



ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE
11 MARCH 2019

COLLECTIONS AND LEARNING HUB AND
MUSEUM SERVICE COLLECTIONS

REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES

Purpose of report

1. The purpose of this report is to provide the Committee with an update on proposals to develop a Collections and Learning Hub, including an update on the management, maintenance and governance of the Museum Service collections.

Policy Framework and Previous Decisions

2. On 6 March 2018, the Committee received a report updating on the work to develop a full business case for a Collections and Learning Hub. The report outlined five options, with a wide range of indicative costs and included a 'do nothing' option. The Committee advised the Cabinet that it supported the proposals outlined for a new Collections Hub.
3. On 12 June 2018, the Cabinet received the full business case for the Collections and Learning Hub and approved the creation of an Archive, Heritage and Learning Collections Hub on the County Hall campus. The Cabinet resolved:
 - a) That the full business case for the Archives, Heritage and Learning Collections Hub be noted;
 - b) That Option 2 - the creation of an Archives, Heritage and Collections Hub on the County Hall campus - be approved;
 - c) That the Directors of Adults and Communities and Corporate Resources be authorised to undertake further work in order to develop the two potential schemes for Option 2 (a new build, and the refurbishment of an existing building) including:
 - i) exploring the development of a package of external funding; and
 - ii) engagement with key stakeholders to begin initial planning for the preferred scheme.
4. On 8 February 2019, the Cabinet approved the provisional Medium Term Financial Strategy (MTFS) 2019/20–2022/23. The MTFS was subsequently approved by the County Council at its meeting on 20 February 2019.
5. This included a provision within the Capital Programme of £10 million to facilitate the relocation of the Record Office to the County Hall campus, addressing the immediate Record Office storage expansion requirement and an additional provision within the

Future Developments Fund for relocation costs and to develop a Collections and Learning Hub in the existing Eastern Annex building at County Hall.

Background

Collections and Learning Hub

6. The County Council operates the Record Office for Leicestershire, Leicester and Rutland as a partnership with Leicester City Council and Rutland County Council.
7. The provision of an approved place of deposit is a statutory requirement for all local authorities. The National Archive requires all public record offices to achieve accreditation, which demonstrates that they meet the necessary standards required of an approved place of deposit. The Record Office received Accredited status in February 2018.
8. Arts Council England (ACE) also operates a national accreditation scheme for museums. Museums which achieve this status have demonstrated that they meet nationally agreed standards as sustainable, focussed and trusted organisations which offer visitors a great experience. Accredited status also provides access to several grant funding streams, including from ACE and Heritage Lottery Fund.
9. The County Council operates five accredited museums:
 - The 1620s House and Garden, Coalville;
 - Bosworth Battlefield Heritage Centre, Sutton Cheney;
 - Charnwood Museum, Loughborough;
 - Harborough Museum, Market Harborough;
 - Melton Carnegie Museum, Melton Mowbray.
10. Charnwood and Harborough Museums are run in partnership with the respective local district council.
11. In addition to the above venues, collections are cared for and made accessible through five other facilities: Collections Resources Centre, Barrow-upon-Soar; Unit One, Coalville; Eastern Annex on the County Hall campus; Snibston Colliery site, Coalville and Sherrier Centre, Lutterworth.

Proposal

12. Following the Cabinet approval to develop a Collections and Learning Hub on the County Hall campus, further work on a revised option which delivers the requirements to provide 25 years expansion space for the Record Office and reduce the number of locations currently operated by the Museum Collections and Learning teams has been identified. This proposal has a lower capital requirement than the two original schemes. An artist impression of what the new Record Office building might look like will be screened during the meeting.
13. The revised proposal is to deliver a Collections Hub in two phases:
 - Phase 1 – to relocate the Record Office to provide reception and office space at the front of the main County Hall building together with an extension to this office area on an adjacent plot of land to provide a new purpose built ‘strong room’. The

'strong room' stores the records in line with the required environmental and security conditions. This would provide a brand-new Record Office facility, meeting archival standards and delivering the 25-year expansion space required and includes the requirement for storage of registration records.

- Phase 2 – as a further separate phase will address the requirement to reduce the number of buildings being occupied by Museum Collections and the Creative Learning Service. This would see the relocation of collections and resources items from the Sherrier Centre, Lutterworth, Unit 1 Stephenson's Court, Coalville and Collections Resource Centre, Barrow-upon-Soar, to existing space within the Eastern Annex.
14. This two-phased proposal is estimated to cost approximately £10 million for the new Record Office, with the costs of the new Museum Collections and Learning Hub to be determined. Current estimates for Phase 2 are in the region of £3 million, depending on the scope of the proposal and is subject to a full business case.
 15. This option is attractive as the capital costs of the development are significantly lower than those previously explored and can be phased over a number of years, whilst still delivering the overarching vision of uniting the County Council's cultural resources in a single location, in accordance with the Cabinet recommendation from June 2018 and which facilitates public access and meets recognised standards of collections care.
 16. This split site solution however does not provide the same opportunity to generate the revenue savings as per the original business case.

Record Office for Leicestershire, Leicester and Rutland

17. The County Council delivers and manages the Record Office on behalf of a partnership between Leicestershire County Council, Leicester City Council and Rutland County Council. All three authorities make a financial contribution towards the annual revenue costs. This arrangement ensures that the statutory responsibilities of three local authorities are met and there is public benefit from being able to access records relating to the three areas in one location.
18. In 2018, the Record Office received 11,393 visitors, provided users of the search room with access to around 30,000 records and responded to 8,846 enquiries from service users.

Museum Service Collections

19. The purpose of Leicestershire Museums is to safeguard the future of the rich and irreplaceable natural and human heritage of Leicestershire and to provide an accessible, engaging, innovative, sustainable and responsive service of the highest quality. The policies and procedures that the Service operates in accordance are contained within the Collections Management Framework (CMF) 2015–2019. This includes the Collections Development Policy (CDM), which is attached as Appendix A.
20. The CDM provides an overview of each collecting area (see pages 4-12 of Appendix A), including areas of excellence. It also details the Service's approach to acquisition of collections, rationalisation and disposal, all have been developed in accordance with appropriate legislation, for example UNESCO 1970 Convention on the Means of

Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, professional best practice, for example SPECTRUM - the UK's Collections Management Standard and the Museum Association's Code of Ethics for Museums.

21. The CMF will be reviewed during 2019, as part of preparations for the Service to resubmit for ACE accreditation in January 2020. The Accreditation scheme sets out nationally agreed standards, which inspire the confidence of the public and funding and governing bodies and applies to museums of all types and sizes across the UK.
22. The Accreditation standard (revised in 2018) covers the acquisition, rationalisation and disposal of museum collections and associated archive and information, their loan, documentation, conservation and display, exhibition and other means of public access.
23. The collections of Leicestershire Museum Service help people discover the past, make sense of present lives and inspire the future. The substantial range of objects allows the exploration of Leicestershire's changing natural history and the lives and interests of the people who have made the county their home. The collections reflect the vibrant and changing story of Leicestershire.
24. These collections, which the County Council owns or has custodial responsibility for, are used to generate and support museum displays, travelling exhibitions, event programmes, community projects, academic research and targeted community use.
25. As well as making the collections accessible to the public in a variety of ways, the Service is responsible for maintaining them in good order for use by future generations of people from Leicestershire and beyond. The CMF sets out how this can be achieved through procedures designed to meet national standards for collection care and management and demonstrates how to achieve the appropriate balance between access to and use of collections and their long-term care and stability.
26. The County Council's commitments are clearly stated within the framework, as are the policies and the legal and ethical frameworks within which the Collections Management Procedures can be carried out.

Public Access to collections

27. The collections are accessible to the public in a number of ways: as visitors to the five museum and heritage sites; online through digital platforms; as loans to community groups; through participation and outreach sessions (such as the Century of Stories project); loans to other museums and galleries; as users of the Creative Learning Service and as individuals, formal learners, researchers or as groups and organisations by appointment at the following collections centres: Collections Resources Centre, Barrow-upon-Soar; Eastern Annex, County Hall, Glenfield; Snibston, Coalville; Unit 1 Coalville; Sherrier Centre, Lutterworth.
28. The Museum Service received over 140,000 visits in 2018, with visitors benefitting from a range of permanent and temporary displays and exhibitions that draw on aspects of the museum collections. The temporary exhibition programme features different aspects of the collection and provides the opportunity for each venue to explore stories and/or themes that expand upon, or go beyond, the longer-term

displays. This is an important way to reach new audiences and encourage repeat visits.

29. Members of the Adults and Communities Overview and Scrutiny Committee recently visited the Eastern Annex and Collections Resources Centre and received an overview of the collections and facilities available to visitors.

Loans

30. Objects from the collections are available for loan to other museums, galleries and venues either for long term periods (up to five years with a review and possible extension) or for temporary exhibitions. Recent loans have included:
- The Reid and Sigrist 'Desford' aircraft loan to Windmill Aviation for restoration. A successful test flight was completed in 2018;
 - Anglo-Scandinavian objects loaned to the successful *Danelaw Saga: Bringing the Vikings Back to the East Midlands* exhibition in Nottingham;
 - A selection of objects dating from 1066 onwards loaned to The Charnwood Roots project for its Heritage Festival at Beaumanor Hall;
 - Objects to support the Cottesbach Educational Trust in its programme of events about exceptional women as part of the 100-year anniversary of the Representation of the People Act, which first gave women the right to vote;
 - A man's 'Speedo' swimsuit from the 1920s on loan to the new VandA Dundee for inclusion in its Scottish design pioneers gallery;
 - Four items by Christian Dior to the VandA for its exhibition Dior – 'Designer of Dreams'.

Social Media

31. The museum collections are published digitally on a number of platforms, principally Instagram, Pinterest and History pin. Collections are also available through the County Council's digital image bank, Image Leicestershire, which also enables users to purchase specific images. The potential for a collections based website is to be explored as part of the development work for the Collections and Learning Hub, as means of further broadening and developing collection engagement.

Outreach/Participation

32. The Service has a strong track record of working with a wide range of partners to engage groups and individuals that might not normally use the sites or collections, through programmes of community delivered activities.
33. An example of this approach and its impact is the "Memory Plus" project, which trained staff in care homes to use carefully selected resources as a basis for interaction with residents, in particular those with dementia. The funding for this project has now come to an end and the service has developed a series of resources for Community Managed Libraries who will loan these resources, with guidance notes on their use to local groups and carers.
34. A second example is Century of Stories, a four-year Heritage Lottery Funded project, which sought to enable people across Leicestershire to uncover their connection to World War I. This project has worked with a diverse range of groups and individuals, from community groups to homeless people, and adults and young people with

learning difficulties to help them find their connections to the World War. The collections and resources of the Museum Service and Record Office have been an important part of this activity, providing inspiration for creating responses to this theme and bringing to life individual and personal stories of this world changing event. The event is summarised in this short video <https://youtu.be/viTCRkOscqE> which will be shown at the meeting.

Works of Art in Schools

35. Between the 1960s and the early 1990s the Local Educational Authority (LEA) purchased works of art for the purpose of short and long-term display to Leicestershire schools. It also provided funds for schools to purchase their own works of art. This was a specific resource managed and developed by the LEA.
36. In 2012, 522 works from this collection were identified by schools as being surplus to requirements. The Communities and Wellbeing Service was commissioned by the Corporate Schools group to rationalise and dispose of these works. Following appraisal 403 works were sold through Bonham's auction house and raised around £550,000, which was re-invested into museum collections.
37. Work is currently underway to establish a comprehensive list of works remaining in schools and academies and make recommendations for the future management and use of this collection. Schools are currently being visited and the works of art identified, catalogued and condition checked before being reconciled with existing documentation from the former LEA files.
38. It is anticipated that the audit phase of this work will be concluded by December 2019, with a final report to be presented in the spring of 2020.

Resource Implications

39. The Communities and Wellbeing Service's net budget for 2018/19 is £5.3m. In line with the Council's MTFS, this will reduce to approximately £4.3m per annum from 2022/23. Given the scale of these savings, service delivery will have to change significantly. The Communities and Wellbeing Strategy, Providing Less; Supporting More, provides the basis upon which these savings will be delivered.
40. The Community and Wellbeing Service to date has delivered £900,000 of saving towards the original £1.9 million target through a range of measures, including staffing efficiencies and service reductions. Of the remaining £1 million to be delivered by 2022/23, £350,000 had been identified from a restructure of museum, heritage, archive and learning provision, facilitated by the creation of a single site Collections Hub.
41. Following the recommendation of the Cabinet in June 2018 to progress a Collections Hub on the County Hall campus, work was undertaken to investigate the potential of external funding streams to help offset the capital requirement, including informal discussions with funders and partners. This indicated that the potential for significant external funding towards the capital costs of this development was limited.
42. On 20 February 2019, the County Council, as part of the MTFS 2019/20–2022/23, approved a provision within the capital programme of £10 million to facilitate the relocation of the Record Office to the County Hall campus and made an additional

provision within the Future Developments Fund for relocation costs and for proposals to develop a Collections and Learning Hub in the existing Eastern Annex building at County Hall.

43. This two-phased proposal is estimated to cost approximately £10 million for the new Record Office, with the costs of the new Museum Collections and Learning Hub to be determined. Current estimates for phase 2 are in the region of £3 million, depending on the scope of the proposal and is subject to a full business case.
44. Work to review the current partnership arrangements with Leicester City Council and Rutland County Council, will address the level of capital and revenue contribution from each partner towards the Record Office element of this development.
45. This split site solution however does not provide the same opportunity for the Communities and Wellbeing Service to operate an integrated staffing structure and therefore will not generate the revenue savings as per the original business case.
46. The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

Timetable for Decisions

47. The Committee will be provided with progress reports as appropriate.

Conclusions

48. The Committee is asked to note and comment on the revised proposals for the Collections and Learning Hub and consider the current activity on the Museum Service collections.

Circulation under the Local Issues Alert Procedure*

49. None.

Relevant Impact Assessments

Equality and Human Rights Implications

50. Equality and Human Rights Impact Assessment (EHRIA) screenings have been undertaken on the Record Office, Museum Collections and Creative Learning Services, these have determined that a full EHRIA is not required for this project at this stage. This is because it is proposed to improve the facilities and access for all three service areas. The EHRIA will be kept under review at each stage of the project.

Partnership Working and Associated Issues

51. The Record Office is a partnership between the County Council, Leicester City Council and Rutland County Council. The joint arrangement was established in 1997 and includes a financial contribution towards the costs of the Record Office, from each partner.

52. As part of the work to deliver a new Record Office the joint arrangements will be updated to reflect current requirements and work to establish Heads of Terms is underway.
53. The partnership with Charnwood Museum was established in 8 April 1999. Charnwood Borough Council has responsibility for providing the museum building and all front of house staffing. The County Council has the responsibility for providing the collection, curatorial expertise and collections care and delivering a programme of temporary exhibitions in agreement with the Charnwood Borough Council's museum team.
54. Harborough Museum is delivered in partnership with Harborough District Council and the Market Harborough Historical Society. This agreement was established on 20 June 2013, following the refurbishment of the Symington building to create a new museum and library on the first floor. In summary, the County Council is responsible for the operation and management of the museum; Harborough District Council provides and maintains suitable accommodation and the Historical Society makes its collection accessible through the museum. This agreement is linked to the Heritage Lottery Fund grant received by the County Council for the redisplay of the Hallaton Treasure, for which the contingent liabilities remain in place until March 2087.

Appendix

Appendix A – Museums Collections Development Policy 2015-2019

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