

Agenda item: 

**Title of meeting:** Culture, Leisure and Sport Decision Meeting

**Date of meeting:** 10 July 2015

**Subject:** Portsmouth Museums Annual Update

**Report by:** Director of Culture and City Development

**Wards affected:** ALL

**Key decision:** No

**Full Council decision:** No

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**1. Purpose of report**

1.1 The purpose of the report is to review the achievements of Portsmouth Museums in 2014/15 and present an action plan for the year ahead. Portsmouth Museums' operational 'plan on a page' is attached at Appendix 1.

**2. Recommendations**

**2.1 The achievements of Portsmouth Museums in 2014/15 are noted.**

**2.2. Work on the development phase of Transforming the D-Day Museum continues as a priority for the service and the round 2 application to the Heritage Lottery Fund is submitted in October 2015.**

**2.4 Assessments are obtained for the city's Natural History and the Edward King painting collection.**

**2.5 The community engagement project is developed for Paulsgrove High Street and funding sought.**

**2.6 The family-friendly 'Children's TV' touring exhibition is delivered at Portsmouth Museum.**

**2.7 Volunteers are recruited and trained to work in frontline roles to support paid staff and add value to the visitor experience.**

**2.8 That the decision to award a new catering concession at Southsea Castle is delegated to the Director of Finance and Information Services and the Director of City Development and Culture following a financial appraisal of the proposal.**

**2.9 Welcome Host Portsmouth Gold, or equivalent, is pursued for all permanent frontline staff and that we achieve the 'Great China Welcome' charter for all museum sites.**

3. Background

3.1 **Review of 2014/15**

The review focuses on the recommendations made in the update presented in 2014 as follows:

3.1.1 **Transforming the D-Day Museum (TDDM)**

Projects relating to the D-Day Museum were the priority for 2014/15:

The successful outcome of the (round 1) bid to the Heritage Lottery Fund for funding to transform the D-Day Museum was announced in May, just in time for the D-Day 70 commemorations. Museum staff are now working on the development phase (see 'plan on a page' at Appendix 1), with the support of a team of external specialists, with the aim of submitting the round 2 bid in early October 2015. If all goes to plan the 'new' museum will open in 2017 as originally envisaged.

Related projects are complete or nearly complete (D-Day+Youth and D-Day 70 'Launching the Invasion'). An Armed Forces Community Covenant funded project, which complements the TDDM project, will start shortly (and involves a community engagement element as well as an assessment of the significance of the D-Day Museum Collections).

3.1.2 **Excellent welcome and service (Plan on a Page (PoP)1)**

Improving the welcome visitors receive at our Museums is central to our operation. Over the last 12 months we have carried out regular customer care training for front of house staff and are adopting a new Customer Charter for the service which links to PCC's Guiding Principles. The Visitor Information and Museum Services are now fully integrated.

3.1.3 **Collection care and documentation (PoP2)**

Accreditation (the national standard for museums in England) was the priority in this area of activity. It involved the revision and production from scratch of a range of policy and other documents - including the Museums Strategy - as well as completing a comprehensive application form for each of the council's six museums (including Southsea Castle). The applications were submitted on time in April 2015. The result will be known in September or thereabouts.

Remedial conservation work has continued on the Gas Engines at Eastney Beam Engine House with funding provided by Rolls Royce and the support of volunteers. The significance of the D-Day Collection will be assessed as part of Transforming

the D-Day Museum. Assessment of the Natural History and Edward King Collections has yet to take place.

#### **3.1.4 Relocation of the Museum Archive (PoP4)**

This was successfully completed as part of the wider project to relocate the city's archive and vacate the old records building. A significant outstanding task is to update location details on the museums database for the items that have been relocated.

#### **3.1.5 Community engagement and participation (PoP5)**

The most significant activity in this area was the delivery of the First World War community project and exhibition *Lest We Forget*. This was an HLF funded project, that worked with community groups across the city, and was the first time that the service had successfully recruited volunteers in any number to act as gallery guides.

The other projects listed have been delivered with varying degrees of success. The events to be delivered by the Doyle PhD Student (Doctoral Collaborative Award with the University of Portsmouth) have been delayed due to other service priorities. The wellbeing / dementia project has still to be completed.

#### **3.1.6 Volunteer development (PoP6)**

We have continued to involve museum volunteers in museum activities. Frontline opportunities have been developed particularly as part of *Lest We Forget* and at Cumberland House where volunteers were on site every day of the summer holidays. Such opportunities will be developed further linked to the reduction in service costs.

#### **3.1.7 Increased income generation (PoP7)**

Following the licensing of venues for weddings (Castle Keep, Esther Room at Portsmouth Museum, Dickens' Birthplace) we sold 4 weddings in 2014/15 and have a further 15 booked for 2015/16 - predominantly at the Castle where we also have an additional 6 evening only reception events. The retail team have re-merchandised the shops at each site, focussing on gifts themed to the different Museum offers.

#### **3.1.8 Develop school offer (PoP8)**

120 natural history loans boxes (mostly containing single specimens of birds) were refreshed, catalogued and re-launched as 'Wonder Boxes'. The launch took place at Cumberland House. The next phase will focus on early history and geology boxes (fitting with the changes to the national curriculum).

#### **3.1.9 Exhibitions and Events (PoP9)**

Last year the service delivered: *An A-Z of Natural History* at Cumberland House; a rehang of the Picture Gallery, *Where are you going*, at Portsmouth Museum and *A Hard Choice*, celebrating 35 years of Collection Manager Rosalinda Hardiman's work on the city's collections. The latter attracted a £10,000 award from the Heritage Lottery Fund which will enable the service to provide an enhanced programme of activities during 2015.

### 3.2. Visits

Over 300,000 visits were achieved in 2013/14, although overall there was a drop in visits of 3% (9,146 visits) with reductions of over 20% at both Portsmouth Museum (20,037 visits) and Southsea Castle (24,068 visits) largely offset by increased numbers at the D-Day Museum and Cumberland House. The reduction in visits at Portsmouth Museum reflects the community focused and less popular content of the temporary exhibitions (ie Tricorn and WW1 Lest We Forget versus Teddy Bears and Secret Egypt). The reason for the reduction at Southsea Castle is less clear. However, the new Mary Rose Museum opened the previous year which may have resulted in an uplift of visits to Southsea Castle which was not sustained into 2014/15.

The museums' websites received a total of 694,000 visits (sessions); facebook pages a total of 8,900 likes (mostly D-Day and Portsmouth Museums) and twitter 7,200 followers (mostly D-Day Museum).

**3.2.1 Please note** that the developments and projects described above occur in the context of on-going activities including the day to day operation of our sites, the delivery of our schools and events programmes, supervision of over 100 volunteers, responding to enquiries and ongoing work to improve standards of collection stewardship.

## 4. Reasons for recommendations

- 4.1 The activities and projects recommended for approval reflect the key aims (KA) and priorities identified in the recently approved Portsmouth Museums Strategy. The operational plan on a page (PoP, Appendix 1) includes a number of further projects.
- 4.2 The service priority is **Transforming the D-Day Museum** (recommendation 2.2). A number of tasks and documents have to be completed as part of the round 2 application to the Heritage Lottery Fund including consultation with stakeholders and the general public to inform the Activity Plan (see Plan on a Page (PoP) for list). The aim is to get the bid in by the early October 2015 deadline.
- 4.3 The Armed Forces Community Covenant is providing additional funding to carry out a community engagement project based on the theme of 'make do and mend'. The evaluation will feed into the Activity Plan. The D-Day Museum is also participating in the 'A Culture of Philanthropy' project which will develop our fundraising skills over the next two to three years.

- 4.5 Our aspirations for the D-Day Museum directly contribute to the Key Aim: *Build the profile and reputation of the Great Waterfront City by showcasing the national and international heritage of the city, and delivering excellent customer care* (KA3). The project will also deliver to Key Aims related to Diversity (KA1), Learning (KA2) and Sustainability and Resilience (KA4).
- 4.6 As part of delivering opportunities for learning (KA2), and ensuring that limited resources are used to maximum effect and benefit, the service needs to ensure that the collections it holds remain relevant and well cared for. The city's **natural history collection** will therefore be assessed to ascertain its significance and to quantify and cost the resources needed to ensure it is fully documented and properly stored. This work has been outstanding for a number of years and is subject to external funding. The **Edward King collection** of paintings, including those of the effect of the blitz on the city, will be assessed to establish the condition of each painting and any remedial conservation work required (recommendation 2.4). Work on D-Day related material (Including the Overlord Embroidery) will be picked up as part of the Transforming the D-Day Museum project.
- 4.7 Museum related activity has been identified by the Scrutiny Panel for Economic Development, Culture and Leisure as a means of **revitalising local high streets** (in a similar way to that demonstrated by Southsea Library, recommendation 2.5). Paulsgrove has been identified as a potential location and a project under development with officers from Community Support. From a museums perspective this initiative gives us the opportunity to work with a community under-represented in the city's museum collections and reach new and under-developed audiences thus ensuring that museum audiences are diverse and reflect the communities we serve (KS1).
- 4.8 **Children's TV** - a touring exhibition produced by the Herbert Gallery, Coventry - will open at Portsmouth Museum in October 2015 (recommendation 2.6). The exhibition is targeted at families and supports our aim of reaching the city's moderate means demographic through provision for the family audience (KS1). This will be the final temporary exhibition hosted by the museum as the service's focus is re-directed to improving permanent exhibitions and complementary programming with the emphasis on the D-Day Museum as described above.
- 4.9 The service is committed to increased involvement of **volunteers** as a means of improving services as well as enabling participants to gain new skills and experience (KA2). Our priority is to increase the number of volunteers working in frontline roles in order to support staff, improve customer care and make savings (recommendation 2.7).
- 4.10 The **catering concession for Southsea Castle** provides a significant income stream for Portsmouth Museums (KA4). Following Yellow Kite's termination of the lease we are going through a full procurement process to find a new service provider (recommendation 2.8). The concession has been let on a temporary basis for the current (2015) season.

4.11 To develop the skills and knowledge of museum staff and thus improve standards of customer care we propose to pursue Welcome Host Gold for permanent frontline staff and the Great China Welcome charter (recommendation 2.9). This contributes to KA5 which is: *Creating a learning culture across the service to develop and empower staff.*

4.12 This year will see the relocation of the council's Archives from Old Records to Central and Southsea Libraries. Integral to this project is the relocation of material from the museum's collections currently stored with the Archives (Recommendation 2.9).

This includes: unframed works on paper (art / local history), museum archives (ephemera and military history), photographs (local and military history) the herbarium and relocation of the costume and textiles collection. This work contributes to CDC Outcome 1.

4.13 Maintaining services through improved income generation is essential for the future resilience and sustainability of the service. To facilitate this it would be helpful to empower staff to take decisions regarding ad hoc / one-off opportunities such as the share of ticket income for a special event delivered in partnership with another organisation (Recommendation 2.10). This contributes to CDC Outcome 6.

## **5. Equality impact assessment (EIA)**

5.1 An equality impact assessment is not required as the recommendations do not have a negative impact on any of the protected characteristics as described in the Equality Act 2010.

## **6. Legal implications**

6.1 With the exception of the matters noted below there do not appear to be any legal issues arising from this report.

6.2 The exceptions are:

- that appropriate safeguards are taken to ensure that all items loaned by the museum are covered by insurance; and
- that where income sharing is proposed an appropriate level of agreement is entered into to make the division clear.

## **7. Director of Finance's comments**

7.1 The actions contained within this report have or will be implemented within the approved financial resources for the Museums Service.

7.2 Volunteer hours will supplement the existing staff resources providing valuable additional support for the service.

7.3 A summary of the grant income received to support these activities is shown below:



Project	Funding Source	Amount	Period
D-Day 75. Transformation of museum, creation of heritage network and an inspiring new programme of activities.	Heritage Lottery Fund - Development Stage	£224,900	2014-2017
	Heritage Lottery Fund - Delivery Stage	£3,844,500	
D Day 75. Supporting and complementing the D Day 75 Project above.	Armed Forces Covenant	£15,000	2015
D-Day+ Youth. Engage the city's young people in the D-Day Museum. Delivered in partnership with Pompey in the Community.	Arts Council England	£90,000	May 2013 - June 2014  41791
D-Day Launching the Invasion. Provide a range of activities for the 70th Anniversary of the D-Day landings including a conference and community projects	Heritage Lottery Fund	£91,500	July 2013 - Sep 2014
Lest We Forget. Community engagement project and exhibition commemorating the start of the First World War.	Heritage Lottery Fund	£97,400	Oct 2013 - Feb 2015
Eastney Beam Engine House - Conservation work	Rolls Royce	£3,000	2014/15
A Hard Choice Exhibition	Heritage Lottery Fund	£10,000	2014/16
<b>TOTAL</b>		<b>£4,376,300</b>	

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Signed by:  
**Stephen Baily**  
**Director of Culture and City Development**

**Appendices:**

Appendix A: Portsmouth Museums Operational Plan 2015/16 on a Page

**Background list of documents: Section 100D of the Local Government Act 1972**

The following documents disclose facts or matters, which have been relied upon to a material extent by the author in preparing this report:

<b>Title of document</b>	<b>Location</b>
EDCL Scrutiny Panel Report: revitalising local high streets and shopping areas in the city. 18 March 2015	PCC website
Response to EDCL Scrutiny Panel Report (above). 11 June 2015	PCC website.

The recommendation(s) set out above were approved/ approved as amended/ deferred/ rejected by Cabinet Member for Culture, Leisure and Sport on 10 July 2015.

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Signed by:  
**Cabinet Member for Culture, Leisure and Sport**

Culture and City Development - Portsmouth Museums  
Operational Plan 2015/16 on a Page

Activity	Museum Strategy Key Aims	Lead	Timescale	Funded by
<b>1. Deliver Transforming the D-Day Museum (TDDM) in partnership with users and stakeholders</b>				
Deliver development phase TDDM including: <ul style="list-style-type: none"> <li>Activity Plan</li> <li>Conservation Plan</li> <li>Business Plan</li> <li>Management and Maintenance Plan</li> <li>Fundraising Plan</li> <li>HLF application</li> </ul>	KA3, KA1 to KA6	JM JW (external Project Manager + project team)	Sept 2015	HLF PCC
Submit Round 2 bid		JM JW	Oct 2015	HLF PCC
Support D-Day Museum Trust with fundraising activity	KA4	JM AW	Ongoing	PCC SLA
Deliver Armed Forces Community Covenant funded project	KA1	JM (external provider)	Oct 2015	AFCC
<b>2. Continuously improve standards of collection care and documentation, review and assess collections to enhance public access and engagement</b>				
Respond to any issues arising from recent submission of Accreditation Application (KA3)	KA2	ALL	tbc	NA
Complete inventory work and eliminate recent backlog (local history collection)		KB	Dec 2015	NA
HER - quantify extent of backlog, service planning requests		JMa	????	Planning
Obtain assessments for Natural History, and Edward King Collections		JM CA	March 2016	Subject to funding
<b>3. Broaden involvement through special projects which take place in the community and the museum</b>				
Work up plans and obtain funding for the Paulsgrove Vacant Shops initiative.	KA1	JM with RM (Community)	Dec 2015	Subject to funding
Complete 'wellbeing' / dementia project with QA Hospital	KA1	NT	July 2014	Dept Health award to QA
Deliver CDA project for Doyle Colln - incl specific community elements	KA3	JM	Sept 2016	AHRC award to Uni of Portsmouth
Deliver 'Mess at the Museum' in partnership with Inde & Wellbeing Team	KA1	TT	Sept 2015	AFCC funding to Adult Social Care

<b>4. Continue to target families as a means of engaging the moderate means demographic</b>				
Deliver Children's TV exhibition	KA1	DR	Oct 2015	Museum
Work up plans for permanent exhibition to replace temporary exhibition gallery in consultation with families	KA1	tbc	Mar 2015	Museum
<b>5. Improve marketing of programmes, emphasising the Museum Services brand in all that we do</b>				
Participate in Visitor Finder (Audience Agency initiative), x3 sites including D-Day	KA3	JS	Mar 2016	Museum
<b>6. Provide lifelong learning opportunities within and beyond museum buildings that engage learners of all styles and ages, informal and informal education, including skills development</b>				
Deliver complementary programmes for A Hard Choice, including 500 Pompey Words competition, and Jumbles and other journeys (linked to Where are you going?)	KA2	TT	Dec 2015	HLF Museum
Produce next set of Wonder Boxes featuring early history and geology			tbc	Museum
<b>7. Provide a range of volunteering opportunities to enable people to be involved, gain skills and extend the reach of the service</b>				
Increase use of volunteers in frontline roles to meet savings targets	KA2	AM	Oct 2015	Museum (nominal)
Continue to implement liV recommendations (newsletter, links with community projects)			Mar 2015	
<b>8. Ensure sustainability and resilience</b>				
Procure catering concession for Southsea Castle	KA4	JS	Mar 2016	NA
Generate an additional £10k through cash donations				
Participate in Culture of Philanthropy initiative		JM	Mar 2017	NA
<b>9. Diversify and increase workforce skills</b>				
Pursue Welcome Host Portsmouth Gold or equivalent for all permanent frontline staff	KA5	JS	Mar 2016	NA
Achieve Great China Welcome charter at all sites to enhance visits for this market			Mar 2016	NA
<b>10. Develop new audiences using digital technology</b>				
Appoint digital apprentice or similar	KA6	JM	Sept 2015	Museum
Audit sculpture collection in preparation for PCF access project		KB	Mar 2016	