

CABINET MEMBER DECISION RECORD TEMPLATE

This form should be used to record Executive decisions taken by Cabinet Members

<p>Decision Ref. No:</p>
<p>Responsible Officer: Chris Saunders Head of Operations Tourism & Corporate Communications</p>
<p>Subject: Russell-Cotes Arts Gallery & Museum fees & charges</p>
<p>Decision taken: Acting as trustee's representative to approve year round charging for the Russell-Cotes Art Gallery & Museum with effect from 5th January 2016.</p>
<p>Reasons for the decision: <i>To meet the business needs of the service and maximise income for the Russell- Cotes charitable trust.</i></p>
<p>Call-in and Urgency: This decision is subject to the Council's normal call in procedures.</p>
<p>Background:</p> <p>Charging for entry in the Russell Cotes Art Gallery & Museum currently takes place between 1st April & 31st October each year. Outside of this period a donation request is made to visitors however no entry fee is demanded.</p> <p>Current figures indicate the museum can expect visitor numbers to be in the region 23,000 over the non charging period and working on historical indications a small reduction in numbers of 30% would be expected once charging is introduced.</p> <p>Some income is already achieved through donations so taking this into account it is estimated that charging over the winter period will produce an extra £35,000. The proposal has been discussed with the South West representatives of Arts Council England and they have not raised any objections. This move will help the Museum towards the ambition of becoming self sustaining.</p> <p>Similar museums across the region are either free to enter year round or will charge year round. The current entry charge is competitive locally.</p> <p>Introduction of year round charging has a number of other benefits:</p> <ul style="list-style-type: none"> • Clear & consistent messaging • Enables the promotion and development of special events (i.e. around key anniversary dates) • Brings parity and consistency to the exhibitions <p>Entry to the cafe area will remain free at all times of the year.</p>

Options - and reasons for rejection:

Continue with part year charging;

Inconsistent offer that doesn't maximise the financial benefit for the charitable trust.

Consultations undertaken:

Arts Council - Informal discussion taken place over the principle of year round charging. No concerns or objections were raised.

Urban Renaissance Cafe- Concerned about the possible drop in visitor numbers but are partly comforted by the ideas for promotions and the continued free entry to the cafe. This will need signing and promoting.

Finance/Resource Implications:

Note:

- All year round charging will help make the Russell-Cotes Art Gallery & Museum more self sustaining.
- Fees will be kept current rates until reviewed along with all the Council's charges in April 2016.

Name: *Ian Milne*

Signature: (of Chief Finance Officer)

Date: *8/12/15*

Legal implications:

Note:

The decision to approve year round charging for the museum should be considered in context of the Council's fiduciary duties as Trustee. Broadly speaking, this means that in making its decision the Cabinet Member has a legal duty to consider what is in the best interests of the Russell-Cotes Art Gallery & Museum and its beneficiaries, i.e. the residents of Bournemouth. This decision discharges that duty effectively.

Name: *Tanya Courne*

Signature: (of Monitoring Officer)

Date: *8/12/15*

Risk assessment:

Note:

- A full risk assessment has been undertaken. Key risks are; Elasticity of demand could create a situation where overall attendance falls to the point where the additional income generated is less than the loss in secondary spend. The projections indicate that this is a very low risk and unlikely to materialise.

Name: *C. Sainsbury*

Signature: (of Officer completing assessment)

Date: *11/12/2015*

Impact Assessments:

Note: No Environmental impact is expected.

Equality & Diversity

Possible reduction in access to groups on low income. Partly mitigated by pricing strategy which has reduced entry cost for people on means tested benefits.

Information for/not for publication:

This decision should be published.

Background papers:

Any conflict of interest declared by a Cabinet Member who is consulted by the Member taking the decision	Name of Cabinet Member	Nature of interest	Details of any dispensation granted by the Monitoring Officer
Yes/No* (*Delete as appropriate)	None	None	N/A

Decision taken by:

Councillor Lawrence Williams

Tourism, Leisure & the Arts.

Signe



Date of decision: 11/12/15

Date of publication of record of decision:

Date decision effective - that is 5 working days after the date of publication of the record of decision unless the decision is called-in for consideration by the relevant Overview and Scrutiny Panel:

Equality Impact Needs Assessment

The Diversity Promise - *Better for all*



1. Title of Policy/Service/Project	Charging all year round at the Russell-Cotes
2. Service Unit	Tourism
3. Lead Responsible Officer and Job Title	Miranda Prescott Visitor Services Team Leader
4. Members of the Assessment Team:	Sarah Newman, Mike Jolly, Portia Barrow
5. Date assessment started:	27/10/15
6. Date assessment completed:	01/12/2015

About the Policy/Service/Project:

7. What type of policy/service/project is this? (delete as appropriate)	
Existing	New/proposed Changing
8. What are the aims/objectives of the policy/service/project? (please include here all expected outcomes)	
To charge visitor entry to the historic house and galleries all year including the winter season to generate income.	
9. Are there any associated services, policies or procedures? Yes	
The Welcome Procedure at the front desk, The Ask at the Front desk, Gift Aid Collation, Signage both external and internal, the Website, External Publicity, The TIC	

10. List the main people, or groups of people, that this policy/service/project is designed to benefit and any other stakeholders involved?

The Russell-Cotes Charity

The Visitors

The Wessex 5

11. Will this policy/service/impact on any other organisation, statutory, voluntary or community and their clients/service users?

Our visitors, education groups, community users, special interest groups

Consultation, Monitoring and Research

Where there is still insufficient information to properly assess the policy, appropriate and proportionate measures will be needed to fill the data gaps. Examples include one-off studies or surveys, or holding informal consultation exercises to supplement the available statistical and qualitative data.

If there is insufficient time before the implementation of the policy to inform the EINA, specific action points will be need to be clearly set out in the action plan. Steps must include monitoring arrangements which measure the actual impact and a date for a policy review.

Consultation:

12. What involvement/consultation has been done in relation to this (or a similar) policy/service/project and what are the results?

BBC Budget Consultation September 2010 - <http://www.bournemouth2026.org.uk/budgetconsultation201112> opinions. There was a view that the Community Charge should not be increased to provide funding for the Museum, inferring that an admission charge was more appropriate.

Draft Audience Development and Marketing Plan (ADAMP) by Barker Langham - questionnaire. Public supported a policy of charging admissions.

Continued cuts to grant funding and the councils core funding mean that we need to find sustainable ways to increase our income to ensure sustainability

Feedback and visitor data since 2011 serves as consultation on charging in the summer months and our measures in mitigation

- What individuals are likely to be directly affected by the policy or function? Individuals likely to be directly affected are: Families, Language Schools, Educational Groups, Community Groups, Low income Groups, Annual Ticket Holders
- What relevant groups have a legitimate interest in the policy? General Public / all visitors
- How do we ensure that those affected by or with a legitimate interest in the policy are consulted? Please see 2011 EINA on Summer Charging. Survey of general visitors at the desk Jul-Sep 2011 located S:\FOH\CHARGING\Customer feedback charging 2011. Capture visitor comments directly at desk at start of winter charging as above in 2011?
- What methods of consultation will be used? See existing data re summer charging as above. Also Trip advisor, onsite comments cards, complaints off-site tracker, and direct recording at the desk as for 2011 see above.

13. If you have not carried out any consultation, or if you need to carry out further consultation, who will you be consulting with and by what methods?

This policy aim is not substantially different from the summer charging from which visitors views are known. We will record onsite visitor comments at the desk.

Monitoring and Research:

14. What data, research and other evidence or information is available which is relevant to this EINA?

- What information do you already have about how this policy might affect equality? See ENIA completed in 2011 for the implementation of charging in the summer.
- What does available data tell you about the potential take up of any resulting activities or services? Small drop off at start which reverses as time goes on with introduction of our mitigating features e.g. annual ticket and concessions
- What additional information is needed to fill any gaps in knowledge about the potential or known impacts of the policy/change in service? None needed at this point.

<p>15. Is there any service user/employee monitoring data available and relevant to this policy/service/project? What does it show in relation to equality groups?</p> <p>Yes 2011 EINA and resulting summer charging with attendant visitor figures and feedback indicates the following groups/individuals have the capacity to be discriminated against: Disabled carers - 100% discount Education visits - prices have been held down Child admission - charge has been held down Family admission - family ticket to help families (any arrangement of 4 persons where at least 1 is an adult) Repeat/local visitors - annual ticket available</p>
<p>16. If there is a lack of information, what further information do you need to carry out the assessment and how are you going to gather this?</p> <p>None</p>

Assessing the Impact

	Actual or potential positive benefit	Actual or potential negative outcome
17. Age		Charging all year could affect those not yet earning an income e.g. families on low incomes and thus the price of child tickets Solution -concession tickets.
18. Disability		Disabled visitors incur charges for their carers. Solution - we currently have 100% discount for carer(s) of disabled visitors to ensure there is no negative outcome for disabled visitors.
19. Gender	n/a	n/a

	Actual or potential positive benefit	Actual or potential negative outcome
20. Gender reassignment	n/a	n/a
21. Pregnancy and Maternity	n/a	n/a
22. Marriage and Civil Partnership	n/a	n/a
23. Race	n/a	n/a
24. Religion or Belief	n/a	n/a
25. Sexual Orientation	n/a	n/a
26. Any other factor/ groups e.g. socio-economic status/carers etc		<p>Carers of visiting disabled visitors are 100% discount</p> <p>Low income visitors would be adversely affected by charging all year.</p> <p>Solution - currently we have a means tested benefit concession. There is already a concession on receipt of proof of means tested benefits. This concession has been held down this year so there is an extra concession amounting to £2 off the total admission price</p>

	Actual or potential positive benefit	Actual or potential negative outcome
27. Human Rights	Level playing field for charging year round instead of just part of the year.	

Stop - Any policy which shows actual or potential unlawful discrimination must be stopped, removed or changed.

<p>28. If impacts have been identified include in the action plan what will be done to reduce these impacts, this could include a range of options from making adjustments to the policy to stopping and removing the policy altogether. If no change is to be made, explain your decision: No change.</p> <p>Adjustments have already been implemented for summer charging and these have been further adjusted for all year charging.</p>

Action Plan

29. Issue identified	Action required to reduce impact	Timescale	Responsible officer	Which Business Plan does this action link to e.g. Service Equality Action Plan/Team Plan
Language Schools (Business impact)	Prices have been held down to 2014 amount.	Now	Miranda Prescott	Service Plan

Educational Groups (Business impact)	Prices have been held down to 2014 amount.	Now	Miranda Prescott	
Affordability - Families or individuals on low incomes	<p>Concessions available for those on means tested benefits and those prices have not increased in 2015.</p> <p>Note annual pass concession rate is also available for means tested benefits recipients.</p> <p>There are no concessions for Senior Citizens. We are in agreement with the 2011 EINA that not all Senior Citizens are on low incomes</p>	Now	Miranda Prescott	Service Plan
Disabled visitors	Carer(s) of disabled visitors are not charged.	Now	Miranda Prescott	Service Plan
Repeat or local visitors	There is no discrimination here but we point out that annual tickets are available. These will be discounted of the first few months of implementation.	Now	Miranda Prescott	Service Plan

Please complete this summary of the EINA to enable the results to be published on the website.

Name of Policy/Service:	Charging all year at the Russell-Cotes
Date of Assessment:	27 th October 2015
Name of lead officer:	Miranda Prescott
Job title of lead officer:	Visitor Services Team Leader
Summary of Key findings:	Existing concessions suitable to prevent discrimination against visitor groups.
Summary of Future actions:	Temporary discount to season ticket to encourage repeat visits and achieve better value for money for visitors.

Russell-Cotes Art Gallery & Museum , year round charging

Description: To implement year a year round charging policy for the Russell Cotes Art Gallery & Museum

Date: December 2015

Assessed by: Chris Saunders

Issue	Risk	Persons effected	Comments / current condition	Risk rating	Control measures required	Risk rating	Person Responsible	Date Complete
Demand	Demand for entry into the museum reduces	RC Charitable trust	Experience from implementation of charging 3 years ago shows footfall will drop by about 30% . Forecasts have been carried out on this basis and it is still financially favourable.	Low	No further action required	Low	Sarah Newman/ Chris Saunders	Dec-15
Demand	Demand reduces to an extent more money could be earned from donations	RC Charitable trust	Forecasts show this is unlikely however close monitoring will take place and an interim review will take place at the end of March 2015	Low	Interim review at the end of March 2015	Low	Sarah Newman/ Chris Saunders	Dec-15
Demand for Cafe	Reduced demand into he cafe leading to financial problems	RC Charitable trust / cafe operator	Reduced footfall to the museum in quiet times may cause problems for the cafe operator. Entry to the cafe area will remain free.	Med	Interim review at the end of March 2015. introduction of a reduced season ticket to encourage return visits and demonstrate value for money	Low	Sarah Newman/ Chris Saunders	Dec-15

Publicity	Poor publicity from the changes affects demand and profile of the service	RC Charitable trust/ Council	Generally very positive story to tell for the museum this year. Financially need the additional income to sustain the improvements to the service.	Med	Work with corporate comms to produce statement to be issued to staff and press if required	Med	N/A	Dec-15
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