

# 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:** Monday, 23 February 2015

**Time:** 10.00 am

**Venue:** Westbury Manor Museum - Westbury Manor

**Members:** Councillor Mrs C L A Hockley (Fareham)  
(Chairman)  
Councillor Ringrow  
(Vice-Chairman)  
Councillors B Bayford, Fareham  
Latham, Hampshire County Council

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

For further information please contact:  
Democratic Services, Civic Offices, Fareham, PO16 7AZ  
Tel: 01329 236100  
[democraticservices@fareham.gov.uk](mailto:democraticservices@fareham.gov.uk)

**1. Apologies for Absence**

**2. Minutes** (Pages 1 - 4)

To confirm as a correct record the minutes of the meeting of the Joint Management Committee held on 20 October 2015.

**3. Westbury Manor Museum JMC (Curator's) Report for Oct to Dec 2014** (Pages 5 - 14)

A report on activities at or relating to Westbury Manor Museum covering period October 2014 to January 2015.

**4. Draft Westbury Manor Museum Venue Plan 2015-16** (Pages 15 - 28)

A report showing how Westbury Manor Museum can continue to contribute to the overarching strategic frameworks of primary funders.

**5. Westbury Manor Budget Report 2015-16** (Pages 29 - 32)

A report providing an update on the 2014/15 budget and also on the proposed forward budget for 2015/16.

**6. Risk Register Westbury Manor Museum Feb 2015** (Pages 33 - 34)

An annual report showing key risks for Westbury Manor Museum and controls in place.

**7. Westbury Manor Museum Partnership Agreement** (Pages 35 - 38)

A report showing the Heads of Terms which have been drawn up to form the basis for an agreement between the funding partners.

**8. Culture Conversation**

A verbal update on Hampshire Cultural Trust and its plans for partner consultation.

**9. Date of Next Meeting**

To agree a date for the next meeting of the Fareham Museum Joint Management Committee.

P GRIMWOOD  
Chief Executive Officer

Civic Offices  
Civic Way  
Fareham  
PO16 7AZ  
[www.fareham.gov.uk](http://www.fareham.gov.uk)  
13 February 2015

# 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 Monday, 20 October 2014  
in the Westbury Manor Museum - Westbury Manor*

### **PRESENT:**

Councillor Connie Hockley (Fareham)  
(Chairman)

County Councillor George Ringrow (Hampshire County Council)  
(Vice-Chairman)

### **Other Representatives**

Mark Bowler (Fareham Borough Council)  
Annabel Cook (Hampshire County Council)  
Tim Kelly (Hampshire County Council)  
Erica Munro (Hampshire County Council)  
Mrs Anne Baxandall (Friends of Fareham Museum)

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Brian Bayford, County Councillor Peter Latham and Mr John Gregory (Westbury Manor Museum Volunteers).

### **2. MINUTES**

RESOLVED that the minutes of the meeting of the Joint Management Committee held on 9 June 2014 be confirmed and signed as a correct record.

### **3. CURATOR'S REPORT**

The Committee welcomed Erica Munro to the position of Museum Curator. Erica will be based within the Museum.

The Committee received a report from Annabel Cook, acting as Interim Curator, informing them of activities held between June – September at, or relating to Westbury Manor Museum. The following key features were noted:

The Museum has participated in many joint events with Fareham Borough Council which have been positively received. Over 600 people attended the 100 Years Ago event in August which included a Vintage Fair, Bygone Fareham and Tea in the Town.

Some events have also taken place, which have links to the shopping centre; including the Poppy Fields artist and the wicker artist. Joint working has generated great momentum and is something the Museum would like to continue.

The Museum has been trying to improve the retail and café side of things; there is a board outside advertising cakes each day, a new coffee machine, and a new cake supplier. These changes have resulted in reduced costs and positive customer feedback.

After discussions with Friends of Westbury Museum, it has been decided that a Friends Corner will be created in the Museum; this will hopefully promote membership to a wider audience. Next year will be the 25<sup>th</sup> anniversary of the Museum. Discussions are being held to decide on how to celebrate this occasion.

Visitor figures have decreased in comparison to last year, however last year there was an unprecedented attendance at the Lego exhibition which skewed the figures. Another Lego exhibition is coming up, Lost World View.

The Villages of Fareham art exhibition proved very successful, with £1,000 of sales being generated.

The WW1 Recruitment Office held on 4 August was also very popular, with almost 600 people attending on the day, and many more throughout the 2 week period it was open.

A Soldier's Journey was launched throughout Hampshire in October; a First World War nurse based at Fareham House Hospital donated an autograph book to the Museum.

The Tourist Information Centre is moving out of the Museum at the end of March 2015.

#### **4. BUDGET REPORT**

Tim Kelly presented a report on the Westbury Manor JMC Budget 2014/15.

The Museum will be transferring to Hampshire Cultural Trust in October. There will be no change in cash terms; however the figures will be presented differently.

The actual figures on the report are representative to August 2015.

A query was raised regarding the budget and actuals figures for Front of House Staff; this will be investigated and the Committee will be advised of the outcome. All other figures on the report are satisfactory.

All expenditure is currently on target and there are no great risks.

## **5. HAMPSHIRE CULTURAL TRUST UPDATE**

The Committee considered a report by Dr Janet Owen, on the Hampshire Solent Cultural Trust Update.

At their September meeting, the Board of the new Trust accepted the transfer of staff and services from Hampshire County Council and Winchester City Council.

The Board will be meeting with core partners and stakeholders in the New Year, to look at the development of its strategic plan and long term vision.

## **6. ANY OTHER BUSINESS**

The Friends of Fareham Museum wished to express their thanks to Annabel Cook for her helpful, positive approach.

## **7. DATE OF NEXT MEETING**

RESOLVED that the next meeting of Fareham Museum Joint Management Committee will take place on Monday 23 February at 10am.

(The meeting started at 10am  
and ended at 10.50am).



<b>Committee:</b>	WESTBURY MANOR MUSEUM, FAREHAM JOINT MANAGEMENT COMMITTEE
<b>Date of Meeting:</b>	23 February 2015
<b>Title of Report:</b>	CURATOR'S REPORT
<b>Author:</b>	Erica Munro

## **Purpose:**

Report on activities at or relating to Westbury Manor Museum covering period October 2014 to January 2015

## **1 Providing a Welcoming and Well Maintained Museum**

### **1.1 Museum Service Delivery**

In October to December 2014, the emphasis was on delivering the 1914 Big Theme and planning and programming for the forthcoming year.

December at the museum saw the Edwardian Christmas Festival, which complemented the *Soldiers' Journey* exhibition and the Borough's Christmas Carol Spectacular. Visitors were welcomed by costumed staff and volunteers and treated to craft activities, music and festive treats such as stollen and mulled cider in the Tearoom. There was dressing up in the Exhibition Gallery and volunteers ran an object handling table which was popular with all ages.



The Tearoom decorated for the Edwardian Christmas Festival

In addition to the public events and exhibitions, the museum has held a number of private events. Coghlan's held their annual Remembrance Ceremony in front of the building in December. In October the Mayor, Councillors and members of the twinning associations attended a tree planting ceremony for the 30<sup>th</sup> Pulheim twinning anniversary in the museum garden in with a reception in the Tearoom. In January 2015, the WI held their Centenary baton celebration in the forecourt with a classic Morris Minor Convertible



delivering the baton itself in the presence of the Mayor and dozens of WI members from across the region.



The WI baton visits Westbury Manor Museum (photo courtesy of the Daily Echo)  
[http://www.dailyecho.co.uk/news/11731009.Women\\_s\\_Institute\\_baton\\_passes\\_through\\_Hampshire/?ref=arc](http://www.dailyecho.co.uk/news/11731009.Women_s_Institute_baton_passes_through_Hampshire/?ref=arc)

A Friends of Fareham Museum evening function in November was a chance for them to meet the new Area Curator. A lecture on the *Soldiers' Journey* exhibition and informal chat were well received, with the majority of the Friends Committee braving the cold to come. Ongoing discussions about the celebrations for the 25<sup>th</sup> anniversary of the museum have led to plans for a Birthday Strawberry Fair in June 2015 at which the Friends will have a display on the history and development of the museum.

The Area Curator has been busy establishing plans and systems to help drive the work of the museum forward in a more streamlined and efficient way, such as defined exhibition policies for the temporary exhibition gallery programme and formal venue hire documentation. She has been liaising with the Collections team about display and storage conditions for some of the museum's artworks and objects. A day's Collections Team visit has been arranged for February in order to document the backlog of donations and rearrange the artefact storage areas.

Recruitment of new volunteers has been steady with a number of new starts in this period. The team are keen to explore new opportunities for our volunteers to contribute to the work of the museum. We are currently 'auditing' our volunteers in order to establish their existing skills, gauge interest in additional opportunities and identify training needs. Responses will be co-ordinated and analysed in February in time for March's all-volunteer training day.

## 1.2 Visitor Figures

Visitor figures show a drop on the previous year. The gallery was closed for part of October while the *Soldiers' Journey* exhibition was installed which led to a drop in visits. *Soldiers' Journey* did not attract as many visitors as the main exhibition from the previous year, *Meet the Victorians*, which ran from Oct-Jan and was very popular.



Year	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Totals
2009 – 2010	3118	2138	2615	3065	3781	2206	3514	2496	1808	1762	2367	3347	32,217
2010 – 2011	3367	2687	2696	2935	3333	2124	2471	2530	1563	1870	1799	1872	29,247
2011 – 2012	2605	1971	1797	2175	2266	1648	1950	1951	1813	1870	1799	1872	23,717
2012 – 2013	1816	449	1852	4992	2449	1414	2416	1566	1070	1300	2046	1555	22,925
2013 – 2014	4463	3235	2281	1545	1823	1472	2600	1569	1547	1463	2775	1743	26,516
2014 – 2015	1904	1391	1105	1554	2605	1588	1757	1342	1270				

## 2 Hosting Special Temporary Exhibitions and Related Events

The *Soldier's Journey* exhibition was part of Hampshire's County-wide commemoration of the First World War. We opened exhibitions on the 11 of October in 9 venues across the county. Each exhibition explored Hampshire's role in the First World War – most of the troops from Britain and her allies came through Hampshire on their way to the front as well as training here. Hampshire was a huge supplier of both horses and equipment and of course was home to many of the hospitals that helped to deal with huge quantities of wounded. The Fareham exhibition included sections on the POW ships in Fareham creek that held German prisoners during the war and also on local women knitting to provide equipment to the armed forces. As well as researching information, writing text panels, arranging loans, designing, transporting and installing the exhibition, the team also commissioned a special film to be shown in the gallery exploring the themes with archive footage and oral history interviews.

## 3 Caring for Collections, Promoting Access, and Providing Specialist Knowledge and Advice

### 3.1 Caring for collections

Preparatory work for improving the storage and documentation of objects not on display at Westbury started in December with a visit from the Principal Conservator, who also made an assessment of the film applied to the museum's windows to protect objects from light damage. The opportunity was also taken to reposition objects that had bounced off their plinths, tidy displays and check security. Members of the Collections Team are returning in February to carry out further work on the stores and the displays.

Readings from the environmental monitoring system, or 'tinytags', were downloaded in December. They are examined to spot significant fluctuations in temperature or humidity that might eventually lead to deterioration in the condition of the museum's objects. These checks are done in all the museums and stores managed by the Trust every six months, including the stores at Chilcomb House in Winchester where objects relating to the Borough of Fareham are kept when they are not on display or attending events, such as the Keeble K3 Coupe, the only supercar ever to have been built in the Borough.



A 'tinytag' monitoring the environment in the archaeological display

### 3.2 Promoting access to collections

The objects installed in the Hampshire's Hidden Treasure case for this period also marked the centenary of the outbreak of the First World War. They were Toby jugs featuring leaders from the First World War that were drawn from the County Council's Decorative Arts Collection. They were replaced by a selection of Roman ceramics from the Archaeology Collection - samian pottery with makers' stamps and repairs using lead rivets discovered in Neatham, near Alton. This type of display serves to illustrate the diversity of the collections cared for by Hampshire Cultural Trust and that are available for exhibition at Westbury Manor Museum.



The 'Hampshire Hidden Treasures' case with its display of Roman ceramics

### 3.3 Providing specialist knowledge and advice

Having completed an extensive amount of work preparing the Soldiers Journey exhibition in September, the Collections Team moved on to the next Hampshire Big Theme project - Dino Fest 2015. The exhibition that is being developed for Westbury Manor Museum is called *Drawn to Dinosaurs* because it features the work of artist John Sibbick, well known for his reconstructions of prehistoric life. Our Keeper of Natural Sciences has been working with the Head of Public Programmes visiting the artist and making selections of his artwork, which will also include preparatory sketches and possibly models of dinosaurs.

## 4 Inspiring Learning and Community Engagement

### 4.1 Formal Education Provision

Over the 4 months from October 2014 to January 2015, the CEL Team worked with **9** school groups in the museum, a total of **256 pupils** in school groups. The Hampshire's War workshop devised for the *Soldier's Journey* exhibition made up for the loss of bookings on a Victorian theme resulting from the changes to the National Curriculum history syllabus. Although history programmes now end at 1066 for junior schools, the local study aspect of the Hampshire's War session sold it to the schools.

Date	School	Key Stage & Year Group	No. of children	Type of workshop
6 Oct	Harrison Primary	KS2 Yr4	30	Our Town in the Past
9 Oct	Harrison Primary	KS2 Yr4	29	Our Town in the Past
9 Oct	Harrison Primary	KS2 Yr4	30	Our Town in the Past
7 Nov	Red Barn Primary	KS2 Yr5	30	Hampshire's War
5 Dec	St Jude's Primary	KS2 Yr6	21	Workhouse at Westbury
9 Dec	Wicor Primary	KS2 Yr4	31	Hampshire's War
9 Jan	St Jude's Primary	KS2 Yr6	21	Hampshire's War
26 Jan	Orchard Lea Junior	KS2 Yr6	32	Our Town in the Past
26 Jan	Orchard Lea Junior	KS2 Yr6	32	Our Town in the Past

Impact evidence and general feedback is collected from all school sessions, to aid evaluation and service planning. All feedback was very positive. In addition to the nice comments solicited on the teacher evaluation forms, the teacher from Wicor primary School sent the following comment by email a few weeks after the visit:

*I just wanted to thank you for the fabulous trip my class enjoyed in December. The children loved the morning and enjoyed the activities enormously. We talked about the activities again this week in school and will be using the experience for our current enquiry. The talk and different tasks were perfectly pitched for their leaning and they, and I, gained lots of valuable information from our visit. The adults also really enjoyed the experience too. Thank you again for a brilliant visit. I hope to see you again soon on another occasion!*



Wicor Primary School enjoying a 'Hampshire's War' workshop



The two workshops for St Jude's Primary were a lead-in to their special anniversary year where they are focusing on local history. In March the CELO is spending the day in the school working with all year groups on a circus of local history activities; then the school are putting up a display in the Pride of Place Case in the museum in June.

The CELO finished off the ENTrenchedED project with Crofton School by enlisting the youngsters to help at a 1914 Open Day in Gosport and at the opening of *Soldier's Journey* at Westbury Manor where one of the students – in costume – assisted the photographer with the 1914 Photo Studio.

## 4.2 Community Engagement and Learning

In line with the Service Plan aim of widening participation, a programme of activities for a range of audiences was offered over the 4 month period October to January. **282** people took part in the **led activities**. The CEL Team also provide **self-led drop-in activities** for families in special exhibitions and for the permanent displays. The figures below are for led activities and do not include participants in the self-led offer.



Activity/Event	Target Audience	Date	No. of participants
1914 Photo Studio (opening event for Soldier's Journey exhibition)	Families	11 Oct	45
Half Term Havoc – making 1914 toys	Families	28 Oct	84
Outreach Reminiscence Workshop – Christmas Past at Meon Valley Day Centre	Older people in care settings	29 Nov	8
Edwardian Christmas Fair – to support town centre Christmas Carols event	Families	18 Dec	125
Old & New – Market Day Drop-in reminiscence workshop	Older Adults	5 Jan	20

The CEL Programme was supplemented by an evening talk on the Battle of the Somme for Armistice Day and the Area Curator led expert tours around the exhibition when it first opened. Those events listed in the table above were planned and run by the CELO, usually working with the Front of House Team (e.g. for the Edwardian Festival).

The highlight of the programme was the Half Term Havoc event because it was led on the day by the young ENTrenchedED participants from the Ashcroft Advocates group. The CELO attended one of their Wednesday evening meetings to train them in the facilitation skills and the craft skills needed to deliver a family workshop at the museum. They then helped family visitors to make 1914-style toys and models from cardboard. The templates were designed by the artist who produced the mural in the exhibition. They also helped visiting children explore and play with replica Edwardian toys and make medals for their own heroes.



Ashcroft Advocates group getting their training to run 'Half Term Havoc'

The Edwardian Fair also had a craft element with family visitors making Art Nouveau badges and replica Princess Mary tins as Christmas presents.

The 2 reminiscence activities – both using a wealth of museum artefacts – demonstrate how the CELO is building up this service. She has produced promotional materials to send out to older people's organisations and has secured some Hampshire Futures funding to deliver some reminiscence workshops free of charge for older people who cannot easily access museum learning opportunities. The evaluation comments from participants from the Meon Valley Day Centre show how much this service is valued:

*"Lots of memories looking at the different items. Good, interesting and fun presentation with time to look, feel and discuss."*

*"A fascinating insight into Christmas past. Thoroughly enjoyable session which sparked off lots of conversation and reminiscence."*

*"You see what you done when you was a nipper."*

*"Smashing."*



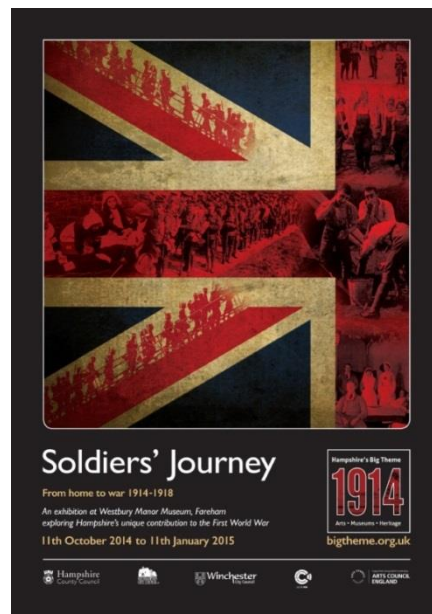
'Old & New' – the January Market day drop-in activity

## 5 **Marketing and Management**

### 5.1 Printed material

In December 2014 a Hampshire Cultural Trust branded south east area What's On leaflet with a print run of 12,500 was produced. This covered the period from October to January and featured Westbury Manor, Eastleigh, Bursledon Windmill and Gosport Discovery Centre. It was professionally distributed throughout the region to TICs, libraries, museums, accommodation providers, educational establishments, attractions, arts centres, theatres etc. A new edition covering the period February to May has just been delivered and distribution has begun.

Posters for the *Soldiers' Journey* exhibition were produced for each venue and distributed by them. A competition, promoted through social media and extremely well promoted within the museum by our volunteers, was run in the museum to encourage visitors into the venue in order to take part.



The *Soldiers' Journey* exhibition poster, designed by marketing agency RLA

## 5.2 Hampshire Cultural Trust branding and Signage

HCT branding guidelines were developed in the run up to the launch of the Trust. Westbury Manor Museum took delivery of new HCT branded signage in readiness for Trust launch on 1 November. Trust T-shirts and lanyards have also been provided for the team. New templates have been produced to allow the team to produce a range of simple posters and flyers on site.



Poster for a forthcoming exhibition using the new marketing templates

## 5.3 Online marketing

Events at Westbury Manor Museum feature on a monthly basis via the Hampshire County Council cultural e-newsletter, Showcase. Showcase is now reaching over 30,000 subscribers and 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, recently rebranded as HCT, is sent to over 12,000 subscribers who



have asked to receive museums-specific information. A new database is also being created for use by Hampshire Cultural Trust.

#### **5.4 Research**

Postcodes are now routinely collected from visitors at key sites over two three-monthly periods - January to March and June to August. These are profiled using Mosaic software and provide ongoing 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. Postcodes are currently being collected for the January to March period.

#### **5.5 Social Media**

The Facebook page and Twitter feed set up to promote exhibitions and events at HCC Museums Service have now been rebranded as Hampshire Cultural Trust. Facebook now has nearly 1500 “likes” and twitter over 2,700 followers. Westbury Manor Museum is also running its own Facebook page with 153 “likes” and a visitor review rating of 4.3 stars, and a Twitter page with 176 followers..

Erica Munro, January 2015

## DRAFT Westbury Manor Museum Venue Plan, 2015–16



### ABOUT HAMPSHIRE CULTURAL TRUST

Hampshire arts and museums are now operated and funded by Hampshire Cultural Trust. The Trust champions world-class culture and exists to showcase, connect and empower Hampshire's creative economy. This independent charity works collaboratively to bring organisations, people and ideas together for greater impact. It's an exciting time for culture in our county. To find out more and get involved visit: [www.hampshireculturaltrust.org.uk](http://www.hampshireculturaltrust.org.uk)

### OUR VISION

We will all strive to be the **champion** of world-class culture in Hampshire

### OUR MISSION

We will showcase, connect and empower Hampshire's culture and creative economy

### Westbury Manor Museum Venue Plan in context:

Delivering against the key objectives above will ensure that Hampshire Cultural Trust and individual venues like Westbury Manor Museum continue to contribute to the overarching strategic frameworks of their primary funders.

## DRAFT Venue Plan, 2015–2016

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
<b>1.</b>	<b>Public programmes (exhibitions)</b>						
1.1	Contribute to centrally generated exhibitions	ACC	2000 visits per month	Visitors are actively engaged with the subject matter		HCT1 HCT2	FBC2 FBC4
1.2	Provide 3 locally delivered exhibitions including at least one showcasing a local artist/craftsperson	ACC	2000 visits per month	Increase in repeat visits, especially local people		HCT1	FBC2 FBC4
1.3	Provide Drawn To Dinosaurs Dinosaur Art exhibition with the	HPP	2500 visits per month	Increase new visits from		HCT1	FBC2 FBC4

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
	illustrations of Artist John Sibbeck as part of the <i>Dinofest 2015</i> Big Theme Programme			families			
1.4	Provide Exhibition TBC	HPP	2000 Visits per Month			HCT1	FBC2 FBC4
<b>2.</b>	<b>Area Learning and Engagement –</b>						
2.1	Offer a programme of led curriculum-based workshops for schools, especially Key Stages 1 & 2	CELO	500 pupil interactions £1200 income	Pupils display an increased knowledge of the subject matter. Pupils are more actively engaged in the subject matter at school		HCT1 HCT2	FBC2
2.2	Offer a group visit and outreach service for organised groups within the community (e.g.	CELO	80 participants.	Profile of the windmill raised as an engaging		HCT2	FBC3 FBC4

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
	Scouts, special interest groups, day Centres) 4 per year		£150 income	and educational place for group visits			
2.3	Promote and develop a range of workshops for adults on the site eg: craft workshops	ACC	20 participants £100	Raise profile of the windmill as a venue for adults		HCT2	FBC3 FBC4 FBC6
<b>3.</b>	<b>Big Theme and Events</b>						
3.1	Develop and promote a varied and accessible family learning and children's activity programmed linked to Dino Fest 2015 2 x led family workshops 1 x self led activities 1 x special event	ACC & CELO	1500 visitors £750 income generated	Families report high levels of satisfactions with the offer. Families are actively engaged and have fun whilst in the museum		HCT 2	FBC2 FBC3
3.2	Develop and promote a varied programme of adult talks,	CELO &	20 participants £200 income	Increase in learning		HCT2	FBC2 FBC3

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
	workshops and events linked to Dino Fest 2015 1 x Meet the Expert 1 x workshops	ACC		opportunities for adults in the area. Adults more actively engaged with the collections			
<b>4.</b>	<b>Collections</b>						
4.1	Manage storage, documentation, digitisation, conservation of and access to collections associated with the Borough of Fareham and all related information at Chilcomb House, including: <ul style="list-style-type: none"> <li>– review of window film</li> <li>– support collections storage review and resolve deposits backlog</li> </ul>	HC  PC MR	Ongoing  April 2015 June 2015	Objects remain in good condition and easy access provided		HCT1, HCT2	FBC 4

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
4.2	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		HCT2	FBC4
4.3	Continue six monthly monitoring of environmental information (light, temperature, humidity) and pest management	PC	2 x data download and analysis	Stable environment maintained		HCT2	FBC4
4.4	Continue to monitor and improve security of the objects on display	PC	Ongoing	No losses		HCT2	FBC4
4.5	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		HCT2	FBC 4



	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
4.6	Dino Fest 2015 – undertake research, select artwork, write captions and make window mounts for <i>paintings</i> for Drawn to Dinosaurs.	HC	July 2015	Increase in visits to museum		HCT1, HCT2	FBC4
4.7	Royal Blood Big Theme – undertake research and secure loans for exhibitions and events programme	HC	March 2016	Programme agreed		HCT1, HCT2	FBC4
4.8	Continue to provide Hampshire’s Hidden Treasures mini displays	CK	3 x mini displays	Increase in number of objects from stores on display		HCT1, HCT2	FBC4
4.9	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		HCT1	FBC4

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
4.10	Ensure museum retains Accreditation as part of the Hampshire Cultural Trust resubmission.	HC	September 2015	Museum continues to meet national standard		HCT1, HCT2	FBC4
4.11	Develop concept and apply for funding for The Engine Room project – Collections Centre for Hampshire Cultural Trust	HC	March 2016	Funding secured for next stage of development		HCT1	FBC4
5.	Local Priorities						
5.1	Develop or contribute to partnership events, with FBC	ACC	3 per year 300 visitors	Maximising resources to ensure events are high profile. Increase in visitor numbers.		HCT1 HCT2	FBC2 FBC3 FBC4 FBC6
5.2	Provide opportunities for in depth engagement funded through external sources 1 x project planned and	CELO	20 participants worked with over 10 week period	20 participants demonstrate positive impact of project		HCT1 HCT2	FBC6

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
	delivered			through evaluation			
5.3	Develop and promote a group visit and outreach service for organised groups within the community (ie: Brownies, Day Centres) linked to community priorities	CELO	6 groups worked with  60 new participants	Increase awareness of museum as an engaging and educational place for group visits		HCT2	FBC2 FBC4
	Develop and promote a varied and accessible programme of family activities and events linked to the exhibitions, programme or events  4 x led activities 2 x self-led activities 1 x special event	CELO	1 500 visitors per year £750 income generated	Families report high levels of satisfaction with the offer. Families are actively engaged and have fun whilst in the museums		HCT2	FBC4
6.	Business Development						

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
6.1	Strategic management of Westbury Manor Museum focusing on increasing visitors, generating investment and increasing trading income.		Minimum 3% increase in audiences from 13/14 baseline	More local visitors from target groups visiting more often.		HCT2	FBC2
6.2	Develop annual Venue Plans and manage relationships and processes with JMC.					HCT2	FBC2
6.3	Collect postcode data twice a year and use Mosaic profiles and maps to target groups and local cold spots with specific campaigns.		Minimum 3% increase in audiences from 13/14 baseline Target Groups F, B, G.	More local visitors from target groups visiting more often.		HCT2	FBC2
6.4	Market the annual Big Theme programme: 2015/16 Big Theme (Dinosaurs)		Minimum 3% increase in audiences from 13/14	Increased local, regional and family visits		HCT2	FBC2

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
			baseline  Minimum 3% increase in earned income from 13/14 baseline				
6.5	Produce and distribute 'What's On' guides three times per year as means of marketing public programme (exhibitions and events)		Dates Print quantities Distribution reach	Strong local awareness of museum's programme leading to more local visitors visiting more often		HCT2	FBC2
<b>7.</b>	<b>Venue management</b>						
	Continue to improve customer service through the	ACC	24000 visitors	90% of customers		HCT1	FBC2

	Key actions	Lead	Target	Outcome	Resource	Link to HCT goals	Link to Fareham Borough Council outcomes
	<p>staff/volunteer Front of House team to ensure a warm and friendly welcome at all times</p> <p>2 x visitor surveys completed per year</p> <p>Staff/Volunteer Development programme designed and implemented</p>			<p>surveyed said the museum was good or excellent</p>			
	<p>Building is safe and adequately maintained at all times through regular H&amp;S reviews, cleaning schedules, pest control etc.</p> <p>All building issues reported to relevant contractors within 4 hours</p>	ACC	Venue open & safe when scheduled and as advertised	Visitors report satisfaction with the standard of the building		HCT1	FBC2 FBC3

**Date/Meeting where Plan was approved:**

**Date of next review:**

**Glossary of Positions and post holders:**

<b>Initials</b>	<b>Position</b>	<b>Lead Officer Name</b>
ACC	Area Community Curator	Erica Munro
CELO	Community Engagement and Learning Officer	Janet Wildman
AM	Area Manager	Annabel Cook
HPP	Head of Public Programmes	Nick Suffolk

### **Appendix 1: Hampshire Cultural Trust Goal and Local Authority Priorities**

Hampshire Cultural Trust Goals	Fareham Borough Council's Corporate Strategy identifies seven priorities
In order to achieve our vision, in the first five years (2015–2020) we will, 1. Re-focus our own business to deliver excellence and build a world class arts and museums portfolio	FBC1. To protect and enhance the environment FBC2. To maintain and extend prosperity FBC3. To ensure that Fareham remains a safe and healthy place to work



<p>which has the power to transform people's lives</p> <p>2. Ensure the Trust grows as a successful and resilient not for profit business</p> <p>3. Inspire a dynamic partnership to achieve the shared cultural vision for Hampshire</p>	<p>FBC4. To provide a reasonable range of leisure opportunities for health and fun</p> <p>FBC5. A balanced housing market</p> <p>FBC6. To build strong inclusive communities</p> <p>FBC7. To be a dynamic, prudent, progressive council</p>
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## WESTBURY MANOR JOINT MANAGEMENT COMMITTEE

23 FEBRUARY 2015

### FINANCIAL REPORT AND PROPOSED REVENUE BUDGET 2015/16

#### **Introduction**

In accordance with the agreement between Hampshire County Council and Fareham Borough Council, the net cost of running Westbury Manor Museum is shared between the partner authorities.

This report provides an update on the 2014/15 budget and also presents the proposed forward budget for 2015/16 (Appendix 1) and recommends approval of this budget by the committee. Please note that the 2014/15 actuals span the periods when venues were run by HCC (April – Oct) and Hampshire Cultural Trust (Nov to date).

#### **Description of Proposed 2015/16 Budget**

The draft 2015/16 budget for Westbury Manor Museum provided in Appendix 1 reflects proposed partner contributions as follows:

##### **1. Venue Management - salaries**

Includes venue management and curatorship salaries and on costs.

##### **2. Venue Management - costs**

This includes expenditure on rates, supplies and services and an estimated utilities and maintenance cost based on the average costs during 11/12, 12/13 and 13/14. Due to annual fluctuations in property and maintenance costs, some years the actual cost of maintenance will be higher as works need to be carried out and in other years the burden will be lighter. Hampshire County Council will continue to pick up any such overspend in years where more work needs to be done.

##### **3. Public Programmes (exhibitions)**

This charge contributes towards the cost of the Exhibitions team and includes display development, transport, setting up and taking down, cases for local exhibitions, insurance, marketing and research relating to new exhibitions.

##### **4. Collections**

This charge contributes to the care, curatorship and management of all collections relating to Fareham, organised within the disciplines of Archaeology, The Arts, Natural Sciences and Social & Industrial History. The Service will continue to store, manage and provide public access to these important collections and make them available to the local community in support of exhibitions, displays and activities.

##### **5. Area Learning and Engagement**

The Community Engagement and Learning team are responsible for the design, creation, marketing and delivery of participatory learning sessions for young people in school and family groups, as well as other collections learning activity in both informal and formal settings, both within the museum and beyond in to the community.

##### **6. Business Development**

Business development and marketing functions form the bulk of this cost. Marketing functions include visitor research, targeted marketing campaigns, museum and What's On leaflets, posters, website development, email marketing, advertising and media relations leading to free editorial and promotions. Business development provides strategic guidance and direction, monitors performance, levers funding from external sources including Renaissance and Arts Council, and liaises closely with senior councillors and officers where appropriate.

These budget headings reflect the headings in the draft Venue Plans, making it easier to understand where money is being spent and how Westbury Manor Museum directly benefits. The budget has 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).

The Trust strategy takes a more business-focused approach. Key aims include:

- 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
- 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) Levering 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 from time to time on external investment secured and/applied for, and in kind support generously received from volunteers, trustees, businesses and other individuals and/or organisations.

An example of this external benefit is the recently secured Heritage Lottery Funded programme - Inspiring a Culture of Philanthropy in the Hampshire Solent Area. This project will create opportunities for the Hampshire Cultural Trust and other Museums in the area to develop their fundraising networks and skills. 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.

### **Recommendation**

This report recommends that the 2015/16 budget is approved by the committee and that the constituent authorities are notified of their requested contribution.

**Westbury JMC Budget 2014/15 and proposed 2015/16**

	<b>Budget</b>	<b>Actuals</b>	<b>Budget</b>
	<b>2014/15</b>	<b>to 26 Jan 15</b>	<b>Proposed</b>
	<b>£</b>	<b>2014/15</b>	<b>2015/16</b>
Venue Management - salaries	<b>47,678</b>	40,034	<b>47,430</b>
Venue Management - costs*	<b>25,287</b>	20,048	<b>18,474</b>
Exhibitions	<b>23,504</b>	19,586	<b>18,433</b>
Collections	<b>43,941</b>	36,617	<b>45,421</b>
Learning & Community Engagement	<b>33,214</b>	27,678	<b>32,574</b>
Management & Marketing	<b>16,605</b>	13,838	<b>22,577</b>
<b>Total Expenditure</b>	<b>190,228</b>	<b>157,801</b>	<b>184,909</b>
Income	<b>16,188</b>	10,543	<b>17,175</b>
<b>Net Expenditure</b>	<b>174,040</b>	<b>147,258</b>	<b>167,734</b>

	<b>Budget</b>	<b>Actuals</b>	<b>Budget</b>
	<b>2014/15</b>	<b>to 26 Jan 15</b>	<b>Proposed</b>
		<b>2014/15</b>	<b>2015/16</b>
<b>INCOME</b>			
Hampshire County Council / Hampshire Cultural Trust	<b>109,510</b>	82,728	103,204
Fareham Borough Council	<b>64,530</b>	64,530	64,530
<b>TOTAL INCOME</b>	<b>174,040</b>	<b>147,258</b>	<b>167,734</b>

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
<b>Total</b>	<b>59,000</b>

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

FBC	123,530
HCC**	109,510
<b>Total</b>	<b>233,040</b>

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

\* This includes expenditure on rates, supplies and services and an estimated utilities and maintenance cost based on the average actual costs during 11/12, 12/13 and 13/14 (due to annual fluctuations in property and maintenance costs, some years the actual cost of maintenance will be higher as works need to be carried out and in other years the burden will be lighter. HCC will continue to pick up any such overspend in years when more work needs to be done).



**Risk Register  
for  
Westbury Manor Museum February 2015**

A Risk Register is presented to the JMC on an annual basis so that it can assess the key risks to the operation of Westbury Manor Museum.

**Recommendation:** That members accept the revised Risk Register until its next review in April 2016.

<b>Risk no.</b>	<b>Risk</b>	<b>Risk rating (H/M/L)</b>	<b>Controls</b>	<b>Responsible person / body</b>	<b>Review date</b>	<b>Action due by</b>
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. Monitoring and maintenance of collection by professional team. HCT self insurance protects against losses.	Collections Team / HCT	1 April 2016	
2	Partial / catastrophic loss of building	L	HCT has 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.	HCT / HCC Property Services	1 April 2016	
3	Revenue Budget Shortfall	L	Regular monitoring of budget by HCT and JMC means overspend / underachievement of income is identified and dealt with at a local level or within HCT.	Area Curator / HCT	1 April 2016	

<b>Risk no.</b>	<b>Risk</b>	<b>Risk rating (H/M/L)</b>	<b>Controls</b>	<b>Responsible person / body</b>	<b>Review date</b>	<b>Action due by</b>
4	Loss of Museum Accreditation resulting in loss of funding opportunities	L	HCT experience and knowledge in achieving accreditation	HCT	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.	HCT	1 April 2015	

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

Review Date: 1 April 2016



## HEADS OF TERMS FOR PARTNERSHIP FUNDING AGREEMENT

### Introduction

Further to previous conversations about the future arrangements for the Joint Management Agreement, Heads of Terms have been drawn up to form the basis for an agreement between the funding partners.

**Recommendation:** The following Heads of Terms are proposed for Members' acceptance and will inform the subsequent drawing up of a new agreement on behalf of the partners. The work will be completed by Hampshire County Council legal colleagues, instructed by Hampshire Cultural Trust. Previously agreed considerations between the partners are not changed by this and items such as the term of the Agreement and notice periods will be incorporated into the Agreement.

#### 1. Parties:

Hampshire County Council (**HCC**) and Fareham Borough Council together the Local Authorities (**LAs**)

#### 2. Statutory Powers

LAs empowered to provide or contribute towards the provision of museums

(Sections 12 and 14 of the Public Libraries and Museums Act 1964 and Sections 206 and 208 of the Local Government Act 1972)

HCC and Winchester City Council have established a registered charity, Hampshire Cultural Trust (**HCT**) to which HCC has transferred its arts, museum and heritage services and Winchester City Council has transferred its museum and heritage services

(Sections 12 and 14 of the Public Libraries and Museums Act 1964, Sections 206 and 208 of the Local Government Act 1972 and Section 1 of the Localism Act 2011)

LAs empowered to discharge any of their functions jointly with one or more other local authorities and to arrange for the discharge of those functions by a joint committee

(Section 101 of the Local Government Act 1972)

#### 3. Purpose of Agreement

LAs agree to provide funding to the HCT (which in the case of the B/DC's funding is to be applied solely towards the *[insert name of museum]* (**Museum**) and to monitor and review the application of their funding by the HCT in accordance with terms set out in the Agreement.

Agreement to the formation of a partnership funding committee (PFC) which will be a joint committee.

In furtherance of this purpose the LAs propose to co-opt the HCT as a non-voting member of the PFC as provided in the Agreement.

#### 4. Term

Agreement to be in force for a period of [ ] subject to earlier termination in the following events:

- 4.1 Upon either party giving [ ] months written notice to the other party (parties) and to the PFC; or
- 4.2 by notice from one party to the other if the other party is in default and fails to remedy the default (if capable of remedy within [60 days]; or
- 4.3 if the Museum ceases to operate for any reason;

#### 5. Partnership Funding Committee

Purpose of committee:

- 5.1 to consider and make recommendations through the relevant governance channel of the LAs funding contributions from the B/D Council and HCC (which in the case of HCC will be part of the overall funding HCC is to provide to the HCT under the Management and Funding Agreement);
- 5.2 to monitor and review the application of the LAs' funding by the HCT;
- 5.3 to make recommendations through the relevant governance channels of the LAs in respect of the outcomes HCT shall incorporate into its Business Plan;
- 5.4 composition of the committee including representative of the Trust as a co-opted non voting member; and
- 5.5 procedural matters in relation to the PFC, including frequency of meetings.

#### 6. Funding

Funding to be provided by the LAs. In respect of the B/D/ Councils this will be on conditional basis i.e. subject to availability of future budgets within B/D Council and in respect of HCC funding will be in accordance with the terms of the Management and Funding Agreement.

Details regarding when B/D Council will make payments to HCC or direct to HCT.

#### 7. Monitoring and review

LAs proposals in relation to how they will monitor and review the HCT's application of the LAs' funding.

LAs agreed approach to making recommendations to HCT in respect of future outcomes to be included in HCT's Business Plan.

Intentions in relation to meetings with HCT.

#### 8. Process in event of Default

Where either party is in default other party can serve notice requesting default be remedied. Failure to remedy default will enable non defaulting party to terminate Agreement.

#### 9. Dispute provisions

In the event of a dispute in relation to the Agreement parties to endeavour to resolve dispute through officers of the authorities with escalation to Chief Executives..

