

The future of museum services in Lancashire



Workshop report
4 September 2013

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1. Background

Museum services (as well as other arts, sports and cultural services) are facing the challenge of reduced budgets and having to find further ways to be more efficient and effective.

Lancaster, Preston and Lancashire County Council have political support to explore different options for delivering museum services within the context of an integrated cultural offer and which contributes to wider council priorities, for example economic growth, public health.

As a first step the LGA provided peer support for a workshop held in Preston on 4 September 2013.

Attendees

Lancaster City Council

Mark Cullinan, Chief Executive
Simon Kirby, Assistant Head (Wellbeing)
David Lawson, Assistant Head (Regeneration and Planning)

Preston City Council

Lorraine Norris, Chief Executive
Bernard Hayes, Deputy Chief Executive
Alex Walker, Head of Arts and Heritage

Lancashire County Council

Ian Watson, Head of Cultural Services
Bruce Jackson, County Heritage Manager

LGA

Pam Booth, NW Senior Advisor

Facilitators

Iain Rutherford, Museums Worcestershire
Vanessa Trevelyan, LGA Associate

Participants at the workshop considered:

- Existing and potential roles for the museum services. What is working well, what are the challenges and what would success look like?
- What are the advantages and disadvantages of cross-border working?
- Opportunities and constraints of pursuing different models of the delivery.

The following notes summarise the discussion together with some of the briefing notes circulated in advance to inform discussion.

2. Key issues

2.1 Delivery model

It was agreed that stopping providing museum services was not an option. Officers wanted a realistic and workable model for partnership collaboration that delivered efficiencies and maintained high quality museum services. The model should be applicable to the three authorities initiating this discussion (Lancashire County Council, Lancaster and Preston City Councils) and the venues in question (Annex 1), but scalable to include other authorities in the future as appropriate.

2.2 Governance

There is a range of governance models employed within the local authority sector (see Annex 2) and officers discussed the pros and cons. They were clear that they wanted a governance model that ensures compliance with local authority priorities but is not too arduous and time consuming. Officers did not feel it was appropriate to consider models that would be perceived as reducing democratic control over museums unless there were major financial benefits in outsourcing in some form.

Lancashire receives some short-term funding from Arts Council England (ACE), but it was been made clear that ACE would like to see more partnership working, and more coherent management/governance arrangements before more substantial or sustained investment is agreed. (See Annex 2 for descriptions of local authority consortia that are supported by ACE).

2.3 Impact

It was agreed that all options must be outcome based. Ideally, officers want to identify some short-term wins that can be delivered in the next financial year, together with a long-term strategy that sees the development of partnership working.

Museums are multi-faceted and can support a wide range of agendas. However, it was felt that sustainability would be best supported by concentrating on a few key policy areas that supported the local authorities' improvement agendas. This would have the added advantage of presenting a clearer message to potential funders, such as Arts Council England and the Heritage Lottery Fund.

Much of this thinking has already been done. Notably:

- Cultural Framework for Preston 2013-18, which sets out a positive approach to museums and culture and identifies a range of outcomes.
- Lancaster Cultural Heritage Strategy, 2011, is an extensive and analytical report with key messages about investment and branding.
- Lancashire County Council strategy for Culture and Sport 2010 – 2014, which is due for a refresh to be commenced shortly.
- Lancashire Chief Cultural and Leisure Officers Group (LCCLOG) Draft Business Plan, which identifies three areas for work by the County, Unitary and District Councils:
 - Health
 - Inward investment
 - The visitor economy

This will be going before the end of this year to a meeting of council Chief Executives for discussion (and it is hoped) endorsement.

2.4 Partnership

It was felt that partnerships between authorities to share skills, knowledge and resources in order to deliver a joined up museums service was the favoured option.

As a first step it was thought desirable to undertake an audit of heritage assets and resources (staffing, budgets etc) as a start to creating a joint strategy and service plan.

2.5 Challenging the status quo

It was agreed that current delivery needed to be challenged to ensure that it was appropriate and could support long-term sustainability, for instance additional payments for weekend working if that applied.

3. What value do museums/art gallery currently deliver?

3.1 Essential local service

Museums provide an essential service for local residents. Buoyant visitor figures demonstrate that they are respected, loved and cherished. Museums cater for all ages and provide constructive opportunities for volunteering and community engagement. As a result, museums have cross-party political support. Museums in Lancashire represent good value for money with 325,000 visits to museums managed by the County Council and 215,000 visits to the Harris Museum & Art Gallery., but revenue costs are still significant.

3.2 Social capital

Museums contribute to an area's social capital providing attractive meeting places and introducing people to a range of cultural experiences. Museums engender a sense of local pride, representing what is the best about a city or an area. Museums bring people together and support community identity and cohesion.

3.3 Economic development

Museums can be the stimulus and focus for economic development and regeneration. This can be by bringing historic buildings back into use or by attracting visitors into the locality, thereby supporting local businesses. Museums can often provide the lynchpin for major redevelopment. An excellent example is the location of Tate in the North in the Albert Dock in Liverpool. This was a lone initiative in a wind-swept abandoned area but, 20 years on, it is the thriving location of a conference centre, a concert hall, more museums, hotels, bars and waterside walks. Tate showed that the area was viable and gave confidence to other businesses and investors.

3.4 Health and education

All agree that museums are essential to support formal and informal learning by people of all ages. Museums also help people live healthy lives by providing enjoyable experiences, a safe environment to socialise, and therapeutic opportunities, such as reminiscence sessions for people with dementia.

3.5 Stewardship

Museums are preservers of Lancashire's heritage, its history and knowledge of its unique culture. Museums occupy landmark buildings and ensure their preservation. However, this does come at a cost as heritage buildings are costly to maintain and make accessible.

3.6 Creating the brand/tourism

Museums are regularly cited as a key factor in determining where tourists visit. Museums provide an enjoyable and unique experience that brings visitors into an area and contributes to the local economy. They can also be crucial to determining the brand and shaping the identity of a city or an area.

The Preston Museums Group is planning to include work on developing a Preston's Museums brand and joint promotions as part of the 2014/15 SSF bid. (As an example we will be having a PMG heritage bus tour doing a circular trip around 4 of the venues during October half term.)

3.7 Supporting partnerships

Museums work with a range of partners. They are part of broader cultural group comprising libraries, archives and arts. But there are disparate views amongst the arts and cultural community which would benefit from a clearer strategy for museums.

In Lancaster extensive partnership working of different types is undertaken with, among others, RVBC, Pennine Museums, conservation facilities, National Trust, Duchy. The Preston Museums Group is well established. This year it shares a Renaissance Strategic Support Fund grant and is planning another joint bid for 2014-15.

Museums Development NW has been working with the Harris recently on how they can work with other museums on the central and west of Lancashire. There is an existing Pennine Lancashire group of museums, which includes some Lancashire County Museums service venues, but the museum sector in the rest of the county is more fragmented. Initially it is planned that the Harris will support several venues on front of house development and the group expect (pending board decision) to receive a SIF grant to enable this to happen on a small scale initially. Although the scope of the work is quite discrete it is envisaged this may enable the group to develop closer knowledge and understanding of the other venues which could be expanded into other areas of work.

4. What do we want to see in five years time?

4.1 A strategic approach

All agree they would like to see heritage maintained as a corporate priority with a countywide local authority approach. Museums should contribute to the local authority's key priorities, notably the health and wellbeing agenda.

4.2 Clear way forward

All agree they want to see the future of museums resolved. This means creating a stronger development plan for museums and moving from being reactive to proactive. Museums need to be agile and capable of change.

4.3 Inspiration

It was felt that museums need to inspire more people. There needs to be established a clear brand so that people understand our cultural heritage offer. But there also needs to be collections for the future through contemporary collecting and providing a modern offer. It goes without saying that all that is done should be of high quality. This needs to tap into popular pastimes, such as researching family history, although museums should also be the spiritual home or hub for arts and cultural activity generally, though not necessarily hosting everything on site.

4.4 A major attractor

The visitor economy is of great importance to Lancashire and museums must become a key reason for people to visit Lancashire/Lancaster/Preston. There needs to develop the heritage tourism offer (working with Marketing Lancashire). It was felt that the Castle could become that iconic attractor for people thinking of coming to Lancashire, which could then provide the gateway to other museums in the county.

Other iconic castles worth considering include:

- *Dover Castle – wonderful recreation of a medieval castle where people can almost literally step back in time. Academically sound but great fun.*

<http://www.english-heritage.org.uk/daysout/properties/dover-castle/>

- *Warwick Castle – part of the Tussauds group so much more commercial*

<http://www.warwick-castle.com/>

4.5 Sweating the assets

Are there ways in which our museums could use their premises more effectively, such as using cellars as event spaces, possibly with commercial partners? Are there ways of providing a joined-up offer with other cultural services such as libraries or archives? All potential income generators should be maximised – commercial, philanthropic and fundraising. There are a range of complementary income streams which museums could be exploiting including retail, licensing, added-value events, catering, celebration hires (weddings, birthdays, wakes).

4.6 Improving partnership working

There should be greater clarity with partnership arrangements with achievable and deliverable outcomes. Partnerships should be more visible, participative and collaborative. All councils should attract partnerships with national institutions to strengthen the local museum brand. Not least, partnership working amongst local authorities in Lancashire should be supported by the most effective governance model.

5. Key ways in which museums could collaborate across the County

The following ways could deliver the best and quickest returns:

5.1 Marketing

- Developing a strong and consistent brand
- Joint promotion/campaigns
- Joint programming to create something that is greater than the sum of its parts
- Cross marketing – the person most likely to visit your museums is someone that has already visited another museum
- Being strategic across the county in identifying and communicating with target audiences
- Making it easier for the visitor by promoting itineraries, such as clusters of museums to create a full day visit. Within cities museums should be key stops on the tourism bus tours
- A consistent approach to pricing, multi-museum passes and complementary
- However, museums' marketing budgets are always woefully inadequate compared to commercial leisure attractions. There is a need to prioritise a budget for marketing and work together with maximise its impact.

5.2 Sharing expertise

Across the county there is a wide range of knowledge and expertise within museums, although no one museum could be said to have a full complement of skills. Working together and sharing expertise could improve the quality of service provision in areas such as site operations, curation, back office, and the use of volunteers. Working together will have a beneficial effect on staff morale and provide opportunities for joint training and networking.

The Preston Museums Group (PMG) is sharing skills through fixed term contract staff this year. They have appointed a Community Engagement Broker to work across all the venues, and three trainees who are 'shared'. They also have a part time Volunteer Co-ordinator who is doing advisory work with the other venues, and a fundraising officer does advisory work across the group. However, these are project posts and end in March. The PMG could build similar roles and/or similar model of working cross venues into the proposed SSF bid, and possibly include Lancaster City Museums.

6. What are the delivery options?

| Delivery mechanism | Pros | Cons |
|---|--|--|
| Service Level Agreements between local authorities | Provides clarity | But time consuming to negotiate each year, more 'ad hoc' and less strategic |
| Joint committee with each authority delegating its museum powers. | Sense of shared responsibility. Clear democratic accountability. | Can become too complex and cumbersome if too many people want to be part of the decision-making process. |
| Single management arrangement for "clusters" of museums. Could include LA and independent museums. | Manageable clusters who share geographic proximity and characteristics can create efficiencies of scale and synergy. | If the clusters are too large they will create bureaucracy. |
| Shared services. Options: <ul style="list-style-type: none"> • One provider of complete service • Different authorities provide elements of the service | LAs retain control over "their" services | What happens if one LA pulls out leaving gaps in service provision? |
| Sharing services , eg <ul style="list-style-type: none"> • Retail/catering • Marketing • Training | Strategic approach Efficiency of scale Beneficial contact between staff | There needs to be demonstrable value for money and benefit for each partner. |
| Independent charitable trust | Clarity of purpose. Speediness of decision-making. Some financial benefits. | Perception of less democratic control. Financial benefits not necessarily that large. LA still responsible for heritage assets in the long term. |

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| External provider | Reduce LA's financial risk. Benefit of experienced commercial approach. | There is no proven successful commercial provider of a fully functioning museums service. Loss of democratic control. Loss of services that are not capable to generating income. |
| Commercial partnerships, such as concessions and franchises (shops, cafes, events?) | Assured income (assuming contract is right). Working with specialists in their field. | Need to enquire that the quality and ethos of commercial operators is right for museums. |
| Community ownership | Attractive option for small community museums where local people want to take more responsibility for museums. | Unlikely to be scalable upwards to cover whole county. |

7. Next steps

The three councils will look to continue the discussions on the way forward for the museums service in Lancashire.

Lancashire venues under consideration

Clitheroe Castle Museum - 350 Million Years of History. Cost: £3.85



Helmshore Mills Textile Museum - Bringing the Spinning Industry to Life. £4.00



Queen Street Mill Textile Museum - Bringing Steam Powered Weaving to Life, Burnley. £3.00



Museum of Lancashire - Bringing Lancashire's History to Life, Preston. Free



Lancaster Maritime Museum - Discover more about the City's golden age and maritime past, Lancaster. £3.00



Fleetwood Museum - A Voyage of Discovery. Morecambe. £3.00



Lancaster City Museum - Lancaster City Museum and The King's Own Royal Regiment Museum. Free



Judges' Lodgings - Discover the Treasures of Lancaster's Oldest Town House, Lancaster. £3.00



Lancaster Castle - Discover one of the most important historic monuments in the North West. £?



The Cottage Museum - Intriguing museum housed in a tiny 18th Century cottage, Lancaster £1.00



Gawthorpe Hall - An Elizabethan Gem, Burnley. £4.00



Harris Museum & Art Gallery, Preston
A striking Grade I listed building, the Harris houses an extensive library, museum and art gallery. Free



What do other authorities do – what governance/management models are there?

Joint local authority management committees

Norfolk

The Norfolk Museums and Archaeology Service (NMAS) is a multi-award winning service comprising ten museums and a study centre. The Service aims to inform and inspire people's interest in the cultural and natural heritage of Norfolk, and address relevant contemporary issues. In 2011/12 over 350,000 visits were made to the museums, and 43,000 schoolchildren participated in formal learning events.

The Norfolk Museums Service was established in 1974 when the County and District Councils in Norfolk agreed to delegate their museum powers to a Joint Committee to manage museums through a county-wide Museums Service managed by the County Council. The relationship between, and commitment of, the partners is enshrined in the Norfolk Museums & Archaeology Agreement. The Joint Committee comprises 18 members (9 nominated by the county and 9 by the Districts). The museums in each district are managed by local Area Museum Managers who liaise closely with each District and ensure that the museums support local strategies and initiatives. Each District has an Area Museums Committee, which scrutinises local museum delivery.

Since 1974 the Joint Service has achieved a high profile and a good reputation nationally through the excellence of its collections and services, the quality of its staff, and the Joint Agreement itself, which is widely regarded as an example of good practice. NMAS is one of 16 Major Partner Museums receiving some £1.4m a year from Arts Council England.

Colchester & Ipswich

In 2007 the two councils of Colchester and Ipswich came together in a partnership arrangement that combined their respective museum services under a new organisation called Colchester and Ipswich Museum Service. This was a brave decision, as both towns had museum services with long and proud histories and museum collections and buildings of outstanding importance that up until that point had operated independently. The main objectives in creating the combined museum service, in summary, were to:

- Increase customer satisfaction and use
- Bring about step change improvement to museum services at Ipswich and further continue the development at Colchester
- Have an organisation that could react to challenges more effectively and quickly
- Increase the opportunities of partnership working and enhance the ability to lever in external funding

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- Create more development opportunities for staff leading to improved job satisfaction and customer service
 - Further the broader agendas of the parent bodies and others, such as that of the Haven Gateway Partnership
 - Increase status and influence both regionally and nationally
 - Lead to a reduction in the net cost of the combined service, through increased income and shared and more efficient use of resources

The Joint Committee is made up of two executive councilors from each of the partner Local Authorities. The committees meetings are timed to allow critical decisions to be made that fit in with key organisational needs of both parent bodies, such as the annual budget setting process. The chair of the committee alternates, on an annual basis, between the two Councils and the meetings alternate between Colchester and Ipswich.

The majority of strategic decisions relating to the delivery and development of the museum service are now taken through the Joint Museum Committee. However, matters such as budget setting and some collections decisions are passed, with recommendations, to the respective Councils for formal endorsement.

Tyne & Wear Archives & Museums

www.twmuseums.org.uk/tyne-and-wear-archives.html

Tyne & Wear Archives & Museums (TWAM) is a joint service of the four local authorities on Tyneside: Newcastle (which acts as lead authority and legal body), South Tyneside, North Tyneside, and Gateshead, with additional support and contributions from the Arts Council England (ACE). TWAM has separate agreements with Sunderland City Council to manage its archives, and with Newcastle University, to manage the Great North Museum.

The relationship between, and commitment of, the partners is enshrined in the Tyne & Wear Archives & Museums Joint Agreement. The Joint Agreement lays out the terms and conditions of the relationship and the involvement of central government. Policy and decision making is undertaken by the [Joint Committee](#) and key decisions are outlined in the [Core Plan](#). A considerable degree of consultation takes place about budget priorities and budget proposals, which shapes the budget decisions that are made. The Joint Committee has delegated certain responsibilities to the Director, which are set out in the Financial Handbook.

TWAM has also established an Audit Committee, which is separate from the Joint Committee. It includes an independent chair and vice-chair. The Audit Committee provides an essential challenge, monitoring and scrutiny role in relation to governance and internal control issues, helping to provide assurance and the early identification and resolution of weaknesses in arrangements.

TWAM is also supported by the [Tyne & Wear Archives & Museums Development Trust](#), which was established on 1 December 2010 to raise funds from individual donors, trust and foundations to support a wide variety of archives and museum activities. Over the years the Trust's predecessor, the Tyne & Wear Museums Development Trust helped to raise more than £1.5 million from charitable sources for a wide range of museum activities.

Working in partnership - project by project collaboration

Preston Museums Group

Preston Museums Group comprises Harris – Preston City Council, Museum of Lancashire – Lancashire County Council, Lancashire Infantry Museum – Regimental, Ribble Steam Railway Museum – independent trust). South Ribble Museum was included in PMG in 2013 but the p/t curator has been ill which has limited their involvement.

PMG have worked together for about 5 years and was initiated when the Harris was part of the NW Renaissance Hub. The original areas of service delivery focussed on the family offer, learning and marketing, but this was expanded in 2013 to include employing trainees, providing advisory services to smaller museums, support community engagement.

The network has been in place for about 5 years and it has taken this amount of time to develop effective relationships that can deliver. This follows the management performance steps to achievement – **Storming, Forming, Norming, and Performing**.

High Peak Borough Council and Derbyshire County Council

High Peak Borough Council, in partnership with Derbyshire County Council, are developing its distinctive Georgian spa town of Buxton. The scheme will focus on refurbishing Buxton Crescent, and the adjoining Natural Baths and Pump Room, into a luxury five star 79-bedroom hotel and spa with accompanying visitor centre, shops and restaurant. This is an investment in a town's unique selling point, in this case Buxton's rich architectural legacy and its source of thermal natural mineral water. The £35 million project which is a public/private partnership also involves funding from the Heritage Lottery Fund and English Heritage.

The project is forecast to increase visitor spend in Buxton by 7% per annum and will bring in a new upscale market for spa treatment which is already well developed in continental Europe and elsewhere. The new visitors, many from overseas, will be able to combine the attractions of the spa with actively enjoying the surrounding Peak District countryside. It is hoped this will encourage overnight visitor stays because this has been a constant challenge for the Peak District. This is because many visitors just make day trips from the urban centres such as Manchester, Birmingham, Derby and Sheffield which are just a short distance away.

This development is the culmination of a programme of heritage led regeneration in the town totalling over £70 million. The project plans to increase productivity in the area and generate spending not just in the new shops and restaurant but in existing attractions such as the

Pavilion Gardens venue which holds over 75 fairs, events and markets a year, Pavilion Arts Centre and Buxton Opera House. It is estimated that the wider programme will have created over 650 jobs in Buxton once the Buxton Crescent and thermal spa project is completed.

Independent charitable museum trust

York Museums Trust

York Museums Trust is an independent charity which manages York Castle Museum, Yorkshire Museum and Gardens, York Art Gallery and York St Mary's. The buildings and their contents are owned by the City of York Council, which has agreed to long-term funding of the Trust. In 2002 the Council entered into a partnership agreement with the newly constituted York Museums Trust (YMT) to turnaround the business performance of the museums which had been losing an average of 37,000 visits every year over the previous ten years and were costing around £120,000 more to run each year.

The museums are now central to the City of York Council's ambition to be a world class city recognises as a great place to invest, visit and do business.

- They attract over 600,000 visits every year and make a significant contribution to growth
- YMT brings £6.4 million annually into the regional economy
- This supports 100 full time equivalent jobs for York people
- The economic impact of visits to YMT venues is worth at least £15.5 million per year to the York economy
- This is the equivalent of 196 full time jobs supported in the York economy and represents a 'return on investment' of around £10 of impact for every £1 invested by City of York Council.

Cultural services trust

Luton Culture

<http://www.lutonculture.com/>

Luton Culture is an independent charity that opens up cultural opportunities in Luton for everyone by:

- Delivering quality cultural events
- Supporting artists and musicians
- Encouraging reading
- Providing sources of information
- Providing educational activities and support
- Conserving local history, and much more...

It comprises:

All Luton libraries

The Hat Factory – contemporary exhibition and performance space

Stockwood Discovery Centre
Wardown Park Museum
Luton Library Theatre

Luton is unique in being able to divert surplus from Luton Airport to cultural activities.

Wigan Leisure and Culture Trust

<http://www.wlct.org/about/>

WLCT is a registered charity that works on behalf of Wigan Council, Selby District Council and Cannock Chase District Council to manage and support leisure and cultural events, services and facilities. As part of our contracts with local authorities, we deliver a wide range of management services, activities and events each dependent on the types of services a particular local authority wants us to deliver. As a charitable organisation we operate those services at a reduced cost to the taxpayer but because we are a social enterprise any surpluses generated, as a result, are invested back into improving facilities and services for the benefit of the society in which we work - allowing us to “add-value” to the leisure and cultural offer where we work.

WLCE - Wigan Leisure and Culture Enterprise Ltd - is our trading arm and exists for services that are deemed non-charitable. Income generated by this section of the business is “gift aided” back to our charitable body and is, once again, invested in leisure and cultural services on top of those already paid for as part of the contract with the local authority. A board of Trustees has the legal responsibility for ensuring that the Trust is managed appropriately.

Consortia

Cumbria Museums Consortium (Tullie House, Wordsworth Trust and Lakeland Arts Trust)

Funded by the Arts Council England for 3 years as a Major Partner Museum through the Renaissance programme, the consortium aims to deliver exciting and innovative programmes celebrating excellence and ensuring more people experience and are inspired by the richness of Cumbria’s museums.

www.tulliehouse.co.uk, wordsworth.org.uk, www.lakelandartstrust.org.uk

Manchester Museums Partnership (Manchester City Galleries, Manchester Museum and Whitworth Art Gallery)

The Manchester Partnership includes:

- **Manchester City Galleries (local authority)**
Manchester City Galleries operate two venues in the city: Manchester Art Gallery and Gallery of Costume, Platt Hall. They care for the city's internationally renowned and designated collections of fine art, decorative art and costume. Manchester Art Gallery was opened in 1824 and today occupies three buildings, the oldest of which, designed by Sir Charles Barry, is Grade I listed and was originally home to the Royal Manchester Institution. The gallery is free to enter and houses the civic art collection, which includes works of local and international significance. The Gallery of Costume based at Platt Hall in Rusholme houses designated collections of clothing and fashion accessories, one of the largest collections in Britain.
- **Manchester Museum and Whitworth Art Gallery (University of Manchester).**

Cultural Partnerships

Manchester Cultural Partnership

The Cultural Partnership is responsible for the delivery of the city's cultural strategy as described in Manchester's Cultural Ambition. The Cultural Partnership aligns its work to achieving the priorities set out in the local Community Strategy and Manchester City Council values. It reports to the Neighbourhood Partnership Board, which is one of the five thematic partnerships that are accountable to the Manchester Partnership.

The Cultural Partnership Board brings together all the main strategic and funding bodies for culture to provide an overview of cultural activity in the city. It looks at the investment that is being made through a wide range of programmes and how these contribute to the Cultural Ambition.

Board Membership

- Executive Member for Culture and Leisure
- Manchester Art Gallery and Whitworth Art Gallery, Joint Director
- Manchester City Council, Head of Culture
- Manchester City Council, Director of Neighbourhood Services
- Manchester City Council, Head of Community and Cultural Services
- Arts Council England
- Sport England
- Commission for the New Economy
- English Heritage
- Heritage Lottery Fund
- Marketing Manchester

The Cultural Partnership is associated with a wide number of networks, forums and support organisations that inform its work, including:

- CVAM (Contemporary Visual Arts Manchester)
- FOG (Festival Organisers Group)
- MAST (Manchester Arts Sustainability Team)
- Talent and Development Group
- Manchester Dance Consortium
- Manchester Museums Partnership
- Valuing Older People Cultural Offer
- The Audience Agency
- GMCVO (Greater Manchester Council for Voluntary Organisations)
- Macc (Manchester's third sector support organisation)
- Local Universities
- And others

Commercial operator

There is only one museum run by a commercial operators currently in the UK as far as we are aware.

- Museum of Kent Life run by the Continuum Group based in York. <http://www.continuum-group.com/our-attractions/kent-life.htm>

The museum provides a limited range of heritage services. Continuum also run:

- The Canterbury Tales
 - Spinnaker Tower
 - Oxford Castle Unlocked
 - Real Mary Kings Close
 - York's CHOCOLATE Story
- It is understood that a contract to run the Corinium Museum in Cirencester is about to be let to Sports and Leisure Management Ltd, based in Leicestershire. According to their website, SLM Ltd are award winning leisure operators managing over 60 leisure centres and swimming pools throughout the UK for over 20 local authority partners. www.everyoneactive.com

Various other experiments in have been tried:

- Royal Armouries in Leeds was initially set up as a PFI arrangement in 1980s (?) , but subsequently had to be bailed out by the government.
- Poole Museum was transferred to a commercial operator under Compulsory Competitive Tendering in the 1980s(?), but subsequently taken back into local authority control.

Fundraising charitable trust

Tyne & Wear Archives and Museums has set up a fundraising trust to generate income for the service in the most tax efficient way.

The Charity's objects (**Objects**) are:

1. to advance the education of the public (particularly, but not limited to those within, the metropolitan county of Tyne & Wear) by encouraging them to participate in and contribute to the activities of an archive and museum service managed by Tyne & Wear Archives and Museums (**TWAM**) and to value it for the positive impact that it makes upon their lives;
2. to advance art, culture, heritage and science by supporting TWAM to establish and maintain a world class archive and museum service that is accessible and enlightening;
3. to contribute to the advancement of civic responsibility and good citizenship by supporting TWAM to help to equip people with the capacity to understand and operate successfully in society; and
4. such other charitable purpose beneficial to the community consistent with the Objects above as the trustees shall in their absolute discretion determine.

Powers

In addition to any other powers it may have, the Charity has the following powers in order to further the Objects (but not for any other purpose):

5. to raise funds and invite and receive contributions. In doing so, the Charity must not undertake any substantial permanent trading activity and must comply with any relevant statutory regulations;
6. to accept gifts of money, shares, land, property and works of art in furtherance of any of the charitable purpose included in the Objects

Trading company

V&A Enterprises is the business face of the V&A. Its activities are many and various, from publishing, product design and licensing to digital development and film. All profits are returned to the V&A, helping to maintain its position as the world's leading museum of art and design, and funding exhibitions, research, and collecting for the future.

There are four different profit streams generating revenue: Retail, Publishing, Licensing, and Digital. The company is organised into eight departments, designed to link and support all four streams. The structure allows for flexibility and collaboration in the way we approach projects, and a joined-up approach to all its partnerships. Each function contributes to the whole, playing its part in the overall business of building both reputation and income for the V&A.

http://www.vandashop.com/info/Company_Information

Useful policy documents

- The LGA has recently produced two reports containing useful information on how cultural services contribute to wider council priorities:
 - The visitor economy: a potential powerhouse of local growth
http://www.local.gov.uk/web/guest/publications/-/journal_content/56/10171/4039242/PUBLICATION-TEMPLATE
 - Driving growth through local government investment in the arts
http://www.local.gov.uk/web/guest/publications/-/journal_content/56/10171/3917456/PUBLICATION-TEMPLATE
- The Museums Association has also published 'Museums Change Lives' about the importance of museums
<http://www.museumsassociation.org/download?id=1001738>
- Preston City Council, Cultural Framework for Preston 2013-18
This sets out a positive approach to museums and culture and identifies full range of soft outcomes.
- Lancaster City Council, Lancaster Cultural Heritage Strategy, 2011
An extensive and analytical report. Key findings:
 - Lancaster needs to be promoted as a must see destination, providing a fully satisfying customer experience.
 - Closer working with Blackpool, universities and tourist board.
 - But need to be cautious about putting too much faith in heritage to attract tourists and be sustainable.
 - Very thorough SWOT analysis of current state of heritage assets and potential.
 - Heritage and cultural tourism identified as priority areas for investment.
 - Identified priorities for capital investment.
 - Flagged up need for a feasibility plan on rationalising the museum service and its buildings.
 - Mixed use of Castle recommended – sweating the assets.
 - Could smaller museums be closed and buildings used for other purposes?
 - Considered options for museums management/governance.

For more information on this report, please contact:

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