

Meeting of:	<b>Cabinet</b>
Date of Meeting:	<b>Monday, 20 December 2021</b>
Relevant Scrutiny Committee:	Learning and Culture
Report Title:	Reshaping of the Arts Service update and Arts Central Gallery Review
Purpose of Report:	To provide Cabinet with an update and options report regarding the reshaping of the Arts Service and use of Arts Central Gallery following public consultation and seek approval to refer the options contained in this report to Scrutiny Committee (Learning & Culture and Corporate Performance and Resources) for their consideration before reaching a final determination.
Report Owner:	Cabinet Member for Leisure, Arts and Culture
Responsible Officer:	Paula Ham, Director of Learning and Skills
Elected Member and Officer Consultation:	Phil Southard, Culture and Community Learning Manager Trevor Baker, Head of Strategy, Community Learning and Resources
Policy Framework:	This is a matter for executive decision by Cabinet
<p>Executive Summary:</p> <ul style="list-style-type: none"> <li>• This report has been prepared to provide an update and options report regarding the Arts Service and potential future use of Arts Central Gallery.</li> <li>• A review of Art Central Gallery has been conducted. The Gallery review has identified six potential options, with one preferred option for the future use of the space, with an aim of the space being sustainable and cost neutral to the Council: <ul style="list-style-type: none"> <li>- Option 1. Maintain the status quo.</li> <li>- Option 2. Overhaul fees and introduction of paid art events and workshops.</li> <li>- Option 3 (preferred Option). Establishment of a café bar and modernisation of Art Central Gallery.</li> <li>- Option 4. Pass the running of the Gallery over to a third-party group, Trust or arts organisation.</li> <li>- Option 5. Close the Gallery and find an alternative use for the space.</li> <li>- Option 6. Close the Gallery and secure a commercial tenant</li> </ul> </li> </ul>	

## **Recommendations**

1. That Cabinet note the contents of this report in providing an update and options on the reshaping of the Arts Service and use of Arts Central Gallery following public consultation.
2. That Cabinet approve the options outlined in this report as a basis for referral to Scrutiny Committee (Learning and Culture) for consideration.
3. That, subject to recommendations one and two above, Cabinet delegates authority to the Director of Learning and Skills, in consultation with the Leader, Deputy Leader and Cabinet Member for Education and Regeneration, Cabinet Member for Leisure, Arts and Culture, and Managing Director to:
  - Continue to engage with stakeholders and interested parties in relation to progressing the preferred option;
  - Report back to Cabinet any material changes to the proposals resulting from the response from the Scrutiny Committee (Learning and Culture).
4. That Cabinet receive a report detailing the progress made after the first year of Implementation.

## **Reasons for Recommendations**

1. To provide Cabinet with an update on the development of proposals and options for the Arts Service.
2. To allow consideration by Scrutiny Committee (Learning and Culture).
3. To allow for ongoing engagement as work on the preferred option progresses.
4. To enable Cabinet to consider the progress being made.

## **1. Background**

- 1.1 On the 20<sup>th</sup> January 2020 Cabinet approved a review of the Arts service and the provision of Art Central, which included a consultation on how the service will be delivered in the future. The consultation ran from 3<sup>rd</sup> February 2020 until 23<sup>rd</sup> March 2020. Following feedback from the consultation on 21<sup>st</sup> June 2021, Cabinet approved the development of an options appraisal to evaluate a new operating model for the Arts and Culture service. The Cabinet reports have been included in the background papers.
- 1.2 Cabinet also approved a programme of exhibits and events to be developed between Art Central Gallery and Penarth Pier Pavilion, including implementation of any opportunities for income generation to support the sustainability of the venues and their programmes.

- 1.3 An options appraisal for the potential future use of Art Central Gallery has been conducted, with consideration for the Arts and Culture Strategy: An Aspirational and Culturally Vibrant Vale.
- 1.4 The Arts Strategy sets out a delivery plan for increasing arts activity in the Vale of Glamorgan and developing new opportunities for 21st century arts. The Strategy outlines that access and engagement opportunities across all arts and culture is accessible to all residents and visitors to the Vale of Glamorgan.
- 1.5 The vision is to create a lifelong learning pathway that connects with the lives of the citizens in the Vale and provides new and evolving opportunities for artistic expression and appreciation.

## 2. Key Issues for Consideration

### Penarth Pier Pavilion

- 2.1 On 26 March 2021, the Big Fresh Catering Company opened its Pier Café as part of the Council's initiative to reopen the Pier Pavilion. Under this arrangement, a portion of profits from the café are given back to the Pavilion to support its operation. During this financial year up to the end of Q2, the Big Fresh Catering Company's cafe has contributed £23,455 towards the running costs of the Pavilion. During much of this trading period the café was operating under strict social distancing rules with reduced capacity to generate income.



- 2.2 Since the appointment of the Pavilion Manager in September 2021, a programme of commercial and community events and activities has been developed. These events have included seasonal themes including a children's pumpkin carving event and a Halloween Disco, for example. An upcoming series of festive events have been scheduled which include wreathmaking, children's cinema with afternoon tea and a New Year's Eve party. A schedule is now in place for monthly art exhibitions for the gallery space at the Pavilion and the exhibition diary is currently booked until July 2022. The first art exhibition, a photographic study of the local sea swimming group 'The Dawn-stalkers' by James Richardson, was displayed at the beginning of November which attracted around 100 guests for the opening launch event. To date, over 200 events have now either taken place or are scheduled to up to June 2022.
- 2.3 The Pavilion has been engaged with local schools, having recently worked with Albert Primary School and Stanwell Comprehensive School. These two local schools have displayed a Remembrance Commemoration exhibition and

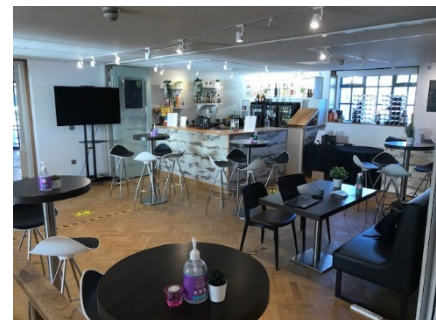
accompanying decorations in the Pavilion reception area and at the exterior of the building. Discussions have taken place with the veterans of Group 617 who previously met at the Pavilion under Penarth Arts and Craft Ltd (PACL). Group 617 will be returning to the Pavilion at the end of November for their weekly support sessions.

**2.4** Following meetings with the Penarth Salvation Army and a local choir leader, a community festive singalong will be taking place outside the front of the Pavilion in early December. Corporate meetings that have recently taken place include an AGM for Alexandra Court, author talks with Griffin Books and a series of meetings from Cardiff University. The Pavilion provides an attractive events venue with several rooms for hire and the option to include catering services from the Big fresh. For Q1 and Q2 the Pavilion has generated income of £9,548 from the hire of the venue for weddings and events. During much of this period the Pavilion was operating under strict social distancing rules with reduced capacity.

**2.5** Since the Council took over the operation of the Pavilion, staff have successfully hosted several wedding receptions that were honoured when the previous operators, PACL, went into administration, and the operation of the Pavilion fell back to the Council. The Pavilion offers five licensed rooms which can accommodate larger wedding ceremonies through to intimate ceremonies. The Pavilion are receiving a steady stream of wedding and special event bookings for 2022 and beyond. A wedding fair is planned for early April 2022 which will provide an opportunity to secure further wedding bookings for the Pavilion.



**2.6** A number of concerts have also been booked for spring/summer 2022 such as Budapest Café Orchestra, Kiki Dee and Carmelo Luggeri, along with a jazz residency using the bar area on a Sunday lunchtime. The cinema has also reopened and is being operated by Snowcat Cinema. The cinema provides four screenings per week and is now operating at full capacity. Cinema patrons are able to enjoy concessions via the newly renovated bar, managed by the Big Fresh Catering Company. Snowcat cinema currently pay an hourly rental fee for the cinema space and this along with the bar takings from cinema goers gives additional profit back to the Pavilion.



**2.7** The income received from the café and from the hire of the venue will continue to support the management and running costs of the Pavilion and provide

resilience to the service against potential future cost pressures.

## **Makerspace**

**2.8** The Makerspace provides hands on learning and the development of critical thinking and creativity skills. “These spaces are also helping to prepare those who need the critical 21st century skills in the fields of science, technology, engineering and math (STEM).” <https://www.makerspaces.com/what-is-a-makerspace/>

**2.9** A Makerspace area has recently been created at Penarth Library using Section 106 funding. The Makerspace will provide state of the art creative equipment including digital design software, 3D printers and laser cutters where users can co-create and share resources. The Makerspace project contributes to the UK Government’s initiative to help intermediate and advanced learners to develop their skills and creativity.

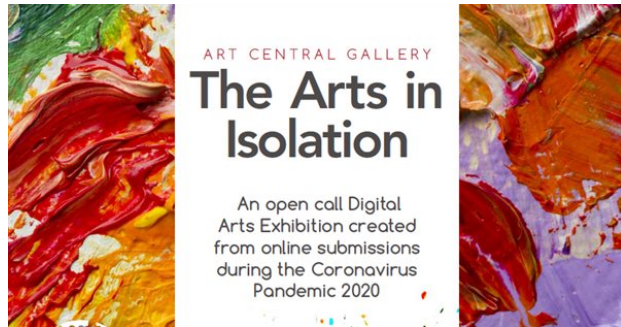


**2.10** The Penarth Makerspace project has recently appointed a Project Officer and an Intern Assistant Project Officer to develop the initiative. The Penarth Makerspace is nearing completion with training and induction programmes being developed for each piece of equipment and a staff training programme under way. A launch event is planned for early 2022, when all installation and training is completed. The team will host open days and organised group workshops to demonstrate the equipment and support users. The team also plan to complete an ‘Arts Census’ to coincide with the makerspace opening, in order to create an updated database of arts organisations in the Vale of Glamorgan post Covid.

**2.11** An ‘Expression of Interest’ bid (EOI) was recently submitted to Welsh Government to establish a second Makerspace area which will be located in Barry Library. This EOI was accepted by Welsh Government and the service has been invited to submit a full application, which is currently under development. If this bid is successful, the Makerspace will be designed to engage with our younger service users and be housed within the youth area at Barry Library.

## **Arts Service update**

**2.12** During the pandemic the Arts Development Officer organised an online exhibition 'Arts in Isolation'. The artwork was created by individuals in isolation during the Covid-19 pandemic and creatively captured individuals' experiences, challenges and



memories. When Art Central Gallery reopened the first exhibition was 'Arts in Isolation' which showcased over 80 individual works from Vale residents, as well as artists further afield. Projected images from the exhibition were also displayed at Penarth Pier Pavilion. Following on from the successful 'Arts in Isolation', the Gallery is now showing a very large mixed media exhibition by the 'Welsh Group' with works from artists all around Wales.

**2.13** The 'art census' which will be undertaken by the Makerspace team is part of the commitment made to Cabinet on 21st June 2021 to support arts organisations in the Vale of Glamorgan with Covid recovery. The database will outline the current needs of the art organisations to establish common support and funding requirements. Feedback from the database will be provided to the Arts Council and Welsh Government so that future funding schemes can be effective. The database will also support the development of the new Art Strategy.

**2.14** The Arts Service was able to take advantage of Welsh Government 's 2021 'Summer of Fun' funding and ran a variety of creative workshops for children of all ages at both Arts Central Gallery and the Pier Pavilion. The workshops included cartoon drawing, song writing, influencer academy, special effects make-up and outdoor drawing and painting workshops. These events were well attended and received a number of compliments from those taking part in the events.

**2.15** Further community arts projects across the Vale have been progressing in the planning, mapping and consultation phases and should now progress to implementation with the lifting of Covid restrictions.

### **Art Central Gallery review**

**2.16** A review of Art Central Gallery has been undertaken with a view of the space becoming sustainable and cost neutral to the Council. The review has identified six potential options for the future use of the space:

Option 1. Maintain the status quo.

- Art Central is a dedicated gallery space which is situated in a Grade II listed building adjacent to Barry Library, King Square. The Gallery is a valued resource in the arts sector and has been recognised and awarded a 'Dementia Friendly' certificate from Dementia Friends. The Gallery hosts art exhibitions, performing arts, talks, seminars, readings, and recitals throughout the year. Art is displayed by local artists, art groups, schools, established and upcoming artists and regional and internationally renowned artists.



- The Gallery collaborates with groups such as Women’s Arts Association Wales, Barry Camera Club and Arts Central ‘Friends’. Arts Central 'Friends' is a voluntary organisation, which support activities at Art Central. The Friends assist the Arts Development Officer with promotion, fundraising and assisting with exhibitions and events. The Friends, along with other volunteers of the Gallery support artist's talks and exhibition turn arounds (taking down and setting up), school workshops and gallery invigilation.
- The Gallery hosts between 10-12 exhibitions a year, plus art events and workshops periodically. During the pandemic the Gallery was closed, and no income was generated for this period. Art Central Gallery has since re-opened and welcomed visitors to enjoy exhibitions such as ‘Arts in Isolation’.
- Exhibition launch days and events are subject to open invitation and can attract between 60 and 100 guests. The daily visitors to the Gallery vary but the total footfall for 2018/19 was 12,500. This is significantly lower than Barry Library which was 241,070 for the same period.
- There are currently no entrance fees for the Gallery and historically fees were not charged for art exhibitions, so income was generated through the commission of sales and hire of venue. For the period 2018/19 the Gallery generated income of £1,949.

<b>Art Central Gallery budget</b>	<b>2020/21</b>	<b>2021/22</b>
Staff & Running Costs	£59,705	£60,633
Central Recharges (including premises)	£49,231	£38,009
Total Costs	£108,936	£98,642
Income budget	-£1,212	-£1,212
<b>Total</b>	<b>£107,724</b>	<b>£97,430</b>

Option2. Overhaul fees and introduction of paid art events and workshops.

- The majority (92%) of responses to the consultation are in support of keeping Arts Central Gallery as an arts venue in Barry. However, the Gallery overheads for the current financial year are £98,642 and actual income figures are:

2017/18	2018/19	2019/20	2020/21
£494	£1,949	£2,677	£338

- The introduction of entrance fees and paid workshops could help support the future of the Gallery, while continuing to provide a valuable resource to the public.
- General admission fees could create a barrier and potentially reduce footfall. A preferable option would be to have a donations box with a suggested donation price, giving those that can and wish to make a donation the opportunity without penalising those that cannot.
- It is proposed that exhibitions no longer have exclusive use of the space and other events such as workshops are run alongside exhibitions. This would not only maximise income opportunities but will increase exposure to the art.
- Exhibitions could introduce a fee of £5 per guest and art workshops could target 20-30 attendees with a fee of £25 per guest.
- If around a third of visitors donated £2 as a substitute for an entrance fee, the Gallery could generate around £8,000 p/a in donations. If the Gallery also hosted 10 paid exhibition launches and 10 paid art workshops each year, the Gallery could potentially generate a total income of around £15,000 p/a.

	Exhibition launch	Art workshop	Donation Box
Approx. number of paying guests	60	20 - 30	4,000
Payment per guest	£5	£25	£2
Financial return	£300	£500 - £750	£8,000

- 76% of respondents stated they pay to attend specialist art events from third parties. The Art Workshop is a provider located in Cardiff which offer a range of art events and workshops. They offer 3 hour children's workshops at £22 each, 2.5 hours over 7 days oil painting course at £126 each and a 3 hour colour painting workshop at £50. <https://theartworkshop.co.uk/about/>
- The Art House is a Trust which host art events including one day portraiture painting workshop at £50 per person and a six-week introduction to drawing & painting course, at £110 per person. <https://the-arhouse.org.uk/about/>



- The Council could utilise platforms such as Eventbrite to sell tickets, which could support the Council in reaching a wider audience. Each paid ticket via Eventbrite incurs a commission fee of 6.5%. Further investigation would be required into the associated costs such as an art teacher and supplies to successfully run the art workshops.
- The charges outlined are for illustrative purposes only and if this option is considered, further investigation into the pricing is required. A comprehensive schedule of charges covering the Pier Pavilion is currently being developed and will be applied across the arts service.
- Public re-engagement post Covid is slow and event capacity would be running at reduced numbers to ensure social distancing is maintained. This would have an impact on the level of income that could be generated until event capacity can be increased in line with Covid.
- It would be feasible to have an income target of £15,000 p/a once the venue can operate at full capacity. It would take time and planning to generate this level of income, however if this target was achieved there would still be a significant deficit to the budget. To subsidise the service the Council could look to ring fence a percentage of Section 106 arts monies, to support the running of Art Central Gallery.

### Option 3. Establishment of a café bar and modernisation of Art Central Gallery.

- The establishment of a café bar and modernisation of the Gallery focuses on building on the existing community, while creating new opportunities and different methods for the public to engage with arts and culture.
- 92% of respondents to the consultation are in support of keeping Arts Central Gallery as an arts venue in Barry. This model will increase footfall and provide a revenue stream, which will support the future running of the Art Central Gallery.
- The pandemic has propelled the use of technology in our everyday lives and in the Arts sector. It is proposed that the Gallery is brought into the 21st century, with consideration for digital arts. The installation of large projector screens, updated ICT infrastructure and surround sound would enable the Council to support and promote digital arts, culture and music, alongside more traditional forms of artistic expression.
- A full application has been submitted to Welsh Government to establish a Makerspace within the youth area at Barry Library. If this bid is successful, the addition of a Makerspace within Barry Library will provide another avenue for users to engage with the arts. The Makerspace supports the aims of the Art Strategy to provide new opportunities for 21st century arts. The vision of the Art Strategy is to create a lifelong learning pathway and the Makerspace will support and encourage the development of user's skills and artistic expression. It is hopeful that the addition of a Makerspace will increase engagement and subsequently increase footfall.

- The modernisation of the Gallery and establishment of a café would complement the Makerspace area and encourage engagement between the Gallery and Library. Both digital and physical Makerspace artwork produced by artists, schools and the public could be displayed in the Gallery and Library and enjoyed by visitors of both venues. This would increase interaction between the library and gallery, creating a multi-use space which will be enjoyed by a wide audience. It is hopefully that the enhanced facilities would attract visitors which would have a positive impact on footfall and further promote art and culture within the Vale of Glamorgan.
- Digital art will offer a new experience to visitors and aims to engage and inspire new service users. The Council could increase interaction with local schools and work with organisations such as Hijinx, to encourage and promote digital arts, reflecting values of the Art and Culture strategy. Hijinx is a registered charity, based at Wales Millennium Centre, Cardiff. “Hijinx is a professional theatre company working to pioneer, produce and promote opportunities for actors with learning disabilities and/or autism”. <https://www.hijinx.org.uk/about-us/>
- The establishment of an art café would increase exposure and provide a new avenue to interact with the arts. Although there are Café’s within the local area, a combined art and café space does not currently exist in Barry. Creating a café bar and art space would be unique to the area and build on the community space already at the library and gallery. It is proposed that the successful model currently in place at Penarth Pier Pavilion with the Council’s trading company, Big Fresh Catering, be replicated, which would provide an additional revenue stream for the Arts Central Gallery, in addition to benefits of trade from Big Fresh Catering, with surplus’ being reinvested into local schools and community groups.
- This proposal reflects the feedback from the majority of respondents from the Council’s consultation, of which 82% would prefer the Council to look to generate additional income, with suggestions including a café.
- Successful examples of a café and art/gallery space include:
  - Dinas Powys community library and café. The library and café are used for a variety of activities including coffee mornings, art exhibitions, story club and Lego club.
  - In addition to the café at Penarth Pier Pavilion, The Big Fresh Catering Company also operate a fully licenced bar on site.
  - Waterloo café and bar, Penarth “brought back to life a former art gallery and cinema” <https://waterlootea.com/pages/penarth>
  - Farahway art and café bar located in Bristol which offer a variety of craft workshops and events. <https://farahway.co.uk/>
- Establishing a unique art café at Art Central Gallery would provide a relaxing environment for customers to enjoy while absorbing the displayed art. The Council could work with groups such as Age UK and Vale 50+ to promote the space. These groups arrange regular meetups for events including coffee mornings, craft sessions, quilting club and photography club. The café could be used by these groups to hold events on quieter days.

- The café could also attract visitors attending events which are held at King Square and Central Park. Opening times could be extended for these events and themed workshops could be held to compliment the activities arranged by the Vale events team.
- Respondents of the consultation also stated that they engaged with the arts in a variety of different ways including music events, creative crafts, and workshops. They also felt that there needs to be a far more flexible use of the space available within the Arts Central Gallery.
- Exhibitions would no longer have exclusive use of the space, as they would be incorporated with the café and run alongside workshops and events. The modernisation of the Art Gallery and updated events programme will not only promote art but increase arts activities and engage the wider community. This model reflects the views of the Art and Culture strategy, creating a vibrant atmosphere, while increasing exposure to the art.
- The Pavilion is an example of what can be achieved as the income generation will support the future running of the Pier. The model at Penarth Pavilion could be replicated at the Gallery and would be complimented by the addition of a café bar. This provision would create an additional revenue stream to support the operational costs of Gallery, and help widen access to exhibitions, events and services. Identifying and leveraging new income streams is critical in establishing a sustainable future for the Arts Central. The Gallery could also be hired out as an events space to generate additional income to support the future running of the Gallery. It would become an attractive events venue, with modern ICT infrastructure, digital displays and a café and licenced bar for guests.
- Further investigation would be required into the impact on health and safety and fire regulations for the establishment of a café at the Gallery. A planning application and supplementary listed building consent would also be required.
- Although there would be an initial financial outlay to establish the café and update the Gallery, the financial return would support the future running of the Gallery. The Council also has the experience of implementing this model at Penarth Pavilion and can review lessons learnt to support the success of the Gallery Café.

Option 4. Pass the running of the Gallery over to a third-party group, Trust or Arts organisation.

- With the successful implementation of community run libraries within in the Vale, passing the running of the Gallery to the community, via a Trust or third-party organisation could potentially secure the future of the art gallery.
- The Vale community run libraries have undertaken initiatives such as book sales, summer events and family fun days, with Dinas Powys recently raising over £500 for the library. Dinas Powys also secured funding for the creation of a coffee shop, which generates income for the library.
- Another successful example is Awen Cultural Trust, Bridgend. They deliver a variety of services on behalf of Bridgend County Borough Council and have established

Awen Trading Ltd which operate the cafés at Porthcawl Pavilion and Bryngarw House. <https://www.awen-wales.com/about/>

- Inspire is a charitable community benefit society that deliver a variety of services on behalf of Nottinghamshire County Council. This includes arts, culture, library services, a music hub, youth arts and Heritage. Their website promotes an extensive offering of events and workshops held both in person and online. <https://www.inspireculture.org.uk/about-us/>
- Consideration could also be given for a third party such as an arts cooperative, like the Artisan Corner in Penarth to lease the space. The Gallery would be retained as a public art gallery and the Cooperative could undertake art related services and activities to generate an income.
- If a Trust or Cooperative was established to run the art gallery, they would be able to secure external grant funding through sources such as the Arts Council of Wales, Town/Community Council funding and the National Lottery Community Fund.
- If this option was considered, a third party would manage the full operation of the Gallery and ultimately the Council would not be involved in its operation This option therefore relies on the third party to generate income with the Council remaining liable for any budget deficits.
- The principal issue would be the running costs for the Gallery. The central recharges this year are £38,009 and the majority of the cost is for the premises. The Gallery only generated income of £2,677 during 2019/20 so the current model with high running costs and low income may not be attractive to third party organisations. To support the success of the gallery the Council may need to demonstrate a successful financial model, before a third party would be interested in running Art Central Gallery.
- Consideration is needed for how the Gallery running costs will be managed, as the figures are significant for a small Trust or Cooperative. The council could initially cover the building charges, with a view to taper the support so the organisation becomes fully liable for all building charges by an agreed date. The Council may also need to provide support and work closely with the third party to establish a successful income model to ensure this option is successful

#### Option 5. Close the Gallery and find an alternative use for the space.

- The displaying of art does not necessarily rely on having a central gallery and art could be displayed at the many cultural and community venues across the Vale. Art displays across Council sites could potentially reach larger audiences than a central venue, which would enable to gallery space to be used as another service for the public.
- In January 2020 a report went to the Learning and Culture Scrutiny Committee exploring the options of establishing a Council funded/operated Museum, highlighting the existing provision, benefits and disbenefits, and financial implications. This report is included within the background papers, for reference.

- The Gallery is a large space with high ceilings and good lighting, the location is central so the space could be successfully used to provide another public service such as a museum. Barry is immersed in history and the Town Hall and King Square is an iconic landmark in Barry. With the success of the Barry Docks walking tours and a planned heritage trail in the town, the placement of a museum in this Grade II listed building, could be an ideal location. However, the venue does not currently hold museum status and therefore the overhead costs would be significant.
- To enable the certification of the building as a museum, substantial funding would be required to alter the infrastructure to ensure correct lux levels and temperature monitoring for the housing artefacts. Appropriate temperature controlled storage and correct display units of museum artefacts along with the appointment of a museum curator would also be required. As this is a Grade II listed building a planning application and supplementary listed building consent would also be required for the alterations. Further investigation into what artefacts would be displayed and the overall cost of establishing a museum at this space would be required.
- Museums are generally free admission, including entrance at the National Museums in Cardiff and London. Local museums such as Barry War Museum and Cowbridge & District Museum have free entry and their opening times are limited.
- The South Wales Aviation Museum, St Athan is the only museum in the area which charge an entrance fee at £7.50 for adults and under 17's free. If fees were introduced at the Barry Museum, they would be nominal and could potentially become a barrier as museums offering a like for like experience are free. The paid entrance at St Athan offers visitors a unique experience where they can interact with the aircraft and exhibits.
- As the Gallery is adjoining the library, consideration has been given to the space being absorbed as part of the library services. During the pandemic residents were encouraged to use online 'e-Lending' resources such as e-books, audiobooks and newspapers. The uptake of online services has increased, and post lockdown residents have continued to utilise the online 'e-lending' library services. This has resulted in a decrease in library footfall.
- Meeting rooms at Barry library were previously bringing in a revenue of approximately £10,000 per year, however they are currently being used as office space due to Covid social distancing rules. With the meeting rooms unable to generate an income, the Gallery could potentially be hired out as meeting space or used as office space for the staff, freeing up the library meeting rooms. However, once social distancing has relaxed there may no longer be a requirement for extra office space for library staff.
- With the recent installation of a Makerspace at Penarth library, there is the potential that a Makerspace could be created in the Gallery area. A Makerspace provides state of the art computer equipment including 3D printers, where users can co-create, share resources and network. The makerspace project is part of a UK Government initiative to help intermediate and advanced learners to develop their skills and creativity. A makerspace would complement the services already available

at the library, however, an 'Expression of Interest' bid (EOI) was recently submitted to Welsh Government to establish a Makerspace area within the youth area at Barry Library.

- These options outlined would generate little to no income and the space would therefore continue to have a negative impact on the budget. The use of the space as a museum would require significant funding and further investigation into the set up and running costs would be required.

**Option 6. Close the Gallery and secure a commercial tenant**

- The building is centrally located, with direct access to public transport and a public car park at the rear of the building. The Gallery would offer an occupier a bright light modern space, with the benefits of being situated in the heart of Barry town centre. The location could be desirable to local businesses and subject to further investigation and design the space could be suitable for a number of commercial uses.
- A preliminary marketing report has been undertaken by the Council's Estates department which outlines the potential returns for commercial use. The full report has been included in the background papers.

Use	Maximum Rent PA for estimated NIA	Notes
A3 hot food retail	£36,000 - £39,000	Value depends on fit out and whether market has already reached saturation.
A1 Retail	£23,000 - £26,000	Very slow market therefore long voids would be expected.
Office	£22,000 - £25,000	Market demand is unknown, but worth considering further.
Serviced Office / Co Working Space	£35,000	Returns have potential to be high however costs of overheads unknown.
Nursery	£25,000	Market demand currently unknown but due to regulatory requirements, not likely to be without risk.

- Over the years there has been a steady decline in visitors to the high street, with consumers opting for online purchases. This has resulted in big brand names closing their shops along Holton Road. Since the pandemic the highstreets have been hit hard and many more shops along Holton Road are empty. Not only have the shops suffered from forced closures due to Covid restrictions but have also suffered due to increased online shopping.
- The Town Centre Manager confirmed that the Holton Road vacancy rate for June 2021 was 13.98% which equates to 26 vacant units. For the same period the vacancy rate across Wales was 19.4% and 14.5% across the UK. The footfall for June

2021 is 26.2% down on the monthly footfall for June 2019: a direct comparison to the last normal trading year. The monthly figure for June 2021 v June 2019 across Wales is down 20.7%, and across the UK is down 27.9%.

- The marketing report outlined that research and feedback from agents suggests that the retail market is currently slow. “Although the A1 retail market has the potential to yield good returns, the current short and medium term sentiment in the market is that lettings are hard to achieve and that may lead to a large void period, lost income and reputational damage.”
- The Marketing report does however state that A3 hot food and takeaway usage has seen an increase in activity since the pandemic with activity increasing particularly in locations that can facilitate takeaway.
- The report confirms that there is a “significant amount of property currently on the market on Holton Road”. This includes 2,703ft<sup>2</sup> office space adjacent to the Civic Offices. There is also vacant office space across Barry such as the Business Centre, Cardiff Road. The Business Centre is an established organisation which provide 55 serviced offices to local businesses.
- The Council also manage office accommodation such as the Business Service Centre (BSC) and the Vale Enterprise Centre (VEC). These two Council sites provide approximately 80 small workshops and offices which are rented out to local businesses. The Council are also developing BSC2 at the Innovation Quarter, Barry Waterfront. The BSC2 will undergo extensive renovation work to provide office and leisure facilities. Additional details are included within the background papers.
- The marketing report highlights that the facilities in the town centre might be desirable to occupiers looking for office accommodation and may help to attract staff. Although the Estates department “are not aware of any active requirement for office accommodation in the town centre”. This report does however outline that Covid-19 has driven a growth in serviced office accommodation with companies opting to downsize but maintaining a professional image and working environment.
- Although a nursery has been outlined for potential rental income, the existing space does not benefit from a private outside play area for the nursery children to use. There are also strict rules for the safe management of Covid including ventilation, which would need to be investigated along with legalities and adaptations to ensure the space could be safely used as a nursery.
- The central recharges, including building charges for the current financial year are £38,009. If the Council were to secure a commercial tenant and achieve a higher return of around £39,000 p/a, the space could potentially become cost neutral to the Council.
- However, it is important to consider how a commercial business will operate within the building. The Town Hall has recently been leased to Barry Town Council, however, the building was a separate entity, with separate access, separate services and NDR rating. From a building management perspective, the Gallery forms part of the Library and therefore there are building aspects to be considered.

- The Gallery does not have a separate entrance and access is either via the library or Town Hall. The services such as heating and ventilation are not zoned and operate from the central supply. The intruder alarm and fire alarm are also integrated with the main system. Consideration is required for how this will be separated or managed and re-charged.
- If the above was considered viable, alterations would be required to ensure the space is fit for purpose and ensure the separation of the two entities could be undertaken correctly. As the building is Grade II listed a planning application and supplementary application for listed building consent would be required. Significant funding would be required to undertake the alterations.

### **2.17 Options appraisal**

- An options appraisal has been conducted to evaluate each option against the objectives of the Arts and Culture Strategy: An Aspirational and Culturally Vibrant Vale, reflective of the engagement and consultation with local communities and organisations, and with a view of the space being sustainable and cost neutral to the Council given the current financial pressures. The six options have been scored out of 10 against criteria focused on strategic fit, value for money, achievability and impact on service. This scoring has enabled the service to review each option on a consistent basis. The full options appraisal is included in Appendix A and the scoring evaluation is outlined on the following page.
- The scoring evaluation identifies option three as the preferred option, with a score of 71, however option two has scored 65. Option two reflects Cabinet's approval of a programme of exhibits and events which will be developed between Art Central Gallery and Penarth Pier Pavilion. Therefore, additional art activities and events outlined in option two will be noted and included in forward planning for the future use of Art Central Gallery.
- Further engagement activity will be undertaken with key stakeholders as part of any agreed way forward.



## Options scoring evaluation

	Option 1.	Option 2.	Option 3.	Option 4.	Option 5.	Option 6.
<b>Strategic fit</b>						
Overarching contribution to the council's strategic objectives, as evidenced by the Corporate Plan, Reshaping Strategy, Wellbeing Plan and Recovery aims and objectives, including the impact on service users, partners and wider society.	5	7	7	5	3	1
<b>Potential Value for Money</b>						
Delivering financial savings after allowing for any potential investment.	0	7	7	3	0	8
Contributes to the value for money agenda in terms of ensuring economy, efficiency and effectiveness of spend.	2	7	8	3	0	8
Contributes towards the concept of providing services that contribute to the green economy and contribute to the Council's Carbon Zero Strategy.	5	6	7	5	4	4
<b>Potential Achievability</b>						
Likelihood to be successfully delivered, considering the Council's ability to assimilate, adapt and respond to the required level of change.	5	8	8	6	4	4
Matching the level of available skills which are required for successful delivery.	10	8	10	5	2	5
<b>Potential Affordability</b>						
Likely availability of funding.	5	7	7	5	2	5
Delivering within approved resources.	5	7	7	5	2	5
<b>Impact on service</b>						
Increasing public footfall in the Gallery and online activity resulting in increased interest in the arts by a wider audience.	4	8	10	6	0	0
<b>Total</b>	<b>41</b>	<b>65</b>	<b>71</b>	<b>43</b>	<b>17</b>	<b>40</b>

### **3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?**

- 3.1** Further consultations for the future use of Art Central Gallery will ensure that we are working with our communities to develop a service which is sustainable and meets long-term needs.
- 3.2** The proposed options provide opportunities to support and promote learning and the development of skills within our communities. The collaboration with the arts sector and voluntary organisations will develop and enhance the space for the benefit of the community.
- 3.3** The development of the Gallery and promotion of art activities will provide opportunities to support mental well-being and will help to tackle loneliness and isolation. The enhancement of the space will create a community hub which will support the development of cohesive communities.
- 3.4** The income opportunities and the development of Art Central and Penarth Pavilion support the use of the space for the benefit of the community.

### **4. Resources and Legal Considerations**

#### **Financial**

- 4.1** A further business plan will be developed outlining any financial considerations following a decision on a preferred option.

#### **Employment**

- 4.2** A further business plan will be developed outlining any employment considerations following a decision on a preferred option.

#### **Legal (Including Equalities)**

- 4.3** A further business plan will be developed outlining any legal considerations following a decision on a preferred option.

## 5. Background Papers

Arts and Culture Strategy: An Aspirational and Culturally Vibrant Vale 2018 – 2022

<https://www.valeofglamorgan.gov.uk/Documents/Enjoying/Arts/Arts-Strategy-2017-2022.pdf>

Learning and Culture Cabinet report 20<sup>th</sup> January 2020

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2020/20-01-20/Agenda-Item-25-Review-of-Delivery-of-Arts.pdf>

Learning and Culture Cabinet report 21st June 2021

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2021/21-06-21/Arts-Consultation.pdf>

Learning and Culture Scrutiny Committee 16th January 2020

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Scrutiny-LC/2020/20-01-16/20-01-16-Minutes.pdf>

Environment and Regeneration Cabinet report 22<sup>nd</sup> February 2021

<https://www.valeofglamorgan.gov.uk/Documents/Committee%20Reports/Cabinet/2021/21-02-22/Proposal-to-Market-and-Dispose-of-the-Train-Shed.pdf>

Preliminary Marketing Report – updated October 2021

## Options Appraisal

	<b>Option 1: Maintain the status quo.</b>	<b>Option 2: Overhaul fees and introduction of paid art events and workshops</b>	<b>Option 3: Establishment of a café and modernisation of Art Central Gallery</b>	<b>Option 4: Pass the running of the gallery over to a third-party group, Trust or Arts organisation.</b>	<b>Option 5: Close the gallery and find an alternative use for the space</b>	<b>Option 6: Close the gallery and secure a commercial tenant</b>
<b>1. Advantages &amp; Disadvantages</b>						
Advantages	<ul style="list-style-type: none"> <li>No disruption to the service</li> <li>No change for staff</li> </ul>	<ul style="list-style-type: none"> <li>Potential to increase income and increase footfall</li> <li>Potential to increase engagement with the community with overhaul of events</li> <li>Links with Art strategy, Well-being of Future Generations Act and Council Corporate plan.</li> </ul>	<ul style="list-style-type: none"> <li>Provide regular income</li> <li>Potential to Increase footfall</li> <li>Already have a successful model at Penarth Pavilion</li> <li>Potential to increase engagement</li> <li>Establish a community hub/ 'destination venue'</li> <li>Links with 21<sup>st</sup> century arts and the Art Strategy</li> <li>Links with Well-being of Future Generations Act and Council Corporate plan.</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of costs</li> <li>Potential savings realised after support/ transition period complete</li> <li>Already have a successful model with the community run libraries</li> <li>The trust can obtain external funding</li> <li>Links with Art strategy and Re-shaping programme</li> </ul>	<ul style="list-style-type: none"> <li>New services for the public to enjoy</li> <li>Links with Re-shaping programme</li> </ul>	<ul style="list-style-type: none"> <li>Potential financial savings realised</li> <li>Links with Re-shaping programme</li> </ul>
Disadvantages	<ul style="list-style-type: none"> <li>No financial savings realised</li> <li>Not sustainable</li> <li>Does not meet objectives</li> </ul>	<ul style="list-style-type: none"> <li>Would still have significant deficit in budget</li> <li>Not sustainable long term without financial support.</li> </ul>	<ul style="list-style-type: none"> <li>Capital funding required for the establishment of a café and modernisation of gallery</li> </ul>	<ul style="list-style-type: none"> <li>Potential change to employee model</li> <li>Loss of control of the service</li> </ul>	<ul style="list-style-type: none"> <li>Potential change to employee model</li> <li>Would require funding to adapt the building</li> </ul>	<ul style="list-style-type: none"> <li>Potential change to employee model</li> <li>Would require funding to ensure the space is fit for purpose</li> </ul>

			<ul style="list-style-type: none"> <li>• Disruption while fitting the café</li> <li>• Planning / listed building consent required</li> </ul>	<ul style="list-style-type: none"> <li>• The central re-charges are substantial</li> <li>• The trust would need financial support from the Council</li> <li>• Trust may not want to take over the current model</li> </ul>	<ul style="list-style-type: none"> <li>• Planning / listed building consent required</li> <li>• Wouldn't bring in any additional revenue for the service area</li> <li>• Other local museums have limited opening times and are free admission</li> <li>• Would need to bring in specialist staff to manage museum and obtain museum certification</li> <li>• Does not consider consultation feedback</li> <li>• Does not achieve objectives</li> </ul>	<ul style="list-style-type: none"> <li>• Planning / listed building consent required</li> <li>• Would need to create separate access</li> <li>• This does not address the Art and culture strategy</li> <li>• Does not consider consultation feedback</li> <li>• Does not achieve objectives</li> </ul>
<b>2. Project Objectives</b>						
Objective 1	<ul style="list-style-type: none"> <li>• Meeting the objectives of the Vale's Art Strategy "Arts and Culture: An Aspirational and Culturally Vibrant Vale"</li> </ul>					
Objective 2	<ul style="list-style-type: none"> <li>• Ensuring that the service is sustainable and cost neutral to the Council</li> </ul>					
Objective 3	<ul style="list-style-type: none"> <li>• Identifying potential future uses of Arts Central Gallery</li> </ul>					
<b>3. Reshaping Services Critical Success Factors</b>						
<b>Strategic Fit</b> <ul style="list-style-type: none"> <li>• Overarching contribution to the council's strategic objectives, as evidenced by the Corporate Plan,</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to provide a free art gallery which supports our resident's mental well-being and promotes arts and culture, supporting</li> </ul>	<ul style="list-style-type: none"> <li>• Working in partnership with the arts to develop cohesive communities while supporting mental well-being of residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancing our asset and using technology to ensure the service is sustainable for the future.</li> <li>• Supports the corporate plan and</li> </ul>	<ul style="list-style-type: none"> <li>• Support and promote volunteering within the community and improve people's skills, while continuing to</li> </ul>	<ul style="list-style-type: none"> <li>• Could support tourism by creating a new service for the public to enjoy.</li> <li>• Promoting culture and heritage, while providing a</li> </ul>	<ul style="list-style-type: none"> <li>• Supports economic growth within the town centre while ensuring the space is sustainable.</li> <li>• Supports Covid recovery and</li> </ul>

<p>Reshaping Strategy, Wellbeing Plan and Recovery aims and objectives, including the impact on service users, partners and wider society.</p>	<p>the corporate plan and well-being.</p> <ul style="list-style-type: none"> <li>Provides a safe space for our residents to enjoy while supporting residents to combat isolation as part of Covid recovery.</li> <li>No impact on the service users and does not support Reshaping strategy, as there is no change.</li> </ul>	<ul style="list-style-type: none"> <li>Protect future of the arts and promote arts and culture, while encouraging people to participate in arts.</li> <li>This option delivers opportunities to engage in new activities, which supports mental health recovery and social interaction, which benefits the future health of our residents.</li> <li>This option provides an enhanced experience for the service users and engages with a wider audience.</li> </ul>	<p>reshaping with our community to provide avenues to support mental well-being.</p> <ul style="list-style-type: none"> <li>Embracing technology to develop the service we deliver to our residents, while developing income opportunities.</li> <li>Provides income opportunities to support recovery from Covid</li> <li>A community hub which increases engagement with the arts and supports mental health and social cohesion, which in turn supports well-being and benefits the future health of our residents.</li> <li>This option provides opportunities to further promote and increase engagement with the arts.</li> </ul>	<p>deliver arts and culture.</p> <ul style="list-style-type: none"> <li>Engaging with the community to reshape our resources and promote arts and culture.</li> <li>Supporting well-connected communities that promotes and protects arts and culture.</li> <li>Working with the community to support Covid recovery while continuing to provide a valuable resource to our residents and visitors.</li> </ul>	<p>new service to the public, however the arts sector will be negatively impacted due to the loss of the Gallery.</p> <ul style="list-style-type: none"> <li>This option delivers opportunities for residents to engage in new activities, which could support mental health and well-being</li> <li>The removal of the Art Gallery will have a negative impact on community engagement with the arts.</li> <li>This option will negatively impact current service users as they will lose Art Central Gallery, but this will provide a new recourse which the community can enjoy.</li> </ul>	<p>reshaping our resources to develop commercial opportunities and income generation.</p> <ul style="list-style-type: none"> <li>The Gallery is enjoyed by local residents, artists and art groups, so the removal of this service could have a negative impact on well-being and community relationship with the arts.</li> </ul>
<p><b>Potential Value For Money</b></p>	<ul style="list-style-type: none"> <li>This option will not deliver any savings</li> </ul>	<ul style="list-style-type: none"> <li>Could secure additional £15k income p/a.</li> </ul>	<ul style="list-style-type: none"> <li>Could secure additional £80k income p/a, with the</li> </ul>	<ul style="list-style-type: none"> <li>The overheads are substantial and the trust or third</li> </ul>	<ul style="list-style-type: none"> <li>This option will not deliver any savings or produce</li> </ul>	<ul style="list-style-type: none"> <li>Could secure income of £22k - £39k p/a.</li> </ul>

<ul style="list-style-type: none"> <li>Delivering financial savings after allowing for any potential investment.</li> <li>Contributes to the value for money agenda in terms of ensuring economy, efficiency and effectiveness of spend.</li> </ul>	<p>or produce any additional income.</p> <ul style="list-style-type: none"> <li>This option would be a missed opportunity to explore sustainable delivery models.</li> </ul>	<ul style="list-style-type: none"> <li>There would still be a substantial deficit in budget, which could be covered by Section 106 monies.</li> <li>This option would allow the Council to continue providing a valuable recourse to the residents.</li> </ul>	<p>potential to become cost neutral to the Council.</p> <ul style="list-style-type: none"> <li>Will continue to provide a valuable resource and create a community hub, which will support the residents.</li> </ul>	<p>party would require financial support of potentially £60k initially, which would be tapered over an agreed period.</p> <ul style="list-style-type: none"> <li>Continue to provide a valuable service to the residents.</li> <li>Once the model is established, the area could become cost neutral to the Council.</li> </ul>	<p>any additional income.</p>	<ul style="list-style-type: none"> <li>Running costs would be reduced, so the space could potentially become cost neutral to the Council.</li> </ul>
<p><b>Potential Achievability</b></p> <ul style="list-style-type: none"> <li>Likelihood to be successfully delivered, considering the Council's ability to assimilate, adapt and respond to the required level of change.</li> <li>Matching the level of available skills which are required for successful delivery.</li> </ul>	<ul style="list-style-type: none"> <li>This approach would not require a new model to be implemented and would therefore be achievable. However, this option is unlikely to be sustainable for the future.</li> </ul>	<ul style="list-style-type: none"> <li>Would require minimal change, therefore is achievable with the current resources.</li> <li>Can utilise current staff to implement this model</li> </ul>	<ul style="list-style-type: none"> <li>This has already been achieved at Dinas Powys Library and Penarth Pavilion, we have a good model to replicate</li> <li>Could utilise staff from Big Fresh to manage the café</li> <li>Could utilise current Council staff to ensure successful implementation.</li> </ul>	<ul style="list-style-type: none"> <li>We have a successful example with the community run Vale libraries</li> <li>Utilise art staff to support the transition of the service.</li> </ul>	<ul style="list-style-type: none"> <li>Would require the employment of specialist museum staff</li> <li>Would require support with adaptations and alterations to enable certification as a museum</li> </ul>	<ul style="list-style-type: none"> <li>The management of the lease and a commercial tenant could be undertaken by the Council Estates and Facilities department</li> <li>Could utilise current Council staff to support the process of adapting and altering the space.</li> </ul>

<p><b>Potential Affordability</b></p> <ul style="list-style-type: none"> <li>• Likely availability of funding.</li> <li>• Delivering within approved resources.</li> </ul>	<ul style="list-style-type: none"> <li>• No change therefore no additional resources required, however this model is not sustainable long term and future budget cuts may impact the service.</li> </ul>	<ul style="list-style-type: none"> <li>• No extra funding required, however, this option will require funding to subsidise the future running of the service.</li> <li>• Future budget cuts may impact the service.</li> </ul>	<ul style="list-style-type: none"> <li>• Would require capital funding to modernise the Gallery and establish the café.</li> <li>• Once established this option will support the future running of the Art Gallery and support resilience to any future budget cuts.</li> </ul>	<ul style="list-style-type: none"> <li>• Will require funding during the transition period. Could utilise current budget to initially provide financial support to a Trust or third party.</li> </ul>	<ul style="list-style-type: none"> <li>• Would require substantial funding to adapt the building and obtain certification for a museum. Potential to obtain a grant.</li> <li>• Would need to investigate running costs, as these could increase.</li> </ul>	<ul style="list-style-type: none"> <li>• Would require funding to adapt the space, however once established the space would hopefully become cost neutral to the Council.</li> </ul>
<p><b>Impact on service</b></p> <ul style="list-style-type: none"> <li>• Increasing public footfall in the Gallery and online activity resulting in increased interest in the arts by a wider audience.</li> </ul>	<ul style="list-style-type: none"> <li>• No change to service, so no change to footfall figures.</li> </ul>	<ul style="list-style-type: none"> <li>• This option will hopefully engage with a wider audience, which will result in an increase in footfall.</li> </ul>	<ul style="list-style-type: none"> <li>• This option looks to increase integration between the Library and Gallery and with the addition of a café it is hopeful that engagement in the arts will increase and subsequently footfall will also increase.</li> </ul>	<ul style="list-style-type: none"> <li>• It is hopeful that the model chosen by the third party would have a positive impact on footfall, although the Council would lose control over which model a third party would operate.</li> </ul>	<ul style="list-style-type: none"> <li>• The removal of the Gallery would have a negative impact in the arts sector.</li> </ul>	<ul style="list-style-type: none"> <li>• The removal of the Gallery would have a negative impact in the arts sector.</li> </ul>