

**CITY OF YORK COUNCIL**  
**AND**  
**YORK MUSEUMS AND GALLERY TRUST**  
**PARTNERSHIP**  
**DELIVERY PLAN**  
**2013 -2018**



## Partnership Delivery Plan: 2013/2018

1. This Partnership Delivery Plan is a joint agreement between the Council and the York Museums Trust and is an annex to the 'Funding Agreement'. It covers the period from the 1<sup>st</sup> April 2013 to the 31<sup>st</sup> March 2018. It may, however, be updated by the Council and the Trust during that period in the light of changing circumstances. The Funding Agreement provides a process whereby the Plan will formally be reviewed by the Council and the Trust towards the end of the 5 years in order to create a new plan for the next 5 years.

### Context

2. City of York Council aims to establish itself as vibrant and cosmopolitan city with a world class culture. York Museums Trust will play a major part in positioning York as a world class cultural centre. They are commissioned by the council to protect and enhance the city's collections, buildings and gardens and to use them as a stimulus for learning and a source of inspiration and enjoyment for all.
3. York Museums Trust was established in 2002 by City of York Council to run the accredited museums and galleries, housed in listed buildings and located in scheduled ancient monument sites, previously managed by the Council. The five sites are: York Castle Museum, Yorkshire Museum, York Art Gallery, York St. Mary's and the Museum Gardens. York Museums Trust has had a very successful 10 years with an increasingly stable financial base and much improved museums with growing audiences and expanding public programmes. Successes have included the £2m redevelopment of the Yorkshire Museum, a 67% increase in visitor numbers across our sites, an award winning learning service and an expanding volunteer scheme.

4. YMT have invested several millions in the buildings and award winning displays, and currently have 660,000 visitors per annum across the museums and galleries with an additional c1.2m visits per year to Museum Gardens. They are considered one of the most successful independent charitable trusts to run museums in the UK museums sector. This has been demonstrated by their successful bid to become one of Arts Council England's 16 Major Partner Museums and to take on the responsibility of museum development for Yorkshire and the Humber.

### **Partnership Objectives**

- To protect and conserve the collections, gardens and buildings
  - To promote access to the city's collections, gardens and buildings appropriate to the 21st century
  - To attract more visitors to all the YMT sites, increasing visitor numbers from 660,000 to 900,000 by 2018, thus contributing to the local and regional economy
  - To create learning opportunities and improve skills for all and develop innovative programmes springing from the collections, gardens and buildings
  - To network and collaborate with partners and contribute to the development of the economic and cultural life of the city and the region and support York's world class cultural offer
  - To raise substantial funds to realise these aims through the development of sustainable income streams and relationships with grant making bodies and trusts
5. In order to increase the visitor numbers YMT are dependent on York continuing to attract tourists, to engage with local communities and to national trends increasing leisure and heritage activities. YMT will therefore continue to work beyond their core business on projects that promote York and the region. CYC will continue to work with partners to ensure that we attract more cultural tourists through supporting improvements in the quality of the heritage and arts offers in the city

### **Delivery Plan 2013-18**

#### **1. Income Improvement**

6. In order to provide further financial stability YMT will develop new income streams which include:

- Potential to charge for special exhibitions at the newly developed York Art Gallery to underwrite some of the costs of mounting expensive exhibitions
- Continuing to invest in public content and marketing at York Castle Museum
- Launching a membership scheme
- Encouraging private giving through legacies
- Improving the quality and originality of retail products
- Partnership working in terms of new exhibitions, public programmes including events, performances to spread the risk and cost.

## **2. Capital Projects**

7. The coming years will be a time of significant capital investment in York Museums Trust. During this period several key projects are expected to be delivered:

2013–2014

### Castle Museum Changing Spaces

8. This is a £2 million project currently being developed involving mainly the 1st and 2nd floors of the Debtors Prison seeing new public display areas on the 1st floor beginning with a changing display about World War 1. This will continue until 2018 with changing content according to the anniversaries of the war and societal change.
9. The development will also see new offices, meeting rooms, secure stores and learning spaces on the 2nd floor with improved public access to both floors with the addition of a new lift.
10. Creating major new public offers at York Castle Museum continues to be an important part of the strategy for financial sustainability. This project is expected to be funded by the Heritage Lottery Fund (£1.5m), £250,000 from Arts Council England with £250,000 match funding to be secured from other sources.

2013–2015

### York Art Gallery Development

11. This is a major capital project costing £8 million involving the whole of the footprint of the existing 19th century grade 2\* listed building. This includes the space currently occupied by York City Archives and the hidden space above the Main Gallery.

12. The project will create:
- A 60% larger exhibition space enabling more of the permanent collection to be on display
  - the Centre of British Studio Ceramics
  - a suite of three interlinked exhibition galleries on the ground floor
  - a new and larger learning space
  - a new shop, café, and extra toilets
  - a new garden entrance and balcony

13. This project is in progress and York Art Gallery will reopen in early 2015.

2013–2015

Exhibition Square

14. As the public space in front of the gallery, Exhibition Square is extremely important to the repositioning of York Art Gallery when it reopens in 2015. The major works on the capital development of the gallery are largely internal so there is no real sign of change from the front view, consequently a newly designed Exhibition Square will be a necessary signal of the change. Exhibition Square is the responsibility of the City of York Council. CYC will be working with all key stakeholders, including York Museums Trust, to make this a truly wonderful public square by 2015.

2013–2015

Museum Gardens

15. The Museum Gardens project involves extending the gardens to include the land behind York Art Gallery thereby increasing the overall size of the gardens by 20%. Drawing on the expertise of Garden Manager, with contributions from a variety of experts and stakeholders, YMT are asked to develop and agree a gardens master plan with the aim of becoming a nationally recognised botanic garden with its own distinctive character.

16. The master plan will be steadily rolled out between 2013 – 2018. The gardens will be an extension to the cultural life of the city, a recreational green space, accessible for all.

2015-2018

Castle Area

17. Castle Area is a very important project for York's developing tourism offer. YMT are asked to work with English Heritage on ideas to position the Castle Area as a major tourist destination featuring Clifford's Tower and the medieval castle remains in the Castle Museum. With the future development plans for the Castle Piccadilly Area forthcoming it is key that the heritage and its tourism potential of the area are fully taken into account during the development process.
18. York Museums Trust will lead on consulting with stakeholders and developing a master plan for heritage and tourism uses for the area.
19. City of York Council will consider any further requests for support of a capital nature through the normal CRAM procedures annually.

### **Capital Programme Outcomes**

20. By 2018 YMT will have:
  - Repositioned the developed York Art Gallery as a leading regional gallery and Centre for British Studio Ceramics after an investment of £8million
  - Enlarged Museum Gardens, extending the green spaces in the city, created new botanical gardens and contribute more to the cultural life of the city with increased connectivity to the historic city
  - Created a European quality Exhibition Square in partnership with stakeholders
  - Developed the Debtors Prison half of Castle Museum
  - Developed the Castle Area as a tourist destination including a new Castle Piazza with Partners (subject to the Castle Piccadilly development progressing and agreement with the Council on management of the Eye of York)

### **3. Public Programme**

21. We agree that York Museums Trust will promote the city's museums and collections through a varied range of activities including exhibitions, displays, community projects, volunteer schemes, formal learning for schools, informal activities for families and adult learning. In order to ensure that York residents and visitors have access to the collections and learning opportunities are available for all.

## Yorkshire Museum

22. YMT are planning the following major exhibitions and projects:  
2013–2016, Yorkshire's Prehistory
23. This is a three year extensive research project about the rediscovery of Yorkshire's earliest prehistory. Three distinct periods are firstly Star Carr, a Mesolithic site which contains evidence of some of the earliest hunters and gathers in Europe; secondly, Bronze Age 'landscapes of the dead' on the North York Moors; and thirdly, Arras cultures from the Yorkshire Wolds and North York Moors, featuring Iron Age continental cultures and chariot burials.
24. Partners include the British Museum, North York Moors National Park, English Heritage, English Nature, Yorkshire Archaeological Society, Yorkshire Wildlife Trust and University of York.

### 2014–2016, Sea Dragons

25. A major exhibition will be the outcome of a joint research project with Scarborough Museums Trust, the Natural History Museum and other local museums opening in 2016, focussing on the sea creatures from the Jurassic period, centring on important fossils such as York's ichthyosaur.

### 2016 -2018, Alcuin and the Anglians

26. Anglian York (Eoforwic) was a seat of royal power, religious importance and European learning. King Edwin of Northumbria, whose kingdom stretched from Carlisle to the Humber was baptised here in AD 627. By AD 866 the city was renowned throughout Western Europe for learning and scholarship. Alcuin, made York and the library he established here famous throughout Europe. Sandwiched in time between the now renowned cities of Eboracum and Jorvik, Eoforwic is often overlooked. This exhibition aims to illuminate the glory of Eoforwic on a European stage.

## York Art Gallery

### 2013 -2014, York Art Gallery Interim Programme

27. With York Art Gallery closing for the capital project from 2013 to 2015, YMT will arrange an interim programme which will take place in York St Mary's and in other galleries regionally and nationally. YMT will organise a touring exhibition of about 40 of our most

important paintings which will tour across Yorkshire to 7 venues for the 2 years we are closed.

28. YMT will also lend a substantial amount of the WA Ismay collection of British Studio Pottery to the Hepworth as Ismay came from Wakefield. They will also be lending the Hepworth and Leeds Art Gallery some paintings for display as well as a few key paintings to Tate and the National Gallery.

### St. Mary's

29. In 2015, once the art gallery reopens, York Museums Trust may be requested to surrender the lease of York St Mary's. YMT agrees to surrender the lease of St Mary's on request of the City of York Council. Until then YMT will be fully using York St Mary's with an extended opening period from March to November 2013 with the following exhibitions:

- Aesthetica International contemporary art exhibition featuring 8 artists organised in partnership with Aesthetica magazine that are based in York.
- Julian Stair, an established ceramicist who will create an installation in York St Mary's in partnership with the University of Westminster.

### York Castle Museum

2014 – 2018, World War I

30. This will be the opening exhibition after the Castle Museum capital project. The content is currently being researched and will involve a large number of interest groups and local people. The exhibition will centre on World War I dealing with both military and social history using individual histories from York people. It is intended to refresh and change the displays over the next five years until 2018. The legacy of this project will be a suite of interlocking galleries that will be adaptable to a range of exhibitions in the years to come.

### Museum Gardens 2012–2018

31. In Museum Gardens we will see the following initiatives:
  - 2013 - Interpretation of Museum Garden's hidden and visible including St Mary's Abbey, opening up the Multangular Tower as a partnership youth project to develop skills, Garden Development plan for Museum Gardens agreed and delivered incrementally



- 2014 - Garden Development Plan continues to be delivered
  - 2015 - New gardens behind York Art Gallery opened ready for launch of gallery
32. More people will experience and be inspired by museums. YMT will use its rich resources of historic sites, collections and buildings for the benefit of a wider public through sharing the collections with other museums both regionally and nationally through loans and touring exhibitions. YMT will interpret and open up the historic sites of York Castle and St Mary's Abbey, both physically and intellectually, to more people.
  33. In order to improve access YMT will develop close links with hard to reach groups and young adults. A new project, Genesis, primarily aimed at young people aged 16 to 24 will provide opportunities to work with experts on the collections in areas specifically relevant to the interests and aspirations of young people. They will expand the York Art Gallery Territories programme, which is aimed at disadvantaged groups in the city, across all of York Museums Trust.
  34. YMT will deliver a collections based project Your Story/England's Story at the Castle Museum exploring the links between local people and the museum collections. They will continue to deliver our successful informal learning programme in the Studios at the Castle Museum and extend it to the Yorkshire Museum.
  35. YMT will increase the Volunteers scheme and extend the range of opportunities for volunteers, expanding the total number of them and the hours they work.
  36. YMT will operate an effective access and equalities policies which will support the public body requirement to promote the collections, gardens and buildings to all sections of the community as defined in the Equalities Act 2010.

### **Public Programme outcomes**

37. By 2018 YMT will have:
  - Increased our contribution to York's economic impact by increasing visitor numbers from 660,000 to 900,000
  - Improved the public realm through capital investment and imaginative interpretation schemes and linked these to a public participation programme

- Developed active international partnerships to enhance the public programmes, raised YMT's reputation within the museum sector in this country and in Europe and raised funding from the European Commission
- Worked on initiatives to serve the needs of York's many overseas visitors including the provision of translations of exhibition information
- Committed to developing the designated collections and their impact to ensure maximum public benefit.
- Increased the number of volunteers by 100% active at any one time from 200 to 400 per year
- Increased the number of volunteer hours and the hours to 25,000 per year
- Deliver effective access and equalities policies

#### **4. Working in Partnership**

38. York Museums Trust has established strong partnerships across the educational and public service sector in York and the region. In the coming years YMT will support the CYC strategic objectives as follows:

##### Economic Growth

39. The importance of cultural tourism to economic development is now widely acknowledged. York Museums Trust's own economic contribution was demonstrated by the 2011 DC Research report which showed that spending by their visitors equates to nearly 200 full time equivalent jobs in York. In the coming years YMT will invest significant sums to secure and grow their visitor numbers from 660,000 to 900,000. This will secure jobs in York's economy.
40. YMT programmes will support skills development in the sector and will set up and broker the "On the Job" project which aim to provide opportunities for people working in museums and galleries to become involved in specific real projects being undertaken by other museums.
41. YMT will aim to be a sector leader in delivering excellent customer service and enable other museums to achieve the same through the Museum Development Fund. Opportunities will be offered through the Museum Development Fund for staff from small and independent museums to develop their experience and professional

skills by becoming involved in projects being undertaken by other museums. We will double the number of volunteers working with us and devise skills development opportunities to keep engagement high and help us deliver an excellent 'customer journey.

42. YMT will lead the sector on a regional Front of House development project called "Up Front", bringing together a project group to devise a training programme for Museums and Gallery staff and volunteers. These initiatives will increase skills and employability within the cultural sector in the city.

#### Improving the Civic Realm

43. York Museums Trust's investment over the course of this plan will focus on developing high-quality public spaces with high social value. As well as direct investments in York Art Gallery, Museum Gardens and York Castle Museum, YMT will work with partners in the city to encourage improvements to the wider public realm, particularly around Exhibition Square and the York Castle area.

#### International City

44. York Museums Trust has developed an ambition to increase their work internationally. During the next five years they will develop partnerships that will take the collections and work into an international context. YMT are currently exploring a partnership with Bristol Museums and Galleries to develop a European Commission cultural project with international partners.
45. YMT will develop expertise and knowledge about the collections, working with individual experts and partnerships from regional and national museums, HE and FE institutions and other related cultural organisations around the world.

#### Collaborations

46. YMT will work with CYC and support its collaboration with Blackpool Council in areas such as sharing of exhibitions and collections.

#### Development of Young People

47. YMT will work to ensure that every child and young person in York has the opportunity to experience the richness of museums collection. This work will involve both formal and informal learning for children and young adults. YMT will develop extensive formal learning opportunities delivered on all subjects across all sites working across all ages from Under 5's to new career development

opportunities for young people hoping to start work in the cultural and creative sector.

48. In this time of economic recession with restrictions on creating new jobs we must work together to ensure that young people are not excluded. YMT will create opportunities to engage them in real opportunities for young people to learn the skills for working in the arts, tourism and heritage sectors. YMT will also continue to work with our many partners on specific projects across the Trust including Tate, the British Museum, University of York, York Theatre Royal, whilst also forging exciting new partnerships, such as with the Imperial War Museum.

#### Digital Inclusion

49. We recognise that digital content offers a major opportunity for our museums to deliver large parts of their work in increasingly innovative ways, to larger and more diverse audiences. Over the period of this plan YMT will ensure that all major elements of their public programme will have a significant digital expression.
- YMT will use existing platforms or build new ones to encourage creative interaction with content, e.g. through digital volunteering.
  - YMT will encourage the repeating, re-use and re-purposing of content across different platforms and media.
  - YMT will actively seek to promote and cross-promote the museums and the collections through these various digital outlets
50. There is a need to increase the skill base within YMT in order to make the most of these opportunities. To that end they will create a team dedicated to supporting the digital expansion. The team will work with existing staff and within the existing programme.

#### **Working in Partnership outcomes**

51. By 2018:
- The cultural sector workforce and volunteers will be more confident and skilled in wider areas of work
  - YMT will increase the international profile of York through cultural partnerships across the globe
  - YMT will increase the number of children and young people we work with by 25%

- Customer satisfaction will be improved across the museums and art gallery
- Access programmes for YMT projects and collections will all contain a digital access element

## **General Conditions**

### Governance

52. Effective governance is at the heart of York Museums Trust. They will continue to review our process of the recruitment of Trustees and the Chair regularly to ensure best practice. As a publicly funded body they must operate in an open and transparent way. YMT will operate an effective access and equalities policies that will include all trustees and staff recruitment practices. Their Forward Plan 2012-2018, board minutes, policies and information on Trustees to be posted on the website, being available to everyone.

### Collections Management

53. Collections are at the heart of their work for the council. YMT will continue to develop the collections and improve all aspects of collection management. They will make a number of improvements and developments over the period including:
- New storage facilities for the social history collections
  - A major re-evaluation and rationalization of the bulk archaeology post excavation holdings
  - Improved collections IT and data support for staff and volunteers
  - A new acquisitions and disposal policy to be agreed with CYC
  - Ensuring readiness for the next round of collections management accreditation

### Yorkshire Museum and Gardens

54. In the case of the Yorkshire Museum and Gardens the respective roles of the Council and YMT are defined by their status under the charitable scheme as Custodian Trustee and Managing Trustee respectively and the heads of terms agreed with the Yorkshire Philosophical Society.
55. In addition to undertaking the role of managing trustee YMT will undertake to:
- Provide at least 2,534 hours of public opening at the Yorkshire Museum

- Provide free admission to the permanent collections of the Yorkshire Museum for all citizens of the City of York (charges may be applied in the case of temporary or touring exhibitions)
- Use all reasonable endeavours to maintain the existing registration of the Museum Gardens on the Register of Parks and Gardens of Special Historic Interest maintained by English Heritage
- Use all reasonable endeavours to maintain the registration of the gardens as botanical gardens
- Give public access to the gardens daily (except Christmas Day) unless closure is necessary for reasons of public safety. Opening hours will be 7:30 am to 6:00 pm in Winter and 7:30 am to 8:00 pm in Summer
- Permit access to the Museum Gardens for all civic ceremonial and similar events promoted by the Council on up to 10 days in each year provided that the Council give as much notice as is practicable and provided that where the Council requires access at times outside the normal opening hours set out above YMT may restrict (but not prohibit) access for the purpose of maintaining security and/or good estate management
- Insure, with an insurer of repute, third party and property owner's liability risk with a limit of indemnity of at least £10 million in respect of any one occurrence
- Indemnify the Council against any claims, proceedings or demands, and all damages, losses, costs, and expenses incurred arising out of any accident, loss or damage to persons or property occurring in or on the premises of the Yorkshire Museum and Gardens
- Use all reasonable endeavours to keep the premises in good repair, this responsibility to be construed in the light of the relevant clauses in the Transfer Agreement, the condition surveys and the provisions contained in paragraphs 39 – 41 of the Executive report of 26 July 2002 (see the Council's corresponding responsibility below)

56. In addition to carrying out the role of custodian trustee the Council will undertake to:

- Keep the premises insured with an insurer of repute against the insured risks (i.e. fire, lightning, earthquake, explosion, aircraft (other than hostile aircraft and other aerial devices or articles dropped therefrom, riot, civil commotion, malicious damage,

storm or tempest, bursting or overflowing or water tanks, apparatus or pipes, flood, and impact by road vehicles, subsidence, heave, and such other risks as may from time to time be reasonably required by the Council or by YMT) in a sum which in the reasonable opinion of the Council represents the full replacement cost, subject to such uninsured excess as the insurer may properly apply. The Council will deduct the cost of the premium from the annual grant to YMT.

The Council will not be obliged to insure YMT's fixtures and fittings, boilers, lifts, escalators, or other plant and machinery in and exclusively serving the premises. The Council will not be obliged to insure fixtures and fittings that may become part of the premises until YMT has notified the Council in writing of their reinstatement value.

Following damage or destruction by any of the insured risks the Council shall apply the net proceeds of the insurance monies received to the rebuilding or reinstating of the premises.

In the first instance the Council will retain liability for any major failures to roofs and external walls. Major failures will be defined as those where the cost of the repairs is greater than £25k and which prevent the tenant from reasonably carrying on their business at the premises. All other categories of repair and maintenance will be responsibility of the Trust (see above)

### **Review and monitoring**

57. The procedure will involve:

- a) Twice yearly review of performance between the partners:
  - the Trust will provide performance information as set out above
  - senior managers from the Trust (i.e. the Chief Executive and/or the Director of Finance & Business Development) and the Council (i.e., the "Client Officer" and/or the Assistant Director for Lifelong Learning and Culture) will meet to review performance against the agreed indicators. Meetings will be set a year in advance and will normally be held in April and September
  - YMT will submit a performance report to the Council's Executive Member in May and October each year. The YMT

Chief Executive will attend the meeting to present YMT's report and respond to any questions

- b) YMT will provide performance information as requested by the Council to any ad hoc scrutiny reviews conducted by the Council from time to time and attend the relevant meetings to respond to members' questions

58. Within this process information will be provided by the Trust to the Client Officer in the following areas as a minimum:

- 1) achievement of the principal partnership aims set out above
- 2) visits to each of the Trust's sites and temporary exhibitions including the number of uses by residents (actual and as a % of all users and segmented into demographic groups)
- 3) number of hours the collections of the Trust are available to the public during the financial year at each of the sites
- 4) implementation of agreed capital schemes
- 5) development of new income streams
- 6) development of new exhibitions and interpretative services
- 7) development of collections storage
- 8) delivery of the education service including the number of school groups using the Trust's services: (a) actual numbers of all school users, and % as compared to all visits; (b) numbers of local school users and % of total city catchments, and number of local people taking up life-long learning opportunities offered by the Trust
- 9) number of events/activities where learning forms a substantial component of the activity. Number of adults participating in those activities
- 10) use and involvement of local people including numbers volunteering
- 11) engagement with the ward committee process through attendance at committees and articles in ward newsletters
- 12) achievement of visitor satisfaction (aggregate over the year and by site)
- 13) level of external investment applied for and secured



- 14) number of residents consulted through focus groups, surveys and other means including a) young people, b) older people, c) target groups for inclusion
- 15) copies of management accounts
- 16) progress on cataloguing the collections and documentation
- 17) acquisitions and disposals from the collections
- 18) number of uses of the Yorkshire Museums Gardens for activities and events

### **Partnership Arrangements**

59. The Council and the Trust will through this partnership ensure the delivery of Best Value and its principles in order to deliver continuous service improvement.
60. The Trust and the Council will continue to explore options for further partnerships:-
  - a) the Council being mindful of the potential of the museums and art gallery to provide a positive contribution to its cultural, educational, economic, social and environmental agenda
  - b) the Trust being mindful of the experience and specialist services that the Council can offer
61. The Trust will represent the Council on museums issues at international, national, regional and local level and continue to advise members of the Council on museums policy. The Trust will provide this service to the Council without charge provided that the work is broadly in furtherance of the objectives of this partnership. (Otherwise a fee can be negotiated).
62. The Trust and the Council together will make every effort to work closely with other museum and heritage providers in the city, ensuring that appropriate forms of liaison are used to encourage the development of strong, inclusive partnerships.
63. The Trust will maintain a role in the civic life of the city. It will provide facilities for hosting civic events (subject to operational availability) charging for them at cost. The Council will treat the Trust on same terms as an internal Council department with respect to the use of rooms at the Guildhall.

**SIGNED ON BEHALF OF YORK MUSEUMS AND GALLERY TRUST**

**PRINT NAME**

**CHAIR**

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**CHIEF  
EXECUTIVE**

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**DATE**

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**SIGNED ON BEHALF OF THE CITY OF YORK COUNCIL**

**PRINT NAME**

**LEAD  
OFFICER**

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**ASSISTANT  
DIRECTOR**

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**DATE**

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