



Derby City Council

**REGENERATING OUR CITY
OVERVIEW AND SCRUTINY BOARD
1 December 2015**

ITEM 11

Report of the Acting Strategic Director of
Communities and Place

Derby Museums Trust – Annual Report Summary

SUMMARY

- 1.1 The Regenerating Our City Scrutiny Board has requested an update from Derby Museums. This report provides a summary of the key achievements over the last year and the key next steps planned for the continued development of Derby Museums. The Annual Report is provided in Appendix 2.
- 1.2 The success of the bid to the Heritage Lottery Fund (HLF) for £9.38m to redevelop Derby Silk Mill and the next stages of activity for the project are highlighted in the report. The total cost of the project is £16.4m and the successful bid from the HLF is the largest ever awarded to the city.

RECOMMENDATION

- 2.1 To note the significant progress and results that have been achieved by Derby Museums in its first three years of operation as well as the mitigation the organisation will need to take in the context of reduced funding from the Council.
- 2.2 To note the outstanding success of the Silk Mill bid, the details of the programme for the project and the need to secure match funding from a range of sources.

REASONS FOR RECOMMENDATION

- 3.1 To ensure that the Board is aware of the significant progress being made and the impact to both the public and the organisation of the proposed cuts to the budget.
- 3.2 To ensure that the Board is aware of the importance of the Silk Mill development to the city as a major heritage attraction.

SUPPORTING INFORMATION

- 4.1 Derby Museums became an independent trust in 2012 and has achieved significant successes in its first three years of trading. Genuinely pioneering work has taken place during 2015 which is expanding the perceptions of what a museum is and how this impacts on people's lives. Some results that are noteworthy are below:
- Successful bid to Heritage Lottery Fund which has earmarked £9.4m towards the £17m development of Derby Silk Mill
 - Opening of the refurbished galleries *Notice Nature Feel Joy* and *Inspired by Nature* in Derby Museum and Art Gallery. To critical acclaim.
 - Delivery of first commercial exhibition for Rolls-Royce, to mark the launch of Trent XWB engine *100 years in the making*. Exhibition held in Derby Silk Mill, then at various Rolls Royce locations.
 - Increase of percentage of earned income to turn over from 5 to 9 %
 - Opening of *Joseph Wright of Derby Revealed* an exhibition of the conservation of a 'lost Wright' *The Colossseum, by Moonlight* as part of the Grand Tour programme.
 - Upgrading of Pickford's House including the removal of glass vitrines in ground floor rooms, new displays of Georgian childhood, and community temporary exhibition programme.
 - Big increase in number of school visits to all museum sites of nearly 50%.
 - Largest Derby Mini Maker Faire to date with over 80 sets of makers represented and over 2,300 visitors.
 - Derby Museums now an Arts Council Major Partner Museum and member of the National Museums Director's Council
 - Opening of the *Common Treasury* exhibition in Derby Museum and Art Gallery, exploring the history and future of a civic collection of cultural heritage.
 - Four new Board members extending the range and diversity of the governing body.
 - Best visitor figures to the combined museum sites since 2010.

4.2 The Silk Mill development represents the largest Heritage Lottery Fund stage 1 pass award to any project in Derby. The total cost of the project is £16.4m (£9.38m from HLF, £4m from DCC). The Trust is undertaking the Development Phase which takes designs and project development up to RIBA stage 2 and also obliges the Trust to raise the remaining match funding (£3.02m) by Spring 2017. The HLF Stage 2 application will be submitted in mid 2017 and if successful building work will begin on the Silk Mill in early 2018.

Derby Museums have achieved all the above whilst undergoing significant organisation change and restructure. The new structure has created an organisation that is lean, efficient and fit for purpose. The new commercial income streams that have been developed are starting to become profitable.

4.3 In November 2014 the Council proposed a cut in funding to the Trust of £315,000 during 2015-16. This represented around 25% of turn over. In February 2015 the Council agreed to phase the cut over two years. This decision gave the Trust time to develop alternative funding streams and reorganise so that impact on the service to the public was minimised. The Council’s decision also gave the Heritage lottery Fund confidence that Derby Museums was an organisation worth investing in. This, along with the Council’s pledge of £4m to the Silk Mill development was an important factor in the successful £9.38m award from the HLF.

4.4 The Council reduced its funding to the Trust in 2015-16 by £165,000 (14%). The Trust has adjusted its work to accommodate this cut, and has still been able to achieve many of its objectives through limited service reductions, efficiency savings and increased productivity. The Council is likely to propose a further reduction in 2016-17 of £150,000. This is likely to result in admission charges being imposed on Pickford’s House and some limited reduction in opening to the Silk Mill during the Development phase.

4.5 Any further reductions will severely inhibit the Trust’s ability to deliver the Silk Mill project. Both HLF and Arts Council England have invested in an independent organisation they see is innovative and dynamic. Any reduction in funding beyond that which the Trust already expect may dent the confidence of funders and put at risk the HLF stage 2 application for the Silk Mill due in 2017.

4.6 The Board of Trustees is critical to the success of the Museum Trust and the contributions made by the Trustees are very much appreciated. There are a number of new Trustees who are also being appointed that will provide a broader range of skills and backgrounds.

OTHER OPTIONS CONSIDERED

5.1 None applicable to this report.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	Dawn Richardson, Principal Accountant – Communities & Places Claire Davenport, Director of Leisure, Culture and Tourism.
For more information contact: Background papers: List of appendices:	Tony Butler, Executive Director, Derby Museums 01332 641919 None Appendix 1 – Implications Appendix 2 – Derby Museums Annual Report

IMPLICATIONS

Financial and Value for Money

- 1.1 Derby Museums operate within the financial budget available. Efficiencies and income generating ideas are continually being explored to take into account the reductions being made to their funding.

Legal

- 2.1 Derby Museums continue to manage within the Legal Framework of the contract.

Personnel

- 3.1 A staffing restructure has been implemented and staff vacancies have been managed in order to be able to manage Derby Museums within the reduced budget.

IT

- 4.1 None arising directly from this report

Equalities Impact

- 5.1 An Equality Impact Assessment will be produced where future reductions or changes in service require one.

Health and Safety

- 6.1 None arising directly from this report.

Environmental Sustainability

- 7.1 None arising directly from this report.

Property and Asset Management

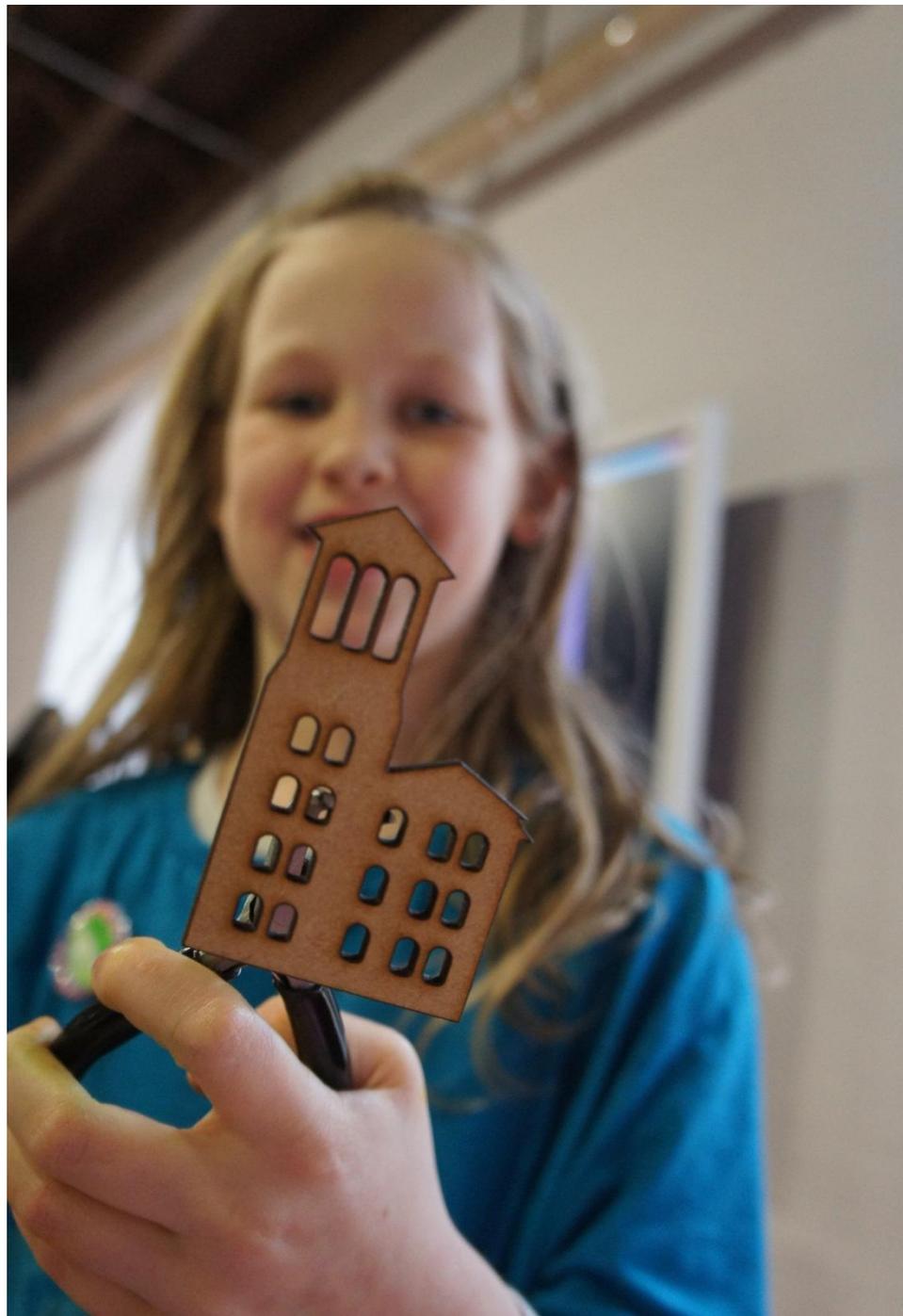
- 8.1 Derby Museums manages three Museums sites, Derby Museums and Art Gallery, The Silk Mill and Pickford's House, Derby City Council Museum collections and the five storage facilities they occupy.

Risk Management

- 9.1 Derby Museums operates its own processes for risk management.

Corporate objectives and priorities for change

- 10.1 The Council Plan objectives met are; a thriving sustainable economy; good health and well-being; a strong community and an active cultural life.



Derby Museums Annual Report 2015

Prepared by Tony Butler November 2015



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 finest collection of work by Joseph Wright of Derby, the 18th century artist of Enlightenment, and is 'Designated' by Arts Council England as a collection of outstanding 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 18th 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.

Derby Museums has achieved significant successes in its first 3 years of trading. 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 2015

1. Successful bid to Heritage Lottery Fund which has earmarked £9.4m towards the £17m development of Derby Silk Mill
2. Opening of the refurbished galleries *Notice Nature Feel Joy* and *Inspired by Nature* in Derby Museum and Art Gallery. To critical acclaim.
3. Delivery of first commercial exhibition for Rolls-Royce, to mark the launch of Trent XWB engine *100 years in the making*. Exhibition held in Derby Silk Mill, then at various Rolls Royce locations.
4. Increase of percentage of earned income to turn over from 5 to 9 %
5. Opening of *Joseph Wright of Derby Revealed* an exhibition of the conservation of a 'lost Wright' *The Colossseum, by Moonlight* as part of the Grand Tour programme.
6. Upgrading of Pickford's House including the removal of glass vitrines in ground floor rooms, new displays of Georgian childhood, and community temporary exhibition programme.
7. Big increase in number of school visits to all museum sites of nearly 50%.
8. Largest Derby Mini Maker Faire to date with over 80 sets of makers represented and over 2,300 visitors.

9. Derby Museums now an Arts Council Major Partner Museum and member of the National Museums Director's Council

10. Opening of the *Common Treasury* exhibition in Derby Museum and Art Gallery, exploring the history and future of a civic collection of cultural heritage.

11. Four new Board members extending the range and diversity of the governing body.

12. Best visitor figures to the combined museum sites since 2010.

2.0 The Contexts

2.1 The Funding Context

Derby Museums Trust will operate in much tighter financial circumstances during 2015-18. Despite a 3 year funding agreement from Arts Council England the total funding is £100,000 per year less than the period 2012-15. In addition Derby City Council will reduce its support from £1.28m to £1,050,000 in 2015-16 and to at least £914,000 for the year 2016-17. There has been no indication of levels of funding from Derby City Council during the years 2017-18.

Moreover all public sector funding is subject to the vicissitudes of the Comprehensive Spending Review to be announced in November 2015

In 2012/13 public sector funding constituted 96% of Derby Museums' total income. The equivalent figure for the year 2015/16 is expected to be 72%. Commercial income in 2012/13 accounted for 2% of turnover. In 2015/16 it is expected to be 9%, an increase of 2% on the previous year. The percentage of commercial income in 2016/17 is expected to be 12%. The remainder of our income comes from grants from trusts and foundations and individual donations

The trend of decreasing direct subsidy means Derby Museums must respond in a number of ways to ensure its financial resilience. This will involve

- Efficiency savings and rigid cost control
- More creative use of assets to earn income via commercial activity (hires, functions)
- Increasing fundraising from Trusts, foundations and individual giving

It has made a positive start to earning income. During 2013-15 there was big increase in income from hires and commercial activity. Furthermore, Derby Museums must be more alert to promoting the economic impact of its role as an attraction for visitors coming into the city, a place for external funders to invest, and as a purchaser of goods and services from the private sector. For example the economic impact modelling for the Derby Silk Mill development suggests that it would be worth £28m to the local economy over a 10 year period

Our activities have been framed by this reduction in funding. Already these reductions have impacted on how we run our sites, their opening hours, and the staffing capacity of the organisation. We have reduced some opening times. Pickford's House is now closed on a Sunday. Derby Museum and Art Gallery is open from 12-4 on a Sunday (from 10-4) and the Silk Mill will close on a Sunday from February 2016. The Trust is considering implementing admission charges for Pickford's House from April 2016

Derby Museums has concentrated on activities which provide the most public value, such as work with schools, family learning, new displays and exhibitions, and improvements to visitor services. Although we take our role of stewards of the city's collection of

cultural heritage seriously, research and more detailed documentation of the collections has taken a back seat. Much of this work is now being carried out by volunteers.

Further possible reductions by Westminster to Local Government and the Arts Council funding in years 2016-18 will present considerable risk to the sustainability of the Museums Trust.

2.2 The local strategic context

Derby Museums continues to support the city's promotion as the 'UK's capital of innovation.' The Museum of Making development at Derby Silk Mill proposes to showcase 300 years of making in Derby. It will also inspire the next generation of makers responding to the findings of the Redfern Commission in 2012, which noted the paucity of attainment of local schools in technology related subjects.

Derby Museums has an important strategic relationship with Rolls-Royce. This is manifest in the company's support of the Museum of Making project to which they have committed a Trent Engine (with a market value of \$22m). The Silk Mill development will also incorporate maker spaces which the public and small companies can use to research and prototype ideas.

The Derby Museums plan is framed by a 300 year-old story of the city as a place of making. This will inspire creativity and problem solving in young people and support city centre regeneration plans to prove Derby as a destination for visitors and investors.

2.3 The cultural context

From April 2015, Derby Museums Trust was in partnership with Nottingham City Museums and Galleries one of 21 Major Partner Museums, supported by a three year funding agreement from Arts Council England. This commits the Trust to deliver a range of activities focusing on business resilience, learning and participation and promotion of the Designated collection of Joseph Wright of Derby. This funding will underpin our public programme for the next three years.

Major Partner Museum status commits Derby Museums to show leadership within the UK museum sector. The trust has already been recognised for its inventive approach to participation with the co-produced Re-make programme which shaped the ground floor developments of Derby Silk Mill. Several members of staff have been invited to speak at national and international conferences. Other museums have also sought workshop activity with Derby Museums' team. These include Glasgow Museums, Beamish and Arts Council England senior management team.

At local level Derby Museums continues to work with other cultural organisations through the City Cultural Visioning Group. We will continue to host elements of the Format Festival, a biennial event of international photography. We will also collaborate on joint learning and marketing initiatives.

3.0 Achieving Derby Museums' Strategic Aims

The Vision

The vision for Derby Museums is for people to discover their place, in the world

The Cause and Values

Together we make museums for the head, heart and hands. We will do this by:

- Being independent
- Fostering a spirit of experimentation
- Pursuing mutual relationships
- Creating the conditions for well-being (helping people connect with others, keep learning, take notice of the world, and give back to the community)
- Proving that we are doing it

The Aims

- To develop Derby Museums as a resilient business combining enterprise and a strong sense of social purpose
- To create Derby's Museum of Making at the Silk Mill as a museum and visitor attraction of national and international significance
- Carry out an affordable programme of improvements to the Museum and Art Gallery and Pickford's House
- Develop a partnership to deliver a major international touring exhibition of the works of Joseph Wright of Derby for 2021
- Ensure more people learn and participate in ever better experiences and be recognised as a centre for innovation in UK Museums.

What difference will this plan make to Derby Museums by 2018

- The Museum and Art Gallery will be refurbished to a high standard with all galleries improved and primed for the Joseph Wright retrospective in 2021

- There will be a successful Heritage Lottery Funded project to redevelop Derby Silk Mill with construction work underway
- There will be a firm sense of direction for Pickford's House. If maintained by the Trust the house will welcome more visitors, fulfill its potential as a hire venue and generate income.
- There will be more visitors to all our sites, with the quality of their experience measurably improved
- Accreditation will be maintained, collections well cared for, and more items on display and appreciated by the public.
- Derby Museums will be a happier place to work.
- Derby Museums will be a resilient business with more diverse income streams which enable risk to be spread.
- The 'Derby way' of Human Centered Design will be established in all our work and is used by other museums on our advice.

3.1 To develop Derby Museums as a resilient business combining enterprise and a strong sense of social purpose

Governance

The governing body is committed and is effective in leading the strategic development of the Trust. During 2015 the Trust has refreshed its Board, providing the opportunity to address gender imbalance and bolster its skills set from the heritage and education sector. The Duke of Devonshire has decided to step down as a Board member but has agreed to become our principle Patron, providing advice and support when asked.

There has been a review of the committee structure with four groups addressing the pressing issues of:

- Finance and Human Resources
- Fundraising
- Visitor Experience
- Silk Mill development

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.

Business Plan 2015-18

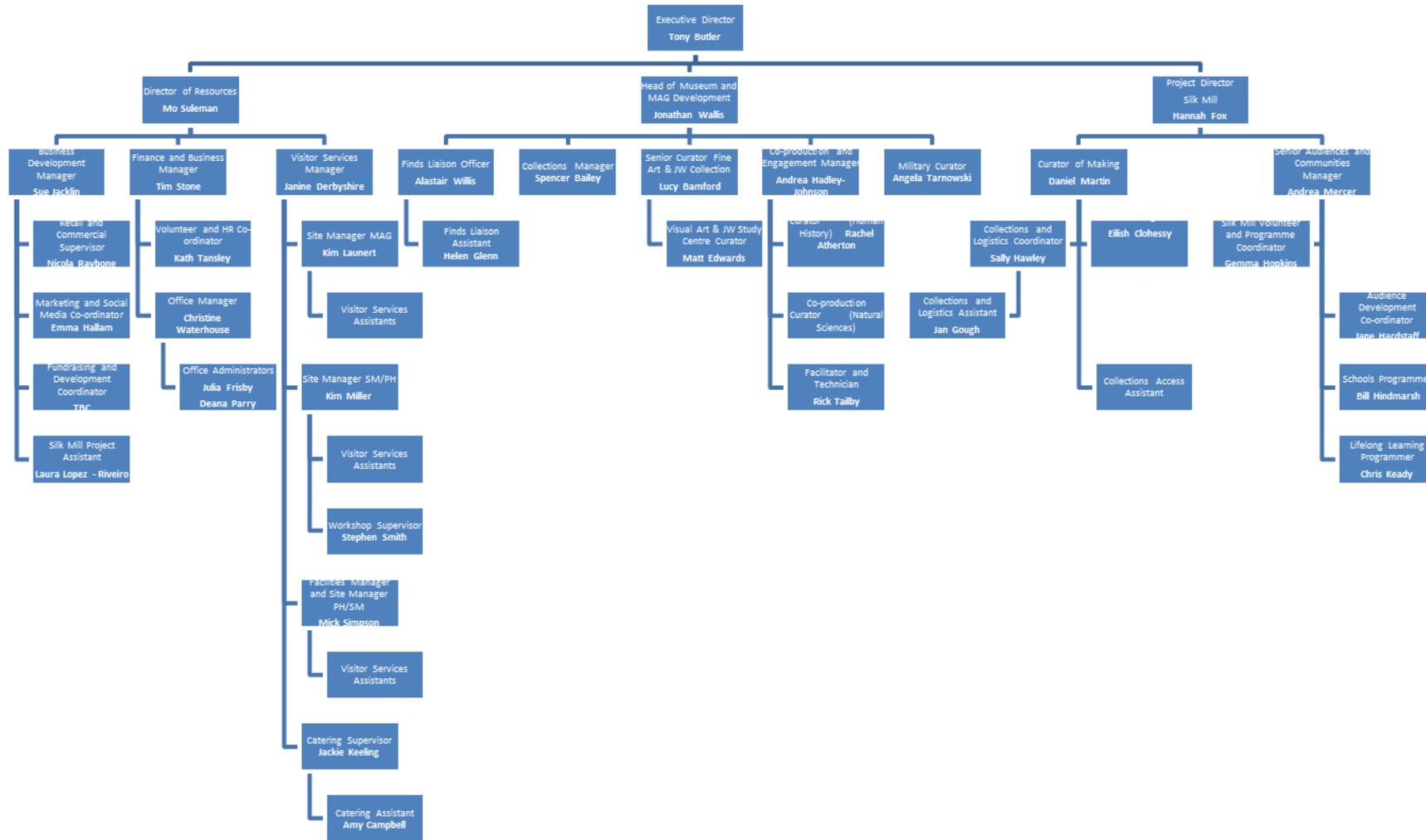
A new business plan was produced for the years 2015-18. It will take into account new assumptions in public sector funding which are much less favourable than those noted in 2012. The Trust has set challenging fundraising targets from Trusts and Foundations and individual giving. Fundraising for revenue will occur alongside the need to fundraise for the capital development at Derby Silk Mill. The Business Plan is ambitious but realistic.

However without certainty regarding income in the form of grants from DCC or Arts Council England it is impossible to plan accurately.

A list of additional external funding is noted in section 6.2. Successful applications are only possible because of the leverage from core subsidy from Derby City Council

Major Partner Museum Funding

In April 2015, in partnership with Nottingham City Museums and Galleries, Derby Museums joined the roster of Arts Council England's Major Partner Museums (MPM). This is a group of 21 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 fine achievement, bearing in mind there had previously been no MPM in the East Midlands. 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.



Derby Museums Staff Structure November 2015

2.2 To create Derby's Museum of Making at the Silk Mill as a museum and visitor attraction of national and international significance

In May 2015 Derby Museums was earmarked £9.4m by the Heritage Lottery Fund (HLF) to support a £16.5m project to redevelop Derby Silk Mill as Derby's Museum of Making. Derby City Council have currently pledged £4m to the project and the Trust has appointed fundraisers to address the outstanding sum.

Over the next two years Derby Museums will work with architects and designers to complete the Development Stage of the project up to RIBA stage 3 in order to submit the Stage 2 application to HLF in Spring 2017.

The new development will transform the building. It will explore 300 years of making in the city, from opening of the world's first factory in 1720, to the Midland Railway in the 19th century to the modern age pioneering aeronautics of Rolls-Royce of the modern era. It will also illustrate how making has created the multi-cultural Derby of today, attracting workers and their families from all around the world. Perhaps most importantly the new museum will inspire the makers of tomorrow, with participation projects to encourage young people to develop skills.

Since 2014 a range of activities have already been undertaken to engage the public in the project. This has involved mass participation programmes, exhibitions, learning activities with schools and colleges and open public events. They include:



An artist's impression of the redeveloped Derby Silk Mill Museum of Making



Silk Mill Project Director, Hannah Fox with Minister of State for Culture, Ed Vaizey by the Eagle engine which powered the first Trans-Atlantic flight in 1919

Re:making Derby Silk Mill

Since early 2014 Derby Museums have carried a ground breaking programme which is re-inventing its museums. We have worked with Makers in Residence, artists, makers, hackers, tinkerers and members of the public to shape and design the new museum. The Trust has invested in making equipment such as Computerised Numerical Control (CNC) routers and laser cutters, 3-d printers and other machine tools.

The workshop is open to the public two evenings a week and here people can learn new skills, make new friends and be creative in a way unconstrained by formal learning. The results of the experimental phase have been unexpected, unusual and have breathed new life into what was a fairly uninspiring industrial museum.

Trent XWB exhibition.

Derby Museums was commissioned by Rolls-Royce to produce the exhibition *Trent XWB 100 years in the making*. This told the story of the company's history of air engine manufacture from Alcock and Brown's first transatlantic flight in 1919, to the Trent XWB engines which will power the new Airbus A380 Jumbo Jets.

Derby Mini-Maker Faire

Maker Faire is "the Greatest Show (and Tell) on Earth" – a family-friendly showcase of invention, creativity and resourcefulness, and a celebration of the Maker Movement. It's a place where people show what they are making, and share what they are learning. Makers are of all ages and backgrounds and range from tech enthusiasts to crafters and from scientists to garage tinkerers. In October 2015 the Faire attracted nearly 80 maker stalls and over 2,300 visitors.

3.3 Carry out an affordable programme of improvements to the Museum and Art Gallery and Pickford's House

Joseph Wright Study Centre

The Joseph Wright Collection has Designation status by Arts Council England as a collection of outstanding National Significance. Thanks to Arts Council Designation Challenge funding, virtually all of our collections of work by Joseph Wright of Derby is accessible to the public for the first time. Launched in May 2014, the study centre houses prints, drawings, and other works on paper, in addition to the paintings and sketches on display in the Wright Gallery. There is also a considerable reference collection of books and periodicals for the student of Wright. The centre is staffed on a daily basis by expert volunteers and curators.

This year the Joseph Wright Institute has played host to the museums' first Wright-inspired Erasmus Traineeship, supported by the University of La Sapienza in Rome, as well as an on-going, three-year, Collaborative Doctoral Award candidate in conjunction with the University of Nottingham, and many more academic researchers. In June, we co-organised the British Subject Specialist Network Seminar, on Single Artist Collections, with our partners at Tate, to which we welcomed delegates from across the world. In addition, increasing numbers of education providers are utilising the resources of the Institute and introducing new generations to the wonder of Wright's work.

The Wright collection has the potential for significant positive impact locally. Research generated and shared through the Joseph Wright Institute will eventually feed into the development of a major retrospective exhibition on the artist (planned for 2021), to be originated by, and held, in Derby Museums before travelling to two international venues. This exhibition will not only cement Derby Museums' reputation as the home of Wright; it will share the story of Derby's amazing history of creativity and innovation with the world.



Examining engravings and sketches in the Joseph Wright Study Centre

“Notice Nature, Feel Joy”

Following an award of £120,000 from DCMS Wolfson fund, two galleries were redeveloped to focus on the natural world. The new gallery enabled people to make a personal response to their natural world. The project drew heavily on audience research and the co-production techniques developed during the Re:Make programme at Derby Silk Mill.

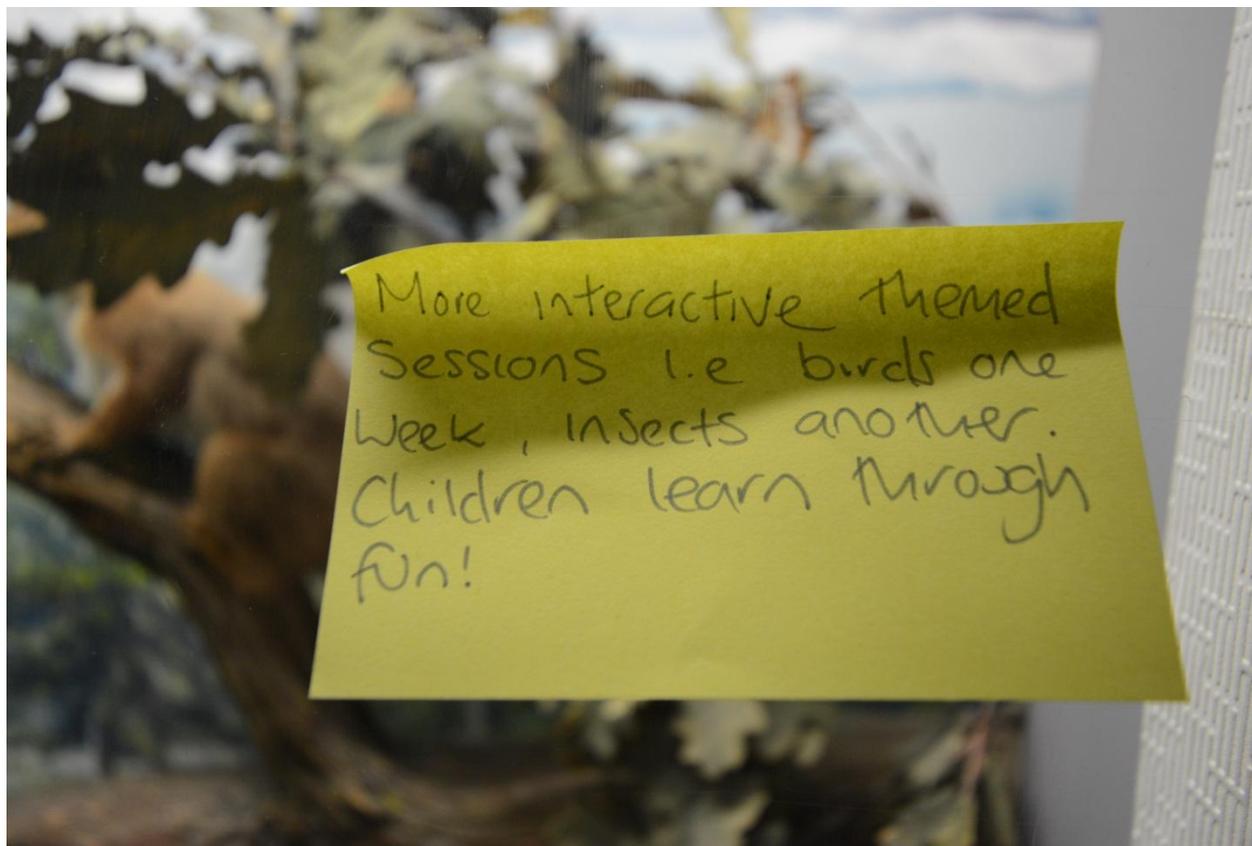
The project involved a phalanx of specialists and experts such as zoologists, entomologists, taxidermists, psychologists and musicians as well as a large group of public volunteers. The results were a beautiful melange of specimen, stories and details of the wonders of the natural world, enriched by the voices of many individuals. Never has the maxim that ‘no one of us is smarter than all of us’ been so true.

Our approach throughout was playful and emotive. Pinning a child’s drawing of a beetle into a case of specimens illustrates that visitor contribution is valued and gives people ‘permission’ to use the collection as a creative resource. By sharing our collection as a resource for creative and emotional response, in addition to scientific and historic interrogation, we have created a space that is conducive to interesting encounters, elicits wonder and curiosity, and the desire to ‘find out more’

Classification: OFFICIAL



Nature Presenter Michaela Strachan opens Notice Nature, Feel Joy at Derby Museum and Arts Gallery in March 2015



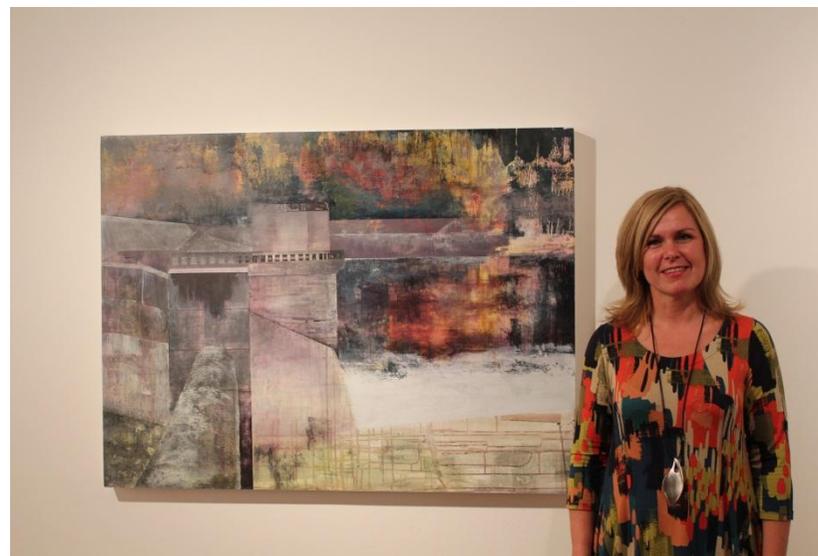
Messages from public stating their views for the Notice Nature, Feel Joy exhibition



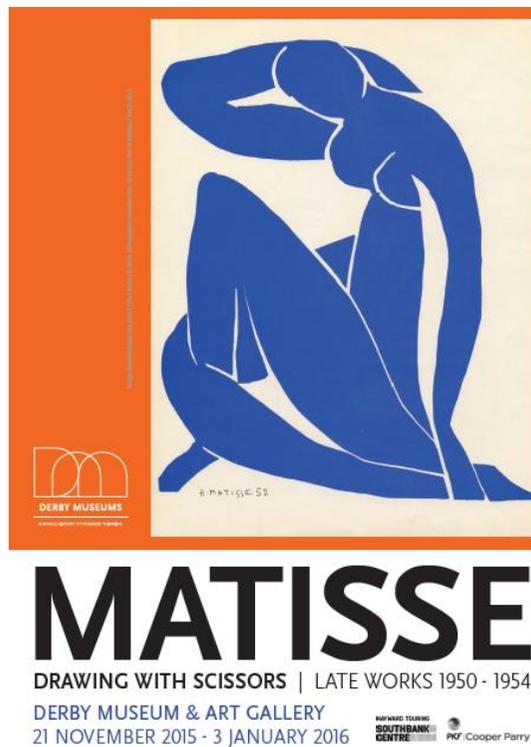
The Forest of Birds in Notice Nature, Feel Joy

Temporary Exhibitions

Derby Museum and Art Gallery hosts a variety of temporary exhibitions each year. In 2015 this included a assortment of prints by William Heath Robinson; work by the Derby born maritime artist John Stobart; winner of the biennial Jonathan Vickers Art award Kerri Pratt; and a selection of late folio works by Henri Matisse.



Jonathan Vickers award winner Kerri Pratt with her work Ladybower reservoir on display in her exhibition Of a Place in Derby Museum and Art Gallery September 2015



Drawing with Scissors, Henri Matisse, November 2015

Pickford's House

The House of Joseph Pickford and his family has been a museum of domestic life for over 35 years. In recent years it has been neglected but, since 2014, considerable improvements have been made.

The visitor experience has been greatly enhanced by the removal of large glass vitrines which encased the period room settings. Now visitors can step inside and absorb the atmosphere of the dining, drawing and morning rooms. Costume guided tours have also been developed by the Visitor Service Assistants who provide an engaging narrative about the house and its occupants.

The house also played host to its first intimate fundraising event where guests enjoyed an evening with celebrity TV auctioneer Charles Hanson. Presented in the dining room, this was the first visitor reception to be held in the space for over 50 years. Two further fine dining experiences were held marking a new direction in the history of the house.

Rooms on the first floor of the building have also been redeveloped to showcase high quality exhibitions. The first of these looked at Georgian childhood and displayed paintings by Joseph Wright, his contemporary George Romney, and Wright's pupil William Tate. Accompanying this work was a selection of 18th century toys and games as well as embroidered textiles and costume.



Master Fane by George Romney accepted in Lieu of taxation, on display Pickford's House

3.4 Develop a partnership to deliver a major international touring exhibition of the works of Joseph Wright of Derby for 2021

The development of the Joseph Wright Institute has been detailed above. In 2015 Derby Museum presented works by the artist to support the Grand Tour programme across the East Midlands which involves galleries and museums in Nottinghamshire and Derbyshire.

The Grand Tour 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, Pablo Bronstein and Simon Starling. These artists will respond to historic collections, and the local landscape in the context of the 18th century Grand Tour.

In June 2015 two works by Wright of the Coliseum in Rome were 'revealed'. Executed and then exhibited at the Royal Academy in the 1780s, these paintings were long thought to have been lost or destroyed. The paintings, the *Colosseum, by Moonlight* and the *Colosseum, by Daylight* were exhibited in Derby museum for 3 months before going off for conservation. The paintings will be shown in the Spring of 2016 when we hope Wright's original work will be 'revealed.'

The revelation of these 'lost' companion pieces will also be accompanied by an exhibition *Wright's Italy* which will feature work inspired by his own Grand Tour. The display will feature work from our collection and paintings from other museums (including the British Museum, V&A and Birmingham Museum and Art Gallery) and private collections.



Conservators at work on The Colosseum, by Moonlight, attributed to Joseph Wright of Derby

Derby Museums continues to develop a partnership to support the establishment of an international Joseph Wright Institute and touring exhibition. A memorandum of understanding has been established with Tate, who is offering expertise on international touring models, curatorial knowledge, and audience development.

3.5 Ensure more people learn and participate in ever better experiences and be recognised as a centre for innovation in UK Museums.

Citizen Curators and Human Centred Design

A sea-change in Derby Museum's approach has been a commitment to involve the public in all its activities. Both the and the Silk Mill development and *Notice Nature, Feel Joy* have involved the public as citizen curators, advising, shaping and at times making new displays. 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 endeavour.

Derby Museums has pioneered a human- centred design methodology in museums. This process analyses the needs of users and how therefore how they are likely to use or experience our spaces, products or programmes. It also enables us to explore and tests the validity of our assumptions of user behaviour in real world tests prototyping with actual users. This way of working has attracted interest from other museums, who have sought our advice, including the Museum of Science and Industry, the National Maritime Museum and the National Trust.



Young makers' design and prototype ideas at Derby Silk Mill

Learning in Derby Museums

Derby Museums offers a wealth of life-long learning opportunities from early years, to school children and late adulthood. For preschool children *Tots, Make and Do* at the Museum and Art Gallery provides weekly fun and engaging activities for pre-school children and their carers.

In 2015 we revamped our schools programme linking it more clearly with the aims of the new National Curriculum. We have focused on primary Key Stages 1 & 2, providing guided sessions in areas from English to History and from Art and Design and Technology to Science. Income from school visits has almost doubled in a year.

Derby Museums has led the *ArtScience Prize 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 develop the skills, knowledge and thinking to improve their ability to solve problems. It also helps them to explore how science, technology and design projects can benefit society. During 2013-15 Derby Museum took two set of students from Landau-Forte college to compete against schools from across the world in a problem solving event at La Laboratoire in Paris.



Maker camp in Derby Silk Mill Summer 2015

In 2015 the after-school *Code Club*, aimed 9-11 year olds has flourished with Derby Makers actively supporting the programme. One parent noted, “My sons have done coding at school, but both said they learnt more in one hour than they have done at school!” A number of activities have been developed to attract teenagers, a notoriously ‘hard-to-reach’ group. This includes Art Hub, a pop-up artist led studio which takes place out of term time, a pilot Young Makers programme and Maker Camp. The programme aims to inspire and encourage young people of varying backgrounds and ability to be creative in order to develop their confidence and skills.

Open Make sessions at the Silk Mill on a Thursday night continue to be popular and encourages skill sharing between generations through a range of maker-led workshops.

Our adult learning programme includes regular curator talks, guided tours and specialist hands-on, creative workshops aimed at inspiring creativity and developing new skills.

All museum site host a range of events aimed at family audiences during the holidays and at weekends. These include the annual *Derby Mini Maker Faire* - a festival celebrating making in all its forms and *Family Fridays* which encompass themed creative activities that reference the museum's collection and displays. We also offer tours of the collections stores and behinds the scenes talks of the much loved model railway at the Silk Mill.

We have also participated in and developed specific activities around major national and regional events including; Museums at Night, Fun Palaces, British Science Week, Festival of Archaeology, Big Draw, Family Arts Festival, Make: Shift:Do, Format Festival, Derby Book Festival and TedX.



Family Friday art activities Inspired by Nature

4.0 Derby's Collections and how we use them

Derby Museums 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.

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 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. In recent years there has been a call from the public, stakeholders and the media to see more of these collections on display. Derby Museums has responded in a variety of ways. We have created a new temporary exhibition gallery in Pickford's House which has displayed paintings from the Goodey Collection of topographical scenes of the city. There has also been an exhibition of the work of Derby Porcelain engravers entitled *The China Painters Garden*. In Derby Museum and Art Gallery we have displayed a series of portraits and landscapes from the collection, many of these works such as *Avebury, Series II* by Derek Jarman have not been on show for many years.



Avebury, Series II by Derek Jarman on display at Derby Museum and Art Gallery October 2015

In April 2015, the exhibition *Common Treasury* explored the nature of a public, civic collection. It traced the history of the museum as a place where people of all means could freely examine the wonders of the world. The exhibition featured work by Wright, John Singer-Sergeant, Jacob Epstein, LS Lowry and Benjamin West as well as natural history, Roman archaeology and some of the earliest Palaeolithic human tools from East Africa.



General Johnson Saving a French Officer from a Red Indian, by Benjamin West, on display in a Common Treasury

Sometimes our collections are loaned to other museums. This year we lent two Wright engravings to museums in Germany and Italy. Sometimes we refuse a loan if we feel a significant work will be away from public view in Derby for too long. The loan of work to major institutions provides Derby Museums with prestige and widens access to the collection. It also means that organisations are more likely to lend work to us. The exhibition *Wright's Italy* planned for March-May 2016 will feature loaned works from Birmingham Museum and Art Gallery, the V&A, and the British Museum, and possibly from public collections in North America.

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 *Notice Nature, Feel Joy* at the Museum and Art Gallery. A list of the museums' other most significant collections are listed in the table below.

DERBY MUSEUMS COLLECTIONS STATEMENTS OF SIGNIFICANCE 2014

Classified Collection	Significance	Key Items/Collections	Summary of Collections/Remarks	General Context	Current use
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 th and 19 th 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, Burley Hill pottery production and Derby City excavations		A selection of items on display in the archaeology gallery
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 th and 19 th Century Costume Collections	Lady Curzon's dresses from Kedleston Hall and the Stanton Collections from		A few in a new display at Pickford's House but most currently in

			Snelston Hall		store but a selection has been displayed in the last 10 years
	Local	20 th 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 pattern 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,	Designated by the Arts Council as of	Most oil paintings on

			prints and associated material including letters	National Importance 2011	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 paintings of old Derby	Collection of paintings amassed by Alfred E. Goodey and given to Derby Museum and Art Gallery in 1936		A changing display 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 material from Creswell Crags		A selection on display in the 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 th century silver pennies		Kept in store for study purposes
		Derbyshire 17 th Century Trade Tokens			Kept in store for study purposes
Photography	Regional	Richard Keene Collection	Collection of photographs showing 19 th 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 th and 19 th Century Midlands	Philosophical and scientific collections		Mostly on display at all 3

		Enlightenment Collections	relating to Lunar Society members Whitehurst, Darwin and Herbert Spencer		sites
	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 th century gives the collection regional significance. Contents and fittings from other 19 th 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 th 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		On display at

			Museum's history		MAG
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5.0 Summary report of KPIs 2014-15

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 2015 was 97,558 which is an increase of 23,673 (32%) on the prior year.



The 2014/15 numbers are the best visitor numbers since 2010/11 which was also when the Silk Mill Museum was fully opened. Visitors to the Museum & Art Gallery totalled 51,056 which was an increase of 4,596. Pickford's House saw visitor numbers fall by 695 to 18,532. The Silk Mill saw 27,970 visitors come through the door, which was an increase of 19,772.

Media Coverage

The number of website hits totalled 103,283 compared to 79,465 last year. This represents an increase of 30% on prior year and is due to directing visitors to our website using social media and appearing high up in search engine lists. The number of social media followers increased from 4241 last year, to 6278 this year which is an increase of 48%.

There have been 118 articles referring to Derby Museums in local and national newspapers - an increase of 47 or 66%.

Volunteer Engagement

During the year 2014-15, 774 people (2014: 360) volunteered their time in activities involving the three museums which resulted in 9,817 hours of work. This 260% increase on last year is due to the *re:make* programme at the Silk Mill, as well as the redevelopment of the new *Notice Nature, Feel Joy Gallery*.

6.0 Finance

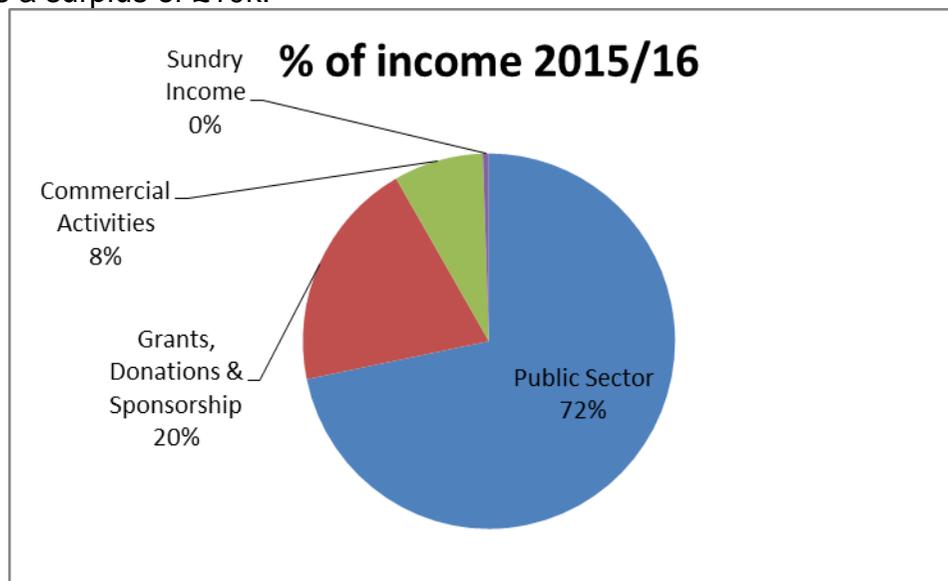
6.1 Projection 2015-16

	FORECAST FOR YEAR 2015/16	BUDGET FOR YEAR 2015/16	PRIOR YEAR 2014/15	PROJECTION 2016/17
INCOME				
Public Sector	1,533,648	1,528,804	1,901,248	1,378,684
Grants, Donations & Sponsorsh	426,172	201,984	181,783	230,537
Commercial Activities	166,495	152,710	160,419	181,110
Sundry Income	11,194	11,700	12,196	11,620
TOTAL INCOME	2,137,509	1,895,198	2,255,646	1,801,951
Commercial Cost of Sales	73,700	66,301	58,691	60,396
NET INCOME	2,063,808	1,828,897	2,196,955	1,741,555
EXPENDITURE				
Personnel Costs	1,226,357	1,242,388	1,191,240	1,180,000
Facility Costs	175,150	158,031	197,255	182,867
Office Admin	27,948	27,842	18,005	28,770
IT Costs	26,282	43,226	9,179	20,388
Professional Fees	112,071	116,434	104,597	111,359
Marketing Costs	75,599	75,740	36,364	65,735
Programmes	682,810	262,415	340,147	145,400
Other Costs	2,143	2,698	3,067	1,520
TOTAL EXPENDITURE	2,328,360	1,928,774	1,899,853	1,736,039
SURPLUS BEFORE DEPRECIATIO	(264,552)	(99,877)	297,102	5,516
Depreciation	39,835	36,480	32,097	36,480
FINAL SURPLUS / (DEFICIT)	(304,387)	(136,357)	265,004	(30,964)

Financial Commentary

The budget for this year was set at c£136k deficit, which included a contribution from DME of £23k. This was set at a deficit because there were costs (c£97k) that were meant to be incurred in 2014/15 but which had to be deferred until this year. That is partly the reason why 2014/15 ended in a large surplus. Another reason why 2014/15 finished in a large surplus is because there were fixed asset costs of c£86k that had to be capitalised.

The forecasted out turn for 2015/16 is expected to be a deficit of c£304k. This is an adverse variance of £168k. The reason for such a large variance is because the HLF cash flow is incorporated into the core results and due to DCC postponing their phase 1 contribution, it has resulted in an additional deficit of £177k this year. If this HLF element is removed, then our core deficit for the year is estimated to be £127k which is a favourable variance of £9k. If Depreciation, which is a non-cash expense, is also removed, then the cash forecast for the year is a deficit of c£87k. Given that we have £97k of last year's costs in this year's result, the actual underlying results for the year is a surplus of £10k.



In 2012/13 public sector funding constituted 96% of Derby Museums' total income. The equivalent figure for the year 2015/16 is expected to be 72%. Commercial income in 2012/13 accounted for 2% of turnover. In 2015/16 it is expected to be 9%, an increase of 2% on the previous year. The percentage of commercial income in 2016/17 is expected to be 12%. The remainder of our income comes from grants from trusts and foundations and individual donations

The projection for 2016/17 show a breakeven position and assumes a further £150k cut from DCC with no further cuts from the Arts Council. To balance the costs, we will consider admission charges for Pickford's House. There is also a fundraising target of £150k to be met which would be extremely challenging given the current environment we are in and represents a risk to the business.

Given that we are already financing the HLF deficit through our reserves, there is a risk that we would not have sufficient reserves left to also finance a potential 2016/17 deficit.

6.3 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 Project</i>	£22,000
2015-18	Arts Council England - Major	Derby and Nottingham Museums	£2,562,198

	Partner Museums Funding	Consortium, £854,066 annually to be shared across both services equating to £392,870 annually for Derby Museums to develop services.	
2014	Museum Development East Midlands /ACE Local Development Support	<ul style="list-style-type: none"> to support professional fees for HLF application re-submission to support furniture for venue hire business development at Silk Mill to support furniture for venue hire business development at Silk Mill 	£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
2015	Heritage Lottery Fund	First stage pass to develop Derby Silk Mill – Museum of Making	£9.38M
2015	Headley Trust and V and A Purchase Fund	Medieval/Roman Pendant	£500
2015	Alan Evans	Pickford's Development	£1000
2015	Foundation Derbyshire	Pickford's Development	£954
2015-18	Happy Museums Project	5 year longitudinal study	£4,000

6.4 Donations

Donations boxes are situated in galleries across all three sites and visitors are actively encouraged to donate to the museum. Last year donations through the boxes totalled £3,031 however this year this has increased to £12,545. Subsequent to the year end we

have introduced a £5 suggested donation, this in combination with staff training regarding 'making the donation ask' has resulted in further significant increases in donations and also gifted aided donations

Buy a Bird

A new donation scheme was launched in 2015 to coincide with the opening of the new nature gallery at the Museum and Art Gallery. Individuals and organisations are encouraged to make a minimum donation of £25 to support the Museum's Activity programmes and in return a bird image goes up on the stairwell wall with the name of the individual or organisations for a year, with an opportunity to renew at the end of the year. Donations over £250 receive a large Peregrine Falcon. The scheme has proved popular with 61 birds being purchased in the first 6 months with a donation value of over £2450 plus additional Gift Aid of c£600.



Michaela Strachan buys a bird

7.0 Recognition in 2015

Derby Museums is 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 collection recognises its quality and national significance.
- Nominated for East Midlands Chamber of Commerce Award for its contribution to the community in 2015
- The project *Notice Nature Feel Joy* won the Collections Trust's award for Participation in Collecting and was nominated for the Museums and Heritage awards for best Educational Initiative 2015.
- 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. Head of Museums, Jonathan Wallis was one of the first in the cohort of the Museums Association's Transformers Programme. Business Development Manager, Sue Jacklin is participating in the Arts Council's Resilient Leadership programme.
- Museum staff have delivered keynote addresses at a variety of international industry conferences such as Museum Next in Geneva, Network of European Museums Associations in Bologna. Association of American Museums in Atlanta, Museum Innovation in Finland and Norway.
- Museum Director Tony Butler played a lead role in organising the 2015 UK Museums Association in Birmingham.
- Derby Museums work is featured in influential industry publications and blogs including:

<http://www.museumsassociation.org/museums-journal/reviews/01102015-notice-nature-feel-joy>

"Beginning with a blank slate, Derby Museum's faith in the process of collaboration has resulted in a playful, imaginative, engaging and distinctive exhibition, with an influence that reaches far beyond the gallery walls."

<http://www.derbytelegraph.co.uk/pound-16m-revamp-Derby-s-Silk-set-bring-120-000/story-26533959-detail/story.html>

*"A HUGE makeover of Derby's **Silk Mill** will see the city's place as a vital cog in world industrial history celebrated in a £16 million attraction, drawing 120,000 visitors a year.*

*It is all possible thanks to a successful lottery bid and cash from **Derby City Council**."*