



# Public Document Pack

## Uttlesford District Council

Chief Executive: Dawn French

### SUPPLEMENTARY PACK

#### Museum Management Working Group

**Date:** Tuesday, 23rd January, 2018

**Time:** 6.00 pm

**Venue:** Chairman's Office - Council Offices, London Road, Saffron Walden, Essex CB11 4ER

**Chairman:** Councillor R Chambers

**Members:** Councillors B Light, V Ranger, G Sell and L Wells  
R Priestly, P Salvidge, P Walker and T Watson (Museum Society)

#### ITEMS WITH SUPPLEMENTARY INFORMATION PART 1

##### Open to Public and Press

- |          |  |        |
|----------|--|--------|
| <b>5</b> | <b>Museum Quarterly Report: October - December</b> | 3 - 12 |
|----------|--|--------|

To consider the quarterly report for October to December.

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|----------|---|---------|
| <b>6</b> | <b>Mendoza Review of Museums in England</b> | 13 - 14 |
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To consider the Mendoza Review of museums in England.

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| <b>7</b> | <b>Timetable for HLF Project Applications and Forward Plan Review</b> | 15 - 16 |
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To consider the timetable for HLF project applications and review the Forward Plan.

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| <b>8</b> | <b>Draft Project Enquiry for Resilient Heritage Grant</b> | 17 - 18 |
|----------|---|---------|

To consider the draft project enquiry for a Resilient Heritage grant.



# Uttlesford District Council

Chief Executive: Dawn French

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# Agenda Item 5

## SAFFRON WALDEN MUSEUM

### CURATOR'S QUARTERLY REPORT

October-December 2017

## 1 Museum Management and Staff

### 1.1 Management

#### Museum Service

##### **Forward Plan 2013-2018**

Dawn Bainbridge, Development Officer from the Heritage Lottery Fund HLF East of England, visited the Museum and Shirehill store on 4 October for a site tour and advisory meeting with officers and Museum Society representatives. The outcome was that we should consider 4 separate applications:

**Resilient Heritage Fund** (a new grant stream) – application to develop feasibility studies and public consultation for the Museum & Castle site, as essential preparation for the main Museum development

**Our Heritage** - ‘Stories of North-West Essex’ project to improve digitisation and access to collections

**Heritage Grant** - ‘Heritage Hub for north-west Essex’ major 2-stage bid for Museum and site developments

**Our Heritage** – the archaeological work which is a prerequisite for the main development, could be run as a community project on a separate grant, ahead of the main development phase. This would allow archaeological work to go ahead relatively quickly and also defray costs from the main development.

The application to the Resilient Heritage Fund will need to proceed as soon as possible in 2018.

Meanwhile, curatorial staff are working on a pilot project for on-line searching of collections, and the results of this will help to shape and justify the Our Heritage application for ‘Stories of North-West Essex’ later in the year.

### 1.2 Staff, Volunteers and Work Experience

#### Staff

The Museum Admin Officer was presented with her Institute of Leadership and Management Certificate at the SHARE Annual Conference in October, and achieved this with a distinction.

We were sorry to say goodbye to Elizabeth Bickerton, who left the Museum Assistants (casuals) team for family reasons, after more than two decades at the Museum.

#### Volunteers

Ann Foxley retired from the Welcome Desk Volunteer team at the end of December. Unfortunately Ursula Lyons has broken her ankle and has asked to step down from her regular Welcome Desk shift at the Museum. She will however continue as a ‘supply’ volunteer to cover gaps as and when she is able to.

Natural Sciences documentation volunteer Heather Douglas started work and spent 13 hours updating storage locations in Modes for objects now at Shirehill store. The verges team checked all 44 Uttlesford special roadside verges to ensure that they received their winter full width cuts (1.5 days of work).

The team of Human History volunteers continued their work in documenting the social history collection, transcribing the museum’s early documentation and repacking and auditing the world cultures collection. Over the quarter, they contributed approximately 280 hours of time.

The Collections Officer (Human History) has recently recruited a new volunteer, Rachel Arnold, as a Social Media Volunteer. Rachel will help to update and monitor the museum's successful social media accounts and create content for the website.

Archaeology volunteers Peter Stribling, Peter Morrissey and Joanne Pegrum have continued to assist with work on the archaeology collections as and when the Curator has been available, and have contributed about 48 hours of time.

### **1.3 Training and Seminars Attended**

Date	Course and Staff
2 Oct	Sustainable schools, Rayleigh Museum- Learning & Outreach Officer
2 Oct	Refresher training for all museum assistants (provided by Collections Officer)
6 Oct	SHARE Retail Forum Event 'All About The Product' - Museum Admin Officer
23 Oct	SHARE Conference – presentation of certificate - Museum Admin Officer and Curator
10 Nov	SHARE seminar 'The Lowdown on Capital Projects' Norwich Castle (Curator)
14 Nov	Excel 2010 Intermediate – Museum Admin Officer
23 Nov	SHARE Volunteer Coordinators Forum Event 'Volunteer Engagement' - Museum Admin Officer
23 Nov	Share Training, "Sustainable schools" at Braintree, Learning & Outreach Officer
8 Dec	<i>Changemakers</i> , leadership development programme – Collections Officer
December	Refresher training for all Welcome Desk Volunteers completed

### **1.5 Health & Safety**

#### **Asbestos in Collections**

In November, Kadec Asbestos Management surveyed the main museum collection and education collection for asbestos, in a project managed by the Collections Officer (Human History). Sample results have now been received and staff will be creating an action place in the New Year to manage the risks presented by asbestos.

## **2 Buildings and Site**

### **2.1 Museum Building**

#### **Museum boilers and heating**

Attempts have been made by heating engineers, to rectify the long standing problem of a non-working radiator in the Museum Natural History Store. Unfortunately, the cause of the malfunction is due to the old header tank above the Military display case in the Costume Gallery. The tank has long been empty and shut off due to its poor condition and potentially dangerous location directly above important artefacts. Quotations have been requested for converting to a sealed pressure system (no tank required) and (alternatively) fitting a new tank with additional safety features, preferably in a safer location. We await a date for the intended replacement of the Museum boilers.

#### **External repairs**

Several contractors have visited the Museum under the direction of UDC surveyor Lewis Merle to quote on external repairs required as per the list compiled by the Security & Premises Officer. Lewis has also

contacted residents in Castle Street directly affected by the work (particularly removal of the ivy at the back of the building), as access to their back gardens and the possible erection of scaffolding will be required. No starting date has been given, but we would expect work to commence in the spring.

### **Fire Safety**

Following a recommendation by UDC Fire Officer Lisa Lipscombe earlier in the year, the Air Conditioning unit in the Natural History Store has recently been cleaned and serviced.

### **Miscellaneous**

A new, computer networked, photocopier / scanner / colour printer was installed in the Museum workroom. After some networking problems, it now appears to be working well.

## **2.3 Shirehill Store**

### **Storage heater – Natural Sciences Store**

This storage heater is operated on Mondays, when the store is staffed, and in December an unusual burning smell was noticed. This was investigated by engineers from Oakray on 8 January. No problem was found and the heater was passed as safe to use.

## **2.4 Grounds and Castle Site**

In December, UDC Grounds Maintenance Staff did a very thorough job of cutting back the undergrowth both inside the Castle and the surrounding grounds within the fence boundary. They also removed the vast amount of dead leaves and other organic debris that had accumulated in the Museum grounds as a result of the high winds recently experienced.

## **3 Collections and Research**

### **3.1 Acquisitions and Disposals**

53 new acquisitions have been recorded in the accessions register this quarter, including:

- Archaeological finds and records from Birchanger, Great Chesterford, Chrishall, Great & Little Dunmow and other places in the district.
- A ‘Laurel’ Ladies Boudoir razor and curling tongs, used by a resident of Saffron Walden
- A 1960s dress and pair of women’s trousers

Two further archaeological finds have been purchased by the Museum Society under the Treasure Act 1996 and are awaiting collection from the British Museum in January; they will be reported next quarter.

### **Disposals:**

- Teddy bear, with no connections to the district, was transferred to the education collection for use in the Toys & Games learning resources box

### **3.2 Collections Care and Conservation**

#### **Insurance Valuations**

James Glennie, Art & Antiques Appraisals, was able to provide a global figure for renewal of the Museum’s collections insurance on September, and expects to finalise the full report in January 2018.

## **Social History Conservation**

Funds were raised locally and through a grant by the Collections Officer (Human History) for conservation of a rare and important reticule, made in 1825 to raise awareness and money for the abolition movement. The conservation work was completed by Poppy Singer, textiles conservator, in December. The reticule will be displayed in the Museum as Object of the Month in 2018.

## **Natural Sciences Collections Care**

The cover was placed on the cracked glacial erratic boulder in the Museum grounds to protect it from frost. Monitoring of insect pest traps took place in the Museum and at Shirehill store.

To improve access in the Museum Natural History Store, 9 cases of birds and mammals stored on the air conditioning unit shelf and in an aisle between bird racks were moved on to shelves cleared in 2016/17.

## **Cleaning of Stores and Displays**

A programme has been initiated to deep-clean stores and displays (including inside showcases) which has been neglected in recent years due to loss of the conservator post and curatorial staff time being focussed on packing and moving collections into the Shirehill store. The Human History racks of the upper floor at the Shirehill store and the Local History gallery have been deep cleaned in this quarter. Cleaning of archaeology displays was commenced in December, to be completed in early 2018.

### **3.3 Documentation**

Backlog / updates are as follows:

	New Acquisitions	Backlog (existing collections not previously catalogued on Modes)	Edits and Updates to existing records
Human history collections	37	193	2281
Natural sciences collections	0	6	3443
<b>Total</b>	<b>37</b>	<b>199</b>	<b>5724</b>

## **Effective Collections (World Cultures project)**

Still on hold awaiting time for the Curator to have time to dedicate to moving this project on.

### **3.4 Loans In**

Two items of scientific laboratory equipment were loaned to the Museum, in advance of them being displayed in the next exhibition *From the Hazely Brick Earth: Agriculture in North-West Essex*, which opens in January.

33 objects belonging to Saffron Walden Town Council were returned. This was an historic loan and all of the items had been kept in storage for the duration of the loan.

### **3.5 Loans Out**

The loan of the linocut poster for the Saffron Walden Festival (1975) by Edward Bawden, has been agreed to the Fry Art Gallery for their exhibition *Edward Bawden at Home* , March – November 2018.

### **3.6 Object Identification and Enquiries**

Object identifications this quarter: **10** identifications (**22** objects)

Collections Enquiries this quarter: **25** in total (10 human history, 6 natural sciences, 9 archaeology)

### **3.7 Research**

5 researchers this quarter, including

- Simon Hughes, post-graduate research on condition of skeletal collections in museums (Anglo-Saxon burials from Wicken Bonhunt, Shirehill store)

- Student, plus relative, viewed cabinet of British butterfly specimens and photographed seven drawers to use as first hand sources to produce drawings for her art GCSE.
- Researcher viewing the Henry Winstanley archive for family history research.
- Documents relating to the development of the railway to Cambridge in the 1830s-1840s.

## 4 Displays and Visitor Services

### 4.1 Permanent Galleries

*Object of the Month* continues as a popular addition to the permanent galleries. In October, Intern Vicky Geddes chose a mechanical calculator; in November, the Collections Officer, Human History chose a lady's razor; and in December, the Natural Sciences Officer chose a pair of robins - an adult and a young bird to show their different feather plumage.

The Collections Officer (Human History) is completing a project to rewrite the object labels in the Local History gallery – around a third of the labels were replaced during this quarter and the remainder will be replaced in early 2018.

### Treasure 20

The treasure case was redisplayed in late November to incorporate the four latest acquisitions (as reported in Q2), bringing the Museum's participation on Treasure 20 to a satisfactory close.

### 4.2 Temporary Exhibitions

*Life in the Ice Age*, a collaboration between the Travelling Natural History Museum and Saffron Walden Museum, runs until 14 January 2018.

The Collections Officer (Human History) visited four different individuals in the district, working in the agricultural industry, to interview, photograph and film them for the Museum's next temporary exhibition, *From the Hazely Brick Earth: Agriculture in North-West Essex*. These were James Carter (thatcher), Malcolm Green (saddler), Simon Hughes (poultry farmer) and Chris Burt (wheat geneticist).

### 4.3 Visitor Services

	Public		Schools incl. adults		Total	
	2017	2016	2017	2016	2017	2016
<b>October</b>	<b>1406</b>	1411	<b>148</b>	141	<b>1554</b>	1552
<b>November</b>	<b>575</b>	456	<b>105</b>	123	<b>680</b>	579
<b>December</b>	<b>541</b>	534	<b>7</b>	0	<b>548</b>	534
<b>Total</b>	<b>2522</b>	2401	<b>260</b>	264	<b>2782</b>	2665

Shop	Tickets					
	2017	2016			2017	2016
<b>October</b>	<b>749.30</b>	394.11		<b>October</b>	<b>1499.75</b>	1603.00
<b>November</b>	<b>296.00</b>	272.65		<b>November</b>	<b>718.00</b>	605.00
<b>December</b>	<b>377.47</b>	182.99		<b>December</b>	<b>658.50</b>	642.50
<b>Total £</b>	<b>1422.77</b>	849.75		<b>Total £</b>	<b>2876.25</b>	2850.50

## **Donations**

	<b>2017</b>	<b>2016</b>
<b>October</b>	<b>98.49</b>	109.80
<b>November</b>	<b>53.81</b>	28.30
<b>December</b>	<b>40</b>	40.50
<b>Total £</b>	<b>192.30</b>	178.60

## **Donations**

Due to holiday commitments and availability of access to the donations boxes, the figures do not accurately reflect the actual month's donations, for example, some of the monies banked in November were donated during October.

## **VisitEngland Visitor Attraction Quality Scheme**

The Visit England Visitor Attraction Quality Scheme offers our prospective visitors the reassurance of an official endorsement of our standards. Following the 2017 'Mystery Shop' assessment in October, we have been awarded the accreditation of **Visit England Quality Assured Visitor Attraction**, having achieved a score of 75%.

## **Trip Advisor**

The Museum is rated number 4 of 17 'things to do' in Saffron Walden on this travel and tourism website. The website is an established measure of customer satisfaction and of the 106 reviews, 72 rate the museum as '**Excellent**'

## **Museum Shop**

The Museum Admin Officer continues to introduce new lines of stock, in this quarter the new range of Black Cat toys and Soaps have proved popular; she is also conducting Market Research with visitors regarding possible images for Fridge Magnets. She has ensured that the shop is fully stocked during peak periods such as half term holidays and, arranges the display to reflect current exhibitions (e.g. Woolly Mammoth Toys and Colouring Cards at point of sale to align with Ice Age Exhibition; Black Cats and Torches for the *Museum at Night* event in October).

A number of visitors and the VAQAS 'mystery shopper' have expressed surprise that the Museum shop cannot take card payments, and there is an increasing likelihood that we will lose visitors and sales opportunities, especially on higher-quality souvenirs. The Museum Admin Officer has been doing some preparatory work on current options, in preparation for discussion with Council colleagues.

## **4.4 Publicity, Marketing, Social Media and New Website**

### **Publicity and Marketing**

<b>Paper / Magazine</b>	<b>Article / Topic</b>	<b>Date</b>
Walden Local	Half Term Activities, Woolly Mammoth Fun days, Craft Trail and Museums at Night	18 October
Saffron Walden Reporter	Article on Walden Castle being removed from 'at risk' register following maintenance work	26 October
Saffron Walden Flyer	Museum News	October
Walden Local	Photo of participants in Ice Age Activities and information on Decorating Xmas Tree event.	1 November
Walden Local	Museum Society talk 'Democracy, Revolution or ?	1 November
Walden Local	Vandalism of Museum signs	1 November
Saffron Walden Reporter	Front page photo of Ice Age half term activities, plus 7 photos	2 November

	and article inside	
Walden Local	Uttlesford Treasures go on display with local support and Ice Age on Screen and at the Museum	22 November
Dunmow Broadcast	Medieval treasure from district goes on show at Saffron Walden Museum	23 November
Saffron Walden Reporter	Medieval treasure goes on display at the Museum	23 November
Saffron Walden Reporter	Community News: Christmas Tree activity and new exhibition	30 November
Saffron Walden Flyer	Museum News	November
Saffron Walden Reporter	2017 12 28 Christmas Quiz question (21) and answer (28) re Wallace the Lion at the Museum	21 and 28 December
Saffron Walden Flyer	Museum News	December

## Exhibition and Events listings

Exhibition and Events are advertised on the following 'What's On' listings (in print and on-line):

- The AA (events pages)
- Saffron Walden Reporter
- Visit Cambridge Website
- Tourist Information Centres: Saffron Walden, Bishop's Stortford, Great Dunmow
- Salad Days
- Primary Times
- East Life
- Essex Mums
- Net Mums

In this quarter, The Museum Admin Officer also listed the Museum with 'Culture 24', 'Raring to Go' and 'Where can we go'

## Social Media and Email Newsletter

The Museum currently has 1822 followers on Twitter and 976 likes on Facebook. There are currently 688 subscribers to the email newsletter.

The Saffron Walden Museum Instagram account @saffronwaldenmuseum currently has 101 followers, and has posted 56 images, with a total of 613 likes of posted images.

## Saffron Walden Museum Website – Statistics for this quarter

	Visits	Unique Visitors
October	3893	3134
November	3252	2689
December	5331	2682
<b>TOTAL for Q3</b>	<b>12,476</b>	<b>8,505</b>

**Visits:** the number of visits made by all visitors. (This could be described as the number of "sessions", implying the possibility of multiple pages per visit and multiple visits per unique visitor).

**Unique Visitor:** the number of persons or computers (hosts) that have made at least 1 hit on 1 page of the website during the current period. If a user makes several visits during this period, it is counted only once. Visitors are tracked by IP address, so if multiple users are accessing the website from the same IP (such as a home or office network), they will be counted as a single unique visitor.

## 5 Education, Events and Outreach

### 5.1 Education

Figures this quarter reflect that December was a busy month in schools with no museum visits, and there have been 2.5 weeks of school holiday in this quarter.

### **Analysis of use of Learning Services and Pupil Numbers**

	<b>Children</b>	<b>Adults</b>
No. of pupils in sessions taught by Learning Officer in Museum *	213	37
No. of pupils in independent visits to Museum *	(pre-school) 7	3
No. of pupils taught in visits out to schools by Learning Officer	60	4
No. of pupils benefiting from loan boxes (details in table below)	282	84
<b>Total users of Museum Learning Services = 690</b>	<b>562</b>	<b>128</b>

\* Figures in these two rows provide the school visits totals in the Visitor statistics table 4.3

**Loan and Reminiscence boxes:** 7 boxes used by a total of **482** children and **144** adults

<b>Box</b>	<b>Borrowers</b>	<b>Purpose</b>	<b>Users</b>		
			<b>Children</b>	<b>Adults</b>	<b>Total</b>
Roman replicas set	The Chesterfords Historical and Archaeological Society	Ongoing archaeology project with local families	6	20	26
Holidays loan box	Saffron Screen,	Dementia friendly screening	-	60	60
Kings and queens loan box	St Mary's C of E school (class + assembly)	Kings and Queens project	230	64	294
Local History	Saffron Walden County High	School Project support	90		90
2 Birds	Heathmount School	School Project Pond Life	24		24
Mammal - fox	The Icknield Primary School	School Assembly	132		132
<b>7 boxes</b>	<b>6 borrowers</b>		<b>482</b>	<b>144</b>	<b>626</b>

### **5.2 Events on-sites (in Museum and grounds and at Shire Hill Store)**

<b>Date</b>	<b>Event</b>	<b>Visitors</b>
25 Oct	Half-term activity: Woolly Mammoth Fun Day Printing wrapping paper decorating cardboard woolly mammoths with 'fur' made out of visitors hands traced on to paper and cut out. 228 visitors total, 130 children of whom 87 participated in seated activity	228
26 Oct	Half-term activity: Woolly Mammoth Fun Day Painting fossils, decorating cardboard woolly mammoths with 'fur' made out of visitors hands traced on to paper and cut out. 215 visitors total, 116 children of whom 77 participated in seated activity	215
27 Oct	Museum at Night (galleries by torchlight)	86
1 Nov	Teatime reception and talk for the Arts Society of Saffron Walden committee, sponsors of a treasure acquisition, + 4 Museum Soc. directors	12
2 Dec	Christmas Tree decorating activity 17 participated in activity	17
11 Dec	Museum Society Christmas Social	75
		<b>Total</b> <b>633</b>

### **5.3 Outreach** (Museum activities, talks and lectures at other venues)

No talks or activities by staff at other venues, 1 outreach visit by Learning & Outreach Officer (5.1 above)

**Other Museums and Local Groups supported (Uttlesford)** 10 groups supported, 8 meetings  
Museum staff have attended meetings, site visits, undertaken work or given advice to:

- Essex Field Club – assisting new Treasurer (Natural Sciences Officer)
- Essex Wildlife Trust (Uttlesford) – committee work (Natural Sciences Officer)
- Special Roadside Verges project – 2 meetings, 2017 annual reports, winter verge cuts, developer liaison, Heath & Safety equipment, missing posts, 1 planning application response.
- Sustainable Uttlesford - 1 meeting (Natural Sciences Officer)
- Searchers metal-detecting club – 1 meeting (Curator)
- Saffron Walden Heritage Development Forum – 1 meeting (Curator)
- Great Dunmow Museum - 1 committee and liaison with Colchester Museum (potential disposal of a Dunmow wheelwright's tools from Colchester to Dunmow)
- Fry Art Gallery committee - 1 committee meeting, and 1 exhibition launch (Curator)
- Uttlesford Dementia action alliance (Learning & Outreach Officer)
- Saffron Walden Choral Society – assistance with WWI display (Collections Officer, Human History)

#### **Attendance of meetings, advice, support or involvement in organisations outside Uttlesford**

- Museums Essex and Essex Heritage Crime Strategy Group meeting at Finchingfield Guildhall 10 October (Curator)
- SHARE Annual conference at Bedford 6 November (Curator and Museum Admin Officer)
- Collections Officer (Human History) provided a tour of the Shirehill store for curators from the Museum of Philatelic History in London
- Collections Officer (Human History) acts as a trustee for the Social History Curators' Group, with specific responsibility for marketing and partnerships.

#### **Local Performance Indicators**

<b>Definition</b>	<b>Q3 Actual</b>	<b>Q3 Target</b>	<b>Cumulative 2017-18</b>	<b>Annual Target 2017-18</b>
Visitors PI 22 SI 12c	2,782	3,100	9,797	14,000
Users PC 01 CI 39	15,978	9,000	48,833	40,000

#### **Notes on Performance Indicators**

**Visitors** are all those visiting the Museum in person, including activities and events in the grounds.

**Users** are all those engaging with the Museum Service in person or through other media, and include:

- those visiting the site (visitors, as above)
- those attending off-site events (e.g. talk or other off-site activity by Museum staff)
- those using the Museum 'remotely' (enquiries, research and services by phone, email, fax and letter and website visits using 'Visits')

#### **Comments on this quarter's figures:**

**Visitors:** 10% under target. New Learning & Outreach Officer post started later than anticipated, so while school groups have returned, we did not get the full benefit of autumn term and visiting groups have been of small size.

**Users:** 78% over target, website figures continue to excel, encouraged by social media, publicity and activity programme. Learning & Outreach Officer has increased users of outreach services through new loan boxes and 1 visit out, expect outreach engagement to increase as learning service becomes established and is ready for publicity drive from February.

# **Main Museum activities and items to note for the next quarter (Jan-March 2018)**

## **1 Museum Management and Staff**

In order to free the Curator's time to work on HLF applications and the Museum's Forward Plan, she will be making use of office space in the Council Offices occasionally.

The Natural Sciences Officer is reducing her hours under the Equality Act. A job share has been agreed and the recruitment process starts in January 2018. Natural Sciences Support Worker retires on 17 February 2018 and a replacement support worker is also needed.

Work is underway to recruit 3 new Welcome Desk Volunteers

## **2 Buildings and Site**

Programme of internal and external repairs in progress.

Five yearly condition survey of museum building to be undertaken on Thursday January 11.

## **3 Collections and Research**

A large case of South American birds is to be moved from an aisle to empty racking on a lower level of the Museum Natural History Store. This will require several store move volunteers, plus museum staff (Natural Sciences Officer).

Continuing work to improve Herbarium records in Modes (Natural Sciences Officer, Support Worker).

Continuing work to update storage locations in Modes for objects now at Shirehill store (Natural Sciences Officer, Documentation volunteer).

## **4 Displays and Visitor Services**

The next exhibition *From the Hazely Brick Earth: Agriculture in North-West Essex* opens with a Private View for Museum Society members on Friday 26 January at 18.00. The exhibition continues until 29 July 2018.

Completion of cleaning of archaeology displays (Curator and volunteers)

## **5 Education, Events and Outreach**

New events 2018 leaflet to circulate

Valentines at the Museum Feb 14<sup>th</sup> 2018 (ticketed event, a Temporary Event Notice has been issued by Licensing for the pay bar)

Half term activities 13 and 15 February 'Down on the Farm'

Publicity to market new learning services offer to schools in the district

Chairman's Event on 8 March (evening, by invitation)

# Agenda Item 6

Museum Management Working Group 23 Jan 2018

## The Mendoza Review and Review of the Heritage Lottery Fund

In November 2017 the government (Department for Digital, Media, Culture & Sport) published ***The Mendoza Review: an independent review of museums in England*** and a separate Tailored Review of the Heritage Lottery Fund. This summary presents an overview of the Mendoza review and the main outcomes of the HLF review, focusing on areas of greatest relevance to the Museum and its Forward Plan and funding applications.

Organisations referred to include:

ACE Arts Council England	HLF Heritage Lottery Fund
HE Historic England	DCLG Department for Communities and Local Government

The Mendoza Review identifies the following **priorities** for England's museums:

1. Adapting to today's funding environment: increasing and diversifying funding, and a more streamlined approach from main funding providers such as ACE and HLF. The review describes how museums should be cultural enterprises able to operate in a mixed economy of public and private and commercial income, adapting business models where appropriate.
2. Growing & diversifying museum audiences
3. Dynamic collections curation and management
4. Contribution to place-making and local priorities (including local authorities' agendas); better articulation of the work that museums do so that other stakeholders understand its value.
5. Delivering cultural education
6. Developing leaders with appropriate skills, and diversifying the workforce
7. Diversifying capacity and innovation including workforce development.
8. Digital capacity and innovation, including development of business models
9. Working internationally

The Mendoza Review's recommendations for **actions**, fall across six broad themes:

1. Development of a joined-up approach from government and its arms-length bodies, with a Museums Action Plan to be delivered by ACE and HLF, facilitated by DCMS. Funding to be used more strategically, aligned with the priorities captured in the Review.
2. A clearer museums role for DCMS, including advocating more for the sector, place-making and cross-government priorities.
3. National priorities for National Museums as sector leaders (sharing skills).
4. A stronger development function for ACE with museums.
5. National Lottery funding for museums put to more effective and strategic use, with the emphasis on existing museum estate rather than new developments. This could include 'back of house' projects such as collections management and digital infrastructure.
6. Closer involvement of Historic England, including reviewing estate issues for museums in listed buildings.

The following paragraphs summarise specific recommendations for Local Authority Museums and Heritage Lottery Funding relevant to Saffron Walden Museum and its development plans

### Local Authority museum services

The DCMS and DCLG should explore a local authority offer of 'operational freedoms' reflecting those granted to national museums by central government, but in a local context, e.g. giving local authority museums more scope on financial management and reinvestment of income, and in online presence and brand identity.

1. Specific recommendations for local authorities are:
2. Develop a cultural strategy

3. Supporting museums in forming partnerships with local education health and culture providers
4. Ensure that the Local Enterprise Partnership (LEP) includes museums as part of its economic growth agenda, as well as in support of its cultural offer, in order to promote tourism and economic regeneration
5. Brokering other effective partnerships for museums with local businesses
6. Reducing the barriers to enterprise for museums and actively supporting their efforts to generate income, e.g. through retention of commercial profits; communication and digital freedoms; and considering how museums could manage self-generated income and reserves across financial years.

### **Heritage Lottery Fund**

HLF funding should be focused on projects with a significant impact and consider ‘additionality’ where museums need to use investment to tackle issues such as building conservation and maintenance; developing new audiences, and generating new funding streams.

HLF funding should also support high-quality ‘back-of-house’ collections projects such as storage, collections management and development, and digitisation.

HLF should strengthen its commitment to capital projects for improving the long-term financial sustainability of museums, and prioritise funding in ‘existing estate’ (i.e. in established museums rather than brand new ventures).

The DCMS’s own Tailored Review of the HLF called on it to be

1. Be more strategic in its thinking and decision-making
2. Strengthen its partnerships
3. Concentrate on supporting the sustainability of the museum sector and heritage
4. Support inclusion and diversity across the sector
5. Address skill capacity gaps, e.g. digital

### **Historic England**

HE should work with ACE and HLF to review the maintenance and conservation issues for museums in listed buildings, and how to support them.

HE should work with key stakeholders, to produce recommendations to DCMS in early 2018, to improve the long-term sustainability of the archaeological archives generated by developer-funded excavations.

### **What Next?**

It remains to be seen how and to what extent the recommendations of the **Mendoza Review** are taken up and implemented by the bodies concerned. The DCMS, ACE and HLF are now working on a **Museums Action Plan** to deliver on the recommendations and priorities by September 2018

The **HLF** has begun a public consultation (January 2018) on its future funding priorities. In early 2019 it will begin a new, five-year Strategic Funding Framework, and there will also be a reduction in its funding. It will no longer be making very large grants (£5m and over). 2018-19 will be a ‘transitional year’ and HLF will be seeking to simplify their complex grant programmes.

During this time HLF will still be funding Our Heritage and Heritage Grants (under £5m)

The last application deadlines for 2018/19 grant programme (under the existing framework) will be

Resilient Heritage (£100,000 - £250,000)	27 September 2018
Resilient Heritage (up to £100,000)	18 January 2019
Heritage Grants (up to £5m)	16 August 2018

# Agenda Item 7

Museum Management Working Group 23 January 2018

## Proposed Timetable for Forward Plan revision and HLF applications 2018

HLF applications		Forward Plan Revision	MMWG to consider in
Resilient Heritage	Our Heritage 'Stories of NW Essex'		
Resilient Heritage Project Enquiry submitted February	Pre-project 'collections on-line' pilot to be costed and pursued Feb – April		
<b>Resilient Heritage draft application</b> ready by mid April	Set up on-line pilot with Modes Users Assoc. and gather feedback in spring-summer to support our bid	<b>First draft of revised Forward Plan</b> ready by mid April	early May with Q4 report
	Gather and prepare other costs, plans and evidence through the summer		
<b>Resilient Heritage application outcome to report</b>		<b>Final draft of revised Forward Plan</b> ready end of June	late July with Q1 report
	<b>Our Heritage draft application</b> ready by end of Sept for MMWG	<b>Forward Plan</b> ready for recommendation to Cabinet by end Sept	late Oct With Q2 report
			late Jan 2019 With Q3 report

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## Resilient Heritage application to Heritage Lottery Fund

### Draft of Project Enquiry form

#### **What is the title of your project?**

In no more than 15 words, please choose a title which you think best describes your project.

**Saffron Walden Museum: Preparing for Transformation**

#### **1a. Name and address of your organisation**

Saffron Walden Museum, Museum Street, Saffron Walden, Essex CB10 1JL

#### **1b. Details of main contact person**

Carolyn Wingfield, Curator [cwingfield@uttlesford.gov.uk](mailto:cwingfield@uttlesford.gov.uk) 01799 510333

#### **1c. Are you a not-for-profit organisation?**

Yes (Fully accredited local authority-run museum)

#### **1d. Where did you hear about the Heritage Lottery Fund?**

Previous experience of applications, website, professional literature and meetings

#### **2a. What is the heritage that your project will focus on?**

Saffron Walden Museum's collections, especially the human and natural history of north-west Essex (Uttlesford district; the museum building (grade II listed and purpose-built museum, opened 1835) and the site (scheduled ancient monument, the bailey of Walden Castle)

#### **3a. Is the address of your project the same as the address of your organisation?**

Yes

#### **3b. Describe what your project will do.**

Saffron Walden Museum faces challenges but also has opportunities to develop into a more ambitious, engaging, creative and sustainable cultural asset and 'heritage hub' for the Uttlesford district and surrounding region. The purpose-built museum building (opened 1835) is cramped and has no area or facilities dedicated to learning, meetings and activities. The gallery displays are ageing (last major re-display was around 25 years ago) and need to be re-imagined, with the potential to display more of the wide-ranging collections (over 150,000 objects and specimens) and recently-acquired material. We need to extend and refurbish the museum building, providing better facilities for visitors and the workforce, and reconfigure back-room areas for more effective working and collections management. In pursuit of long-term sustainability, the museum needs to broaden and increase its audiences, generate more income and commercial enterprise, and diversify its funding streams in collaboration with Saffron Walden Museum Society Ltd (charity 1123209) which owns the building and collections, and with Uttlesford District Council, which operates the museum service.

Our Resilient Heritage project is to lay the foundations for achieving this transformation, by commissioning feasibility and options appraisals, and an audience development study with public consultation. An in-depth consultation by independent consultants will align our vision with the needs and expectations of actual and potential users, and explore options for building community engagement. The feasibility study will help to determine the most appropriate and effective way of developing the museum building, site and services, and improve our heritage interpretation. As we are a listed building on a scheduled ancient monument, our project will include seeking advice from archaeological and historic building consultants and will also commission an architect to provide

RIBA Stage 1 plans for the extended museum. This will enable us to open dialogs with other key stakeholders such as Historic England, the local community and planning authorities. An important outcome will be the formation of an informed and comprehensive draft budget for proposed capital works and activity programmes, to take forward as a basis for fund-raising and grant applications.

In preparation for our developments, we also need to develop a fund-raising programme through Saffron Walden Museum Society Ltd, utilising its charitable status to best effect. Part of our project is therefore to improve the fund-raising capacity and effectiveness of the Society for identifying and raising matching funding, through the employment of professional time and support from a fund-raiser with experience on the heritage sector.

**4a. When do you expect your project to start and finish?**

Starting as soon as possible in 2018 and expected to finish in spring of 2019

**5a. How much is your project likely to cost? If you know, tell us what the major costs are likely to be.**

Activity	£
Feasibility & Options Appraisal, including museum and heritage interpretation	15,000
Public consultation and audience development study	20,000
Architect to produce RIBA Stage 1 drawings	10,000
Archaeological and historic building consultants	5,000
Improving the fund-raising capacity of Saffron Walden Museum Society Ltd	10,000
Mentoring for Museum team (Curator and 5 staff, total 5.25 FTEs)	2,000
Sub-total	£ 62,000
10% contingency	6,200
<b>Total project cost</b>	<b>£ 68,200</b>
Cash contribution (matching funding not essential but would help our application)	
Contribution in kind (e.g. volunteer time – relevant to Museum Society)	