

Stroud District (Cowle) Museum Service

Forward Plan 2008-2013

(FY08/09–FY12/13)



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Foreword from Stroud District Council Cabinet Member for Leisure & Culture

As the Cabinet Member for Leisure and Culture I am very pleased to introduce the Stroud District (Cowle) Museum Service Forward Plan. Stroud District prides itself on its heritage, leisure, market towns, unspoiled villages, countryside and unique attractions. Located in the beautiful grounds of Stratford Park, Stroud the Museum in the Park makes an important contribution to this appeal.

The museum Forward Plan provides us with an opportunity to recognise the unique contribution it makes to the well being and regeneration of the District. The museum activities are playing a growing part in the lives of our community and beyond by encouraging people to find out about the people and place of the Stroud District and, most importantly, presenting cultural opportunities which act as a catalyst for learning and enjoyment. The tremendous work of the museum team is already evident with the rise in visitor figures over recent years. The Key Aims and Action Plan will ensure that the museum activities continue to evolve and address the needs of the community. It demonstrates the connections between the collections, visitor services and the public and schools programme. The museum plays a key role in contributing to making Stroud District a better place to live, work and visit for everyone.

Cllr John Jeffreys
Cabinet Member for Leisure & Culture
Stroud District Council

Foreword on behalf of the Cowle Trustees

The Cowle Trustees are very pleased to be associated with this five year forward plan whose Mission Statement is 'Inspiring people to explore the past, understand the present and imagine the future'. The plan which will ensure the continued proper management and care of the collection in conjunction with other activities was agreed by the Stroud District (Cowle) Museum Trustees at its meeting on 30th April 2008. It reflects the proposals and objectives which have been developed and considered with our Stroud District Council partners.

The Trustees feel that this robust practical plan is achievable with the Museum's current dedicated staff and the support of the partnership.

Trustees
Stroud District (Cowle) Museum Trust

1. Introduction

Between 1999 & 2001 a substantial (Grade II listed) mansion house located in Stratford Park, Stroud was adapted, refurbished & extended to create the Museum in the Park - the principal premises of Stroud District (Cowle) Museum Service.

Since 1983 Stroud District (Cowle) Museum Service has been jointly managed by the Stroud District (Cowle) Museum Trust and Stroud District Council. The two parties form a joint museum governing body; the Council provides the premises, staff and funding for the Museum Service. The Trust is the legal guardian of the Collection and is a Registered Charity. As a result of Lottery Funding for the move to create the Museum in the Park a 25 year legal agreement was drawn up between the parties in 1998 and is attached at Appendix A.

The collections comprise about 50,000 objects or groups of related objects concerning the human & natural history of Stroud District. Presently about 13% of the collections can be displayed at the Museum in the Park

The Museum in the Park has a transit store, but no bulk collection storage facilities. The balance of the collections are stored in three off-site premises.

This Forward Plan was created by the Museum Development Manager during 2007/2008 using existing service reviews conducted by the staff and documents prepared in 2006 as part of a Heritage Lottery Funding Project Planning Grant which themselves involved internal and external consultation.

2. Statement of Purpose

The Stroud District (Cowle) Museum Service exists to provide the following mission and aims:

Mission

Inspiring people to explore the past, understand the present and imagine the future.

Aims

The service delivers its mission by:

1. Encouraging people to find out about the people and place of the Stroud District through our Collections and services.
2. Collecting and recording evidence of the lives and achievements of the people of this area, its special identity and environment in a time of constant change.
3. Managing the Collections to the recognised national standards to ensure their preservation for future generations.
4. Basing all our services on developing knowledge and expertise.
5. Providing:
 - a place to which people will want to return
 - a place from which people will want to explore the local environment and the world beyond
 - cultural opportunities which act as a catalyst for learning and enjoyment

3. Situation Review/ Where are we now?

3.1 Audience

Over the last five years visitor figures to the Museum in the Park have been around 24,000 with the exception of 06/07 and 07/08 which have seen the highest ever for the Museum Service (see table 1 below). This continues into 07/08 with over 39,000 visitors to the end of March 2008. This dramatic rise is largely a result of a more pro-active Learning & Public programme which builds upon existing provision within the museum. Experience from front of house suggests that the museum is receiving a lot more family and repeat visits, some of which are a result of children attending as part of a school visit and then returning with their guardians. However, more will need to be done to enhance the displays in the mansion house to ensure they continue to be used and referenced by regular visitors attending learning and public programme events and exhibitions.

Year	Visitors in person ¹	Exhibitions ²	Service Usage ³
07/08	39,171	16,088	49,752
06/07	29,806	9,324	35,160
05/06	23,467	8,243	25,553
04/05	26,386	8,870	-
03/04	22,341	6,615	-
02/03 ⁴	24,288	3,984	-

Table 1: Visitors to museum

Research for the Audience Development Plan⁵ produced in October 2006 alludes to a number of key areas, namely that the museum is relatively unknown to many local people and the rich collections are not being accessed. It also identified that visitor figures had begun to fall, although this was written before 06/07. It draws attention to the impact of the Learning Programme and that better accommodation is required for educational users. Other elements raised in this report are covered below under facilities. It also highlights the importance of performance measurement, and one way museums are measured is in visitors in person and this means this must be maintained or improved if other development is to be justified.

A 2005 MAIDeN⁶ survey found that 71% of visitors rated their visit as excellent; 56% were female; most were between 31 and 60+ years old and approximately 80% from the local area. A further 18% came from the national area.

In 06/07 a Government Best Value Satisfaction Survey⁷ of about 1,400 respondents in the Stroud District scored museums and galleries at 48% (up from 41% in 2003). However, only 4% of respondents used a museum or gallery about once a month, 35%

¹ This figure only includes visits in person and not other forms (e.g. website, e-mail, outreach)

² Not always invigilated so actual numbers likely much higher. Assume these numbers brought in especially by exhibition.

³ This figure includes all uses of the museum service (e.g. website, e-mail, outreach, enquiries)

⁴ Free entry for all introduced in 02/03, visitor figures in 01/02 were 11,711

⁵ Stratford Park and the Stroud District Museum Service, Stroud, Audience Development Plan, October 2006

⁶ Multi-Agency Information Database for Neighbourhoods - MAIDeN is a collection of resources to support the planning and management of public services in Gloucestershire.

⁷ Stroud District Council, Best Value General Survey 2006/07, April 2007

had never used one. A clear indication of the Museums work was recognised in a 07/08 SDC budget consultation satisfaction survey⁸: “There were some very positive comments made about the Stroud Museum with an impression of interesting activities involving children etc and an events schedule. This is in contrast to previous years when there has been low awareness and few positive comments...”. Satisfaction with the museum rose to its highest level (52%).

3.2 Public Programming

Since the opening of the Museum in the Park there has been a strong public programme but in particular this grew substantially in 06/07 and beyond. The quality of exhibitions and associated workshops combined with a welcoming atmosphere are providing a complete package for visitors. The development of learning with schools has also had a direct positive effect on the public programme. There is not a week that goes by without an exhibition or activity taking place; it is this approach that has contributed to a rise in visitor numbers. The challenge ahead will be to ensure the collections and installed galleries in the mansion house continue to be accessed. Since 06/07 with the arrival of a Documentation & Collections Assistant it has been possible to curate small temporary exhibitions of material from the collection for display in the foyer. These have been well received by users and it is hoped they can continue.

Analysis of surveys conducted between April and August 2007 highlighted that of those surveyed 17% stated this was their first visit to the museum and 21% stated that they came because of word of mouth/friend or family. The latter is a key marketing tool for any community museum.

Competition for physical space means scheduling, cleaning routines, tight turnaround times and support from the front of house team are key to the success of the public programme.

Outreach does occur but on an opportune basis – nevertheless the reach of the museum, particularly to schools, has increased both within the District and beyond.

3.3 Collections

It is estimated that the collections comprise about 50,000 objects, or groups of objects, relating to geology, natural history, archaeology, social history, fine & decorative arts, coins & medals, world cultures. The collections have been assessed as being of local & regional importance, with some objects of national & international significance (Viner, 2006⁹). It is estimated that 13% of the collections are currently on display at the Museum in the Park.

In 06/07 and 07/08 large inroads have been made into a location audit of all objects to establish an accurate location and to ensure a match with existing documentation. This has produced a number of anomalies that collections staff are working to resolve. It is all

⁸ Stroud District Council, Budget Preparation Survey, 2007

⁹ Significance of the Collections: an Assessment & Review, 2006, David Viner for PLB Consulting's Conservation Management Plan

too easy to get distracted by figures when the primary focus should be on the long-term care, access and management of the collection, nevertheless as of January 2008 approximately 40% of the collection has been verified with this work bearing fruit in establishing what is in the collection and where it is, thus beginning the process of facilitating improved access to this resource. This work has only been possible by staffing adjustments to allow for a Documentation & Collections Assistant to support the Documentation & Collections Officer.

In 07/08 a new collections care improvement programme was launched as a precursor to the development of a forward plan. This programme introduced four key objectives:

- a. Achievement of Accreditation (National Standards for Museums)
- b. Resolving environmental issues at the Mansion House
- c. Implementation of a dedicated Collections Management System
- d. Resolving Storage Issues

It is acknowledged that apart from Accreditation it will be difficult to achieve the other three in anything but a longer term plan and subject to capital funding. The museum appointed heritage conservators in July 2007 to undertake a sustained environmental survey and report with recommendations on how to resolve the environmental issues at the mansion house. This is due in April 2008.

This work is only the first step in a project to take a step-change in collections management. This will benefit society through increased access, accountability and accuracy and funding bodies will benefit by having improved efficiency, long-term care, best value and allowing better planning and prioritisation in regards to all collections work (i.e. by knowing what there is, where it is, its condition, who owns it, the best form of access etc...).

In 07/08 some resources have been diverted into creating small temporary exhibitions located in the foyer of the extension. These have been linked to either other exhibitions in the museum, commemorative dates or displaying new acquisitions. These have been well received by visitors, particularly regulars and are small step in beginning to bring some of the collection out-of-store and visually demonstrate the outcomes of effective collections management.

The museum has Registration status and will be invited to apply for Accreditation in August 2008 with a deadline of February 2009 to return the application.

3.4 Learning

Learning encompasses a range of activities carried out by the Museum Service and is by its nature heavily linked with public programming. However, the primary focus, in recent years has been on targeting schools, particularly primary schools. In late 05/06 funding was found for a Learning post at the museum to begin work on developing school programmes as it was proving difficult for one person to undertake this and public programming. The figures in table 2 below provide evidence towards the output from this work. The schools programme is now well established and continues to be used and accessed, providing a valuable service to this area of the community.

Year	Organised School Groups, number of persons (incl outreach)
07/08	1,845
06/07	1,826
05/06	1,293
04/05	685
03/04	698
02/03 ¹⁰	1,185

Table 2: Organised Schools Groups

In 06/07 the museum was forced to return to the one post dealing with developing and delivering the Learning and Public Programmes. Despite this the rise in visitor figures has resulted due to a combination of audience development through public programming and encouraging the family visit and learning through schools. This is unlikely to be sustainable in the longer term and support for either public programming and/or learning will be required.

3.5 Facilities/Income

The Museum Service primarily generates income through shop retail, the café, room hire and small amount of commission from exhibition sales (the bulk going back into public programmes to help cover the cost of this programme). There is also a small contribution from collection enquiry services.

Year	Income from commercial activities (£)
07/08	20,341
06/07	16,184
05/06	9,633
04/05	11,362
03/04	10,833
02/03 ¹¹	7,453

Table 3: Commercial Income (Room Hire, Shop & Café)

A café provision was piloted in 06/07, which is one area highlighted in the Audience Development Plan¹² produced in October 2006. As a result of this pilot the café provision was developed to include a fixed beverage machine and snacks available for purchase. This has been well received by customers.

¹⁰ Free entry for all introduced in 02/03

¹¹ Free entry for all introduced in 02/03

¹² Stratford Park and the Stroud District Museum Service, Stroud, Audience Development Plan, October 2006

Whilst some external room hire has taken place that does not involve exhibitions this has been largely ad-hoc, primarily due to the internal demand on the space available (e.g. schools, exhibitions etc...). In addition the equipment the museum is able to provide may not always suit the higher profile hirer.

The use of the museum for the hire of weddings was stopped in 06/07 when the licence lapsed as it became unsustainable and not cost-effective with existing resources. The Service continues to monitor the number of requests made since this was withdrawn.

The museum website was redeveloped in 07/08 and moved onto SDC's community website tool, Jigsaw for release in April 2008. This will enable greater ownership of content by the museum team whilst retaining an in-house style.

The walled garden is also noted¹³ as a potential facility which through careful design can attract new audiences and cater for existing ones subject to appropriate resources and partners being identified.

3.6 Financial

The Museum Service sits under Cultural Services within Regeneration & Culture of Stroud District Council (SDC). The provision of museum services is a discretionary service for local authorities; however under a Partnership Agreement (1998) with the Cowle Trust, SDC provides the premises, staff and funding for the Museum Service and is committed to doing so for 25 years (to 2023).

Table 4 below shows allocated budget and actual spend for the museum service over the last four years. Figures show total operating budget and spend, including any service charges from other SDC departments.

Year	Total Allocated Budget (£)	Total Spend (£)
07/08	510,400 ¹⁴	503,435
06/07	513,100	503,234
05/06 ¹⁵	588,600	566,454
04/05 ¹⁶	513,800	483,501
03/04	640,500	532,899
02/03	587,000	573,688

Table 4: Museum Service Budget

In budget terms the total operating budget of the museum service has remained fairly static in the last four financial years. Despite this the museum service has continued to see an increase in visitor numbers, particularly in the last financial year, raise its profile

¹³ Stratford Park and the Stroud District Museum Service, Stroud, Audience Development Plan, October 2006

¹⁴ Revised budget figure for 07/08, approx. £14,700 already subtracted from figure as carry-over to 08/09 for Temporary (12 month) Collections & Documentation Assistant

¹⁵ Budget includes Wrapping the Globe Exhibition (£22,600)

¹⁶ Free entry for all introduced in 04/05

in the community through its public and learning programmes and make a valuable contribution to the Council's satisfaction results and the health & well-being of its users.

3.7 SWOT Analysis of Museum Service

Strengths	Weaknesses
<ul style="list-style-type: none"> • The collection – unique & one-off • Only museum dedicated to the history of the whole district • Public Programme – quality & variety • Schools programme – successful and popular • Quality of venue and location (park and mansion house) • Morale and ability of museum team • Friends and Trustees – supportive • Shop and café – popular with users • Joined-up working within SDC – Stratford Park Mgt Group; Other Culture Units 	<ul style="list-style-type: none"> • Temporary Collections staff and/or under-resources to release potential of collection • Collection management information requires sustained resources to utilise • Not all items are catalogued • Functional and system capabilities lacking with existing collections database • Limited access to stored collections • Unknown to sections of community • Lack of sustained in-depth research into users and non-users • Single member of staff responsible for public and learning programmes • Physical limitations of space on site – education room, offices etc...
Opportunities	Threats
<ul style="list-style-type: none"> • Raise profile in community – ensure district wide • Create a dedicated Learning Space • Improved storage & associated facilities – research room • Increase commercial room hire and available equipment • Utilise collections through outreach and improved access off-site • External heritage developments e.g. Stroudwater Textile Trust, Canal restoration • Range of heritage organisations in district for partnership working • Gloucestershire Museums Group – proactive • Friends & volunteers – increase involvement • Regional and National Government Initiatives 	<ul style="list-style-type: none"> • Statutory funding in decline • External heritage developments e.g. Stroudwater Textile Trust, Canal restoration • Allure of other leisure industries incl. commercial entertainment • Declining strength of economy

4. Key Aims

The Stroud District (Cowle) Museum Trust have approved the following descriptive vision for the service in 2013:

The Museum in the Park, as the home of Stroud District (Cowle) Museum Service, presents a unique collection representing the rich social history and heritage of the Stroud District in an informative and engaging way to its annual 38,000 plus visitors. A step change has occurred in the area of collections management and this continues to be addressed in a sustainable, planned and coordinated manner. As a direct result access to the collection is increasing. The museum is a tremendous asset to the community & district helping to attract tourists and playing a major role in the heritage of the district. Its vibrant events and learning programme (including outreach) provide a value for money service and helps to engender health and well-being amongst the community. The shop, café and other retail elements provide a valuable resource to the museum and users.

The vision incorporates the museums key aims, which include:

1. To be an award winning museum which appeals to all sections of the community
2. To sustain the work on improving the collection, its presentation and usage.
3. To attract increased income through commercial activities and sponsorship/funding
4. To extend our reach beyond the Museum in the Park to deliver services (i.e. outreach)

In order to achieve this vision and using the analysis of the current position, the following strategic objectives have been set.

5. Objectives

1. Achieve Accreditation (National Standards for Museums) in 2009 and retain thereafter.
2. Achieve Visit Britain's Visitor Attraction and Quality Assurance Scheme (VAQAS) by 2009 and retain thereafter.
3. Stabilise visitor numbers around the 38,000 to 40,000 level by 2013. Through this increase, stabilise income from commercial activities to above £23,000 by 2013.
4. Increase access to the collections from 2008 level
5. Create an outreach programme for the Museum Service by 2011
6. Increase active volunteer numbers to 30-40 people by 2011

One further objective, but one that is in addition to the above, is to seek partnerships and opportunities for bringing the Walled Garden area into use. This must be in a way that allows the Museum Service to focus on the major objectives above but offers potential for the short and medium term at minimum cost to the museum.

6. Plan of Action

The following table shows the actions that we consider necessary to achieve these objectives.

Stroud District (Cowle) Museum Service Action Plan						
Objective	Action	Action Completion Date	Who will lead	Budget	Potential Source of Funding	Other Measures
Objective 1: Achieve Accreditation (National Standards for Museums) in 2009 and retain thereafter.	Complete application process in consultation with MLA South West	February 2009	Museum Development Manager	n/a	n/a	Application success
Objective 2: Achieve Visit Britain's Visitor Attraction and Quality Assurance Scheme (VAQAS) by 2009 and retain thereafter.	Complete application process in consultation with Visit Britain	August 2008	Museum Development Manager (in absence of Visitor Services Officer)	£325 p/a	Misc.	Application success.
Objective 3: Stabilise visitor numbers around the 38,000-40,000 level by 2013.	Develop revised Marketing Plan (<i>utilising existing Audience Development Plan, Oct 2006</i>).	October 2009	Visitor Services Officer	£5k p/a	Present budget – Advertising/ Marketing - Supplies & Services	Increased awareness of museum in district; & customer satisfaction ratings
	Revise visitor evaluation to understand more about users to enable development and target non-users	March 2010	Learning Programmes Officer	£2k - research	Supplies & Services	Ongoing data analysis and target setting; survey results
	Seek support for the Learning Programmes Officer to enable	March 2009	Museum Development	n/a	External Grants	Visitor numbers; school pupil numbers

Stroud District (Cowle) Museum Service Action Plan						
Objective	Action	Action Completion Date	Who will lead	Budget	Potential Source of Funding	Other Measures
	continued vibrant public & schools programme		Manager			
	Review and produce a revised Audience Development Plan for the Museum Service	March 2011	Learning Programmes Officer	n/a	n/a	Plan, actions, new audiences.
Objective 3A: Stabilise income from commercial activities of above £23,000 by 2013	Review room hire procedures and policy and develop long term plan	March 2010	Visitor Services Officer	£15k – estimated refit costs	Equipment – Supplies & Services & sponsorship	Plan with actions Resulting increase in income
	Undertake an appraisal of shop and café – monitor spending patterns; development plan	December 2010	Visitor Services Officer	£800p/a	Equipment budget – Supplies & Services	Produce recommendations and plan Increase in income
Objective 4: Increase access to the collections from 2008 level	Complete audit of objects and electronic records	March 2009	Documentation & Collections Officer	£500-£1kp/a	Collections – equipment – Supplies & Services	Accurate location for all accessioned items; stock check results
	Complete retrospective documentation for undocumented acquisitions following the location audit	March 2011	Documentation & Collections Officer	£500-£1kp/a	Collections – equipment – Supplies & Services	Documented record
	Seek implementation of dedicated collections management system (CMS)	March 2011	Documentation & Collections Officer	£30k	Set-up capital; ongoing revenue	Successful migration and set-up

Stroud District (Cowle) Museum Service Action Plan						
Objective	Action	Action Completion Date	Who will lead	Budget	Potential Source of Funding	Other Measures
	Develop an exhibitions renewal plan for the Museum in the Park	March 2010	Documentation & Collections Officer	£5k p/a	Pump-priming - Collections Mgt/Learning	Temporary exhibitions, number of objects displayed from storage; % objects accessed in a given year. Exhibition renewal plan.
	Make information about 50% of the collection available on museum website (may link to CMS or other web developments)	March 2012	Documentation & Collections Officer	n/a	External grant to fund project	Increase on 2008 levels; user evaluation
	Re-assess collection storage and investigate ways in which stored items can be accessed more easily (link to outreach)	March 2012	Documentation & Collections Officer	£150k	Capital funding required for transitional and fit-out costs to relocate to one combined storage site	Improved access; efficiency in duties; reduction in research enquiry time; objects used in outreach
Objective 5: Create an outreach programme for the Museum Service by 2011	Undertake assessment of existing outreach provision & develop future objectives	March 2009	Learning Programmes Officer	n/a	n/a	Report & outcomes
	Target funding streams that complement outreach objectives to develop resource	March 2012	Learning Programmes Officer	n/a	External grant to fund project	Per project

Stroud District (Cowle) Museum Service Action Plan						
Objective	Action	Action Completion Date	Who will lead	Budget	Potential Source of Funding	Other Measures

	Develop existing or new school programmes to enable delivery off-site	March 2010	Learning Programmes Officer	£0.5kp/a	Expenses - Employee	Number of programmes delivered off-site; pupils attending.
Objective 6: Increase active volunteer numbers to 30-40 people by 2011	Create Volunteer Policy, Agreement, and update brochure	March 2009	Museum Development Manager	n/a	n/a	Rollout of policy, adoption by existing volunteers.
	Create a Volunteer Working Group to manage projects and actively recruit for specific projects/roles	March 2010	Museum Development Manager	£2k p/a	Employee; Transport costs	Measure of projects, use of volunteers and feedback.

7. Spending Plan

Table five below shows the performance of the Museum Service for the year ending 31st March 2008 and the forecast performance for the period of the plan.

The Museum Service relies on a revenue budget from Stroud District Council. The forecast also shows the need for capital expenditure as identified in the museum development plan.

As can be seen from the results for 07/08 income continues to rise. Any income on Public Programme is redirected into the public programme to enable the service to deliver its vibrant events programme. This will continue for the life of this plan.

Spending Plan				
	07-08 Actual	08-09 Original	08-09 revised	09-10 Original
Income				
Customer/Client Receipts Income - Commercial (K)	-20,646	-15,200	-15,200	-15,400
Customer/Client Receipts (Public Programme) (K)	-13,784	-6,500	-6,500	-6,500
Grants/Reimbursements (K107) ¹⁷	-13,722	0	-21,600	0
Interest (K83)	-831	-800	-800	-800
Internal Recharges ¹⁸	-23,782	0	0	0
Total Income	-72,765	-22,500	-44,100	-22,700
Expenditure				
Employees (A)	267,987	311,700 ¹⁹	306,100	303,000
Premises (B)	104,789	85,300	110,200	103,400
Transport related costs (C)	1,913	1,500	1,400	1,400
Supplies & Services (D)	76,607	48,900	69,700	48,100
Corporate Support (H)	76,409	85,700	84,600	78,900
Capital Charges (J)	24,222	20,400	20,000	20,000
Total Expenditure	551,928	553,500	592,000	554,800
Net Expenditure	479,164	531,000	547,900	577,500

Table Five: Museum Service Spending plan, format based on Budget Book as prepared by Stroud District Council (*letter codes refer to internal accounting codes*).

Forecast Capital Requirements

	07-08	08-09	09-10	10-11	11-12	12-13
Room Hire upgrade				3,000	2,000	
Outreach programme			2,000	2,000		
CMS			30,000			
Collections storage						150,000 (over 3 years)

¹⁷ Depends on external funding for projects.

¹⁸ Gov't Grants (HLF PPG grant carried over from 06/07).

¹⁹ Includes carryover of £15,700 for temporary collections post in 08/09

8. Forward Plan Review and Monitoring

Progress toward the actions identified in this plan will be monitored on an ongoing basis with an update report being prepared for the trustees at every other quarterly meeting. The Museum's Service Plan will be drawn from this forward plan allowing members, senior management and others to evaluate the progress of the museum. The Service Plan will contain data relating to key performance indicators set by the museum.

To assist with progress monitoring detailed milestones will be set where appropriate for each of the objectives. A full review of the plan will be undertaken at the end of each financial year and action taken accordingly.

Implementation of this plan will be the responsibility of the Museum Development Manager, overseen by the governing body formed by Stroud District Council and the Stroud District (Cowle) Museum Trust.

Version 1.0; Date Approved: 30th April 2008

Review Schedule: Annual

Review & re-issue due: on or before 30th April 2009

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**Version Control:
Current Version 1.1**

Minor update log (not warranting re-issue):

Version	Date	Notes	Position	Governing Body informed date
1.1	Jan 2009	Budget tables revised following issue by Accounts. Forecast table split from main table for clarity. Intended spend (v1.0) on room upgrade delayed due to other priorities.	Museum Development Manager	Feb 2009

Appendix A: Copy of Partnership Agreement, 1998

DATED 6th November 1998

STROUD DISTRICT COUNCIL

- and -

THE TRUSTEES OF THE STROUD DISTRICT (COWLE) MUSEUM TRUST

RECIPROCAL AGREEMENT

in respect of the Museum in the Park Project,
Stratford Park, Stroud, Gloucestershire.

Legal/ARC/14/94

*I certify that this is a
true copy of this agreement.*



Solicitor to the Council.

9th Nov 1998

M R Williams
Solicitor to
Stroud District Council
Council Offices
Ebley Mill Stroud Glos GL5 4UB

THIS AGREEMENT is made the 6th day of November 1998

BETWEEN

- (1) STROUD DISTRICT COUNCIL of Council Offices Ebley Mill Stroud Gloucestershire GL5 4UB ("the Council") and
- (2) LUCINDA MARY CHUBB of Blackbird Cottage Woodside Lane Kings Stanley Stonehouse Gloucestershire MARJORIE ELIZABETH HAMILTON MILLS of The Lot House Nailsworth Gloucestershire GL6 0RD TERENCE EUGENE PARKER of Red Roofs Beacon Close Painswick Gloucestershire GL6 6UF ELIZABETH AILEEN LOWLEY SARGEANT of 77 Middle Street Stroud Gloucestershire and DAVID WILLIAM SHAW of 12 Trevisa Crescent Berkeley Gloucestershire GL13 9DD the Trustees for the time being of The Stroud District (Cowle) Museum Trust ("the Trust")

WHEREAS :-

- (1) On the 28th January 1998 the parties hereto entered into a Contract ("the Lottery Contract") with The Trustees of the National Heritage Memorial Fund in pursuance of a successful bid ("the Lottery Bid") for funding in respect of a Museum Project to be located in the Mansion House at Stratford Park Stroud and in a new building to be erected adjacent thereto (together referred to as "the Museum in the Park Project")
- (2) The Lottery Contract requires that the parties hereto enter into a twenty-five year agreement to identify and confirm the reciprocal arrangements that are necessary to ensure the successful performance of the Museum in the Park Project
- (3) The parties hereto agree that the Council is to make available the Mansion House and land for the new building, staff and funding for the provision and servicing of the Museum in the Park Project whilst the Trust will provide the Cowle Collections ("the Collections") for display and make a contribution to the capital funding

NOW IT IS HEREBY AGREED as follows :

- 1 That in acknowledgement of the mutual desire to facilitate the Museum in the Park Project the Council and Trust agree that :-
 - 1.1 The Council will make the Mansion House and land adjoining thereto available for the conversion of the Mansion House and the construction of a new building for use as the Museum
 - 1.2 The Council will provide funding as identified in the Lottery Bid to enable the provision of and servicing of the Museum in the Park Project
 - 1.3 The Council will employ a Curator and staff to service the Museum
 - 1.4 The Trust will make the Collections available to the Council on the terms hereinafter recited
 - 1.5 The Trust will make a capital contribution to the funding of the Museum in the Park Project as identified in the Lottery Bid
 - 1.6 Both parties hereto adopt the Museums' Association's Code of Practice for Museum Authorities (including professional and technical procedures)
 - 1.7 Both parties hereto strive jointly to achieve and maintain the standards for registration as required by the Museums and Galleries Commission Registration Scheme
 - 1.8 The Trust has responsibility for :-
 - 1.8.1 The Collections;
 - 1.8.2 Items given or presented to the Trust;
 - 1.8.3 Items where responsibility is assumed but where title has not been established;
 - 1.8.4 Future objects collected in accordance with the acquisition policy;
 - 1.9 The Council will act as the Trustees Agent in managing accessioned Collections
 - 1.10 The Council will provide funds for the managing of the Collections and provision of public museum services

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- 1.11 The Trust has subject to the constraints of clause 2.5 hereof the final decision (as guardian of the Collections) on policies for:-
- 1.11.1 acquisition and disposal;
- 1.11.2 storage and display accommodation;
- 1.11.3 loans of objects to other bodies;
- The Trust further agrees that the Trust will :-
- Comply with the terms of the Charity Instrument sealed on the 18th February 1983
- Maintain an up to date Collecting Policy and use its best endeavours to clarify the ownership of everything in its care
- Agree standards of display, storage, conservation and other aspects of collection management and to act urgently to ensure that they are at least the minimum required for museum registration
- Inform the Council of any matters relating to and arising from clauses 2.2 and 2.3 hereof which require Council action
- Will not incur any financial liability on the part of the Council without first obtaining the written consent of a proper officer duly authorised to do so on behalf of the Council
- The Council further agrees that it will :-
- Provide resources for the Museum in accordance with the five year Museum Development Plan
- Put forward and implement standards of display, storage, conservation and other aspects of collection management and act ~~urgently~~ to ensure that they are at least the minimum required for museum registration
- Give reasonable notice to the Trust of any proposed change in the levels of resources
- WJC
MWW

- 3.4 Within the funding level proposed provide such professionally qualified museum personnel as are required to implement the Museum Development Plan, such personnel to be employees of the Council
- 3.5 Provide secretarial support to service up to five Committee Meetings of the Trust per annum
- 4 To facilitate the terms of this Agreement the parties hereto confirm that :-
- 4.1 The Trustees of the Trust will meet as and when necessary to comply with the law and the requirements of this Agreement
- 4.2 The Council will make professional staff appointments in accordance with its procedures then in place save that one Trustee will be invited to join the interview panel but shall do so on a consultative basis only
- 4.3 That the Curator will prepare a review of the Museum Development Plan and submit it for approval in the third quarter of each financial year to both the Trust and the Council
- 4.4 The Trustees shall have the right to make recommendations to the management of the Museum service to the appropriate Council Standing Committee

IN WITNESS whereof the parties hereto have hereunto set their hands and seals to this deed the day and year first before written

THE COMMON SEAL of STROUD)
DISTRICT COUNCIL was hereunto)
 affixed in the presence of :-)

Mark Will

Proper Officer



SIGNED AND DELIVERED AS A DEED)
 by LUCINDA MARY CHUBB for)
 and on behalf of THE STROUD DISTRICT)
(COWLE) MUSEUM TRUST in the)
 presence of :-)

Lucinda M. Chubb

*N.A. Ross
 Ebroy Mill
 Stroud*