



## **Report**

### **Blakehay Electrical Installation**

**on behalf of**

**Weston-super-Mare Town Council  
Grove House  
Grove Park  
Weston-super-mare  
BS23 2QJ**

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## 1.0 Introduction

This report has been prepared to summarise the condition reports and testing results for the electrical installation at The Blakehay. The report considers the works required and the consultants fee quotes and procurement options for the works.

## 2.0 Summary of Proposed Works

Following the most recent quinquennial testing of the electrical installation at The Blakehay a significant number of defects were raised during the inspection. The defects identified are graded 1 to 4 with grade 1 defects being classed as 'Danger present. Risk of Injury. Immediate Action Required'. The grade 1 defects were extensive and entailed remedial works in excess of £15,000 to remedy. Most of the defects were due to the age of the electrical equipment.

The Town Council commissioned an inspection of the electrical installation and the preparation of a planned maintenance plan for The Bakehay by Smith Consult in October 2017 with the intention of undertaking regular panned maintenance works at the building.

The report identified that the electrical installation at the building is obsolete with spare parts and maintenance items no longer available, the recommendation was for the complete replacement of the installation. Smith Consult provided a budget figure of £150,000 for these works.

Following discussions, the Town council have committed a budget of £30,000 per year towards the works at the Blakehay.

The works at the Blakehay are significant and will affect the ability of the building to operate, a review was undertaken with the service manager and options were assessed to undertake the work in phases to minimise disruption. In August 2019, Edifice Design Consulting Engineers undertook an inspection and put forward an outline proposal to phase the works at The Blakehay, the budget cost is £160,000 within their report.

This will include a small uplift due to inflation over the last two years and an increase in cost due to phasing the works over several years.

The works are to replace the complete electrical installation at the building excluding the stage lighting. Although the power feeds to the stage lighting installation will be replaces.

### 3.0 Procurement

Quotes have been obtained from two firms of Electrical Engineers to design and specify the replacement installation and to procure and manage one phase of works.

These quotes were by email and are:-

1. Mr Jason Wyatt of Smith Consult, £15,000.00 plus VAT
2. Mr Paul Curley of Edifice Design, £7,470.00 plus VAT

Both quotes are for the design of all the work and separation into phased packages for subsequent tenders each year and the procurement and management of the first phase.

With the procurement of the works, there are two options the first is to tender each package as they are needed each year. This procedure has several drawbacks as it increases the professional fees with multiple procurement and having different contractors for each phase may lead to issues with overlapping works and inconsistency of approach and finish.

The second option is to tender all of the works packages in the first year and then have the contractor come back in subsequent years to undertake the future phases. This can lead to more competitive quotations as the work value is larger and the future phases are guaranteed. It is also easier for the Town Council to manage and any defects are straightforward as there is only one contractor involved.

There are significant financial and service constraints that prevent the works being undertaken as one larger project, it is anticipated that the Contract will be let for a 5 year period with 5 separate phases of works. At tender stage the Contractor is to price all of the works within each of the phases with rates and prices current to the end of the first financial year 2020-2021 to provide a total price for the complete works required (Phases 1 to 5).

Phase 1 of the works will be carried out in the first financial year and all following phases will be carried out in subsequent financial years (2021-22, 2022-23, 2023-24, 2024-25) in an order to be confirmed (i.e. phase 2 may not be the second phase). For each subsequent phase (2-5), adjustments to the rates and prices will be made will be made in April of each year based upon the CPI percentage for January of the that current year.

Should additional funding be made available, the phases may be condensed into a reduced number. Should this occur, the contract will be for a reduced period and uplifts to rates and prices will apply as above, but to a shorter number of financial years.

#### **4.0 Conclusion**

The electrical engineers that have inspected The Blakehay are in agreement that the existing installation is obsolete and at the end of its service life. The maintenance contractor is currently sourcing second hand spare parts where possible. However, should there be a significant defect the Blakehay will be out of operation with no guarantee of quick repair.

The budgets are not available to undertake the works in one phase, there is also insufficient time available to undertake a complete replacement of the electrics without shutting the building for a significant period of time.

Phasing the works over several years allows the cost and works to be managed within existing budgets and programmes.



Heritage, Arts and Culture Committee 14<sup>th</sup> November 2019

## Development Grants Update Report

Written by Molly Maher - Development Officer

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### Museum

#### Grants for the Arts

The Grants for the Arts project is now officially closed, with the opening having taken place on the 27<sup>th</sup> September 2019.

#### Buy a Block

Orders have slowed for the Buy a Block Scheme. Working with the Communications Officer, there will be a push during the Christmas season as blocks could be an ideal Christmas present.

#### Phase 2 Consultation

Consultation for the phase 2 museum refurbishment is still ongoing. Different groups are being consulted in order to ensure a wide demographic is being reached.

#### AIM Hallmarks

An application to the Association of Independent Museums (AIM) Hallmark Awards is being completed, with a deadline of 20<sup>th</sup> November. If successful, this grant will enhance upon the current community offer at the museum, offering more opportunities to community groups to work with the Community Liaison Officer and curate their own exhibition.

#### Clara's Cottage Redevelopment

A meeting will be taking place with Sam Astill of the South West Heritage Trust, the Development Officer and the Deputy Town Clerk to discuss potential development opportunities for Clara's Cottage.

### Blakehay Theatre

#### Fundraising Strategy – Sensory Theatre

A funding application was submitted to the Sainsbury's Family Charitable Trust regarding the Sensory Theatre project at the Blakehay Theatre.

An application was submitted to the Joyce Fletcher Charitable Trust for funding to contribute to this project also.

An expression of interest has been submitted to the ASDA Green Token Scheme.

A funding application to the Arts Council for funding for a Sensory Theatre project is being completed, and will be submitted by Christmas.

**Members are required to:**

Note the report.



**From:** Helen Wheatley <[helen.wheatley@heritagefund.org.uk](mailto:helen.wheatley@heritagefund.org.uk)>  
**Sent:** 07 October 2019 11:30  
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**Subject:** WSM Museum final payment

Dear both

I am pleased to confirm that we have now arranged for the final £27400 to be released to the Town Council. This should be with you in the next seven working days. If there are comments to come from Paul then we can pick these up, however I do not feel at all comfortable holding up the payment any further.

I can only apologise for the delay which has been too long, and thank you for your patience.

With very best wishes.

Helen

**We have moved!** Please note the following new contact details:

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# Business Plan Review



PROJECT: Weston-super-Mare Museum

REF: HG-11-05086

DATE: 07 October 2019

NOTES: Reconciliation of the 'original' 2014 business plan (at PTS) Vs out-turn forecast business plan dated July 2019. This report focuses on financial resilience and sustainability of the museum.

## Approved Purposes

The original NLHF Approved Purposes of the project were as follows:

### Approved Purpose

- 1 Recruit a part time 25hrs (3 year) Learning and Events Officer who will develop workshops, talks, school activities, volunteer training and community engagement activities as set out in the detailed Activity Plan.
- 2 Reorganise the layout of the museum to reveal more of the historic fabric of the building. The shop and café will move to the front of the museum and the current kitchen area will become the café seating area.
- 3 The central staircase in the main courtyard will be removed. The Flatner boat will become a star item in this space and at atrium level a mural designed by the children of Worle Community School will be displayed.
- 4 A dedicated Education Room leading off the main courtyard will support community activities and schools visits, and will also be available for wall mounted community exhibitions.
- 5 A Temporary Exhibition Space (meeting Government Indemnity Standards) will replace the area of the current Natural History Gallery.
- 6 Access to Clara's Cottage will be via a new corridor link which will include interpretation of the story of the museum

### Commentary

Now transitioned into a Full-Time role fully funded by the Council

Successfully completed in August 2017

Completed

Completed

Completed

Completed

### Approved Purpose

building and its transformation in 1974 from the original mews cottage and Gas Light Workshops to the Museum.

- 7 The People's Collection and Community Exhibition space will replace the current dairy room and will offer opportunities for the local people to develop their own exhibitions based on their own collections.
- 8 An Introductory Gallery also leading off the courtyard, will provide visitors with an introduction to the collections as well as to Weston and North Somerset.
- 9 The new stairs and lift will provide improved access to the first floor. Two new bridges will be installed to span the courtyard space and to create a circular route, identified as essential during the development phase, leading visitors chronologically through the story of Weston.
- 10 The electrical and heating systems will be modified/replaced, asbestos removed, and urgent repairs will be carried out to the glass roof in the courtyard area.
- 11 Deliver a chronological layered interpretation detailing the story of Weston and the surrounding villages.

### Project Aims

The aims of the project as set out in the original business plan were as follows:

#### Aim

- 1 Bring the building to life with improved interpretation for visitors to understand how the building developed from the 1860s to present day
- 2 Improve physical access around the site with the installation of a lift, and improved staircase and visitor flow by introducing the two bridges at first floor level

### Commentary

Completed

Completed

Completed

Completed

Completed

### Commentary

Aim	Commentary
3 Improve the gallery layouts and offer new experiences in exhibitions and interpretation by opening up the old store room on the first floor	Achieved
4 Create a clearer identity for the site and its role in the local community through better marketing (please refer to the Marketing Strategy in Appendix 12 and the Branding Proposal in Appendix 9)	Achieved
5 Ensure everyone has access to learn about the history of Weston and the surrounding areas through the temporary and permanent exhibits, the hands-on interactives, the layered interpretation, online resources and the archive resource facility at the museum	Achieved
6 Provide excellent and regularly updated layered interpretation and learning opportunities	Ongoing
7 Develop a training programme to help support staff and volunteers with the aim of increasing confidence, new skills and knowledge in order to present an improved museum service and visitor experience	Achieved - and exceeded
8 Provide more opportunities for participation and community involvement through heritage workshop activities, outreach offers, Community or People's collection display opportunities, an improved temporary exhibitions offer and events and activities based on what we have learned through consultation	Achieved - and exceeded
9 Improve the education offer to schools at the museum to support the National Curriculum	Achieved - ongoing commitment reinforced through FT employment of LEO
10 Improve our outreach offer and ensure up-take in schools, retirement homes and community groups on either commission or sale and return basis	Achieved
11 Improve the kitchen facilities, café seating area and catering offer to create a welcoming and attractive meeting place	Achieved - and exceeded

### Aim

- 12 Improve and make stronger links with heritage and tourism sites in and around Weston, and with other museums in the South West
- 13 Sustain the excellent working arrangements with Somerset County Council (South West Heritage Trust from November 2014) and look for new partnerships with surrounding museums, such as the Helicopter Museum, to improve sustainability and resilience
- 14 Ensure the financial sustainability of the museum through chargeable activities, events and some temporary exhibitions, room hire during the day and evening, increase in shop sales and café revenue.

### Commentary

Recent Heritage Action Zone designation presents a big opportunity here.

Achieved - more detail on Helicopter Museum needed.

Income increased, but operating costs increased by more than income. Operational viability reliant on ongoing underwrite from Council. Underwrite currently larger than forecast - but may reduce following business rate appeal and review of Community Event charging structure. Staffing levels arguably currently higher than needed until Phases 2 & 3 of museum upgrade strategy delivered.

## Financial Summary

### Forecast Costs Vs Actual Costs

Cost Head	PTS	Change	Out-turn	Narrative
Professional fees	93,134	84,380	176,564	Main increase: PM fees & interpretation fees
Capital Costs	1,131,840	160,484	1,292,324	
Activity Costs	107,031	(64,026)	43,005	
Other Costs	168,258	(64,165)	104,093	Inflation & contingency transferred to capital
<b>TOTALS</b>	<b>1,500,263</b>	<b>115,723</b>	<b>1,615,986</b>	

### Funding Plan Vs Actual

Funding Source	PTS	Change	Out-turn	Narrative
Weston-Super-Mare Town Council	200,000	93,200	293,200	
North Somerset Council	80,000		80,000	
Buy-a-block	25,000	(1,769)	23,231	
Clarks Foundation	15,000		15,000	
WSMTC revenue	8,313	87	8,400	
Fundraising	7,500	63,894	71,394	
Volunteer	68,450		68,450	
HLF	1,096,000		1,096,000	
<b>TOTALS</b>	<b>1,500,263</b>	<b>155,412</b>	<b>1,655,675</b>	

A detailed breakdown has been uploaded to the NLHF portal.

## Business Plan

### Original Plan

Original Plan
Redundancy of housekeeper & contract out the service afterwards
Employ a learning & events officer (LEO) 20 hpw
Appoint a Visitor Services Manager (VSM) and Visitor Services Assistant (VSA)
Move from in-house cleaners to contract cleaners
Repairs & maintenance by Town Council via contracted suppliers
Anticipated reduction in NNDR (business rates) due to reduction in floor area of building.
Utility costs expected to be broadly similar (plus inflation)
Additional running costs expected to be off-set by increased income.
Allowance for alcohol and entertainment licenses
Net running costs of the museum are guaranteed to be met by the Council.

Current Plan
No change
Now Full-Time
No change
Reported to have increased due to higher levels of demand.
No change
Business rates appear to have increased significantly from £25,789 forecast to £52,398 (+£26,519). These are being appealed and fully expected to be successful.
No details provided
Running costs (excluding business rates) are reported to have increased by £11,817 p.a. due to higher than forecast levels of use.
Secured
Maintained - but cost to Council has increased



### Visitor Numbers

Year	Forecast
2012/13	12,938 existing
2013/14	13,375 existing
2014/15	11,369 existing
2018/19	
2019/20	20,000 forecast

Actual	Narrative
33,521	Overall visitor numbers show an increase of 295% over the final year before closing for refurbishment and a 168% increase on forecast. Visitor numbers are reported to be holding steady after 12 months of operation.

### Income

Forecast
Expected increase in income from £50,000 to £65,000
Free admission to permanent galleries
7-day per week operation
Café income forecast to rise from £12,000 to £26,400 through increased visitor numbers
Dedicated café supervisor to be employed
Shop revenue increase from £11,000 to £16,800
Room hire increase from £2,000 to £10,385 through improved learning and education opportunities

Actual / Revised Forecast	Narrative
£92,000	(excludes HLF funding) Forecast exceeded by 42%
	Maintained
	Likely to be reduced to 6 days per week outside school holidays.
£44,700	69% improvement on original forecast. Rebranding as "Clara's Café" has helped create its own independent identity with a broadened focus on birthday parties and wedding receptions.
	Plus two PT assistants
£18,300	9% improvement on original forecast
£7,000	32% below forecast

Forecast
Revenue through temporary exhibitions, guided tours and public fundraising - £2,000

Actual / Revised Forecast	Narrative
£21,810	<p>1091% improvement on original forecast. Key areas include: donations - up to £7,500 from £2,000; functions income of £8,380.</p> <p>Community Activities - recognition that charges per person are low compared to other museums £1.50 per child Vs £3-£5 per child - and perhaps need to be revised upwards.</p>

Staffing

Forecast	Actual
<b>New Visitor Services Manager - 1 FTE</b>	<p>The original plan was to recruit 5 FTE posts at a total cost of £117,619. The Council have elected to recruit 7 FTE posts to respond to a higher level of museum usage, but this has increased costs by £64,715 to £182,334.</p> <p>The logic here needs reviewing when considering that overall income has only increased by £27,000.</p> <p>The average cost per employee also looks to have increased from £23,523 to £26,047. Another way of looking at this is that the two additional employees have cost £32,357 each.</p>
<b>60 volunteers</b>	<p>94 volunteers - a significant improvement.</p> <p>The Council have recruited and are funding a dedicated Volunteer Coordinator (VC). This is the reason stated to be behind the success of the volunteer programme and, in part, is an investment in the forward strategy for development of Phase 2 and 3 of the museum's redevelopment.</p> <p>It is likely that the VC's costs are part of the reason staff costs have increased overall.</p>
<b>Front of House Staff - 1 x FT 1 x PT</b>	<p>The Council's Communication Officer is now based at the museum for 1 day per week. It is not clear if these costs are included in the increased staffing costs, but arguably should not.</p>
<b>Café Supervisor - 1 x FT</b>	<p>Apprentice role has been replaced with 2 x PT assistants plus increased volunteer support</p>
<b>Learning &amp; Events Officer - 1 x 25hpw PT</b>	<p>The Council have now committed to continue to fund this role and also increase this to a Full-Time role. This compliments the forward strategy for Phase 2 and 3 of the museum development.</p>

Figures

Year	Expenditure	Income	Surplus / (Deficit)
Y1 2018/19	354,000	65,000	(290,000)
Y2 2019/20	383,000	66,000	(318,000)
Y3 2020/21	385,000	66,000	(319,000)
Y4 2021/22	394,000	66,000	(327,000)

Expenditure	Income	Surplus/ (Deficit)
432,000	92,000 *	(340,000)

Narrative:

- \* excludes HLF funding
- Despite a 40% improvement in projected income (+£26,000), operating expenditure has also increased by 13% (+£59,000) meaning the overall operating deficit has actually increased by £22,000 (+7%).
- This is chiefly down to the following:
  - Council's decision to increase staff capacity to respond to increased demand.
  - Increased business rates
  - The Council is meeting the additional costs of operating the museum by increasing its precept to meet any deficit in museum operating costs.
  - The increase in staff costs (by 2 FTE p.a.) underlines the Councils commitment to future phases of development of the museum.
  - The increase in business rates was unexpected and represents a £26,519 annual increase. This is being appealed and the Council fully expects to be successful. This should reduce the annual operating deficit to a level lower than originally forecast.
  - A review of Community Activity charges to a level more in line with other museums will also improve operational viability.

## Lessons Learned | Success Factors

- Bi-monthly / quarterly management reviews to be retained to ensure the team continue to look out for and refine operational processes
- Continue to liaise with Weston-super-Mare Heritage Action Zone Conservation Area to optimise leverage to enhance the Museum's profile and sustainability
- The Museum has had a positive impact on two of eleven neighbouring businesses since opening in 2017. However, there is a willingness amongst these businesses to display promotional flyers and leaflets for the Museum.
- Core stakeholders have a strong relationship - Weston-super-Mare Town Council, North Somerset Council and South West Heritage Trust.
- Strong local authority support evidenced by willingness to underwrite / guarantee operational viability
- Increased volunteer engagement and diversity

Refer to separate Evaluation Report dated February 2018 prepared by A Meredith Associates.

