

Cheltenham Borough Council
Cabinet – 17 September 2013
Re-branding Cheltenham Art Gallery & Museum

Accountable member	Councillor Rowena Hay, Cabinet Member for Sport & Culture
Accountable officer	Sonia Phillips, Director of Wellbeing & Culture
Ward(s) affected	Lansdown
Key Decision	No
Executive summary	<p>This report sets out the basis on which the Cheltenham Art Gallery & Museum is re-branded following 18 months closure and the completion of the multi-million pound redevelopment project of the building.</p> <p>As part of the re-launch of the refurbished and extended Cheltenham Art Gallery & Museum a piece of work has been done to develop a new identity and image. The work was based on the outcome of a perceptions audit, which included consultation with internal and external key stakeholders, and which recommended that the re-opening provided a major opportunity for the Art Gallery & Museum to be re-branded. This report was finalised for publication pending the wider public feedback referred to in paragraph 2.4 and Members will be advised of that feedback and the recommended branding at the Cabinet meeting.</p>
Recommendation	That Cabinet approves the re-branding of the Cheltenham Art Gallery & Museum.

Financial implications	<p>Costs contained within Art Gallery & Museum Development Scheme project budgets and ongoing revenue budgets.</p> <p>Contact officer: Paul Jones, paul.jones@cheltenham.gov.uk, 01242 775154</p>
Legal implications	<p>None directly arising from the recommendation.</p> <p>Contact officer: peter.lewis@tewkesbury.gov.uk, 01684 272012</p>
HR implications (including learning and organisational development)	<p>No direct HR implications in this report</p> <p>Contact officer: Donna Sheffield, donna.sheffield@cheltenham.gov.uk, 01242 774972</p>

Key risks	As set out within Appendix 1
Corporate and community plan Implications	The re-opening of the Art Gallery & Museum Redevelopment Project is specifically identified within the 2013/14 Corporate Strategy and contributes to the delivery of the arts and culture outcome : Arts and culture are used as a means to strengthen communities, strengthen the economy and enhance and protect our environment
Environmental and climate change implications	None as a direct result of this report

1. Background

- 1.1** The Cheltenham Art Gallery & Museum will re-open to the public on 5th October 2013 following its closure in April 2011 and the completion of the £5.9m redevelopment project.
- 1.2** As part of the project a perceptions audit was commissioned which included consultation with key internal and external stakeholders including CAGM Friends; Cheltenham Chamber of Commerce; Cheltenham Festivals; Cotswolds Attractions Group; Oakwood Children's Centre; The Everyman Theatre; Young People's group and an independent media consultant.
- 1.3** The consultation work involved stakeholders considering the following key aspects of the existing brand and image of the Cheltenham Art Gallery & Museum:
- profile and positioning
 - brand values
 - personality
 - ethos and distinctiveness
 - audiences / participants, experiences
- 1.4** The overriding feedback from the stakeholders and the recommendation from the perception audit was that a new brand was sought in order to fully maximise the impact of the re-opening of the Cheltenham Art Gallery & Museum. The concept of creating a new brand for the Cheltenham Art Gallery & Museum was also supported by key partners of the Development Project: Heritage Lottery Fund, the Summerfield Trust, and Gloucestershire University.
- 1.5** As a result, the Council procured the services of a creative design company, who were commissioned to consider the findings of the perception audit and, as appropriate put forward a number of options for consideration for the re-branding campaign.

2. Re-Branding Options

- 2.1** Arthur Sheene Horne Adamson Ltd (ASHA) were appointed to undertake the work on the basis that the brand and image proposals put forward portrayed the range of cultural activities and opportunities that the Cheltenham Art Gallery & Museum provides to the community and which, importantly reflected the heritage and history of the building.
- 2.2** On 12th August 2013 ASHA presented three brand options to the Cabinet Member Sport & Culture,

and Executive officers. Whilst the Cheltenham Art Gallery & Museum would retain the descriptive name, each of the brand options put forward carried a fresh, strong and modern image which, ASHA considered would very much maximise the marketing potential that the opening of the new Cheltenham Art Gallery & Museum will create. The three options presented were as follows:

- C-MAG – the brand image depicts the acronym of the Cheltenham Art Gallery & Museum but in a different format : Cheltenham Museum & Art Gallery
- 51 – the brand image depicts the street number on Clarence Street where the Cheltenham Art Gallery & Museum is sited.
- The Wilson – the brand image depicts the name of Edward Wilson, the scientific explorer, born in Cheltenham who died in the British Antarctica Expedition with Captain Scott, and whose father opened the Cheltenham Art Gallery & Museum in 1907

- 2.3 As a result of the presentation, ASHA recommended that the Wilson is used as the brand image going forward. However, before adopting this it was agreed that a further presentation with wider external stakeholders should be arranged to include the Friends of the Art Gallery & Museum, the Gloucestershire Guild, Cheltenham Festivals as well as staff members and Cabinet Members, which was held on August 20th.
- 2.4 In addition, the importance of engaging with the wider community and the public was recognised, Therefore before the final decision is made by Cabinet engagement with public has been sought. An media briefing was held on September 5th, with the press encouraging the public to comment and provide feedback on the proposal.

3 Reasons for recommendations

3.1 As set out in the report

4 Consultation and feedback

4.3 As set out in the report

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Appendices	1. Risk Assessment
Background information	1. Cabinet Report Art Gallery & Museum Development Scheme April 2007.

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likelihood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
1.0	If the Cheltenham Art Gallery & Museum is not re-branded then it may not maximise its full potential as a newly opened cultural venue.	SP	30.08.13	3	2	6	Reduce	Re-brand the new AG&M	05.10.13	JL	
2.0	If the Cheltenham Art Gallery & Museum is not re-branded then the Council may receive negative comments from key stakeholders involved with the perceptions audit.	SP	30.08.13	3	2	6	Reduce	Re-brand the new AG&M	05.10.12	JL	
<p>Explanatory notes</p> <p>Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)</p> <p>Likelihood – how likely is it that the risk will occur on a scale of 1-6 (1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)</p> <p>Control - Either: Reduce / Accept / Transfer to 3rd party / Close</p>											

Guidance

Types of risks could include the following:

- Potential reputation risks from the decision in terms of bad publicity, impact on the community or on partners;
- Financial risks associated with the decision;
- Political risks that the decision might not have cross-party support;
- Environmental risks associated with the decision;
- Potential adverse equality impacts from the decision;
- Capacity risks in terms of the ability of the organisation to ensure the effective delivery of the decision
- Legal risks arising from the decision

Remember to highlight risks which may impact on the strategy and actions which are being followed to deliver the objectives, so that members can identify the need to review objectives, options and decisions on a timely basis should these risks arise.

Risk ref

If the risk is already recorded, note either the corporate risk register or TEN reference

Risk Description

Please use “If xx happens then xx will be the consequence” (cause and effect). For example “If the council’s business continuity planning does not deliver effective responses to the predicted flu pandemic then council services will be significantly impacted.”

Risk owner

Please identify the lead officer who has identified the risk and will be responsible for it.

Risk score

Impact on a scale from 1 to 5 multiplied by likelihood on a scale from 1 to 6. Please see risk [scorecard](#) for more information on how to score a risk

Control

Either: Reduce / Accept / Transfer to 3rd party / Close

Action

There are usually things the council can do to reduce either the likelihood or impact of the risk. Controls may already be in place, such as budget monitoring or new controls or actions may also be needed.

Responsible officer

Please identify the lead officer who will be responsible for the action to control the risk.

For further guidance, please refer to the [risk management policy](#)

Transferred to risk register

Please ensure that the risk is transferred to a live risk register. This could be a team, divisional or corporate risk register depending on the nature of the risk and what level of objective it is impacting on