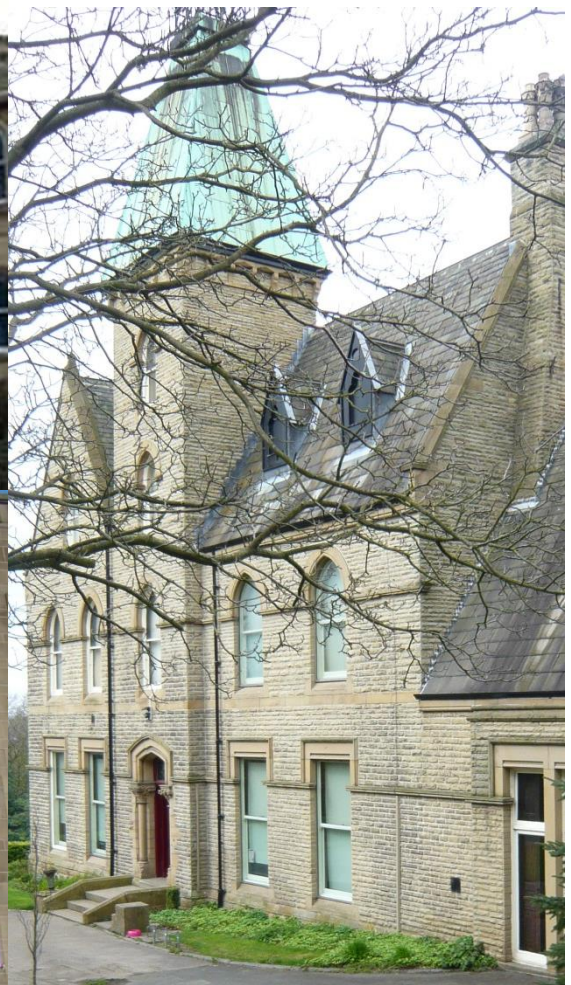


Scrutiny Review into

The Future of Museums & Galleries in Kirklees



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February 2015

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1. RATIONALE FOR THE REVIEW

- 1.1 In April 2014, the Panel undertook site visits at the Museums across Kirklees as part of the Museums & Galleries issue on their Work Programme.
- 1.2 This area then rolled over to the 14/15 work programme and the Panel was made aware of the budget reductions for the Museums & Galleries service through the report that was tabled at Cabinet on 26th August 2014.
- 1.3 The Panel discussed the contents of the Cabinet report at their formal Panel meeting on 5 September 2014 and approved a Task Group approach to the Museums & Galleries issue, specifically to look at the work being undertaken to ensure the future of Museums & Galleries in Kirklees.

2. TERMS OF REFERENCE & METHODOLOGY

- 2.1 The members of the Task Group were:
 - Councillor Nigel Patrick
 - Councillor Andrew Marchington
 - Ian Brierley (Co-optee)
 - Tim Duke (Co-optee)
 - Ray Firth (Co-optee)
- 2.2 The Task Group was supported by officers from the Governance & Democratic Engagement Team.

The agreed terms of reference were:

- To gather an understanding of each sites' building costs, user figures, income streams and potential closure issues, including potential grant claw backs and building covenants;
- To consider and comment on the complete programme of activity to tackle reduced visitor numbers, including income generation ideas and suggestions from the working groups;
- To consider future options for the service in relation to the sustainability of museums across Kirklees Council;
 - *With a focus on specialisms, building and land restrictions, working across West Yorkshire and public/ private partnership options.*
- To make recommendations as appropriate.

2.3 The Task Group carried out its work between April 2014 and February 2015 and interviewed the following people:-

DATE	WITNESS
1 April 2014	South Kirklees Museum visits, accompanied by Richard Butterfield (Museums & Galleries Manager) including: <ul style="list-style-type: none"> - The Museums Store - Grant Scanlan (Senior Curator) - Huddersfield Art Gallery - Ruth Gamble (Galleries Manager) - Tolson Museum - Rachel Bentley (Heritage Manager)/ Grant Scanlan (Senior Curator) - Victoria Tower (Streetscene) - Julian Brown, (Castle Hill Ranger) - Colne Valley Museum (Independent Trust)
9 April 2014	North Kirklees Museum visits, accompanied by Deborah Marsland (Museum Operations Manager) including: <ul style="list-style-type: none"> - Dewsbury Museum - Linda Levick (Heritage Manager) - Batley Art Gallery - Mark Milnes (Customer Services Officer, Libraries) - Bagshaw Museum - Linda Levick (Heritage Manager) - Redhouse Museum - Eric Brown (Senior Heritage Manager) - Oakwell Hall - Eric Brown (Senior Heritage Manager)
Change in Panel Membership following Annual Council, 4 June 2014	
5 September 2014	No witnesses – agreeing the approach and terms of reference
12 September 2014	Informal meeting of Task Group members with: Richard Butterfield, Museums & Galleries Manager Deborah Marsland, Museums Operations Manager
12 November 2014	Dewsbury Museum visit and informal meeting with: Richard Butterfield, Museums & Galleries Manager Deborah Marsland, Museums Operations Manager
15 January 2015	Informal meeting of Task Group members with: Paul Kemp, AD for Investment & Regeneration (and Chair of the Building and Assets Officer Working Group) Adele Poppleton, Creative Economy & VCS Development Manager (and Programme Manager for the Cultural Offer Transformation Programme)

3. BACKGROUND

- 3.1 The Development and Environment Panel originally highlighted Museums and Galleries as an area of interest on their 2013/14 work programme when the Panel was led by Cllr Ken Sims. At this time, the Panel undertook site visits at all of the Museum and Gallery sites across Kirklees to gain an understanding of the operations.
- 3.2 Following the publication of the Cabinet Report on 26 August 2014, which set out the draft options for the 2015/16 – 2017/18 budget for consultation and outlined the process for feeding back the outcome of consultation and engagement to Cabinet and Council, the Development & Environment Panel, now led by Cllr Patrick, initiated a Task Group. The aim being to look at the future options for Museums and Galleries in Kirklees in light of the intended reductions to budget for the service.
- 3.2 The report advised that an updated assessment of the major factors affecting the Council's Medium Term Financial Plan (MTFP) has been undertaken and was presented to full Council on 16th July 2014. It was at the same meeting that the Council debated the draft Economic Strategy and Joint Health and Well-Being Strategy, which together with the conclusions of the Comprehensive Spending Review, laid the foundations for a new model for the Council.
- 3.3 A summary of both the annual and cumulative impact of the forecast savings requirement for the Council totals £152m over the 2011-18 period (set out in the graph and accompanying Table 1 below). The report to Cabinet illustrated the challenge the Council had met so far and the continuing challenge going forward. The Council's net spend in 2014/15 was advised as being £324m.

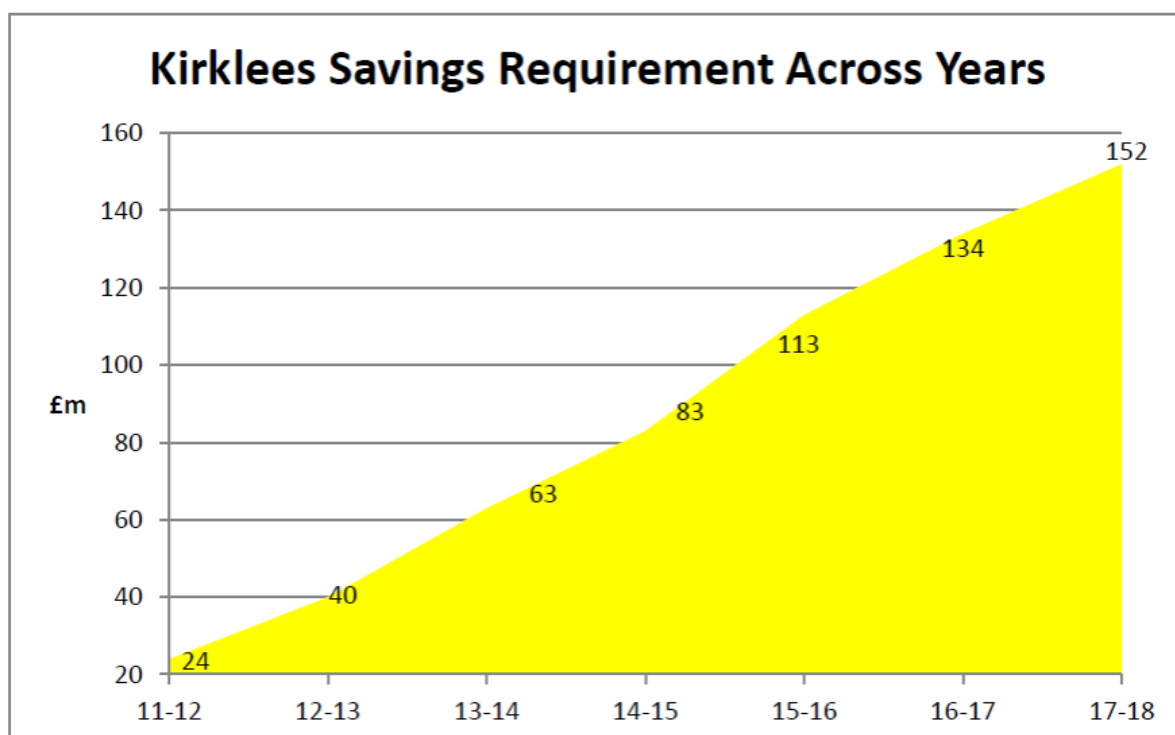


Table 1 - Council savings requirement across years

Year	Annual savings requirement					Cumulative Total £m
	2010-14 MTFP updates £m	2013-16 MTFP update £m	2014-17 MTFP update £m	2015-18 MTFP Update £m	Total £m	
11-12	24				24	24
12-13	16				16	40
13-14	19	4			23	63
14-15	5	19	(4)		20	83
15-16		10	14	6	30	113
16-17			22	-1	21	134
17-18				18	18	152
Totals	64	32	33	23	152	152

3.4 The report detailed draft options to partially address the 2015/16 -2017/18 budget gap through a combination of spending reductions and use of balances which would then be subject to consultation with employees, trade unions, service users, the business community and suppliers.

3.5 The report explained that the consultation would also indicate that the proposals for 2015/16 – 2017/18 would not close the long term budget gap. Income from council tax and grant would continue to fall short of spending pressures and inflation and the council would continue to have to make economies, service cuts and develop new ways of working.

3.6 At this stage more detailed options for 2015/16 and 2016/17 would be shared whilst further plans for 2017/18 would indicate a broader range of ideas as the shape of the Council changes. The profiling of changes in the base budget between the three years was indicative only, and to some extent would depend on the outcome of the consultation processes as well as on more detailed implementation planning.

3.7 The specific proposal in regards to the Museum and Galleries Service highlighted the intention to

“Review and reduce the number of museums to two and the gallery to remain open. To try to avoid this scenario, work will take place to shift to a more commercial model.”

3.8 There are currently five Accredited Museums and one Art Gallery operated by Kirklees. The budget for 2014/15 stands at £1,022,000 and the budget proposals indicate that this would reduce by £531,000 to £491,000 (This figure does not include running costs of buildings, see para 4.1.1). This figure is also based on the assumption that the Service will make an income of

£265k, despite the proposed decrease in sites. In addition, the council operates two further heritage sites that are not eligible for Accreditation: Castle Hill & the Victoria Tower (operated by Streetscene) and Batley Art Gallery (operated by Libraries). The revenue cost of running these sites is covered by the respective services and not by the main Museums & Galleries budget.

- 3.9 The Task Group was advised that in relation to the final sentence in the MTFP proposals (“to try to avoid this scenario, work will take place to shift to a more commercial model”), a project ‘Cultural Offer Transformation Programme’ had been set up across the service to consider options available across museums and the arts and a paper was also considered at the Policy Committee on 15 September.
- 3.10 The report presented to the Policy Committee advised that Kirklees Museums and Galleries had already made significant reductions in costs associated with previous rounds of council funding reductions and that, since 2011, the service budget has reduced by £600,000 without closing any sites to the public. Instead, this had been achieved through considerable staffing reductions at sites and transfers, reducing public opening hours by a quarter, introducing charges for more services including admission charges at Red House Museum and more than doubling income targets overall.
- 3.11 The Task Group was advised that following submission of the above reports, the service is currently working on the following programme of activities to develop the offer and promote museum visits:
- The re-branding of the service with associated promotional campaigns is advised as proving to be effective in increasing the profile of the service and generating visits. The service capitalised on the Tour de France with a Tour de Musee promotion at its sites.
 - Visitor facilities have been improved at a number of sites supported by better visitors’ facilities. Huddersfield Art Gallery shop, the Yorkshire Makers selling exhibition and a coffee bar has also been added and is helping to raise revenue and generate more regular repeat visits. At Red House, the cart shed has been reconfigured to create an attractive café area. Improved signage and banners are being added at a number of sites and all venues now have attractive donations boxes.
 - Social media activity has been active, with Tolson’s tweeting pig in the top ten of world on-line museum mascots. On-line promotions such as Living Social have proved to be extremely successful in selling combined tickets for Oakwell and Red House and further on-line packaged offers will be developed during the coming year.
 - Keynote exhibitions have helped to drive visits. Tolson has benefited from the Rugby League heritage exhibition while Huddersfield Art

Gallery enjoyed a high level of visits to the York Art Gallery on tour show and Yorkshire Made me portraits of famous Yorkshiremen and women.

- Public events have been very popular as visitors opt for value for money local venues for family outings. Holiday activities have proved especially popular. Themed talks around the art collection were sold out at Bagshaw Museum and booked theatre events were similarly popular. The Creative Scene initiative in North Kirklees are proving to be great partners with a number of combined programmes at Dewsbury, Bagshaw and Red House museums which are designed to engage the public with the arts in new and exciting ways. Fire sculpture, Muslim girls performing the Bronte's and a performance artist at Bagshaw Museum are all part of the programme.
- Friends' organisations, volunteers groups and excellent relationships with local organisations make a valuable and growing contribution to work at each site. These are complemented by developing business networks and the development of further and higher educational links with Kirklees College and Huddersfield University.
- A business plan for the service has provide to be effective in raising earned income and bringing new ideas forward including shop products based on star items from the collections. Weddings in historic houses continue to be attractive and the new offer at Red House is bringing bookings to complement the more established offer at Oakwell Hall. Conference and room bookings are performing strongly, with new rooms at Tolson museum being brought into use to meet demand. This is also opening up new opportunities to introduce people to the sites who are often returning with family and friends.

3.12 During 2014/15, a number of major investment projects took place: Tolson Museum marked the centenary of the start of the First World War with a new gallery based on the story of the Tolson brothers in whose memory the museum is dedicated. This was complemented by a memorial garden led by the Friends, with both projected being funded by the Heritage Lottery Fund. At Oakwell Hall, a £257k grant from the Arts Council and support from Johnsons Paints is transforming the shop, barn and visitor centre refurbished, as well as the complete renewal of the interpretation in the hall with atmospheric room sets and dramatised interpretation. As our most popular and high earning site, it is anticipated that these investments will enable the site to raise the bar of quality, attracting more visitors and driving income for the service.

3.13 The example below shows the breakdown of running costs and income for Tolson Museum, and the split between expenditure on operations by Communities and Leisure and building running costs by Physical Resources & Procurement (PRP).

REVENUE BUDGET 2014/15 - CONTROLLABLE EXPENDITURE & INCOME			
	Culture & Leisure	Physical Resources & Procurement	
SUBJECTIVE HEADING	Budget £	Budget £	Total £
EMPLOYEES			
Museums Officer (p/t)	20,087	0	20,087
Casual Activities Assistant	1,663	0	1,663
Attendants	35,846	0	35,846
Relief Staff	8,295	0	8,295
Head Attendant	26,797	0	26,797
TOTAL EMPLOYEES	92,688	0	92,688
PREMISE RELATED EXPS			
Electricity	0	7,078	7,078
Fuel Oil	0	9,388	9,388
NDR	0	33,538	33,538
Window Cleaning	0	338	338
Contract Cleaning	0	5,322	5,322
Rodent Control	0	970	970
TOTAL PREMISES	0	56,634	56,634
TRANSPORT RELATED EXPS			
Car Allowances	639	0	639

TOTAL TRANSPORT	639	0	639
SUPPLIES & SERVICES			
TOTAL SUPPLIES & SERVICES	4,014	0	4,014
Total for EXPENDITURE	97,341	56,634	153,975
OTH GRNTS/REIMB/CONT			
Donations	-1,938	0	-1,938
TOTAL OTHER GRANTS	-1,938	0	-1,938
CUST/CLIENT RECEIPTS			
Catering (Shop Profit)	-4,590	0	-4,590
Souvenirs (Shop Profit)	-5,906	0	-5,906
Educational Services	-2,142	0	-2,142
KMC School Visits	-2,958	0	-2,958
School Visits	-434	0	-434
Room Lettings	-3,264	0	-3,264
Events & Activities	-306	0	-306
TOTAL CUSTOMER & CLIENT RECEIPTS	-19,600	0	-19,600
Total for INCOME	-21,538	0	-21,538
TOTAL for NET EXPENDITURE	75,803	56,634	132,437

- 3.14 In addition to the site based costs, museums also benefit from input from service wide management and teams where staffing resources have been concentrated to work across all sites to maximise efficiency and impact. They cover curatorial, technical, business, marketing, admin and development functions. The site focus of this work will vary from year to year, making it difficult to provide a consistent figure as to how the costs of £584,168 are allocated to each museum. This central staffing budget will also be subject to the proposed reduction of £531,000.
- 3.15 The Task Group was advised that these teams are essential to support a slimmed down front line. They help to ensure that Accreditation standards are maintained in collections management, programming and installing exhibitions, run events, drive the commercial income, secure grants for investment from external bodies and deliver improvement work. Over the last year around £400k in grants has been raised from such work and invested in the service and further applications were in the pipeline. This was advised as being especially important, given that no council capital expenditure is allocated to museums.

Task Group views – Background

The Task Group noted that the service are “currently working” on activities that mainly took place last year, namely the Tour De France. The Task Group felt that current and future projects needed to be explored, with costing work carried out on last year’s projects, to see if they were in fact profitable.

The Task Group acknowledged that a combined ticket was being sold for Oakwell Hall and Red House Museums and that this had been successful in increasing visitor numbers; they wished to highlight that there was an opportunity to publicise use of other sites through this system.

The Task Group noted that new revenue streams, improved facilities, better marketing etc had been incorporated at some of the sites. They felt it was important to ensure the effects of these activities were being measured.

The Task Group also noted that holiday activities and themed talks were taking place but they weren’t clear whether these were providing more income or just more non-paying visitors. They felt that anything costing extra must produce extra income.

4. SUMMARY OF EVIDENCE

Terms of Reference 1

- To gather an understanding of each sites' building costs, user figures, income streams and potential closure issues, including potential grant claw backs and building covenants;

4.1 Building costs and distribution across different Services

REVENUE BUDGET 2014/15 - CONTROLLABLE EXPENDITURE & INCOME											
MUSEUMS & GALLERIES											
SUBJECTIVE HEADING	Tolson Museum			Bagshaw Museum			Dewsbury Museum				
	C&L	PRP	Total	C&L	PRP	Total	C&L	PRP	Total		
	Budget	Budget	Total	Budget	Budget	Total	Budget	Budget	Total		
	£	£	£	£	£	£	£	£	£		
EMPLOYEES	92,688	0	92,688	62,817	0	62,817	73,055	0	73,055		
PREMISE RELATED EXPS	0	56,634	56,634	0	32,858	32,858	0	26,503	26,503		
TRANSPORT RELATED EXPS	639	0	639	638	0	638	257	0	257		
SUPPLIES & SERVICES	4,014	0	4,014	5,591	0	5,591	4,527	0	4,527		
RECHARGES	0	0	0	0	0	0	0	0	0		
Total for EXPENDITURE	97,341	56,634	153,975	69,046	32,858	101,904	77,839	26,503	104,342		
GOVERNMENT GRANTS											
OTH GRNTS/REIMB/CONT	-1,938	0	-1,938	-2,142	0	-2,142	-1,428	0	-1,428		
CUST/CLIENT RECEIPTS	-19,600	0	-19,600	-23,440	0	-23,440	-15,264	-2,958	-18,222		
INTERNAL INCOME	0	0	0	0	0	0	0	0	0		
Total for INCOME	-21,538	0	-21,538	-25,582	0	-25,582	-16,692	-2,958	-19,650		
TOTAL for NET EXPENDITURE	75,803	56,634	132,437	43,464	32,858	76,322	61,147	23,545	84,692		
Oakwell Hall Museum			Red House Museum			Art Gallery			Total		
C&L	PRP	Total	C&L	PRP	Total	C&L	PRP	Total	C&L	PRP	Total
Budget	Budget	Total	Budget	Budget	Total	Budget	Budget	Total	Budget	Budget	Total
£	£	£	£	£	£	£	£	£	£	£	£
162,013	0	162,013	91,485	0	91,485	24,500	0	24,500	506,558	0	506,558
0	69,076	69,076	0	27,337	27,337	0	0	0	0	212,408	212,408
9,021	0	9,021	638	0	638	1,185	0	1,185	12,378	0	12,378
45,897	0	45,897	11,510	0	11,510	8,179	0	8,179	79,718	0	79,718
0	0	0	0	0	0	37,139	0	37,139	37,139	0	37,139
216,931	69,076	286,007	103,633	27,337	130,970	71,003	0	71,003	635,793	212,408	848,201
-1,224	0	-1,224	-1,020	0	-1,020	-1,224	0	-1,224	-8,976	0	-8,976
-130,910	-12,064	-142,974	-44,811	0	-44,811	-5,855	0	-5,855	-239,880	-15,022	-254,902
0	0	0	0	0	0	0	0	0	0	0	0
-132,134	-12,064	-144,198	-45,831	0	-45,831	-7,079	0	-7,079	-248,856	-15,022	-263,878
84,797	57,012	141,809	57,802	27,337	85,139	63,924	0	63,924	386,937	197,386	584,323

- 4.1.1 The Task Group noted that the budget proposals contained within the Cabinet report of 26 August 2014 proposed cuts to the Museums and Galleries Service of £531,000 and the worst case scenario of reducing to the operation of 2 sites. The Task Group found it unclear as to what impact PRP budget savings will have as the figures show they are responsible for a large proportion of the running costs at the sites but these figures are not included within the budget reduction proposals.
- 4.1.2 The Task Group was advised however that overall there are ambitious savings planned in buildings overheads and a target of £5m per annum in receipts from sale of surplus buildings and land.
- 4.1.3 As mentioned, in addition to the site based costs, each museum site also benefits from input from service wide management and teams. The total cost of this work is advised as being £584,168.
- 4.1.4 In the budget table on page 11, school visits can be seen to be a large income generating area for the service. The Task Group was advised that each school is charged a day rate for their visit and that from April to December 2014, the service had 483 school visits.

4.2 Covenant restrictions / Legal implications/ Funding implications

- 4.2.1 As part of the Museum visits undertaken in April 2014, the Task Group was made aware of a number of sites with covenants in place that restrict alternative uses of the building or disposal.

4.2.2 Tolson Museum

This site was gifted by Legh Tolson to the people of Huddersfield in 1920 to be a lasting memorial to his two nephews killed in the Great War. There are covenants restricting the site to be used as a 'Museum, park recreation ground or other purpose or purposes of a like nature'. The site also has charitable purposes; this restriction along with the covenants would require permission for change of use to be sought from the Charity Commission. With the Museum having also received recent funding from the Arts Council and the Heritage Lottery Fund, closure or alternative use of the site could also have funding claw back implications.

4.2.3 Huddersfield Art Gallery

The gallery is part of the Grade 2 listed Library building and as a result, there are potential planning implications to consider. Restrictions to modify or demolish the building would require demonstration of exceptional circumstances.

4.2.4 Victoria Tower

The site is an Iron Age Hillfort site and a Scheduled Ancient Monument. Because the site is classified as an archaeological site, plans to dig or build on the site cannot be approved without English Heritage Permission (Scheduled Monument Consent).

4.2.5 Bagshaw Museum

The Museum has benefited from investment by the Lottery, Arts Council and City Challenge. The site and park also have charitable status and the grant aid investment creates obligations to maintain the site as a museum until at least 2017. In 2007 the site was awarded a £419,500 lottery grant for access and display improvements which could be subject to claw back.

4.2.6 Oakwell Hall

This site has charitable status and is registered with the Charity Commission so their permission would be required for any change of use. An award by the Arts Council for a number of improvements on site would mean closure or alternative use of the site could have funding claw back implications.

4.2.7 It should be noted that time and care would need to be taken in the event of decommissioning any museums. This is associated with packing and documenting collections and allocating them to other museums for display, storage or disposal. Depending on the site involved, this could take anything from a month to up to a year of work with an associated call on staff time and other resources.

Task Group views – TOR 1

The Task Group noted immediately that the budget proposals were not displayed in a way that enabled them to understand the full reductions proposed to the Museums and Galleries Service. It is acknowledged that costs would be difficult to separate into site specific budgets, due to the central costs being shared but work on this area needs to take place so decision makers can gain a better understanding of the impact of budget reductions.

The Task Group felt that all legal implications, covenants and funding claw backs needed to be explored fully, with a viability report that highlights all options available being produced for every site.

Individual business plans for each site should be developed and maintained by site staff (including PRP costs) to enable them to “stand alone” if required in the future.

The opportunity to reduce staffing should be explored, as staffing costs are high compared to footfall at some sites.

Terms of Reference 2

- To consider and comment on the complete programme of activity to tackle reduced visitor numbers, including income generation ideas and suggestions from the working groups;

4.3 Collection and storage operations

- 4.3.1 The Task Group visited the Museums Store in order to understand exactly what the Council had in storage and how much storage was currently required. They were told that the cost of maintaining the storage facility was approximately £39,000 per annum.
- 4.3.2 They were made aware that Museums required reserves to be held in storage in order for displays to be refreshed with relevant material and that the collections in storage today were the legacy of 100 years of collecting. While this means that the service has some amazing collections there are also some items that are less relevant to the needs of today's audiences. There are also a number of duplicate items held in storage as a result of the museums being operated under separate authorities up until 1974.
- 4.3.3 The service is addressing this legacy through a process of review and rationalisation which it is conducting with support from the Arts Council's Creative Employment programme.
- 4.3.4 In view of the information above, the Task Group explored the opportunity of selling certain collection items in order to raise money towards the development and sustainment of the Service.
- 4.3.5 The Task Group was advised that there are restrictions on selling collections. The requirement of the national guidance in line with the Museums Accreditation Standards, is to ensure there is due consideration when reviewing collections. This guidance states that the sale of items should only be considered in exceptional circumstances and after all other avenues have been considered, such as transfer to another accredited museum in order to keep collections in the public domain. The primary aim cannot be to raise money.
- 4.3.6 The Task Group was advised that this approach is taken to safeguard the position of trust that museums occupy and which is undermined if museums or their parent local authorities are not seen to be reliable guardians of collections which have been entrusted to them, such a move may prejudice future offers of collections or overall public support.
- 4.3.7 In 2014 Croyden Council sold 17 Chinese ceramics from the museum collections which had been donated to the service in 1964. This was done for financial gain in contravention of ethical museums standards and led to the

Museums having their Accredited status annulled and support from the Arts Council and Heritage Lottery Fund withdrawn, making them ineligible to apply for grant aid from these and other sources.

4.3.8 However, The Museums Association's (MA) ethics committee did give the go-ahead for the Royal Cornwall Museum (RCM) to sell two paintings, in order to raise £3m to create an endowment fund to support the museum's collections.

4.3.9 A statement by the MA read, in part: "The committee recognised that this is an exceptional circumstance and that the sale may be necessary to ensure the long-term financial stability of the collections. The committee recognised that this action is being taken with deep regret and only as a last resort..."

"...we are satisfied that any money raised from the sale of any items from the collection will be ring-fenced and used solely and directly for the benefit of the museum collection and for the long-term sustainability, use and development of the collection. The committee would like to see the terms of any endowment set up as a result of a sale going ahead."

4.3.10 "So, although the MA believes that museums should not view their collections as assets, and disposals do not take place for financial reasons unless there are exceptional circumstances, on this occasion the committee takes the view that the circumstances meet these criteria."

4.3.11 The Museums Accreditation Scheme is the industry standard for museums and all eligible museums and galleries in Kirklees area are accredited. Museums have to submit a five yearly application which is assessed by the Arts Council. It requires museums to demonstrate that they are responsible organisations which have due regard to the documentation and care of collections, with written procedures for managing the collections and museum sites for the public benefit which operate in line with ethical standards.

4.3.12 The Task Group were told that Accreditation is important to underpin public trust in museums and many funding organisations (including the Arts Council and the Heritage Lottery Fund which are the main funders of museums) use the scheme as a requirement for eligibility to apply for grants.

4.3.13 The Task Group was made aware that there had been a review of the Museums & Galleries Collections Development Policy in 2012 and that Cabinet had approved the revised policy on 15 May 2012.

4.3.14 The new policy takes into account the fact in order to be a dynamic and forward thinking service, continuing to collect was important and was required to enable the collections to remain relevant. A section of the policy also outlines what is and is not accepted for the collections.

4.4 Commercial viability of buildings and surrounding land – how fits with cultural offer

- 4.4.1 The Task Group was made aware that there were two officer working groups looking at the future cultural offer for the Council and the future use of assets.
- 4.4.2 The purpose for the review was to consider the cultural offer across Kirklees, given the significant budget challenges facing the authority. The aim of the review is to ensure an offer is still available within Kirklees, but also to create something better than is currently available, with fewer resources.
- 4.4.3 The Task Group was informed that there were different considerations in looking at the collections held within the museums and the actual museum buildings. They were advised that with the exception of Oakwell Hall, the buildings were being looked at from a commercial perspective to identify any commercial possibilities.
- 4.4.4 The Task Group was advised that the Cultural Offer Transformation Programme was looking at what is offered inside of the Museum buildings and considering how this is offered if the buildings are no longer available.
- 4.4.5 It was made apparent that a number of ideas were currently being considered, with the aim of presenting draft options to the Programme Board by the end of April 2015 and detailed preferred options to the Board by the end of June 2015.
- 4.4.6 The specific areas identified for development are to decide what the future focus of each museum site will be and rationalisation of the collections. This will impact on the collections and storage of these collections. This could potentially free up some of the collections for sale but the legal implications mentioned earlier in the report would be required to be considered as part of this process.
- 4.4.7 The Task Group was advised that the closure of sites could potentially impact on other services within the Council, i.e. Schools, Children and Young People Service etc, as each museum offers something different to other council services. The approaches delivered in some of the museums are largely informed by school curriculum topics and all museums offer visits to local schools and special schools to enrich the curriculum (with some of these offers being highly unique, such as the Egyptian visits at Bagshaw Museum which is one of the few places with this offer in the north of England and is always fully booked).
- 4.4.8 All sites are located in public parks and gardens, and help to contribute towards public safety in these open spaces. Children and Young People's Service makes use of these facilities in their targeted work with young people. Overall, museums are an important part of the local visitor economy and

tourism, contributing an economic impact of around £5m to the Kirklees economy each year.

- 4.4.9 The outputs anticipated for 2015 are for the plan/ model for future delivery of cultural services to increase the numbers of people accessing the collections, both live and digitally. The Task Group was advised that a number of prototypes are to be tested to change audience perceptions and widen staff's experience of what can be delivered and how.

Task Group views – TOR 2

The sale or leasing of duplicated exhibits and collections should be fully explored, whilst acknowledging the impact a decision may have on accreditation. The example of Royal Cornwall demonstrates that the sale of items is possible, when undertaken in the correct way. The Task Group did acknowledge the significant amount of officer time that may be required to undertake such a task and requested that this be factored into any proposals that may be considered.

The Task Group acknowledged the difficulty in assessing the impact that may be caused to other services in the authority, should museums sites reduce dramatically. They did however feel that given the easily identified, key impacts should be considered and highlighted in any option appraisals to be developed.

The Task Group felt that displays should be updated or changed on a more regular basis to keep a fresh appearance and encourage repeat visits, with the possibility of moving exhibitions between sites being a potential option.

Publicity of the service should be explored and developed. One option for this would be for other public buildings maybe holding satellite displays of museum collections in order to increase public knowledge of the collections.

Terms of Reference 3

- To consider future options for the service in relation to the sustainability of museums across Kirklees Council;
 - *With a focus on specialisms, building and land restrictions, working across West Yorkshire and public/ private partnership options.*

4.5 Future options for the Service

Oakwell Hall

- 4.5.1 Oakwell Hall has been identified as having potential regional significance, and external funding has been successfully secured in the form of grant funding from the Arts Council. The site was purposefully kept separate to the work taking place within the officer working group on the future of assets.
- 4.5.2 The funding was linked directly to enhancing opportunities for income generation as it would be used to refresh the visitor offer.
- 4.5.3 The service is undertaking a master planning exercise at Oakwell Hall to explore options for the longer term development of the site including further opportunities to develop the public offer and raise more earned income.
- 4.5.4 Officers advised that a number of proposals were being considered for Oakwell Hall and that once a number of workable proposals had been identified, details would be put before Members to make a decision.
- 4.5.5 As Oakwell Hall is an income generating site, the Task Group enquired into the possibility of an external company running the site on behalf of the Council. The Task Group identified that this would enable the site to remain open to the public whilst reducing finances for the Council.

Sale of Assets

- 4.5.6 The Task Group was advised that one of the implications when considering the sale of any of the museum buildings was the covenants in place on some of the buildings.
- 4.5.7 It was also explained that the two offers in relation to Museums (Assets and Cultural) needed to link together and that no decisions could be made in isolation. These decisions would be required to be made by the next financial year so that enough time was allowed for implementation in 2017.

Public/ Private Partnerships

- 4.5.8 The Task Group noted that a number of the sites had potential areas and space that could be made available for private franchise operations such as

cafes. This was advised as being an option that was being considered under income generating ideas, along with a number of other proposals.

Friends Organisations

4.5.9 As mentioned earlier, Friends' organisations can make a valuable and growing contribution to work at each site.

4.5.10 At Tolson Museum, a group of local residents came together in the autumn of 2011 with the view to find ways of supporting their local museum and park. Forming a 'Friends' group was agreed to be the way forward with advice and help from Kirklees Officers and other 'Friends' groups and as a result of advice and networking, a committee was formed.

4.5.11 A donation of £50 from Huddersfield Rotary Club meant that a bank account could be opened and the group got started. They meet monthly in Tolson Museum and there is also a regular committee with officers established.

Task Group views – TOR 3

The biggest area of challenge identified by the Task Group was the need for a high level holistic analysis of all the options available across all of the sites. The Task Group discussed the reasonableness of expecting museums and galleries to be self-financing or whether there would need to be a subsidised element to providing the service. In particular, the Task Group highlighted that all suitable proposals need to be considered, examples of which are highlighted below; with the most beneficial way forward being communicated for action as soon as possible:

- Is it better to keep a number of museums with a restricted service at each;
- Or sell off the most loss-making sites and keep the least loss-making;
- Or sell off, or rent, the most profitable sites and use that money to subsidise the loss making sites, whilst also attempting to improve service use at these sites.

The Task Group acknowledged that public reaction to the reduction in support to community buildings is likely to be highly emotive, with a great deal of press coverage. The Task Group urged Officers to be ready for this and communicate decisions and timescales in a clear and appropriate format with relevant explanations provided for the decisions. Extensive public consultation should be considered important and undertaken at all opportunities prior to decisions being made.

The Task Group highlighted the importance of liaising with Friends' organisations when discussing the future operations at Museum sites. These groups can provide a communication link to the general public. They are also active in generating funding to be used at Museums sites and their views should be considered when deciding on how funding should be used.

5 RECOMMENDATIONS

- 5.1. That reviews should be concluded before the budget meeting in future so Councillors have all the facts available to them when making a decision on the future of Museums in Kirklees.
 - 5.1.1 Further to this, the full budget implications in relation to Museums and Galleries should be displayed clearly for Members to consider. The Task Group noted that the proposed reduction of £531,000 was in relation to the C&L Budget but that money within the PRP Budget (i.e. Building costs) should also be affected if there is a proposal to reduce sites. This was not clear for the Task Group to observe and understand.
- 5.2. That any financial assessment of a museum should include the costs of repairing and heating the building it is situated within. This should be included within the business plans for every museum and gallery site.
 - 5.2.1 The Task Group are aware that capital investment has to be considered carefully but felt a judgement was required to be made on whether the delay of investment at Tolson Museum for the lantern light and Dewsbury Museum for the roof was actually costing the council more in terms of loss of income at these sites.
- 5.3. That the working groups and subsequently the Cabinet should consider all options for generating income, for example café franchises etc.
- 5.4. That it be considered important for museums to develop and change in order to attract revisits and increase customer visits.
 - 5.4.1 The refresh of museum displays needs to be considered carefully and storage or sale options to be developed in order to allow this. (The Task Group noted that the transport display at Tolson museum had not been changed for over 20 years and one of the reasons for this was highlighted as being because there was nowhere to store the items.)
 - 5.4.2 In similar cases to above, the opportunity for sale should be investigated, with the restrictions mentioned in para 4.3.5 of this report being fully explored.
- 5.5. That all possible uses for the buildings should be explored fully, including legal investigations of the restrictions/ covenants, and presented to decision makers at the appropriate time.
- 5.6. Members of the public be consulted fully on any decisions to be made, using Friends' organisations to assist with this.

Recommendations of the Development and Environment Scrutiny Panel – Museums Task Group

Scrutiny Review into the Future of Museums & Galleries in Kirklees

Recommendation	Cabinet Member Response			
	Recommendation accepted Yes / No – If no, please explain why.	How will this be implemented?	Who will be responsible for implementation?	What is the estimated timescale for implementation?
<p>1. That reviews should be concluded before the budget meeting in future so Councillors have all the facts available to them when making a decision on the future of Museums in Kirklees.</p> <p>a. Further to this, the full budget implications in relation to Museums and Galleries should be displayed clearly for Members to consider. The Task Group noted that the proposed reduction of £531,000 was in relation to the C&L Budget but that money within the PRP Budget (i.e. Building costs) should also be affected if there is a proposal to reduce sites. This was not clear for the Task Group to observe and understand.</p>				

<p>2. That any financial assessment of a museum should include the costs of repairing and heating the building it is situated within. This should be included within the business plans for every museum and gallery site.</p> <p>a. The Task Group are aware that capital investment has to be considered carefully but felt a judgement was required to be made on whether the delay of investment at Tolson Museum for the lantern light and Dewsbury Museum for the roof was actually costing the council more in terms of loss of income at these sites.</p>				
<p>3. That the working groups and subsequently the Cabinet should consider all options for generating income, for example café franchises etc.</p>				
<p>4. That it be considered important for museums to develop and change in order to attract revisits and increase customer visits.</p> <p>a. The refresh of museum displays needs to be considered carefully and storage or sale options to be developed in order to allow this. (The Task Group noted that the transport display at Tolson museum had not been changed</p>				

<p>for over 20 years and one of the reasons for this was highlighted as being because there was nowhere to store the items.)</p> <p>b. In similar cases to above, the opportunity for sale should be investigated, with the restrictions mentioned in para 4.3.5 of the report being fully explored.</p>				
<p>5. That all possible uses for the buildings should be explored fully, including legal investigations of the restrictions/covenants, and presented to decision makers at the appropriate time.</p>				
<p>6. Members of the public be consulted fully on any decisions to be made, using Friends' organisations to assist with this.</p>				