

FAREHAM BOROUGH COUNCIL / HAMPSHIRE COUNTY COUNCIL

AGENDA FAREHAM MUSEUM JOINT MANAGEMENT COMMITTEE

PLEASE NOTE THAT THE MEETING WILL BE HELD AT WESTBURY
MANOR MUSEUM AND NOT AT THE CIVIC OFFICES, FAREHAM

Date: Tuesday, 4 February 2014

Time: 10.00 am

Venue: Westbury Manor Museum - Westbury Manor

Members: Councillor Mrs C L A Hockley (Fareham)
(Chairman)

Councillor G W Ringrow (Hampshire County Council)
(Vice-Chairman)

Councillors B Bayford, Fareham
P K Latham, Hampshire County Council)

Other Representatives Mrs A Baxandall, Friends of Fareham Museum
Mrs B Clapperton, Friends of Fareham Museum)

Mr J Gregory (Westbury Manor Museum
Volunteers)

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1. Apologies for Absence

2. Minutes (Pages 1 - 6)

To confirm as a correct record the minutes of the meeting of the Joint Management Committee held on 8 October 2013.

3. Review of Deed of Variation for Westbury Manor Museum

The Head of Leisure and Community will provide a verbal update to the Joint Committee on the above matter.

4. Westbury Manor Museum - Curator's Report (Pages 7 - 20)

To consider a report by the Museum Curator regarding activities at or relating to Westbury Manor Museum for the period from October 2013 to February 2014.

5. Westbury Manor Museum Joint Management Committee - Budget 2013/14 - Update (Pages 21 - 22)

To consider a report on the budget for 2013/14.

6. Hampshire Solent Cultural Trust - Update (Pages 23 - 50)

To consider a report regarding Hampshire Solent Cultural Trust, which includes a budget and venue plan.

7. Date of Next Meeting

P GRIMWOOD
Chief Executive Officer

Civic Offices
Civic Way
Fareham
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27 January 2014

**FAREHAM BOROUGH COUNCIL / HAMPSHIRE
COUNTY COUNCIL**

**Minutes of the
Fareham Museum Joint Management
Committee**

(to be confirmed at the next meeting)

*Minutes of a meeting held on Tuesday, 8 October 2013
in the Westbury Manor Museum, Fareham*

PRESENT:

Councillor Connie Hockley (Fareham)
(Chairman)

Councillors: County Councillor G Ringrow (Hampshire County Council)

**Other
Representatives** Mrs Anne Baxandall and Mrs Brenda Clapperton (Friends of
Fareham Museum)

1. APPOINTMENT OF CHAIRMAN

A motion was proposed and seconded that Councillor Mrs C L A Hockley continue as Chairman of the Fareham Museum Joint Management Committee for the coming year.

RESOLVED that Councillor Mrs C L A Hockley be appointed Chairman of the Fareham Museum Joint Management Committee for the coming year.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from County Councillor P Latham (Hampshire County Council) and Councillor B Bayford (Fareham).

3. APPOINTMENT OF VICE-CHAIRMAN

A motion was proposed and seconded that County Councillor G Ringrow be appointed Vice-Chairman of Fareham Museum Joint Management Committee

RESOLVED that County Councillor G Ringrow be appointed Vice-Chairman of Fareham Museum Joint Management Committee.

4. MINUTES

RESOLVED that :-

- (a) subject to the deletion of Minute 6 (b) and 6 (c) which makes reference to a presentation being made to Committee members regarding the Museum Accreditation Scheme, the minutes of the meetings of Fareham Museum Joint Management Committee held on 4 February 2013 be confirmed and signed as a correct record; and
- (b) the minutes of 20 June 2013 be confirmed and signed as a correct record.

5. WESTBURY MANOR MUSEUM - CURATOR'S REPORT

The Joint Management Committee considered a report by the South East Area Curator, Tom de Wit, on activities relating to the Museum during the period May to September 2013.

Members welcomed Mr John Gregory, a representative of the Museum Volunteer Team to the meeting. Mr de Wit reported on the success of the Volunteer Team whose work and specialist skills and knowledge has developed beyond supporting basic operational service delivery to making a significant contribution to the delivery of projects and exhibitions at the Museum.

The report described the benefits of closer working with Ashcroft Arts Centre which it is hoped will inspire future engagement with the arts. Also, the museum has continued to support the work of the Council's town centre and parks and open spaces teams in the delivery of outdoor events and activities, in particular in relation to Fareham in Bloom.

Reference was also made to the extremely contribution of the Friends of Fareham Museum in supporting the work of the museum in the community. It was reported that several members of the volunteer team had joined the Friends Group including the Chair of Cultural Journeys, a community organisation.

Visitor figures were reported as being higher than at the same time in the previous year, with a significant increase in visitors during April and May 2013 attributed to the Lego Mania programme. With regard to the work of the Community Engagement and Learning Team, members were informed that the team was currently working on the local elements of the forthcoming Meet the Victorians exhibition with Westbury Volunteers and local schools, as well as planning for the commemorations (in 2014) of the beginning of the First World War; which includes the "Entrenched WW1" project with local secondary schools.

Referring to minute 6 of 4 February 2013 regarding the Arts Council Museums Accreditation Scheme, the Strategic Manager for Visitor Services advised that feedback from the Arts Council indicated full accreditation would be recommended for Westbury Manor Museum.

Members, officers and representatives of Friends of Fareham Museum expressed their gratitude for the hard work undertaken by the Volunteer Team and their invaluable contribution to the services provided by the Museum.

6. PRESENTATION - BIG THEME 2014

The Curator provided the Committee with information about the Big Theme for 2014, an on-going project whose main focus is "to make stronger through partnerships in Hampshire". Members were advised that:-

- The aim is to tell the national and international story of Hampshire's unique role in World War 1 and to make this relevant to local people of all ages.
- Arts Council England have provided significant funding for partnership working between Hampshire County Council, Winchester City Council and Southampton City Council.
- Working in partnership enhances capability, provides an opportunity for better exhibitions and increased visitor numbers.

The proposed partnership activities include:-

- Soldiers Journey- intended to portray the contribution made by Hampshire to World War 1. It will be a multi venue exhibition whereby each venue will present the same themes but illustrated with local stories. The exhibition will be held between 11 October 2014 to 11 January 2015 with other events and activities leading up to this. The exhibition will be presented at 10 venues, including Westbury Manor Museum.
 - The Artists Rifles – a touring art exhibition.
 - Trenchcoat – a contemporary art exhibition.

RESOLVED that the Curator be thanked for the information provided in his presentation.

7. WESTBURY MANOR MUSEUM OPENING HOURS

The Committee considered a report by the Curator which reviewed the Museum's current opening hours and presented options for the Joint Management Committee to consider concerning the re-introduction of Monday opening.

Members discussed the advantages/disadvantages of the proposed options.

The options were:-

- Option 1 – Re-open on Mondays and close Wednesday or Thursday; or
- Option 2 - Earlier closing on all days to enable 6-day opening (Monday to Saturday)

The Curator advised members that following a further study of attendance figures, it was proposed that if Monday opening was approved the most suitable day for

closure was Wednesday. It was confirmed that the Tourist Information Centre had been made aware of the proposals.

Overall, members expressed their preference for Option 2. However it was acknowledged that this option needed to be analysed more fully taking into account the operational and financial issues involved. It was therefore proposed that initially Option 1 be adopted for a trial period of 12 months. This would allow sufficient time to assess the impact of the revised opening times and explore Option 2 proposals in more detail. The Joint Committee requested that the impact of adopting Option 1 be reviewed at the end of 6 months from the date introduced.

Mrs Clapperton suggested that in light of the forthcoming changes to the opening hours, it would be helpful if an answerphone message was installed to advise callers of the days and times the Museum is open.

RESOLVED that:-

- (a) Option 1 - the opening of the Museum on Mondays and closure on Wednesday for a trial period of 12 month (to be reviewed 6 months from the date of introduction) be approved; and
- (b) Option 2 – (opening Monday to Saturday with earlier closing by one hour on weekdays and two hours on Saturdays), be given further consideration once the impact of Option 1 has been established.

8. BUDGET 2013/14 UPDATE

The Committee considered a report on the budget for 2013/14 presented by Annabel Cook, (Area Arts and Museums Manager, South East).

RESOLVED that the budget for 2013/14 be agreed.

9. HAMPSHIRE SOLENT CULTURAL TRUST - UPDATE

Tim Kelly, (Strategic Manager Visitor Services), gave a verbal update to members on progress relating to the Hampshire Solent Cultural Trust Project.

It was reported that in September 2013, Hampshire County Council had made the decision to establish the Trust and, in principle, to transfer services and staff during 2014/15, in partnership with Winchester City Council. The final decision on transfer arrangements would be made in Spring 2014. It was anticipated that it would take 2-3 years for the trust to become established. During the interim period it was hoped that the existing Westbury Manor Museum leasing and funding arrangements between the County Council and Fareham Borough Council might continue.

Members were informed that the period of consultation with district authorities had now begun and the consultation documents containing the detailed proposals would be sent to FBC officers very shortly.

In light of the above, the Chairman requested that an item concerning a review of the Deed of Variation for Westbury Manor Museum be put on the agenda for the next Joint Committee meeting.

RESOLVED that:-

- (a) the information regarding progress on the Hampshire Solent Cultural Trust project be noted; and
- (b) an item regarding the review of the Deed of Variation for Westbury Manor Museum be added to the agenda for the next meeting.

10. DATE OF NEXT MEETING

RESOLVED that the next meeting of Fareham Museum Joint Committee will take place on Tuesday, 4 February 2014 commencing at 10.00am in Westbury Manor Museum.

(The meeting started at 10.00 am
and ended at 11.00 am).

Agenda Item 4

Committee:	WESTBURY MANOR MUSEUM, FAREHAM JOINT MANAGEMENT COMMITTEE
Date of Meeting:	04 February 2014
Title of Report:	CURATOR'S REPORT
Author:	Tom de Wit

Purpose:

Report on activities at or relating to Westbury Manor Museum
Covering period 9th October 2013 to 4th February 2014

Recommendation:

It is recommended that this report is noted

1 Providing a welcoming and well maintained Museum

1.1 Museum Service Delivery

The last quarter of 2013 was marked by effective & close working between the central exhibitions team, the local volunteers at the museum and Janet Wildman and Emma Hart who deliver Community Engagement and Learning in SE Hants.

Right from the start of planning the "Meet the Victorians" exhibition and across the period, the CEL team led the volunteers on Fareham-based research contributing to the project and volunteers making interactive exhibits for the exhibition (such as the Victorian dolls house which is now a permanent family interactive). Research on the Kelsall family of Westbury Manor by volunteers led to the loan from Fareham Borough Council property team of original 19th century indentures relating to Westbury Manor for display during this time. Museum volunteer John Gregory has been invited to give a talk on the Kelsall family in the Civic centre later in 2014 as part of the mayor's programme of events.

The highlight events of this period were a result of this work. The hugely successful opening event on 26 October involved the whole town centre including a market stall in The Podium staffed by WI volunteers in Victorian dress and a host of other activities (full details in CEL section 4.2). This event attracted significant media coverage :

<http://www.portsmouth.co.uk/news/museum-takes-a-step-back-to-victorian-times-as-new-exhibition-gets-under-way-1-5645384>

Staying with the Victorian theme, the Victorian Christmas Festival (December 14) had outdoor activities and refreshments accompanied by carol singers and

a traditional Punch and Judy show. This was well attended and contributed to the lively pre-Christmas buzz at an important time for the vibrant town centre (details and figures sec. 4.2) and again attracted media attention:

<http://www.portsmouth.co.uk/news/victorian-makeover-at-westbury-manor-museum-1-5781439>



Westbury Manor Victorian Christmas Festival 14 December 2013

1.2 New Gallery Lighting for Westbury Manor

Collections Interpreter Mark Fenton has led a project to design a replacement lighting programme for galleries within the museum and worked with senior management of the Arts & Museums Service to secure funding for this work. The lighting has been an issue for some time but replacement is not straightforward as the lighting system must comply to conservation requirements so as not to degrade items on display as well as being safe and robust for continuous use within a public building. The main exhibition gallery and the Strawberry Gallery are now completely re-lit and engineers were able to salvage good components from the old system to give a new lease of life to the lighting throughout the rest of the museum. The new equipment is fully guaranteed for 5 years and will reduce energy consumption. Below is a summary of what has been installed:

Westbury Manor Museum, Fareham: new LED Lighting

New lighting installed in the main exhibition gallery at Westbury Manor Museum. Using LED (Light Emitting Diode) technology, it is the first of our Community Museums to benefit from this exciting system. LED lighting consumes a fraction of the electricity of traditional filament light bulbs. It generates only minimum heat and emits no UV rays (which are particularly damaging to some museum objects like costume and textiles). Furthermore, the lifespan of the LED lights is measured in years rather than hours, so is much more cost effective to run. The new Concord system is designed for use in museum galleries and each unit can be used as either a flood or a spot light.

Whilst the contractors, EMCOR, installed the exhibition lighting they also put new LED track and lighting in to the Strawberry Gallery on the first floor and relight the Childhood display on the same floor.

The cost for the lights and installation is £6,584.

1.3 Visitor Figures

The programme of events and activities around the Meet the Victorians exhibition resulting from effective team work have contributed to good visitor numbers. December 2013 was 45% up on December 2012. This follows on from earlier notable months, all driven by programmes of additional activity with input from across the service, such as the Victorian opening events in October and the Lego Mania activities in April, May and June. The figures for the year are below. Overall, 2013 was the best year since 2010.

1.4 Visitor Figures Table

See table below

	2006	2007	2008	2009	2010	2011	2012	2013
January	Closed	2858	2374	2964	1762	1946	1870	1,300
February	1990	2557	3499	3182	2367	2402	1799	2,046
March	1850	2511	1943	3368	3347	2659	1872	1,555
April	2396	2173	3222	3118	3367	2605	1816	4,463
May	2690	2546	2782	2138	2687	1971	449 (Closed except 7days)	3,235
June	2470	2887	2671	2615	2696	1797	1,852	2,281
July	2576	2574	2654	3065	2935	2175	4,992	1,545
August	3632	3171	3437	3781	3333	2266	2,449	1,823
Sept.	3174	2553	2813	2206	2124	1648	1,414	1,472
October	3219	3019	2921	3514	2471	1950	2,416	2,600
November	2459	2546	2491	2496	2530	1951	1,566	1,569
December	2079	2134	2162	1808	1563	1813	1,070	1,547
Total Year	28,535	29,269	32969	34,255	31,221	25,183	23,565	25,430

2 Hosting Special Temporary Exhibitions and related events

2.1

12 October to 16 November

LEGO Model Tour

Every spare space in Westbury was taken over by this tour of amazing specially commissioned LEGO models including, Danebury Hillfort complete with Minifigure population, , an amazing life size Roman feast made of LEGO including the table! The exhibition also gave visitors the chance to enjoy rare large scale sets of LEGO from Star Wars LEGO Technic and Medieval ranges. The exhibition was accompanied by a variety of workshops and building opportunities.

Meet the Victorians

26 Oct 2013 – 18 Jan 2014

This hands-on, multisensory exhibition about late-Victorian domestic life was targeted at families with young children and schools (especially KS2). The exhibitions team produced a core element, replicated across 6 venues while Community Engagement and Learning teams worked with local groups and individuals to add local elements (displays, panels, activities). We undertook formative evaluation using an online Hampshire-wide survey (with 434 respondents) which we used to steer our interpretation design and marketing strategy. Responses clearly showed a demand for interactive elements, play and handling with minimal text. The exhibition was designed to showcase the Museums Service's Victorian collections using experience and context, rather than academic labelling, as the main interpretive tools. The Exhibition Technicians created Victorian room sets furnished with replicas, artefacts from the collections and handling objects. Skilled museum

volunteers at 3 sites made detailed period dolls houses (to our brief) to be used in the exhibition. The exhibition narrative centred around a fictional family based on detailed research done by the team. We liaised with collections staff in the selection, conservation and display of the objects. We produced a 'Meet the Victorians' website, providing extra information for visitors and schools, and text and audio downloads for teachers. We designed and printed the local materials to fit with the core brand, devised by an external graphic design company. We worked with Arts Centres and other council organisations on Victorian-themed mini displays and events around the county. Audio material was written by a scriptwriter in association with Library Services, and performed by a youth theatre company, recorded at Forest Arts Centre. Being aware of potential waste after the exhibition's end, we incorporated sustainable and reusable materials and techniques – masking display cases, offering replicas to other sites, using reusable digital frames rather than copious printing, and using podcasts rather than on-site audio equipment.

3 Caring for collections, promoting access, and providing specialist knowledge and advice

3.1 Caring for collections

The Accreditation Assessor for the Arts Council took Westbury Manor Museum's Museum Accreditation submission to the September 2013 panel meeting and we are delighted to announce that the Museum was awarded Full Accreditation with only two areas for improvement. The Panel has requested confirmation of the renewal of the Westbury Manor Museum lease, which is due to expire on 31 March 2015, by April 2015 and that additional information about access arrangements for group visits out-of-hours is added to the museum's promotional material.

Accreditation has been a major piece of work for the Collections Team over the last twelve months and included the preparation of new collections management policies and plans. Having these in place will ensure that Westbury Manor Museum continues to be an 'Accredited Museum' benefiting from membership of the national scheme in many ways, including access to a greater range of funding opportunities.

Objects relating to the Borough of Fareham both on display in the museum and in store at Chilcomb House Winchester have been monitored regularly during this period. The environmental conditions at the museum, including temperature and humidity, have been recorded throughout and were checked and found to be satisfactory in October.

3.2 Promoting access and providing specialist knowledge and advice

The Collections Team continued to find intriguing objects and specimens from the collections stored at Chilcomb House to feature in the Hampshire Hidden Treasure's case. This serves to illustrate the diversity of the collections cared for by Hampshire County Council and that are available for exhibition at Westbury Manor Museum.

Having featured samples of patchwork in 'Patching History' from July to September, the Hampshire's Hidden Treasures case was devoted to a selection of hawkmoths from October until January.



There are about 17 species of hawkmoths that occur regularly in Britain and some of them were featured in the display. These strong, fast fliers cover great distances. They can often be found in the Hampshire countryside at dusk sipping nectar with their proboscis.

Members of the Collections Team also continue to support the exhibitions programme at the Museum. The 'Meet the Victorians' exhibition drew extensively on the expertise and the collections curated by the Photographic Collections Officer, the Keeper of Arts and the Keeper of Social and Industrial History. The Keeper of Arts also delivered a talk on 'Undressing Victorian England' in November. Meanwhile the Collections Officers undertook all the conservation, mounting and packaging of the objects that were included in the show, which ranged from Victorian dolls and jigsaw puzzles to pots and pans.

A similar range of specialist collections work by both staff and volunteers is well underway in preparation for this year's programme of activities to mark the 100th anniversary of the outbreak of the First World War.

Some fascinating material is coming to light in the Arts and Social History collections stored in Winchester. Members of the public are also responding to our appeals for further local objects and information. We were absolutely delighted, following an appeal by BBC's South Today, to have been offered the loan of a genuine Burberry officer's coat that belonged to one of the many individuals who gave his life in the trenches in 1917. Other garments will tell the story of the women who served as nurses, in the Land Army and a myriad of other roles and which led to the granting of the vote and the increasing opportunities for women to participate in life outside the home.

4. Inspiring Learning and Community Engagement

4.1 Formal Education Provision:

Over the 4 month period September to December 2013, the Learning and Community Engagement Team worked with **29** school groups in the museum and as outreach. That is a total of **473 pupils** and added to the April-July figures means we have attained 96% of the pupil visits target with a quarter of the year still to go. More sessions have been undertaken in January and will be included in the next report. School sessions each have a lot of work behind them in admin, liaison, planning and preparation, and the CE&L Team are constantly reviewing, evaluating and improving the offer to schools as well as communicating it – particularly now with imminent changes to the National Curriculum.

No. of sessions in the museum	No. of children in school groups	No. of outreach sessions/ events	No. of children as outreach
20 : 4 Workhouse sessions for Uplands Junior (KS2) 1 general visit for St Francis Special School (KS1) 1 general visit for Titchfield Primary (KS2) 3 Our Town in the Past sessions for Harrison Primary (KS2) 2 Victorian exhibition visits and 2 Museum Explorers self-led sessions for Woodcroft & Mill Hill Primary (KS1&2)	285	9 3 local history sessions at Harrison Primary (KS2) 3 Victorian sessions at Crofton Anne Dale Junior (KS2) 3 special project sessions at Crofton Secondary (KS3)	188

3 Victorian exhibition visits for Heathfield Special School (KS 2)			
1 Mini Museum Curator Training session for Wicor Primary (KS2)			
1 special project visit for Wildern Secondary (KS3)			
1 special project visit for Bridgemary Secondary (KS3)			
1 special project visit for Crofton Secondary (KS3)			

Impact evidence and general feedback is collected from all school sessions, to aid evaluation and service planning. All feedback was very positive. Example:

“The Children...changed their views on the work from the beginning to the end of the session. They loved the debate on the workhouse.” Teacher, Uplands Primary (KS2 Into the Workhouse Session).

The in-depth project with Harrison Primary School was completed in October, with the Year 4 children producing a Happy Families Game for the museum’s Meet the Victorians exhibition, based on their research on real Victorian families from the 1891 census for West Street. The Victorian animation produced through the earlier project with Ranvilles Junior also featured in the exhibition. It was very positive to see local schools having such a high profile public outcome for their project work with the museum. The CEL Team are now concentrating on the Entrenched WW1 project, working with Crofton School, and have been training these young people in the skills of oral history collection and exhibition production. Westbury Manor was also used as a venue for exhibitions work with two other schools involved in the Entrenched Project.

4.2 Community Engagement and Learning

In line with the Service Plan aim of widening participation, a programme of activities aimed at different audiences was offered

over the last 3 months October to December 2013. **1099** people took part in **14 led activities**. Many more benefitted from the **self-led offer** provided by the CE&L Team which consisted of the Museum Explorers family games and self-led activities in the Meet the Victorians exhibition.

Activity/Event	Target Audience	Date	No. of participants
Memories at the Manor – drop-in Reminiscence workshop for Older persons’ Day	Older people	1 Oct	33
The Victorians are in Town – special family open day to launch Meet the Victorians exhibition	Families	26 Oct	217
Punch & Judy shows for half term linked to Victorian exhibition	Families	30 Oct	98
3 X planning sessions with Ashcroft Drama Group	Young people	12 Nov, 10 & 13 Dec	24
2X Undressing Victorian England talks	Adults	14 Nov	27
Meet the Victorians workshop	Children (Home Educator group)	15 Nov	25
Jewellery making workshop	Adults	29 Nov	6
Meet Our Victorians talk	Adults	3 Dec	12
Workhouse @ Westbury workshop	Children (Home Educator group)	11 Dec	27
Westbury Manor by Torchlight	Families	13 Dec	67
Victorian Christmas Festival	Families	14 Dec	563

Highlights of this programme were the two big Victorian family open days for the exhibition launch and for Christmas, both of which created a real buzz in the town centre on those days. The exhibition launch day was planned with involvement from the Fareham Town Centre Manager. The CEL Team kitted out all the stallholders on the Podium country market stall with Victorian costumes and included their stall in the quiz trail. Even greater

participation was achieved at the Christmas Festival, which included Punch and Judy shows, refreshments and a Christmas choir on the museum forecourt, as well as costumed characters and a wealth of hands-on activities planned and delivered by the CEL Team. The atmosphere inside and outside was wonderful.

Two new initiatives proved very successful in this quarter – our first activity for Older Persons’ Day (a drop-in reminiscence workshop with lots of themed 1950s collections from SEARCH available for handling and discussion in the museum’s resources room); and our first ‘Torchlight’ opening – offering a very different museum experience for visitors and an exciting in-depth project for the young people’s drama group who partnered with us. The Youth Theatre Group Coordinator said:

“What a great experience for everyone involved and I really hope there will be further opportunities to collaborate with the museum team again. All in all much fun was had, and I feel that we all learnt a lot from the event.”

A full evaluative report is available for this project.

The images below capture some of the positive engagement with the local community this quarter:





5 Marketing and Management

5.1 Publicity and promotion

In December 2013 a south-east area What's On leaflet, with a print run of 10,000 was produced. This covered the period from February to May and featured Westbury Manor Museum, Eastleigh Museum, Bursledon Windmill, Gosport Discovery Centre and Gosport Gallery. It was professionally distributed throughout the region. Due to the large number of events planned during the spring at Fareham, Westbury manor has two pages within this guide and is among the more prominent sites.

5.2 Online marketing

Events at Westbury Manor Museum were promoted on a monthly basis via the Hampshire County Council cultural e-newsletter, Showcase. With new people signing up all the time, Showcase is now reaching over 30,000 subscribers. It regularly features both an exhibition and an object of the month as well as signposting recipients to events in their local area. In addition, the monthly e-newsletter Museums Monthly is sent to nearly 12,000 subscribers who have asked to receive museums specific information.

5.3 Research

Postcodes are now routinely collected from visitors at key sites over two 3 monthly periods - January to March and June to August. These are profiled using Mosaic software and provide on-going information on which groups of people are using and not using our services and how individual visitor profiles compare to the local area. This feeds into the service and marketing planning processes.

5.4 Social Media

The Facebook page and twitter feed set up by the Exhibitions team at Chilcomb House to promote exhibitions and events at Museums Service sites are now well established. Facebook now has almost 950 "likes" and twitter over 1500 followers.

6 Risk Management

JMC Auditors, BDO stated that on the basis of their review of 12/13 that the information in the annual return is in accordance with their proper practices. They also state that no matters have come to their attention giving cause for concern that relevant legislation and regulatory requirements have not been met.

The auditors acknowledge that risks are assessed and considered by the JMC. To help the auditors in future, it is recommended that risk is specifically highlighted in minutes and documentation presented to the JMC.

A Risk Register accompanies this report at Appendix 1 for the JMC to be noted by members.

Risk Register

Appendix 1 to Curator's Report

for

Westbury Manor Museum

Risk no.	Risk	Risk rating (H/M/L)	Controls	Responsible person / body	Review date	Action due by
1	Partial / catastrophic loss of collection	L	Disaster recovery plans in place in the event of loss of items through theft or fire / water damage. HCC self insurance protects against losses.	Collections Team / HCC	1 April 2015	
2	Partial / catastrophic loss of building	L	Disaster recovery plans are in place in the event of theft / fire or water damage. HCC Property Svs have procedures in place for quick response. Self insurance protects against loss.	HCCAMS / Property Services	1 April 2015	
3	Revenue Budget Shortfall	L	Regular monitoring of budget by HCCAMS and JMC means overspend / underachievement of income is identified and dealt with at a local level or within HCCAMS.	Area Curator / HCCAMS	1 April 2015	

Risk no.	Risk	Risk rating (H/M/L)	Controls	Responsible person / body	Review date	Action due by
4	Loss of Museum Accreditation resulting in loss of funding opportunities	L	HCCAMS experience and knowledge in achieving accreditation	HCCAMS	1 April 2018	
5	Reduction in Funding from current providers	L	Regular dialogue between funders mitigates against unplanned changes to service provision. Notice of changes in funding would result in planned changes as required at a local level.	HCCAMS	1 April 2015	

The risk rating encompasses the probability of occurrence and the level of impact there would be.

Review Date: 1 April 2015

Agenda Item 5

Westbury Manor Museum JMC - Budget 2013/14

	Budget 2013/14	Actuals to 31 Dec 2013/14	Draft Budget 2014/15
	£		
Venue Management	7,138	5,354	7,138
Area Community Curator (33%)	14,200	10,123	14,200
Front of House Staff	27,388	19,421	27,388
Essential Maintenance and Venue Costs*	32,100	37,698	32,100
Exhibitions	28,699	21,524	28,699
Collections	42,991	32,243	42,991
Learning & Community Engagement	34,475	25,856	34,475
Management & Marketing	11,050	8,288	11,050
Total Expenditure	198,041	160,507	198,041
Income	15,200	13,691	15,200
Net Expenditure	182,841	146,816	182,841

Fareham BC contribution	71,700	71,700	71,700
HCC Contribution	111,141	75,116	111,141
Total Income	182,841	146,816	182,841

* Due to annual fluctuations in property and maintenance costs, some years this line will be overspent as works need to be carried out and in other years the burden will be lighter. HCC will pick up any such overspend in years when more work needs to be done.

In addition to the above, it is recognised that Fareham BC makes the following additional contributions:

Employees	6,200
Premises (maintenance of grounds)	5,000
Commercial rent value of Westbury Manor Museum	40,000
Central Costs (including Committee Section)	7,800
Total	59,000

When added to FBC's contribution the figures are as follows:

FBC	130,700
HCC**	111,141
Total	241,841

** Excludes all HCC Central Costs such as Finance, HR, IT, Administration and Legal Services which are £36,431

Agenda Item 6

HAMPSHIRE SOLENT CULTURAL TRUST (working title)

Implementation Stage 2 Consultation with Fareham Borough Council regarding Fareham Westbury Manor Museum

16 January - 21 February 2014

2014/15 will be a transitional year for Westbury Manor Museum, during which it is anticipated that services will be transferred from Hampshire County Council to the Hampshire Solent Cultural Trust (working title).

Venue Plan 2014/15

The draft Venue Plan attached (Appendix 1) outlines the programme and activities proposed to be undertaken during 2014/15. It presents a template and level of outcome that would continue to be delivered as a minimum into 2015/16 and 2016/17 (subject to FBC funding).

In summary, the key proposed activities for Westbury Manor Museum in 2014/15 are:

- a) Opening of Westbury Manor Museum, 34 hours per week, providing a warm, safe and welcoming visitor experience
- b) Delivery of a 12 month temporary exhibition programme consisting of 6 months local/ 6 months touring shows
- c) Delivery of a learning and engagement programme that annually delivers to 900 school pupils and a dynamic range of community projects
- d) Managing, looking after and making accessible the local collections relating to the Borough of Fareham
- e) Undertaking fundraising activity and increasing external investment available to deliver services in Fareham
- f) Marketing of venue and exhibition programme to increase visitors and income by 3%
- g) Work with HCC and FBC to develop and deliver long-term vision for cultural integration in the Fareham area

We do appreciate, and agree with the desire to take full account of the arts and cultural offer in Fareham Town in a coordinated and meaningful way. Any combining and integration of services will have investment cost implications, and will need a clear vision and set of customer-focused outcomes to attract funding and advocacy support. The Trust is likely to provide greater opportunities in this regard once established. The Trust will be interested in working with FBC and HCC during this 3 year period to define and deliver a collective vision for Fareham, which may include the Trust expressing an interest in the operation of Ferneham Hall, as appropriate.

Grant Funding Proposals

As outlined in the Business Case (section 5), HCC's commitment to arts and museums services will increase slightly during the first 3 years in order to establish the Trust as a secure and resilient organisation. In support of this strategy, it has been proposed that FBC enters into a 3-year funding agreement and retains the same level of funding as per 2013/14. FBC feedback suggests that a 3 year funding agreement seems reasonable, but that FBC is NOT able to commit to the current level of funding during that period. The consequences of this proposed reduction on the draft Venue Plan above are:

- a) The current proposal by FBC to adjust the grant by the value of NNDR contribution 'lost' to FBC will impact on the Trust's ability to plan for a long-term integrated cultural vision in Fareham and secure external investment (see section on Budget Presentation).
- b) If FBC reduces the grant by an additional 10%, it will be necessary to reduce opening hours to Westbury Manor Museum by approximately 7 hours per week.

Budget Presentation

We note the concerns raised by FBC regarding the transparency of budgets and the on-going alterations to the way budgets are presented. Since 2011/12, we have sought to be transparent regarding the full cost of delivering services at Westbury Manor Museum. At the same time it has been necessary to find creative solutions to maintaining levels of service whilst reducing budgets by 38%. These step changes inevitably have an implication for the way the service is delivered and how budgets are presented. For example, prior to Phase 2, the Community Curators were managed by a dedicated Community Curator Manager. In Phase 2, this post was deleted as a cost efficiency and the existing Arts Centre Managers have taken on this role in addition to their previous function. A small percentage of their time is now allocated to managing Westbury Manor Museum and this is included within the budget instead of a contribution towards the Community Curator Manager.

Moving to a Hampshire Solent Cultural Trust (HSCT) model is the third and final anticipated key step change in this organisational and budgetary transformation. Future budget presentation and management will continue to evolve, but not radically change, in dialogue with FBC over the next 3 years.

The second draft budget, which reflects a transition year, is attached as Appendix 2. It includes the current Museum budget for quarters 1 & 2 of 2014/15 and the Trust budget for quarters 3 & 4. These have been modelled to include staff increments and a 1% pay award. They also include more accurate projections in relation to VAT costs, the financial activity which will be included in the trading arm and projected income from gift aid (where applicable). There are also indicative budgets for 2015/16 and 2016/17.

The budget headings reflect the headings in the draft Venue Plan, making it easier to understand where money is being spent and how Westbury Manor Museum directly benefits. The Trust strategy takes a more business-focused approach than currently:

- a) The centrally provided exhibition programmes will be increasingly cost-effective and commercial with the objective of increasing visitors and income. Stronger connections will be made between the community museum and flagship venue programmes: for example, Hampshire's Big Theme 2014 (1914 – Commemorating World War 1); Lego Lost Worlds Zoo
- b) Expenditure in marketing (both print-based and digital) will increase in support of these programmes and their income/ visitor targets
- c) Expenditure in fundraising will increase in support of meeting revenue external investment targets (minimum £500,000 pa)
- d) Expenditure in business development expertise will be maintained and strengthened to support long-term development plans, revenue and capital investment for culture across Hampshire, including Fareham
- e) A new budget line will be introduced, entitled 'Projects', derived from new budget opportunities created within the Trust framework. This funding will be used, where possible, to lever in additional investment for public programming across all venues,

including Westbury Manor Museum. It will be allocated across arts and museums public programmes on an annual basis or in relation to specific projects which have secured external investment, with priority given to partners demonstrating most strategic commitment.

In addition, we intend to report on external investment secured and/applied for, and in kind support generously received from volunteers, trustees, businesses and other individuals and/or organisations.

The recently secured Heritage Lottery Funded programme - Inspiring a Culture of Philanthropy in the Hampshire Solent Area – provides an example of external investment benefit. In 2014/15, there will be opportunities for museum venues in two geographic areas across the service to develop their fundraising networks and skills to the value of £10K each. A further eight non-service venues across Hampshire will also benefit from this funding. This three-year programme aims to create a culture of philanthropy, and inspire a real step change for both the sector and the philanthropic community in the Hampshire Solent area. There may be opportunities for other areas as this programme develops during years 2 and 3.

Governance

In order to ensure accountability, we propose that FBC enters into a minimum 3-year funding agreement and becomes a Core Partner of the Trust. It is recognised that in such an arrangement, planned grant amounts for years 2 and 3 may be in principle until annually confirmed as part of wider budget decision-making. A minimum of 18 months notice is required of any intention to terminate funding or reduce significantly, including at the end of the 3 year agreement. Arrangements for renewal/extension of agreement beyond year 3 will be agreed during year 2.

To strengthen the relationship between FBC, HCC and the Trust further, we propose that a Joint Management Agreement (“JMA”) between HCC and FBC is entered in to. We propose that the term of this agreement is 10 years with an option to extend at the agreement of the parties. Whilst the Trust will not be in existence when the JMA is entered in to, it is proposed that the services envisaged to be undertaken and delivered by the Trust are specified for information purposes at this stage. Upon the formation of the Trust it is proposed that the parties enter in to a Deed of Variation to encompass the roles and obligations to be undertaken by the Trust.

This would not only facilitate the long-term relationship between HCC and FBC through the management and development of local museums (and arts), but it would also strengthen the local voice within the Trust. It is proposed that Joint Management Committees (“JMC meetings”) could be held 2-4 times per annum consisting of HCC and FBC members, other community representatives as now, and, in due course, with Trust officers in attendance. It is proposed that the HCC Trust Client Officer would monitor this relationship as part of on-going monitoring arrangements, but would not ordinarily attend regular JMC meetings. At least 2 JMC meetings would be required per annum for ordinary business (budget setting and performance monitoring); an additional 1-2 meetings per annum could focus on strategic visioning.

It is also proposed that HCC’s management and grant agreement with the Trust will incorporate a requirement that the Trust sets up the following:

a) Annual Trust Advisory Group: Advisory meetings between the Trust, Members and Core Partners to report on performance and receive advice on the forward programme. Each Core Partner would be invited to send a nominated Elected Member representative to attend, which would ordinarily be the Chair/ Vice Chair of the JMC

b) Trust Community Liaison Group: Advisory meetings between the Trust and representatives from the wider community nominated by Members and Core Partners

Property and Collections

HCC owned properties will be leased for a minimum of 25 years at any time to support external funding initiatives that require evidence of long-term commitment.

However, it is recognised that Fareham Borough Council are unlikely to be in a position to grant such tenure for Westbury Manor Museum, and it is proposed that a minimum 3 year licence to operate is provided, tied into the 3 year funding agreement.

Under the terms of the lease, HCC will continue to provide repairs and maintenance responsibilities under the corporate assessment system for managing non-schools estate. It is also proposed that HCC will directly manage expenditure on utility costs to an agreed level of budget. These costs are currently shown in italics in the main budget (Appendix 2). The amount identified for repairs and maintenance is an average of the actual costs over the past 3 years. However, due to annual fluctuations in property and maintenance costs, some years this will be more as works need to be carried out and in other years the burden will be lighter. HCC will pick up any such overspend in years when more work needs to be done.

A Collection Loan Agreement will be put in place from the formation date of the Trust for a duration of not less than 25 years that sets out the Trust's obligations in relation to caring for the collections in the ownership of Hampshire County Council. The collections include items associated with the Borough of Fareham and these will continue to be available for inclusion in the permanent displays at Westbury Manor Museum. Items from the wider Hampshire collections will also continue to be available for special exhibitions and events at the museum. Items in store at Chilcomb House in Winchester will also remain accessible by appointment and through the Trust's website wherever possible.

The Trust will care for, maintain, conserve, repair, restore and undertake the day-to-day management of the collections in accordance with professional museum standards including those defined by the Accreditation Scheme. Items may be removed from or added to the collection if the Trust and the Council are in agreement and if it is in accordance with the current acquisitions and disposals policy.

Fareham Borough Council owns a wooden bier, or four wheeled undertaker's handcart made about 1910, which is on loan to Hampshire County Council. (HMCMS:SH1998.521) It is proposed that Fareham Borough Council continue loaning the bier to Hampshire County Council from the formation date of the Trust for a duration of not less than 25 years so that Hampshire County Council may, in turn, loan this item to the Trust.

We are very willing to respond to any immediate queries the Borough may have and will be able to provide a copy of the Collection Loan Agreement for information in due course.

Central Support Services

Under the grant agreement outlined in the business case, HCC will continue to provide central support services in the areas of Finance, HR, IT, Legal, Marketing Consultancy, Architectural Feasibility and Risk Management. Business Support (Admin) resource will transfer directly to the Trust. Further information can be found in section 6 of the business case and in Appendix 2 below.

Next Steps and Actions From You

We invite formal feedback on these detailed proposals, draft budget and venue plan. In particular, we would welcome your formal response to the following questions:

1. Are you interested in signing up as a Core Partner to the Trust, with commitment to a 3 year funding agreement and a minimum of 18 months notice of termination/ significant reduction in funding?
2. Please confirm your level of funding for 2014/15, and indicative level of funding for 15/16 and 16/17 (as appropriate)?
3. Please confirm your interest in entering into a licence arrangement for Westbury Manor Museum tied into a 3 year funding agreement, as outlined in this proposal
4. Are you interested in entering into a 10 year Joint Management Agreement as outlined in this proposal, to strengthen local voice and long-term planning relationships between FBC, HCC and the Trust
5. Please confirm that FBC are willing to continue loaning the bier to Hampshire County Council from the formation date of the Trust for a duration of not less than 25 years so that Hampshire County Council may, in turn, loan this item to the Trust.

We would welcome your responses and any other observations you might have by **6pm on 21st February 2014**. Where the decision making process for your authority is after this date, we would be grateful if you could confirm the decision date, if known.

APPENDIX 1

**Fareham Westbury Manor Museum
Draft Venue Plan: 16 January 2014**
(please see documents attached)

APPENDIX 2

**Fareham Westbury Manor Museum
Second Draft Budget 2014/15 (Q1&2 HCC, Q3&4 Trust): 16 January 2014**
(please see documents attached)

Westbury Manor Museum Venue Plan, 2014-15

APPENDIX 1

Statement of purpose:

Our mission is to deliver a nationally excellent and innovative cultural offer that engages and inspires people living, working and spending time in Hampshire.

Westbury Manor Museum Venue Plan in context:

Delivering against the key objectives above will ensure that Service/Trust and individual venues like Westbury Manor Museum continue to contribute to the overarching strategic frameworks of their primary funders. See Appendix 1 for details.

Venue Plan, 2014-15

	Key actions	Lead ¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives ²	Link to Fareham Borough Council outcomes ³
1.	Public programmes (exhibitions)						
					£37,854		
1.1	Contribute to centrally generated exhibitions through the local element ie: <i>Soldiers Journey, The Games We Played</i>	ACC	2000 visits per month	Visitors are actively engaged with the subject matter		HSCT 2	FBC3 FBC6
1.2	Provide 3 locally delivered exhibitions including at least one event showcasing a local artist/craftsperson	ACC	2000 visits per month	Visitors are actively engaged with the subject matter		HSCT 2	FBC3 FBC6
1.3	Hire and Install <i>The Games we</i>	DTME	Maintain Visitor	Visitor profile is		HSCT 2	FBC2

¹ See Glossary of Positions and Post holders

² See Appendix 1 for details of the Arts and Museum Service/HSCT draft objectives

³ See Appendix 2 for details of Fareham Borough Council Outcomes

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
	<i>Played Exhibition</i> – a nationally touring exhibition exploring the history of Board Games with the chance to try some out.		Figures	maintained and audiences engaged			FBC4 FBC6
1.4	Create and set up 'LEGO Lost World Zoo' exhibition – a tour of life-sized models of extinct animals made from LEGO.	DTME	Increase visits and income by 3%	Increased visits and income		HSCT 2	1.5
1.5	1914 Hampshire's Big Theme. Create and install 'Soldiers Journey exhibition'- an part of a county wide programme , marking the start of Word War One, exploring it's impact in Hampshire through the Stories of Soldier's and residents in Hampshire	DTME	Increase Visits by 3 %	Increased visitor numbers and profile	Funded in part through ACE funding with additional HCC and external contribution	HSCT 1 HSCT 2 HSCT 4 HSCT 5	FBC3 FBC6
2.	Area Learning and Engagement –						
					£33,214		
	Schools						
2.1	Update the schools use review identifying all user and non-user schools within the Fareham area. Promote a revitalised school programme with new museum-led sessions linked to the new Primary	CELO	900 pupil interactions Generate £1500 income (Based on 28 school	Pupils display an increased knowledge of the subject matter. Pupils are more actively engaged		HSCT1 HSCT6 HSCT9	FBC3 FBC6

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
	National Curriculum 3 x new sessions developed		visits x current maximum cost of school visit)	in the subject matter at school			
	1914 Big Theme and Events						
2.2	Develop and promote a varied and accessible family learning and children's activity programme linked to Big Themes (2014 - WW1, 2015 Dinosaurs) 3 x led holiday workshops per year 2 x self-led activities per year 1 x special events per year	JW	1500 visits per year £750 income	Families report high levels of satisfaction with the offer. Families are actively engaged and have fun whilst in the museums. Increased awareness of Big Themes through local programming		HSCT1 HSCT6 HSCT9	FBC3 FBC6
2.3	Develop and promote a varied programme of adult talks, workshops and events linked to collections exhibitions or Big Theme 2 x Meet the Expert 1 x Museums at Night	JW	6 per year £200 income	Increase in learning opportunities for adults in the area. Adults more actively engaged		HSCT3	FBC3 FBC6

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
	3 x workshops			with the collections.			
2.4	Develop a partnership event with FBC around the <i>1914</i> Big Theme event on 4 th August 2014 to include J-Type visit to the town centre.	AAMM	200 visitors to WMM on 4 th August 2014	Scale of event increased due to shared resources. Increase in visitors		HSCT2 HSCT3 HSCT8	FBC3 FBC6
	Local Priorities						
2.5	Develop a range of partnership events with FBC which maximise each partners resources. EG: Christmas lights switch on	ACC	3 per year 300 visitors	Events happen on a larger scale due to shared resources Visitors increase because of the size and profile of events		HSCT2 HSCT3 HSCT8	FBC3 FBC6
2.6	Develop and seek external funding for an in depth engagement project linked to FBC priorities. 1 x project planned and delivered	AAMM, ACC	20 participants over 10 weeks	20 participants demonstrate positive impact of project through evaluation		HSCT2 HSCT9	FBC3 FBC6
2.7	Develop and promote a group visit	CELO	6 groups worked	New		HSCT6	FBC3

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
	and outreach service for organised groups within the community (ie: Brownies, Day Centres) linked to community priorities.		with. 60 new participants	relationships are formed with local groups		HSCT7	FBC6
2.8	Develop and promote a varied and accessible programme of children's activities and events linked to the exhibitions, programme or events 5 x led activities per year 2 x self-led activities per year 2 x special events per year	JW	1500 visits per year. £750 income per year	Families report high levels of satisfaction with the offer. Families are actively engaged and have fun whilst in the museums.		HSCT1 HSCT6 HSCT9	FBC3 FBC6
3.	Collections						
3.1	Manage storage, documentation, digitisation, conservation of and access to collections associated with the Borough of Fareham and all related information at Chilcomb House	CTM	Ongoing	Objects remain in good condition and easy access provided	£43,941	HSCT 5	FBC 4
3.2	Provide an emergency conservation service for collections on display in event of flood, fire or other disaster	PC	As required	Appropriate level of response provided		HSCT 5	FBC4
3.3	Continue six monthly monitoring of	PC	2 x data	Stable		HSCT 5	FBC4

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
	environmental information (light, temperature, humidity) and pest management		download and analysis	environment maintained			
3.4	Continue to monitor security of the objects on display	PC	Ongoing	No losses		HSCT 5	FBC4
3.5	Provide an identification and enquiry service for objects relating to archaeology, the arts, natural sciences, social/ industrial history and object care, as well as local history.	CK, MR	Meet public demand	Enquiries answered and objects returned in reasonable time		HSCT 5	FBC 4
3.6	1914 Big Theme - undertake research and write copy for digital platform and Soldiers' Journey exhibition, restore Tasker and Thornycroft vehicles to working order, conserve objects, scan photographs and support events programme	CK, MR	October 2014	Increase in visits to museum and digital platform		HSCT 2 HSCT 5	FBC4
3.7	Dinosaurs Big Theme – undertake research and secure loans for exhibitions and events programme	CTM	March 2015	Programme agreed		HSCT 2 HSCT 5	FBC4
3.8	Continue to provide Hampshire's Hidden Treasures mini displays	CK	4 x mini displays	Increase in number of objects from		HSCT 5	FBC 4

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
				stores on display			
3.9	Support other exhibitions and events through the supply of specialist knowledge and objects/specimens from the collections	CK	As required	Increase in visits to museum		HSCT 2 HSCT 5 HSCT 6 HSCT 7	FBC4
3.10	Support transfer to Trust through establishment of collections loans agreements	CTM	April 2014	Loans agreements in place		HSCT 5	FBC4
3.11	Develop concept and apply for funding for The Engine Room project – Collections Centre for Hampshire Solent Cultural Trust (working title)	CTM	March 2015	Funding secured for next stage of development		HSCT 4 HSCT 5 HSCT 8	FBC4
4.	Business Development						
4.1	Strategic management of Westbury Manor Museum focusing on increasing visitors, generating investment and increasing trading income. Develop and monitor annual Venue Plans. Manage relationships and processes with JMC.	HS	Minimum 3% increase in audiences from 13/14 baseline Minimum 3% increase in earned income from 13/14 baseline	A business focused visitor attraction	£16,605	HSCT9 HSCT1	FBC2 FBC4 FBC6

	Key actions	Lead ¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives ²	Link to Fareham Borough Council outcomes ³
			Delivering annual venue plans on time				
4.2	Work with Fareham Borough Council to develop a long term vision and to secure long term resilience for culture in the Fareham area	HS	Long term vision scoped and agreed by both parties			HSCT9 HSCT1	FBC2 FBC4 FBC6
4.3	Ensuring resilience of arts and museum service provision: Establishment of charitable trust Develop an active fundraising strategy and begin delivering fundraising programme	HS	Trust set up during 2014 Fundraising strategy developed £500,000 external investment attracted per annum	Creating a robust and vibrant museum sector in the local area		HSCT3	FBC2 FBC4 FBC6
4.4	Management of externally funded projects: Management of HLF funded	HS	<i>Inspiring a Culture of Philanthropy</i>	Increased external income		HSCT	FBC2 FBC4 FBC6

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
	<i>Inspiring a Culture of Philanthropy</i> programme benefiting this and other museums in the Hampshire Solent area. Management of ACE Renaissance funded programmes, including applications to relevant funding streams		programme commences to plan in June 2014. Programme managed to time and budget				
4.5	Collect postcode data twice a year and use Mosaic profiles and maps to target groups and local cold spots with specific campaigns e.g. mail drops	MO	Minimum 3% increase in audiences from 13/14 baseline	More local visitors from target groups (insert where known) visiting more often		HSCT2	FBC 6
4.6	Market the annual Big Theme programme. In 2014/15, marketing 1914 and plan for 2015/16 Big Theme (Dinosaurs)	MO	Minimum 3% increase in audiences from 13/14 baseline Minimum 3% increase in earned income from 13/14 baseline	Increased local, regional and family visits		HSCT2	FBC 6
4.7	Market Lego touring show to family	MO	Minimum 3%	Increased family		HSCT2	FBC 6

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
	audiences		increase in audiences from 13/14 baseline Minimum 3% increase in earned income from 13/14 baseline	visits Increased shop sales/secondary spend			
4.8	Produce and distribute 'What's On' guides three times per year as means of marketing public programme (exhibitions and events)	MO	Dates Print quantities Distribution reach	Strong local awareness of museum's programme leading to more local visitors visiting more often		HSCT2	FBC6
4.9	Develop digital marketing strategy in 2014/15 to begin implementing in 2015/16	DPO	Increase online audiences/ engagement from 13/14	Increased brand awareness online. A more business like approach to marketing products and		HSCT1 HSCT2	FBC2 FBC6

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
				services			
5.	Venue management						
5.1	Continue to improve customer service through the staff/volunteer Front of House team to ensure a warm and friendly welcome at all times. 2 x visitor survey completed per year Staff/Volunteer Development programme designed and implemented.	ACC	27, 000 visitors	90% of customers surveyed said the museum was good or excellent	£72,771	HSCT3 HSCT9	FBC2 FBC3 FBC6
5.2	Building is safe and adequately maintained at all times through regular H&S reviews, cleaning schedules, lift maintenance etc All building issues reported to relevant contractor within 4 hours	ACC	Service provided on site 100% of scheduled advertised hours	Visitors report satisfaction with the standard of the building		HSCT3	FBC3
5.3	Lighting in the gallery spaces improved	ACC	New/upgraded lighting installed	Building is light at all times Visitors report satisfaction with		HSCT3 HSCT9	FBC2 FBC3 FBC6

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSCT <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
				the standard of the building			
5.4	Review and improve the quality of the café including new product lines and investigate new business models eg: selling from the front window during summer months	ACC	3 % increase in café sales against 13/14 baseline	Increased secondary spend figure		HSCT8 HSCT9	FBC2
5.5	Review and improve retail space. Ensure the stock buying aligns to the key programmes at the museum during the year e.g. Lego and Soldiers Journey in 14/15	ACC	Minimum 3% increase in earned income from 13/14 baseline	Increased secondary spend figure		HSCT8 HSCT9	FBC2
5.6	Re-launch venue hire package for museum	ACC	Increase venue hire bookings 3% on 13/14 figures	Maximise usage of the building		HSCT8 HSCT9	FBC2
5.7	Develop volunteer team and relationship with Friends of the Museum to enable effective service delivery	ACC	Volunteer hours increased to 3500 per annum 1 x funding bid completed by friends	Museum demonstrates excellent customer care Finance secured by friends group		HSCT8 HSCT9	FBC2 FBC3 FBC6
5.8	Develop and review Monday opening on site to maximise the potential of opening on market day	ACC	Evaluation of Monday opening complete with	Increase in visitor numbers		HSCT9	FBC6

	Key actions	Lead¹	Target	Outcome	Resource	Link to Arts and Museum Service/ HSC <u>draft</u> objectives²	Link to Fareham Borough Council outcomes³
	and ensure adequate information is gathered for a permanent decision. 4 x market day activities		recommendation by December 2014				

Date/Meeting where Plan was approved:

Date of next review:

Additional external investment levered into Westbury Manor Museum:

	Key actions	Lead	Target	Outcome	Budget	Link to Arts and Museum Service/HSCT <u>draft</u> objectives	Link to Fareham Borough Council outcomes
	<p>1914 Hampshire's Big Theme <i>Soldiers Journey</i> exhibition on show at the museum from 11th October 2014 to early January 2015 to mark centenary of the beginning of First World War.</p> <p>Marketing and PR activity undertaken by external agency targeting B, F and G Mosaic groups. Programme supported by Digital Platform.</p> <p>Funded by ACE, RSF Programme, Arts and Museum Service Exhibition budget and Arts and Museum Services' Special Project budget</p>	SBT PM	Minimum 3% increase in audiences over the same period in 2013/14	More repeat visits to the museum	£15,886		
	<p>Continue to develop a range of outreach workshops/ performance events run by the Ashcroft at the museum</p> <p>2 x workshops/ performance events held at Westbury Manor</p>	AAMM	2 x workshops delivered £150 income generated	New audiences are attracted by enhanced offer at the museum		HSCT2 HSCT3 HSCT6 HSCT9	FBC2 FBC3 FBC6
	Deliver ENTrenchedED project	AAMM	2 x youth groups engaged with	90% young people involved report	£49,000 external	HSCT2 HSCT3	FBC2 FBC3

			project Exhibition created as part of Soldiers Journey	better understand and engagement with issues around 1914 Exhibition created	funding	HSCT6 HSCT9	FBC6
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Added Value activities. Activities benefiting the museum and its visitors but not funded from the museum's budget:

	Key actions	Lead	Target	Outcome	Budget	Link to Arts and Museum Service/HSCT <u>draft</u> objectives	Link to Fareham Borough Council outcomes
	Continue to develop a range of outreach workshops/ performance events run by the Ashcroft at the museum 2 x workshops/ performance events held at Westbury Manor	AAMM	2 x workshops delivered £150 income generated	New audiences are attracted by enhanced offer at the museum		HSCT2 HSCT3 HSCT6 HSCT9	FBC2 FBC3 FBC6

Glossary of Positions and post-holders:

Initials	Position	Lead Officer Name
ACC	Area Community Curator South East	Tom de Wit
CELO	Community Engagement and Learning Officer South East	Janet Wildman
DTME	Delivery Team Manager Exhibitions	Nick Suffolk
PC	Principal Conservator	Amanda Sutherland
CTM	Collections Team Manager	Jo Bailey
CK	(Collection Team) Keepers	Dave Allen, Christine Taylor, Gill Arnott
MR	Museum Registrar	Karen Clarke
SMVS	Strategic Team Manager Visitor Services	Tim Kelly
AAMM	Area Manager, Arts & Museums South East	Annabel Cook
HS	Head of Service	Janet Owen
DPO	Digital Projects Officer	Post Vacant
MO	Marketing Officer	Wendy Newton
SBTPM	Stronger Bolder Together Programme Manager (ACE funded)	David Ockelford

Appendix 1: Local authority priorities

Hampshire County Council has recently published <i>Shaping Hampshire:</i>	Fareham Borough Council's Corporate Strategy 2011 – 2017
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<i>modern, public services for the future</i> which identified four strategic aims;	identified 7 key aims
HCC1. Health and wellbeing- Improve health and wellbeing for all HCC2. Economy - Promoting economic prosperity and protecting the environment HCC3. Communities- Working with communities to enhance local services HCC4. Efficiency - Delivering high quality, cost effective public services	FBC1. Protect and enhance the environment FBC2. Maintain and extend prosperity FBC3. A safe and healthy place to live and work FBC4. Leisure for health and fun FBC5. Balanced housing market FBC6. Strong and inclusive communities FBC7. Dynamic, prudent and progressive council

In order to understand the complexity, diversity and scale of forthcoming activity proposed by the Service/Trust, this Venue Plan must be read in conjunction with:

DRAFT Hampshire Solent Cultural Trust [working title] Five Year Business Plan

DRAFT Hampshire County Arts and Museum Service/Hampshire Solent Cultural Trust [working title]Activity Plan, 2013-14

For 2013-18, the draft objectives for Hampshire County Arts and Museum Service/Hampshire Solent Cultural Trust [working title] are:

HSCT1: Raise reputational profile of the Hampshire Solent cultural offer and boost its economic value by promoting its collective national and international importance

HSCT2: Increase and diversify audiences

HSCT3: Maximise enterprise dividend to support long-term resilience

HSCT4: Attract external investment from public and private funding sources for work of Trust and wider Hampshire Solent cultural sector partners

HSCT5: Transform collections into a driving force for the business

HSCT6: Inclusive portfolio of learning and engagement opportunities supporting wider employability and economic recovery outcomes

HSCT7: Actively support delivery of health and wellbeing agendas in the Hampshire Solent area

HSCT8: Minimise the impact of reducing local authority subsidies through business development and organisational efficiencies

HSCT9: A business culture for success

WESTBURY MANOR MUSEUM		2014/15	2014/15	2015/16	2016/17	Notes / commentary
EXPENDITURE		Q1 & Q2	Q3 & Q4	Indicative	Indicative	
Venue Management	Salaries and staff costs	24,169	23,315	47,430	48,014	33% of Curator; 100% VSA; 5% Area Manager. This includes salary increments and assumes 1% pay increase annually. Includes casual staff budgets and training/other employee costs.
	Rates	16,050	1,366	2,732	2,732	The figure shown in 2014/15 Q1 & Q2 is the total rates, supplies and services, utilities and repairs and maintenance budget that will apply before transfer to the Trust. The figure in column 2014/15 Q3 & Q4 for rates is 20% current NNDR costs (Trust eligible for 80% mandatory relief).
	Supplies and services		2,500	5,000	5,000	Also includes general property costs i.e. cleaning
	VAT (on supplies and services)		440	880	880	VAT costs based on analysis of current expenditure and takes account of 0% VAT and non-vatable items.
	Utilities		3,650	7,300	7,300	<i>This expenditure would be paid for by HCC as part of lease agreement.</i>
	Repairs and maintenance		1,281	2,562	2,562	<i>This expenditure would be paid for by HCC as part of lease agreement. The amount identified for repairs and maintenance is an average of the actual costs over the past 3 years. However, due to annual fluctuations in property and maintenance costs some years this will be more as work needs to be carried out and in other years the burden will be lighter. HCC will pick up any such overspend in years when more work needs to be done.</i>
Area Learning and Engagement	Salaries, Supplies and Services (including VAT)	17,238	15,976	32,574	33,095	13/14 figure for comparison: £34,475. This includes salary increments and assumes 1% pay increase annually.
Collections	Salaries, Supplies and Services (including VAT)	21,496	22,445	45,421	45,964	13/14 figure for comparison: £42,991 (excludes collection storage costs at Chilcomb). This includes salary increments and assumes 1% pay increase annually.
Public Programmes (Exhibitions)	Salaries, Supplies and Services (including VAT)	14,350	9,154	18,433	18,560	13/14 figure for comparison: £28,699. This includes salary increments and assumes 1% pay increase annually. As outlined in the report, costs overall on public programming will remain the same but will show at a lower level locally due to increases in efficiency and spreading the costs across more venues.
Business Development	Marketing, including digital (salaries, services and VAT)	5,525	4,449	9,053	9,213	13/14 figure for comparison: £11,050. This includes salary increments and assumes 1% pay increase annually.
	Strategic Management, Trading and Fundraising (salaries)		6,631	13,524	13,793	As outlined in the report, HSCT will be taking a more business focused approach with the aim of increase visitors and external investment.
	Projects (services and VAT)	-	£tbc	£tbc	£tbc	New. As outlined in the report, this new line in the budget is a project budget that will be allocated on an annual basis on targeted projects.
		98,827	91,206			
Total Expenditure			190,032	184,909	187,113	
INCOME						
	Fareham Borough Council		71,700	71,700	71,700	This currently assumes a standstill based on 2013/14 funding and will be adjusted if necessary when funding is confirmed.
	HSCT Contribution		97,214	86,172	88,376	
	HCC Contribution		4,931	9,862	9,862	<i>Relates to utilities, building and maintenance costs which will remain with HCC.</i>
	Net Income - Charitable	7,600	3,348	6,695	6,695	This includes all income from hiring, donations, admissions/gift aid (if appropriate) and any additional grants.
	Net Income - Trading		5,240	10,480	10,480	This is the profit income from the Trading Account
Total Income			190,032	184,909	187,113	

Westbury Museum - Trading Account*		2014/15	2014/15	2015/16	2016/17	Notes / commentary
EXPENDITURE		Q1 & Q2	Q3 & Q4	Indicative	Indicative	
			£	£	£	
Venue Management	Salaries					Further work to identify core charity costs and the % that applies to trading activity is underway. This includes staffing, rates and any additional supplies and services.
	Rates					
	Supplies & Services		3,000	6,000	6,000	
	VAT					VAT on trading activity will be fully recoverable so is not included for the purposes of this final draft budget.
	Utilities (HCC)					Costs to remain with HCC.

	Repairs & Maintenance (HCC)				
Total Expenditure			3,000	6,000	6,000
TRADING INCOME	Retail & Catering		8,240	16,480	16,480
Total Income			8,240	16,480	16,480
Net			5,240	10,480	10,480

Costs to remain with HCC.
Income is the net value after VAT, where VAT applies
This is the profit income from the Trading Account.

*It is anticipated that the Trust will establish a Trading Arm, and in due course both Trading Income (retail, catering and

External Investment 2014/15 Targets/ Secured: Cash		Awarded	2013/14 £
Confirmed Grants/ Sponsorship	Stronger and Bolder Together, Strategic Renaissance Funding from Arts Council England	Yes	15,886
Grants/ Sponsorship Applied For	HLF Catalyst Fundraising	Yes	tbc
Total		0	15,886

Notes / commentary
Service-wide, amount stated is the local benefit
Service-wide, amount stated is the local benefit

External Investment 2014/15 Targets/ Secured: Cash	Number of Hours	Cash Value
Westbury Manor Volunteers	tbc	tbc
Hampshire Solent Cultural Trust Board	tbc	tbc
Volunteers in collections, exhibitions, community engagement and learning	tbc	tbc
IT and business support	tbc	tbc
Total	0	0

Central Support – financial equivalent estimates		£
FBC (Westbury Manor)	Employees	6,200
	Premises (maintenance of grounds)	5,000
	Commercial rent value of Museum	40,000
	Central costs	7,800
Total Fareham Borough Council		59,000
HSCT (Westbury Manor)	Business Support (Admin)	5,005
HCC (entire service excluding property services)	Finance	74,000
	HR	68,000
	IT	250,000
	Legal	55,000
	Architectural Consultancy	Up to £75,000
	Marketing Consultancy	25,500
	Risk and Safety	30,000
Total Hampshire County Council		502,500

