

Response to Recommendations in Review of Museums and Archives Services

Recommendation	Response
<p>Closure of Museum & Art Gallery; up to £70k We recommend that the council's own accountants verify these anticipated savings from the closure of the Museum & Art Gallery.</p>	<p>Response: The Museum and Art Gallery in Hereford is currently closed following discovery of asbestos when preparing for planned improvements. Future proposals for the site and services are being pursued with community partners and will be the subject of a further report. Since the Museum and Art Gallery has been closed there has been increased hours at the Old House and support given to the collections team. The level of potential savings needs verifying as believe it includes savings already made in front of house cover.</p>
<p>Car park charging at HARC: additional £5,000 per year.</p>	<p>Response: Potential earned income under consultation with the Friends of the Record Office.</p>
<p>Expanded learning & outreach service: additional £6,000</p>	<p>Response: To include in a review of the learning offer. To consider full cost recovery which would include consideration of the salary of staff who manage the learning offer when setting fees (the cost of salaries to support the learning offer within the heritage management budget outlined in the review).</p>
<p>Commercial conservation and collections advice services and renting of bench space at HARC to self-employed conservators: £15,000 per year.</p>	<p>Response: Accepted. Existing practice though the focus has recently been on the internal demands of the service with the relocation of the archive. This could be via a formal agreement with another local authority rather than "ad hoc" contracts. Figure needs to be verified as seems high next to the potential market.</p>
<p>Increased lettings of meeting/event space at HARC and Friars Street and release of office space to other Council departments: £5,000 per year.</p>	<p>Response: Accepted, though a cost implication with staffing for facilitating any additional opening hours and hire arrangement so full cost recovery needs to be included.</p>
<p>Promote licensing of images (photographs, paintings, maps) for commercial use, via an agency such as Bridgeman Art Library, up to £5,000 per year (and consider a partnership with e.g. Ancestry UK, for putting family history archives online).</p>	<p>Response: Accepted, however not included is the cost of scanning and digitalisation. Potential partnership with a commercial organisation who could cover some of the costs and share the income.</p>
<p>Development of the Brian Hatton Centenary exhibition and Pop Up touring shows, from spring 2016 onwards, income from retail lines and events.</p>	<p>Response: Work is taking place to support the Brian Hatton Centenary exhibition. Concern over investment in specific retail which may have a</p>

£10,000.	narrow audience and short shelf life, though could be part of a wider merchandise offer.
Develop retail sales at The Old House with a theme of <i>Made in Herefordshire</i> , up to £5,000 per year.	Response: Accepted. Development of the Old House with bespoke merchandise and opportunity for local produce.
Invest to save: create Commercial & Marketing Manager posts at £30,000 each (see Sections 7.2 & 8.4) to enable some of the above income to be earned and additional income and partnerships to be developed for medium and longer terms. The Commercial Manager is the most urgent to be created, funded by the immediate savings identified above.	Response: The appointment of 2 posts on a salary of £30k with on-costs would require in the region of £80,000 added to the revenue budget requirement, plus any promotional budget required. This would need to be found from existing salary and revenue budgets as the income generation recommendations in the review do not create full costs recovery. It is therefore proposed that skills are developed within the team supported by a post within the communications team for marketing over the next 12 months; guidance and advice from partner organisations and Hoople already supporting the commercial offer of the Museum Service.
Reduction of services at HARC achieved through restricted opening times/public access enabling a reduction in staff numbers.	Response: Not pursued at this time.
Use of space at HARC for other Council services (savings to be found through these services not paying current Premises costs).	Response: Accepted as increased utilisation of the premises. A proposal is to create a Land and Property Search Hub based at HARC, with the relocation of modern records relating to planning, land searches, deeds, etc. This does not create a saving but increased use of the building and footfall with one stop shop for services and customer accessing records.
We recommend that consideration be given to re-branding the building – perhaps as part of a re-launch of the newly invigorated Museums Service? – to one with a shorter, more memorable name which can have meaning for everyone.	Response: Agreed to rename of the Museum Resource and Learning Centre in consultation with Heritage Lottery and other stakeholders.
Amalgamation of services with other local authorities or joint provision; in particular making use of the state-of-the-art facilities at HARC, with potential of up to £40,000 per year. Explore heritage partnerships.	Response: Pursued as second stage of work with an application made to the Arts Council for the Museum Resilience Fund.
We recommend that, as it seems unlikely that the Museum & Art Gallery will re-open in the near future, a modest investment could be used to re-display some of the collections on another site. A radical approach could be taken, replacing the old and various display cases with a vibrant and modern, perhaps more lightweight, style of display, more akin to a	Response: Potentially, but staffing cost for managing the scheme and capital costs for displays not included in the review.

<p>temporary exhibition or a touring show. This could support taking objects out on the road to new places (in addition to <i>Museum on the Move</i>). Pop Up Museums could be sited in shops, community halls, libraries.</p>	
<p>Addition of solar panels to HARC roof: this requires initial investment though grants are available. Although it would take many years to recoup the investment, it could reduce even further the running costs of the HARC building, even though it is designed as a low revenue cost structure.</p>	<p>Response: Being pursued, though no significant short term savings.</p>
<p>Create a Development Trust.</p>	<p>Response: Application to the Arts Council's Museum Resilience Fund to support the financing of this recommendation.</p>
<p>We recommend that significant steps should be taken in the immediate future, but investment will be needed.</p>	<p>Response: That one-off investment to improve the visitor experience at the Old House.</p>
<p>A more fluid approach to display could allow the Museums Service to experiment with different styles and content, starting conversations with the public, exploring co-curation and drawing especially younger members of the community into creating content.</p>	<p>Response: A potential link to Old House development to attract different age ranges.</p>