

CABINET

30 May 2007

MUSEUMS SERVICE FORWARD PLAN

REPORT OF HEAD OF CULTURAL SERVICES

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RECENT REFERENCES:

LE33 18th October 2006 - Informal Scrutiny Group Progress Report: Museums Forward Plan
(to be found at
www.winchester.gov.uk/Documents/Committees/Local%20Economy/Reports/LE033Museumworkinggroupprogress.pdf)

CAB 1130 12th October 2005 - Minor Revisions to Museums Collecting and Collections
Management Policy

EXECUTIVE SUMMARY:

Winchester Museums Service has provided services of a consistently high quality over many years, and is formally recognised through the national accreditation scheme of the Museums, Libraries and Archives Council. Until now, however, the City Council has never put in place a formal strategy to guide the development of the service and explore medium and long term issues which will impact on it. Following a period of review and consultation, supported by an Informal Scrutiny Group drawn from the Local Economy Scrutiny Panel, a Forward Plan has been drawn up for Winchester Museums examining key components such as collections and storage, audiences, staff and funding and setting out clear actions in relation to the challenges and opportunities identified. Members are asked to consider the Forward Plan, and to adopt it formally for the City Council for the period 2007 – 2010.

RECOMMENDATION:

That Cabinet adopts the Winchester Museums Service Forward Plan 2007 – 2010 with immediate effect.

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DETAIL:

1 Introduction

- 1.1 The work of Winchester's Museums Service is of a consistently professional standard, as is evidenced by its successful accreditation under the Museums, Libraries and Archives Council (MLA) scheme in 2005 and for fourteen years prior to this under the former national registration scheme run by the Museums and Galleries Commission. The City Council has a formally adopted *Collecting and Collections Management Policy*, and the work of the service also reflects the principles of its education policy and formal objectives for its work relating to archaeological investigation and recording.
- 1.2 However, whilst day to day service provision is of a high standard and has evolved over time, there is no agreed strategy to shape its development nor to provide direction for staff. At a time of major change for the City Council and with the expectations of customers, residents and stakeholders steadily increasing, this lack of a clear vision for the service is proving unhelpful.
- 1.3 Funding bodies and the MLA now expect museums services to have in place a strategy or – as they are more usually referred to - forward plan, and some councils have suffered in CPA inspections as a result of the absence of such a plan.
- 1.4 Following a period of consultation and information-gathering, and with the support of an Informal Scrutiny Group drawn from the Local Economy Scrutiny Panel, a forward plan has now been drafted for Winchester Museums and is attached at Appendix 1 for formal adoption by Cabinet at this meeting.

2 What is a forward plan?

- 2.1 A forward plan is a formally approved strategy providing medium to long term direction for the service and so identifying priorities, ensuring best use of resources, fostering pride among staff and stakeholders and providing a framework within which strategic decisions can be made. The process of planning is perhaps more important than the emergence of the written plan itself, but the latter serves to record decisions reached, monitor progress and provide a basis for review in due course.
- 2.2 A plan of this kind is not only good practice in management terms. It also provides evidence of credibility and viability for external stakeholders and funding bodies, and has become a prerequisite for both accreditation and most funding applications.
- 2.3 In the past, the work of the museums service has been agreed through the annual business planning process or on a project basis. The forward plan covers a longer

period – in this case three years, from 2007 to 2010 – to incorporate longer term aspirations and objectives.

3 The consultation process

3.1 The plan is supported by a series of information-gathering and consultation exercises which has included:

- a) the first ever all-staff awayday for the museums service, which was warmly welcomed;
- b) a set of questions in the Citizens' Panel survey which was issued in October 2006;
- c) four meetings of an Informal Scrutiny Group drawn from the Local Economy Scrutiny Panel, and attended by both the Portfolio Holder for Culture, Heritage and Sport and the Shadow Portfolio Holder;
- d) contributions to the above from expert witnesses, including the Head of Museums and Archives at Hampshire County Council, Hampshire Museum Development Officers and the then Head of Research and Marketing at MLA, South East;
- e) professional advice and peer-to-peer networking through specialist training days attended by officers.

3.2 The plan now presented has also been circulated for further comment to the full Local Economy Scrutiny Panel, museums staff and other senior officers of the council.

3.3 Having considered a wide range of contributions and evidence, Scrutiny Group Members felt that the Forward Plan should be designed with a number of principles in mind and these were followed in the development of the plan as follows:

- maintain and extend the provision of a top quality service for a wide range of customers and stakeholders;
- reinforce the local distinctiveness and historical significance of Winchester and the wider district;
- emphasise the contribution made by the museum sites and the wider work of the service to the economic as well as the cultural health of the District, and
- support and acknowledge the staff whose depth of knowledge and commitment are integral to the reputation of the service.

4. Key findings of the Informal Scrutiny Group

4.1 The Informal Scrutiny Group reported back to the full Local Economy Scrutiny Panel on 18th October 2006, after three of their four meetings (LE 33 refers). Key findings in the report were further explored by officers, and included or made provision for in the relevant 'Issues and actions' section of the plan and/or in the main action plan itself as follows:

4.1.1 *Collections and premises*: following much discussion around opportunities to develop a joint resources centre with Hampshire County Council in the medium to longer term, and the more immediate commitment to

vacating Hyde Resources Centre as part of the wider office accommodation efficiency programme, Members were keen that the Forward Plan:

- a) pursued proposals to maintain the Guildhall Gallery as a new resources centre once the gallery operation transfers to the new Discovery Centre in 2007 to provide for positive interaction with the public at an accessible location in the City;
- b) gave further consideration to the potential for housing the City Council's popular photographic collection in the Hampshire Record Office where it would continue to enjoy a high level of access by local people, and
- c) ensured that any temporary storage facility arising from the move from Hyde should provide appropriate protection for the collections in line with the requirements of the MLA accreditation process and potentially with national designation, together with accommodation for research and curatorial activities.

4.1.2 Since the time of these discussions, it has become clear that Hampshire County Council will not be pursuing the new resources centre proposal during the life of this Forward Plan but – for its own accreditation and curatorial requirements – will look to do this in the longer term. This does not change the above findings, as medium to long-term storage solution will still need to be found for collections once Hyde is vacated. They are therefore reflected in the plan, as is the additional wish to give active consideration to applying for designated status for the City Council's Late Saxon collection.

4.1.3 *Audiences*: Members were keen to see a wider understanding of the relationship between academic research and the more popular activities it supports, such as family fun days, exhibitions, talks and tours. They also wanted to increase the profile of the service in other parishes around the district. The Forward Plan includes an action to draw up a full audience development plan which will identify target audiences; make best use of available resources in reaching out to these audiences, and ensure that these Member concerns are addressed.

4.1.4 *Staff and volunteers*: in view of continued pressures on resources, some discussion took place around the desirability of further joint working with Hampshire County Council and other museums and agencies in relation to events, storage, curatorial activities, archiving, publications, web development, education and other activities. An action is included in the plan to reflect this.

4.1.5 *Funding*: Members asked for further exploration of the advantages and disadvantages of establishing a charitable trust vehicle for either the whole service or a discrete fund-raising arm. In addition, Members felt that there may be options to generate revenue and/or reduce costs by working more in partnership with other museums, as indicated in 4.1.4 above. Whilst later evidence suggests that a separate charitable trust would not be a beneficial way forward for the service as a whole, the Forward Plan includes an action to complete a fundraising strategy and work has already started to explore the benefits of a discrete fund-raising arm in the form of a 'friends' organisation.

5. Reviewing and revising the plan

- 5.1 As this is the first Forward Plan for the Museums Service and lessons will be learnt from its development and implementation, it is deliberately restricted in duration (three years) and aspiration. It is anticipated that this plan will form the basis for further review in 2009, with a new plan taking its place in late 2010.
- 5.2 Actions from the forward plan will be translated into the annual divisional business plan for cultural services, and also into service-level plans for the museums and heritage services teams. Progress against these will be monitored by the relevant Portfolio Holder, with the Local Economy Scrutiny Panel keeping an overview of progress to ensure that the plan is delivering its desired outcomes.

OTHER CONSIDERATIONS:

6 CORPORATE STRATEGY (RELEVANCE TO):

- 6.1 The work of Winchester Museums supports three of the objectives of the Corporate Strategy.

Economic prosperity

- *we offer an environment where business wants to locate and grow*

High quality environment

- *the historic environment is preserved and enhanced*
- *local distinctiveness is protected and the public realm is well designed, built and maintained.*

Safe and strong communities

- *citizens are happy in their day-to-day lives because they...feel safe wherever they live, work or spend their leisure time [and] can enjoy a healthy, active life [with] opportunities to participate in sporting and cultural activities*

- 6.2 The development and adoption of a Forward Plan in itself supports the fourth objective of being an *Efficient and Effective Council*.

7 RESOURCE IMPLICATIONS:

- 7.1 There are no resource implications attached to the production and adoption of this Forward Plan. However, funding and financial issues are explored in the plan itself and the action plan includes a number of measures designed to find new fundraising opportunities to offset ongoing reductions to the base budget and to facilitate new initiatives within the service which would otherwise not be possible.
- 7.2 The total net budget for museums and heritage services in 2007/08 is likely to be just over £980,000 (an extract from the council's Budget Book for 2007/08 is included at Appendix 3 of the plan). This supports four public access facilities (two museums, gallery, resources centre) and three large stores giving rise to a high level of capital and operational charges. However, it is estimated that visitors to the museums generate nearly half a million pounds in expenditure at local shops and businesses each year so, offsetting 50% of this expenditure.

- 7.3 The museum buildings continue to benefit from good levels of maintenance as part of the city council's routine programme, and the City Museum was allocated a capital budget of £155,000 in 2005/06 for a major refurbishment of the roof coverings. In 2007/08 it is anticipated that the Westgate will need a new roof, and there will be a need to redecorate the City Museum and fit out the new space at the discovery centre. There would also be significant costs associated with any removal from Hyde, in terms of providing and fitting out any alternative facility as well as establishing an alternative resources centre in the Guildhall Gallery. None of these costs are known at the current time, although a further, detailed report on the future of Hyde will be presented to Cabinet shortly.

BACKGROUND DOCUMENTS:

Minutes of the Local Economy Scrutiny Panel Museums Working Group (available from Committee Services on request)

APPENDICES:

Appendix 1 - *Winchester Museums Service Forward Plan 2007 – 2010* (because of its size, the Strategy is included for Cabinet Members, Group Leaders and Chairman & Vice-Chairman of both Principal Scrutiny Committee and Local Economy Scrutiny Panel only. A copy is available in the Members' Library and to view on the Council's website: www.winchester.gov.uk).

Winchester Museums Service

FORWARD PLAN 2007 – 2010

Museums collect things of interest or beauty to ensure they are preserved and can be enjoyed and used by future generations. They have a long-term responsibility to look after what they collect. Public museums especially have to make sure their collections are relevant and accessible to the communities they serve.

Winchester City Council Collecting and Collections Management Policy (rev 2005)

Cultural Services Division
Development Directorate
Winchester City Council
V5 17May07



Contents	Page
Foreword	3
A brief history of Winchester Museums Service	4
Key aims and objectives of the service	5
<i>Issues and actions</i>	
1. Our collections	6
2. Our audiences	9
3. Our staff and volunteers	14
4. Funding	18
Strengths, weaknesses, opportunities and threats	20
Service development objectives 2007 – 2010	22
Financial implications	31
Strategic risk implications	32
The longer term	34
Appendix One: Citizens' Panel Survey results 2006	35
Appendix Two: Academic publications – position as at September 2006	44
Appendix Three: Extracts from the budget book 2007 – 2008	48
Appendix Four: Funding issues and options	52

Foreword

Telling the story of Winchester from Roman to present times, City Museum has long formed an essential part of a visit to Winchester and continues to be the third most popular attraction in the city. The Westgate, too, has an almost iconic local status with its distinctive design and location, its unrivalled view down the High Street and its inclusion as one of the five medieval gates on the city's coat of arms. Together, the two museums attract around 90,000 visitors per year who explore the buildings themselves, study the collections they house and enjoy the special events they host.

But Winchester's museums service extends well beyond its museum sites, and its reputation is second to none in the UK, in part through its long tradition of joint working with leading historian Professor Martin Biddle and the Winchester Excavations Committee.

With a catalogue of artefacts numbering around one million items, the care and curation of its collections are time-consuming and delicate activities. And it is these collections which are at the heart of the service – a service dedicated to preserving Winchester's history and sharing it, creatively and intelligently, with the residents of and visitors to the Winchester District. The city council has therefore adopted a mission statement for its service, which is:

“to collect, curate and explain evidence of the heritage of the Winchester district, and to provide opportunities for all to understand the importance of culture and history to their lives, through education and participation.”

Whilst this mission is still a valid one, the environment in which the service operates is changing rapidly – from increasing council funding constraints to more varied and demanding customer expectations. There is therefore a need to evolve if the museums service is to continue to deliver real benefits to a wide cross-section of the district's residents whilst preserving the quality and intellectual rigour which have been its hallmarks for many years.

This forward plan explores some of the strengths and weaknesses of the current service and charts a way forward for the coming three years. It will provide:

- staff and partner organisations with a clear sense of direction;
- external stakeholders with an understanding of our aspirations and intentions, and
- the city council with a gauge by which to measure both the progress and value for money of this well-supported service.

The plan has been written with the benefit of consultation with museums service staff; the city council's Citizens' Panel; an informal Member working party drawn from the Local Economy Scrutiny Panel and partner organisations such as the Museum Development Service for Hampshire and the Isle of Wight and MLA South East. Thanks go to all those who have contributed to this plan, and especially to the staff who provide such a professional and valuable service to the people of the Winchester district.

Cllr Patricia Stallard, May 2007
Portfolio Holder for Culture, Heritage and Sport, and Historic Environment Champion

A brief history of Winchester Museums Service

There have been museums in Winchester for over 150 years, since City Museum (in its location of the time) was founded privately in 1847. The Westgate opened to the public in 1898 and the purpose-built premises for City Museum followed soon after in 1903. The appointment of a professional curator in 1947 led to the development of a more defined role for the service as a repository for local history and archaeological material. This coincided with the start of systematic archaeological investigation both in the city and in the surrounding rural area. These two elements form the core of the collections today, the archaeological material being of national, and in some respects international, importance.

With the opening of the Historic Resources Centre in Hyde in the early 1980s, the museums service was given its own headquarters and with it the space and opportunity to expand its range of activities to include:

- rooms for on-site talks, lectures, schools workshops and handling sessions
- a space for temporary exhibitions of collections not normally seen
- research facilities, including a small reference library
- accessible stores for some items not on display in the museums
- access to expert curatorial staff and archaeologists for advice, finds identification and support.

The service has long provided expert archaeological advice, maintaining the Historic Environment Record for the Winchester District which currently includes over 8,000 entries; publishing research findings for academic use based on local excavations; acting as a consultee for planning applications, and involving local people in digs and the washing of finds or – more typically – in the day to day business of caring for artefacts. It offers a popular education service and a talks and tours service, and it leads community heritage projects and other special projects such as the development of new heritage trails. The service's year-round events programme includes free family fun days, celebrity lectures, children's workshops and living history weekends.

Since 1971 the service has also run a programme of visual arts exhibitions – principally by local artists - in the Guildhall Gallery. This has been an extension to its work of caring for the city council's collection of art, items from which have featured in the gallery often in the guise of the annual Mayor's Choice exhibition. At the time of writing, the gallery is hosting a pioneering installation by international textiles artist Alice Kettle who has transformed it into her working studio as she produces a major new commission for Hampshire County Council's Winchester Discovery Centre.

Winchester's museums service has been registered under the Museums and Galleries Commission (MGC) scheme since February 1991. It was in the first tranche of museums applying to the Museums, Libraries and Archives Council (MLAC) for new-style accreditation in 2005 which it did with success.

Key aims and objectives of the service

The key aim of the museums service is to support Winchester City Council's corporate priorities. In 2007 – 2012, the priorities which guide the work of the services are:

Economic prosperity

- *we offer an environment where business wants to locate and grow*

High quality environment

- *the historic environment is preserved and enhanced*
- *local distinctiveness is protected and the public realm is well designed, built and maintained.*

Safe and strong communities

- *citizens are happy in their day-to-day lives because they...feel safe wherever they live, work or spend their leisure time [and] can enjoy a healthy, active life [with] opportunities to participate in sporting and cultural activities*

The heritage services team, which includes archaeology specialists, has adopted specific objectives for its service within these corporate priorities as follows:

- a) to ensure that the most important elements of the heritage of the area are preserved through the provision of effective advice based on a comprehensive historic environment record (HER);
- b) to ensure that any necessary investigation and recording is carried out to high standards and that the results enter the public domain, and
- c) to ensure that archaeological results are communicated to the public, and that they have the opportunities to engage with their discovery.

The education policy additionally sets out the following objectives for the museums service:

- a) aim to stimulate and support learning through all its activities;
- b) create the widest possible access to learning opportunities;
- c) reach out to new audiences;
- d) encourage all involved with the service to commit themselves to the development of their own knowledge and skills, and
- e) evaluate its activities in order to improve and extend learning.

Issues and actions

The following pages divide into four sections which explore the four main components of the service:

- Our collections (and premises)
- Our audiences
- Our staff and volunteers
- Funding

By exploring each of these components in turn, a comprehensive set of challenges and opportunities facing the service has been identified. The SWOT analysis which follows has also helped to identify key issues. Each section ends with a summary of actions to address these issues, and these in turn are transferred in 'SMART' form into the action plan later in this document.

1. Our collections

a) Scope and size

Although during the early days collections grew according to the personal tastes of successive curators and the donations of museum benefactors, collecting policy has been refined over the last fifty years. Since local government re-organisation in 1974, this has largely been restricted to the area within the boundaries of Winchester District.

Winchester City Council's collections held can be grouped under the following headings, which are listed in approximate order of importance:

- i. archaeology
- ii. local history (including civic items such as silver, weights and measures)
- iii. photographic material
- iv. topographical art and portraits
- v. numismatics
- vi. personalia
- vii. geology
- viii. ethnography
- ix. foreign archaeology

As previously mentioned, the collection numbers around 1 million artefacts. A detailed *Collecting and Collections Management Policy* was revised and approved by the city council's Cabinet in 2005.

Some thought has been given in the past to applying for designated status for the Late Saxon collection. The Museums, Libraries and Archives Council designation scheme identifies the pre-eminent collections of national and international importance held in England's non-national museums, libraries and archives, based on their quality and significance. Designated collections are considered to represent a vital part of our national cultural and artistic heritage. Designation brings a range of benefits, including enhanced funding opportunities and status. In 2006, the Hampshire Record Office achieved designated status for its collections – which include the official Winchester archives – and it would seem appropriate to explore this option further at a time when the profile of the service and the funding of the service might both benefit.

b) Storage

In keeping with most museum services, Winchester can only display a small fraction of its collections in the two city centre museums. The rest is stored according to its access and conservation needs at the Historic Resources Centre, at purpose built store at Bar End, a building on the County Council's own museums site at Chilcomb, and in Fort Brockhurst in Gosport which is rented from English Heritage. The split sites are not conducive to efficient working or public access, and conditions at the remote Fort Brockhurst are poor and deteriorating. As part of a city council office accommodation review, plans were put forward in 2006 to move staff and collections out of the Historic Resources Centre. Although suitable accommodation for the collections has not yet been identified, this formed a catalyst for some useful disposals work during 2006. Some bulk materials (eg water-logged wood, non-local tile fragments; soil samples) and unaccessioned architectural items (such as fireplaces) were assessed, recorded as required and then disposed of in a sympathetic way without damaging the range and integrity of the remaining collections.

Whilst the museums service supports the current national policy of preservation of objects *in situ*, Winchester city centre is undergoing major building works with projects ranging from the new library in Jewry Street which is in the final stages of refurbishment at the time of writing to the complete reconstruction of the Silver Hill end of the Broadway. These will inevitably lead to an influx of new artefacts for the city council's collections which will need to be accessioned, documented and stored. Storage issues are therefore in the spotlight at the time of writing this report, and a partnership project is being explored with Hampshire County Council to build a dedicated joint resources centre which could accommodate all of the county and city councils' collections, curatorial and outreach staff. Discussions have also been taking place to explore the practicality of transferring Winchester's photographic collection to Hampshire County Record Office in Winchester in due course although a set of delicate glass negatives is the only element of the collection which has been earmarked for early transfer. The geology collection has also been identified for integration with that of Hampshire County Council, which benefits from dedicated curatorial expertise which it lacks at present. All such dispersals should have a reasoned argument to support them, although sheer pressures of finance and space are likely to weigh heavily in the coming years.

In the event of a move from Hyde, the Guildhall Gallery provides an opportunity for maintaining some of the more popular elements of the collections (eg photographs) in an accessible, city centre location close to the new office premises proposed for staff. This would provide a 'shop window' on the resources centre services, and a suitable place for meetings with staff or the collection of education resources.

c) Curation and conservation

The museums service has been the subject of ongoing efficiency savings over the last three years. These have resulted in the loss of three archaeologists, a dedicated Head of Museums, a full time administration assistant and – most recently – the Curator of Art and Exhibitions. This leaves five curatorial experts to provide the day-to-day management of the collections at a time when:

- i) the council is committed to a time-intensive on-line collections project to make more objects accessible to a wider audience;
- ii) the opening of the new library (to be known as Winchester Discovery Centre) in Jewry Street in winter 2007, with a dedicated exhibition space to be programmed by the city council, will require more curatorial resource than ever in devising and mounting high profile new exhibitions, and
- iii) revenue budgets which previously allowed scope to buy in external expertise have been much reduced.

A key concern for the coming years is to maintain the identity of the Winchester collections and museums service, which are part of the local distinctiveness of the district – and particularly the city. Equally of importance is to ensure that due regard is given to the heritage which exists under street level, in the form of the city's rich archaeology. Publication of the urban archaeology strategy for Winchester will provide another useful tool to assist planning officers, developers, archaeologists and others in making informed decisions about proposed developments in the city and the way they relate to (or impact on) our extended 'collections' below ground.

Actions:

- a) continue to implement dispersals action plan for collections in store, including:**
 - i) the transfer of glass negatives to Hampshire Record Office**
 - ii) the integration of the geology collection into that of Hampshire County Council Museums Service**
 - iii) completion of project begun during 2006, such as conservation of retained wood samples and transfer of architectural items to Hampshire Buildings Preservation Trust for re-use**
- b) investigate the viability of applying to MLA for designated status, and pursue according to cost/benefit analysis**
- c) work with Hampshire County Council Museums Service with the aim of developing a shared resources centre for long term storage needs**
- d) source appropriate (temporary) storage for collections in order to vacate HRC in 2008**
- e) review and revise collections and collections management policy in 2007**
- f) complete and publish urban archaeology strategy for Winchester for formal adoption by Cabinet**

2. Our audiences

The regional picture

Research carried out in the South East of England by the Museums, Libraries and Archives Council, South East (MLA,SE), shows that 45% of adults use museums. This is higher than any other region outside London. The largest age group of users are 35 to 44 year olds, but museum visiting cuts across all age groups generally. 48% come from social classes AB, but more low income users visit museums than any other cultural institution and are especially likely to visit with children or grandchildren.

Museums provide a wide range of social, educational and cultural benefits for their users. Visitor numbers are predicted to continue to rise in the South East as a result of educational attainment and economic prosperity in the region, and MLA,SE identifies the need to focus on family friendly facilities in the short term and services for older people. It also reinforces the need to provide online services; targeted marketing communications, and new exhibitions and events to meet increasing customer expectations.

Museums are likely to play a growing role in learning for all ages. Moreover, they will contribute increasingly to the sense of place which underpins sustainable communities, and to sense of personal identity which leads to good mental health and a feeling of individual wellbeing.

Visitors to Winchester Museums

The City Council's museums service prides itself on providing for a very wide range of customers. These include:

Existing customer group	Types of services offered (selected examples only)
primary school children	education and art workshops, loan boxes and handling sessions
local families	family friendly museums, quizzes, special events and 'try it on' armour
tourists	museums and gallery, special events
GCSE students	work placements
students/researchers	research materials and supervision
adult education	talks, tours and lectures

special needs groups	workshops, handling sessions, gallery visits and displays
property developers, architects and planning consultants	specialist archaeological advice, planning consultations, information on HER
metal detectorists	finds identification
overseas and other non-local residents	on-line collections (possibly for family history research or other interests)

A total of around 195,000 people use the range of museums services per year, including a figure of around 90,000 visiting the City Museum and Westgate. This figure is now growing rapidly as a result of the new on-line collections website launched in 2006. A big family-friendly initiative in recent years has encouraged children into the museum, with – for example - replica armour, costumes and hats proving an instant success. The year-round programme of free family events has not only increased overall visitor numbers to the museum sites but particularly encouraged those from communities who have not traditionally taken advantage of museum services.

However, staff have suggested that more could be done in a formal way to expand our customer base, particularly the following:

Target market	Possible service or approach
secondary school student groups	Widen programme of workshops, packs and visits in line with National Curriculum
residents of the wider Winchester district (eg rural areas)	Community heritage projects around the district Support for local projects (eg Battle of Cheriton) Support for specialist groups such as WARG in undertaking their own heritage/archaeology projects Active marketing of talks and tours service Finds identification days around the district Touring exhibitions to village halls/HCC museums bus
'lunch hour' visitors from Winchester's working population	Lunchtime lectures by curators and outreach staff
older people	Publicize tailored handling sessions and talks to community

	groups
visitors with a range of disabilities	Appropriate temporary exhibitions; tactile plans and information sheets; reminiscence objects for handling; additional training for outreach staff and visitor assistants; integration of needs into all routine activities
black and ethnic minority groups	Consult with representatives (eg Muslim Association) for best approach
those not naturally drawn to museums or interested in history ('non-visitors', including teenagers out of school hours)	Continued roll out of new marketing image (developed autumn 2006) Promote special events widely and in an accessible way Continue work on interactive web material and on-line collections
corporate customers	Corporate friends scheme Corporate loans scheme Corporate hirings of Guildhall Conference Winchester associate membership
worldwide audience	Website – esp via development of on line collections

Most service developments have a staff or publicity cost attached, some just in terms of start-up (eg developing secondary schools resource pack) and some ongoing.

Local residents

The museums service is funded by the council tax payers who live in the Winchester district, and there is a natural expectation that these residents should be the foremost beneficiaries of the service. Moreover, research shows that local residents make up 35% of the total visitor numbers and in addition bring visiting guests to the museums. It is imperative, therefore, that the service continues to provide a high quality experience – and a reason for return visits – to residents.

The results of the latest Residents' Satisfaction Survey commissioned in October 2006 to collect evidence for statutory performance indicators, shows that 56% of our residents are satisfied with the Council's museums and galleries. This means that Winchester Museums are in the top performing quartile among all councils nationally, which is in itself an achievement. However, we would like to see this percentage increase during the life of this Forward Plan.

Findings of a Citizens' Panel survey carried out by the City Council in October 2006 are attached at Appendix One. They shows that 52% of respondents had visited one or more of the four museums service sites in the city over the past three years, with 32% visiting in the last twelve months. When considered that the panel is demographically selected from across the Winchester District, these statistics indicate a good level of support for the service. By contrast, around a quarter of respondents had never visited any of the sites.

The survey also showed that a much smaller number had benefited from the wider activities of the museums service, with only 18% recalling experience of talks, tours, education programmes, finds identification and other services and 70% claiming to have had no experience at all

Of those who had visited the museum sites, the four most important aspects which had contributed to an enjoyable experience were:

- a) free admission
- b) knowledgeable and friendly staff
- c) well laid out museums
- d) large and well-documented collections

Respondents said there was scope for more publicity, more changing exhibitions, more events for all ages and a clearer understanding of the relationship between the City and County Council Museums Services and the Hampshire Record Office in Winchester. There was also a clear interest in more special events, the top three being historical re-enactments, changing exhibitions and linked events with the cathedral and other partners in the city. This makes positive reading for staff who are already programming regular living history events, planning for a year-round programme of changing exhibitions at the new discovery centre and planning joint events with other local attractions – such as an Elizabethan weekend to mark the autumn release of *The Golden Age* which stars Cate Blanchett as Elizabeth I and was partly filmed at Winchester Cathedral.

During a review carried out by Members of the Local Economy Scrutiny Panel in 2006, Members expressed the view that residents living outside the city should benefit more from the range of museums services. Although community heritage projects, finds ID days, talks and tours do routinely take place around the wider district, their impact or reach may be limited for one reason and another. Opportunities are emerging through projects such as parish hubs, West Meon Community Shop, Hampshire County Council's 'TrackBack' touring bus etc to address these concerns. Such options should be explored more vigorously in the future, and the possibility of Section 106 funding explored to support displays in new development areas.

The impact of visitors

Whilst one of the most valued facets of the museums is that they offer free admission, visitors do generate revenue to the local economy and should not be considered as 'freeloaders'. Museum visitors spend money on travel, eating out, accommodation (in some cases) among other purchases. Whilst there is very little hard data about the economic impact of

visitors, figures of around £7.50 per head for the larger museums and £5.48 per head for smaller museums were derived from a recent study carried out by the then South West Museums Council and published in 2000. Based on the lesser (and dated) figure, the 90,000 personal visitors to the two museums alone could be said to generate over £490,000 to the local economy which is approximately twice the net cost of operating them estimated in the 2006/07 Council Budget Book.

A full audience development plan would be helpful in determining priorities, costs and timescales bearing in mind the other service changes proposed in this document.

Working with other groups

The professional museums staff have long been involved with other organisations in and around the district. There are longstanding commitments, for example, to WARG (the society for Winchester archaeology and local history), Hampshire Field Club and Archaeological Society, the two dioceses of Portsmouth and Winchester and Winchester's military museums. There has also been more project-based involvement with groups such as The Battle of Cheriton Project Ltd and the Winchester Area Tourist Guides Association. Support for these partners ranges from curatorial and archaeological advice to research, exhibition/panel design, support for funding applications and signposting. Staff see this as part of their commitment to helping a wide audience to understand, enjoy and share in the history and heritage of the Winchester district. At the time of writing this plan, there are interesting proposals being discussed for a new visitor attraction based on the development of the English language ('The English Project'), a new museum for the treasures held at Winchester College and major celebrations of the 900th anniversary of the founding of Hyde Abbey (King Alfred's last known resting place) known as Hyde 900. Building works are also well advanced at the new Winchester Discovery Centre which replaces the former lending library on Jewry Street. The museums service is rightly keen to be part of these developments.

Actions:

- a) seek funding for the production of a full audience development plan and implement the action plan**
- b) consolidate existing outreach and education activities**
- c) maximise use of IT in reaching and interacting with new audiences**
- d) continue to work with partner organisations such as Winchester Cathedral, The Great Hall and Winchester's Military Museums to maximise the benefits and reduce the costs of audience development initiatives**
- e) create opportunities for taking museums services to communities around the district**
- f) provide advice and support for major initiatives (eg The English Centre, Hyde 900, Winchester College Museum) as required**

3. Our staff and volunteers

The first step in producing this forward plan was to organise an all-staff away day for museums staff in March 2006. This was the first time staff had been invited to debate the future direction of the service, and much of the content of this plan stems from the workshops and discussions on that day, including information in this section.

The museums service staff are unquestionably committed to the work they do and a number have been in post for several decades. In keeping with the long tradition of local authority museum services, staff are driven by their passion for the collections and historical knowledge in their guardianship than by financial or other reward. Working remotely from the other city council offices, however, there has been a tendency for the service to run itself almost independently of the council. Whilst this has allowed staff to focus on their work, it has in recent times proved a disadvantage by distancing them from the support and understanding of colleagues and Members. This is particularly unhelpful at a time when budget savings continue to be required across the council.

Leadership

It is likely that some long-serving staff feel the heyday of the service has past, but there are exciting opportunities ahead and others are keen to make the most of changing times and new opportunities. Following the disestablishment of the post of Head of Museums in April 2005, line management responsibilities were passed down to the Principal Curator and Principal Heritage Services Officer under the leadership of the newly created Head of Cultural Services. An organisation chart can be found overleaf.

Feedback from staff indicates that stronger and more positive management is needed locally to:

- a) maintain the momentum of the service;
- b) maintain morale during a period of change;
- c) ensure the efficiency of the service, and
- d) champion the service in wider WCC circles.

Staff are also keen to maintain a clear sense of identity and purpose as a museums service, and are worried about a blurring of roles brought about by their amalgamation into the bigger cultural services division.

Following disruption caused by recent reductions to the staff establishment (equivalent to 27% of the total staff complement), any further restructure within the service should be carefully considered and timed. The projected retirement of the Principal Heritage Services Officer in 2009 should provide a natural opportunity to draw together the current heritage services and museums service teams – which is a largely artificial divide, in practical terms – to create an overall museums service manager in line with other services. In the meantime, there is a clear need to improve current levels of management support from the team leaders and the head of division.

Following recent changes and cutbacks, morale in the service is often considered to be low and the remaining staff feel stretched and under-resourced. They are supported by local volunteers, particularly from WARG and through school and university placements, but volunteers need supervision and support which can be perceived to be a less effective use of time than getting on with the job. There is good potential, given the right framework, for creating a friends organisation which would make a managed and active contribution to the service and open up new funding opportunities to offset the cuts.

Historic environment champion

In 2006, Winchester City Council appointed the portfolio holder for culture, heritage and sport as its historic environment champion. The appointment of a local champion of this kind is proposed by English Heritage to raise the profile of this area of local authority work. The role of champion draws together the work of the museums service and of the conservation service which sits alongside it in the cultural services division, and reinforces the council's commitment to maintaining and enhancing those elements of the Winchester District which make it so highly distinctive.

Balance of work

Staff have felt that a continued emphasis on the more visible work they do – such as public events – has obscured the essential academic research which underpins all the services offered (from family fun days and consultations on planning applications to new exhibitions) and which contributes to the good standing of the service nationally. Recent changes have also reduced the time available for such research. Whilst not of paramount concern on a day to day basis, this situation has the potential to damage the quality and flexibility of the service over time. Some effort needs to be made to create time and opportunities to redress this balance. The increasing opportunities presented by home and flexible working may provide part of the solution here, enabling staff to divide their week between busy, customer-focussed activity at work and quiet time in their home environment.

A list of academic publications currently under production (or very recently published) by Winchester Museums or in partnership with others is attached at Appendix Two. It is anticipated that those publications which have been held up through a lack of resources could make real headway as a result of new ways of working.

Actions:

- a) relocate staff from Hyde with other staff from the wider cultural services division so that they are no longer working in isolation**
- b) provide an ongoing programme of communications and team building activities with and for the museums service**
- c) improve management of service and explore options for a new management structure in due course**

- d) encourage and manage flexible working opportunities to provide staff with time and space for 'background' research and publications work**
- e) engage Members and colleagues more closely to create a better understanding of the work of museums staff**
- f) explore the value and desirability of forming a Friends of the Museum organisation**

4. Funding

The total net budget for museums and heritage services in 2007/08 is likely to be just over £980,000 (an extract from the council's Budget Book for 2007/08 can be found at Appendix 3). The budget looks deceptively large until consideration is given to the fact that the service operates four public access facilities (two museums, gallery, resources centre) and three large stores giving rise to a high level of capital and operational charges. As was also suggested in section 2 above, it is likely that museum visitors generate nearly half a million pounds in expenditure at local shops and businesses each year so, offsetting 50% of this expenditure. For a district the size of Winchester, there is an impressive level of museum provision and this reflects the commitment of successive administrations to the preservation and interpretation of the special history of the area.

The museum buildings continue to benefit from good levels of maintenance as part of the city council's routine programme, and the City Museum was allocated a capital budget of £155,000 in 2005/06 for a major refurbishment of the roof. In 2007/08 is anticipated that the Westgate will need a new roof, and there will be a need to redecorate the City Museum and fit out the new space at the discovery centre. As the city council's capital resources reduce, maintenance and new initiatives could suffer.

Budget reductions – taken variously from services and supplies budgets and from staff savings – could affect the service's ability to develop in line with new customer trends and expectations unless staff adjust to the new situation rapidly and adopt new approaches. In particular, there is a requirement for all staff to take more responsibility for seeking and securing external funding – from grants, private sponsors, commercial income etc. Projects may be driven to some extent by the availability of appropriate funds, but other museums services appear to have good success in this area and Winchester had not made many recent attempts to fundraise following changes to some traditional streams of museums support. (Notable exceptions have been significant Heritage Lottery Funds for the redevelopment of the City Museum from 1998 to 2000 and the temporary display of the Winchester Gold at the City Museum in 2003.)

There has been national debate about the desirability of placing museums into private trusts to maximise external funding options and reduce overheads, but this is deemed to be a high risk strategy for which the benefits remain unproven.

The service's Visitor Services Manager has been leading a new fundraising initiative and successfully won a £4,000 bursary from SEMLAC (South East Museums Libraries and Archives Council, now known as MLA,SE) to pay for an intensive and high-level training programme in this area in March 2006. In her first year of fundraising she obtained sponsorship totalling around £15,000 and built a small but strong network of local business contacts for future partnerships. As part of her commitment to that programme she has drafted a fundraising strategy for the service to identify best options to pursue.

There are opportunities for establishing services which generate income. Retail potential at the museums is severely limited by design and tradition, but staff have identified good potential for increasing yield from these sites (eg by selling replica artefacts), by developing merchandising at the City Space in the discovery centre and via the internet (which has the capacity to handle basic e-

payments). Other activities – such as corporate hirings and children’s birthday parties – are also worth evaluating, to ensure that impacts on collections and staff resources do not outweigh the incoming financial benefits.

In the finance debate, however, the ‘value for money’ aspect of the service should not be underestimated. Whilst some attempt has been made in this plan to quantify the impact of museum visitors on the local economy, there is a wide range of social and educational benefits associated for the community – and a highly positive effect on the corporate image of the wider council through the constant stream of good PR arising from museum events and activities. What is less clear is how the running costs for Winchester Museums compare to other organisations, and it would be sensible to investigate some form of benchmarking with comparable services in order to identify best practice for the future.

The section on ‘financial implications’ further on in this plan indicates how actions are to be financed. Appendix Four takes the form of a snapshot analysis of the funding situation for the museums service, and has helped to inform the review process and set of recommended actions below.

Actions:

- a) produce and implement fundraising strategy to make the most of external grants, private sponsorship and other opportunities (eg Big Lottery Fund Play Programme)**
- b) explore new commercial income streams from corporate hospitality, children’s parties, ‘adopt an object’ schemes, increased merchandising (at museums and on-line)**
- c) encourage all staff to take a proactive approach to external fundraising**
- d) explore the financial benefits/options for designated status and pursue if desirable**
- e) establish basic mechanisms to explore further the economic and cultural impacts of the service to inform future ‘value for money’ considerations**
- f) investigate benchmarking to assess value for money of Winchester Museums and identify best practice in financial management in comparable services**

Strengths, weaknesses, opportunities and threats

Strengths	Weaknesses
<p><i>Sites, activities and services</i></p> <ul style="list-style-type: none"> • Free entry to all sites • Sense of local distinctiveness • Special events at the museums have strong appeal to local people • Feedback from schools programme and talks and tours • Established centre for learning • The museums are popular tourist attractions • Publications and leaflets well received <p><i>Collections</i></p> <ul style="list-style-type: none"> • Rich collections, some of national/international importance • Documentation and management of collections in good state <p><i>People</i></p> <ul style="list-style-type: none"> • Professional and committed staff • Committed volunteers • Good training opportunities for staff provided through city council • Flexibility of staff: provision can be made to cater for most individual customer needs <p><i>Local impact</i></p> <ul style="list-style-type: none"> • Year-round involvement with local residents • Support for local groups and societies • Good coverage in local media • Generates good news stories for city council • Good links with local tourist attractions and cathedral 	<p><i>Sites, activities and services</i></p> <ul style="list-style-type: none"> • Publications programme behind schedule • Retail opportunities and performance at the museums • New services/initiatives need to be funded in new ways because of budgetary restrictions and fundraising can be difficult and time-consuming • Historic buildings limit arrangements for public access and new development <p><i>People</i></p> <ul style="list-style-type: none"> • Lack of administrative support • Poor career prospects within the service and perception of few rewards/encouragement • Lack of new blood in the service can make for resistance to change • Lack of involvement of staff in the past in generating ideas to develop the service • Low morale following successive cuts to service <p><i>Local impact</i></p> <ul style="list-style-type: none"> • Lack of understanding of extent and importance of museums work by Members and public – aggravated by remoteness of HRC from main city offices

Opportunities	Threats
<ul style="list-style-type: none"> • Designated status for late Saxon collection may open door to new funding and would reinforce importance of the service • New exhibition space at the Discovery Centre has good potential for interesting temporary displays and cross-service projects • Untapped income potential from corporate hirings, family parties, sponsorship and external grants • Extend education and outreach programmes • Potential of IT/Internet to reach new audiences and interact with them • Improve marketing and services to reach wider age range and wider social mix • More engagement with communities in the wider district • More joint working with University of Winchester • First forward plan should help to give staff and stakeholders clear sense of direction • Scope for increasing access to the art collection by working in partnership with other local organisations (eg school of art, Tower Arts Centre, discovery centre, cathedral) • Scope for increasing access to collections by working with developers and community groups (eg West Meon Community Shop) • History is 'the new gardening' – popular trend towards museum visiting, family research etc may enable service to reach new audiences 	<ul style="list-style-type: none"> • Concern about 'dumbing down' of high quality service in search of new audiences and media interest • Council need to cut costs prior to development of joint Chilcomb resources centre with HCC may jeopardise continuity of services traditionally provided from Hyde • Increased joint working with Hampshire County Council may erode local distinctiveness of the service and collections • Changing council and government priorities may see erosion of this non-statutory service • New collections from Silver Hill and other developments will put further pressure on staff and storage

Service development objectives 2007 - 2010

1. Collections

Links to corporate strategy

Economic prosperity

- *we offer an environment where business wants to locate and grow*

High quality environment

- *the historic environment is preserved and enhanced*
- *local distinctiveness is protected and the public realm is well designed, built and maintained.*

Objective: make appropriate and cost-effective provision for the long term care of the collections by:

Action	Deadline(s)	Key considerations	Responsibility	Comments
a) continuing to implement a dispersals action plan for existing collections as far as resources allow	Current programme must be completed by Mar 2008 before expiry of LABGI allocation (already well under way) Low-cost/no-cost initiatives ongoing	<ul style="list-style-type: none"> • transfer of glass negatives to HRO • continue discussions about future options for photographic collection • integration of geology collection into HCC collections • completion of current programme of disposals outlined in CAB 1323 (Oct 2006) 	Principal Curator and team	

b) investigating the viability of achieving designated status for one or more parts of the collection, and applying to MLA if reasonable	establish viability during 2007 for possible application by end of year	<ul style="list-style-type: none"> • cost benefit analysis needed to establish value of designation in real terms 	Principal Curator Supported by Curator of Archaeology	
c) working with Hampshire County Council Museums Service to explore options for future shared resources centre	ongoing – HCC will determine timescale	<ul style="list-style-type: none"> • ease of access for public – logic of storing and staffing objects from Winchester and Hampshire in one location • inconvenience of out of town site in terms of public access • planning restrictions may constrain ambitions • prepare for interim move pending longer-term plan • prepare for influx of more objects from ongoing developments in the city 		Capital contribution from WCC will be required in partnership funding, but likely to be a long term plan with funding implication outside life of this plan
d) sourcing medium (to long) term storage for collections in order to vacate HRC	site identified and removal plan in place by April 2008	<ul style="list-style-type: none"> • likely capital cost of construction of new but temporary store (eg at Bar End) • possibility of combining all stores in one city location • installation of city centre resources facility in Guildhall Gallery when the gallery operation 	Principal Curator, Principal Heritage Services Officer, Chief Estates Officer	Capital funding will be required out of receipt from Hyde

		transfers to the new Discovery Centre.		
d) reviewing collections and collections management policy	review by end 2007 report with revised policy to Cabinet by April 2008	<ul style="list-style-type: none"> • need to refer to possible designated status aspirations 	Principal Curator	
g) completion of the urban archaeology strategy	complete by July 2008 to Cabinet in Sept 2008	<ul style="list-style-type: none"> • involvement of freelance support for this project means WCC control over timescales is restricted 	Principal Heritage Services Officer	

2. Audiences

Link to corporate strategy

Safe and strong communities

- *citizens are happy in their day-to-day lives because they...feel safe wherever they live, work or spend their leisure time [and] can enjoy a healthy, active life [with] opportunities to participate in sporting and cultural activities*

Objective: broaden the museums service's audience base to increase usages by 10% year on year by:

Action	Deadline(s)	Key considerations	Responsibility	Comments
a) producing and implementing an audience development plan	<p>seek funding by end 2007</p> <p>draft during 2008 for adoption from Apr 2009</p> <p>follow through existing audience development work with families on an ongoing basis</p>	<ul style="list-style-type: none"> • make the most of opportunities arising from the new discovery centre • increase community ownership of museums service, eg via art loan scheme for schools and businesses • scope for greater use and exposure of art collection as part of this 	<p>Visitor Services Manager</p> <p>with support of Education Officer Heritage Information Officer, Curator of Recent History</p>	<p>May need external funding to pay for the development of the plan (£10k?). Can apply for grant aid from MLA, SE and other bodies for this project.</p>
b) consolidate existing education and outreach programmes	<p>produce marketing plan for 2007/08 based on current audience base</p>	<ul style="list-style-type: none"> • continue programme of museum events • continue programme of community archaeology digs around the district • formalise and promote talks and tours service widely around the district • review and update education policy (including extension of education work in schools to 	<p>As above</p>	

		include secondary age group)		
c) maximise use of IT in reaching and interacting with new audiences	growth of on-line collections by 200 objects pa on-line HER by Apr 2009 ongoing web feature developments	<ul style="list-style-type: none"> • expand on-line collections project • research and implement on-line HER • introduce new web features (eg e-cards, games) 	Museums e-access officer with support of Principal Heritage Services Officer Principal Curator	Additional funding and staff support required to introduce on-line HER. Costs not yet known.
d) continuing to work with partner organisations and attractions to maximise benefits and reduce costs of audience development	ongoing – Year of Sculpture and <i>Golden Age</i> collaborations planned for 2007	<ul style="list-style-type: none"> • explore new partnerships with Winchester’s Military Museums • exploit opportunities of exhibition space in discovery centre 	Principal Curator, Principal Heritage Services Officer and teams	
e) creating opportunities for taking museums services to communities around the district	ongoing, and included in above	<ul style="list-style-type: none"> • ensure that communities are more generally aware of services already offered (eg talks, tours, finds ID) • participate in schemes such as HCC TrackBack bus to visit the parishes • engage in partnership opportunities (eg West Meon Shop, parish hubs) to find ways of displaying locally found objects in a local setting 	Bus for parishes funded/managed by HCC	Will need additional funding for museum displays (S106 agreements a possibility?)
f) providing advice and support for major initiatives (eg The English Centre, Hyde 900, Winchester College Museum)	ongoing, as required	<ul style="list-style-type: none"> • bring about synergies and added value where possible • ensure historical accuracy and quality of project works 	All staff	

3) Staff and volunteers

Link to corporate strategy:

An efficient and effective council

- develop working practices and a working environment which benefit our customers and our staff

Objective: support and develop staff over a continued period of change, enabling them to continue to provide a high level of service, by:

Action	Deadline(s)	Key considerations	Responsibility	Comments
a) relocating staff from Hyde with other staff from the wider cultural services division so that they are no longer working in isolation	December 2008	<ul style="list-style-type: none"> wider WCC office accommodation plans helpful reduction of admin burden on museums staff when in shared premises with other colleagues need to move collections from Hyde and not just staff 	Head of Division Supported by Principal Curator Principal Heritage Services Officer	Dependent on finding alternative store for collections held at Hyde
b) providing an ongoing programme of communications and team building activities	ongoing from first awayday in March 2006	<ul style="list-style-type: none"> should include creation of a regular forum for staff to generate and implement new ideas 	Head of Division Supported by Principal Curator Principal Heritage Services Officer	Service managers are a key part of this process and may require additional training
c) improving the management of the service and exploring options for a new management structure	ongoing from away day New structure approved by Apr 2010	<ul style="list-style-type: none"> major cultural change with departure of former Head of Museums service managers are key to success of this 	Head of Division Supported by Principal Curator Principal Heritage Services Officer	
d) encouraging and managing flexible working	with immediate effect	<ul style="list-style-type: none"> need to ensure front line 	Head of Division	

opportunities to provide staff with time and space for research and publications work		customer service is maintained	Supported by Principal Curator Principal Heritage Services Officer	
g) engaging Members and colleagues more closely to create a better understanding of the work of museums staff	ongoing from Hyde Open Evening in July 2006	<ul style="list-style-type: none"> good potential of new discovery centre exhibition space to contribute towards this 	Head of Division Supported by Principal Curator Principal Heritage Services Officer	Portfolio holder is a key part of this process
h) explore the value and desirability of forming a Friends of the Museum organisation.	To form part of fundraising strategy (see Finance action plan)	<ul style="list-style-type: none"> could be limited to corporate friends 	Visitor Services Manager Supported by Head of Cultural Services	

4) Funding

Link to corporate strategy:

An efficient and effective council

- ensure that we are efficient and offer value for money to local taxpayers

Objective: increase income from external sources to support services and new initiatives, generating a minimum of £20,000 income pa by:

Action	Deadline(s)	Key considerations	Responsibility	Comments
a) producing and implementing fundraising strategy to make the most of external grants, private sponsorship, friends organisations and other opportunities (eg Big Lottery Fund Play Programme, S106 agreements)	Strategy in place by July 2007, to include action plan and targets for 2007 - 2010	<ul style="list-style-type: none"> • lack of staff time for fundraising activity • chance of staff culture needed for this to work – all have a role to play • danger of funding requirements driving service • need for cost/benefit analysis of fundraising initiatives 	Visitor Services Manager Supported by Head of Division	
b) exploring new commercial income streams from corporate hospitality, children’s parties, ‘adopt an object’ schemes	to form part of above	<ul style="list-style-type: none"> • must ensure ‘money-spinners’ don’t impact on safety of collections or running of routine services 	Visitor Services Manager Supported by Education Officer Principal Curator	
c) requiring all staff to take a proactive approach to external fundraising	Immediate effect	<ul style="list-style-type: none"> • need to identify roles and aptitudes • requires change of culture 	Head of Division to identify roles for staff	Likely training and communications needs

d) establishing basic mechanisms to explore further the economic and other impacts of the service	From January 2007	<ul style="list-style-type: none"> • take advice from Tourism South East on best approach 	Visitor Services Manager	May need some financial resource to establish system at outset
h) investigate benchmarking to assess value for money of Winchester Museums and identify best practice in financial management in comparable services	From April 2008	<ul style="list-style-type: none"> • take advice from MLA,SE • consider benchmarking 'club' with other well-regarded services in the south/south east 	Head of Cultural Services	

Financial implications

Copies of the relevant budget book pages for 2007/08 are appended to this plan. It is essential that the actions are funded from within existing budgets or via new sources of external income as they are identified.

However, as a result of one-off funding from the central government LABGI scheme, the museums service was allocated the following resources to be spent over the two financial years 2006/07 and 2007/08.

- £30,000 for “additional short term staffing to assess opportunities for and implement dispersal policy for collections (this will include partnership working with the county council to promote long term options to share storage and accommodation)” – this has been spent in full on the dispersals activity mentioned earlier in the report.
- £20,000 for “fitting out of new City Council display space at Discovery Centre to high standard” – a full quotation for the fit out is yet to be received from the County Council, but is likely to exceed this figure.

and

- £10,000 for “feasibility work, including building surveys etc, into alternative storage locations/improved conditions for museums collections” – this money was spent in 2006/07 surveying one proposed alternative store which was proved to be an expensive and unsuitable option. No further short term options for storage have been explored at the time of writing this plan.

(extracts taken from report to Cabinet on 22nd March 2006)

Strategic risk implications

Any change from established ways of working is likely to bring a degree of risk to the organisation. An attempt has been made to identify the key risks relating to the action plan above:

Risk Name	Risk ownership	Cause	Consequence	Action required
1. Low staff morale	Head of Division	<ul style="list-style-type: none"> a) natural resistance to change; b) poor communication at any stage during change process; c) lack of staff involvement in planning for change; d) negative feedback from stakeholders to staff about the service; e) continued budget cuts f) fewer staff than previously to bring about changes resulting in stress or excessive hours 	<ul style="list-style-type: none"> • resignation of experienced and committed staff; • obstruction or failure of new initiatives; • lower levels of customer service because of above; 	<p>Good internal communications plan to ensure regular and helpful two-way dialogue with staff and careful work planning</p> <p>Effective and supportive management by service managers</p> <p>Engagement of Members and other senior officers with work of the service</p> <p>Source alternative sources of income to support new staff initiatives</p>
2. Temporary reduction of customer service	Head of Division	<ul style="list-style-type: none"> a) transition process may require temporary moves/alternative accommodation where it is not possible to offer services in the same way as before; b) staff may need time to adjust to new ways of working/new roles/new premises; c) any move of collections will divert staff time away from usual services; 	<ul style="list-style-type: none"> • poor public relations for Winchester City Council • possible poor media coverage 	<p>Good media communications work to generate local understanding of and support for changes</p> <p>Ensure balanced workloads for staff via business planning and appraisal process</p> <p>Good project management of major projects (eg dispersals programme, move out of Hyde, joint Chilcomb store)</p>

However, there is also a major risk associated with failing to adapt the museums service in the coming years relating to change in culture. It is one of the main corporate risks listed on Winchester City Council's risk register:

Risk Number	Rating	Cluster & MAP link	Short Name	Risk ownership	Cause	Consequence
3	C2	Managerial	Change in Culture	Chief Exec	(1) Failure to listen and learn from local community, (2) Failure to utilise modern technology or employment skills (3) Failure to recruit and empower competent personnel (4) Poor supervision and performance management	(1) Failure to meet Corporate Priorities (2) Less effective use of resources and officer time (3) Negative impact on CPA

The longer term

This plan is not meant to provide a comprehensive summary of all activity in the museums service over the next three years and, as a first adopted forward plan, it is likely to be incomplete and imperfect. There is also uncertainty about the timing and nature of a move from Hyde Historic Resources Centre, together with the corporate need to make further budgetary savings in the coming years. The intention is therefore to identify gaps or weaknesses in this plan over time, and address these through an annual review managed by the Head of Cultural Services to coincide with the business planning process through which these action plans will be carried out.

Appendix One: Citizens' Panel Survey results 2006

Citizens'

P A N E L

Questionnaire

October 2006

The twelfth Citizens' Panel questionnaire,

**Winchester Museums Service
Results**

Winchester Museums Service

You may have visited – or be a regular visitor to – The City Museum or The Westgate in Winchester, both of which explore the history of the city and surrounding area and are owned and operated by Winchester City Council. But the council's museums service is responsible for a wide range of other activities, ranging from the provision of expert archaeological advice for commercial developers to finds identification for metal detectorists, and from academic research facilities to schools workshops and community talks and walks. The service cares for and conserves around half a million historic artefacts in the city council's collections, mounts temporary arts and heritage exhibitions and runs a year-round programme of special events and lectures.

The city council is now working on a forward plan for the museums service, which will determine how it develops in the coming years. As a result, we are keen to know what local residents think about the service and what they would like to see in future.

1 Winchester City Council is responsible for the City Museum, The Guildhall Gallery, the Westgate and the Hyde Historic Resources Centre.

		Within the last year	1 to 3 years ago	More than 3 years ago	Never visited
a	Have you visited any of the above places?	31.9%	20.5%	21.1%	26.5%
b	Have you visited any other museums or galleries?	43.6%	17.9%	15.8%	22.7%

2 As well as exhibitions, Winchester Museums Service provides education and research facilities, access to stored collections, the district's official sites and monuments record, publications for sale, talks and tours, identification of artefacts and work experience opportunities.

		Within the last year	1 to 3 years ago	More than 3 years ago	Never Used
Have you used any of these services		9.1%	9.1%	11.7%	70.1%

3 If you do visit the museum sites or take part in other events and activities provided by the museum service, how do you find out about them? Tick all that apply.

a	Local newspaper coverage	45.9%
b	Promotional leaflets and posters	30.0%
c	Museums quarterly newsletter	2.1%

Winchester Museums Service

d	What's On in Winchester listings publication	20.8%
e	Winchester City Council's website	6.4%
f	Word of mouth	30.9%
g	Via the group or society to which I belong	8.6%
h	Other (Please State)..... VERBATIM	

4 If you have used the museums service in any way over the last three years, what have you enjoyed about your experience? Please try and indicate the four most important aspects below:

a	I have not used the museums service in the last three years	29.3% <i>Please go to question 5</i>
b	Knowledgeable and friendly staff	32.9%
c	Well laid out museums	31.8%
d	Interesting special events	17.1%
e	Free admission to museums and gallery	38.8%
f	Well produced and affordable guidebooks and publications	6.0%
g	Nationally accredited service	0.8%
h	National reputation for archaeological investigations, research, publications and advice	6.2%
i	Large and well-documented collections of artefacts and photographs	18.4%
j	Good overview of Winchester for visiting friends and relations	28.0%

5 What do you think could be improved about the service? Please select four aspects from the list below:

a	More changing exhibitions	34.9%
b	Better publicity for existing events and services	58.0%
c	More events and activities for children and families	27.7%
d	More events and activities for older people	28.7%
e	More opportunities for involvement in archaeological digs	21.1%
f	More about the collections on the city council's website	16.3%

Winchester Museums Service

g	A wider range of merchandise available for purchase	6.2%
h	Longer opening hours for the resources centre, gallery or museums	14.9%
i	Better explanation of how Winchester Museums Service relates to Hampshire County Council's Museums Service and the Hampshire Record Office	23.3%
j	More web-based initiatives to increase appeal to and interaction with young people	21.6%

6 If you would like to see more special events organised by the museums service designed to increase opportunities to enjoy and understand the collections, please select three of the following options to help us prioritise our planning:

a	more changing exhibitions	28.1%
b	different children's quizzes each school holiday	11.6%
c	Winchester city quiz	12.6%
d	story telling sessions	10.4%
e	curatorial 'bite-size' lunch time talks	14.4%
f	treasure hunts	9.7%
g	art workshops	10.3%
h	historical re-enactments or living history days	29.0%
i	historical craft workshops	16.4%
j	children's birthday parties in City Museum which encourage children to enjoy their history	10.0%
k	more public lectures	21.0%
l	more community archaeological digs in towns and villages outside Winchester city	22.9%
m	linked events with cathedral and other attractions in the city	29.6%

7 From next summer, we will be operating a new exhibition area for changing heritage and arts displays in Winchester Discovery Centre (the new library) in Jewry Street. Bearing in mind that there will also be a national-standard art gallery on the first floor of the centre run by the County Council, what would you like to see in this Winchester exhibition space on the ground floor?

a	more exhibitions based on local history collections and local themes	51.8%
b	displays of finished work by local artists	34.8%
c	artists at work, demonstrating the creative process	24.0%
d	exhibitions and workshops designed for children	26.0%

Winchester Museums Service

e	talks, workshops and lectures based on every exhibition	19.3%
f	interesting touring exhibitions (national or regional) which may not be based on Winchester's history	37.8%
g	anything else: <i>(please tick the box and then specify below)</i>	2.4%
h Verbatim	

- 8** Winchester City Council is considering establishing a *Friends of the Museums* organisation. In return for a modest annual subscription, Friends would receive regular newsletters, advance notice of special events, invitations to exhibition launches and other benefits.

In principle, do you think this would be a successful idea?

Yes	No
82.3%	17.7%

- 9** We already operate schemes to enable schools and groups to borrow artefacts for education purposes. In order to make items from our stored collections more accessible to a wider range of people, we are now investigating a loan scheme for businesses in the district to enable them to borrow and display historical artefacts or artworks at their premises.

In principle, do you think this is a worthwhile initiative?

Yes	No
79.2%	20.8%

- 10** Finally, please indicate to what extent you agree or disagree with the following statements which represent some of the dilemmas faced by the city council when setting its spending priorities:

		Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
a	the museums service is a luxury at a time when the city council is having to find savings	4.0%	13.5%	18.9%	45.0%	18.5%
b	the council has an obligation to ensure that its collections are professionally conserved, managed and interpreted now and in the future	39.7%	53.6%	4.9%	0.8%	1.0%
c	everyone who lives in the Winchester District should have access to the council's collections in one way or another	33.2%	59.25	5.4%	1.3%	0.9%
d	it is important for visitors to Winchester to be able to learn about the city's history at the museums	35.1%	56.8%	6.8%	0.5%	0.8%
e	the work of the museums service helps to make Winchester a special place in which to live and work	19.5%	44.2%	30.4%	4.7%	1.2%

Winchester Museums Service

f	it would be reasonable to ask people to pay an admission charge for some major exhibitions to help offset costs	13.8%	61.0%	12.1%	8.7%	4.3%
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Question 3H Verbatim responses		Frequency
Do you find out about the Museum's service from another source detail		Frequency
BY CHANCE, WHEN VISITING.		1
BY WALKING PAST THEM		1
CASAUAL VISITING		1
CHESIL PROMOTIONAL EVENTS		1
CHILDRENS SCHOOLS		1
DO NOT RECEIVE NOTICE		1
E-MAIL.		1
EMAIL		1
FINDING THEM WHEN EXPLORING THE CITY		1
FLYER FROM SCHOOL		1
GENERAL KNOWLEDGE OF CITY		1
HAVE NEVER USED THE SERVICES SO QUESTION IS IRRELEVANT. AM AWARE MUSEUMS ARE AVAILABLE FOR LONG TER*		1
I AM A TEACHER		1
I HAVE LIVED IN THE AREA FOR 50 YEARS AND HAVE A SON LIVING IN WINCHESTER		1
I KNOW OF THEM		1
I WAS BORN IN WINCHESTER		1
INFORMATION SENT HOME FROM SCHOOL		1
INTERNET		1
JUST DECIDED TO HAVE A LOOK		1
LEAFLETS FROM PRIMARY SCHOOL		1
LOCAL KNOWLEDGE		3
OCEAN SOUND		1
ON MUSEAMS E MAIL LISTING		1
OWN LOCAL KNOWLEDGE		1
PASS BY		1
PASSING BY - SIGNAGE OUTSIDE		1
PASSING BY		2
PRIMARY TIMES MAGAZINE		1
PROMOTIONS VIA WESTGATE SCHOOL		1
PURELY BY CHANCE!		1
QUIET LIFE		1
RADIO SOLENT		1
SCHOOL VISITS		1
SCHOOLS.		1
THROUGH SCHOOL'S WEEKLY LETTER		1
TOURIST INFORMATION		2

Question 3H Verbatim responses	
Do you find out about the Museum's service from another source detail	Frequency
TOURIST OFFICE	1
TOURIST OFFICE.	1
TV NEWS SOUTH TODAY	1
VIA OUR LOCAL VILLAGE NEWS:- ITCHEN ABBAS & AVINGTON VILLAGE NEWS.	1
VISIT WHEN PASSING AND MOOD TAKES ME	1
WALKED PAST AND WENT IN.	1
WALKING PAST	3
WE KNOW WHERE THEY ARE	1
WHATS ON IN WINCHESTER E-MAIL NEWSLETTER	1
WINCH PRESERVATION TRUST	1
WORK	1
Total	34

Question 7H Verbatim Responses	
In the Discovery Centre I would like to see 'Other Suggestions'.	Frequency
A CAFE, IF NOT ALREADY PLANNED	1
AREAS TO PROMOTE LOCAL CHARTIES EG *, AGE CONCERN, WINCHESTER ROTARY ETC ETC	1
ART / CERAMIC / GLASS EXHIBITIONS BY RENOWNED ARTISTS / CRAFTSMEN	1
ART FOR SALE FROM NEW ARTISTS AND STUDENTS	1
AS 'B' ABOVE - BUT ONLY OF HIGH QUALITY ART AND CRAFTS (LOCAL)	1
CHILDREN'S 'HANDS ON' EXHIBITIONS EG ROMAN SOLDIERS EVERYDAY LIFE ETC.	1
CLIMATE CHANGE IN WINCHESTER THROUGH THE AGES	1
COFFEE SHOP	1
DON'T KNOW.	1
ECOLOGICAL/WILDLIFE HERITAGE OF WINCHESTER DISTRICT.	1
EVERY BASED SATISFIED	1
EXHIBITION OF BOOKS ON WINCHESTER	1
EXHIBITION OF LOCAL AMATEUR ARTIST'S SOCIETIES.	1
F IS THE MOST IMPORTANT	1
I SEE NO NEED FOR ANY OF THE ABOVE INITIATIVES	1
LIBRARY BOOKS	1
LOCAL CHARITY EVENTS, ART & CRAFT EXHIBITIONS	1
LOCAL GROUP EG WI, SOMETHING EXHIBITING WHAT THEY DO IN THE AREA	1
LOCAL PHOTOS INCLUDING WILDLIFE	1
LOCAL SITES FOR FLORA AND FAUNA	1
MORE INTEREST IN AREAS OUTSIDE WINCHESTER	1
MR BROWN'S MODEL OF CITY	1
MUSICAL EVENTS WITH PARTICIPATION FROM ALL	1
MUSICAL EVENTS.	1
NATURAL HISTORY	1
PHOTOGRAPHIC & ARCHITECTURAL EXHIBITIONS ON LOCAL THEMES	1
PHOTOGRAPHY EXHIBITIONS.	1

<p style="text-align: center;">Question 7H Verbatim Responses In the Discovery Centre I would like to see 'Other Suggestions'.</p>	<p style="text-align: center;">Frequency</p>
SECTION FOR "LIBRARIANS CHOICE" OF NEW PUBLICATIONS OF BOOKS RECOMMENDED WITH SYNOPSIS.	1
TALKS/LECTURES BY AUTHORS OF LIBRARY BOOKS	1
THE MANAGERS CHOICE EXHIB. I ALWAYS ENJOY	1
VISITING ART COLLECTIONS FROM NATIONAL GALLERIES	1
WANT BOOKS NOT EXHIBITIONS	1
WHERE IS THE CAR PARK?	1
WITH THE PRESENT LEVEL OF COUNCIL TAX AND RATES WE CANNOT AFFORD ANY OF THE ABOVE	1
Total	34

Appendix Two: Academic publications – position as at September 2006

Appendix Two: Academic publications – position as at September 2006

A. English Heritage Publications - a series of volumes to publish the results of excavations carried out in the 1970's and 1980's under the auspices and funding of English Heritage and its predecessors.

No	Title	Author(s)	Current Position	Production	Funding
P1	The Roman Cemeteries of Winchester	H Rees & P J Ottaway	Awaiting estimate for combination with P3 from P J Ottaway	Mainly written and co-ordinated by Winchester Museums staff, with outside specialists; printed externally	Apart from staff time, all editing and printing costs to be met by English Heritage
P2	The Roman and Medieval Defences of Winchester	??	No work at present	Mainly co-ordinated by Winchester Museums staff, with outside specialists; printed externally	Apart from staff time, all editing and printing costs to be met by English Heritage
P3	The Roman Suburbs of Winchester	H Rees & P J Ottaway	see P1 above	see P1 above	see P1 above
P4	Feeding a Roman Town - environmental evidence from excavations in Winchester 1973-1985	M Maltby	Awaiting final specialist reports before final editing by H Rees - publication 2007	Mainly co-ordinated by Winchester Museums staff, with outside specialists; to be printed externally	Apart from staff time, all editing and printing costs to be met by English Heritage
P5	1500 years of Winchester Pottery	H Rees, C Matthews & K Holmes	Editing by H Rees before submission to English Heritage for refereeing	Mainly written and co-ordinated by Winchester Museums staff, with outside specialists; to be printed externally	All editing and printing costs to be met by English Heritage
P6	Artefacts and Society in Roman and Medieval Winchester - Small finds from the suburbs and defences 1971-1986	H Rees, N Crummy & P J Ottaway	In press - publication Autumn 2006	Mainly co-ordinated by Winchester Museums staff, with outside specialists; to be printed externally	All editing and printing costs to be met by English Heritage. Current estimates are £17736.00 for 350 copies of 432pages
P7	Post Roman suburbs	G Scobie <i>et al</i>	Compiling and editing by G Scobie	Mainly authoring and editing co-ordinated by Winchester Museums staff, with outside specialists; to be printed externally	All editing and printing costs to be met by English Heritage

P8	Hyde Abbey	G Scobie <i>et al</i>	Awaiting comments from English Heritage	Mainly written and edited by Winchester Museums Staff, with outside specialists; to be printed externally	Apart from staff time, all editing and printing costs to be met by English Heritage
P9	St John's Hospital	M Gomersall & R Whinney	In press - publication in Hampshire Studies 2006 (2007)	Written and edited by Winchester Museums staff, to be printed externally	Printing costs to be met by English Heritage; current estimates around £1200.00
P10	Food Craft & Status in medieval Winchester - plant and animal remains from the suburbs and city defences	H Rees & D Serjeantson	Awaiting final specialist reports before final editing by H Rees - publication 2007	Mainly co-ordinated by Winchester Museums Staff, with outside specialists; to be printed externally	Apart from staff time, all editing and printing costs to be met by English Heritage
P11	Oram's Arbour - the Iron Age enclosure at Winchester Vol 1 - Investigations 1950-1999	K Qualmann, H Rees, G Scobie & R Whinney	Published 2004	Written and edited by Winchester Museums staff, with outside specialists; printed externally	All editing and printing costs were met by English Heritage - £5137.60 for 350 copies (103 pages). Selling price £14.00 each
P12	Gazetteer of Excavated Sites in Winchester 1972-1986 - descriptive volume summarising location and circumstances of excavations.	??	No work at present	To be written and edited Winchester Museums staff, to be printed externally	All editing and printing costs to be met by English Heritage

B. Winchester Museums Archaeology Reports - a series of volumes to publish the results of excavations carried out between c.1986 and c.1990

No	Title	Author(s)	Current Position	Production	Funding
1	The Brooks, Winchester - a preliminary report on the excavations 1987-88	G Scobie, J Zant & R Whinney	Published 1991	Written and edited by Winchester Museums staff	Printing costs met by Publications Reserve
2	The Brooks Winchester 1987-88 - the Roman Structural Remains	J Zant	Published 1993	Written and edited by Winchester Museums staff	Printing costs met by Publications Reserve

3	The Brooks Winchester 1987-88 - the Saxon & Medieval Structural Remains	G Scobie	Draft report completed, but on hold, due to lack of resources		
4	The Brooks Winchester - Finds and Environmental Evidence	H Rees <i>et al</i>	Some specialist reports completed, but on hold due to lack of resources		
5	Oram's Arbour - the Iron Age enclosure at Winchester Vol 2 - Investigations 2001-02 - (results of Community excavations, with University of Winchester)	R Whinney, S Teague, K Wilkinson, N Thorpe	Preliminary assessments completed - awaiting decisions on contents for publication	To be written and edited by Museums and University of Winchester staff	Printing costs to be met by Publications Reserve and by University of Winchester
6	High Street Sites - various sites in the central High Street area - mainly Roman and medieval.	??	Proposed volume - no work undertaken to date		
7	Staple Gardens Sites - various excavations in the Staple Gardens area - mainly Roman, Saxon and medieval	??	Proposed volume - no work undertaken to date		
8	Winchester Urban Archaeological Assessment - the examination and protection of the buried archaeological resource (publication commissioned and sponsored by English Heritage, as part of their Urban Archaeology Programme)	R Whinney, K Qualmann <i>et al</i>	Undergoing major revision and update, following English Heritage comments	Mainly being authored and edited by Winchester Museums staff, with outside specialists; to be printed externally	All editing and printing costs to be met by English Heritage

Appendix Three: Extracts from the budget book for 2007/08

HERITAGE & CULTURE

Heritage	260,478	237,710	250,800	285,900
Guildhall Gallery	133,516	75,890	63,520	23,020
Historic Resources Centre	422,623	426,410	464,660	437,240
Monuments	29,029	28,360	17,510	17,140
Museums	233,634	245,760	182,550	201,850
Records	16,959	14,590	17,090	17,520
Total Heritage & Culture	1,096,239	1,028,720	996,130	982,670

MONUMENTS				
	2005/06	2006/07	2006/07	2007/08
	Actual	Budget	Revised	Budget
	£	£	£	£
Expenditure				
Employees	138	0	0	0
Premises	2,559	6,660	6,830	6,870
Capital Financing Costs	16,441	15,430	2,930	2,930
Management Overheads	9,891	6,270	7,750	7,340
Total Expenditure	29,029	28,360	17,510	17,140
Net Cost	29,029	28,360	17,510	17,140

RECORDS				
	2005/06	2006/07	2006/07	2007/08
	Actual	Budget	Revised	Budget
	£	£	£	£
Expenditure				
Third Party Payments	16,959	14,590	17,090	17,520
Net Cost	16,959	14,590	17,090	17,520

HERITAGE SERVICES				
	2005/06	2006/07	2006/07	2007/08
	Actual	Budget	Revised	Budget
	£	£	£	£
Expenditure				
Employees	226,278	198,330	228,100	233,810
Transport	6,785	6,690	6,690	6,230
Supplies and Services	11,147	7,010	4,010	4,010
Management Overheads	48,124	52,470	38,770	70,360
Total Expenditure	292,334	264,500	277,570	314,410
Income				
Fees & Charges	3,113	0	0	0
Grants	(34,969)	(26,290)	(26,270)	(28,010)
Recharges	0	(500)	(500)	(500)
Total Income	(31,856)	(26,790)	(26,770)	(28,510)
Net Cost	260,478	237,710	250,800	285,900

HERITAGE PUBLICATION RESERVE				
	2005/06	2006/07	2006/07	2007/08
	Actual	Budget	Revised	Budget
	£	£	£	£
Balance Brought Forward 1st April	(37,683)	(32,683)	(28,553)	(33,553)
Income				
Investment Income	0	0	0	0
Contribution from Revenue	0	0	(5,000)	0
	(37,683)	(32,683)	(33,553)	(33,553)
Expenditure				
Contribution to Revenue	9,130	0	0	0
Balance Carried Forward 31st March	(28,553)	(32,683)	(33,553)	(33,553)

MUSEUMS				
	2005/06	2006/07	2006/07	2007/08
	Actual	Budget	Revised	Budget
	£	£	£	£
Expenditure				
Employees	79,941	90,430	90,330	93,920
Premises	33,202	32,190	32,500	33,810
Transport	145	0	0	0
Supplies and Services	22,483	5,000	5,000	5,000
Capital Financing Costs	80,582	78,050	26,710	41,910
Management Overheads	38,903	51,370	44,290	43,790
Total Expenditure	255,256	257,040	198,830	218,430
Income				
Fees & Charges	(11,624)	(11,280)	(16,280)	(16,580)
Recharges	(18)	0	0	0
Total Income	(11,642)	(11,280)	(16,280)	(16,580)
Net Revenue Cost	243,614	245,760	182,550	201,850
Contribution to/(from) Reserves	(9,980)	0	0	0
Net Cost	233,634	245,760	182,550	201,850

HISTORIC RESOURCES CENTRE				
	2005/06	2006/07	2006/07	2007/08
	Actual	Budget	Revised	Budget
	£	£	£	£
Expenditure				
Employees	140,427	128,910	134,430	137,360
Premises	55,431	59,560	64,110	60,520
Transport	4,135	6,800	6,800	6,800
Supplies and Services	49,668	49,320	83,320	43,320
Capital Financing Costs	85,441	83,580	51,100	51,110
Management Overheads	95,335	99,050	120,920	138,990
Total Expenditure	430,437	427,220	460,680	438,100
Income				
Fees & Charges	(7,002)	(1,950)	(2,170)	(2,010)
Recharges	(1,852)	0	0	0
Total Income	(8,854)	(1,950)	(2,170)	(2,010)
Net Revenue Cost	421,583	425,270	458,510	436,090
Contribution to/(from) Reserves	1,040	1,140	6,150	1,150
Net Cost	422,623	426,410	464,660	437,240

MUSEUMS ACQUISITIONS RESERVE				
	2005/06 Actual £	2006/07 Budget £	2006/07 Revised £	2007/08 Budget £
Balance Brought Forward 1st April	(12,373)	(11,523)	(11,523)	(11,523)
Income				
Investment Income	0	0	0	0
	(12,373)	(11,523)	(11,523)	(11,523)
Expenditure				
Contribution to Revenue	850	0	0	0
Balance Carried Forward 31st March	(11,523)	(11,523)	(11,523)	(11,523)

GUILDHALL GALLERY				
	2005/06 Actual £	2006/07 Budget £	2006/07 Revised £	2007/08 Budget £
Expenditure				
Employees	72,330	27,050	25,950	11,790
Premises	35,307	36,370	36,390	36,390
Supplies and Services	27,046	19,650	19,650	(5,350)
Capital Financing Costs	438	430	370	370
Management Overheads	19,742	22,640	11,410	10,960
Total Expenditure	154,863	106,140	93,770	54,160
Income				
Fees & Charges	(21,347)	(30,250)	(30,250)	(31,140)
Total Income	(21,347)	(30,250)	(30,250)	(31,140)
Net Cost	133,516	75,890	63,520	23,020

Appendix Four: Funding issues and options

Strengths	Weaknesses
<p>Good track record in securing lottery funding for projects</p> <p>Good level of corporate support/funding over the years</p> <p>Strong 'offer' for sponsorship/funding packages</p>	<p>Secure WCC funding in past years and changes to external funding streams have not encouraged staff to seek external funding as 'matter of course' for new projects</p> <p>Difficulty of seeking commercial sponsorship</p> <ul style="list-style-type: none"> a) for council-run services b) in Winchester c) with current staff availability <p>Local authorities not eligible for many private trusts and grant schemes</p>
Opportunities	Threats
<p>Designation of collection may open door to additional funding</p> <p>Sponsorship is relatively new area for WCC and could provide some useful project funding</p> <p>WCC could consider:</p> <ul style="list-style-type: none"> a) making the museums service an 'arms-length' NFP organisation to make it eligible for trust funds etc b) setting up a separate Friends of the Museums organisation eligible for fund-raising <p>Legacies offer possible source of income</p> <p>New earned income potential from schemes in use by other museums (eg Adopt an Object; children's parties)</p>	<p>Further council budget reductions resulting from:</p> <ul style="list-style-type: none"> a) changing corporate priorities b) non-statutory status <p>Seeking funding of any kind takes time away from the 'day job' – key museum functions could be eroded</p> <p>Reliance on earned income (eg from corporate hirings) could impact on stewardship of collections – eg atmospheric/physical impacts of private functions at City Museum</p>