

EXECUTIVE BOARD – 17 September 2019

Subject:	Expenditure of grant funds for the Wollaton Hall gallery refurbishment programme 2019-2023
Corporate Director(s)/Director(s):	Andy Vaughan, Corporate Director Commercial and Operations
Portfolio Holder(s):	Councillor David Trimble, Portfolio Holder Leisure, Culture and IT
Report author and contact details:	Rachael Evans, Museums Development Manager Tel: 0115 8762197 e: Rachael.Evans@nottinghamcity.gov.uk
Subject to call-in:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Key Decision:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Criteria for Key Decision:	
(a)	<input checked="" type="checkbox"/> Expenditure <input type="checkbox"/> Income <input type="checkbox"/> Savings of £1,000,000 or more taking account of the overall impact of the decision
and/or	
(b)	Significant impact on communities living or working in two or more wards in the City <input type="checkbox"/> Yes <input type="checkbox"/> No
Type of expenditure:	<input checked="" type="checkbox"/> Revenue <input checked="" type="checkbox"/> Capital
Total value of the decision:	£2,767,633
Wards affected:	All
Date of consultation with Portfolio Holder(s):	20 August 2019
Relevant Council Plan Key Theme:	
Strategic Regeneration and Development	<input type="checkbox"/>
Schools	<input type="checkbox"/>
Planning and Housing	<input type="checkbox"/>
Community Services	<input type="checkbox"/>
Energy, Sustainability and Customer	<input type="checkbox"/>
Jobs, Growth and Transport	<input type="checkbox"/>
Adults, Health and Community Sector	<input type="checkbox"/>
Children, Early Intervention and Early Years	<input type="checkbox"/>
Leisure and Culture	<input checked="" type="checkbox"/>
Resources and Neighbourhood Regeneration	<input type="checkbox"/>
Summary of issues (including benefits to citizens/service users):	
<p>The Museum Service has been incredibly successful in achieving support from grant giving organisations in order to develop the service as a world-class visitor attraction. Wollaton Hall will benefit greatly from this additional income levered in and the proposed project will support the site in becoming a self-sustainable attraction moving forward.</p> <p>The gallery refurbishment programme is a grant funded staged programme. Stage 1 is fully funded and therefore can be delivered imminently. Stages 2-4 will be delivered in turn once they too are fully funded by external grants.</p>	
Exempt information:	None
Recommendation(s):	
1	To delegate authority to the Director of Sports & Culture to accept grant awards totalling £2,086,091 for activities up to and including financial years 2021/22.
2	To approve submission of bids totalling £681, 542 for funding from The Wolfson Foundation and other grant giving organisations to fulfil the funding requirements for the Wollaton Hall

	gallery refurbishment project between now and 2023 and if successful to incur expenditure once grant funding has been secured.
3	To approve the following staged refurbishment programme at Wollaton Hall: Stage 1 (2019-2020) – refurbished Great Hall, front entrance, bird room and fish room. Stage 2 - refurbish the mineral gallery and insect gallery Stage 3 – refurbish the Willoughby Room and Natural Connections Stage 4 – refurbish the African Gallery.
4	To delegate authority to the Director of Sports & Culture to enter into contracts required to deliver the programme.
5	To approve the use of earmarked donations/reserves as match funding totalling £36,000 to deliver the Wollaton Hall gallery refurbishment programme and to approve subsequent drawdown of further donations to deliver the programme to meet the Council's match funding requirements.

1 REASONS FOR RECOMMENDATIONS

- 1.1 The gallery refurbishment programme at Wollaton Hall is necessary to improve the visitor offer and therefore increase visitor dwell time. This in turn will increase secondary spend. The additional income generated will enable the Museum Service to move towards becoming self-sustainable. Currently engagement with the history and natural history collections at Wollaton Hall is low. The average dwell time throughout the whole Hall is just 29 minutes.
- 1.2 An in-depth visitor consultation showed there is a confusion about the identity of the site. The stories about the history and natural history are confusing for visitors and need to be interpreted much more clearly. The project will strengthen the identity of Wollaton Hall.
- 1.3 The galleries are looking outdated and tired after achieving record numbers of visitors following the Heritage Lottery Fund funded external renovation programme in 2007.
- 1.4 The current galleries do not engage a diverse audience. To ensure the new galleries are accessible for all an Advisory Panel has been established with participation from over 25 representatives from communities. The panel and visitors will be consulted with during each stage to ensure the new galleries meet the needs of a diverse audience.
- 1.5 The gallery refurbishment programme will support a 400% increase in dwell time.
- 1.6 The increased commercial offer will include a more regular pop-up café in Wollaton Hall which will enable visitors to stay longer and support the increase of secondary income.
- 1.7 Consultation from 2014 to 2019 with current and potential visitors has shown that whilst Wollaton Hall is visited regularly by local communities there is much that needs to be done to improve it.

- 1.8 Funding has already been secured to deliver the four year Arts Council England's National Portfolio Organisation programme which includes the gallery refurbishment programme. Additional funding has also been secured from the Heritage Lottery Fund and FCC Communities Foundation which will enable Stage 1 of the gallery refurbishment programme to be delivered.

2 BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)

2.1 Natural History Collection

Wollaton Hall was purchased by Nottingham Corporation in 1924 to house the Natural History Collection. It opened its doors in 1926 as the Nottingham Natural History Museum. The collection of over 750,000 natural science objects has been peer reviewed by the National Natural History Museum as a collection of national significance. Currently the limited displays exhibit 1500 objects. The proposal is to make accessible over 15,000 objects and to alleviate confusion about the site with clear and accessible interpretation marrying both the history with the natural history.

2.2 Visitor Figures

In 2007 Wollaton Hall re-opened its doors following a major renovation programme, which focused primarily on necessary high level stonework repairs and the external spaces, funded by the Heritage Lottery Fund and the European Regional Development Fund. The site improvements caused visitor figures to rise substantially from 48,000 to over 300,000 in just 10 years. The increase has meant the current displays, some of which are several decades old, have had hefty usage and are in desperate need of updating.

2.3 Income Generation

In 2017 Wollaton Hall hosted a world exclusive exhibition 'Dinosaurs of China'. In 16 weeks over 130,000 visitors engaged with the exhibition. The increased engagement with the subject matter was reflected in the immediate increase in dwell time and income generation. It also had a wider impact on the local economy. The Scarborough Tourism Economic Activity Report 2017 revealed that Nottingham City showed the strongest visitor growth in the county with an increase in the value of tourism of £24 million. This was credited to Dinosaurs of China. The exhibition placed Wollaton Hall firmly on the global map as a centre of excellence for natural sciences. As such, it should remain a free resource for our local communities and therefore increasing secondary spend by improving the site offer is a necessity for the site to be sustainable.

2.4 Consultation

2.4.1 In-depth Interview-led questionnaires

The significant increase in footfall at Wollaton Hall prompted the Service to evaluate how the site currently engages visitors with its permanent galleries. In 2014 an in-depth interview-led gallery evaluation with over 450 visitors revealed that whilst the Hall is visited regularly there is much that needs to improve. Key points raised include:

- Average dwell time is less than 30 minutes.
- The current galleries look worn out and need updating to make them relevant and accessible. (Due to both the age of some galleries and the dramatic increase in footfall/usage)

- The galleries do not reflect the national importance of the natural history collection.
- The galleries do not engage visitors of all ages to participate and learn.
- There is confusion about the site, a lack of identity (corporate hire space or museum gallery?)

2.4.2 Project Lab

Various stakeholders have been consulted leading up to and supporting the process of developing the masterplan for Wollaton. This includes a Wollaton Hall Project Lab consultation phase whereby the following stakeholders were consulted with:

- 7 volunteers
- 11 university students
- 92 families
- 24 science technicians
- 47 teachers
- 20 head teachers
- 5 artists
- 17 adults
- 10 members of staff
- 111 school students
- 3 schools
- 4 museums
- 1 taxidermist
- 5 organisations (including My Sight Nottingham)
- 1 community group

2.4.3 Self-led Visitor Consultation

In 2019 further visitor consultation on site showed that 75% of visitors has come to the Hall specifically for natural history and saw the need for the refurbishment programme. 25% were more interested in the history. Both will be addressed coherently.

2.4.4 Advisory Panel

In 2019 an Advisory Panel was set up to act as an ongoing consultation panel for developments at Wollaton Hall to ensure the Museum Service meet the needs of all its visitors. The panel is made up of over 25 representatives from key organisations and communities including Autism East Midlands, My Sight, MESH, Disabled Employees Support Network, Ignite! and schools from across Nottingham.

2.5 National Portfolio Organisation

In 2018 the Museum Service was awarded National Portfolio Organisation status by Arts Council England leveraging in a grant of £1.8 million 2018-2022 to deliver the Museum Service business plan including the Wollaton Hall gallery refurbishment programme as an example of best practice and leadership in the sector.

2.6 Risk

Due to the staged nature of the proposed project the risk is mitigated. Each stage of the project will only go ahead once full costs are covered by secured external funding. Stage 1 has received full funding from Arts Council, Heritage Lottery Fund and FCC Communities Foundation. Therefore it is proposed that Stage 1 commences installation within the timeframe of the grant funding (2019-2020). 25% of funding is currently secured for stages 2-4 and the Service has been invited into stage 2 of the application process for a Wolfson Foundation grant. Stage 2 would commence once 100% of funding is secure.

3 OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

- 3.1 The principal alternative option would be to do nothing. This option was rejected as it would mean the exhibitions will continue to look outdated and dwell time will decrease further. Income generation will not increase and the sustainability of the site will be brought into question.

4 FINANCE COLLEAGUE COMMENTS (INCLUDING IMPLICATIONS AND VALUE FOR MONEY/VAT)

- 4.1 This decision seeks approval to accept Arts Council England National Portfolio Organisation grant totalling £1.865m. This is continuation ring-fenced funding for Nottingham City Council's Museums service following a successful bid. Within this funding envelope, £0.252m has been earmarked for the gallery refurbishment at Wollaton Hall.
- 4.2 This decision also seeks approval to accept grants awarded to the Council totalling £0.185m (£95k Heritage Lottery Fund and £90k FCC Communities Foundation). This funding has been awarded to contribute towards the gallery refurbishment at Wollaton Hall.
- 4.3 In order to lever in the grant funding, the Council will need to provide match funding. This will be achieved by using earmarked reserves held in the Council's accounts from donations. The balance on this reserve at 31 March 2019 was £36.3k. The Museums service are expected to continue to receive donations and these will remain earmarked for improvements at Wollaton Hall.
- 4.4 Appendix A shows a summary of the financial impact of this decision and all expenditure is required to be cashflowed to ensure it is in line with the receipt of the grants.
- 4.5 The Council's Museums service will be seeking further funding totalling £0.682m in order to complete the programme of works. As outlined in the report, expenditure will be phased in relation to funding secured and this will avoid an unfunded pressure. Corporately the Council cannot make available any match funding to lever in further external grant, therefore, if match funding is required this will need to be identified by the Service Area.
- 4.6 The Head of Service for Culture and Libraries will need to put measures in place to ensure compliance to each of the grant award conditions to avoid possible clawback of grant.
- 4.7 Subject to approval of this report, the Council's capital programme will need to be updated to include the Wollaton Hall gallery refurbishment project.

- 4.8 The Council has not elected the Wollaton Hall site as culturally exempt and due the capital works being in the gallery the Council will not incur any exempt income in relation to these works. Therefore, this project does not raise any Partial Exemption issues for the Council.

Maria Balchin, Senior Commercial Business Partner and Thomas Straw,
Senior Accountant (Capital Programmes) 23 August 2019

5 LEGAL AND PROCUREMENT COLLEAGUE COMMENTS (INCLUDING RISK MANAGEMENT ISSUES, AND LEGAL, CRIME AND DISORDER ACT AND PROCUREMENT IMPLICATIONS)

- 5.1 A suitable contractor will be procured in compliance with Contract Procedure Rules to carry out the works.

Jonathan Whitmarsh, Lead Procurement Officer, Procurement & Contracting
22 August 2019

6 STRATEGIC ASSETS & PROPERTY COLLEAGUE COMMENTS (FOR DECISIONS RELATING TO ALL PROPERTY ASSETS AND ASSOCIATED INFRASTRUCTURE)

- 6.1 There are no significant concerns with the decision being sought and Strategic Assets and Property are supportive of the project.

Jason Tyler (Property Business Partner) on 23 August 2019

7 SOCIAL VALUE CONSIDERATIONS

- 7.1 Social value will be taken into consideration during the procurement process for the fabrication and installation of the galleries.

8 REGARD TO THE NHS CONSTITUTION

- 8.1 Wollaton Hall Natural History Museum plays an important role in connecting people and nature. There is clear evidence that contact with nature has positive effects on people's physical and mental health.

- 8.2 Contact with nature has been shown to have lots of positive effects on people's health and fitness, lowering blood pressure and reducing recovery times from illness. It helps people cope with stress and maintain concentration, to have a positive outlook and to generally feel satisfied with life. (Natural England 2012)

- 8.3 Wollaton Hall Natural History Museum will help support the Nottingham Health and Well-being strategy action plan.

9 EQUALITY IMPACT ASSESSMENT (EIA)

- 9.1 Has the equality impact of the proposals in this report been assessed?

No



An EIA is not required because:

(Please explain why an EIA is not necessary)

An EIA is not required at this stage. The Equalities Team are members of the project's Advisory Panel and there will be full consultation at each stage to ensure there is access for all.

Yes

Attached as Appendix x, and due regard will be given to any implications identified in it.

10 LIST OF BACKGROUND PAPERS RELIED UPON IN WRITING THIS REPORT (NOT INCLUDING PUBLISHED DOCUMENTS OR CONFIDENTIAL OR EXEMPT INFORMATION)

10.1 None

11 PUBLISHED DOCUMENTS REFERRED TO IN THIS REPORT

11.1 Scarborough Tourism Economic Activity Monitor Report 2017
7 Million Wonders: How natural history museums help people and nature flourish in the North West.