victorian Britain' 25.11.2022-26.2.2023 = 25,076

Completed				
Borrower	Exhibition	Dates	Item(s) borrowed	Visitor numbers
Pallant House Gallery (Chichester)	'Sussex Landscape: Chalk, Wood and Water'	12.11.2022-23.4.2023	00835 'The South Downs near Eastbourne' by Edward Reginald Frampton	41,037
Hamburg Kunsthalle (Germany)	'Femme Fatale: Gaze – Power – Gender'	9.12.2022 – 10.4.2023	00515 'An Incantation' by John Collier	90,444
The Laing Art Gallery (Newcastle)	'Visions of Ancient Egypt'	28.1.2023-29.4.2023	SC3 'Cleopatra' by Eugenio Lombardi, RC823 Wedgwood 'Bat' vase, RC814 Wedgwood 'Crocodile' sugar bowl, 01350 'Alethe' by Edwin Long RA, 00908 'Subsiding of the Nile' by Frederick Goodall RA, RC232 Egyptian Necklace	6,631
Kunsthalle Munchen (Germany)	'Flowers Forever. Flowers in Art and Culture'	3.2.2023-9.7.2023	01897 'Venus Verticordia' by D.G. Rossetti	350,000
Falmouth Art Gallery, Tullie House Museum and Art Gallery (Carlisle)	'The Legend of King Arthur and the Pre-Raphaelites'	4.2.2023 – 30.9.2023	00572, 00574-00580 Nine watercolour illustrations by Walter Crane for the book 'King Arthur's Knights: The Tales Retold for Boys and Girls' by Henry Gilbert, 1911. 07851 Book 'King Arthur's Knights: The Tales Retold for Boys and Girls' by Henry Gilbert, 1911. 00299 'Study for King Arthur' by Herbert Bone	12,211 (Tullie House) 27, 496 (Falmouth)
Museo d'Arte Moderna e Contemporanea di Casa Cavazzini (Italy)	'Together'	18.2.2023-16.7.2023	02734 'The Annunciation' by Simeon Solomon 01631 'War Profiteers' Christopher Richard Wynne Nevinson	27,332

Southampton City Art Gallery	'Telling Tales: The Story of Narrative Art'	9.3.2023-22.9.2023	00782 'Venetian Vegetable Stall' by Giacomo Favretto 01305 'Sally in Our Alley' by George Dunlop Leslie 01304 'Mollie' by George Dunlop Leslie 00753 'Mischief' by Frederick William Elwell 01870 'Tick-Tick' by Briton Riviere 01125 'The Dogs Home' by Walter Hunt 00969 'The Thief' by Clementina Hull 00521 'Children Playing with Puppies' by William Collins 00544 'The Dunce' by Harold Copping 00112 'Always Welcome' by Laura Alma Tadema 01503 'An Artless Tale' by Thomas McEwan 00606 'The Scrapbook' by Frank Dadd 00751 'A Tempting Bait' by Arthur John Elsey 01224 'Her First Love' by George Sheridan Knowles 01244 'Judith' by Charles Landelle 01168 'The King's Drum' by George William Joy	15,199
Current				
Borrower	Exhibition	Dates	Item(s) Borrowed	
Red House Museum & Gardens, (Christchurch)	'John Andrew: A Life in Letters'	29.7.2023-15.10.2023	T8.6.2012.10 Stone plaque by John Andrew	

Casa delle Esposizioni of Illegio (Italy)	'Flesh'	21.5.2023-22.10.2023	00718 'Life' by Charles Dugdale 01968 'Jezebel' by John Byam Shaw 01245 'La Sirene' by Charles Landelle 02313 'Sunlight Nude' by George Spencer Watson
National Horse Racing Museum (Newmarket)	'In Her Own Voice: The Art of Lucy Kemp-Welch (1869-1958)'	21.10.2023-25.2.2024	01178 'Gypsy Horse Drovers' by Lucy Kemp-Welch 01174 'Study for Gypsy Horse Drovers' by Lucy Kemp-Welch 01174 'The Sport of Imperial Rome' by Lucy Kemp-Welch
Future			
Borrower	Exhibition	Dates	Item(s) Borrowed
British Museum	'Burma and Myanmar: A History in Objects'	2.11.2023-11.2.2024	T11.7.2005.15 Mirrored glass Buddhist shrine
Musei di San Domenico (Italy)	'Pre-Raphaelites: A Modern Renaissance'	23.2.2024-30.6.2024	02734 'The Annunciation' by Simeon Solomon 02039a 'Love Betrayed' by John Roddam Spencer Stanhope 00895 'Italian Girl's Head' by John William Godward 01891 'King Ahab's Coveting' by Thomas Matthews Rooke 00665 'Aurora Triumphans' by Evelyn De Morgan 00360 'If I Had That Little Head' by Eleanor Fortescue-Brickdale 00535 'Maria Virgo' by May Cooksey
Musée des Beaux-Arts, Rouen (France)	'Whistler and Europe: The Butterfly Effect'	24.5.2024-22.9.2024	2001.35 (copy of) 'Arrangement in Grey and Black, No. 2: Portrait of Thomas Carlyle' by John Singer Sergeant

Disposals from the Russell-Cotes Collection

Currently there are no disposals from the Russell-Cotes Collection to present to the Management Committee. Work is ongoing and material will be presented at the next meeting.

RUSSELL COTES ART GALLERY AND MUSEUM MANAGEMENT COMMITTEE



Report subject	Update on 'Repair and Renewal' Project funded by ACE MEND for restoration of Conservatory and environmental plant
Meeting date	30 October 2023
Status	Public Report
Executive summary	<p>The Arts Council England (ACE) Museums Estates Development (MEND) funded project (£974,000) to support the backlog of maintenance issues at the Russell-Cotes is progressing as follows:</p> <ul style="list-style-type: none"> • Replacement of environmental plant and machinery has been completed or commissioned. <ul style="list-style-type: none"> ○ Phase 1 of the replacement of all mechanical plant for the boilers and air handling units in the historic house have been completed and commissioned. Temporary air handling has been supplied to the Galleries to maintain environmental conditions for GIS. ○ Phase 2 replacing the Air Handling units for the Galleries started on 16 October 2023. ○ Phase 3 replacing plant in the Modern Wing will start in January 2024 and require the closure of the Museum for 4 weeks. • The tenders for the restoration of the Conservatory are under consideration. However, the tenders are significantly higher (£100,000) than budgeted and the project cannot continue without reallocation of budget. • Drainage work on the party drains has been carried out in the Royal Bath Hotel by Wessex Water and has been successful so far. • CCTV work has yet to be commissioned.
Recommendations	<p>It is RECOMMENDED that:</p> <p>The Management Committee reviews the report and agrees to pause further work on drainage and CCTV in order to focus all available funds on the restoration of the conservatory, which</p>

	<p>is the priority, given its condition and importance and to ensure the retention of the ACE MEND funding.</p> <p>The Management Committee agrees to increase the project funding to £1,015,000 by utilizing £41,000 of additional funding from an insurance claim, fundraising and reserves.</p>
Reason for recommendations	<p>The Management Committee is responsible for the oversight of the Russell-Cotes and is required by ACE to monitor progress of the MEND project. The refurbishment of the Conservatory, an intrinsic and iconic part of this heritage asset (Grade 2*), is paramount. It has been leaking and subsiding for many years and remains at high risk of catastrophic collapse.</p> <p>The additional funding required (£41,000) is available from:</p> <ul style="list-style-type: none"> • £15,000 an historic insurance claim on the conservatory • £3,000 existing public fundraising • £23,000 restricted reserves. <p>CCTV and drainage are small-scale, discrete projects which can be resumed at a later date.</p> <p>This is a rare opportunity to ensure the conservatory's survival and failure to do so risks reputational damage.</p>
Portfolio Holder(s):	Cllr Andy Martin, Portfolio Holder for Communication, Culture and Customers
Corporate Director	Jess Gibbons, Chief Operations Officer
Report Authors	<p>Matti Raudsepp, Service Director, Customer, Arts and Estates</p> <p>Michael Spender, Head of Culture</p> <p>Sarah Newman, Museum Manager</p>
Wards	Not applicable
Classification	For Update and Decision

Background

1. The Russell-Cotes received a grant of £518,000 from ACE MEND fund to deliver a defined programme of maintenance work, which must be capitalised on the balance sheet. Together with funding from donations, uncompleted insurance claims, CIL and BCP Council borrowing, this project has a total budget of £988,000.
2. The project started on 1 July 2022 and was due for completion by 31 March 2023. Philip Hughes Associates were appointed Lead Designers, with Martin Thomas Associates sub-contracted to design the replacement of the Air Handling Units, Watertite as principal contractor and AK Controls for the electronic controls.

3. There are four elements:
 - renew end-of-life plant to provide appropriate environmental conditions whilst reducing reliance on fossil fuels and energy costs.
 - Restore the dilapidated conservatory.
 - Improve drainage to stop foul water in the garden.
 - increase CCTV coverage.
4. The work has been phased to limit the impact on the Museum, by enabling it to continue to fulfil its GIS requirements for environmental control when needed and shut for as short a period as possible, at the quietest time of year, thus limiting its impact on visitors and income.
5. The project timetable has slipped very significantly. It should have been completed by the end of March 2023, but this is now more likely to be summer 2024. ACE is aware of the slippage.

Renewal of Environmental Plant and Machinery

Phase 1

6. Phase 1 of the replacement of the environmental plant has been completed. This has included:
7. The refurbishment of Plant Rooms 1 and 2 which manage the environment in the historic house ie
 - a. Replacement of Air Handling Units within existing housings
 - b. Replacement of Air Conditioning units
 - c. Installation of VAV boxes to manage the environment through air flow
 - d. Replacement of all duct work
 - e. Replacement of all boilers
 - f. New sensors
 - g. Additional fire and smoke protection through the fitting of dampers on the ducts and fire stopping the ceilings and walls.
 - h. Test and commission
8. The temporary placement and reconnection of the air conditioning units for Galleries I-IV to ensure that environmental controls were still sufficient to meet the requirements of GIS (Government Indemnity Standard), which provided indemnity for the '**In her Own Voice: The Art of Lucy Kemp-Welch**' in Galleries III and IV for April – October.
9. Planning permission and Listed Building Consent (LBC) has been secured for the necessary elements – the new flue and enclosure for the external air conditioning units and louvres on the side of Modern Wing for ventilation.
10. Phase 1 started in March 2023 and was due to be completed by mid May, however it has taken very significantly longer and was not completed until September. This was due to taking a once-in-a-generation opportunity to include additional fire and

smoke protection by adding dampers and fire stopping to give further protection to the Museum and its collections.

11. At the beginning of the project we had an unseasonably cold March and April and there was no heating in the building, so it was exceptionally cold for staff, volunteers and visitors. This was a particular problem in the Galleries where the only mechanism to maintain humidity levels for GIS was through cooling. It was like being in a refrigerator at times. It was particularly tough for volunteers who were required to steward the exhibition for long periods. We hired heaters, bought blankets for staff, volunteers and visitors and we brought in paid staff to steward the exhibition as we could not retain volunteers.
12. Until the commissioning of the new plant, the environmental conditions in the Museum have essentially mirrored the outside environment, which was a risk for our collection and obviously continued for longer than anticipated.
13. We messaged the issues to the general public on site and online, particularly the potential for noise and the cold, and we provided shawls/blankets in the house and café. We had a few comments, but no complaints. In fact, the public were pleased to see some investment being made into the Museum. We generated an additional £1,118 for the project during this period from donations.

Phase 2

14. Completing the refurbishment of Plant Room 3 which manages the environment in Galleries I-IV. To ensure we could maintain GIS in Galleries III and IV as required during the Lucy Kemp-Welch exhibition, the condenser was moved to a temporary position and reconnected, but there was no heating.
15. From 16 October, the condenser will be removed, the plant room stripped out and new equipment will be installed (with the exception of the casing for the Air Handling Unit). New ducting and controls will be installed and the work tested and commissioned.
16. It is anticipated that this phase will be completed in 5 weeks.

Phase 3

17. This phase will see the replacement of the equipment in the plant room in the loft space above the café. It will take the month of January. This will require the museum to be closed for the entire period, because it will not be safe for staff or visitors to be in the café area, which is the main entrance into the Museum. The museum is normally closed for 2 weeks at this time for conservation (particularly sacrificial floor polishing), so this will see an extension to that closure but is unavoidable.
18. The replacement equipment is not a like for like replacement. It is not designed to deliver a museum quality environment with close control of temperature and humidity, rather it will provide an environment designed to provide visitor comfort throughout the building and thus require less energy.

Conservatory Repairs

19. Philip Hughes Associates prepared a specification for the repair work required. Three tenders were submitted and the selection process is being undertaken by Building Services under the Council's procurement requirements. Again this is very significantly delayed.

Drainage

20. The foul water pooling by the front door has been a problem for many years. Surveys have been done of potential work. However, Wessex Water have also jetted the party drains in the Royal Bath Hotel garden, as their responsibility, and this seems to have had a positive impact and will be monitored in the future.

CCTV

21. An investment in CCTV to further protect from lead theft has yet to be actioned.

Budget

22. The Conservatory tenders have come in more than £100,000 above budget because of the delay, inflation and complexity of this project.
23. Agreement is being sought to pause the drainage improvements and additional CCTV investment, and utilise any underspend and contingency in order to reallocate funding to the Conservatory as this is by far the most urgent and critical work of this project, as it has long been at risk of catastrophic failure.
24. This still leaves a shortfall so an additional £41,000 is therefore being sought from our restricted Conservatory fundraising, reserves and as yet unused insurance payout from 2020. This figure retains an allowance for 10% contingency on un-commissioned aspects of the project.

Reporting to the Arts Council England (ACE)/Department for Culture, Media and Sport (DCMS)

25. The first report on the project was submitted to ACE in June 2023. Revised cashflow, timetables, expenditure, planning permission, Listed building consent etc has been submitted and approved. The second instalment of the grant has been released. So far £310,679 has been received from the Arts Council.
26. DCMS has selected the Russell-Cotes' project to be one of 13 case studies across the UK to evaluate the MEND Project. A meeting will take place in October/November with Museum and Building Services staff.

Issue Arising from the Work to Date

27. The new environmental system is functioning well, but will require a period of up to a year of testing and adjustments. Ultimately control will be given to Russell-Cotes staff so that we can manage the system to optimise performance and/or energy saving as we see fit.
28. There is a particular challenge in the Dining Room because of its location, air supply and return ducts. We are tweaking the system and introducing other measures (closing doors, additional dehumidifiers, changes to airflow) to reduce the energy required to deliver acceptable conditions in this and connected spaces. This is being monitored closely by staff and engineers at BCP and specialists from MTA Associates and AK Controls to better understand what is going on and trial different measures.

Options Appraisal

29. The Russell-Cotes could opt not to meet the £41,000 shortfall needed to restore the Conservatory, as the cost has gone over budget, but it would then have to repay the allocated c.£200,000 grant back to the Arts Council MEND Fund. BCP Council would still be left with the issue of restoring a Grade 2* listed Conservatory at risk of

catastrophic failure, which was earmarked for repair in 2012. Over the last 10 years the Council has not been able to find the resources needed to refurbish the Conservatory. It is extremely unlikely that any other source of funding would be found in the foreseeable future and £33,000 has already been raised by donations from the public to support this project. The collapse of the Conservatory would risk the loss of an irrecoverable cultural asset and has potential to cause injury and to close the Museum's visitor offer, with its associated income. It would also risk huge reputational damage for its failure to protect the heritage in its direct care.

Summary of financial implications

30. By halting the CCTV (£12,300) and drainage works (£24,793.50), as well as additional work on the kitchen air conditioning (£10,000), the Project can reduce the budgeted overspend to £41,000.
- a. The Conservatory refurbishment Fund continues to raise money and currently holds c.£33,000 although only £30,000 has so far been allocated to this project.
 - b. There is an unused insurance claim of £15,000 for repairs to the conservatory from February 2020 which has been allocated to this project.
 - c. The Russell-Cotes has £110,000 allocated to supporting building maintenance in its reserve. This will adequately cover the remaining £23,000 overspend.

There is still an element for contingency.

Summary of legal implications

31. BCP Council is the sole Trustee for the Russell-Cotes charity and is legally required to act in the best interests of the charity in its management of the Museum.

Summary of human resources implications

32. N/A

Summary of sustainability impact

33. N/A

Summary of public health implications

34. N/A

Summary of equality implications

35. N/A

Summary of risk assessment

36. n/A

Background papers

None.

Appendices

There are no appendices to this report.

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