

**Cheltenham Borough Council**  
**Social & Community Overview & Scrutiny Committee**  
**9<sup>th</sup> July 2007 6.00pm**  
**Update on the Progress of the Art Gallery & Museum**  
**Development Scheme**

**Report of the Museum & Arts Manager**

**1. Executive Summary and recommendation**

**1.1 The issue**

- 1.1.1** Cabinet approved a progress report regarding the Art Gallery & Museum Development Scheme on 17<sup>th</sup> April 2007, which included supporting the submission of the Stage 1 Heritage Lottery Fund application and approved representation on the Art Gallery & Museum Development Scheme Steering Committee by the Cabinet Member for Arts & Culture.

**1.2 I therefore recommend that this report be noted**

**1.3 Summary of implications**

**1.3.1 Financial**

Funding for the RIBA competition of £30,000 was approved at the council meeting of 9 February 2007, met from the Local Authority Business Growth Incentive award for 2006/07. A funding strategy and analysis of future running costs and revenue schemes will be undertaken as part of the options appraisal stage. The council has £500,000 set aside from the sale of the Axiom towards this scheme.

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### **1.3.2 Legal**

There are no legal implications arising directly from this progress report, although Legal Services Practice will be working closely with the Museum and Arts Manager on various property and contractual aspects of the scheme. The procurement of the building design mentioned in paragraph 4.1.3 is already the subject of a contract being negotiated between the Council and the Royal Institute of British Architects.

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### **1.3.3. Human Resources**

No direct HR implications arising from this report at this stage.

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## **1.4 Implications on corporate and community plan priorities**

**1.4.1** The delivery of an investment development programme for the Art Gallery & Museum is a key action point in the 2007/08 business plan.

## **1.5 Statement on Risk**

**1.5.1** The redevelopment plans for the Art Gallery & Museum will be identified within the 2007/08 corporate risk register. A detailed risk assessment will form part of the HLF Stage 1 submission.

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## **2. Introduction**

**2.1** The council appointed the specialist arts advisory company, David Pratley Associates (DPA) to undertake a cultural review on behalf of the Arts Council England in April 2005. The review was guided by a consultative steering group, including councillors, officers, Cheltenham Festivals, other art groups (both professional and amateur) and Arts Council England, South West. The final report and the recommendations were approved by Cabinet In March 2006, with the full support of the consultative groups

**2.2** DPA were tasked with providing views on the viability of the Art Gallery & Museum's redevelopment plan – in connection to the 2004 scoping study by Peter Yiangou Associates – and to ascertain the present position of the Heritage Lottery Fund (HLF). The report recommended that a revised capital scheme for the Art Gallery & Museum should be developed and a fundraising campaign launched to fund the scheme.

**2.3** The DPA report further stated that a scheme could be devised to meet the Art Gallery & Museum's key objectives, for a sum of up to £4m. It would involve the sale of No. 51 Clarence Street for development, the demolition and replacement

of Nos. 53 and 55 (with an additional floor), together with the cottages on Chester Walk, and some works to the 1989 extension. The scheme will provide the following key benefits:

- A temporary exhibitions gallery from 150sq.m.
- A café on the ground floor – visible and accessible from the street
- An enlarged shop – adjacent to the café
- More effective education and outreach facilities, including an activity room
- A studio for artist residencies
- Improved storage and collections access
- DDA compliance
- Contribution to the Civic Pride agenda

**2.4** With regards to the implementation stage, the Cultural Review put forward a two phase plan, to include: a stage 1 application to HLF, the commissioning of an updated fundraising report, an investigation into the issues of off-site storage, engagement with the Friends, and a revision of the Peter Yiangou Associates (PYA) sketch scheme and capital costs.

### **3. Progress Report**

**3.1** Since taking up my appointment in June 2006, the following has been achieved:

#### **3.1.1. The commissioning of an updated Fundraising Study**

The Factory were commissioned in October 2006, to undertake a study of potential financial support, and to compile a written report as a result of that research. The study is now complete, and provides an overview of the potential fundraising market, as well as providing research into prospective funders. In addition to the study, we have also recruited a part-time fundraising officer. This has been the second report carried out by the Factory for the Art Gallery & Museum – the first one was commissioned in 1997. However, this study differs from the earlier report, in that it includes a ready-made prospect pool, which will enable the new funding officer to 'hit the ground running' with live prospects.

#### **3.1.2 Revision of the PYA sketch scheme and capital costs**

Since September 2006, a period of research has taken place with regards to the previous scheme developed by PYA. The option two scheme is currently being favoured – in line with the DPA Report – but with the added dimension of developing and designing the new scheme in an environmentally-friendly and innovative way, for example, with construction from natural and reclaimed materials, together with a combination of on-site and off-site renewable energy sources. It is hoped that by using a more holistic, sustainable lifestyle approach to the re-development, we can not only create a high energy efficient building, but also link into the Arts & Crafts Movement, through its social and moral beliefs in the rejection of materialism and the encouragement of individuals to

take responsibility for the environment. A decision has also been made to run the procurement for the building design as an open competition with the Royal Institution of British Architects (RIBA), which offers the potential of internationally raising the profile of the Art Gallery & Museum during this, our Centenary year.

### **3.1.3 Contact with HLF South West Regional Office**

Contact has been made with HLF South West in September 2006 and more recently in January 2007. The aim of the meeting in September was to discuss a pre-application bid, prior to a first stage proposal, and to also talk through the availability of funding – in the light of the London Olympics. The issue of funding for a county-wide off-site storage scheme was also raised – and feedback was very positive. With reference to the DPA Report, it is proposed to apply for a heritage grant of £1.25m.

### **3.1.4 Pursuing the issues of offsite storage and archaeological archive**

To address the subject of off-site storage, a county-wide approach is being discussed with Senior Gloucestershire Museum Officers. Since December 2006, two meetings have been convened to discuss pertinent issues including: current and future storage requirements for each district museum service and feasibility research into a combined off-site facility.

### **3.1.5 Involving Friends organisation at an early stage**

The Friends of Cheltenham Art Gallery & Museum are a strong source of support to the Art Gallery & Museum. They have given funding for exhibitions – for example £5,000 in 2006. The Friends have a luncheon club which meets approximately every two months, they also hold quarterly committee meetings - which are attended by the Museum & Arts Manager and a staff team representative. The Friends have specifically offered their support towards the Development fundraising campaign through the creation of a fundraising sub-committee – which will report directly into the Art Gallery & Museum's Fundraising Working Group. They have also had an input into the Fundraising Study.

### **3.1.6 Enhanced Two Tier Working**

With the fresh drive for shared services/joint working opportunities, and the creation of the Joint Improvement Board, a new approach had been made to the County Council, regarding the potential of a joint scheme with the County Library Service. A positive response has been received to our approach, although, at this stage the full details are unknown. It is important to note that plans for a single scheme continue to be progressed.

## **4. Key Milestones**

### **4.1** The key milestones over the next 12 months are summarised in Appendix A and fall into two phases, as follows:

#### Phase 1

- Launch of the Fundraising Campaign with links to our Centenary Celebrations and the launch of the RIBA Open Competition

- Launch of the RIBA Open Competition, including preparation of options appraisal
- Public consultation through face-to-face and web site-based surveys, of visitors and non-visitors regarding the Development Scheme proposals – with particular reference to the temporary exhibitions programme
- Creation and start-up of the Development Steering Committee and Building Design / Fundraising / Communications Working Groups. (Appendix B)

## Phase 2

- HLF Phase 1 & 2 bid submission, to include a business plan, options appraisal, feasibility study, training plan and public consultation.

- 4.2** The RIBA Competitions Office has a vast experience of organising bespoke architectural competitions which encourage excellence in design, offer value for money, and are run smoothly from inception through to the selection of a winning design or architect team. The reasons for using this type of competitive process, is to ensure that we not only find the right architect / design scheme for the project, but more importantly, this form of competition will offer a process for public consultation – which will be crucial in gaining ‘public buy-in’, and subsequently raising the profile of the Art Gallery & Museum for the fundraising campaign.
- 4.3** In recent talks with the HLF we were advised to delay the submission of Phase 1 – originally scheduled for January 2007 – to later in the year, probably June to September 2007. This will allow more time to gather further support for the project, through the launch of the Fundraising Campaign and Development Steering Committee / Working Groups, and to also increase staffing capacity, with the appointment of the Funding Officer – due to start in early April 2007.

## **5. Update since April 2007**

- 5.1** The RIBA Competition was launched on Friday 22<sup>nd</sup> June, with a specially designed website at [www.cheltenhamartgallery.org.uk/buildingforanewfuture](http://www.cheltenhamartgallery.org.uk/buildingforanewfuture) - the site has links from the main Art Gallery & Museum website and the RIBA Competitions Office at [riba.competitions@inst.riba.org](mailto:riba.competitions@inst.riba.org) – press releases have been sent to all major architectural publications and it has also been advertised within the European Union, in conjunction with the OJEU notice. The RIBA Competitions Office have reported a good response so far to the competition.
- 5.2** Since the appointment of the Fundraising Officer, a strategy is being developed, including further research into the best means of implementing the Fundraising Campaign, for example, the raising of significant funds (up to £1 million) from trusts and foundations. The findings indicate that this major aspect of the Campaign is unlikely to succeed without the establishment of a Development Trust. The Trust would act as the legal vehicle in applying for and acting as custodian for grants and donations from trusts, foundations and individuals. The proposed model would be established following Charity Commission guidelines. It would be a registered charity, based upon recommended models of best practice amongst other local authority controlled museums and galleries who have also created Trusts. In the past several trust grants intended for the Art Gallery & Museum were made through the intermediary of the Friends of Cheltenham Art Gallery & Museum, which is a

registered charity. However, in consultation with the Executive of the Friends, it is felt not to be appropriate to use the Friends in this instance, based on the complexity of the Fundraising Campaign and on the amount to be raised for the Development – although they will have an involvement with the public fundraising campaign at a later date. A report is being taken to Cabinet on 3<sup>rd</sup> July, regarding the establishment of a constitution and other relevant arrangements, including the establishment of a bank account and the appointment of initial Trustees of the Development Trust.

- 5.3 A pre-application has been sent through to the HLF. We will be submitting a bid for £1.25 million and Phase 1 will be ready for September. An application has also gone through to the Carbon Trust for the funding of a consultant as an advisor on the Development Building Design Group.
- 5.4 Work has begun on the public consultation with reference to face-to-face and website-based surveys of visitors, non-visitors and stakeholders regarding the Development Scheme proposals - these will commence from July through to September.
- 5.5 We are currently researching the development of a public relations campaign for the Development Scheme – a first step has been to design a slogan for the Scheme, which has been used for the RIBA Competition and will subsequently be used for further promotional material: **Building for a New Future: A sustainable development for Cheltenham Art Gallery & Museum.**

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<b>Background Papers</b>	Cabinet Reports 28 <sup>th</sup> : AG&M 11 February 2003, Cultural Review March 2006
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