



## **Derby Museums Trust Annual Report, April 2013-June 2014**

Prepared by Tony Butler July 2014





## Foreword

Derby Museums Trust operates three museums, Derby Museum and Art Gallery, Pickford's House and Derby Silk Mill. It cares for the collections of cultural heritage on behalf of Derby City Council.

Derby has unique cultural assets. The Silk Mill is the site of the world's first factory and is in the Derwent Valley UNESCO World Heritage site. Derby Museums has the world's largest and most outstanding collection of work by Joseph Wright of Derby, the 18<sup>th</sup> century artist of Enlightenment and is 'Designated' by Arts Council England as a collection of national significance. Derby's identity was 300 years in the making, and the Enlightenment spirit of creativity and invention resonates today. The city confidently positions itself as one of the UK's principle centres for manufacturing and sustainable engineering.

In our museums we vaunt great men such as Joseph Wright, the polymath Erasmus Darwin and the clockmaker John Whitehurst. Their curiousness and desire to unlock the wonders of the universe inspired more practical men of industry such as Richard Arkwright to harness nature for manufacturing. Yet unlike the 18<sup>th</sup> century, when only those of means were able to feel the pleasure of discovery, we want all our communities to learn new things and explore their creativity.

We believe the best museum is a place of encounters. Somewhere people can look at the world differently, form new friendships and be active. Our visitors must feel they are entitled to participate.

For Derby Museums to thrive, to have a positive impact on local people and to promote the city to the outside world, it needs to be a sustainable enterprise. As an independent trust we are able to be opportunistic, to form unusual partnerships and to generate more income from the assets.

Despite a rocky start, Derby Museums has achieved significant successes in its first 18 months of operation. Galleries have been upgraded, the visitor experience has improved, and some genuinely pioneering work has taken place which is expanding the perceptions of what a museum is and can be.

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## **1.0 Twelve good things at a glance 2013-14**

1. A major restructure was undertaken to ensure organisational and financial resilience. Although seven FTE posts were lost, Derby Museums emerged leaner and able to deliver its strategic aims
2. A successful Major Partner Museum application to Arts Council England in partnership with Nottingham City Museums and Galleries. This provides a three year finding agreement of nearly £400,000 p.a. for three years during 2015-18
3. The ground floor of Derby Silk Mill has been refurbished and opened to the public for the first time since 2011
4. A bid was submitted to the Heritage Lottery Fund to help finance the £17m refurbishment of Derby Silk Mill. Although unsuccessful in May 2014, feedback from the HLF was very encouraging and a revised bid will be submitted in November 2014
5. The exceptional Re:make project was launched, a unique co-produced programme to develop citizen curators via communities of makers and hackers. This will inform the future content development of the Silk Mill
6. A successful bid to DCMS Wolfson for £120,000 which will refurbish two museum galleries and create new Natural History displays by March 2015.
7. The opening of the Joseph Wright Institute in Derby Museum and Art Gallery; a study centre which means virtually all the artist's work we hold is accessible to the public.
8. The exhibition *Joseph Wright - Bath and Beyond*. The first Wright-related temporary exhibition for 17 years
9. The opening of The Derby Museum Coffee House, a new café situated in the Derby Porcelain gallery.
10. Improvements to Pickford's House including the refurbishment of four display rooms, including the Views of the City room and a Children's activity room.
11. In the first quarter of 2014, the best visitor figures for four years.
12. At The Silk Mill and Museum and Art Gallery there is the fastest public wifi in a museum, anywhere in the UK

## **2.0 Context**

### **1.1 Ambitions and Challenges**

Derby Museums Trust took over the operations of Derby City Council's Museum Service in October 2012. The Trust was underpinned by a three year funding agreement from Derby City Council of £1.3m p.a and the Arts Council of around £500,000 p.a. At this time the Museums Service's capacity to earn income was poor and the new Trust set itself ambitious targets for revenue generation which by 2014-15 would constitute nearly 10% of its income.

In the 2012-15 Business Plan the Trust outlined its five principle aims:

- Establish Derby Museums Trust as a new, independent cultural organisation, based on ambition, entrepreneurialism, resilience and strategic relevance to local, national and international partners.
- Instigate a plan for the overall re-development of the Silk Mill as a major visitor attraction
- Begin an affordable rolling redevelopment programme for Derby Museums and Art Gallery
- Ensure community engagement is embedded in all aspect of Derby Museums' work
- Build a partnership to support the establishment of an international Joseph Wright Institute

By the end of 2014-15 all of these aims will have been achieved.

In February 2013 the Executive Director, Stuart Gillis unexpectedly resigned. In March 2013 Nick Dodd, who had previously been Chief Executive at Museums Sheffield was appointed as interim Executive Director. Nick quickly recognised inherent weaknesses in the organisation which the Trust had taken on. In his first report to the Board in March 2013 he noted that:

- *The Organisation is not resilient nor 'fit for purpose' and is faced with some significant risks;*
- *The Service remains for the most part un-reconstructed with an inappropriate structure and institutional 'silo' culture.*
- *There is a paucity of functioning systems and processes and poor data gathering and quality assurance*
- *There is an over-ambitious business plan, forecasts and budget, particularly for trading income and business development*
- *There is a poor visitor experience and audience numbers*
- *There is lack of clarity of Silk Mill re-development*
- *The temporary maintenance closure of the Art Gallery and Museum in 2013-14 will have adverse effects on visitor numbers and income*

### **1.2 Derby Museums Change Programme**

From April 2013 Nick Dodd swiftly implemented a major change programme. Initially this took the form of a review of the Visitor Experience and Commercial Opportunities. A report produced by Colliers International concluded that great improvements were needed to provide an excellent visitor experience at the museum sites. Among a raft of recommendations it noted that:

*Much management time and energy has been focussed on the move to Trust status and development projects for the future. Unfortunately though, the visitor experience has suffered as a result and we have seen this with every touch point with your visitors.*

In a short time the Trust addressed many of these issues, including,

- Improved management and defined roles for of Front-Line staff.
- A turnaround programme at the Museum and Art Gallery, attending to details such as labelling, signage and orientation.
- A review of commercial activity with a new retail manager appointed
- Increased opening hours to include Bank Holidays.

The Trust implemented many of the recommendations quickly and its standards of customer care improved.

The Colliers report also provided the impetus for an organisational restructure. This had the effect of improving the systems and human resource capacity to achieve the aims and prepare the business for the inevitable reduction in public subsidy after 2015. By 2014 staff numbers reduced from 45 FTE to 39 FTE with salary costs reducing from £1.22m to £1.05m p.a. Many people chose to leave and of the current cohort over a third has been in post less than 18 months.

### **3.0 Achieving its Strategic Aims since October 2012**

#### **3.1 Establish Derby Museums as a new, independent Cultural Organisation.**

Despite an overambitious and unrealistic financial plan in 2012, Derby Museums Trust has developed as a viable business and is performing well against its stated aims. The future funding for all UK museums will be increasingly mixed. As an independent trust Derby Museums are better able to manage this combination of core funding from Derby City Council, programme funding from Arts Council, earned income through commercial activity, awards from private Trusts and foundations and individual giving.

##### *Governance*

The governing body is committed and is effective in leading the strategic development of the Trust. During the hiatus of Executive Director at the beginning of 2013, the Board effectively managed the business. They made a significant appointment in Nick Dodd, who instigated and initially led the change programme. Strong leadership was necessary and difficult decisions were made.

##### *Management Structure*

A simplified management structure of three senior managers reporting to the Executive Director has vastly improved the Trust's capability of achieving its Five Aims. The organisation is more entrepreneurial and focusses on building a sustainable business and delivering good outcomes for the public. I do not believe this cultural shift would have been possible had the museums remained within the City Council.

##### *Resource Management*

The creation of the new Resource Directorate led by Mohammed Suleman, a Chartered Certified Accountant ensured that tight financial procedures good cost control prevails. The restructure also took significant costs out of the business. Other savings have been made by outsourcing the accounting function, which have also provides managers with superior accounts information.

We believe further net savings are possible in support services such as IT, legal, and HR should the Trust be able to buy the services from the private sector.

##### *Commercial Activity*

A new Retail and Commercial Supervisor has transformed the shops at all Derby Museums' sites. There is a higher quality and broader range of products intended to suit all audiences and income is increasing. In addition our venues are increasingly being used for commercial hires and meetings.

##### *Business Plan 2015-18*

A new business plan will be produced for the years 2015-18 by October 2014. It will take into account new assumptions in public sector funding which are much less favourable than those noted in 2012. The Trust will need to earn more income through commercial activity and the support of private Trusts and Foundations. A list of additional external funding is noted in section 5.2.

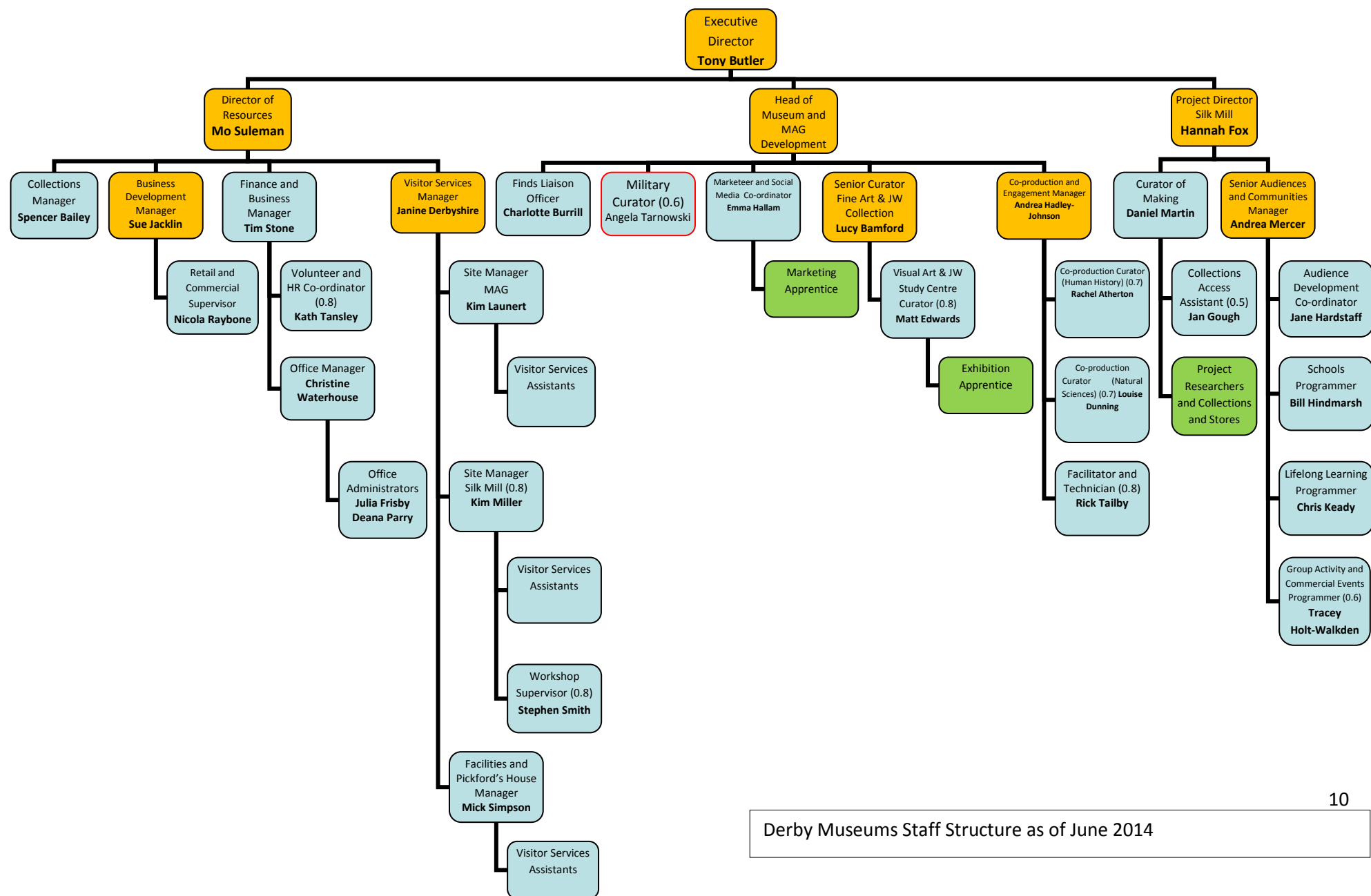


Successful applications are only possible because of the leverage from core subsidy from Derby City Council

*Major Partner Museum Funding*

In July 2014 it was announced that Derby Museums Trust in partnership with Nottingham City Museums and Galleries were to join the roster of Arts Council England's Major Partner Museums(MPM). This is a group 20 museums or consortia considered to be the leading regional museums in England. Our partnership will receive £855,000 a year for three years split 45:55 between Derby and Nottingham, this translates to about £390,000 a year for Derby. The settlement represents around £100,000 a year less than the previous two years, however all existing MPMs had their funding reduced. Birmingham Museums and Galleries saw a cut of 40% on the previous year.

This funding agreement is a good achievement bearing in mind there had been no MPM in the East Midlands before. It provides the Trust with the relative stability of a three year funding agreement and the recognition as a major UK museum. A condition of the MPM funding is the continuation of financial support from Derby City Council.



### **3.2 The Re-development of Derby Silk Mill as a major museum and visitor attraction**

#### *Silk Mill capital development*

The present Derby Silk Mill is on the site of what is considered to be the world's first factory. It is the Southern gateway to the Derwent Valley World Heritage site. The building is totemic to the manufacturing heritage of Derby. The Museums Trust has ambitions to redevelop the site into a museum and visitor attraction reviving the principles of the 18<sup>th</sup> Century Enlightenment, that of curiosity, experimentation and making. The Silk Mill development project will contribute to the City's broader regeneration plans for the Riverside area, improving the visitor economy and focusing on skills development as one of its core activities. This is also aligned to key objectives for the D2N2 Local Enterprise Partnership.

The ground floor renovation of the Silk Mill was completed by Derby City Council and re-opened to the public in November 2013.

In November 2013 Derby Museums Trust submitted a bid to the Heritage Lottery Fund for £10.4m. This would provide just under half the funding for the £21.5m redevelopment of the Silk Mill and the construction of a new stores and a study centre for Derby's Museum collections. A pledge of £5m from Derby City Council as match funding was given providing the full lottery award was forthcoming.

Although the bid was turned down in March 2014, the HLF were very positive about the proposal. Committee members were impressed by the sensitive plans for the restoration of a heritage item of significance and the continuing involvement of the community. They have encouraged the Trust to reapply with a modified scheme which omits a proposal for a new Collections store.

The revised bid will be submitted at the end of November and a decision made by the HLF in May 2015.



*Derby Silk Mill*

### *Silk Mill programmes*

The Silk Mill development has public participation at its core. Members of the public and communities of makers, tinkerers and hackers have been nurtured to become citizen curators. They will create aspects of the new museum, from selecting objects and designing exhibition layouts to making display cases and advising on retail products!

Since Autumn 2013 a number of pilot programmes have taken place aimed at helping young people and adults engage with STEAM subjects (Science, Technology, Engineering, Art and Maths). They have involved local, national and international partnerships such as:

*Derby Mini-Maker Faire* – The first event of the re-opened Silk Mill was the Derby Mini Maker Faire. Over 1,100 family visitors encountered 90 makers from across the UK in their projects workshops and activities around the themes of STEAM. Derby Museums has secured the rights from MAKE in California to run the Maker Faire in Derby. The 2014 event will be expanded onto Cathedral Green as it becomes a key annual family-friendly festival for the city.

*Re:Make* - In September 2013 *Re:Make the Museum* was launched inviting members of the public to become citizen curators to inform the development of Derby Silk Mill. In ten months hundreds of people have participated in organised sessions to help design a new museum from scratch. Working with makers-in-residence, Tilt, and architects Bauman Lyons visitors have been able to write a new chapter in Derby's story of excellence in making.



*Students from Dale Primary School participated in Re:Make the Museum at Derby Silk Mill*



*ArtScience Prize* – Derby Museums has led this pilot programme in the UK, in partnership with Ignite! (an offshoot of NESTA). The programme links with an international network of ArtScience Labs in USA, France, Saudi Arabia and Singapore, with support from The Walt Disney Company. Its purpose is to stimulate student creativity and improve their ability to solve problems. It also helps them to see how cross-disciplinary science-technology-design projects can benefit society.

In July 2013 and June 2014 two sets of seven students from Landau Forte College involved on the programme had the opportunity to present their projects at Le Laboratoire in Paris.

Further funding from Trusts and Foundations is being sought to scale up the programme to include more schools.

*En-code* - Using the Joseph Wright collection and themes of Enlightenment, Year 5 pupils worked with Derby Museum's staff and leading digital games developers to programme their own animations using open-source coding programmes developed by MIT Media Lab in Boston. Partners in Derby, including the RSA Derby network, have collaborated with schools to encourage the use of technologies such as Raspberry Pi.

All of the developments and programmes at the Silk Mill over the past 2 years have been captured online <http://derbysilkmill.tumblr.com/>



*2013 Mini-Maker Faire at Derby Silk Mill*

### **3.3 The phased development of Derby Museum and Art Gallery**

Attendances at Derby Museum and Art Gallery had been falling since 2011. This was compounded by the closure of three temporary exhibition galleries during Autumn 2013 – Spring 2014 for Derby City Council's planned fire precaution works. Despite this, by November 2013 the decline in visitor numbers was arrested, a result of the Turnaround project and family friendly programming. In February half term week over 6000 people visited the museum, the best weekly visitor figures for ten years.

#### *The Joseph Wright Institute*

In May 2014 following considerable refurbishment the Joseph Wright Institute was opened. Two galleries featuring a study room and temporary exhibition space named *Wright Inspired* now compliment the Joseph Wright Gallery on the 1<sup>st</sup> Floor. Virtually all of the Museums' work by Wright, (oil paintings, prints and drawings) are accessible to the public. The *Wright Inspired* gallery contains a family area where visitors can dress up as the artist's subjects and a space for changing displays of work by students and artists responding to Wright's work. The space will also be used to explore individual work in detail, for example paintings in the School of Wright or by imitators – our 'Not Quite Wrights.'

The Opening of the Joseph Wright Institute coincided with the temporary exhibition *Joseph Wright of Derby Bath and Beyond*. Curated by the Holburne Museum in Bath this featured work painted by Wright during a four year sojourn in Bath. It featured works loaned from institutions such as Tate, the Walker Liverpool, The Fitzwilliam Cambridge and the National Trust. The exhibition was well received, Rachel Cooke writing in the Observer in February 2014 praised the show, noting that it is "*testament to the artist's calmly uningratiating verisimilitude*".



*Former Education Secretary Estelle Morris opens the Joseph Wright Institute in May 2014*

*Taking notice of Nature*

In January 2014 the museum was awarded a £120.000 DCMS Wolfson grant for improvements to two galleries during 2014-15. The *1001 Objects* Gallery will be replaced with a new natural science display co-produced with the public. Inspired by the collaborative approach adopted at the Silk Mill we are asking visitors to tell us how they 'Take Notice' of the natural world and why Derbyshire's flora and fauna is important to them.

In addition a new gallery in one third of the current natural history display, at the rear of the building, will be created. The new development will strip out the 1980s installation to reveal the beautiful interior of the original Victorian Gallery. A predominately wall mounted display entitled *Inspired by Nature* will feature fine and decorative arts and archaeology specimens whose creation was inspired by the natural world. The refurbishment of this gallery will also provide us with a more flexible space which can be used for events and commercial hires.

We will explore bringing into use the 'library well' gallery as a new setting for *1001 Objects*.

In advance of the creation of the *Take Notice of Nature* gallery, the celebrated Bronze Age Log Boat has been moved, more appropriately to the archaeology gallery. The displays here have also been spruced up and altered to form a more direct chronological narrative of the story of Derby up to 1700.



*Pam Helm, right, chair of the Friends of Derby Museums helps a young visitor express his views on how to Take Notice of Nature*



*The Derby Museums Coffee House*

Responding to demand from visitors, the Derby Museums Coffee House opened in June 2014. Situated in a gallery devoted to Derby porcelain, the fully licenced café provides drinks, sandwiches and cakes. It has proved popular and has already been named in a Derby Telegraph list of the 10 top cafes in Derbyshire.





### *Improvements at Pickford's House*

Pickford's House has been neglected in recent years and visitor numbers have been in decline. Whilst it is still a well-presented museum, it has a low profile and displays have remained unchanged for some years. However I believe Pickford's House has potential to fill a gap in our provision. Domestic themes are an excellent way to connect with people who would not readily visit a museum, especially from the new communities in Derby. Moreover the sumptuous period rooms would be fitting venues for private hire for meetings, events and even weddings

In the first half of 2014 some improvements were made to displays at Pickford's House. The unpopular displays of the reserve collection of Derby porcelain situated in the top floor gallery were removed. They were replaced with artwork from the Goodey Collection of topographical scenes of Derby. A new children's area has been created as has a new costume display. The shop has been refitted and stocked with items aimed at a family audience. We also intend to remove the glass vitrines from the period room displays on the ground floor. This will enable visitors to get closer to the objects and also make the rooms available for hire.



The new family area (top) and *Derby Market Place and Cathedral* (below), part of the Goodey Collection on display at Pickford's House

### **3.4 The promotion of Joseph Wright of Derby**

#### *Making plans for an International Touring Exhibition 2019-20*

Derby Museums is building a partnership to support the establishment of an international Joseph Wright Institute and touring exhibition.

Alison Morton, former Head of Exhibitions at Museums Sheffield produced an outline feasibility study in Spring 2014 to identify a range of activities which could lead up to a definitive retrospective in 2019-20. This would include works from Tate, the National Gallery, Yale Centre for British Art and private collectors.

A memorandum of understanding has been established with Tate who is offering expertise of international touring models, curatorial knowledge and audience development. We will build on existing links with academics from Nottingham and Derby Universities to support the programme. In June 2014 a well attended research seminar in partnership with Tate and Arts Council was held in Derby Museum and Art Gallery on the subject of Single Artists Collections.

Until this year Derby Museums had no experience in dealing with a high value loaned exhibition, let alone curating and organising an international touring show. However the success of the *Bath and Beyond* exhibition and the staff's experience of working with major lending institutions has raised their ambition to deliver a further significant exhibition.



*Visitors enjoy the exhibition Joseph Wright of Derby, Bath and Beyond in May 2014*

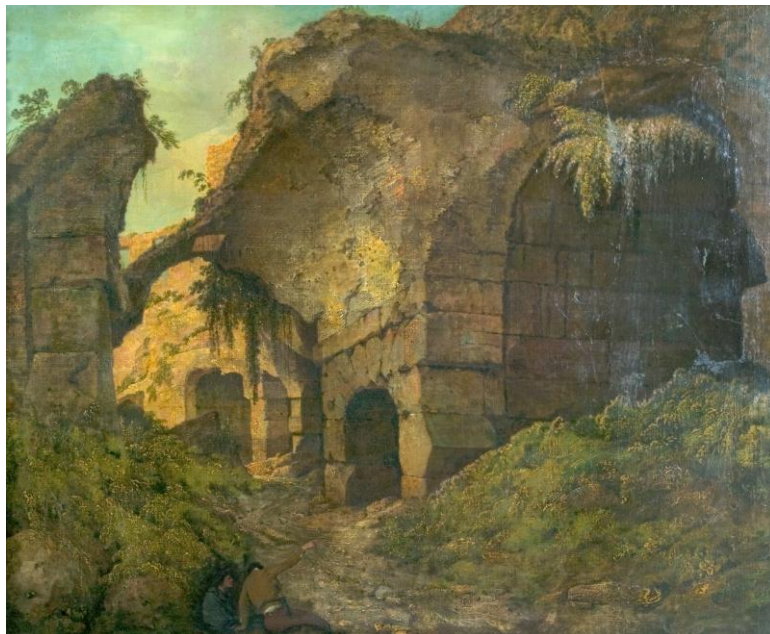
*The Grand Tour – Cultural Destinations programme for Derbyshire and Nottinghamshire*

Derby Museums is one of four partners (with Nottingham Contemporary, Chatsworth and the Harley Gallery) participating in *The Grand Tour*. This is a three-year programme supported by Arts Council and Visit England aimed at developing cultural tourism in Nottinghamshire and Derbyshire. The programme will feature major exhibitions combining historic collections and works by significant contemporary artists such as Peter Blake, Rose English and Pablo Bronstein. These artists will respond to historic collections, and the local landscape in the context of the 18<sup>th</sup> century Grand Tour.

As part of the programme in 2015 two works by Wright of the Coliseum in Rome will be ‘revealed’ following. Executed and then exhibited at the Royal Academy in the 1780s, these paintings were long thought to have been lost or destroyed. In addition to their restoration and reattribution is the discovery of their conception as companion. The revelation of these ‘lost’ companion pieces in an exhibition focused on their rediscovery through documented conservation treatment, and related studies of the coliseum by Wright, has the potential to attract large audiences. A public appetite for the broader investigative process behind identifying works of art is apparent in the popularity of television programs such as the BBC's *Fake or Fortune*.

The following year, we intend to present an exhibition of Wright’s work during his time in Italy (this will also include the two Coliseum scenes). We intend to borrow up to ten works from other institutions. In addition we will work with a prominent international contemporary artist who will respond to Wrights work elsewhere in the museum.

We have also explored the potential of temporary ‘picture swaps’ with other museums such as Gainsborough’s House in Sudbury and the Watts Gallery in Surrey.



*The Coliseum by Daylight by Joseph Wright of Derby*

### **3.5 Embedding participation in all Derby Museums Trust Activities**

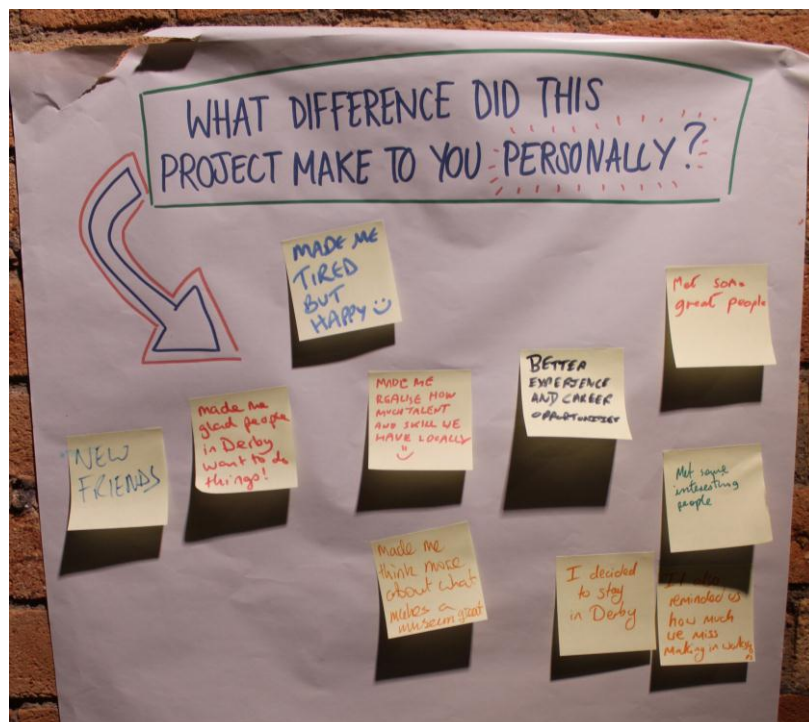


The desire to embed participation in all of the museums' activities is more of a principle than an aim. However this way of working, involving the public in our decision making, will not only bring more creativity to our work but make it more relevant to the community.

The restructure has changed the organisation from a 'siloed', input-led service to an enterprise whose three main teams, Visitor Services, Audiences and Communities and Co-production are primarily concerned with social impact. Derby Museums views the community as co-producer, encouraging members of the public to become citizen curators. This approach enables people not just to discover more about Derby's heritage but to learn new skills, be more active through making and give their time to a community endeavor. All these type of experiences are known to improve people's well-being.<sup>1</sup>

The Re:make programme exemplified the co-production approach in which museum and participants create activities which are mutually beneficial. Since October 2013, 208 people have participated in Re:Make for two days or more. Around 12410 visitors have observed the transformation of the museum. There have been 3199 volunteer hours logged at Silk Mill since November 2013 this equates to 442 days on 7.24 work day.

There is still much to do to ensure the activities of Derby Museums reflect the diverse communities of the city. We are planning some small interventions in Pickford's House in 2015 around the notion of 'home' linking with local community associations. New displays within the refurbished Silk Mill will also reflect the people who have shaped the city we know today.



<sup>1</sup> <http://www.neweconomics.org/publications/entry/five-ways-to-well-being-the-evidence>

## 4.0 Derby's Collections and how we use them

Derby Museums Trust manages collections of cultural heritage on behalf of Derby City Council. The collections are rich and varied including; fine and decorative arts, Derbyshire archaeology, natural history and industrial and social history. The collection of work by Joseph Wright of Derby is recognised under Arts Council England Designation scheme as an outstanding collection of national significance.

A list of the museums' other most significant collections are listed in the table below.

Derby's collections have been nearly 200 years in the making. Although Derby Museum was founded in 1879, in the many years prior significant collections of art and antiquities were amassed by members of the Derby Philosophical Society. Today we continue to collect, albeit with somewhat less ardour. Many items are donations from local people, others are purchased. When items are purchased they are done so via grant aid, public fundraising or through support bodies such as the Friends of Derby Museum. The most recent significant purchases were portraits of the Hurt family by Joseph Wright funded by the Heritage Lottery Fund and the Friends of the Derby Museums, and the Roman Amber Valley coin hoard funded by the Headley Trust and the V&A purchase fund.

Like all museums, only a proportion of the collections are on display. Many objects are too fragile to display over a long period and are rested. We rotate types of objects, for example items in our art collection. Next year we'll replace the portrait display next to the Joseph Wright gallery with a display of landscapes. Only a small proportion of the Goodey collection is on show at Pickford's House, at various times in the year we will show different items from this collection. From time to time we focus on one particular object. In January 2014 we exhibited LS Lowry's *Houses by a Mill*. There was unprecedented public interest in this work with over 500 people responding with their own pictures posted on our Facebook page.

Sometimes our collections are loaned to other museums. At present, work by Victor Passmore and Graham Bell are on loan in the *Kenneth Clark – Looking for Civilisation* exhibition at Tate Britain. The loan of work to major institutions provides Derby Museums with prestige and widens access to the collection. It also means these National Museums are more likely to lend work to us. The current *Joseph Wright of Derby Bath and Beyond* exhibition contains work from a range of major institutions. The major Wright retrospective planned for 2019-20 will also be dependent on loaned paintings.

In the past museums staff selected items for display based on judgements of aesthetic quality and their relevance to story we wish to tell. These days we wish to involve our visitors and the wider community in selection and display design. We realise that often we don't have all the answers, and that by sharing authorship, we'll make the displays more relevant to people. This approach has been exemplified in the Re:Make project at the Silk Mill and the development in the Nature Gallery at the Museum and Art Gallery.

Over the next few years, spurred on by the Silk Mill development, a process of rationalisation of collections will begin. This will be targeted at the social and industrial history collections. The Museum Trust will follow the Museum Association ethical guidelines on disposal.



A portrait of Mrs Hurt by Joseph Wright of Derby acquired 2013

Items from the Amber Valley hoard acquired 2013



**DERBY MUSEUMS COLLECTIONS STATEMENTS OF SIGNIFICANCE 2014**

<b>Classified Collection</b>	<b>Significance</b>	<b>Key Items/Collections</b>	<b>Summary of Collections/Remarks</b>	<b>General Context</b>	<b>Current use</b>
Archaeology	National	Bronze Age Collections	Hanson logboat, material from Stanton Moor and the Trent Valley		The logboat and a selection of items on display in the archaeology gallery
		Palaeolithic Collections	Creswell Crags and Trent Valley gravels		A selection of items on display in the archaeology gallery
		Viking Excavation Material	Repton excavations Viking over-wintering site of 873/4 AD		A selection of items on display in the archaeology gallery
	Regional	18 <sup>th</sup> and 19 <sup>th</sup> Century Antiquarian Records	Major Hayman Rooke and Llewellynn Jewitt		Available on request in the Joseph Wright Study Room. J Wallis gave a talk on them during 2014, displayed at Pickford's House within the last 10 years
		Anglo-Saxon Sculpture	Items from St. Alkmund's Church, Derby and St. Wystan's Church, Repton		A selection of items on display in the archaeology gallery
	Local	Excavation Material and Stray Finds	This is a large and varied collection Roman Derby – Derventio, Derbyshire ware pottery production,		A selection of items on display in the archaeology gallery



			Burley Hill pottery production and Derby City excavations		
Architecture	International	Silk Mill, Derby	Derwent Valley Mills World Heritage Site, the site of the World's first factory building Grade II listed		Re-opened to the public 2013
	National	Pickford's House	The house architect Joseph Pickford built for himself, Grade I listed		Open to the public
	Local	The Museum & Art Gallery and Bold Lane	Grade II listed		MAG open to the public
Costume and Textiles	Regional	18 <sup>th</sup> and 19 <sup>th</sup> Century Costume Collections	Lady Curzon's dresses from Kedleston Hall and the Stanton Collections from Snelston Hall		A few in a new display at Pickford's House but most currently in store but a selection has been displayed in the last 10 years
	Local	20 <sup>th</sup> Century Costume Collections	Scarsdale and Whitaker collections from the 1920s and 1930s		Currently in store but some have been displayed in the last 10 years
Decorative Arts	International	Derby and Derbyshire Porcelain	Porcelain from Derby factories, collection of moulds and models and early Pattern Books		A large proportion of the collection on display, the patern books available on request in the Joseph Wright

					Study Room
	Regional	18th and 19th Century Inlaid Stone and Marble	Ashford Black Marble, Blue John and Chellaston Alabaster furniture and decorative pieces, White Watson geological delineations	This collection overlaps with Natural Science.	Selections from the collection on display at all three sites
	Local	Other Derbyshire Ceramics			A selection on display at MAG
Fine Art	International	Joseph Wright of Derby	Collection of oil paintings, drawings, prints and associated material including letters	Designated by the Arts Council as of National Importance 2011	Most oil paintings on display at MAG or PH, drawings, letters etc. available in the Joseph Wright Study Room since May 2014
		Benjamin West	Oil painting 'General Johnson Saving a French Officer from a Red Indian' particularly significant for depicting a specific period from early North American history		Been on loan to an exhibition in Germany (Bonn & Berlin), March 2013 – January 2014 (great publicity for Derby and Derby Museums)
	National	Oil paintings and engravings by Thomas Smith and his son John Raphael Smith	Largest collection of works by T Smith, one of the first exponents of the British Picturesque Movement		3 oil paintings by T. Smith & 2 by JR Smith are on display at Pickfords's House
	Local	Goodey collection of	Collection of paintings		A changing display

		paintings of old Derby	amassed by Alfred E. Goodey and given to Derby Museum and Art Gallery in 1936		of pictures of Derby open at PH July 2014. A selection is displayed in the Goodey Room in the Library
Industry	National	Rolls-Royce Engines		Mostly on loan from Rolls Royce, the Science Museum and Leicestershire Museums	3 on display at the SM
		Pullman carriages			On loan to the Midland Railway Trust, Butterley
		Midland Railway collections	Largest collection of a pre-nationalised railway in the UK	MR collections jointly owned by Roy Burrows Midland Railway Trust and Midland Railway Society	Midland Railway Study Centre opened in 2004
	Local	Local Industrial Collections	Collections relating to locally manufactured items		Many on display at the SM
Military	National	Derbyshire Yeomanry Collections and Archives			
Natural Science	International	Type specimens of phasmids (stick insects) and African coleoptera (beetles)			Kept in store for study purposes
	National	Derbyshire Palaeontology	Quaternary mammals. Including the Hippo and		A selection on display in the

			material from Creswell Craggs		nature gallery, some moving to the new gallery during 2014-5
	Regional	Derbyshire Herbarium			Kept in store for study purposes, some pieces to be used in the new nature gallery
Numismatics	National	Derby Mint coins	Collection of silver coins minted in Derby		All coins displayed in the SM
	Regional	Little Chester Hoard	Hoard of Roman coins from Little Chester		Kept in store for study purposes
		Alderwasley Hoard	Hoard of late Medieval coin clippings		Kept in store for study purposes
	Local	Queen Street Hoard	14 <sup>th</sup> century silver pennies		Kept in store for study purposes
		Derbyshire 17 <sup>th</sup> Century Trade Tokens			Kept in store for study purposes
Photography	Regional	Richard Keene Collection	Collection of photographs showing 19 <sup>th</sup> century Derby and Derbyshire villages		Kept in store for study purposes, mostly on Picture the Past
	Local	Local topographical collection	Large and varied collection, views of Derby City and the surrounding area		Kept in store for study purposes, mostly on Picture the Past
Social History	International	18 <sup>th</sup> and 19 <sup>th</sup> Century Midlands Enlightenment Collections	Philosophical and scientific collections relating to Lunar Society members Whitehurst, Darwin and		Mostly on display at all 3 sites

			Herbert Spencer		
	National	Toy Theatre Collection	The Frank Bradley Collection		A selection on display at PH
	Regional	Radio and Television Collections			Kept in store, a selection of items has been used in a number of cultural institutions over the last 4 years
	Local	Chemist Shop Collections	Contents and fittings from Cope and Taylor's Chemist Shop, the history of the business dating to the 18 <sup>th</sup> century gives the collection regional significance. Contents and fittings from other 19 <sup>th</sup> century Chemist Shops in Derby.		Mostly kept in store, some displayed in 1001 objects, at PH and the SM
World Cultures	International	William Wilson's Journal	19 <sup>th</sup> Century missionary's account of his trip to Fiji		Available on request in the Joseph Wright Study Room
	Regional	Egyptian Mummies	Significant items in the Museum's history		On display at MAG

## **5.0 Summary report of KPIs 2013-14**

The Museums Trust reports to Derby City Council on a number of Key Performance Indications.

### *Visitor Numbers*

Visitor numbers for the three museums for the financial year ending 31 March 2014 was 72,693, which is a fall of 7,666 on the prior year. Visitors to the Museum & Art Gallery totalled 46,460 which was a fall of 6,603. Pickford's House also saw a fall of 175 visitors to 18,035. The Silk Mill was only re-opened in November 2013.

The year can be divided into two halves. The start of the year saw visitor numbers fall. This can be attributed to less activity taking place because of the upheaval of a restructure and the lack of a permanent Executive Director. Visitor numbers fell by 9,805 in the first 7 months to October 2013.

However the remaining 5 months saw visitor numbers increase by 2,139 on prior year despite the closure of all the second floor galleries for fire precaution works. The improvements are due to increased use of social media usage and programming more activities that are popular with the public. Refurbished spaces and a new exhibition at Pickford's House should also increase footfall.

### *Media Coverage*

Since April 2014 there have been 79,465 website hits. Unfortunately no data was monitored the previous year and we did not record how many visits were made. Notwithstanding we believe that the trend is moving upwards because our social media profile is growing which shifts traffic to the website. We also have 6,158 twitter followers and facebook likes.

There have been 71 articles in the local and national newspapers where Derby Museums were mentioned since April 2013

### *Volunteer Engagement*

During the year to March 2014, 360 people volunteered their time in activities involving the three museums which resulted in 2,728 hours of work. This was significantly up on the target set at the start of the year of 1,446.

## 5.0 Finance

### 5.1 Summary report on the results for 2013/14

	2013/14				
	Actual		Budget		Variance
TOTAL INCOME	2,062,645	100.0%	2,087,671	100.0%	- 25,026
Commercial Cost of Sales	(21,746)	-1.1%	(36,500)	-1.7%	+ 14,754
<b>NET INCOME</b>	<b>2,040,899</b>	<b>0.0%</b>	<b>2,051,171</b>	<b>0.0%</b>	<b>- 39,780</b>
Total Expenditure	(1,885,617)	-91.4%	(2,051,171)	-98.3%	+ 165,554
Depreciation	(6,430)	-0.3%	0	0.0%	- 6,430
<b>FINAL SURPLUS FOR THE YEAR</b>	<b>148,852</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>+ 119,344</b>
<b>QUALITY OF EARNINGS RECONCILIATION</b>					
FINAL SURPLUS FOR THE YEAR	148,852	7.2%	0	0.0%	+ 148,852
COSTS TRANSFERRED TO FIXED ASSETS	(66,000)	-3.2%		0.0%	- 66,000
SILK MILL COSTS CARRIED INTO 2014/15	(86,000)	-4.2%		0.0%	- 86,000
JOSEPH WRIGHT DEVELOP COST INTO 2014/15	(20,000)	-1.0%		0.0%	- 20,000
	<b>-23,148</b>	<b>-1.1%</b>	<b>0</b>	<b>0.0%</b>	<b>- 23,148</b>
ADD EXCEPTIONAL COSTS					
- REDUNDANCY	44,875			0.0%	+ 44,875
- PENSION TUPE COSTS	11,469			0.0%	+ 11,469
- PENSION SETUP COSTS	1,530			0.0%	+ 1,530
- RECRUITMENT COSTS	7,280			0.0%	+ 7,280
<b>UNDERLYING RESULTS FOR THE YEAR</b>	<b>42,006</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>+ 42,006</b>

The net results for the year shows a surplus of £149k compared to a budget of break even. The results are better because there have been costs that have carried forward into next financial year such as the Silk Mill and Joseph Wright development costs. There were also £66k of fixed assets that have been transferred to the balance sheet. The net results after this is a deficit of £23k. During the year, there were a number of exceptional costs such as redundancy of £45k, pension costs of £13k and recruitment costs of £7k. If these one off costs had not been incurred, then the theoretical results for the year would have been a surplus of £42k.

## 5.2 Summary on budget for 2014/15

	2014/15				
	Budget		Prior Year		Variance
<b>TOTAL INCOME</b>	2,207,066	100.0%	2,062,645	100.0%	+ 144,421
Commercial Cost of Sales	(34,390)	-1.6%	(21,746)	-1.1%	- 12,644
<b>NET INCOME</b>	<b>2,172,676</b>	<b>0.0%</b>	<b>2,040,899</b>	<b>0.0%</b>	<b>+ 157,065</b>
<b>TOTAL EXPENDITURE</b>	<b>(2,223,296)</b>	<b>-100.7%</b>	<b>(1,885,617)</b>	<b>-91.4%</b>	<b>- 337,679</b>
Depreciation	(9,120)	-0.4%	(6,430)	-0.3%	- 2,690
<b>FINAL (DEFICIT) / SURPLUS FOR THE YEAR</b>	<b>(59,740)</b>	<b>0.0%</b>	<b>148,852</b>	<b>0.0%</b>	<b>- 183,304</b>
<b>QUALITY OF EARNINGS RECONCILIATION</b>					
FINAL SURPLUS FOR THE YEAR	(59,740)	-2.7%	148,852	7.2%	- 208,592
SILK MILL COSTS CARRIED INTO 2014/15	82,500	3.7%	(86,000)	-4.2%	+ 168,500
JOSEPH WRIGHT DEVELOP COST INTO 2014/15			(20,000)		
COSTS TRANSFERRED TO FIXED ASSETS		0.0%	(66,000)	-3.2%	+ 66,000
<b>UNDERLYING RESULTS FOR THE YEAR</b>	<b>22,760</b>	<b>1.0%</b>	<b>(23,148)</b>	<b>-1.1%</b>	<b>+ 45,908</b>

The above results are a consolidation of both Derby Museums (Trust) and Derby Museums Enterprises Ltd (trading company). Derby Museums Enterprises started trading from 1 April 2014 and all commercial income now goes through it. The budget is based on a number of assumptions:

- Same income from ACE and DCC
- More commercial income from meeting room, café and retail. This is potentially ambitious but feel we need to set high targets if we have any chance of the commercial side making a difference.
- 1% pay increase for staff.
- Savings made in the re-organisation are being used in continuing to open the Silk Mill museum, which is now open 4 days a week and requires a minimum number of people.
- Some normalisation of inconsistencies between grades of people doing similar jobs. This has cost an additional £10k.
- £82k SM costs from 2013/14 included here.
- £83k DCC capital budget being given to us which is then subsequently spent on SM.
- £127k of various grants that we know we have been awarded



### 5.3 External project/activity funding since April 2013

Expenditure period	Source	Purpose	Amount
2014-15	DCMS/Wolfson Foundation	To relocate and redevelop Natural History Gallery and create a new flexible gallery space in part of the former Natural History Gallery	£120,000
2014	Innovation in Museums Displays EMMS, Nottingham Trent University and Arts Council	To create digital engagement opportunities enabling visitors and non-visitors to share stories, knowledge and experiences of natural history in Derby and beyond.	£8,620
2015-17	Arts Council/Visit England	As part of the 'The Grand Tour' consortium to promote tourism and short-breaks in the D2N2 area, funding to support Joseph Wright exhibition.	£35,000
2013	Headley Trust	To purchase Amber Valley Hoard	£1,125
2013	V and A Purchase Fund	To purchase Amber Valley Hoard	£1,625
2013-15	Happy Museums Project	Happy Museums to <i>Remake the Museum</i> Project	£22,000
2015-18	Arts Council England - Major Partner Museums Funding	Derby and Nottingham Museums Consortium, £854,066 annually to be shared across both services equating to £392,870 annually for Derby Museums to develop services.	£2,562,198
2014	Museum Development East Midlands /ACE Local Development Support	<ul style="list-style-type: none"> <li>to support professional fees for HLF application re-submission</li> <li>to support furniture for venue hire business development at Silk Mill</li> <li>to support furniture for venue hire business development at Silk Mill</li> </ul>	£3,000 £2,000 £3,000
2014	Museums Association	Transformers Programme to promote radical change in museums	£1,750
2014	Headley Trust	Internship for a recording archaeological finds	£5,000
2014	Pilgrim Trust	Conservation of two Joseph Wright paintings of the Coliseum	£15,000

### *Donations*

A donations box was installed at the entrance MAG in May 2013 which has received £3,031 in its first year. Since then additional boxes have been installed at MAG, The Silk Mill and Pickford's House.

## **6.0 Recognition**

Derby Museums Trust is being increasingly recognised for its innovation and thought leadership.

- Arts Councils Major Partner Museum status acknowledges the contribution Derby Museums makes to the rest of the UK cultural sector. It is now one of 20 top regional museums in England.
- Arts Council Designation of the Joseph Wright collections recognises its quality and national significance.
- Derby Museums Trust was nominated for Derby Telegraph Business Awards for its contribution to the community 2014
- Derby Museums Trust was nominated for the Museums and Heritage awards for best project on a small budget 2014
- Head of Derby Museum and Art Gallery Jonathan Wallis is President of the Midlands Federation of Museums.
- Silk Mill project director Hannah Fox invited to become a Creative Community fellow on the US National Arts Strategies programme in 2014-15, the only fellow from the UK
- Museum staff have spoken at a variety of industry conferences such as Museums of Ideas in London and Museum Next, an International Museums conference about technology and Innovation. Mike Ellis, chair of Museum Next noted "absolutely love what you're doing at Derby. Easily the most inspiring thing I saw at Museum Next, and possibly for a long time."
- Museum Director Tony Butler will be speaking about Derby Museums at the 2014 Conferences of the UK Museums Association in Cardiff and the Network of European Museums Organisations in Bologna.
- Derby Museums work is featured in influential industry publications and blogs including

Museums Journal Issue 114/02, 39, 01/02/2014 Trendswatch – Derby Silk Mill

Museum 2.0 blog , Nina Simon – New Approach Historic Mission  
<http://museumtwo.blogspot.co.uk/2014/07/new-approach-historic-mission-remaking.html>

The Museum of the Future, Jasper Visser – The convincing transformation of the Derby Silk Mill

[http://themuseumofthefuture.com/2014/07/21/the-convincing-transformation-process-of-the-derby-silk-mill/?utm\\_content=buffer7cd61&utm\\_medium=social&utm\\_source=twitter.com&utm\\_campaign=buffer](http://themuseumofthefuture.com/2014/07/21/the-convincing-transformation-process-of-the-derby-silk-mill/?utm_content=buffer7cd61&utm_medium=social&utm_source=twitter.com&utm_campaign=buffer)