

By: Mike Hill, Cabinet Member and Amanda Honey, Managing Director
To: Communities Policy Overview Committee, 7th July 2009
Subject: Turner Contemporary Update
Classification: Unrestricted

Summary: To update members of the committee of the latest position regarding the construction of the gallery, operational developments and transition to the Turner Contemporary trust.

Recommendations: Members of the POC are asked to note and comment on the latest developments on Turner Contemporary.

FOR INFORMATION AND COMMENT

1. Introduction

1.1. This is the second regular report to this Committee, providing an update on all aspects of the project including the building, operational issues and the transition to the Turner Contemporary trust.

2. Background

2.1. Turner Contemporary is a visual arts organisation based in Margate, founded in 2001, which celebrates JMW Turner's association with the town

Turner Contemporary aims to:

- Construct a landmark gallery on the seafront at Margate, providing a new facility for the visual arts in the South East
- Offer visitors unsurpassed opportunities to see first class exhibitions of historical and contemporary art and to participate in our programmes
- Ensure there will be works by JMW Turner in the gallery at all times
- Make a major contribution to the regeneration of Margate, Thanet and East Kent
- Be a commercially viable organisation

2.2. We have successfully applied for £4.1m of capital funding from Arts Council England (ACE) and £4m from the South East England Development Agency (SEEDA). We are also working to raise £2.9m through the Turner Contemporary Arts Trust (TCAT) and the remaining £6.4m necessary to fund the capital project will be provided from the KCC capital programme.

2.3. It is intended that once the gallery is complete, KCC will lease the building and enter into a Service Level Agreement for the running of the gallery with the Turner Contemporary trust. The chair, John Kampfner, and trustees for the Turner

Contemporary trust have been appointed, and the trust has received charitable status (charity number 1129974).

3. Gallery Construction

- 3.1. The groundbreaking ceremony was held on 25th November to mark the formal start of the construction programme and the building contract commenced in December 2008. Work is proceeding well and is due to complete in late 2010. The underground services including drainage and utility supply diversions, which facilitate the works and keep the RNLi and Margate Yacht Club open, are now complete. The main structure of the retaining wall to Fort Hill is complete, the ground levels in front of the wall have been reduced and the piled foundations to the main building have been constructed.
- 3.2. Work is now underway on finalising the piles, constructing the lift pits and the remainder of the building foundation work. These final substructure works will continue during June, along with the parapet and the finishing to the retaining wall. Upon completion of the substructure, work will start on the concrete walls, which will bring the building up to the ground floor level when it will be possible to appreciate the footprint of the building and its level above the original car park. On current planning, the building will be fully watertight and final finishes will be underway in early 2010, with the building opening to the public in Spring 2011.
- 3.3. Compulsory Purchase Orders have been issued on some small parcels of land released by the de-dualling of Fort Hill. These Orders have now been confirmed by the Secretary of State and the process will be completed in the coming months.
- 3.4. The development of the external landscape design by Gross Max Landscape Architects and David Chipperfield Architects is progressing well. RIBA Stage D (Detailed Design) has been approved and the design team are currently working on completion of Royal Institute of British Architects (RIBA) Stages E and F (Production Information). The landscaping is primarily a hard landscape comprising basalt setts, cast iron steps leading to the sea front, a chalk garden on Fort Hill, new seating and public furniture and improved connectivity with the Harbour Arm.
- 3.5. As the construction programme progresses and the building becomes more established, we will make arrangements for KCC members/officers and other partners/stakeholders to be able to make site visits to review progress.

4. Income Generation and Fundraising

- 4.1. Turner Contemporary is currently undertaking a review of possible income generation opportunities once the gallery opens, this is to ensure that the organisation is commercially viable and that it maximises the commercial opportunities available. This will include a review of visitor numbers, the use of the shop, café, education facilities and variety of spaces available for public and private use throughout the building. The level of income that the building generates is driven by the number and type of visitor that the gallery attracts, building on the work of the visitor number forecasting completed as part of the Turner Contemporary Business Plan. The current forecast shows 156,000 visitors in its first year of operation (this includes the

effect of the initial surge in interest for a new attraction); thereafter visitor numbers are anticipated to drop to around 130,000 with a small annual increase.

- 4.2. The Turner Contemporary trust will develop an approach to revenue fundraising, led by the Fundraising Sub-Committee. This work will be supported by the appointments of the Head of Operations and Resources, the Fundraising and Development Manager and the Marketing Manager to be achieved in 2009. It is expected that the majority of revenue fundraising will commence in 2010, although the recent confirmation of charitable status allows a number of revenue funding applications to be submitted over the coming months.
- 4.3. The Turner Contemporary Art Trust (TCAT), an independent charity responsible for raising the remaining £2.9m of capital funding, continues to undertake a wide ranging fundraising strategy focused on seeking major gift support from individuals, trusts and foundations who have a commitment to supporting the visual arts. TCAT has already received sizeable donations and is striving to achieve the fundraising target that has been set. A fundraising event was held at RIBA on 17th June and included presentations by Tim Steel (Chair of TCAT), David Chipperfield and Sir Nicholas Serota.
- 4.4. As part of the ACE and SEEDA Funding Agreements, KCC has pledged to underwrite any potential shortfall in TCAT fundraising

5. Operational Developments

5.1. *Staffing Restructure*

- 5.1.1. Turner Contemporary recently undertook a staffing review and restructure, as the structure in place did not represent the future operational requirements of the organisation. A new staffing structure has been developed to address these operational issues and to ensure that the organisation is 'fit for purpose' when the gallery opens in 2011. The staffing structure was benchmarked against a number of comparable organisations and has been discussed with the Arts Council to ensure best practice.
- 5.1.2. Following a formal staff consultation and KCC decision-making process, the new structure was implemented in April 2009. The implementation of the new structure has resulted in a number of staff slotting to new roles, the redundancy of two positions and changes in contractual status to a further three positions.
- 5.1.3. A phased recruitment process is now underway and will continue in the period prior to the gallery opening. Careful consideration has been given to this phasing to ensure that staff are only recruited from the point at which they are actually required for the operational needs of the organisation, thereby limiting staffing costs as far as possible.
- 5.1.4. The pivotal role of the Head of Operations and Resources, who will also act as Deputy Director, is currently open for recruitment with interviews taking place on 23 and 24 June.

5.2. *Turner Contemporary Trust and Transition of Operational Responsibility*

- 5.2.1. The Turner Contemporary trust is now established and will be the organisation responsible for the future operation of Turner Contemporary. The trust is making considerable progress in establishing the internal processes required to undertake the future operation of Turner Contemporary.
- 5.2.2. KCC intends to lease the gallery building to the Turner Contemporary trust and enter into a Service Level Agreement (SLA) for the operation of the gallery. The Lease will govern the use of the building and the SLA the operational relationship between KCC and the trust. These two documents are vital in ensuring KCC meets its aims and objectives for regeneration stimulation and cultural enhancement. Both the Lease and SLA will be agreed as Cabinet Member decisions and will be reported to this committee at the appropriate juncture.
- 5.2.3. The transitional plan, an action plan outlining the key processes required to transfer the operation out of KCC to the trust, has been developed. Turner Contemporary will transfer to trust on 1st April 2010 at which point the trust will become responsible for the entire operation of the organisation, including staffing, the artistic and educational programme and marketing. The transitional arrangements consider the key actions and processes required to enable the smooth transition of the organisation from KCC to the trust and the systems and processes required to ensure that the trust can operate the organisation. These include the TUPE transfer of staff, financial and HR processes, systems, policies and procedures.

5.3. *Artistic and Educational Programme*

- 5.3.1. Turner Contemporary currently offers a lively and varied programme of contemporary art through the Turner Contemporary Project Space on Margate High Street. Planning is currently underway for the first Turner Open, a selected, open submission exhibition that celebrates the creativity of artists based or trained in Kent. The Turner Open will run from 27th June until 6th September and will be the final exhibition that Turner Contemporary runs from the Project Space. Following this exhibition, Turner Contemporary will no longer programme this space, enabling detailed planning to take place on the future programme that will be delivered from the new gallery building once it opens.
- 5.3.2. Turner Contemporary will continue to deliver an artistic and educational outreach programme within Margate once the programming of the Project Space ceases. It will continue to build upon and develop the work and good practice that has taken place to date.
- 5.3.3. Turner Contemporary has been confirmed as a partner of the Tate through the Tate Connects programme; this is a major milestone in establishing Turner Contemporary as a major national and international gallery. Tate Connects is a UK wide programme, which will seek to strengthen artistic programmes, support artists and help to attract audiences. The partnership with Tate means Turner Contemporary will have improved access to loans from the national collection of British, modern and contemporary art, and has already benefited through the

development of a major Turner exhibition scheduled to open in 2012 and through organisational development and training.

5.3.4. Turner Contemporary, Margate and Thanet have continued to be the recipients of good national press. Recent coverage has included a review of the 'Superabundant' exhibition held in the Project Space; an article in the Guardian about arts-led regeneration and use of empty retail spaces; and 'The Apprentice' that was filmed in Margate with a brief to re-brand the town. Positive PR and improved profile of Turner Contemporary and Margate help to develop and strengthen the brand, support the achievement of visitor numbers and help to deliver the desired regeneration outputs.

6. Recommendations

6.1. Members of the POC are asked to note and comment on the latest developments on the Turner Contemporary project.

Contact

Victoria Pomery
Director Turner Contemporary
Tel: 01843 280268