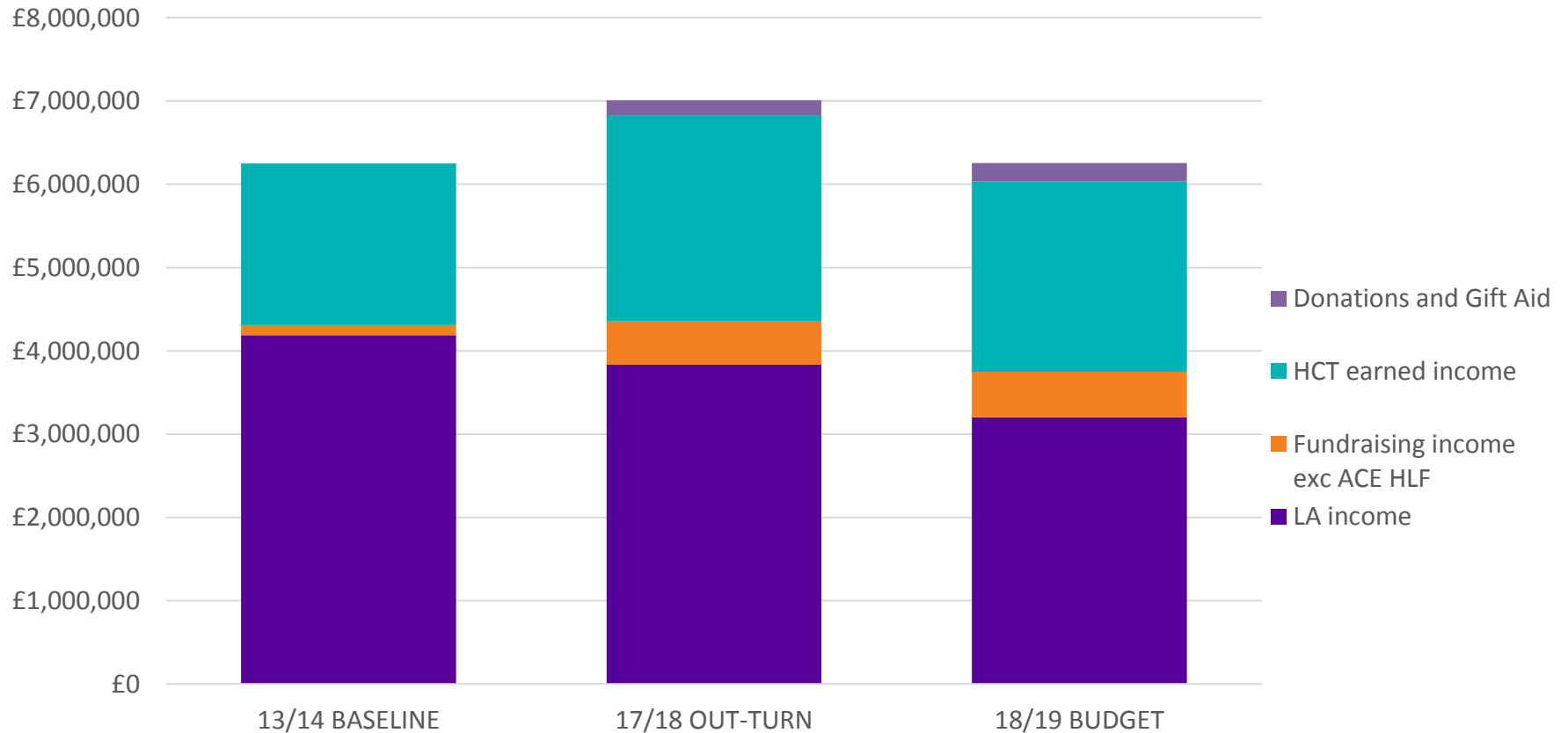




HCC Select Committee 26 April 2018

Financial performance

FUNDING SOURCES



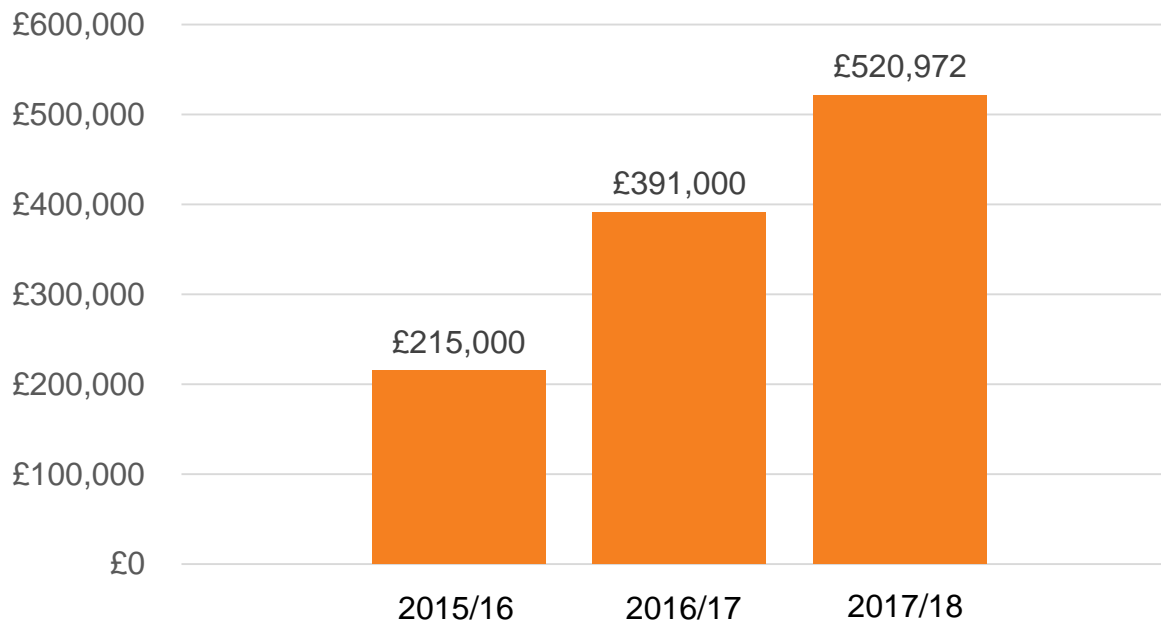
Financial performance

Earned income, donations and gift aid

Year on Year Comparison (April - Mar)	17/18	16/17	% +/-
Visitors	467,182	413,017	13.11%
Admission/shows/classes income	£1,370,591	£1,154,098	18.76%
Venue donations income	£111,853	£50,225	122.70%
Gift Aid	£64,766	£45,411	42.62%
Catering and Bar income	£429,260	£345,554	24.22%
Retail income	£270,308	£218,501	23.71%
Total income per visitor	£5.72	£5.57	2.65%
Venue staff cost per visitor	-£9.52	-£10.40	-8.46%
Total staff costs as % of total income	54%	57%	

Financial performance

Fundraising income excluding ACE and HLF

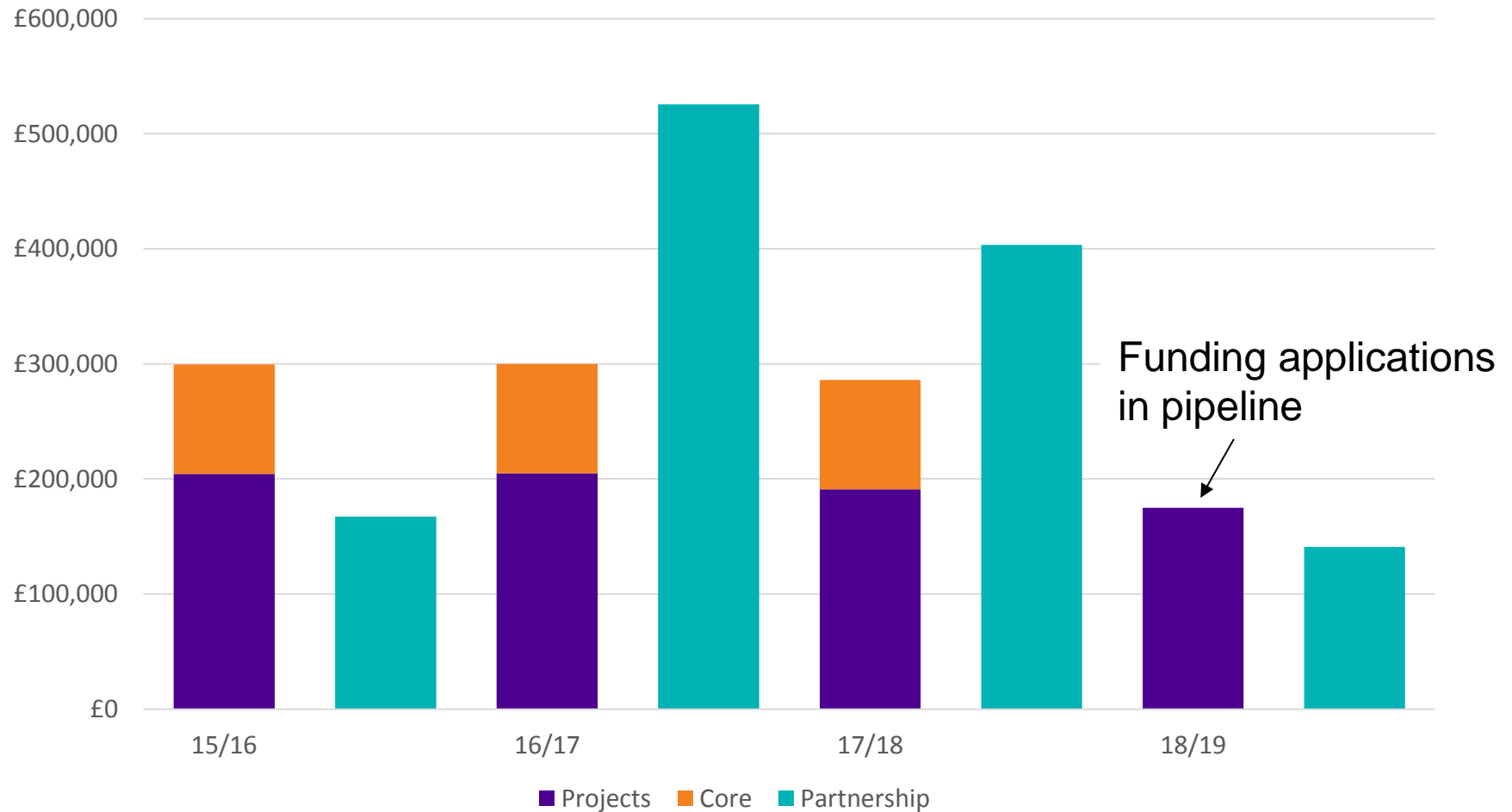


Financial performance

	Original Business Case Year 3	Out-turn Year 3 (2017/18)
Earned income	£2,031,403	£2,588,274
Gift-aid	£49,200	£64,766
Fundraising from trusts and foundations, corporate sponsors	£30,000	£ 562,258 (£120,000 towards core costs)
Cumulative surplus	£188,001	£ 688,173 (Unrestricted, year 2)

Financial performance

ACE & HLF FUNDING



Delivering success

- ❑ KPI visitor figures for 17/18 are 13.1% up on last year
- ❑ More than 100,000 visitors to Milestones in 17/18 with 17,000 over Easter holidays
- ❑ Jane Austen 200 reclaimed Jane Austen for Hampshire
- ❑ Turner and the Sun - 18,729 visitors in a ten-week period
- ❑ Westbury Manor Museum and Winchester City Museum re display of collections and refurbishment, working with volunteers
- ❑ Delivered a variety of school programmes, 21,000 school children
- ❑ In 2017/18 worked with 1300 participants on programmes, designed to engage with and improve the lives of the most vulnerable in society



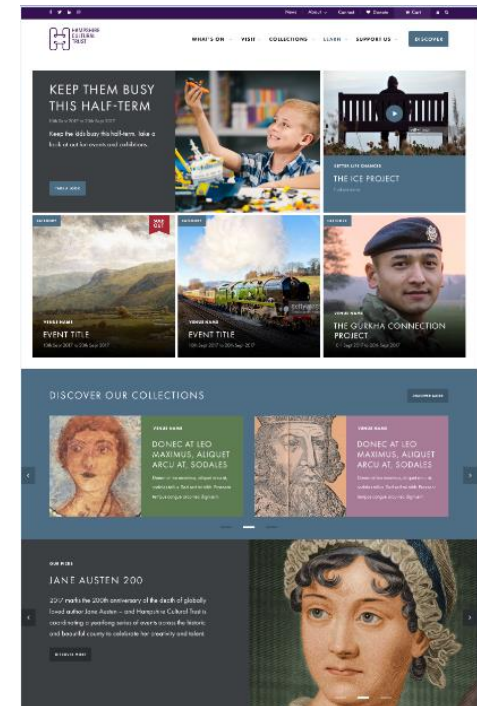
Delivering success

- ❑ Horizon 20:20 an ambitious arts intervention programme for vulnerable young people who cannot cope in a mainstream learning environment. 2017/18 the project worked with 355 at risk young people across seven education centres
- ❑ ICE Project worked with 100 vulnerable young people who experience mental health issues through delivery with ten youth charities and ten arts and cultural organisations.



Delivering success

- ❑ Ability to invest in digital transformation
- ❑ Customer friendly online booking at Milestones increased online bookings from 2% to over 40% within 6 months
- ❑ Digital engagement through web and social media more than 2 million
- ❑ New web site for HCT and ticketing system for arts centres will be launched end May
- ❑ Ability to focus on SEO and digital marketing, moving away from print
- ❑ Google AdWords grant \$10,000/month



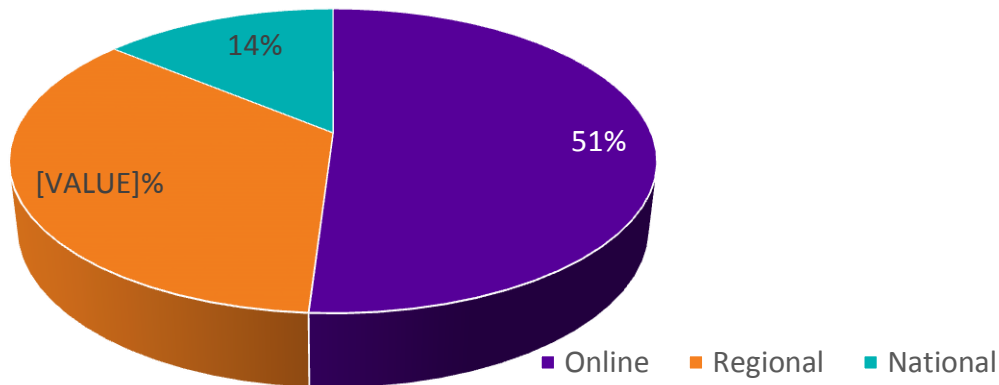
Delivering success

Press coverage

- ❑ 2017/18 - more than 1,200 pieces of coverage with advertising value of £3.8 million
- ❑ Significant increase in regional and national press coverage.

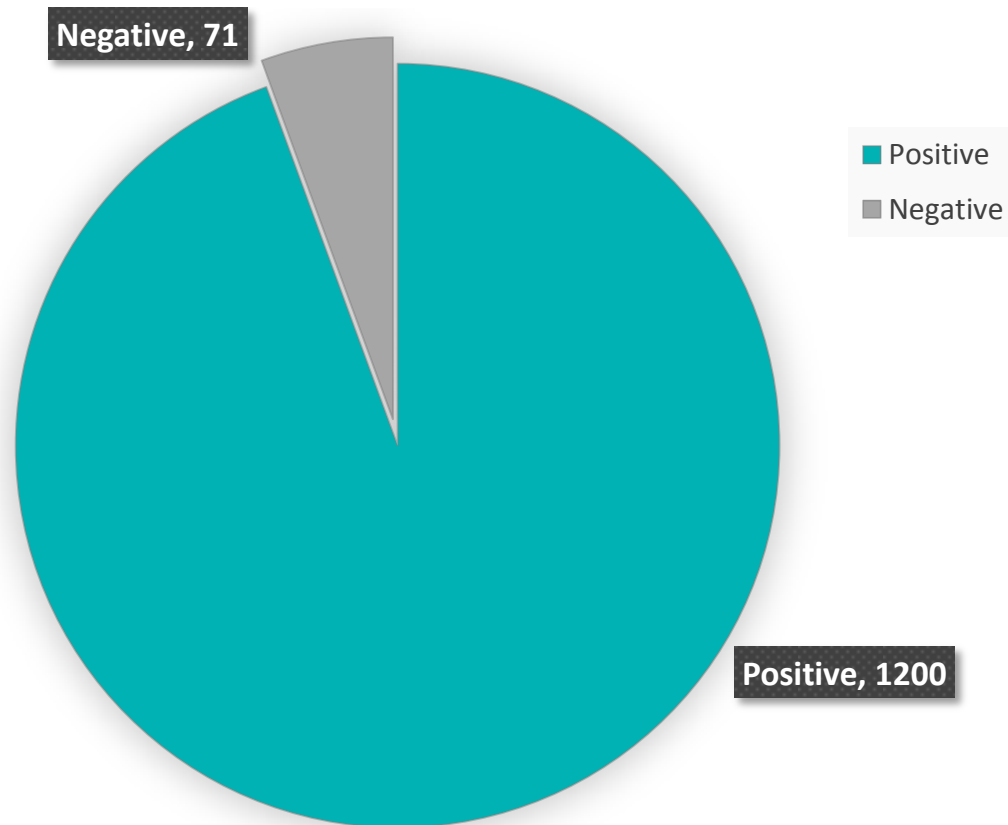


Media Coverage 2017/18



Delivering success

Press coverage



Preparing for the future

- ❑ Fitness for purpose reorganisation will enable us to drive business growth while managing planned funding reductions

- ❑ Confident and enterprising organisation achieving real social impact and featuring major exhibitions which enable us to showcase our collections

- ❑ Priority areas:
 - Social Impact
 - Economic regeneration



Preparing for the future



Hampshire community museum venues



Hampshire culture hubs including arts centres,
Basingstoke and Gosport



Milestones (and STEM agenda)



Winchester as heritage destination

Preparing for the future

- ❑ Maintaining strength of flagship exhibition programme
- ❑ Increasing capacity and embedding better life chances into venues
- ❑ Investing in venues, developing fundraising capacity
- ❑ Applying research and learnings from Flagship Gallery Network project to support investment in Gosport and Basingstoke
- ❑ Strengthening project management and technical skills
- ❑ Investment in digital
- ❑ Introduction of learning and development capacity (training programme and volunteer management)
- ❑ Developing a unique case for support devised by the wider team

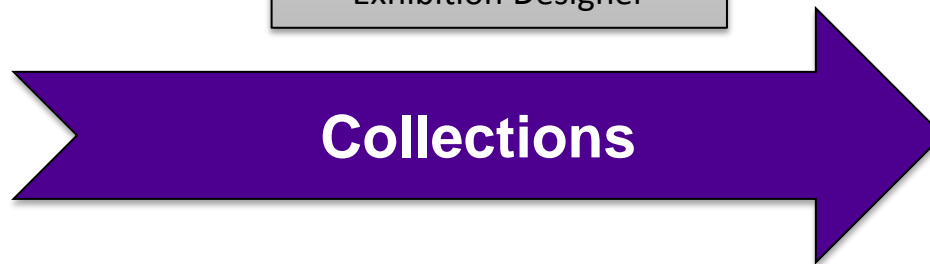
Preparing for the future - collections

- Collections are at the heart of what we do
- Customer experience and access
- Ensuring high standards of stewardship
- Facilitators that champion research and engage specialist knowledge
- Integrated approach to collections management
- Improved succession planning, more knowledge across broader team
- Provides better connection between community and collections

Preparing for the future - collections

**Manage collections
and facilitate access**
Programme Project
Manager
Collection Manager
Curatorial Liaison Manager
Conservators x3
Curatorial Assistant
Technicians x 2
Exhibition Designer

Research



Engagement

**Access to specialist
knowledge and support**
Guest curators
Volunteer experts
University partnerships Other
museums

**Lead on vision for collections
in each work-stream**
Work-stream cultural experience
managers
(embedded in work-stream teams)

Our collections professionals



NICK SUFFOLK



Head of Cultural Experience
(Milestones)

IOANNIS IOANNIDES



Cultural Experience Manager
(Winchester)

MARK FENTON



Exhibitions Designer

SAM BUTCHER



Curatorial Assistant

RUTH JAMES



Conservator

JAANE ROWEHL



Programme Project Manager

ROBIN ILES



Collections Manager

ROSS TURLE



Curatorial Liaison Manager

CLAIRE WOODHEAD



Conservator

NIGEL SPENDER



Conservator

Mark Barden - Cultural Experience Manager (Community)

Jenny Stevens - Venue Manager Basingstoke - Curatorial Lead

Mike Jones - Technician

Roger Brown - Technician

Preparing for the future - collections



- ❑ Qualifications in the new collections related roles include:
 - BA History and associated Archaeology
 - BA Degrees in Archaeology
 - BA Social Anthropology
 - BA Theatre Design
 - BA Graphic Design
 - BA Conservation and Restoration
 - MSc Historic Conservation
 - MA Museum Studies
 - MA Archaeological Heritage Management
 - MA Museology
 - MA Curating Contemporary Design
 - MBA
 - Associate Membership of Museums Association
 - Membership of the Chartered Institute of Archaeologists
- ❑ Previous organisations worked for include:
 - Design Museum
 - English Heritage
 - Hampshire County Council Museums
 - Hampshire Cultural Trust
 - Historic Royal Palaces
 - National Museum Wales
 - Portsmouth City Council Museums
 - Winchester City Council Museums
 - Fishbourne Roman Palace

Strong Governance



- ❑ HCT is 4 years old on 1st November 2018
- ❑ Appointed 11 trustees, 3 of whom have stood down for diverse reasons
- ❑ Strong financial, legal, commercial, cultural and community expertise
- ❑ Developed executive leadership team to incorporate cultural, commercial and financial expertise
- ❑ First full governance review after three years
- ❑ Successfully converted out from local authority mode of operating to that of a non-profit company, and is emerging from its start-up phase

Highlights to come

- ❑ *TATE: ARTIST ROOMS: Agnes Martin*
Summer 2018, Winchester. HCT's first partnership with this prestigious scheme from Tate
- ❑ *International Garden Photographer of the Year*
Spring 2018, Basingstoke.
- ❑ *I Do!* – Basingstoke, Gosport and Winchester - Wedding dresses over 250 years to tie in with Royal Wedding
- ❑ Creative Genius – Mission Mega Machine at Milestones
- ❑ 2019: Bletchley Park Enigma Machine loan for *Alan Turing, Master of Code*

