

YMT Report Against Core Partnership Objectives – July to December 2018

Creation of museum and gallery provision capable of contributing to positioning York as a world class cultural centre

Summary

1. YMT has a four-year Business Plan for the years 2018-19 to 2021-22 which indicates how the Trust will pursue and achieve the five headline priorities from its Forward Plan 2016-2021.
 - Deliver the York Castle Museum (YCM) major capital project, including collection and storage rationalisation, and develop the Castle area as a cultural quarter.
 - Excellent, high profile programming, including strategic YMT-led events to attract visitors to York and high quality exhibitions at York Art Gallery.
 - Expanding Enterprises and fundraising activities, building on success, becoming a more business-like charity and increasing our income streams and resilience.
 - Ensuring a 21st century Visitor Experience, pro-actively engaging visitors to sites and online.
 - Improving York's and York Museums Trust's profile through local, regional and international leadership, partnership and delivering on all expectations of key stakeholders.
2. The Business Plan specifies aims and measurable targets for the teams within the Trust to realise our ambitions. We have an Operational plan and report to Trustees each quarter on our performance and the operational KPIs.
3. One of the headline priorities is the redevelopment of the Castle Museum and the Castle Gateway. Planning for this initiative continues in close collaboration with CYC and the Castle Gateway Masterplan. We have accelerated the project to meet Castle Gateway Masterplan timeline with help from the Leeds City region pooled rates bid and are building a strong partnership with English Heritage. CYC have completed a topographical survey of the site, York Archaeological Trust has recently completed a desktop Archaeological Survey and Purcell Architects have completed a Conservation and Condition Survey. Purcell were also

commissioned by YMT to carry out a costed options appraisal which has given the Trust a realistic estimate of costs and scope.

4. We used York St Marys this summer to consult with over 4,000 visitors and York residents on future plans for the Castle Museum. The #My Castle Gateway consultation team were appointed to undertake consultation to support the development of the architectural brief through public consultation.
5. We are in the process of appointing a lead design architect and building services leads to develop plans to RIBA stage 1 to inform planning and an expected HLF bid in 2019. At the same time we are looking to consolidate our collections storage from multiple sites to the one location in York.
6. Yorkshire's Jurassic World exhibition at the Yorkshire Museum won *Excellence in Media* award – *York Cultural Awards*. The Yorkshire Museum was one of three finalists for *Visit York Visitor Attraction of the Year* tourism award.

Provision that is a source of inspiration and enjoyment for all and a stimulus for learning and skills development

7. Much of the Trust's public provision is reported in a subsequent section below, including exhibitions and online and learning offerings. However, a few highlights are included in this section.
8. *Yorkshire's Jurassic World* continued to attract significant numbers of visitors meaning that we should double the number of visitors to Yorkshire Museum this year compared to both of the preceding years.
9. Two students gained Silver Arts Award as part of their involvement with YCM's *These Walls* performance project in partnership with York Theatre Royal youth theatre. A *These Walls* film is now available on YMT's website and an e-learning programme is being developed around it. The learning team also delivered a practical print session related to the Vivienne Westwood exhibition as part of Arts Award. At the Art Gallery alongside the current BFG exhibition families are enjoying a range of fun activities, where you can wander into 'Giant Country', catch phizzwizzards in the BFG's cave and enjoy a story in 'Sophie's Bedroom'.

The protection and conservation of the collections, gardens and buildings for future generations including improved storage

10. Plans to address most of the Trust's remaining collections storage and management issues are included within the Castle Museum project. We have already appointed additional staff in 2018 to work on the documentation of the collections in advance of the stores consolidation.
11. In York Museum Gardens, new bulb areas have been established underneath some of the trees and they have taken well, adding colour, increasing the plant collection and protecting tree roots. The prairie border has been extended and planted. The dry weather did not impact too severely on the lawns, with all areas making a mostly healthy recovery once sustained rainfall occurred. The dry weather did however have an effect on the trees. There were two instances of Seasonal Sudden Branch Drop (SSBD). Major tree work has been carried out in response to the annual tree inspection. This has included felling 10 trees and major pruning work on a number of others.
12. The garden streetlight system is failing due to faulty wiring and damaged junction boxes. A temporary solution has been installed which will suffice until a definitive option has been developed and implemented.

Promotion of the city's museums and collections through a varied range of activities which could include exhibitions, displays, community projects, volunteering opportunities, formal learning for schools, informal activities for families, and adult learning

13. Our active, high-quality exhibitions programme includes:

York Art Gallery

Strata – Rock – Dust – Stars (September - November 2018)

14. Was included in a combined launch of York Mediale Festival. International and UK artists in this group exhibition have installed or been commissioned to produce technically innovative art works linked to a geological theme. The exhibition was one of the highlights of the York Mediale. York Mediale commissioned South

African artist Ulungile Magubane's eMBIZENI in the Project Gallery for the duration of the Mediale. York Mediale also co-commissioned *The Pollinarium* by 'Loop' with YMT financial support. This was designed as an immersive experience in the Artists' Garden.

The BFG in Pictures (From October 2018)

15. The exhibition, curated by Quentin Blake, contains 40 original artworks, including rarely seen unpublished illustrations of *The BFG*. The art gallery learning team have created a much-used interactive space alongside the exhibition.

When All is Quiet: Kaiser Chiefs in Conversation with York Art Gallery (From December 2018)

16. Kaiser Chiefs explore the boundaries between art and music this winter in a unique and experimental exhibition. Using their position as pop musicians as a starting point, Kaiser Chiefs have chosen to rethink sound as a medium, inviting visitors to join them in exploring the edges between music, art, creation and performance. To do this, they have brought together works by internationally regarded sound artists which have resonated with the band while on their travels and inspired them to look at sound in new ways.

Aesthetica Art Prize 2018 (May – September 2018)

17. A platform for innovation and originality, the Aesthetica Art Prize Exhibition invited audiences to engage with captivating projects from some of today's leading artists from across the world, both established and emerging.

The Sea is the Limit (May – September 2018)

18. This is a stunning and thought provoking exhibition of international artists works addressing immigration, migration, refugees, integration and borders. It is organised by YAG and curated by contemporary UK artist Varvara Shavrova and includes Audio Visual and Interactive displays. The exhibition was opened by the Archbishop of York.

70 Years of Giving Art (May – September 2018)

19. This exhibition celebrates the 70th anniversary of the Friends of York Art Gallery. Throughout the decades the Friends have supported the gallery in many ways through fundraising for the Fine Art Store, grants for acquisitions, conservation, learning activities. The exhibition shows highlights of the many works acquired for York Art Gallery thanks to the generosity of the Friends.

Lucie Rie: Ceramics and Buttons (From June 2018)

20. As one of the most respected potters of the 20th century Dame Lucie Rie was known for her finely thrown and beautifully decorated functional domestic ceramics. This exhibition also highlights the ceramic buttons she began producing for the fashion industry alongside many examples of domestic wares she was famous for.
21. In CoCA, the Anthony Shaw space was redisplayed by Per Inge Bjerlo and opened on 1 March 2018.

Yorkshire Museum

Medieval York: Capital of the North (From November 2017)

22. This installation explores how York became England's second city and how its fortunes rose and fell with its ties to the Crown and the Church. Through the finest medieval discoveries ever unearthed, including the Middleham Jewel, the Escrick ring and a Richard III supporter's Boar Badge, the latest metal detected finds and brand new research, this new display tells the only complete Medieval history of York in the city.

Castle Museum

A Personal Collection of Vivienne Westwood Shoes

23. This exhibition opened at York Castle Museum on 13 July 2018. The exhibition works within the existing *Shaping the Body* gallery and includes some of Westwood's most iconic shoes displayed alongside shoes from our own collection dating back to the 18th century selected by Westwood and her team.
24. *A Victorian Christmas* ran from 17 November to 31 December, showcasing Kirkgate decorated for Christmas. We also ran a

number of events including a *Father Christmas experience* and a *Christmas Carol* for visitors in the same period.

Online visitors

25. Our commitment to open licensing, allowing free access to and free re-use of a large proportion of our digital assets, also enhances access to our collections and intellectual property. We have over 25 million searches on our online collections each year. We have focused our efforts not only nationally but regionally as well, through the Museum Development Yorkshire network.
25. From September we have introduced online ticketing for visitors and this has proved a popular way of gaining access to the attractions and events.

Learning and Volunteers

26. Through its learning offerings, YMT reaches many school children and families both through specific programmes on aspects of the collections and through visits to our various sites. In the first half of the current financial year, we served over 2,000 York school children who participated in our programmes. In total, over 100,000 children and young people have already visited our attractions in the current financial year. However York schools children are down against our target. There have been no changes to promotion of school activities or changes to the booking process. We are undertaking further investigation to understand these pattern changes.
27. At the Yorkshire Museum the Learning team experimented with running engagement activities for a longer period of time, rather than the weekly change of offer they have run in previous years. This shift, coupled with a focus on the ever-popular dinosaurs theme saw a doubling of visitor figures from the comparative six-week summer holidays in 2017.
28. YMT hosted a *Kids in Museums* training day, providing us with the opportunity to showcase work undertaken at YAG to secure the UK Family Friendly award in 2015.

29. Whilst the number of active volunteers has decreased the number of volunteer hours given has held up. We have over 200 volunteers contributed over 1,000 hours every month. Attention has been focussed on improving the visitor facing volunteer offer at the Yorkshire Museum to capitalise on the increased visitor numbers for Jurassic. The result has been an increase of more than 50% in volunteer hours at the Yorkshire Museum. Overall, there is a drop across the city in student volunteering and we are working with the University of York, Yorvik, NRM and York Minster to develop a central pool of student volunteers.

Increased access to the city’s collections, gardens and buildings and increasing visitor numbers, especially young people

30. Visitor numbers from 1 July to 2 December 2018 are mixed when compared to the same period in 2017. The Jurassic exhibition has continued to be popular at the Yorkshire Museum; however the Castle Museum has suffered in June, July and August because of the Rose Theatre which blocked the visibility of the museum to visitors. As soon as the Rose Theatre was dismantled visitor numbers returned to budgeted levels. The Art Gallery numbers are down as expected given the difference in programmes on offer between the two periods:

	Actual	Last year	% Change
York Castle Museum	122,061	129,034	-5%
Yorkshire Museum	71,400	52,878	+35%
York Art Gallery	33,595	40,626	-17%
Total	227,056	222,538	+2%

31. York Art Gallery is however due to turn out close to its annual target for visitor numbers, thanks to the success of *BFG*.

32. So far in the current financial year we have welcomed over 70,000 free children’s visits to our three sites.

Recognition of the special significance of the museums and gallery for York residents through the maintenance of pricing incentives for York residents and opportunities for free access

33. Residents of York can use their Council Tax bill as evidence to gain the discounts available on admissions and the YMT half price Card. Although prices for visitors were increased at the Castle Museum from May 2018 the discounted admission price for York residents have been maintained at 2015 levels.
34. The YMT residents open days proved popular in June 2018, with nearly 1,000 additional visitors across all the sites over the weekend.

The facilitation of outreach activities and pricing mechanisms designed to encourage visits by those who do not traditionally use the museums or gallery

35. We welcomed several refugee families and groups to *The Sea is the Limit* and *Lucie Rie* exhibitions, helping us build connections with refugee community groups in and around York.
36. As part of the York St Mary's consultation we ran community creative writing workshops, wellbeing sessions and art activities for adults and children.
37. Admission for children is free of charge at all YMT sites. YMT continue to provide residents aged 17-24, those entitled to most forms of income related benefit, carers and community groups in excluded categories with a YMT Card free of charge. Over 4,500 residents have taken this up.
38. As part of the Culture & Wellbeing York project funded by City of York Council, YMT has been commissioned to support the work of the cultural sector and improve health and wellbeing outcomes in York by offering opportunities to engage in activities normally out of reach. One of its priorities has been to continue to build a referral network using the Social Prescription Service (Priory Group GP practices) and Local Area Teams. 310 people engaged directly with this in the last 12 months and a further 369 people engaged with the associated volunteer programme.

Excellent customer service and visitor experience

39. All sites were mystery shopped as part of the annual visit England, Visitor Attraction Quality Assurance Scheme. All sites scored over 79% (York Castle Museum). YCM dropped 1% to 79%. The Art Gallery scored 90% up 1% and received particular praise from the assessor. The Yorkshire Museum at 84% was down 2%, with praise for Jurassic, but the overall 'tired' state of the building décor was commented on as a negative factor.

Active international partnerships to enhance public programmes, to increase YMT's and the city's reputation, and to raise funds

40. One of the Trust's aims is to share our collections and expertise with regional, national and international audiences. In partnership with the British Museum the exhibition, *Vikings: Rediscover the Legend* presented star objects from the British Museum featured alongside the Yorkshire Museum's world class collections, with new interpretations to give a fresh perspective on how the Vikings shaped every aspect of life in Britain. The exhibition debuted at the Yorkshire Museum, was shown in Nottingham and toured at Southport Museum until July 2018.
41. A version of the *Strata Rock Dust Stars* exhibition was shown in Panama raising York's international profile.
42. We have approved a new loan request from Oregon Jewish Museum and Center for Holocaust Education in Portland, Oregon, USA for 22 works by Hans Coper. The exhibition is '*Contemplating the Work of Hans Coper*' and runs from June-September 2019. *Contemplating the Work of Hans Coper* features the sculptural work of Hans Coper (1920-1981), a radical British artist of the mid-twentieth century who was at the vanguard of British studio ceramics, pushing the boundaries of clay and forms of abstraction in his work. There has never been a seminal exhibition of his work on the West Coast. The exhibition will draw attention to the strengths of our world class British studio ceramics collection.

Retention of registered museum status and development of the designated collections to ensure maximum public benefit Continues.

43. YMT continues to provide expert support and advice to other museums in the region which are seeking to renew or gain accredited museum status through consultancy in its Museums Development team funded by the Arts Council for England. The team have already provided support to 82% of the museums in the region in the current financial year.
44. The Yorkshire Museum archaeology team have commissioned and published new research on the Roman collections (part of our collections Designated as nationally important) in a booklet funded by Arts Council and designed to encourage new avenues of research. Senior Curator at the Yorkshire Museum Andrew Woods was awarded the Blunt Prize by the British Numismatic Society for contributions to the study and interpretation of numismatics.

The maintenance of the Museum Gardens on the Register of Parks and Gardens of Special Historic Interest maintained and the register of botanical gardens

45. York Museum Gardens was an active participant in the 2018 Bloom! Festival this summer.

Public access to the Museum Gardens daily (except relevant Christmas / New Year holidays) unless closure is necessary for reasons of public safety

46. Free access to all is being maintained and over 1.7million visits are made to the gardens each year.

Effective, open and transparent governance including effective access and equalities policies covering trustees and staff recruitment practices

47. Our recruitment practices have delivered 6% of our staff from backgrounds of non white British in line with the York averages. This increases at a management team level to 20%. Our workforce is 71% female to 29% male and our management team is 59% female. As part of the board recruitment the gender ratio is now

39% female and 18% of Trustees have a background of non white British.

48. We run fair and transparent selection processes for both Trustees and staff. Trustee vacancies are advertised and board diversity is an important consideration in recruitment. For staff posts, HR representatives are present on each interview panel, questions are submitted to HR in advance and all candidates receive the same information and are asked the same questions. The system of Personal Development Reviews means that routes to training are also open and fair.

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Annex A: YMT 3 Year Forecast December 2018

Abbreviations

BFG – Big Friendly Giant

CYC- City of York Council

GP- General Practitioner

HFK – Heritage Lottery Fund

HR- Human Resources

KPIs- Key Performance Indicators

NRM – National Rail Museum

RIBA – Royal Institute of British Architects

SSBD – Seasonal Sudden Branch Drop

YAG – York Art Gallery

YMT- York Museums Trust

YCM- York Castle Museum