

MEETING: 12/02/2014

Ref: 11956

ASSESSMENT CATEGORY - Accessible London

National Army Museum

**Adv: Joan Millbank
Base: Kensington &
Chelsea**

Amount requested: £275,000

Amount recommended: £50,000

Benefit: London-wide

Purpose of grant request: To fund a specific element of the Access works to provide disabled access to all areas of the Museum as part of its redevelopment Building for the Future, and specifically the provision of new 'through lifts' connecting all the floors.

Background

Founded by Royal Charter in 1960, the National Army Museum (NAM) cares for over one million items relating to the British Army spanning six centuries. Its collections include film archives to sound recordings, uniforms to vehicles, medals to oil paintings. Alongside conservation, documentation and its object-identification service, NAM provides exhibitions and events. It also runs educational services including talks and workshops for schools applicable to GCSE syllabuses, and learning programmes as part of army training.

In 2012 visitor numbers reached 270,000 of which approximately 54% were Londoners; 22,000 specifically related to NAM's education services including pupils from over 200 schools. NAM is recognised as the UK national Museum of the Army and is accredited by Arts Council England.

Funding History

None

Current Application

You are being asked to contribute towards 'Building for the Future', a multi-million pound redevelopment project to renovate and refurbish the Museum site in Chelsea by 2016. The project proposes a complete overhaul of the internal space, the creation of five galleries, dedicated education facilities and a Kid's Zone, and revamped café, shop and study centre. The redevelopment (NAM's first since 1980) will help to revolutionise the visitor experience, enhance learning opportunities, and contribute towards a more economically and environmentally sustainable Museum.

The lack of full disabled access is a particular concern to NAM. Approximately 21,000 (8%) of current users have a declared disability or condition. Findings from consultation surveys and focus groups indicate that this number would rise to at least 32,000 per annum if the building and its facilities were fully accessible. In addition, some 3,000 service and ex-service personnel with a disability would directly benefit from improved

access and from NAM's plans to develop and comprehensively integrate volunteers in the running of the Museum. Improved access will include accessible toilets, a changing place, two through-lifts, three platform lifts, induction loops and signage, and step-free entrance. An access audit has been carried out and Stage D architect plans reflect these requirements. Planning Consent is in place.

Financial Observations

Audited accounts for the year ended 31 March 2013 show total income of £7,315,713 and an operating surplus of £97,777 (1.3% of turnover), comprising a surplus of £111,455 on restricted funds partially offset by a deficit of £13,678 on unrestricted funds. A revaluation gain on tangible fixed assets of £407,365 and an unrealised gain on investments of £21,107 resulted in a net increase in funds of £526,249.

The charity's reserve policy does not have a target level for free reserves, however, it states that its free reserves are the amounts shown as 'Investments' and 'Net Current Assets' which are attributed to unrestricted funds. The charity receives grant-in-aid funding (as restricted funds) which is used to cover day-to-day operations, and has been secured until 2016/17. At 31 March 2013 free unrestricted reserves stood at £715,781, equating to 1.5 months' worth of 2014/15 forecast expenditure.

The latest forecast for the current year 2013/14 shows a surplus of £132,517 (1.9% of turnover), comprising a surplus of £834,932 on unrestricted funds, and a deficit of £702,415 on restricted funds. Total income shows £6,949,057, all of which has been confirmed.

The budget for 2014/15 shows total revenue income of £6,103,400, of which £5,804,000 (95.1%) has been confirmed. After expenditure of £5,594,700 a surplus of £508,700 (8.3% of turnover) is anticipated comprising a surplus of £317,500 on restricted funds and £191,200 on unrestricted funds. At 31 March 2015 free unrestricted reserves of £1,741,913 would be expected equating to 3.7 months' worth of 2014/15 expenditure.

Officer's Appraisal

The Board of NAM is well on its way to securing the funds required for its £23,250,000 capital development. Heritage Lottery has awarded a development grant of £350,000 and a conditional grant of £11,250,000 towards capital costs. Donations and pledges total £3,750,000 to date. Fundraising is seeking support from individuals, corporate sector, trust and foundations, and a public appeal. NAM has requested an exceptional grant of £275,000 to cover the full cost of installing the five lifts. Under your programme 'Working with Londoners - Accessible London', grants for accessible buildings and appeals for major venues are limited to £50,000. It is recommended, therefore, that a general contribution be made

towards accessible works undertaken within the capital building programme.

Recommendation

£50,000 towards the provision of disabled access works within 'Building for the Future' capital improvement project.



The City Bridge Trust

Charity Registration Number: 1035628

Working with Londoners: Application for a grant

Please read the guidance notes before completing this form

Reference:
(office use only)

11956

Date Received:

04/07/13

Programme
Area:

1

1. About your organisation

Name of organisation applying for grant: National Army Museum	
If the organisation is part of a larger organisation, what is its name?	
Address for correspondence National Army Museum Royal Hospital Road Chelsea	
Postcode: SW3 4HT Is this your home address? No	
Contact person: Mrs Rosemary Gilbert	Position: Assistant Director (Development)
Phone: 020 7881 2420	Fax: 020 7823 6573
E-mail: rgilbert@nam.ac.uk	
Website: http://www.nam.ac.uk	
Legal status of organisation: Registered Charity	
If registered, please give charity number: 237902	
Year and month organisation established: April 1960	



2. Request for funds

Under which of the Trust's themes are you applying (see our website or brochure for further details)? Accessible London - buildings
Purpose for which funds are requested: (25 words maximum) To fund a specific element of the Access works to provide disabled access to all areas of the Museum as part of its redevelopment: The provision of new 'through lifts' connecting all the floors.
How much funding is requested? Year 1: £275,000 Year 2: £ Year 3: £ Total: £275,000

3. Aims of your organisation

The National Army Museum holds the National Collections of the Land Forces of the British Crown. Its Collection is the world's largest single accumulation of the rich material culture of the British Army. Its mission is to gather, maintain and make known the story of the British Army and its role and impact in world history, and to provide a museum experience that meets the widest range of public need and connects the British public with its Army. The Museum has five strategic aims: 1) To create memorable, relevant and accessible activities aligned to audience need in order to maximise audiences and generate footfall; 2) To establish the Museum, nationally and internationally, as the first choice for the history and life of the British Army; 3) To safeguard and make accessible the collections and associated knowledge; 4) To develop a national footprint by establishing a network of partnerships, linkages and working relationships; 5) To maximise financial resilience, organisational efficiency and sustainability.

4. Main activities of your organisation

The Museum's activities are closely aligned to these strategic aims, and it is primarily concerned with the delivery of five key activities:

- 1) The collection, conservation, documentation, storage and display of its Collections.
- 2) The development of public programmes, special exhibitions and events.
- 3) The provision of lifelong educational programmes and activities for formal and informal learning groups.
- 4) The provision of object identification and a general enquiry service.
- 5) The provision of dedicated research facilities.

5. Number of staff

Full-time	Part-time	Management committee members	Active volunteers
63	10	12	33

6. How do you support your volunteers?

The Museum's new Volunteer programme ensures that volunteers are fully integrated into the Museum's core work. They work with staff on a broad range of activities and develop transferable skills and gain experience of working in a national Museum.

7. Property occupied by your organisation

Is the main property owned or leased/rented by your organisation?	If leased/rented, how long is the outstanding lease/rental agreement?
Leased	954 years

8. Finance

From your most recent audited or independently examined accounts, complete the following:

Financial year ended -

Month: 31st March

Year: 2013

Income received from:	£
Voluntary income	396,444
Activities for generating funds	511,037
Investment income	7,921
Income from charitable activities	6,392,874
Other sources	7,437
Total Income	7,315,713

Expenditure:	£
Charitable activities	6,272,686
Governance costs	492,294
Cost of generating funds	452,956
Other	0
Total Expenditure	7,217,936
(Deficit)/surplus for the year:	97,777

Asset position at year end	£
Fixed assets	86,261,666
Investments	209,322
Net current assets	2,413,768
Long-term liabilities	0
*Total A	88,884,756

Reserves at year end	£
Endowment funds	0
Restricted funds	24,397,175
Unrestricted funds	64,487,581
*Total B	88,884,756

* Total A and Total B must be the same and should be taken from your balance sheet

9. Statutory funding

For the financial year above, what % of your income was from statutory sources?
90%

10. Material changes

Describe any material changes to the organisation's activities, structure or financial position since the date of the most recent accounts:

The national Army Museum embarked on the capital project Building for the Future, the total cost of which is £23,250,000. The Museum has received development funding of £300,000 from the Heritage Lottery Fund, with a conditional grant offer of £11,000,000. We have identified £3,750,000 from self-generated reserves, savings during the closure of the Museum, and donations and pledges. £8,200,000 is needed to complete the project.

11. Previous applications to the Trust

Have you applied to the Trust before? If so, please give details:					<input checked="" type="checkbox"/>
Month/Year: - / -	Ref:	Grant received: £	OR application rejected		<input type="checkbox"/>
Month/Year: - / -	Ref:	Grant received: £	OR application rejected		<input type="checkbox"/>
Month/Year: - / -	Ref:	Grant received: £	OR application rejected		<input type="checkbox"/>

12. Previous funding received

Funding received by your organisation from the following sources during the last **THREE** years:
(i) City of London (other than the City Bridge Trust)**(ii)** London boroughs **(iii)** London Councils (formerly ALG)
(iv) Health authorities **(v)** Central government departments **(vi)** Other statutory bodies (e.g. Housing Corporation, Arts Council) - List source, years and annual amounts:

	Year: 2010	Year: 2011	Year: 2012
(i)			
(ii)			
(iii)			
(iv)			
(v) The Ministry of Defence	5,514,371	6,313,103	6,496,345
(vi)			

13. Previous grants received

Grants received by your organisation from charitable trusts and foundations (other than the City Bridge Trust) during the last **TWO** years. List source, years and annual amounts:

	Year: 2011	Year: 2012
Orrin Charitable Trust	5,000	
P F Charitable Trust	10,000	
Steel Charitable Trust		20,000
The Swire Charitable Trust		5,000
Dr Mortimer and Theresa Sackler Fdn		5,000
Lennox and Wyfold Foundation		5,000

14. What steps is your organisation taking to reduce its carbon footprint?

The sustainability of our capital building project Building For the Future will be BREAMM certified. All our designs integrate 'green technology' into the project and address the need to minimise carbon emissions both in the manufacturing process and installation. We are taking the following measures to reduce our carbon footprint in the new Museum: 'grey water' harvesting to use recycled water in the WCs; smart technology to ensure that any requirements for climate control to conserve the Collections utilise macro and micro climates, i.e. by the use of conservation standard display cases which have micro climates thus reducing the requirement to air condition the complete galleries; maximum use of natural daylight and LED lighting systems, and cycle racks for staff and the public. We are also ensuring that the new building **will** make maximum use of recovered heat and of passive heating and ventilation.

15. Purpose

Complete this section whatever the amount of grant requested. **In addition**, if the request is for £25,000 or more in total, a fuller proposal should be sent with this form. Also, if your application is for all or part of new or existing post(s), please enclose a copy of the relevant job description(s) including the salary level.

In order to provide the right information, please refer to guidance note 15 before completing this section.

Building For the Future is a capital project to redevelop The National Army Museum's building at its Chelsea site. It offers a once in a 50-years opportunity to improve disabled access to the Museum. The building has not been redeveloped since its construction in 1971 and its original layout and facilities are creating major constraints to the delivery of a first-class museum experience.

Since 2007 our visitor numbers have more than doubled from 107,000 to 270,000. The numbers using our education services have risen from 15,593 to 22,000 in 2012. Around 8% of our existing users have a declared disability, infirmity or longstanding illness. In addition, there are 3000 ex-service men and women with a disability. Our in-depth audience research and consultations with the Museum's existing and potential users via questionnaires, surveys and focus groups has shown that we are not meeting the needs of the modern museum user, including those with access issues.

The growth in visitor numbers has led to overcrowding at peak times. Visitors frequently comment on the cramped layout, the low ceilings, the dark displays and dated designs. There is no dedicated educational space. While we work hard to welcome and accommodate disabled visitors within the existing Museum, the limited space means that there is insufficient seating and rest areas. There are also too few toilets, with no adult changing facilities. The lack of "through lifts" makes access to the galleries difficult and lack of space within the galleries makes navigation a challenge.

In 2011, the Museum's Council therefore agreed to embark on Building for the Future. This project will transform the Museum in order to maximise public access to the Museum's unique Collections and its services. The provision of disabled access is a primary driver of the proposed refurbishment.

The project objectives are as follows: 1) To create a new building that is welcoming and accessible for people with a wide range of access needs; 2) To improve overall visitor experience through the provision of new visitor facilities and exciting new galleries; 3) To enhance learning opportunities through dedicated educational and research facilities; 4) To grow on site visitor numbers from 270,000 to 325,000 per year by 2016; 5) To establish a national outreach programme during closure between 2014-2016 to reach more diverse audiences; 6) To digitise Collections and records in order to increase access to the Museum through an enhanced online presence.

We secured a development grant from the Heritage Lottery Fund in 2012, with a further conditional grant offer to cover half of the total project costs. We have since embarked on a capital campaign to raise funds to cover the remaining costs. We are working with architects BDP and exhibition designers, Event Communications, to deliver the project. It will be managed by project managers and cost consultants, Focus consultants. We have obtained a 3-year extension to our current planning permission from Kensington and Chelsea Borough Council until April 2016 and our plans reached RIBA Stage C in April 2013.

Our capital project proposes a new architectural layout, which will replace staircases with ramps and lifts. The specific element of the Access works we are requesting funding for is "through lifts" connecting all the floors. The objective of the grant will be to enable disabled people to easily access every area of the Museum and to enhance opportunities for their learning and enjoyment. Access works will also include accessible toilets on every floor, adult changing facilities and induction loops. We therefore meet the Trust's theme by improving access and opportunities for disabled people.

We adhere to the Trust's principles of good practice by working with a range of groups: disabled users, disabled non-users, and associated organisations. We are trialling various approaches to increase access to our Collections for visitors with additional needs. We also continuously recruit and train volunteers and are working to reduce our carbon footprint.

16. Explain how you will monitor and evaluate both your own outcomes and those of the programme under which you are applying.

The National Army Museum is developing a Building for the Future evaluation strategy, which ensures that evaluation is embedded at the beginning of the project and carried out continuously. In addition to the project developing on time, on budget and to the level of quality we expect, we will monitor the project's outputs through the compilation of weekly, monthly and annual statistics measuring the number of visitors to the Museum, the number of website visits and the number of users of our learning services. This will include measuring the number of disabled people visiting the museum through monthly exit surveys and by collecting data (voluntarily) on visitors with additional access needs and the composition and diversity of the Museum's users. This information will be used to monitor the outcome of improved disabled access to the new building and our services. We will evaluate the outcome of improved access and new opportunities for disabled people in the new Museum through surveys, questionnaires, interviews, letters and emails. We will also encourage feedback, for example, via visitor comment points and voting interactives, which will be placed throughout the Museum. We will continue to consult our users with access issues in our focus groups. We will share our findings with the City Bridge Trust and monitor and evaluate its Programme outcome of improving disabled access to buildings in order to increase opportunities for disabled people for learning and enjoyment.

17. Beneficiaries

In line with our anti-fraud policies, we may, in exceptional circumstances, require you to provide contact details of your beneficiaries (see Guidance Notes).

How many people will benefit from the grant per year?	325,000-400,000																																				
What age group will benefit?	All																																				
In which local authority is your organisation based?	Royal Borough of Kensington & Chelsea																																				
Which borough(s) of Greater London will benefit from this grant? (If more than one, please give % for each)	We are a National Museum based in the Royal Borough of Kensington and Chelsea. We also work with Regimental Museums, community groups and schools across London and UK.																																				
At what address will the activity be located?	The National Army Museum, Royal Hospital Road, London SW3 4HT																																				
What will the ethnic grouping(s) of the beneficiaries be?																																					
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Asian - Bangladeshi																																					
Asian - Other (please describe)		Other (please describe)																																			
Open to everyone			100																																		
What proportion of the beneficiaries will be disabled people?	10%																																				

18. Funding required for the project

What is the total cost of the proposed activity/project?
(List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Accessible WC facilities	15000			
Passenger and goods lift	140000			
Passenger lift	100000			
External platform lift	15000			
Platform lift to entrance	10000			
Platform lift lower Ground Floor	10000			
Induction Loops	12500			
Builders work on Mechanical items	15125			
Prelims on the above	47644			
Contractors on the OHP above	12705			
Contingency on the above	37797			
Inflation on the above	29936			
Structural access works	114519			
Professional fees associated with above	67227			
TOTAL	627450			

What income has already been raised? (List amounts and main sources)

Source	Year 1 £	Year 2 £	Year 3 £	Total £
Building for the Future capital costs:				
Heritage Lottery Fund	300,000			
National Army Museum savings	751,479			
Voluntary donations	556,067			
TOTAL	1597546			

What other funders are currently considering the proposal?

Funders	£
Building for the Future capital costs:	
The Wellcome Trust	1000000
Viridor Credits Co.	500000
Libor Fund	5000000
TOTAL	6500000

19. Funding requested from the Trust

How much is requested from the Trust? (List main expenditure headings and amounts)

Expenditure heading	Year 1 £	Year 2 £	Year 3 £	Total £
Passenger Lift	140,000			
Passenger Lift	100,000			
External platform lift	15,000			
Platform lift to entrance	10,000			
Platform lift Lower Ground Floor	10,000			
TOTAL MECHANICAL&ENGINEERING LIFTS	275,000			
TOTAL	275,000			

20. Funding requested from the Trust (continued)

When will the funding be required? **July 2014**

Is the activity to continue beyond the period for which funding is requested?

If so, how will it be resourced? **A Ministry of Defence Grant-in-Aid until 2016/17 will cover the running costs of the new Museum. We will continue to raise funds to cover the costs of our programme of events and exhibitions, and conservation of the Collections. Income will also be generated through new commercial opportunities.**

If any planning or other statutory consents are required for the project to proceed, what stage have the applications reached? **Kensington and Chelsea Borough Council have granted a 3-year extension to our current planning permission until April 2016. We are submitting variation plans and will be advised of the Council's final decision regarding planning permission by November 2013.**

21. Referee

Please provide us with the contact details of a current or recent funder of your organisation who is willing to act as a referee.

Referee

Name: Mr Mike J Robbins, Chief Accountant

Organisation: Ministry of Defence

Address:

**IDL 29, Floor 2, Blenheim Building, Marlborough Lines, Monxton Road, Hants
SP11 8HJ**

Tel: 01264-88-6336

E-mail: LF-RES-FIN-MGMT-HD-CA

Declaration on behalf of applicant organisation

I, **Rosemary Gilbert** (your name)

am an authorised representative of

National Army Museum (your organisation)

within which I am **Assistant Director (Development)** (your position)

To the best of my knowledge, all the information that I have provided in this application form is correct. I fully understand that the City Bridge Trust has zero tolerance towards fraud and will seek to prosecute and recover funds in every instance.

Signature



Date **02/07/13**

How your information will be used by the Trust

City Bridge Trust (which is administered as part of the Bridge House Estates by the City of London Corporation) processes personal data in compliance with the Data Protection Act 1998. The Trust obtains and uses information, including personal data, as part of the process of assessing grant applications and monitoring the use of grants. The information you provide on the application form may be made public as part of the assessment of this application. In addition, the Trust may share this information with third parties, including other funders, its external consultants and external auditors, police and regulatory bodies for the purpose of determining, preventing or detecting crime; or ensuring that no organisation is receiving duplicate funding; or the validation of contracts; or where this is otherwise required by law.

By signing and submitting your application form you give your explicit consent for us to use data relating to your application as set out above.

Our contact details for enquiries about how we process your information are:

The City Bridge Trust, City of London, PO Box 270, Guildhall, London EC2P 2EJ. Telephone: 020 7332 3710

Concerns over fraud and corruption

Should you, at any time, have concerns of fraud and corruption within your organisation relating to the grant, then please raise your concerns with us using our Whistle Blowing facilities. You may use our Audit team's 24 hour answer phone number, 020 7332 3663, to report the details or email raiseyourconcern@cityoflondon.gov.uk

Return the completed form to: The City Bridge Trust

City of London

PO Box 270

Guildhall

London EC2P 2EJ

Please

- **do not send this application by fax or e-mail** - unless applying online, applications must be posted to the Trust
- **do send the information in the checklist** - if items are missing, your application will be returned to you
- **do send only the information in the checklist** - if further information is required, we will contact you
- **do ensure you have signed and dated this form** - we cannot accept forms which have not been signed and dated
- **do use the correct postage** - the completed form and additional materials are likely to exceed 100g in weight