

APPENDIX SIX

A6 Regional survey of museums services

A compare and compete survey of comparator museums services in the East Midlands Region and in Birmingham was undertaken by means of questionnaires and interviews with heads of service and their staff. The services involved in the survey were:

Service	Museum buildings open to public
Leicester City Museums Service (local authority)	Central museum and five other museums open to the public
Leicestershire County Museums, Arts & Records Service (local authority)	Snibston Discovery Park and four other museums
Nottingham City Museums Service (local authority)	Central museum and seven other museums open to the public
Derby City Museums Service (local authority)	Central museum and two others open to the public
Northampton City Museums Service (local authority)	Central museum and one other
Birmingham City Museums Service (local authority)	Central museum and five others
Lincolnshire County Council Museums Service (local authority)	Ten small museums spread across county
Crich Tramway Museum (independent)	Independent museum (company structure) with national designated collection (charitable status)

A6.1 *What is the structure in your authority for delivery of heritage services?*

None of the heritage structure questions were applicable to Crich Museum, which is a voluntary-run national Tramway Museum with paid entrance.

Most museums services in the survey, including Leicester, are in structures in which they are not integrated with other heritage provision in their authorities. However Derby and in Nottingham heritage services are partially integrated and in Birmingham heritage services are fully integrated; the Assistant Director for Museums also leads on heritage for the whole authority. In Lincolnshire, museums, galleries and archives are part of the Heritage Service, under a Head of Heritage who is responsible to an Assistant Director of Cultural Services.

A6.2 *How does your museum service fit into this structure? What are its strengths and weaknesses?*

Positioning within Cultural Services & Neighbourhood Renewal or similar Community-based departments is regarded as a strength due to understanding of customer services (Leicester; Leics., Lincs., Northampton, Derby). In Derby's case being in the same Department as Engineering and Planning is regarded as a strength, but there is no Assistant Director for Culture which may be a weakness. Birmingham Museums have a strong influence on heritage developments in the city, but regard the fact that their museum education service is run by the Education Department as a weakness.

A6.3 *Are any Business Units or parts of Business Units that provide heritage services contracted out in your authority?*

Birmingham is the only Services that contracted out heritage services. 'Think Tank' (Birmingham Museum of Science & Industry) is contracted out and Birmingham has looked

at Trust Status for its Museums service and concluded that it was an option that carried high levels of risk. However they were pioneers of the Building Preservation Trust option and used a BPT option for the Jewellery Quarter Centre and Soho House.

A6.4 *Do you have a **Community Plan, Cultural Strategy, Asset Management Plan or Heritage Strategy**? How do these strategies work for you?*

All services have all of these documents or are drafting them with the exception of a **Heritage Strategy** which none of them have except Leicester (an unadopted draft) and Leicestershire; however Birmingham has a 'Regeneration through conservation' strategy. Leicester, Derby and Nottingham said that there were links between the documents and that their Museums services had been consulted in their development.

A6.5 *How does the management of museum buildings (including historic buildings) relate to overall property management in your authority?*

The practice varies: some Museums services have control of maintenance budgets but others do not. At Northampton budgets for building maintenance have recently been devolved and there are problems through lack of expertise in some areas. Birmingham has had control of its own maintenance budget for many years, it is substantial *and used as matched funding for projects*. Maintenance of Nottingham's listed and non-listed buildings is carried out by the city's Property and Architects Department and there is a similar arrangement in Leicestershire. At Derby repair and maintenance of premises is the responsibility of a division of the Commercial Service Department. Museums are recharged for the work but it is not within Museums' controllable budgets. Leicester has a landlord/tenant split with Museums responsible for internal décor and minor maintenance; structural matters were dealt with by Town Clerk's Department. In Leicester the Museums Services manages a number of buildings open and closed to the public with listed or Scheduled status, it is hard to get them prioritised either for maintenance work or within the capital programme (e.g. John of Gaunt's cellar).

A6.6 *How does your museum service contribute to regeneration schemes in your area? What is the mechanism for consulting on regeneration schemes, Is Museums part of it?*

Nottingham, Birmingham and Lincolnshire contribute to local regeneration schemes, in the latter case, 'where heritage or cultural tourism are seen as key factors' which has included the inner city area of Lincoln. Nottingham is consulted on and leads community consultation on regeneration schemes relevant to its Museums e.g. developments at Wollaton Park where it has a museum. Birmingham makes a major contribution e.g. the Jewellery Quarter developments (trail, visitor centre and museum). Leicester City Museums expects to contribute to regeneration as a result of the current Review. In the case of Lincolnshire, consultation is led by Lincolnshire Development (a Business Unit of the County Council), the 'Lincolnshire Agenda' and a new sub-regional partnership and the Heritage service expects to be consulted on the draft proposals. There is a Lincolnshire Heritage Forum.

A6.7 *Do you have a rationale for which subject areas you collect in your museums? What relevance do your collections have for communities in your area? What contemporary collecting do your museums do and how is this prioritised?*

All registered museums are required to have Collecting Policies and all Museums interviewed had them including Crich Tramway Museum. The latter and Northampton (the

boot and shoe collection) are the only museums in the East Midlands to have a collection designated as of national status under Resource's national Designation scheme. Leicester, Derby, Northampton and Leicestershire recognise that their collections are not always relevant to their communities, relevance needs teasing out in some collecting areas and there is a lack of contemporary collecting except in a limited way. Crich is reviewing its collecting policy in the light of the arrival of new tramways. Birmingham and Nottingham stand out as proactive, in Birmingham's case a millennium grant has meant that it has been a priority for the last five years. Nottingham collections with direct involvement of local communities via their Community Historian and Outreach Officer.

A6.8 *What mechanisms\structures do you have for maximising fund-raising opportunities in your museums? How effective are they?*

Birmingham is the best of the group at effective fundraising. They have a special Projects Officer for Capital Projects; the Exhibitions Officer raises funds for exhibitions and all HLF bids go across the desk of the Assistant Director who leads on heritage for the whole authority. The Jewellery Quarter Centre and Soho House are their most prominent successes. Most museums have no formal system (Leicester, Leics., Derby, Northampton) but at Crich fundraising is co-ordinated by the Treasurer, and at Nottingham by the marketing section and by individual curators, although there is a department with responsibility for sponsorship (not regarded as a success). At Leicester *ad hoc* fundraising seems to work well for small projects (e.g. education projects). At Nottingham and Birmingham exhibitions teams submit applications for funding.

A6.9 *What catalogues of your museum collections do you have (paper and ICT)? Do your catalogues cover all of your collections at least in summary form? Are they available to the public?*

Most museums have some published catalogues and manual and computerised documentation systems. Information from computer systems and from card indexes (as collections are seldom completely computerised in large local authority museums services) is normally available to the public on request to curators. This facility is seldom advertised. This is true of Leicester, Leics., Derby, Northampton and Birmingham. However some museums have started work on digitisation of collections and making information accessible via websites or in galleries. Leicester is leading on the development of a regional hosiery website which combines object information (from Leicester, Nottingham and Derby collections) with learning outcomes; it will also shortly be providing a touchscreen database of soldiers who served in the Royal Leicestershire Regiment. Derby provides touchscreen information on soldiers who served in local regiments and Derby porcelain. Birmingham has 4000 collections images on line and other projects in process, also curator's surgeries are held on a monthly basis. Crich has its library catalogue on line and its catalogues do cover all of its collections. However Leicestershire runs a highly regarded 'Open Museum' which delivers museum resources, objects and information directly to non-museum venues and to communities.

A6.10 *What is your approach to addressing the issue of access to collections and collection related information?*

What encouragement/support do you give to research visitors? If you do provide a service for research visitors, do you advertise it?

Leicester's hosiery project has set up systems for further digitisation projects in other areas of the collections and Birmingham is developing further projects with ICT access to collections. Access to stores is not normally advertised but provided on request in most

museums interviewed. Northampton has an accessible store open on certain days, and Leicester opens a store of vehicles and industrial collections on events days at Abbey Pumping Station. Most museums do not advertise their enquiry services and research facilities. In the survey, only Nottingham and Crich advertise their enquiry services. Crich does joint advertising with the National Railway Museum and London Transport Museum and Birmingham has 'opinion days' which are advertised.

A6.11 Do you have a Customer Care policy or its equivalent in your service?

How are your front-of-house staff deployed? Are security and cleaning part of their role? If not, how are security and cleaning services provided? How much are your front-of-house staff paid per hour? To what extent are your front-of-house staff involved in events, conducting tours or curatorial work?

Service	Core deployment of museum assistants	Pay	Events, curatorial, tours?
Leicester City Museums Service	Cleaning, security, reception, shop duties (cleaning contracted out at central museum)	Single tier All Scale 3 (£6.61 per hour)	Varies
Leicestershire County Museums, Arts & Records Service	Cleaning, security, reception and shop duties	Two tiers Museum Assistants (£5.49 per hour) and seniors (£6.83 per hour)	Some, varies
Nottingham City Museums Service	Cleaning, security, reception, shop duties (some cleaning contracted out)	Two tiers (£4.80-£6.12 and £6.12-£6.42)	"As much as possible, but core role is visitors and security"
Derby City Museums Service	Cleaning, security, reception, shop duties (some cleaning contracted out)	Two tiers (£5.16 per hour and £5.30 per hour)	Yes to all
Northampton City Museums Service	Museum Assistants Museum Attendants Senior Supervisors	Museum Assistants and Museum Attendants (part time, 9-10K pa) Senior Supervisors (up to £17,000)	"getting more involved"
Birmingham City Museums Service Main building	General museum assistants (security and cleaning) and specialised shop and reception staff are separate	Two tiers general museum assistants (Scale 2/3) Shop and reception staff (both Scale 3)	Core role is visitors and security
Birmingham City Museums Service Community museums	Cleaning, security, reception, shop duties	Scale 3	Full involvement
Lincolnshire County Council Museums Service	Retail, cleaning, security, exhibitions, education	Varies from Scale 1-3 with career progression scheme to top of Sc3	Collections management, talks, educational work
Crich Tramway Museum	All are volunteers, but this museum is set up in a very different way	No pay, but considerable investment in training	Full involvement

All museums in the survey except Lincolnshire have a customer care policy.

A6.12 How is training for front-of-house staff supplied, what areas does it cover?

How is training for other staff supplied, what areas does it cover?

Training is variable. Leicester has a training plan for all staff and Museum Assistants are trained with a mixture of corporate and in-house provision, though some have NVQ level 3. Derby has a mixture of internal museum and corporate and external provision, some NVQ level 3 and some doing level 4; equalities training is provided. At Nottingham a training group with a cross section of staff meets to decide a training programme for all staff for the winter. This includes cultural diversity and conservation. Birmingham has induction training including health and safety but subsequent training is confined to morning briefings prior to museums opening; they would like to improve this. Northampton provides in-house training on basic ICT and customer care. Lincolnshire supplies training via an appraisal system and training plan and training covers technical, collections management, visitor services, social inclusion and DDA awareness; health and safety and ICT. All Crich's training for all staff is in-house but some is carried out in partnership with the National Railway Museum and London Transport Museum, and some is provided by friends of Board members at low cost.

In all local authority museums staff attend a range of professional seminars, conferences and courses as well as learning 'on the job'; all have appraisal schemes during which training is discussed and identified. Integrated processes to identify training for all staff (rather than distinguishing between Museum Assistants and other staff), is practised by Lincolnshire and Nottingham.

A6.13 *What education services are provided by your Museums?*

Do you go out to schools as well as or instead of schools visiting your museums?

Are your education services contracted out? How much do you charge for your education services?

All museums in the survey including, Crich Tramway Museum, provide a formal schools programme, usually via a mixture of in-house staff and free-lance project leaders, though Birmingham and Northampton are exceptions to this. Northampton provides its service entirely using in-house educations and Birmingham's programme is separately managed by the city Education Department, regarded as not ideal. The biggest take-up of these services is by primary schools. Only Crich Tramway Museum has a regular programme going out to schools, though Birmingham and Leicestershire provide a loans service and Derby and Nottingham make occasional visits to schools.

Service	Charges for education sessions
Leicester City Museums	Active learning sessions £38.50 per 1 hour; £55 per 1.5 hours; £71.50 per two hours
Leicestershire County Museums	Active learning sessions £40 per 1 hour, £70 for 1.5 hours
Nottingham City Museums	£50 per session
Derby City Museums	£35 per session
Northampton City Museums	No charge
Birmingham City Museums	No charge
Lincolnshire County Museums	<i>Information not supplied</i>
Crich Tramway Museum (independent)	£20 per 45 minute session plus entrance fee

A6.14 *What outreach services are provided by your Museums?*

Does your authority provide access to museum resources at a neighbourhood level? If so how?

How does your authority enable people in local neighbourhoods to build on their heritage?

Outreach services across the midlands are very variable. Leicester's outreach services are under-developed but there are two outreach officers in its structure, one of which has yet to be appointed. Derby runs reminiscence therapy and oral history projects in care homes and day centres, Nottingham and Birmingham has a number of wide ranging, targeted projects, which in Birmingham's case are delivered by all curators as well as their two outreach officers. Northampton has a summer programme of taking objects out to communities and Leicestershire has a 'Moving Cases' project and its Open Museum which delivers museum resources, objects and information directly to non-museum venues and to communities. Crich has a project with young offenders and works with care homes.

All museums provide talks and lectures to groups on request. However in addition to the 'Open Museum' Leicestershire has heritage wardens run by its archaeologists and connecting with the Sites & Monuments Record. Nottingham claims to be making the heritage of Nottingham accessible to community groups in innovative ways via its access team. Birmingham has a 10 year Asian textile project at Aston Hall but acknowledges the need to be more proactive. Northampton makes a similar acknowledgement.

A6.15 What exhibitions staff do you have?

Do you contract out all or part of your exhibitions/design services?

Do you have an exhibitions policy?

How many of your museums have a temporary exhibition programme?

How many temporary exhibitions per year to have at each of these museums?

What is the normal average life-span of your temporary exhibitions?

Service	Exhibitions staff	Budget	Contract out?	Exhibitions Policy ?	No. of museums with temporary exhibitions	Temp. exhibitions per year	Span of temp exhibitions
Leicester City Museums	4 full-time posts	£200K	Some	Yes	4 out of 6	c.20	2-3 months
Leics. Museums	Separate council design unit 3 interactive builders in museums	£15K	Some	Yes	5 out of 5	c.30	2-3 months
Nottingham City Museums	7 full-time posts	£30K	Some	Yes	3 out of 8	c.30	c.2 months
Derby City Museums	6 full-time posts	£8.25K	Some	Yes	3 out of 3	c.30	3 months
N'hampton City Museums	1 full-time posts, museum assistants hang and construct	£9.25K	Some	Yes	2 out of 2	15	1-2 months
Birmingham City Museums	1 full-time post plus bought-in exhibitions, "curators assist a lot"	£76K	Some	Yes	6 out of 6	c.25	3 months
Lincolnshire County Museums	<i>information not supplied</i>						
Crich Tramway Museum	Board members and volunteers	N/A	Some	No	None	None	N/A

A6.16 Who designs your promotional literature, event guides, leaflets and posters?

Are your publication designed and published in-house?

In-house design and exhibitions teams design promotional literature at Leicester and Derby. It is contracted out at Nottingham, Lincolnshire and Crich. At Birmingham, Northampton and Leicestershire it is done by units located elsewhere in the local authority. Publications are only produced by Leicester, Leicestershire, Crich (designed in-house), Birmingham and Nottingham (out-sourced) and Lincolnshire (most outsourced).

A6.17 Do you have an events programme?
 If so, how many events do you provide each year?
 What budgetary provision do you have for events?

Service	Events programme?	How many each year?	Budgetary provision for events
Leicester City Museums	Yes, all sites	c.240	£6,600
Leics. Museums	Yes, all sites	[Awaiting info]	£15,000
Nottingham City Museums	Yes, not all sites	217	"very little"
Derby City Museums	Yes, all sites	84	£7,000
N'hampton City Museums	Yes, all sites	c.40	"very little"
Birmingham City Museums	Yes, all sites	"100s"	£25,000 plus £18,000 tied in with exhibitions
Lincolnshire County Museums	Yes	<i>information not supplied</i>	<i>Information not supplied</i>
Crich Tramway Museum	Yes	20	£20,000

A6.18 How reflective is your workforce of the population of your city or county?
 If your workforce is not reflective of the population of your area, what is your approach to this issue?

Only Lincolnshire has a staff reflective of the population of its area. This means that less than 1% of the Lincs. population is from ethnic minorities and 6% of workforce from ethnic minority background, which means two people in a staff of 160; however Lincolnshire Museums have 'a number' of employees with disabilities. Birmingham is hosting two positive action traineeships over the next two years. Crich has some ethnic minority volunteers and is very aware of the issues, taking a commercial perspective on the need to be inclusive. Leicestershire and Northampton do not regard it as a major issue. Lincolnshire is looking at developing traineeships with local universities targeting groups known to have difficulties returning to the workshop (e.g. women returning to work).