



**EDUCATION AND LIBRARIES
SELECT COMMITTEE**

ARTS AND MUSEUMS

February 2004

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1. INTRODUCTION - OVERVIEW AND SCRUTINY

1.1. SELECT COMMITTEE

The Select Committee is composed of seven Members of the County Council, four Conservative, two Labour and one Liberal Democrat. They are:-

Mr John Simmonds (Chairman)
Mrs Jean Butcher
Mr Eric Hotson
Mr John Kirby

Mr Peter Morgan
Mr James Scholes
Mr Brian Wood

The terms of Reference for this Select Committee Topic Review were:-

- 1. To consider museums and galleries, including how exhibits are chosen, whether there are good links with education services and how well they meet the needs of the local community and provide best value.*
- 2. The Committee will consider to what extent KCC Arts and Museums should be a strategic or a delivery body. Should the Unit continue to deliver Arts programmes and run museums or concentrate on delivering expert advice and strategic support?*

The Committee has surveyed the current service, including Art Galleries and the four museums – Folkestone, Ramsgate, Sevenoaks and Gravesend.

A full list of Art Galleries is shown in Appendix 2

They held three sessions of hearings interviewing witnesses, two sessions of visits to museums and art galleries and requested written evidence from interested organisations.

A full list of witnesses seen, visits made, and written evidence obtained is shown in Appendix 1.

1.2. STRATEGIC CONTEXT

The Arts and Museums Service is a Unit of the Policy and Community Services Division of the Education and Libraries Directorate. It has a budget of £605,800 in 2003/4 and is staffed by a Head of Unit and a team of 14.3 full time equivalent staff, of whom 6 are externally funded.

The Unit manages three museums and is a major partner in the Museum of Kent Life at Cobtree. There is also a museum facility at Gravesend which is open one Saturday each month, staffed by volunteers. There are 23 art galleries in Kent's libraries as well as the County Gallery in Sessions House.

The Committee sought to form an opinion of the kind of service needed by the community of Kent by studying good practice locally and nationally. The

recommendations have been formed from this good practice with a view to making better use of scarce resources and to seek to up-date and clarify Kent's Cultural Strategy.

2. The Current Organisation of Arts and Museums in Kent

In September 2002 Arts and Museums became a separate unit from Libraries, replacing the Cultural Development unit based at Springfield in Maidstone. Its declared role is:-

'To provide strategic support for museums and the arts in Kent, extending and deepening the opportunities for the people of the County to enjoy them'.

In February 2003 KCC formally adopted its cultural strategy, encompassing the arts, museums, sport, libraries, archives, tourism, historic environment and countryside recreation. This was a requirement of the Department of Culture, Media and Sport (DCMS) and an opportunity for KCC to set out its strategy, identify the benefits of cultural activities and make clear the County Council's commitment.

The strategy contains a separate chapter for each of these activities. This report has addressed the Arts, Museums, Archives and Historic Environment services of that strategy only.

The Kent Museums strategy has a threefold purpose:-

- ***'Advocacy – on behalf of Kent Museums***
- ***To recommend a programme of action to meet specific needs identified during a consultation process***
- ***To set out priorities that can inform decision making by funding bodies.¹***

The three Kent County Council Museums are not managed by Arts and Museums, but are largely managed and run by Libraries' staff, who also programme the art galleries and arts events. There are three small teams of arts officers in West Kent, Mid Kent and East Kent.

The overall aims of the Arts strategy are to:-

- ***'Give strategic coherence to future development of the arts in Kent***
- ***Strengthen the arts economy of the County***
- ***Make full use of information technology***
- ***Unlock external resources***
- ***Emphasise corporate belief in the value of the arts***
- ***Maximise the benefits of partnership'***

¹ A cultural Strategy for Kent – The Summary page 14

Additionally, the Libraries and Archives unit, led by the Arts officers, have written a short strategy document for their cultural programme for 2004.² They will focus their energies on three key strands of activity:-

- **Lifelong Learning**
- **Local Identity**
- **Reading and literacy**

Libraries also manage the Archives service, which has a separate chapter in the Cultural Strategy. Their overall aims are:-

*'To ensure that we **collect, preserve and provide access to Kent's recorded past** as a legal, cultural and educational resource to be used and enjoyed by the people of Kent and the wider community, today and in the future'*

Archaeologists are employed by Strategic Planning and are within the Environment and Economy Unit. They are included in the 'Historic Environment' chapter of the Cultural Strategy. Their aims are:-

- *'to seek to **safeguard** for the future Kent's rich heritage resource as an important record of ourselves and our environment in the past;*
- *to **enhance understanding** of all aspects of the historic environment as the basis for informed decision –making;*
- *to **make the historic environment accessible** to all and recognise its contribution to the quality of life;*
- *to **realise the potential** of the historic environment for the economic well-being of the County'.*

The staff who have responsibilities for the preserving Kent's heritage are thus split across two Directorates – Education and Libraries and Strategic Planning. Staff who deliver Arts and Museum Services are split from their strategic colleagues in Arts and Museums, which is a separate unit.

At the same time, the Arts and Museums unit suffered a budget cut in 2003/4 of £385k from 2002/3 funding levels.³

2.1. The Total Kent Picture

As can be seen from the map, Kent has a rich and varied resource of different types of museums. There are also many independent art galleries, which it has not been possible to map some like the Metropole in Folkestone with close links with Kent County Council.

² 2004 A Cultural Programme for Kent Libraries- in full Appendix 4

³ Arts and Museum Service Business Plan 2003/4

Appendix 3 shows the latest full attendance figures available (2000/2001).

Recent recording of attendance figures is a spasmodic task, which makes judgement difficult.

In 2000/2001, there were, however, only four registered museums that received more than 100,000 visitors per year. They were Chartwell, Sissinghurst Castle garden (National Trust) Dover Castle (English Heritage) and Chatham World Naval Base (Independent Trust)

The largest number of museums, of those that are able to supply attendance figures, received less than 10,000 visitors per year.

There is a varied voluntary sector, varying from the largest museums like the Museum of Kent Life at Cobtree with over 46,000 visitors and the smallest museums that had around 1,000 visitors per year.

The voluntary sector has acquired a huge range of expertise of its own. Some, like the Fleur de Lis Heritage Centre at Faversham, have a notable record in raising external funding. Others have developed specialist skills in transport maintenance and steam engine restoration (Dover Transport Museum, Elham Valley Line Trust). There are a whole group of museums with maritime interests and restoration skills.

The District Council Museums service range from Boroughs with no involvement like Ashford, to those with considerable skills, their own education programmes and active 'Friends' organisations like Maidstone Museum. Dover Museum received over 97,000 visitors in 2001. Local Authority funded Museums are always susceptible to budget cuts, as they are not a statutory service.

Around 70% of the Kent Museums are part of Kent Museums Group, whose aims are:-

- *'The promotion generally of all Museums in the County of Kent.*
- *The encouragement of the development of good professional practice within Museums in Kent.'*

Kent County Council has reduced its involvement in this organisation since the restructure of the Arts and Museums Unit.

2.2. The National Picture

Although continuing to be under the aegis of the Department of Culture, Media and Sport, there has been a change in the regional organisation for culture. In April 2000, the Museums and Galleries Commission and the Library and Information Commission formed together **Resource, the Council for Museums, Archives and Libraries.**

This organisation is currently changing its name and from February 2004 will be known as: **Museums, Libraries and Archives Council (MLA)**

The merger occurred because the MLA believes that they are all in the business of connecting people to knowledge and information, of encouraging learning and creativity and of helping people to understand more about the world. The MLA wants to establish a more 'joined-up' approach to planning and presenting a strong case to government for necessary funding.

At the same time, there exists a regional network of Cultural Consortia. The Consortia - one for each English region outside London - are charged with:-

- *championing the whole spectrum of cultural and creative interests in each region, including tourism and sport;*
- *forging links across this spectrum; and*
- *creating a common vision expressed in a cultural strategy for the region.*

The South East England Cultural consortium (SEEECC) produced its original consultation document 'The Cultural Dividend' to begin the process of developing a strategy for cultural development in the south east.

In this document the importance of culture was stressed:-

*'The Consortium sees cultural investment and innovation as potentially the main engine of regeneration of both urban and rural communities within the South East. We believe that the economic growth and competitiveness of the region will rely upon the success of the creative industries in particular.'*⁴

From that consultation document, SEEECC produced 'The Cultural Cornerstone' (June 2001) which is a strategy for the development of all cultural activity and its benefits in the South East. This was followed by their companion document, The Cultural Agenda (November 2002) which explained its vision for realising the Cultural Strategy. Dr. Mike Eddy was Kent County Council's representative on this group at this time. These documents encompassed the whole of the cultural sector covered by Kent's cultural strategy. They concentrate on the economic effects of culture on the region; particularly ensuring culture plays its full role in urban and rural regeneration.

More specifically for Museums, Libraries and archives, Resource, the Museum, Libraries and Archive Council produced '**Renaissance in the Regions**' (2001) a blueprint for the revitalisation of regional museums in England. This recommended:-

- Establishing nine regional agencies (South East Museums Libraries and Archive Council in the South East - SEMLAC)
- Within these nine regions, hub museums representing the major regional institutions will be allocated funds and expected to work in partnership with DCMS to act as focal points for developing and delivering regional museum services to the public.

⁴ The Cultural Dividend – SEEECC 2000

- These hub services will be allocated additional resources to enable them to become first class services.

In September 2003, David Crowther, who had been Museums officer in Kent, left to join Resource to implement the Renaissance project working with the Hubs and the nine regional agencies.

Within SEMLAC, the Hub museums are:-

- Hampshire County Council Museums and Archives Service (lead partner)
- University of Oxford Museums
- Royal Pavilion, Libraries and Museums, Brighton and Hove
- Chatham Historic Dockyard Trust.

Hampshire County Council Museums and Archives service employs 150 people and runs 19 museums directly with a net revenue budget of around £3.5m in 2003/4⁵

Most of the money available from SEMLAC goes to designated museums, of which there are none in Kent. The nearest designated collection is the Royal Engineers Museum, Chatham. These are collections designated to be of national importance. However SEMLAC is funding a Museum Development Officer for Kent and an appointment is imminent (February 2004).

The regional organisation is still very new and is not in the first tranche to receive substantial funds, so its impact cannot yet be measured.

To accompany the regional system there are also regional offices of the Arts Council. These regions cover the same areas as the Government Office of the South East region (GOSE)⁶.

3. The Service We Have - The Current Arts and Museums Service - Kent County Council's Current Role

3.1 Museums

3.1.1. Current Situation

Kent County Council's cultural strategy set out as its key objectives for the museum service the establishment of the following:-⁷

⁵ 1. Hantsweb; 2. Hampshire County Council Revenue Budget 2003/4

⁶ The South East region runs in an arc around London from Kent at the South East extremity along the coast to Hampshire, Southampton and Portsmouth in the south West, and then to Milton Keynes and Buckinghamshire in the North. In total it encompasses 19 counties and unitary authorities and 55 district authorities.

⁷ A cultural Strategy for Kent – The summary page 16

- Marketing and audience Development programme to help museums understand and attract audiences of all kinds.
- Online programme to develop and support online catalogue and related skills, systems and services.
- Education and learning Development programme to bring together museums, schools and lifelong learning interests and reach new audiences with new services.
- Museum access and partnership programme to provide a framework of support for:-
 - Access to satisfy the Disability Discrimination Act compliance
 - Collections storage
 - District Museum and Heritage Development officer posts
 - A small grants scheme for small-scale projects from the independent and voluntary sector.
- Improve facilities of KCC Museum provision to raise standards and integrate museum functions with library, local studies and archives services.

Kent has begun to develop local partnerships through the new regional structure of the Arts Council. Kent is developing local authority partnerships in north, east and west Kent, involving KCC, the district councils and Arts Council England (South East), to further its aims of advocacy and partnership stated in the Cultural Strategy. The development of the North West Kent Community Arts Centre project at Hextable School has been developed in partnership with Arts Council England

The Arts and Museums Service has also instigated the Kent Medway Museum Partnership which is a coming together of major museums services in the Kent-Medway sub-region. The members are:-

Canterbury City Museum
 Chatham Historic Dockyard
 Royal Engineers Museum, Gillingham
 Dover Museum
 KCC (Museums)
 Maidstone Museum and Bentrif Art Gallery
 Rochester Guildhall Museum
 Museum of Kent Life
 Tunbridge Wells Museum and Art Gallery
 Powell-Cotton Museum
 Margate Local History Museum and East Kent Maritime Museum
 Kent Museums Group

Kent County Council has facilitated this partnership and will administer its development. In February 2004 the partnership was in its very early stages and there was no way of measuring the will of its partnership members to work together as a group.

However, a review of the other objectives reveals how the lack of a Museums Development Officer has affected the service.

- **Marketing Courses** - There are currently no training courses running for Museums.
- **Online Programme** to develop and support online catalogue and related skills, systems and services. This does not yet exist but CALM⁸ software has been purchased and is being piloted at Canterbury Cathedral Archives
- **Education and Learning Development Programme** to bring together museums, schools and lifelong learning interests and reach new audiences with new services. The Committee found that both Folkestone and Sevenoaks Museums had Education programmes, but Ramsgate did not.
- **Museum Access and Partnership Programme** to provide a framework of support for
- **Access** to satisfy the Disability Discrimination Act (DDA) compliance.

There were signs throughout the County that slowly, compliance with DDA requirements was being achieved. Notably, Folkestone had obtained funding from the Heritage Lottery fund. Sevenoaks Library building is not yet able to provide DDA compliance. The voluntary and District Council Museums visited by the Committee were not completely DDA compliant.

- **Collections Storage** - The Committee found no evidence of any work being completed on this.
- **District Museum and Heritage Development Officer Posts** - The Committee found no evidence of this but this may be because of the current Transforming Kent Libraries project which is not yet complete.
- **A Small Grants Scheme** for small-scale projects from the independent and voluntary sector. The Committee found no evidence of this but 2004/5 budget figures were not available to them.
- **Raise Standards of KCC Museum Provision:-**
 - **Folkestone** Museum was refurbished in 1997/98 through the Heritage Lottery fund and further work was undertaken in the Library in 2001/2. The Museum looked fresh and the Heritage room was busy and included well used computers. There is an active Education programme. The museum includes 1894 film of Folkestone on a full size screen, which can be activated by visitors.
 - **Sevenoaks** Museum is part of the Sevenoaks Kaleidoscope project and bids for this will be submitted to the Heritage Lottery fund shortly. There is an active Education outreach programme with a Sevenoaks District Council funded Education officer. The museum is very small but the artefacts are well used in the Education programme.

⁸ CALM software is able to record and catalogue archives and artefacts and is able to hold digitised images. It has been adopted as the County standard and will replace existing cataloguing software. Contents of existing catalogues can be ported on to the new software.

- **Ramsgate** Museum suffered ceiling collapse and was closed for around 18 months. Although it reopened in summer 2003, there has been no refurbishment of the exhibits for at least ten years. Not surprisingly, the exhibits look tired and there are no interactive exhibits. There is no education programme, which seems a pity in an area of deprivation. Although the cultural strategy shows refurbishment to be entered into the Libraries Business Plan, there is no mention of this in the 2003 Plan.
- **Gravesend** Museum has been closed for eight or nine years. It is opened, staffed by volunteers from the local history society, one Saturday each month. Although there is a Regeneration Plan for the adjoining building, Gravesham Old Town Hall, there was no evidence found of a plan for this museum. Arts and Museums service hope to establish a partnership arrangement with Gravesham Borough Council once the Museum Development Manager/Assistant Head of Arts and Museums is in post.

3.2 Galleries

3.2.1 Organisation – Arts Programmes

The Arts officers in the Libraries plan arts programmes. Until 2004/5, there was budget from the Cultural Development Unit (Now Arts and Museums) to fund the arts programmes. This budget funded events like the three-year Guitar festival in Thanet, which finished in 2003. The Arts Teams have just been told that from 2004/5 there will be budget for this, albeit at a reduced level. There may be further funding from within the Libraries budget but this has not yet been confirmed. As the financial year 2004/5 was beginning, the Arts officers were only able to put provisional arrangements in place because it was not clear whether any money at all was available to fund exhibitions and arts events. The uncertainty over budgets made confirming programmes difficult as professional artists plan their work a year in advance.

The Arts programmes will be planned taking into account the priorities in the strategy shown in Appendix 4. They used to plan two years ahead, but budget considerations have prevented this; they can now only make agreements where funding is available.

This is a multi-faceted service, with a cross over between art, exhibitions and events. Some of the Education programmes link with colleges.

Arts Officers are proud of the work they have done, and their skills, as between them they encompass a wide range of cultural activities. One of their problems has been that when Arts officers produce events outside KCC buildings, they are not sure if people make the connection with KCC. Because the split between Libraries and Arts and Museums is so new, the Arts officers would appreciate some clarity between themselves and the Arts and Museum functions. Although keen to work with other agencies, they believe that community level activity would be difficult if they worked in another department. The Committee's enquiries to all affected

parties seem to indicate that there is no capacity for marketing the Arts, Museums and Art Gallery programmes across Kent. If we are to develop, then it is essential to operate so that one individual has the responsibility for properly promoting these programmes on behalf of Libraries, Arts and Museums.

The Committee found on their visit to Sevenoaks, where the Cultural Education and Outreach co-ordinator is funded by Sevenoaks District Council, that the arts officer (who is Claire Hamilton, now the Sevenoaks Kaleidoscope Project Manager) has composed a lively programme. They have received money from Heritage lottery fund to build audiences before the start of the Sevenoaks Kaleidoscope, such as the following event, which cleverly pulls together several strands in the strategy:

Laughter in the Museum

Comic writers can find humour in almost anything. Join this writing workshop by critically acclaimed comic writer Peter Guttridge and you'll learn to see the museum collection in a different, hilarious light!

Peter Guttridge has written five acclaimed satirical crime novels. The sixth will be published in summer 2004...He is the crime critic for the Observer and regularly teaches writing course in the UK and Europe.

The difference even a small amount of budget makes is enormous; what is worse than a limited budget is the lack of clarity about budget levels. External funding is possible with a small amount of seed corn funding.

Recommendation

That the budget level and source for Arts events be clarified.

The level of funding should reflect the aims of the Cultural Strategy. (3.2.1)

3.2.2. How Art Gallery Exhibits Are Chosen

The Arts officers choose gallery exhibits. They have just completed their plans for 2004, based on the strategy shown at Appendix 4. Although Art Galleries are mentioned in the Cultural Strategy for Kent, there is no separate service summary for Art Galleries, as there is for Museums and the delivery of Arts programmes. Thus it is not clear if KCC has a strategic plan for the future of its galleries.

There are 23 art galleries run by Kent County Council, on library premises, and Kent County Gallery at Sessions House, County Hall.

They vary enormously in size and function. Some are suitable for large works, like Folkestone, and others are small community spaces. A full list is shown in Appendix 2.

Ramsgate Library Gallery was designed in 1982 to show the work of professional artists only. Some other important galleries show a mixture of professional and

community work; others are suitable because of their small size to show community work only.

There is currently no KCC gallery classed as an 'A' class gallery, suitable for national touring exhibitions, and the Heritage Lottery Fund (HLF) bid for Sevenoaks would raise the gallery to that level. The Sevenoaks Kaleidoscope project officer believed that the ideal long-term strategy would be to have a network of these galleries; however since 1982 when Ramsgate was set up, there has not been capital money available to upgrade it to update the environmental controls.

All exhibitions shown in Library Galleries must be of a reasonable standard for public viewing within the various KCC policies for Health and Safety and quality standards. Selections incorporate as wide a variety of media, style and age group of exhibitor in line with the size and facilities of the venue, and its operating criteria – for instance the craft gallery at Lydd or the community gallery at Birchington.

At Deal Library Gallery there is a panel system to choose the exhibits. The panel consists of seven individuals representing various aspects of the Arts and the East Kent Community, changing each year.

Most exhibitions are chosen by the Arts Officers, but however the works are chosen, applications for the process are welcomed from:-

- Professional, semi-professional and amateur artists
- Schools and colleges
- Local Art Groups and Societies
- Independent Art Groups
- Touring shows
- Artists' agents
- The general public and other individuals

The geographical catchment area for applications is not specified, neither is the media or style of work restricted to try and create as wide a variety within the programme as possible. The main advantage of the panel system is that the entire programme is selected on one day; however the fixed timetable means that it is not possible to fit in new applications once the selection has taken place. (Usually May 2004 for the 2005 programme.)

When an Arts Officer is responsible for choosing the programme, and can plan for more than one venue, there is greater flexibility for offering a wide range of opportunities and facilities to the exhibitor to choose a programme most suitable for the gallery. From August to October the contracting of all provisional exhibitions takes place and from October to December formation of the annual brochure will occur.

Library User Groups have recently been established to encourage feedback, fundraising and to inform library strategy. These groups do not, as yet, involve Art Galleries and Museums.

Recommendations

The strategy for Arts Officers is to be commended and encouraged. Where there are User Groups in Libraries they could be extended to embrace Art Galleries and Museums to involve the community further in the programme and to provide feedback on events.

KCC should continue to deliver Arts programmes. Delivery of Arts programmes, and their marketing, should be a priority, taking every opportunity to link with District Councils. The up-dating of art gallery buildings should be subject to a separate review, preferably looking for funding from external partnership sources.

3.3. Archaeology

The Committee investigated the work of the County Archaeologist's Unit because of the current interest within the community, fuelled by television programmes and the hobby of metal detecting. A core part of their work involves the provision of planning guidance to District Councils in respect of the archaeological implications of development; this may result in archaeological sites being protected or developer funded excavations being conducted in advance of development. In order to fulfil this role and also more generally to inform decisions about the historic environment the Unit maintains the archaeological Sites and Monument Record for Kent and other heritage records. They are active in other ways in pursuing their target of preserving and promoting Kent's heritage. Three of the most enterprising are the work of the Planarch and Historic Fortifications Network projects and their involvement in the Portable Antiquities Scheme. The Unit also manages the eight historic windmills owned by the County Council and is currently completing a major programme of conservation on them with substantial financial support from the Heritage Lottery Fund. The County Archaeologist team also drew the Committee's attention to the problem of storage of finds and artefacts, which is common throughout the Arts and Museums sector.

3.3.1. The Work of Planarch

The Planarch partnership, which has been co-funded by the European Regional Development Fund (ERDF) through the Interreg programme, involves Essex, Nord Pas de Calais, the Netherlands, Wallonia, Flanders and the Rhineland. The value of the present project is 2.5million euros. The Office of the Deputy Prime Minister has put in £70,000 match funding.

The project brings together a number of regions around the southern North Sea with a common heritage but different archaeological frameworks with a number of goals:-

- to develop archaeological decision-making in spatial planning;
- to share experience and academic knowledge;
- to improve best practice in reducing the impact of development on archaeology; and
- to investigate ways of presenting archaeology to the public.

Key aspects for Kent of the present project include archaeological surveys in the Thames Estuary, the development of an archaeological masterplan for Thames Gateway (Kent and Essex) and work on the archaeological components of Environmental Impact Assessments. Additionally the archaeological heritage of the region will be promoted.

3.3.2 The Historic Fortifications Network

The Historic Fortifications network brings together partners in Kent, Nord Pas de Calais and West Flanders to conserve and promote the important defence heritage of the region for tourism. The Unit co-ordinates the project on behalf of the Kent local authorities which include Dover, Shepway, Canterbury, Tonbridge and Medway and also English Heritage. Approximately £450k has been received from Interreg matching local expenditure of about £1.35 million. In addition to general work on promotion, disadvantaged access and education new interpretation is being provided at a number of sites.

The Portable Antiquities Scheme

The Portable Antiquities Scheme was created in 1997 by the DCMS to promote the recording of those archaeological objects found by the public which did not fall within the definition of treasure in the 1996 Treasure Act.

Kent was chosen as one of the six trial sites and in 1997 a Finds Liaison Officer was appointed. The scheme has resulted in over 5,000 artefacts being recorded in Kent, mostly found by metal detectorists whose clubs and societies have worked closely with the scheme. Special workshops and Education days have been held in partnership and well attended.

3.3.4. The Problem of Storage

All the witnesses stressed, and the personal experience of Committee Members confirmed, the problem of storage of archaeological finds, museum artefacts and pictures.

The County Archaeologist told the Committee about the archaeological finds that were made during the building of the Channel Tunnel Rail Link. (CTRL) Currently all these finds are either at the archaeological units which conducted the excavations, or stored by Rail Link Engineering who built the CTRL. These finds were significant and the first phase of work will be published in 2005.

Kent has ambitions for storage to allow access for study by schools and academics and to put some on display.

The recent document the 'Collected Archaeology of Kent' identified a storage crisis of 1,000 cubic metres of material waiting for a final home. Kent's new Structure Plan places a duty for long term storage on the developer of the land. In future, it may be possible for local planning authorities to require developers to secure storage provision for finds from developer funded archaeological work. A one off sum would be charged for every cubic metre of finds that are stored.

There is also a larger problem of artefact storage. Developers have often donated finds to their nearest registered museum, without regard to the size of that museum. There is a problem across the County, as exemplified by recent housing developments in Swale where there is nowhere to store the archaeological finds.

There are several alternative models for the solution to the national problem of storage and display: -

- Museums working in partnerships – for instance Kent County Council with Districts and others. This would prevent the smaller museums being swamped with, particularly, archaeological finds, that they could not store.
- Economies of scale for storage could be explored in that larger stores with proper environment controls and servicing a number of organisations, might be more cost effective, both in terms of the buildings themselves and staffing, than the current ad hoc methods.
- Curators should review their displays, and their items in storage, to ensure that they are rotated and everything that should be on display is shown at some time.
- There could be 'Deep storage' for those items, which are of more interest to the serious scholar. Industrial units are seen as a possibility, but these should be appropriate for the items and accessible for students. This might mean more than one store in Kent.
- It might be possible to exchange collections, consolidate and co-ordinate so that items not shown in one museum could enhance a display elsewhere. This will only be possible once the information technology for catalogues is in place and would need the work of skilled museum personnel to co-ordinate museums in this way.

It is clear that to solve the storage problem will be expensive. Currently there is no specific government or lottery funding to solve this problem. To enhance displays by making them less cluttered and to rotate and refresh items, proper onsite storage is also essential. There are quite rightly restrictions for registered museums on disposal of items.

A feasibility study looking at the possibility of an Archaeological Resource Centre has been agreed in partnership with the University of Kent, Canterbury City Council and the South East Museum Library and Archives Council. The study will be supported through a grant of £15,000 from SEMLAC and will look at opportunities for a partnership approach to problems of storage, access and display, seeking to engage local authorities and others with an interest in Kent's archaeological heritage.

Recommendation

KCC should work with partners to seek local solutions to immediate storage problems as outlined in the cultural strategy.

KCC Arts and Museums to lobby SEMLAC, South East Arts Council, the Office of the Deputy Prime Minister and all relevant government funding agencies to set aside funds for a national strategy and implementation plan to solve the problem of museum storage

3.4. Best Value Performance Review

There have been no Kent County Council best value reports on Arts and Museums and the Library Service.

Libraries have been inspected by the Audit Commission on 25 September 2002, and received a 'Fair' grading. Arts and Museums were not included in the inspection. Libraries have completed an action plan as required. The main recommendations are shown in Appendix 1

Recommendation

To assess the Best value of Arts and Museums, it is recommended that after the Transforming Kent Libraries project is complete a Best value review should be undertaken.

4. The Service Kent Needs

The Committee surveyed the services as they are delivered currently. However they were impressed by examples of good practice throughout the County, which were remarkable because of the energy and enthusiasm of individuals, but this is fragmented. One of the most striking was the work done to create links with the Education services.

4.1. Links with Education Services

The most outstanding achievement of the Arts and Museum unit has been the successful approach to Arts Council England to host the Creative Partnership project. The Select Committee was keen to see how the use of Information Technology could bring the resources of Kent's Arts and Museums service into schools and how the popular interest in Archaeology could help young people learn history.

4.2. Creative Partnerships

Creative Partnerships is the first joint creative education programme between the Department of Culture, Media and Sport and the Department for Education and Skills. It creates sustainable partnerships between the creative sector and education

and concentrated on how children may be educated in the 21st century. It was initially to run from 1 April 2002 to 31 March 2004, but has now been extended to 2006.

There are 16 pilots across England, in areas that are seriously economically challenged. If successful, the programme will be mainstreamed across the country. DCMS will fund £70m over the programme (£40m for 2002-4) over 16 areas.

Kent Creative Partnerships is allocated £1m per year.

The vision of Creative Partnerships Kent is:-

'Our aim is to create sustainable partnerships between schools and creative and cultural organisations in Kent. In doing so, we aim to develop the imagination and aspirations of young people with the ambition of making them think differently and with purpose about their lives. We aim to give young people sustainable life skills and learning skills with which to transform and take control of their own lives and therefore influence that of their communities.'

Creative Partnerships will do this by working in partnership with a wide range of partners; local communities, Youth Services, Businesses, Regeneration Team, as well as schools – a wide mixture.

Funding is on an annual basis, and the programme in this phase is “**narrow and deep**” as they are working with 20-25 schools.⁹ They hope to embed the programme effectively into the work of the school, and have a slow and profound effect with real outcomes. Working with the head teachers, they are aiming for whole school change. It is anticipated that the experience for the children will lead to standards rising.

There is research being done by the National Foundation for Educational Research (NFER) which is undertaking the largest ever evaluation of an arts programme. International expert Shirley Brice Heath from Stanford/Brown University (USA) is exploring young people's forms of learning through Creative Partnerships Kent (CPK) programmes effect on children's use of language. This work is similar to Shirley's research in 'Challenge for Change' (USA) where she, as a linguistic anthropologist, studied how children's use of language advances with just 10 minutes of art teaching a day.

The National Foundation for Educational research and school research will determine what can be rolled out into the mainstream in 2005/06.

The quality of this programme depends on the excellence of the Creative Director, Anna Cutler, and the money she is able to invest in ensuring the projects are of high quality. It is clear that if £1m were invested each year in every 25 schools in Kent, standards would rise, but to invest at this level across all of Kent's 610 schools

⁹ Full list of schools and projects shown in Appendix 1

would cost £24m each year. Nevertheless the programme is exciting and their aims and objectives chime in with all of the aims and objectives in SEECC's strategy and KCC's own cultural strategy.

Also, some of the projects will leave legacies behind them and start up cultural events, which will continue to give lasting value to the community.

All programmes of work within CPK need to have innovative conceptual content. This may include something entirely new or it could be content from curriculum subject areas. Just one example out of the many projects will show the high quality:-

***Young People's Film festival and Cinema
Partners include Screen South, BAFTA, Kenthouse, Cinemagic
May 2003-August 2004 – Phase 1***

Sandwich Technology School is interested in exploring the use of the moving image as a teaching method for subjects across the curriculum. CPK invited two professionals from the film industry to help. The school has decided to build a cinema in a classroom and set up a film festival run for young people. The school wishes to develop significant technical expertise so that it becomes a centre for training, not just for students but also for the wider community as a creative industry.

The young people have been placed on the international jury at Cinemagic in Belfast (another young people's film festival) and the cinema will be built in June 2004

It is striking that all of the projects are of similar quality and East Kent will benefit in every way while the project is running. If some of the ideas could be spread across the County and embedded into the work done by the Arts officers and the Community Development Officers in Education, this could transform the way that arts events are delivered in Kent.

Funding may be obtainable from other sources and CPK has been able to obtain £250,000 from commercial funding. The Creative Director believes that large firms need to see advantages for themselves before they invest.

Creative Partnership Kent's views of working with Kent County Council were:-

- They would appreciate an overall arts strategy.
- They would like to see a shift in the use of buildings, and let them 'live a bit more.' Young people do not feel they have a right to go in – whereas there is a fundamental right for everyone in the community to access public spaces.
- They were impressed by the unique nature of the geography in Kent. There are rich local archives, which appeal to all generations to become involved in local history.
- It is difficult for young people to touch museum artefacts. To feel involved, they should have the opportunity to be more "hands on". In

Dublin, young people acted as curators for their own exhibition and reached a whole new audience, including parents and the wider community.

- Changes are needed to enable Arts and Museums to have a greater involvement as part of the curriculum.
- Although there would need to be planning and preparation, exhibitions could travel round the County.
- Creative Partnerships are working with Canterbury gallery and museum and the Art Galleries were seen as a strong local resource.
- A young curators' group could be established.

If there was co-ordination, CPK have the resources to invest. One of the theories behind the Creative Partnerships is:-

'Knowledge is the primary source of economic productivity and a core resource for organisations. Progress and global competition have driven a shift from manual work to 'thinking' jobs, which require skills such as problem solving and communication to information and risk management and self-organisation'.¹⁰

Investment in creativity is thus repaid in economic regeneration, and this theory has been put into practice in Gateshead.

Currently Creative Partnerships has not yet worked with the Arts officers within the libraries.

Kent has also established an active education programme connected with Turner Contemporary. Although the physical building will not open until 2007, the Education and Community Outreach Officers, Karen Eslea, and in her absence Ashley Penrose, conduct an active education linked programme.

Turner Contemporary Education Programme

This January, Droit House, Margate, displayed artwork produced by Year 6 pupils from Holy Trinity and St. John's C of E Primary School, Margate. Produced in collaboration with the artist-in-residence, Alex Julian, Vehicle of Light responded to JMW Turner's interest in architecture by developing a conceptual lighthouse to which pupils contributed drawings, photographs, poems and miniature constructions.

Funded by the Regional Arts Lottery Programme, the residency forms part of the Turner Contemporary education programme.

Kent has also appointed a team of Community Schools Development Officers. The Community Development unit is within the Policy and Community Services Division, Education and Libraries Directorate. Their job is to establish a framework between schools, statutory and voluntary agencies, the local community and local businesses to inform the level of services to be delivered. They will develop the concept of a 'community school':-

¹⁰ Creative Partnerships Kent Programme of Work 2003/04

*'Schools are the most valuable concentration of expertise and facilities in our local neighbourhoods. The full potential of these resources can be unlocked by allowing the wider community to access them, by combining school resources with other services when appropriate, and by using the facilities beyond the hours of the traditional school day.'*¹¹

There are five principles of a Community School:-

Community Schools will aim to **meet the needs of all pupils**, from educational, developmental and social aspects by:-

- Enriching the curriculum
- Developing a 'culture of learning'
- Accessing external funding for resources
- Contributing to social and personal development.

They will **meet the learning, sporting, cultural, economic, environmental and social needs of the wider community**, by:-

- Opening up facilities
- Providing new services and opportunities
- Delivering services in a co-ordinated way

The work of a community school will extend the school day, work in partnership with key stakeholders, including local authorities, and work in partnership with other local schools.

They are thus ideally placed to work with the Arts officers in the libraries to ensure that there are strong links with the community and with the curriculum advisers for the arts within the schools advisory service.

Recommendations

An evaluation should take place by KCC officers of the lasting effects of the Creative Partnership Project.

Arts officers are encouraged to approach Creative Partnerships to offer KCC venues and facilities to become involved in projects.

The Arts officers are encouraged to work across Directorates with the Community Schools Development Managers, the Arts and Museum unit and the County Archaeologists, to strengthen the links with Education.

4.3 Information Technology

In the DCMS policy document 'Renaissance in the Regions' the importance of Information Technology to transform the work of museums is stressed. At the time

¹¹ A Guide to Kent Community Schools, Education and Libraries May 2003.

the document was written, the concept of 'Building the digital Museum' remained a vision for the future:-

*'A UK-wide digital museum in which sets of images, texts and activities from across the country, connected by subject and theme in an integrated learning environment, are linked together. Interactive services will enable participation and engagement with museums' communities. Museum content and interactive services will be made relevant and accessible to diverse audiences, enabling a rich new dialogue to develop between museums and the public.'*¹²

Although it is recognised that digital images cannot match the real experience of seeing and possibly handling exhibits, the use of digitised images enables many more people to view and compare museum artefacts who would otherwise never see them. There are now 122 links from the National Grid for Learning to museum sites, many including digital images of their artefacts. None of them are from Kent Museums:¹³ but there is an excellent link to Sussex museums 'Romans in Sussex' sponsored by Grant Thornton and funded by the Council for Museums Archives and Libraries and The Sussex Archaeological Society. 'Renaissance in the Regions' pledged £9m per year from financial year 2004/5 – to enable museums and galleries to take full advantage of the Culture online initiative and enable further access to museum contents.

However, as yet none of this money has come to Kent museums group.

Within SEMLAC's business plan includes plans for a cross-sector ICT strategy 'ICT Strategy for the South East, 2004' and this is currently pending.

Kent County Council has been working on its own initiative to up-date and complete cataloguing of archives. There are already links via the 'Archive2Archive' website, which includes a search engine, which will access Kent Archives. Information Systems Group has now purchased CALM software from DS to digitise its archives. This software can also store digital images of museum exhibits, and is considered fully compliant with national standards. This software is nationally compliant, and is being piloted first by Canterbury Cathedral Archives (who are KCC staff). This will aim to fulfil Kent's Cultural Strategy target:-

'Develop an education and learning programme to bring together museums, schools and lifelong learning interests and reach new audiences with new services' by developing

A website for the whole community that provides basic resources for the study of local history by people of all ages – 2004-5'

¹² A Net full of Jewels; New museums in the Learning Age (NMDC 1999)

¹³ KCC does feature links on the NGFL to its library events, and Ian Coulson, KCC's history adviser, has published the History of Health and Medicine in Kent on NGFL as a project

There remains the issue of sufficient curatorial skills to complete the cataloguing and digitising of all the objects within Kent's museums.

Looking at the wider picture to other museums not managed by Kent, there is no way of imposing standards of digital cataloguing on to every museum.

A complete strategy for the south east is urgently needed, because there are doubts amongst experts whether:-

- There are enough staff with sufficient skills who are who are currently free within the job market to devote the time to this.
- Sufficient funds can be obtained from the Renaissance project to complete this – licences for CALM cost £3-400 each.
- The problem of standardisation regionally (and nationally) can be solved.
- Such a huge initiative would need to be done on a partnership basis.
- The problem of linking systems is solved. At the moment in Kent, each archive is not linked to the rest; they are on stand-alone machines.

Kent County Council's Information Systems Group is currently considering:-

- the usage of Archives material
- how digitised collections could be fed into schools
- how to fund additional licences
- how to connect networks together.

They have the advantage of the **Kent Connects** Network, where KCC, including schools, Local Councils, Medway, Police, Fire, and DVLA are all connected together via broadband. This is an obvious delivery channel for showing museum exhibits on the Internet. Kent Connects draws together common strands of government initiative, and is being used as a national exemplar. Kent has resources on the National Grid for Learning (NGFL) written by Ian Coulson, the History Adviser. However, there is currently no link to the museum artefacts, even where the images have been photographed as digital images as at Folkestone Museum.

There are also other exciting developments within the IT world, one of which is **The Public Catalogue Foundation**. This scheme will catalogue every oil painting in public hands. This charitable company, which will work with sponsorship, was founded when it was realised that most public galleries, including the National Gallery, did not have a catalogue. It aims to provide a photographic and digital record of all paintings in Kent. The Kent volume is already complete, with the all the paintings held by the establishments visited already photographed. This will be the beginning of a complete catalogue, which will be sold and the money reinvested into maintaining the paintings.

Recommendation

Kent has shown admirable initiative in co-ordinating the Kent Connects Network and beginning the project to digitise its archives.

Once SEMLAC's 'ICT Strategy for the South East, 2004' is published, a representative from Kent should become involved in the implementation of the strategy, forming partnership relationships and seeking external funding where possible.

Kent should seek to provide links to the National Grid for Learning for its museum sites whilst in Kent's care, working in partnership with the KMG and Kent Medway Museums Partnership.

4.4. Archaeology

There are already strong links with the County Archaeologist's team and the Education Directorate:-

- Links with History Adviser – where there are links to curriculum within publications commissioned by the County Archaeologist's Unit.
- Workshops and finds days, including working with detectorists' clubs.

The Committee also found that in Folkestone, where the Heritage officer was based, there were individual links to the Public finds Officer and Folkestone Museum will receive local finds from the Channel Tunnel Rail Link (CTRL) excavations.

However, there are not these links across the whole County. So far, although the Archaeologists have worked extensively with CTRL, the University of Kent and Canterbury Archaeological Trust to secure storage, there is no equivalent work being done by Arts and Museums Unit. As it is necessary for the Archaeologists to work within Strategic Planning, it would help if some way of co-ordinating with Arts and Museums unit could be found for mutual benefit.

The Heritage Officer, who does a valuable job, works alone within the Library structure.

The County Archaeologists' access to European Funding would also benefit Arts and Museums unit.

Recommendation

See paragraph 4.2 – Links Across Directorates

5. Meeting the Needs of the Local Community

The Committee studied briefly whether the Arts and museums service met the needs of the local community, and what different parts of the community needed from KCC Arts and Museum service.

5.1. Regeneration

When the South East England Cultural Consortium published its major study of the cultural and creative industries on the Region's economy in 2002, it was calculated that cultural Industries had a turnover of £46.5 billion, employing 560,000, one of the largest business sectors in the region.

Cultural Industries encompass a wide range of economic and creative activities. A full analysis of these was made within the research report commissioned by the South East England Consortium and South East England Development Agency.¹⁴ They embrace the following sectors:-

- Heritage and Information Management
- Tourism, Recreation and Sport
- Media and Digital
- The Arts and Design - including Architecture and the Performing Arts

Since then, there have been further developments, as outlined in the first phase of the Select Committee Review of Tourism and Regeneration: Regeneration of East Kent Coastal Towns (Tourism). The future development of Payers Park at Folkestone, and the area around the proposed Turner Contemporary at Margate as a cultural quarter, is designed to generate economic growth.

Within KCC's cultural strategy, there are links between regeneration and the development of the Historic Fortifications Network with PLANARCH. In Sussex, there has been further development of integrated strategies :

Developing Integrated Strategies in Sussex

Local authority Leisure Officers in all the Sussex Districts and East and West Sussex County Councils, have collaborated in an exercise to provide context for the development of their Local Cultural Strategies. The Sussex cultural Matrix maps and assesses all the significant cultural resources in the area. The Matrix is available on line. The project demonstrates local authorities' key role in identifying the current level, nature and reach of provision on the ground as prerequisite to planning to enhance and extend cultural activities.¹⁵

SEEC's Cultural Agenda shows as one of its key targets:-

*'Promote the role of cultural activities in securing sustainable development'*¹⁶

¹⁴ Creative and Cultural industries; An economic Impact Study for South East England – July 2002

¹⁵ The Cultural Agenda – SEEC Nov. 2002. Page 16

¹⁶ The Cultural Agenda – SEEC Nov. 2002 Page 19

and there are eight actions concerned with fulfilling that role. However, there are no milestones on the action plan and no evidence for when the actions are planned. SEEC is not an executive body and thus it is difficult to see how it can have the power to co-ordinate and pull together local initiatives.

It is as yet too early for the results of regeneration planning through the promotion of the cultural industries. Some of this is to come to fruition by 2007 and the long-term effect of Creative Partnerships may foster this, together with the regeneration of Margate and Folkestone through the development of cultural quarters. The work of the County Archaeologist to secure European Funding is to be applauded and KCC resources should be secured to continue this work. The Cultural Strategy shows its commitment to the nurturing of a centre of excellence, which will be Turner Contemporary¹⁷. This project will seek European funding and will be led by Mike Evans who brings his skills from working in Economic Development Unit to this task.

Recommendation

Further work to be done to seek external funding for regeneration.

The considerable external funding knowledge, which exists throughout the County and District Councils, should be pooled to avoid duplication.

5.2. Tourism

Kent's Cultural Strategy was developed in partnership with Local District Councils, but there is no mention of joint working with District Councils within the Tourism module specifically. A workshop in 2000 consulted with District Council Tourism officers and they concluded what museums could do to contribute more to tourism development:-

- 1. Improve the quality of their product.**
- 2. Work with professionals where appropriate.**
- 3. Increase curatorial expertise.**

They felt that:-

- Arts and museums in Kent **add value** to a tourism product rather than providing the main purpose for a visit – ie visitors come primarily for other reasons.
- Development strategies should concentrate on **improving the quality** of local museums and arts activities.
- There is scope for improved **dialogue and collaboration** between arts, museums and tourism.
- **Economic and social regeneration** is likely to provide a catalyst for future collaboration between arts, museums and tourism.
- The tourism sector is more likely to respond to museums if **linked to heritage**.

¹⁷ The Cultural Strategy – KCC Page 13

- **‘Organic’ development** is favoured over high-investment high-risk grand schemes.¹⁸

It should be noted that these recommendations were made almost four years ago. The Select Committee did not hear of any more recent collaboration.

This work informed the full Kent Cultural Strategy published in spring 2003, with targets that were at that time incorporated into the Arts and Libraries Business Plan 2002/3.

However the Arts and Museums business plan of 2003/4 could not continue to aim for these targets because of budget cuts.

It will not be possible for Arts and Museums unit alone to further Tourism targets without help either from other units – notably Tourism unit itself, or through external funding. If the objectives within the Kent Cultural Strategy are to be achieved, there will need to be resources found. If this level of budget will never be achieved, the Cultural Strategy will need to be amended with targets, which are attainable within current budget levels.

Kent Tourism Alliance brings together the key players within Kent Tourism, including the Kent museums, to provide a focus for co-ordinating strategic marketing initiatives and to provide a voice and a lobby for tourism as a whole in Kent. Its objectives are far wider than within the arts and museums sector.

There are positive examples of good practice within Kent of successful Tourism initiatives. One is the success of Canterbury’s Leisure and Culture Unit. Although their bid to become the European Capital of Culture was unsuccessful, it reinforced their strong international partnerships and established closer relationships with the other east Kent District Councils.

Running museums on seven sites, they have a budget of over £1m. They have raised significant external funding; aiming to attract £3 of outside funding for every £1 funded by Canterbury City Council. Much of their success is due to the individual enthusiasm and high motivation shown by Janice McGuinness, the Head of Leisure and Culture at Canterbury City Council.

At Tunbridge Wells, the Borough Council has appointed a Museums Manager, Caroline Ellis, with curatorial and managerial experience. The Library (KCC), Art Gallery and Museum (Tunbridge Wells Borough Council) are housed in a striking 1930s building in the Civic Centre. Tunbridge Wells Borough Council hopes to work in partnership with Kent County Council to provide a total experience for the visitor - combining the library, art gallery and museum resources. They already organise joint events with the Library. To initiate this project they will consult with the community about its needs.

Tunbridge Wells BC also employ an education officer who has been successful in engaging with almost all the primary schools in Tunbridge Wells, taking out to

¹⁸ From Strength to Strength - A Cultural Strategy for Kent – Arts – Appendix 5

schools materials from the large amount of items within the museum stores. These two District Councils value tourism in their towns and are willing to invest in resources; but the commitment around the County by District Councils is not uniform.

Recommendation

That the Tourism unit co-ordinate with Arts and Museums unit and for further partnership links should be developed with District Council Tourism Officers.

5.3. Adult Education

Kent Adult Education Service is the largest adult education service in Britain with over 90,000 enrolments each year. Over 12,000 courses are offered, taking place daytime, evenings and weekends, running courses at over 170 different centres from purpose-built adult education centres to pubs and village halls.

The first centre to open including Adult Education, Library and Museums is the Dover Discovery Centre which also includes Dover Museum (funded by Dover District Council) a café, and a theatre, opened in 2003. The Sevenoaks Kaleidoscope project is the next large project, which will incorporate links to Adult Education, although the site is not large enough to include all Adult Education classes within one building. Obviously not every library is large enough to include Adult Education classes, but Timothy Mason (Shaking the Kaleidoscope 2002) recommended that 'every effort should be made to build a strong working relationship with the Adult Education College'.

The Committee found that at Folkestone the Heritage Officer has moved the local studies records into a separate room where the general reference library used to be, and Adult Education Studies classes on researching family history are held there. At Ramsgate there are classes in researching genealogy run by the Information Officer doing extra work on an individual basis.

There are ways in which art and museum artefacts can benefit the community to regain their physical and mental health. Research has shown that museums and galleries can contribute to combating the inequalities and disadvantage experienced by different social groups.¹⁹

East Kent NHS and Social Care Partnership Trust run Art therapy Groups at Western Avenue, Ashford. These aim to facilitate the expression of emotions and thoughts by using art. Clients are offered a wide range of materials to experience. As part of the World Mental Health Day exhibition in October 2003, an exhibition of paintings, collages, photography and prose called 'Read the Signs' was mounted at the Gulbenkian Theatre, Canterbury done by mental health patients.

A project 'Child Bride' was run at Gravesend Library where Sikh ladies expressed impressions of their weddings through painting, collages and reminiscences.

¹⁹ Small Museums and Social Inclusion – Resource 2001

Reminiscence sessions are a way of involving older people with one another and find meaning in their pasts. Sessions are held in Oxfordshire, using museum artefacts. A loan collection of 24 reminiscence boxes was put together as early as 1993 and has been used by care assistants and activities organisers in residential homes for elderly people across the County. This project aims to celebrate and disseminate work with older people, to stimulate new work, particularly in relation to museums and heritage sites.²⁰

Emily Robinson, the Education Officer, is doing this type of work at Sevenoaks library; where as well as visiting primary schools with her 'mobile museum' she visits old peoples' homes. Sevenoaks District Council funds her post and operational budget. KCC registered old people's homes often run their own reminiscence sessions and this type of work falls within their inspection criteria.²¹

Tunbridge Wells Museum has run a project on Gypsy and Traveller Art, where Traveller artists came into the museum and demonstrated their art and children were encouraged to try. They have an extensive Education programme, and have featured projects working with children in a Special school and people living in a residential home for the elderly. They offer free sessions for people who are blind or visually impaired and all other interested adults to celebrate Museums and Galleries month in May 2004.

In many parts of Kent, half-price adult education courses are available for people who have been referred to the scheme by their doctor or who self-refer (doctors' signature on relevant form required). Classes available include massage, relaxation, yoga, fitness etc, and the scheme has been applied to a range of people, for example those who are overweight, depressed, bereaved, or who have a mild learning disability.

Recommendation

Art therapy and reminiscence work are valuable tools in involving sections of the community with KCC's museum resources. Arts Officers should co-ordinate across the Directorates and to the Health Authority to offer access to their resources to support this work.

It is clear there is more scope for this sort of collaboration but it appears currently to depend on individual efforts. Adult Education in Kent is a success and it could clearly contribute hugely to the success of Arts and Museums in Kent.

Recommendation

²⁰ Words and Wings: - A guide to working in Creative Reminiscence Work, Linda Sargent, Oxfordshire County council

²¹ 'The Home provides the opportunity for each resident to maintain continuity with their former way of life'. - Inspection and Registration Unit Annual reports

Arts and Museums, Arts officers in Libraries, and Adult Education should collaborate closely, especially where they do not share the same facilities.

5.4. Libraries

The Arts Officers in the Libraries were keen to point out to us the usefulness of their links with Libraries. They have been able to theme their events in Art Galleries to Library events and work closely with librarians.

However this has had an effect on the museum service, in that there is no one in Kent Libraries who has curatorial qualifications. The Arts and Museum service do not have hands on management responsibility for managing the three museums. This has had the effect of causing a barrier between museums, art galleries and libraries, particularly at Ramsgate. This has been exacerbated by the split in structure between Libraries and Arts and Museums, and the change in structure within Arts and Museums itself which effectively means there are no curators within the Libraries unit. Curators work within Arts and Museums unit.

6. KCC as a Strategic Body

6.1. Strategic Support

KCC has compiled its Cultural Strategy, which was written to be coherent within the Government Policy of Renaissance in the Regions.

However, in the case of Arts and Museums, the strategy was based on work done when budget levels were higher (2002/3) Therefore, although the Cultural Strategy remains, its objectives are no longer possible with the resources available. There has been a recent appointment of a Museums Development Manager, and there will be an appointment of the post of a Museum Development Officer, funded by SEMLAC. This will bring with it County-wide responsibilities which will necessarily take up some of this person's time.

The South East Museum Hub is a partnership between:

- Hampshire County Council Museums and Archives Service (lead partner)
 - University of Oxford Museums
 - Royal Pavilion, Libraries and Museums, Brighton and Hove
 - Chatham Historic Dockyard Trust working together to provide leadership to the region. Kent has been instrumental in forming the Kent Medway Museum Partnership, which includes the Chatham Historic Dockyard. Kent has thus made steps towards gaining a stake in strategic development. The partnership's purposes are:-
- Museums Improvement – focussing on curatorial advice, standards and stewardship, and supporting the developmental needs of museums lacking professional staff and established budgets.
 - Networking and communications – facilitating access to knowledge, skills and experience.

- Strategic Development – ensuring best fit with the Regional Development Strategy, facilitation of the partnership and links with the south east hub.

6.2. Current Government Policy

Current government policy does not allocate a strategic role to Local authorities, but to the major regional museums and galleries:-

'It emerged during the consultation that many believe that strong leadership should rest with those who deliver services directly to users. The obvious candidates to provide such leadership are the major regional museums and galleries: if they were to be supported in such a way that their potential were released, they could achieve an excellence to compare with that of the national museums and galleries, and fulfil the leadership role in dynamic and innovative way in the years to come'.²²

Resource, the Museum, Libraries and Archive Council accepted that the vast majority of the 1,432 fully registered museums in England are not being recommended for direct government funding, as they can be categorised as 'local' or 'community' museums and galleries. Resource believes it is entirely appropriate that their support be largely local, regardless of whether they are in local-authority or independent governance. It believes that:-

'Curators in these museums and galleries want certainty about their core funding, and that this should be adequate for their needs.

Both of these are things that can best be delivered locally, and there is at present no particularly convincing case for why the centre should help'²³

The Task Force (who compiled the policy) did believe that establishing the regional framework would help local museums by offering them:-

- Access to expertise within the region.
- Participation in region-wide scheme to solve professional problems.
- Funded partnerships with designated museums.
- Direct assistance with learning and inclusion initiatives and external funding opportunities.
- Improved training and development opportunities.

The conclusion must be that the strategic role for Kent County Council under this policy is limited; only by working with the hub museums can they hope to influence the strategy for the region.

6.3. Delivering Expert Advice

²² Renaissance in the Regions: A new vision for England's museums Page 75 – Resource, Council for Museums Archives and Libraries.

²³ Renaissance in the Regions – Page 108

Delivering expert advice is a field where both government policy and Kent's cultural strategy are clear that this should be Kent's role.

The business plan for 2002/3²⁴ backs up this as a target with the following objectives:-

Objective	Actions
<i>Play a leading role in facilitating the development, promotion, implementation and review of the Kent Museum Strategy.</i>	<p><i>Advice, training and other support to the independent museum sector across Kent provided directly and facilitated with the Kent Museums Group: (8 training sessions (4 in Spring/Summer and 4 in Autumn); Curatorial Advisor service offered under the national Museum Registration Scheme to 17 independent Kent museums; Information and Advice Service open to Kent Museums (Target 40).)</i></p> <p><i>4 strategic projects as set out in the Kent Museums Strategy developed in partnership with key museum interests across Kent and Medway by March 2003:-</i></p> <ul style="list-style-type: none"> <i>• Online Programme</i> <i>• Education and Learning Development Programme</i> <i>• Marketing and Audience Development Programme</i> <i>• Access and Partnership Programme.</i>

These aims remain within the cultural strategy. However budget cuts have meant that the current business plan (2003/4) can only support the following:-

'In 2003/4 it will be necessary to operate a basic service to external museums, enabling potential improvements in 2004/5:-

- Follow up initiative with Gravesham Borough Council to improve access to museum collections in Gravesend.*
- Formal curatorial advice to 18 independent Kent museums.*
- Informal advice/information services to 81 museums.*
- Kent museums Training programme to provide minimum 7 training sessions in 2003-4.²⁵*

Because of the lack of a Museums Manager from September 2003 to April 2004, there was no curatorial advice and no training programme in this period; in 2003/4 there was no activity budget for this training.

The recent appointment of a Museum Development Manager may enable some of this work to resume, however the Committee found that voluntary organisations needed access to qualified specialised curatorial advice. There are within District Councils such specialists and a useful function for KCC would be to collect details of these scarce resources and map them throughout Kent, doing the mapping and sharing the information with Kent Museum Group.

²⁴ Arts and Libraries Business Plan 2002-3 – page 10

²⁵ Arts and Museum Service Business Plan 2003-4 – page 10

Recommendation

A data base of qualified curators within Kent should be compiled, together with their specialist interests, who would be willing to give formal and informal advice to independent and voluntary museums. This work could be done through the Kent Museum group and/or the Kent Medway Museum Partnership.

All representatives from voluntary museums mentioned lack of curatorial advisers. This is necessary for a museum to be certified as within the Registration scheme, and thus eligible for external funding. One of the advantages of the foundation of the regional network should be greater access to staff training through SEMLAC. Recent courses have included:-

- Cultural Diversity training.
- Professional development and organisational development surgeries.
- Business Partnership Seminar – helping arts managers to examine what they can offer businesses.
- Assessing the preservation needs of collections.

It is important that Kent Arts and Museums Unit, if they are to offer any training sessions in the future, ensure that they offer courses that are unique to Kent or focus on issues that SEMLAC will not cover. Museums that are dependent totally on volunteers have expressed a need for training in:-

- Conservation – **technical and practical** advice on conservation of all types of artefacts.
- Museum skills – particularly on:-
 - Marketing for museums.
 - Retail marketing and purchasing for museum shops.
 - Customer care for museum staff.
 - Raising awareness and practical help in compiling Education programmes.
 - Display of artefacts.
- Advice on accessing funds on conservation and restoration.

Kent's strategic role as running training courses for museums was appreciated by Kent museums. Kent may be able to access funds or influence SEMLAC's training policy so that some training could still be delivered locally.

Recommendation

Kent Museum Group should be encouraged to explore the options for training courses, especially in marketing, display and conservation, using best practice from throughout the SE region.

6.4. As a Liaison and Enabling Body

Kent's Arts and Museum business plan for 2003/4 shows as one of its key tasks:-

'Create and manage partnerships between cultural providers in Kent and Europe to maximise inward investment from European Union and other external funds'

The main way that this has been done in 2003/4 has been to establish the Kent Medway Museum Partnership. Sufficient resources should be invested in this to enable the staff allocated to it to make a difference; there is a danger that with so many calls on time, the very small Arts and Museum Unit will not be able to play a full part.

6.5. External Fund Raising

This is where Kent has been successful and could augment reduced budget levels. Obviously this is a more time consuming and less certain way of raising money but the central resources obtained have produced good results. However, the Committee found a fragmented approach to external fund raising, with the external funding being sought on an individual basis – for instance the Project Manager for the Sevenoaks Kaleidoscope project had submitted her own bid. There are great skills in fund raising within the District Council and voluntary sector. It could be that external fund raising knowledge could be gathered together either as a sub group of the Kent Medway Museums partnership so that members could have access to skilled information, or that KCC's external funding team could co-ordinate this work.

Recommendation

See recommendation on Paragraph 5.1

7. KCC as a Delivery Body

7.1. Museums in the Future – KCC Museums

KCC's Arts and Museums business plan is clear that the future for KCC museums lies in projects which will involve better integration of the museum, library and gallery spaces.²⁶ This would keep the delivery function within Libraries unit rather than Arts and Museums, and would need collaboration between the two units, or bought in professional help, to make best use of the museum resources, if they were to be retained as at present. Arts and Museum's Business plan also contains targets to complete this work, which has probably contributed towards the fragmentation and lack of clarity between the two units. It is appreciated that the new appointment of Museums Manager will make a contribution towards co-ordinating the two business plans:-

²⁶ Arts and Museums Business Plan 2003-4 Page 12

- The Committee was impressed with work done at Sevenoaks and Folkestone (see recommendations at 7.1.1. and 7.1.2.) but felt that these good developments should move forward within the framework of local control.
- Some Members of the Committee felt that KCC should retain its present museums and make them into centres of excellence, able to offer support and advice to the voluntary and independent museums of Kent.
- All Members of the Committee agreed that KCC should retain its ability to provide support and advice to the voluntary and independent museum sector, and the recent appointment of the Museums Manager should help to achieve this.
- A majority of the Committee felt that Kent's museums should be more appropriately run by more local bodies
- Some members felt that Kent should cherish its unique collections which are often in storage, rationalise these collections and buildings and co-ordinate this with the long term policy for the preservation of archives.

Recommendation

Kent should work to divest itself of the ownership of its museums by initiating talks with District Councils and interested groups.

7.1.1. Sevenoaks Kaleidoscope

This project will redevelop the library, museum and gallery. The gallery will be upgraded; there will be improved museum and heritage services, a small café and public toilets, better access and entrance and access to the Leisure Centre next door. The project manager has prepared a Heritage Lottery fund and Arts Council England bid for the capital cost of around £1m, and is working closely with Sevenoaks District Council.

The project manager herself is funded by the Heritage Lottery Fund. Although the drastic cuts to the arts budget had made managing the arts programme hard, the Heritage Lottery fund has provided some money to build audiences in the lead up to the Sevenoaks Kaleidoscope project. Her substantive post, as the original Arts officer for the area remains vacant at the moment.

Sevenoaks District Council has funded a Museum Education officer, who is working within KCC Libraries staff. She takes museum artefacts out to school children, on outreach programmes in the surrounding schools to promote their use. This is making better use of the museum where displays have not been refurbished for some years.

The staff are enthusiastic; Sevenoaks District council supports the plan; the only problem that may arise is the long lead in time for the Heritage Lottery fund to make a decision. The Select Committee was impressed by the energy and initiative shown by individual members of staff.

Recommendation

While the long-term strategy should be as at 7.1. above, KCC should continue to support the development of the Sevenoaks Kaleidoscope project.

7.1.2. Folkestone

Folkestone Museum was refurbished in 1997/8 using Heritage Lottery Fund. The Art Gallery can only be accessed by walking through the Museum space, thus ensuring that visitors are directed that way. In 2001/2 the entrance to the library building was refurbished and the space is now more welcoming and easy to access. It is now fully compliant with Disability Discrimination Act. The reference library has been reorganised as a heritage room, which is staffed and contains computers. Adult Education classes are held there showing the use of the resources.

The Museum includes rare archive film footage which visitors can view on a large screen of Folkestone in 1894.

The gallery space is large and although not a 'Class A' gallery, is suitable for community and professional use.

Folkestone museum benefits enormously from the enthusiasm of the Reference, Information and Learning Services Team leader and the Heritage officer, who in turn has links with voluntary museums and with the County Archaeology team. They have progressed well with digitising the images and catalogues onto computer and the information could be made available as learning resources for schools if resources to put them onto Kent's web were available.

Improvements have been made to the Folkestone Library building, and it is possible that more could be done to open up the museum space and gallery if funds were available. One of the unmet targets of the Arts and Museums 2003/4 business plan is to produce a design brief for integrated museum functions in preparation with links to Folkestone creative quarter. This could help to spur on the regeneration of this area.

Recommendation

A long-term objective should be as 7.1. above, but in the interim, KCC should begin the task of designing integrated museum functions to build on the excellent work done so far at Folkestone Library.

7.1.3. Ramsgate

This museum has suffered in the past two years by the collapse of the ceiling. It has been closed for eighteen months and only opened again in the summer of 2003. However, the museum exhibits themselves have not been changed or refurbished for over ten years. Unfortunately the design of the building means that the museum is 'over the threshold' from the library and so visitors are not drawn in to the museum

space. The exhibits are within cases, and the only interactive exhibit (dating back from 1984) was out of order.

The business plan objectives show that an outline plan to better integrate the museum, library and gallery spaces was an objective in 2003/4. It is essential that this plan should be completed and a project plan worked on in partnership with Thanet District Council and the voluntary museums in Ramsgate if possible, particularly as this is a regeneration area.

Recommendation

That the Arts and Museum business plan target should be reinstated to complete an outline project plan for the whole building housing Ramsgate Library, Art Gallery and Museum, to co-ordinate with regeneration plans for the Area.

7.1.4. Gravesend

This museum has been closed for at least eight years. It is currently kept open one day a month by volunteers from the local historical society. It has not been within the scope of this review to consider this museum; however its position could be considered by a separate working party. This could consider the options for this museum and what could be done with the building and its contents. In the Arts and Libraries/Arts and museum Business Plans for 2002/3 and 2003/4 both shows as a target further collaboration with Gravesham Borough Council but the Committee found no evidence that this had been achieved, possibly because of the lack of a Museums Manager. However KCC Strategic Planning is involved in a regeneration programme connecting the museum building and Gravesham Old Town Hall to which it is joined.

Recommendation

A working party should assess the options for Gravesend Museum, co-ordinating with Gravesham Borough Council to rationalise the resources.

7.2. Working with District Councils

Partnerships with District Councils are beneficial for both parties, and for the Kent community.

Even the most ambitious District Council is not self-sufficient and needs robust partnerships, which are wider than mere financial links. KCC is seen as a potentially strategic player, as it can supply support and be an enabler. KCC also plays a lobbying and advisory role; its involvement with Canterbury's Capital of Culture bid was seen as helpful and beneficial. Further links with East Kent District Councils which grew from that collaboration have proved useful even though the Capital of Culture bid was unsuccessful; this may lead to greater success in the future.

The Education Directorate within KCC provides links with the Education sector, which District Councils do not have. They can help to bridge the gap and help District Councils work better with Schools and Youth organisations.

Appropriate KCC Departments have a part to play to support Art and Museums in these links by providing their specialist knowledge.

KCC, by virtue of its role as area representative, has a strategic role to play in liaison between the District Councils and SEEC and SEMLAC, the regional arts bodies. District Councils appreciate the skills of the Arts and Museums service, and KCC's role as a potential ally because of the importance of the schools sector. Some District Councils, such as Canterbury, have already strong links with SEMLAC and KCC might be able to augment, not supplant these existing links. Working with other local authorities should widen to involve working with others outside Kent, particularly as Hampshire County Council is the lead museum service within the SEMLAC region.

Recommendation

Arts and Museums foster and build on their partnerships with District councils, and other District and County Councils outside Kent, accepting that some have greater skills and resources invested in the sector than KCC.

7.3. Working with the Independent and Voluntary Sector

The needs of the voluntary sector and independent sector vary according to their size and needs. Some are self-sufficient and some have their own particular skills. The Committee found that these were the issues most often raised:

The voluntary sector would like KCC museum service to deliver the following:-

- Liaise and make links between bodies to set up central storage for those items that will never go on display but are needed for serious scholars. This storage would need adequate security and cataloguing.
- Offer **technical, practical** advice on conservation. Voluntary museums often have mixed contents so would need experts on all types of artefacts. Others are specialist and so would probably need to access their own experts.
- Training programmes for volunteers on a variety of museum skills – particularly on:-
 - Retail marketing for museums.
 - Retail purchasing for museum shops.
 - Customer care for museum staff. This work is a priority for those museums that rely totally on volunteers.
- Set up links with other bodies so that they could set up co-operatives for museum retail purchasing
- Advice/funding/advice to access funds on conservation and restoration.

- Ideally, they would prefer the Museum Development officer post to be funded permanently and a small budget available for voluntary museums for conservation.
- Utilise the contacts made through Kent Museum Group to establish links of knowledge and resources.

7.4. Art Galleries

Although the Kent Cultural Strategy does not mention the future of Art Galleries specifically, the 2003/4 Arts and Museums business plan has a target to 'promote high quality arts exhibitions and performance'. The planned outcomes show visual arts exhibitions and related educational events implemented in galleries and exhibition spaces. The Select Committee has found no evidence of a longer term strategy for Art Galleries, apart from the aim to progress Turner Contemporary

The establishment of the Sevenoaks Kaleidoscope project to include a 'Class A' gallery would mean that Kent would be able to display national collections in two centres from 2007. Arts officers would welcome a network of Class A galleries around the County, and originally Ramsgate Library Gallery was destined to be a first quality gallery. However, there seems to be no consensus on how many galleries there would need to be and whether there will be funds to support them. There are other galleries which are used only as community spaces and the Committee has found no evidence of whether these spaces have been reviewed and the community consulted as to their usefulness – an up-date on the consultation exercise undertaken in 2000.

<p>Recommendation</p>

<p>A medium term strategy be drafted for Art Galleries, including their future use.</p>
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7.5. Art Events

The Arts programmes organised by the Arts officers have been severely curtailed because of lack of certainty about future funding. However, it has been shown that seed corn money can pay dividends in attracting outside funding and the voluntary organisations have shown how successful they are at doing this.

The current situation where arts events cannot be confirmed because of lack of budget must be addressed, securing the future of the arts programme. Also, the current staffing structure where there are Arts officers within the Arts and museums unit and teams of Arts officers within the Library Structure does not help the staff to co-ordinate. When resources are scarce it is counterproductive to split the staff into even smaller units.

The progressing of the North West Kent Community Arts Centre project is a tribute to the work of the Arts officers in Arts and Museums and this is a cost effective way of working.

The Education and Libraries business plan for 2003/4 does not include any targets for the Arts officers based within Libraries. Arts and Museums officers will coordinate operational activities in 2004-05 through monitoring and collating data, marketing and identifying and bidding for funds. It may be possible for the Arts officers to work with Community Development officers in Education, or within Arts and Museums unit. The Cultural Strategy suggested the creation of a cross directorate working group, with link officers for the arts and this could be organised to give support to the Arts Officers. Arts officers valued their links with Libraries but would welcome clarity about their roles and that of the Arts officers within Arts and Museums Unit.

Recommendation

The value of Arts programmes has been proved to improve the quality of life for communities and contribute to educational achievement. Options for the Arts Officers working as Library staff should be reviewed, including closer collaboration with other units and organisations.

8. Conclusions

The Committee considered how exhibits were chosen and found that Arts officers had worked together to set up a strategy (Appendix 4).

Money had not been invested into the structure of Art Galleries to up grade them to be capable of showing national exhibitions, however good work had been done within the community.

Where budgets allow, such as at Sevenoaks, original, exciting programmes can be planned. Lack of clarity and budget has prevented programmes being confirmed in other areas and this will diminish the service.

There are links with the Education services but they could be improved, particularly with the Creative Partnerships project and the advent of the Community Development officers in schools.

The Committee were impressed by the enthusiasm and commitment shown by individual members of staff who had striven hard to provide good quality programmes. This was not confined to KCC and it was individual commitment that characterised the most successful organisations.

The Committee considered to what extent KCC Arts and Museums should be a strategic or a delivery body. It found that the Arts and Museums Unit was not delivering Arts programmes or running museums; this is done primarily by Library staff. With uncertainty about budgets, Arts programmes can only be confirmed for each financial year if funding is found to do this.

Officers in Libraries run the museums, not staff within Arts and Museums, and there is insufficient staff to give expert advice and input to the management of KCC museums. Only where partnerships with District Councils have been successful,

such as at Sevenoaks, or where there is a Heritage officer at Folkestone, have resources been found to make better use of the museum resources.

The Committee found that during the time between September 2003 and April 2004, Arts and Museums were unable to deliver expert advice to voluntary museums because of the lack of qualified staff to fulfil the curatorial adviser role. There were artefacts in store that had not been seen for many years and the Committee felt that there could be imaginative schemes to move artefacts out of storage to enable the community to view these items. Collections could be moved around the County and special exhibitions mounted.

KCC's ability to give strategic support has been severely limited because of lack of resources, but where this has been targeted such as attracting Creative Partnerships or by helping to bid for the North West Kent Community Arts Centre it has been spectacularly successful. These two projects alone will contribute enormously to the cultural scene in Kent.

9. Recommendations

Recommendation 1

That the budget level and source for Arts events be clarified.

The level of funding should reflect the aims of the Cultural Strategy. (3.2.1)

Recommendation 2

The strategy for Arts officers is to be commended and encouraged. Where there are User groups in Libraries they could be extended to embrace Art Galleries and Museums to involve the community further in the programme and to provide feedback on events

Recommendation 3

KCC should continue to deliver Arts programmes. Delivery of Arts programmes should be a priority, taking every opportunity to link with District Councils. The up-dating of buildings should be subject to a separate review, preferably looking for funding from external partnership sources. (3.2.2.)

Recommendation 4

KCC should work with partners to seek local solutions to immediate storage problems as outlined in the cultural strategy.

Recommendation 5

KCC Arts and Museums to lobby SEMLAC, South East Arts Council, the Office of the Deputy Prime Minister and all relevant government funding agencies to set aside funds for a national strategy and implementation plan to solve the problem of museum storage. (3.3.3.)

Recommendation 6

To assess the Best value of Arts and Museums it is recommended that after the Transforming Kent Libraries project is complete a Best value review should be undertaken. (3.4)

Recommendation 7

An evaluation should take place by KCC officers of the lasting effects of the Creative Partnership Project.

Recommendation 8

Arts officers to approach Creative Partnerships to offer their venues and facilities to become involved in projects.

Recommendation 9

The Arts officers are encouraged to work across Directorates with the community development officers, the Arts and Museum unit and the County Archaeologists to strengthen the links with Education. (4.2)

Recommendation 10

Kent has shown admirable initiative in co-ordinating the Kent Connects Network and beginning the project to digitise its archives.

Once SEMLAC's ICT Strategy for the South East, 2004' is published, a representative from Kent should become involved in the implementation of the strategy, forming partnership relationships and seeking external funding where possible.

Recommendation 11

Kent should seek to provide links to the National Grid for Learning for its museum sites whilst in Kent's care, working in partnership with the KMG and Kent Medway Museums Partnership. (4.3)

Recommendation 12

Further work to be done to seek external funding for regeneration.

The considerable external funding knowledge which exists throughout the County and District Councils should be pooled to avoid duplication. (5.1)

Recommendation 13

Tourism unit should co-ordinate with Arts and Museums unit and further partnership links should be developed with District Council Tourism Officers. (5.2)

Recommendation 14

Arts and Museums, Arts officers in Libraries, and Adult Education should collaborate closely, especially where they do not share the same facilities (5.3)

Recommendation 15

Art therapy and reminiscence work are valuable tools in involving sections of the community with KCC's museum resources. Arts Officers should co-ordinate across the Directorates and to the Health Authority to offer access to their resources to support this work. (5.3)

Recommendation 16

A database of qualified curators within Kent should be compiled, together with their specialist interests, who would be willing to give formal and informal advice to independent and voluntary museums. This work could be done through the Kent Museum group and/or the Kent Medway Museum Partnership. (6.3)

Recommendation 17

Kent Museum Group should be encouraged to explore the options for training courses, especially in marketing, display and conservation, using best practice from throughout the SE region. (6.3)

Recommendation 18

Kent should work to divest itself of the ownership of its museums by initiating talks with District Councils and interested groups. (7.1.)

Recommendation 19

While the long-term strategy should be as recommendation 18 above, KCC should continue to support the development of the Sevenoaks Kaleidoscope project. (7.1.1.)

Recommendation 20

A long-term objective should be as recommendation 18 above, but in the interim, KCC should begin the task of designing integrated museum functions to build on the excellent work done so far at Folkestone Library. (7.1.2)

Recommendation 21

That the Arts and Museum business plan target should be reinstated to complete an outline project plan for the whole building housing Ramsgate Library, Art Gallery and Museum, to co-ordinate with regeneration plans for the Area. (7.1.3)

Recommendation 22

A working party to assess the options for Gravesend Museum, co-ordinating with Gravesham Borough Council to rationalise the resources. (7.1.4)

Recommendation 23

Arts and Museums foster and build on their partnerships with District councils, and other District and County Councils outside Kent, accepting that some have greater skills and resources invested in the sector than KCC. (7.2)

Recommendation 24

A medium term strategy be drafted for Art Galleries, including their future use. (7.4)

Recommendation 25

The value of Arts programmes has been proved to improve the quality of life for communities and contribute to educational achievement. Options for the Arts Officers working as Library staff should be reviewed, including closer collaboration with other units and organisations. (7.5)

Appendix 1 - The Review Process

The Select Committee obtained written evidence from the following:-

David Crowther, Project Manager for Renaissance, Resource
 Laura Williams, Museum Development Officer, SEMLAC
 Felicity Harvest, Executive Director, Arts Council England, South East

There were three sessions of hearings, and sessions of visits:-

21 Jan	Hearing 1	
	Anna Cutler	Creative Director, Creative Partnerships
	Kevin Lynes	KCC Cabinet member for Resources
	John Brazier	Head of Arts and Museums, KCC
22 Jan	Hearing 2	
	Dr. Mike Eddy	KCC representative on South East England Cultural Consortium (SEEC)2000-2003
	Cath Anley	Head of Libraries, KCC
	Dr. John Williams	County Archaeologist , Acting Head of Environment and Economy
28 Jan	Hearing 3	
	David Brazier	KCC Cabinet Member for Arts and Museums
	Janice McGuinness	Head of Culture, Canterbury City Council
2 Feb 04	Visit 1	
	Folkestone Museum	Janet Adamson, Heritage Officer, Gavin Hynds, Team leader of Information
	Ramsgate Museum	Kevin Atkins, Lauren Sebastian, Arts Officer
3 Feb 04	Visit 2	
	Sevenoaks Museum	Claire Hamilton, Project Manager, Sevenoaks Kaleidoscope project, Emily Thompson, Education Officer
	Tunbridge Wells Museum	Nigel Bolton, Head of Leisure Services Tunbridge Wells BC Caroline Ellis, Museums Manger, Tunbridge Wells BC
Individual Meetings/Visits/Contributions:		
4 Feb	Fleur de Lis Heritage Centre, Faversham	Margaret Slythe, John Culmer
4 Feb	Marilyn Hodges	Head of Community Services, Education and Community Services
4 Feb	Marisa Newton	Head of Community Development, KCC Education
3 Feb	Brian Tayler	Strategy Adviser, Kent First
16 Jan	Sue Sparks	Arts Officer Team Leader, West Kent

The Select Committee wishes to thank everyone who contributed

**Comprehensive Performance Assessment – Kent County Council Libraries
25 September 2002 (Audit Commission)**

Recommendations

- Improve the Service's understanding of existing and potential customers and their needs, through;
- Urgently developing a programme to roll out consistent, integrated library management systems across all libraries;
- Better application of the management information collected in libraries;
- More regular use of routine consultation at both County and local level;
- Making more use of 'friend's groups;
- Develop a vision for the library service in Kent that reflects the needs of the people of Kent in the 21st Century, and which makes better use of the resources available;
- Consider setting specific longer-term targets for the continued investment in the bookfund, aimed at improving the stock in libraries and meeting relevant public library standards;
- Review management processes so staff across the County learn from local initiatives and apply them more consistently;
- Set specific targets for branches and library groups linked to the key public library standards;
- Target manager development programmes to ensure middle managers in particular have the necessary skills to deliver service improvements;
- Develop a clear programme for library buildings, too;
- Tackle the backlog of maintenance;
- Improve signs to and throughout buildings; and
- Ensure all library buildings are accessible and meet statutory requirements by the required deadline.

Creative Partnership Involvement in East Kent

School/Youth Organisation	Cultural Organisation/Individual
<u>Shepway</u>	
Brockhill Park School	Robert Jarvis, Jamie Watton, Research with Shirley Brice Heath, Strange Cargo, South East Dance National Dance Agency
Channel School, Folkestone	Karen Barnes, Lise Autogena, Research with IEN team member, Stour Valley Arts, Metropole Galleries
Churchill School, Hawking – primary	Reggio, Storyteller, Music for Change
Hythe Community school – infants	Reggio, Joinedupdesignforschools, Research with Shelby Wolf, Strange Cargo, Roy Smith
<u>Dover District</u>	
Astor College	Photoworks, Dover discovery Theatre
Castle Community	Arts Catalyst, SE Dance national dance agency
Sandwich Technology	Spence Brothers, Cinemagic, research with IEN Team Member
St Edmunds Catholic School	Box Clever, Lise Autogena, Research with IEN Team member, Dover discovery Theatre
Lydden Primary School	Music for Change, Annie Hamlaoui
<u>Thanet</u>	
Clarendon Grammar School	Blunt Arts
Hartsdown Tech. School	Sara Wicks, Kent Messenger Group, Children's Express
King Ethelberts High School	Philip Wells, Stephen Barlow and Brendon O'Connor
Ramsgate School	Annie Hamlaoui, Joinupdesignforschools
Northdown Primary school	Art in the Park, Reggio, Sara Wicks, Music for Change
St. Peter-in-Thanet Junior School	Peter Cook, Music for Change
<u>Whitstable and Herne Bay</u>	
Community College, Whitstable	Whitstable Biennale, Christine Gist
Herne Bay High School	David Leahey
Herne Infant School	Siobhan Timoney, Reggio, Peter cook
Here Bay Infants School	Reggio, Peter Cook, MUF
Whitstable Junior School	MUF, Peter Cook, Music For Change
Youth Service	Stour Valley Arts, Expressive Feat
Other Partners and Individuals:- Tom La Dell, IOTA, Screen South, Kent Hothouse, KIAD, Christ Church College Canterbury, Art Connexion, Stour Valley Arts, Vayu Naidu company, theatre Royal, Gulbenkian, Turner Centre, Sanjay Theodore, Canterbury Festival, Thanet District Council, Artangel, Canterbury City Council, Laura Simms, Simon Floodgate, EKEBP, Dover District Council, Shepway District Council, Eurotunnel, Saga, Pfizer, Bose, Simon Fox, Frances Cassidy, Shona McCarthy	

Appendix 2 - Kent County Council Art Galleries & Museums in Kent

Full list of Kent County Council Art Galleries

East Kent

Birchington

Community library arts space

Broadstairs

Foyer arts space with mixed programme

Cliftonville

Community library arts space

Deal

Town centre gallery - mixed programme

Faversham

Town centre gallery - mixed programme

Herne Bay

Town centre gallery - mixed programme

Margate

Town centre gallery - mixed programme

Ramsgate

Major gallery with high profile exhibitions

Sheerness

Town centre gallery - mixed programme

Sittingbourne

Community Arts space featuring local artists

Mid Kent

Allington

Community library arts space

Ashford

Town centre gallery - mixed programme

Bearsted

Community library arts space

Charing

Exhibition screens in community library

Folkestone

Town centre gallery, mostly exhibitions by professional artists.

Hythe

Small gallery next to library and museum

Maidstone

Major library gallery with high profile exhibitions of contemporary art

Romney Marsh Craft

Gallery at Lydd
Small specialist craft gallery

County Gallery

Major gallery at County Hall, Maidstone

West Kent

Cranbrook

Popular small gallery with mixed programming

Gravesend

Town centre gallery - mixed programme

Meopham

Community library arts space

Sevenoaks

Town centre gallery, mostly exhibitions by professional artists

Sevenoaks Area

Arts spaces at community Libraries

Dartford Library

Community arts space in a town centre with a mixed programme.

Museums in Kent

Independent

Agricultural Museum, Brook
Ashford Museum
Belmont House
Colonel Stephens Railway Museum
Court Hall Museum
Crabble Corn Mill
Cranbrook Museum
Deal Maritime and Local History Museum
Dolphin Sailing Barge Museum
Dover Transport Museum
East Kent Maritime Museum
Eden Valley Line Trust
Elham Valley Line Trust
Fleur de Lis Heritage Centre
Historic Dockyard, Chatham
Kent Masonic Library and Museum
Margate Old Town Hall Local History Museum
Museum of Kent Life, Cobtree
Powell-Cotton Museum
Sittingbourne Heritage Museum
Spitfire and Hurricane Memorial Building
St Margaret's Museum
Tenterden and District Museum
White Mill Folk Museum
Woodchurch Village Life Museum

National Trust

Chartwell
Ightham Mote
Knole
Owletts
Quebec House
Sissinghurst Castle Garden
Smallhythe Place

Local Authority Museums

Museum of Canterbury
Dartford Borough Museum
Dover Museum
Folkestone Museum
Grand Shaft Staircase
Gravesham Museum
Guildhall Museum, Rochester
Herne Bay Museum
Hythe Local History Room
Kent County Constabulary Museum
Kent Fire Brigade Museum
Maidstone Museum and Art Gallery
Old Town Goal
Ramsgate Museum
Roman Museum
Royal Museum and Art Gallery
Sandwich Guildhall Museum
Sevenoaks Museum
Timeball Tower
Tunbridge Wells Museum and Art Gallery
Tyrwhitt-Drake Museum of Carriages
West Gate Museum
Whitstable Museum and Gallery

Universities

University of Kent Cartoon Study Centre

Military Museums

Buffs Regimental Museum
Kent and Sharpshooters Yeomanry Museum
PWRR and Queens Regimental Museum
Royal Engineers Museum

English Heritage

Dover Castle
Walmer Castle

Those Museums underlined have Internet links from KCC's web site to their own sites

Appendix 3 - Museums by Attendance Figures

Museums with no Specific Attendance Figures Available

Museum Name	Town	District	Governance	Registered	KMG Member	SEM Member	Attendance
Archbishops Palace Heritage Centre	Maidstone	Maidstone	District		Yes		Not available
Ashford Railway Collection & Local History Room	Ashford	Ashford	Independent		Yes		Not available
Benenden Hospice Museum	Benenden	Tun. Wells	Independent		Yes		Not available
Brenzett Aeronautical Museum Trust	New Romney	Shepway	Independent		Yes		Not available
Bufs Regimental Museum ²⁷	Canterbury	Canterbury	Independent/ District	Fully	Yes	Yes	See note
Chiddingstone Castle	Edenbridge	Sevenoaks	Independent	Provisionally	Yes	Yes	Not available
CM Booth Collection of Historic Vehicles	Cranbrook	Tun. Wells	Independent		Yes		Not available
Deal Archaeological Collection	Deal	Dover	District		Yes		Not available
Dover Transport Museum	Dover	Dover	Independent	Provisionally		Yes	Not available
Eden Valley Museum ^{28**}	Edenbridge	Sevenoaks	Independent	Provisionally		Yes	See note
Elham Valley Line Trust	Newington	Shepway	Independent			Yes	Not available
Herne Bay Museum & Gallery	Herne Bay	Canterbury	District		Yes	Yes	Not available
Hythe Local History Room ²⁹	Hythe	Shepway	Town Council	Fully		Yes	See note
Kent Fire Brigade Museum	Maidstone	Maidstone	KCC	Deferred	Yes	Yes	Not available
Kent Masonic Library & Museum	Canterbury	Canterbury	Independent			Yes	Not available
Kent Sharpshooters Yeomanry Museum ^{30**}	Edenbridge	Sevenoaks	MOD	Fully	Yes	Yes	See note
Dog Collar Museum, Leeds Castle ^{31*}	Maidstone	Maidstone	Independent		Yes		See note
Margate Old Town Hall Local History Museum	Margate	Thanet	Independent		Yes	Yes	Not available
Periwinkle Watermill	Sittingbourne	Swale	Independent			Yes	Not available
Princess of Wales' Royal Regiment Museum ^{32**}	Dover	Dover	Independent	Fully		Yes	See note
Queen's Own Royal West Kent Regiment Museum ³³	Maidstone	Maidstone	MOD	Fully	Yes	Yes	See note
Ramsgate Motor Museum	Ramsgate	Thanet	Independent		Yes		Not available
Sheerness Heritage Centre	Sheerness	Swale	Independent		Yes		Not available
Sittingbourne Heritage Museum	Sittingbourne	Swale	Independent			Yes	Not available

²⁷ Forms part of the Royal Museum & Art Gallery, Canterbury

²⁸ Only opened June 2000; no attendance figures yet available.

²⁹ Forms part of Hythe Library; no separate attendance figures available.

³⁰ Forms part of Hever Castle, Edenbridge (attendance 250,000); no separate attendance figures available

³¹ Forms part of Leeds Castle (attendance 570,000); no separate attendance figures available

³² Forms part of Dover Castle, attendance at which is noted elsewhere

³³ Forms part of Maidstone Museum & Art Gallery

Museums with Annual Attendance of < 9,999 Visitors

Museum Name	Town	District	Governance	Registered	KMG Member	SEM Member	Attendance
Court Hall Museum of Local History**	Sittingbourne	Swale	Independent		Yes	Yes	400
Brook Agricultural Museum	Ashford	Ashford	Independent	Fully	Yes	Yes	500
Owletts	Gravesend	Gravesham	NT	Fully		Yes	520
Lydd Town Museum**	Lydd	Shepway	Independent		Yes		1,038
Grand Shaft Staircase**	Dover	Dover	District	Fully	Yes	Yes	1,145
Dolphin Sailing Barge Museum**	Sittingbourne	Swale	Independent	Provisionally	Yes	Yes	1,200
University of Kent Cartoon Study Centre	Canterbury	Canterbury	University	Provisionally	Yes	Yes	1,200
Deal Maritime and Local History Museum**	Deal	Dover	Independent	Fully	Yes	Yes	1,500
White Mill Folk Museum**	Sandwich	Dover	Independent	Provisionally		Yes	1,600
Sandwich Guildhall Museum**	Sandwich	Dover	Town Council	Fully		Yes	1,957
Cranbrook Museum**	Cranbrook	Tun. Wells	Independent	Fully	Yes	Yes	2,000
Chart Gunpowder Mill**	Faversham	Swale	Independent		Yes		2,750
Timeball Tower, Deal**	Deal	Dover	District	Fully		Yes	3,000
Tenterden and District Museum**	Tenterden	Ashford	Independent	Fully		Yes	3,000
Belmont Hall**	Faversham	Swale	Independent		Yes	Yes	3,000
Brattle Farm Museum**	Staplehurst	Maidstone	Independent		Yes		4,000
Quebec House**	Westerham	Sevenoaks	NT	Fully		Yes	4,839
Ashford Museum**	Ashford	Ashford	Independent	Fully	Yes	Yes	4,873
Fleur de Lis Heritage Centre**	Faversham	Swale	Independent	Fully	Yes	Yes	5,000
Woodchurch Museum**	Woodchurch	Ashford	Independent	Provisionally	Yes	Yes	5,300
Dickens House Museum**	Broadstairs	Thanet	District		Yes	Yes	6,500
Col Stephens Railway Museum**	Tenterden	Ashford	Independent		Yes	Yes	7,256
Gravesham Museum**	Gravesend	Gravesham	KCC/District	Deferred		Yes	7,831
St Margaret's Bay Museum**	St Margaret's Bay	Dover	Independent	Fully		Yes	8,000
Sub-total < 9,999							78,409

Museums with Annual Attendance of 10,000 – 49,999 Visitors

useum Name	Town	District	Governance	Registered	KMG Member	SEM Member	Attendance
Crabble Corn Mill**	Dover	Dover	Independent		Yes	Yes	10,000
Dartford Borough Museum*	Dartford	Dartford	District	Fully	Yes	Yes	10,206
West Gate Museum*	Canterbury	Canterbury	District	Fully	Yes	Yes	11,151
Sevenoaks Museum and Gallery**	Sevenoaks	Sevenoaks	KCC	Fully	Yes	Yes	12,000
Ramsgate Museum*	Ramsgate	Thanet	KCC	Fully	Yes	Yes	12,368
Tyrwhitt-Drake Museum of Carriages**	Maidstone	Maidstone	District	Fully		Yes	12,465
Smallhythe Place ³⁴ *	Tenterden	Ashford	NT	Fully		Yes	13,466
Kent County Constabulary Museum**	Chatham	Medway	Independent	Fully		Yes	15,000
Old Town Gaol*	Dover	Dover	District	Fully	Yes	Yes	15,617
Royal Engineers Museum*	Gillingham	Medway	Independent	Fully		Yes	16,743
Powell-Cotton Museum*	Birchington	Thanet	Independent	Fully		Yes	18,000
Finchcocks Living Museum of Music*	Goudhurst	Tun. Wells	Independent		Yes		18,750
East Kent Maritime Museum**	Ramsgate	Thanet	Independent	Fully		Yes	20,000
Folkestone Museum**	Folkestone	Shepway	KCC	Fully	Yes	Yes	20,000
Canterbury Heritage Museum*	Canterbury	Canterbury	District	Fully	Yes	Yes	20,190
Fort Amherst*	Chatham	Medway	Independent		Yes		20,708
Whitstable Museum & Gallery*	Whitstable	Canterbury	District	Fully	Yes	Yes	21,815
Roman Museum*	Canterbury	Canterbury	District	Fully	Yes	Yes	27,448
Maidstone Museum & Art Gallery*	Maidstone	Maidstone	District	Fully	Yes	Yes	33,996
Tunbridge Wells Museum & Art Gallery*	Royal Tun Wells	Tun. Wells	District	Fully	Yes	Yes	41,345
Lullingstone Roman Villa*	Eynsford	Sevenoaks	EH		Yes		42,372
David Evans Craft Centre of Silk*	Crayford	Dartford	Independent		Yes		44,700
Museum of Kent Life*	Cobtree	Maidstone	Independent	Fully	Yes	Yes	46,250
Sub-total 10,000 – 49,999							504,590

³⁴ Also known as the Ellen Terry Memorial Museum

Museums with Annual Attendance of 50,000 - 99,999 Visitors

Museum Name	Town	District	Governance	Registered	KMG Member	SEM Member	Attendance
Royal Museum & Art Gallery*	Canterbury	Canterbury	District	Fully	Yes		53,809
Walmer Castle*	Walmer	Dover	EH	Fully		Yes	61,207
Knole*	Sevenoaks	Sevenoaks	NT	Provisionally	Yes	Yes	72,298
Guildhall Museum*	Rochester	Medway	Unitary	Provisionally	Yes	Yes	89,842
Ightham Mote*	Ivy Hatch	Sevenoaks	NT	Fully		Yes	92,548
Dover Museum*	Dover	Dover	District	Fully	Yes	Yes	97,244
Sub-total 50,000 – 99,999							466,948

Museums with Annual Attendance of > 100,000 Visitors

Museum Name	Town	District	Governance	Registered	KMG Member	SEM Member	Attendance
Chartwell*	Westerham	Sevenoaks	NT	Provisionally	Yes	Yes	152,246
Sissinghurst Castle Garden*	Cranbrook	Tun. Wells	NT	Fully		Yes	163,740
World Naval Base*	Chatham	Medway	Independent	Fully	Yes	Yes	177,416
Dover Castle*	Dover	Dover	EH	Provisionally	Yes	Yes	315,759
Sub-total > 100,000							809,161

Museums by District/Unitary Authority Area

Ashford

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Ashford Museum**	Ashford	Independent	Fully	Yes	Yes	4,873
Ashford Railway Collection & Local History Room	Ashford	Independent		Yes		Not available
Brook Agricultural Museum	Ashford	Independent	Fully	Yes	Yes	500
Col Stephens Railway Museum**	Tenterden	Independent		Yes	Yes	7,256
Smallhythe Place ³⁵ *	Tenterden	NT	Fully		Yes	13,466
Tenterden and District Museum**	Tenterden	Independent	Fully		Yes	3,000
Woodchurch Museum**	Woodchurch	Independent	Provisionally	Yes	Yes	5,300
Sub-total for Ashford District						34,395

Canterbury

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Buffs Regimental Museum ³⁶	Canterbury	Independent/ District	Fully	Yes	Yes	See note
Canterbury Heritage Museum*	Canterbury	District	Fully	Yes	Yes	20,190
Herne Bay Museum & Gallery	Herne Bay	District		Yes	Yes	Not available
Kent Masonic Library & Museum	Canterbury	Independent			Yes	Not available
Roman Museum*	Canterbury	District	Fully	Yes	Yes	27,448
Royal Museum & Art Gallery*	Canterbury	District	Fully	Yes		53,809
University of Kent Cartoon Study Centre	Canterbury	University	Provisionally	Yes	Yes	1,200
West Gate Museum*	Canterbury	District	Fully	Yes	Yes	11,151
Whitstable Museum & Gallery*	Whitstable	District	Fully	Yes	Yes	21,815
Sub-total for Canterbury District						135,613

Dartford

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Dartford Borough Museum*	Dartford	District	Fully	Yes	Yes	10,206
David Evans Craft Centre of Silk*	Crayford	Independent		Yes		44,700
Sub-total for Dartford District						54,906

Dover

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Crabble Corn Mill**	Dover	Independent		Yes	Yes	10,000
Deal Archaeological Collection	Deal	District		Yes		Not available
Deal Maritime and Local History Museum**	Deal	Independent	Fully	Yes	Yes	1,500
Dover Castle*	Dover	EH	Provisionally	Yes	Yes	315,759
Dover Museum*	Dover	District	Fully	Yes	Yes	97,244
Dover Transport Museum	Dover	Independent	Provisionally		Yes	Not available

³⁵ Also known as the Ellen Terry Memorial Museum

³⁶ Forms part of the Royal Museum & Art Gallery, Canterbury

Grand Shaft Staircase**	Dover	District	Fully	Yes	Yes	1,145
Old Town Gaol*	Dover	District	Fully	Yes	Yes	15,617
Princess of Wales' Royal Regiment Museum ³⁷ **	Dover	Independent	Fully		Yes	See note
Sandwich Guildhall Museum**	Sandwich	Town Council	Fully		Yes	1,957
St Margaret's Bay Museum**	St Margaret's Bay	Independent	Fully		Yes	8,000
Timeball Tower, Deal**	Deal	District	Fully		Yes	3,000
Walmer Castle*	Walmer	EH	Fully		Yes	61,207
White Mill Folk Museum**	Sandwich	Independent	Provisionally		Yes	1,600
Sub-total for Dover District						516,029

Gravesham

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Gravesham Museum**	Gravesend	KCC/District	Deferred		Yes	7,831
Owletts	Gravesend	NT	Fully		Yes	520
Sub-total for Gravesham District						8,351

³⁷ Forms part of Dover Castle, attendance at which is noted elsewhere

Maidstone

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Archbishops Palace Heritage Centre	Maidstone	District		Yes		Not available
Brattle Farm Museum**	Staplehurst	Independent		Yes		4,000
Kent Fire Brigade Museum	Maidstone	KCC	Deferred	Yes	Yes	Not available
Dog Collar Museum, Leeds Castle ³⁸	Maidstone	Independent		Yes		See note
Maidstone Museum & Art Gallery*	Maidstone	District	Fully	Yes	Yes	33,996
Museum of Kent Life*	Cobtree	Independent	Fully	Yes	Yes	46,250
Queen's Own Royal West Kent Regiment Museum ³⁹	Maidstone	MOD	Fully	Yes	Yes	See note
Tyrwhitt-Drake Museum of Carriages**	Maidstone	District	Fully		Yes	12,465
Sub-total for Maidstone District						96,711

Medway Towns

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Fort Amherst*	Chatham	Independent		Yes		20,708
Guildhall Museum*	Rochester	Unitary	Provisionally	Yes	Yes	89,842
Kent County Constabulary Museum**	Chatham	Independent	Fully		Yes	15,000
Royal Engineers Museum*	Gillingham	Independent	Fully		Yes	16,743
World Naval Base*	Chatham	Independent	Fully	Yes	Yes	177,416
Sub-total for Medway Towns						319,709

³⁸ Forms part of Leeds Castle (attendance 570,000); no separate attendance figures available

³⁹ Forms part of Maidstone Museum & Art Gallery

Sevenoaks

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Chartwell*	Westerham	NT	Provisionally	Yes	Yes	152,246
Chiddingstone Castle	Edenbridge	Independent	Provisionally	Yes	Yes	Not available
Eden Valley Museum ⁴⁰ **	Edenbridge	Independent	Provisionally		Yes	See note
Ightham Mote*	Ivy Hatch	NT	Fully		Yes	92,548
Kent Sharpshooters Yeomanry Museum ⁴¹ **	Edenbridge	MOD	Fully	Yes	Yes	250,000
Knole*	Sevenoaks	NT	Provisionally	Yes	Yes	72,298
Lullingstone Roman Villa*	Eynsford	EH		Yes		42,372
Quebec House**	Westerham	NT	Fully		Yes	4,839
Sevenoaks Museum and Gallery**	Sevenoaks	KCC	Fully	Yes	Yes	12,000
Sub-total for Sevenoaks District						626,303

Shepway

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Brenzett Aeronautical Museum Trust	New Romney	Independent		Yes		Not available
Elham Valley Line Trust	Newington	Independent			Yes	Not available
Folkestone Museum**	Folkestone	KCC	Fully	Yes	Yes	20,000
Hythe Local History Room ⁴²	Hythe	Town Council	Fully		Yes	See note
Lydd Town Museum**	Lydd	Independent		Yes		1,038
Sub-total for Shepway District						21,038

⁴⁰ Only opened June 2000; no attendance figures yet available.

⁴¹ Forms part of Hever Castle, Edenbridge; attendance noted is that of the whole Castle

⁴² Forms part of Hythe Library; no separate attendance figures available.

Swale

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Belmont Hall**	Faversham	Independent		Yes	Yes	3,000
Chart Gunpowder Mill**	Faversham	Independent		Yes		2,750
Court Hall Museum of Local History**	Sittingbourne	Independent		Yes	Yes	400
Dolphin Sailing Barge Museum**	Sittingbourne	Independent	Provisionally	Yes	Yes	1,200
Fleur de Lis Heritage Centre**	Faversham	Independent	Fully	Yes	Yes	5,000
Periwinkle Watermill	Sittingbourne	Independent			Yes	Not available
Sheerness Heritage Centre	Sheerness	Independent		Yes		Not available
Sittingbourne Heritage Museum	Sittingbourne	Independent			Yes	Not available
Sub-total for Swale District						12,350

Thanet

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Dickens House Museum**	Broadstairs	District		Yes	Yes	6,500
East Kent Maritime Museum**	Ramsgate	Independent	Fully		Yes	20,000
Margate Old Town Hall Local History Museum	Margate	Independent		Yes	Yes	Not available
Powell-Cotton Museum*	Birchington	Independent	Fully		Yes	18,000
Ramsgate Motor Museum	Ramsgate	Independent		Yes		Not available
Ramsgate Museum*	Ramsgate	KCC	Fully	Yes	Yes	12,368
Sub-total for Thanet District						56,868

Tunbridge Wells

Museum Name	Town	Governance	Registered	KMG Member	SEM Member	Attendance
Benenden Hospice Museum	Benenden	Independent		Yes		Not available
CM Booth Collection of Historic Vehicles	Cranbrook	Independent		Yes		Not available
Cranbrook Museum**	Cranbrook	Independent	Fully	Yes	Yes	2,000
Finchcocks Living Museum of Music*	Goudhurst	Independent		Yes		18,750
Sissinghurst Castle Garden*	Cranbrook	NT	Fully		Yes	163,740
Tunbridge Wells Museum & Art Gallery*	Royal Tun Wells	District	Fully	Yes	Yes	41,345
Sub-total for Tunbridge Wells District						225,835

Museums by Type of Governing Body District/Unitary Local Authorities

Museum Name	Town	District	Registered	KMG Member	SEM Member	Attendance
Archbishops Palace Heritage Centre	Maidstone	Maidstone		Yes		Not available
Canterbury Heritage Museum*	Canterbury	Canterbury	Fully	Yes	Yes	20,190
Dartford Borough Museum*	Dartford	Dartford	Fully	Yes	Yes	10,206
Deal Archaeological Collection	Deal	Dover		Yes		Not available
Dickens House Museum**	Broadstairs	Thanet		Yes	Yes	6,500
Dover Museum*	Dover	Dover	Fully	Yes	Yes	97,244
Grand Shaft Staircase**	Dover	Dover	Fully	Yes	Yes	1,145
Guildhall Museum*	Rochester	Medway	Provisionally	Yes	Yes	89,842
Herne Bay Museum & Gallery	Herne Bay	Canterbury		Yes	Yes	Not available
Maidstone Museum & Art Gallery*	Maidstone	Maidstone	Fully	Yes	Yes	33,996
Old Town Gaol*	Dover	Dover	Fully	Yes	Yes	15,617
Roman Museum*	Canterbury	Canterbury	Fully	Yes	Yes	27,448
Royal Museum & Art Gallery*	Canterbury	Canterbury	Fully	Yes		53,809
Timeball Tower, Deal**	Deal	Dover	Fully		Yes	3,000
Tunbridge Wells Museum & Art Gallery*	Royal Tun Wells	Tun. Wells	Fully	Yes	Yes	41,345
Tyrwhitt-Drake Museum of Carriages**	Maidstone	Maidstone	Fully		Yes	12,465
West Gate Museum*	Canterbury	Canterbury	Fully	Yes	Yes	11,151
Whitstable Museum & Gallery*	Whitstable	Canterbury	Fully	Yes	Yes	21,815
Sub-total for District/Unitary Museums						445,773

English Heritage

Museum Name	Town	District	Registered	KMG Member	SEM Member	Attendance
Dover Castle*	Dover	Dover	Provisionally	Yes	Yes	315,759
Lullingstone Roman Villa*	Eynsford	Sevenoaks		Yes		42,372
Walmer Castle*	Walmer	Dover	Fully		Yes	61,207
Sub-total for English Heritage Museums						419,338

Independent

Museum Name	Town	District	Registered	KMG Member	SEM Member	Attendance
Ashford Museum**	Ashford	Ashford	Fully	Yes	Yes	4,873
Ashford Railway Collection & Local History Room	Ashford	Ashford		Yes		Not available
Belmont Hall**	Faversham	Swale		Yes	Yes	3,000
Benenden Hospice Museum	Benenden	Tun. Wells		Yes		Not available
Brattle Farm Museum**	Staplehurst	Maidstone		Yes		4,000
Brenzett Aeronautical Museum Trust	New Romney	Shepway		Yes		Not available
Brook Agricultural Museum	Ashford	Ashford	Fully	Yes	Yes	500
Bufs Regimental Museum ⁴³	Canterbury	Canterbury	Fully	Yes	Yes	See note
Chart Gunpowder Mill**	Faversham	Swale		Yes		2,750
Chiddingstone Castle	Edenbridge	Sevenoaks	Provisionally	Yes	Yes	Not available
CM Booth Collection of Historic Vehicles	Cranbrook	Tun. Wells		Yes		Not available
Col Stephens Railway Museum**	Tenterden	Ashford		Yes	Yes	7,256
Court Hall Museum of Local History**	Sittingbourne	Swale		Yes	Yes	400
Crabble Corn Mill**	Dover	Dover		Yes	Yes	10,000
Cranbrook Museum**	Cranbrook	Tun. Wells	Fully	Yes	Yes	2,000
David Evans Craft Centre of Silk*	Crayford	Dartford		Yes		44,700
Deal Maritime and Local History Museum**	Deal	Dover	Fully	Yes	Yes	1,500
Dolphin Sailing Barge Museum**	Sittingbourne	Swale	Provisionally	Yes	Yes	1,200
Dover Transport Museum	Dover	Dover	Provisionally		Yes	Not available
East Kent Maritime Museum**	Ramsgate	Thanet	Fully		Yes	20,000
Eden Valley Museum ^{44**}	Edenbridge	Sevenoaks	Provisionally		Yes	See note
Elham Valley Line Trust	Newington	Shepway			Yes	Not available
Finchcocks Living Museum of Music*	Goudhurst	Tun. Wells		Yes		18,750
Fleur de Lis Heritage Centre**	Faversham	Swale	Fully	Yes	Yes	5,000
Fort Amherst*	Chatham	Medway		Yes		20,708
Kent County Constabulary Museum**	Chatham	Medway	Fully		Yes	15,000
Kent Masonic Library & Museum	Canterbury	Canterbury			Yes	Not available
Lydd Town Museum**	Lydd	Shepway		Yes		1,038
Margate Old Town Hall Local History Museum	Margate	Thanet		Yes	Yes	Not available
Museum of Kent Life*	Cobtree	Maidstone	Fully	Yes	Yes	46,250
Periwinkle Watermill	Sittingbourne	Swale			Yes	Not available
Powell-Cotton Museum*	Birchington	Thanet	Fully		Yes	18,000
Princess of Wales' Royal Regiment Museum ^{45**}	Dover	Dover	Fully		Yes	See note
Ramsgate Motor Museum	Ramsgate	Thanet		Yes		Not available
Royal Engineers Museum*	Gillingham	Medway	Fully		Yes	16,743
Sheerness Heritage Centre	Sheerness	Swale		Yes		Not available
Sittingbourne Heritage Museum	Sittingbourne	Swale			Yes	Not available

⁴³ Forms part of the Royal Museum & Art Gallery, Canterbury

⁴⁴ Only opened June 2000; no attendance figures yet available.

⁴⁵ Forms part of Dover Castle, attendance at which is noted elsewhere

St Margaret's Bay Museum**	St Margaret's Bay	Dover	Fully		Yes	8,000
Tenterden and District Museum**	Tenterden	Ashford	Fully		Yes	3,000
White Cliffs Experience*	Dover	Dover		Yes		81,204
White Mill Folk Museum**	Sandwich	Dover	Provisionally		Yes	1,600
Woodchurch Museum**	Woodchurch	Ashford	Provisionally	Yes	Yes	5,300
World Naval Base*	Chatham	Medway	Fully	Yes	Yes	177,416
Sub-total for Independent Museums⁴⁶						438,984

Kent County Council

Museum Name	Town	District	Registered	KMG Member	SEM Member	Attendance
Folkestone Museum**	Folkestone	Shepway	Fully	Yes	Yes	20,000
Gravesham Museum**	Gravesend	Gravesham	Deferred		Yes	7,831
Kent Fire Brigade Museum	Maidstone	Maidstone	Deferred	Yes	Yes	Not available
Ramsgate Museum*	Ramsgate	Thanet	Fully	Yes	Yes	12,368
Sevenoaks Museum and Gallery**	Sevenoaks	Sevenoaks	Fully	Yes	Yes	12,000
Sub-total for KCC Museums						52,199

National Trust

Museum Name	Town	District	Registered	KMG Member	SEM Member	Attendance
Chartwell*	Westerham	Sevenoaks	Provisionally	Yes	Yes	152,246
Ightham Mote*	Ivy Hatch	Sevenoaks	Fully		Yes	92,548
Knole*	Sevenoaks	Sevenoaks	Provisionally	Yes	Yes	72,298
Owletts	Gravesend	Gravesham	Fully		Yes	524
Quebec House**	Westerham	Sevenoaks	Fully		Yes	4,839
Sissinghurst Castle Garden*	Cranbrook	Tun. Wells	Fully		Yes	163,740
Smallhythe Place ⁴⁷ *	Tenterden	Ashford	Fully		Yes	13,466
Sub-total for National Trust Museums						499,661

⁴⁶ Excluding Leeds Castle (annual attendance 570,000)

⁴⁷ Also known as the Ellen Terry Memorial Museum

Other Heritage Attractions in Kent

Bleak House, Broadstairs
Boughton Monchelsea Place
Brogdale Horticultural Trust, Faversham
Brooking Collection, Dartford
Canterbury Cathedral
Canterbury Tales
Chariots Trust, Bromley
Chuffa Trains Railmania Museum, Whitstable
Crampton Tower Museum, Broadstairs
Deal Castle
Deal Costume Museum, Deal
Ditton Heritage Centre, Alysford
Drapers Museum of Bygones, Rochester
Duke of Yorks Military School, Dover
East Kent Light Railway Society, Canterbury
Ethnic Doll and Toy Museum, Chatham
Greenwich University: School of Earth Sciences Collections, Chatham
Harrison Zoological Museum, Sevenoaks
Haxted Mill and Riverside Brassieres, Edenbridge
Herne Windmill
Hever Castle
Intelligence Corps Museum, Ashford
Kent and East Sussex Railway, Tenterden
Kent Battle of Britain Museum, Hawkinge
Kings School, Mintgate, Canterbury
Lashenden Air Warfare Museum, Ashford
Laundry and Mangle Museum, Tunbridge Wells
Leeds Castle
Lords of the Level, New Hall, Dymchurch
Martello Tower No. 3 Visitor Centre, Folkestone

Martello Tower No. 24, Dymchurch
Medway Heritage Centre, Chatham
Meopham Windmill, Gravesend
Minster Abbey Gatehouse Museum
Monkton Nature Reserve
Old Lighthouse, Dungeness
Parsonage Farm Rural Heritage Centre, North Elham
Pembroke Lodge Museum and Family History Centre, Birchington
Port Lympne Mansion, Lympne
Penshurst Place and Gardens
Precinct Toy Collection, Sandwich
Reculver Towers site
Richborough Roman Fort
Rochester Castle
Rochester Cathedral
Romney Hythe and Dymchurch Railway with Toy and Model Museum, New Romney
Rose Sheet Heritage Museum, Sheerness
St Augustine's Abbey, Canterbury
Sarre Windmill
Scotney Castle Garden
Sellindge Steam Museum, Ashford
Shoreham Aircraft Museum, Sevenoaks
Sittingbourne and Kemsley Light Railway Ltd
Smock Windmill, Stelling Minnis
Spitfire and Hurricane Museum
Squerrys Court
Swanton Mill, Ashford
Tonbridge Castle
Tonbridge School, RDS Shrimpton Mineral Collection
Toy and Model Museum, Lamberhurst
Tudor House and Museum, Margate
Upnor Castle

Victoriana Museum, Deal
West Malling Airfield Museum
Whitbread Hop Farm, Tonbridge
White Cliffs Experience, Dover
Whitstable Oyster and Fisher Exhibition
Willesborough Windmill, Ashford
Woodchurch Windmill, Ashford

Appendix 4 – A Cultural Programme for Kent Libraries

2004 A Cultural Programme for Kent Libraries

In 2004, while the review of the Arts in Kent is underway, our focus will be on integrating the arts into the wider cultural agenda and engaging with local communities (individuals and organisations.) This ties in closely with the agenda of the DCMS and our own Cultural Strategy and N4Y targets.

In our galleries we will continue and develop our focus on the work of Kent artists. We will also work on projects with our European partners and continue to support and promote new artists when possible. In order to build on this we will focus our energies on three key strands of activity and pilot new ways of working across the County. These strands will be:-

- **Lifelong Learning**
- **Local Identity**
- **Reading and Literacy**

Lifelong Learning

We will look at providing a schools programme of linked exhibitions through working with schools in the Cultural Partnerships area and those with Arts status. Exhibitions and events can be supported with educational activities and opportunities for young people to work with local artists. We will encourage schools to curate and manage their exhibitions and publicise them locally.

We will work with Adult Education to encourage work by tutors and students in order to promote their services. We will provide the opportunity for taster sessions connected to exhibitions.

Work will continue with Youth and Community and the emphasis will be on creating projects that young people can own.

Local Identity

There are opportunities for us to widen access to our local studies collections and take a lead role in promoting the heritage of an area. We can also link to the work in Archives and Museums. It is vital to get local involvement in these exhibitions and projects through our contacts with local/family history societies and the voluntary museum sector. Reminiscence work can be built into these projects in order to add to the collections.

One of the targets in The Next Four Years is to “**support the arts by working with Kent’s many clubs, organisations and interest groups.**” We can contribute by running or being involved in Community Arts projects. These contribute to the local identity and sense of community and can improve

confidence and skills of individuals thus contributing to supporting independence.

Reader and Literacy Development

We will seek opportunities to use our library and gallery spaces for the promotion and development of reading and literacy in support of the Reader Development and Literacy Strategy. This could be achieved through events, workshops, promotions and displays involving published authors, local writers and readers groups, schools, local community groups and interested individuals.

Exhibitions of original art used in book illustration can provide a starting point for promoting the literary content of the books, and from that, staff can interest readers and those attending the exhibition to try other books and extend their reading experiences.

By linking with national campaigns such as The Big Read and those promoting major literary prizes (eg Man Booker and W. H. Smith awards) we can tap into high quality promotional material and media exposure, and provide events and activities for individuals and groups of readers. We can also provide opportunities for local writers to test their work with an audience, and to learn from the expertise of authors, illustrators and editors, as will happen in the forthcoming short story festival in Canterbury, Maidstone and Dartford next Spring.

This work will be underpinned by some key principles:-

- To continue and develop partnership working with District Councils.
- To enable and encourage arts organisations and local community groups to arrange and promote exhibitions and events in our libraries and galleries themselves.
- To work on building new links, in particular with academic institutions like KIAD and the Further Education colleges.
- To ensure that the work of Libraries is promoted in the programmes of local festivals through working with local groups.
- To promote the whole service that libraries provide through for example reader development events.
- To work with local staff and engage them in developing cross team cultural projects. They could for example take over a gallery and organise and promote the show.
- To engage with those who would not normally visit art galleries or museums by taking projects out into the community and by holding events in libraries that do not have gallery spaces.
- To generate income both from partnership working, by applying for grants to support exhibitions and events, and from sales (ticket sales and commission on sales) to support activities. Seed corn funding can help to lever in additional amounts – for

example this year £100 of library funding plus some in-kind contributions brought in £500 from a District Council. The Lydd and Sassoon Craft Galleries are examples of good practice that should form models for other places.

- To monitor and evaluate what we do and collect evidence for the review.

We need to ensure that we handle publicity and responses to comments from artists and gallery visitors carefully as there is a risk that these changes and interim arrangements could generate some complaints. The number of people engaging with our arts programme is significant. Ramsgate Gallery had 8,000 visitors in 2002/03 and Sevenoaks generated 5,000 visitors to the gallery and workshops in the last 6 months.

Libraries and Archives
November 2003

Appendix 5

Arts and Museum Service - Budget and Business Plan 2003/04

**Cabinet Approved
7 April 2003**

Education and Libraries Directorate

*Arts and Museum Service
(Cultural Development Unit)*

Budget and Business Plan 2003/04

Cabinet Member: Mrs Sarah Hohler

Assistant Director (acting): Mick Price

Unit Manager: John Brazier

(Unit Business Plan Contact: John Brazier)

7 April 2003

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**ARTS AND MUSEUMS SERVICE
BUDGET AND BUSINESS PLAN (Operating Plan)
2003/04**

PURPOSE AND OUTCOMES OF THE SERVICE

The re-focussing and re-structuring of the Arts and Museums Service in 2003-04 is intended to provide a service which efficiently develops sustainable relationships with internal and external cultural providers.

It will facilitate the maximum financial leverage from external sources to benefit cultural projects and organisations, provide an efficient networking, advocacy and information service and integrated support to cultural initiatives which further the objectives of the wider Community and Cultural Services Division, Education and Libraries Directorate and other directorates of Kent County Council.

Purpose

To enable everyone, regardless of age, social or ethnic background, race, sexual orientation or disabilities, the opportunity to enjoy the fullest benefits which are provided by arts and museums services.

Mission

We are developing a service which will enable museums and arts organisations to develop services that can benefit all Kent residents, whether they are directly involved in performing and visual arts activities, enjoying the facilities of Kent's museums, using cultural education and outreach programmes, or the wide variety of economic, social and other benefits which accompany them.

PLANNING CONTEXT

This Business Plan is written in the context of the Kent County Council Cultural Strategy, particularly the arts and museums modules, the Vision for Kent, the Next Four Years and the proposals for re-modelling and re-structuring the Arts and Museums Service. It is necessary to develop operational planning based on the need to meet reduced budgets, provide improved support for cultural

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organisations in Kent and prepare for the Best Value process. In this context and with the need for a positive and explicit approach, the Cultural Development Unit will be re-named the Arts and Museums Service.

Key tasks

Evaluate and re-focus the work of the Arts and Museums Service to help achieve BKC 79 and BKC 80. In particular to:

- Develop schemes which provide practical assistance directly to independent cultural organisations
- Ensure the maintenance of mutually beneficial relationships with public and private sector partnerships
- Support the maintenance and improvement, where practical, of quality in the delivery of local cultural services, such as those provided through Kent's libraries
- Provide a specialist advice service for cultural organisations and practitioners, in areas which are not primarily cultural in nature, including economic regeneration, supporting social independence, international issues and education
- Develop information services which assist in maximising inward investment in cultural activity in Kent
- Create and manage partnerships between cultural providers in Kent and Europe to maximise inward investment from European Union and other external funds, a strategic statement target
- Manage large scale cultural capital projects such as the North West Kent Community Arts Centre and Sevenoaks Museum and Art Gallery
- Research and dissemination of statistics and information on cultural trends to assist cultural organisations in their development

Key Issues and Medium Term Goals

- Manage the reduction of the Arts and Museum Service budgets by £385k
- Maximise inward investment to the cultural sectors in the County

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- Re-model services to meet the needs of the KCC Cultural Strategy, the Vision for Kent and the Next Four Years
- Improve arts services by developing and extending relationships with external partners.
- Raise the standards of KCC museums and taking a strategic lead in securing high standards for Kent wide museum provision.
- Develop and enhance the County's cultural presence in an international as well as a domestic context.
- Re-design the staffing structure to support the above goals

Legislation and National Agendas

Culture makes an important contribution to quality of life and to a variety of other agendas from education to economic regeneration. The cost-effectiveness of arts and museums provision in this respect is now widely recognised at national level. The production of the local cultural strategy is now a requirement of government, and it does constitute Best Value Performance Indicator 114.

A new national vision for provincial museums - *Renaissance in the Regions* - is steering national resources into regional 'hubs' to provide centres of excellence, and into non-hub museums via Museum Development Funds supporting or creating, where appropriate, museum development services. An integrated approach to museum provision is reflected nationally in the lead body *Resource: The Council for Museums, Archives and Libraries* (Resource); regionally through the creation of the *South East Museum, Library and Archive Council* (SEMLAC); and through the NOF digitise programme.

The arts have a close relationship with this sector, and also with education, evidenced nationally through agendas such as the *Creative Partnerships* programme, and through national programmes to develop online services such as *Culture Online*.

Corporate Plans and Objectives

The unit's objectives are coherent with KCC's corporate plans and objectives, particularly:-

Kent County Council's Strategic Statement "Kent: the Next Four Years"

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Arts and Museum Service has specific responsibility for two objectives of N4Y in particular:-

- BKC 79: "Develop and extend access to Kent's local history."
- BKC 80 "Support the Arts; and work with Kent's many clubs, organisations and interest groups."

The unit's unique knowledge base and experience of the cultural sector in Kent make it well-placed to:-

- Assist in maximising inward investment in the arts, museums and cultural activities
- Provide information on local, national and international opportunities
- Ensure that cultural providers and organisations derive maximum benefit from schemes intended to address social, economic and educational issues
- Develop a 'joined-up' approach to cultural provision within KCC

In addition, the unit has played an important role in the Divisional target:-

K 47: "Support the building of the Turner Centre to maximise the opportunities to enhance education, tourism and regeneration" through:-

- The education and outreach programme
- Fostering international links
- Development of the Droit House visitor centre

Public Service Agreement (PSA) and the Supporting Independence Programme

Arts and Museums Service can play a unique role in the Supporting Independence programme. In particular, our work can:-

- Provide a sense of personal achievement and self-confidence by participating in cultural activities
- Support economic regeneration
- Encourage a sense of local identity and pride in Kent
- Animate and provide access to Kent's unique history

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Other relevant key KCC documents:-

- Best Value Performance Plan - KCC Annual Plan
- Education and Libraries Directorate Service Plan
- Adult Learning Plan
- Equality Standards
- Cultural Strategy for Kent
- The Vision for Kent

Summary of Performance Against 2002/3 Business Plan Targets

Key Theme 4: Cultural Identity

County-wide programme of quality arts events and exhibitions delivered. The County Gallery delivered target of 7 exhibitions/workshops showcasing local artists and bringing work of national and international repute to Kent. Third Guitar Festival, May 2002, attracted increased attendance. The World Cultures Festival was scaled down due to financial constraints.

- Museums. Capital sums secured and project manager appointed to progress the project at Sevenoaks to better integrate museum, heritage, arts and library services; year one of the implementation plan for the Kent Museums Strategy successfully completed, aided by KCC's facilitation of the new Kent-Medway Partnership (KMMP) of key museum interests.
- Linked Euroregion Arts Development (LEAD) Project - expansion of the trilingual cultural database; and development of language training and exchanges for artists in Kent, Nord Pas de Calais and Flanders. A second successful Interreg application was made and funding received to continue the project for three years from 2003
- Culture Mix - programme of exchanges of exhibitions, staff and material between cultural organisations in Kent and Northern France including the Beach Bus project, arts events and reader

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development. Interreg funding received for phase one of the programme with decision expected in 2003 on phase two.

- North West Kent Community Arts Centre: preparation for the final stage of a bid to the Arts Council for submission in September 2003. This will then release the promised £1.9m for the scheme.

Public Consultation and User Feedback

This plan was informed by the following feedback:-

Extensive consultation with Kent residents and Kent cultural organisations was undertaken to inform the Kent County Council Cultural Strategy. Both the arts and museums modules involved a series of focus groups, including some specially designed to elicit the views of young people, families with young children and older people. Numerous meetings, open and individual, were held with artists, arts organisations, museums and strategic cultural organisations.

Extensive consultations with community and arts organisations have taken place in relation to individual projects, such as the new Hextable Dance Centre, due to be completed in 2004.

REVENUE BUDGET

2002-03 Controllable Expenditure	FTE	Activity/budget line	2003-04				Gross Expenditure	External Income	Internal Income	Controllable Expenditure	Cabinet Member
			FTE	Employee Costs	Running Costs	Contracts and Projects					
£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000		
360.8	11.81	Cultural Development Unit - Mgt, Projects and Resources	171.7	161.8		333.5	-27.1		306.4	SH	
341.3		Cultural Development Unit - Arts			73.6	73.6			73.6	SH	
202.3	3.00	Cultural Development Unit - Museums	99.8	121.0		220.8			220.8	SH	
904.4	14.81	Controllable Totals	-	271.5	356.4	-	627.9	-27.1	-	600.8	
		<u>Memorandum Items:</u>									
2,392.0		Central Overheads									
		Directorate Overheads									
		Capital Charges									
3,296.4		Total Cost of Unit							600.8		

Budgets have been increased where appropriate to reflect the impact of:

- Pay awards
- Increased employer National Insurance contribution
- Increased employers Teachers Superannuation contribution.
- Increments
- Changes to retained Standards Fund allocations.

Within this Unit there have also been some specific changes, namely:

- Savings from range of support to Arts and Cultural Development in Kent -385.0

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CORE SERVICES AND FORECAST ACTIVITY LEVELS**Arts and Museums Service**

Accountable Managers: John Brazier (Head of Arts and Museums Service), David Crowther (Museums Manager) and Verrinia Rees (Resources and Research Manager)

The Arts and Museums Service takes the strategic lead for arts in Kent, including co-ordinating the Cultural Strategy for Kent and financial support for strategic arts provision and development in the County, ratified by Mrs Hohler.

The Museums Manager directs and guides the development of the three KCC museums managed through the Libraries' Service Area Teams, building centres of good practice in museum, arts and library collaboration at Folkestone, Ramsgate and Sevenoaks Museums. The Museums Manager is also the specialist adviser for the funding from KCC to the Museum of Kent Life and acts as lead officer in strengthening the important relationship between the two.

The Arts And Museums Service undertakes cross-sector projects that bring together museum, archive, library, arts and related resources to support lifelong learning and raise service standards. Capital projects to raise standards are underway at Sevenoaks and being planned for Ramsgate and Folkestone. The Museums Manager has a wider leadership role for museums in Kent and is charged with the implementation and promotion of the Museums module of the Kent Cultural Strategy. This provides a partnership approach to museum development involving local authorities, professional and independent museum services in Kent, regional and national agencies, and aims to improve services and attract the inward investment to sustain them. It is comprised of 4 major programmes as set out in the Action Plan, each with its own series of activities.

Arts And Museums Service also provides and supports a varied and lively County-wide programme of arts events, including supporting the exhibitions in 21 galleries.

The Unit will take part in the eighth summer Beach Bus project, jointly with artists, performers and librarians from the Nord Pas de Calais, aimed at delivering arts and reader development events via a mobile library and expand the Linked Euroregion Arts Development programme.

Forecast Activity

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Creation and development of a new Partnership Funding Scheme to support approximately six key independent cultural organisations as efficiently as possible and provide advice to around 100 others. (£109k in 2003-04).

Development with Arts Council England, South East and other partners including, Kent's district councils, of new partnership agreement, to benefit the arts in Kent and maximise inward investment. (£60k in 2003-04)

Development of new resource investigation services, maximising inward investment in support of cultural activity in Kent. (2003-04 staff costs, 1.0 H and 1.0 C, only).

Direct services will include the final Guitar Festival (19th-25th May 2003) and the conclusion of the Glyndebourne project. (2003-04 centrally managed arts projects budget £40k).

The County Gallery, Sessions House, is a centre of excellence for the visual arts, showcasing local artists and bringing work of national and international repute to Kent. The County Gallery, will hold 7 exhibitions and talks/workshops. (2003-04 budget of £12.5k direct from Turner Centre enables a saving to ARTS AND MUSEUMS SERVICE budget of £12.5k).

Continue to work in support of the Turner Centre initiative, where it has been instrumental in establishing the education and outreach programme, international links and the Droit House visitor centre. Strategic support will be developed to maximise the benefits flowing from the development of the Turner Centre as a flagship organisation and the partnership set up following Canterbury in East Kent's bid to become European Capital of Culture. (No activity budget, staff cost proportion of 1.0 J).

Culture Mix is a strategic partnership involving Kent and 8 other partners including Brighton and Hove Unitary authority and 7 international partners from France and Belgium. The programme will enable a range of arts events to take place in each partner region over a 3 year period. This project involves a significant £1.2m bid for Interreg funding with a decision expected in June 2003. (No activity budget, staff cost 0.9 E, only in 2003-04, due to external funding)

The expertise from within the unit will assist the directorate's International Initiatives Unit in securing a £12m bid for Interreg Funding. This will be for the authority's first International Education Sector and will form its one and only bid that year to the Interreg III funding programme

Following a second Interreg grant, of £400K, the Linked Euroregion Arts Development programme will be extended to include cross-channel seminars and training for cultural providers in Northern France, Belgium and Kent. It will encourage the establishment of partnerships between these cultural organisations enabling them to access European Union funding. The programme will also provide both IT and language training to artists and staff

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from arts organisation in Kent and assist with the travel costs for those wishing to exchange artwork, exhibitions and best practice. (Cost neutral due to external funding).

It will continue to project manager the development of the North West Kent Community Arts Centre at Hextable School. The North West Kent Community Arts Centre (Hextable Dance Project) is now well underway. It is a £3m scheme with over £2m already secured from external sources. A full time project manager is now in place and completion planned for the end of 2004. This is a cutting edge community school project and has received substantial support from the Arts Council, England and the regional arts board. (Cost neutral due to external funding).

Sept 2003: final stage of a bid to the Arts Council, England for Hextable Dance Project. This will then release the promised £1.9m for the scheme. Production of detailed architects plans to RIBA stage D: July 2003; detailed construction cost consultancy delivered by June 2003; Marketing Strategy delivered June 2003 with full implementation by August 2003; Detailed specification for technology and ICT by June 2003 with a full cost analysis on leasing and purchasing schemes. International links and partnerships will be fully explore to maximise potential revenue funding for the project including the submission of Culture 2000 bid in June 2003, involving partners from six different countries.

Revision and re-launching of Kent Visual Arts Loan Scheme, to maximise usage, assess impact and value for money. (2003-04 rental costs £12.5k. Potential for increased income).

The *Access and Partnership Programme* comprises a series of activities jointly funded with district councils, key museums, and external agencies to improve people's access to local heritage. 'The Collected Archaeology of Kent' survey and review, under this programme, assesses the scale of the crisis facing Kent's vast archaeological wealth for which facilities for storage, promotion, research and display are currently unavailable. The Programme also works with districts without their own professional museum staff.

While resource availability makes it unlikely that this collaborative work will continue in 2003-04, it is hoped to resume in 2004-05.

The *Education and Lifelong Learning Programme* includes the 'Kent e-Learning Initiative', developed with SEMLAC, using DfES funding to develop online learning resources for the classroom using museum sources, including handling collections. Future progress of the *Marketing and Audience Development Programme* will be again be conditional upon resource availability and the collaborative work of the Kent Medway Museum Partnership (see below). As a consequence, 2003-04 is likely to be devoted to preparation rather than implementation.

The partnership approach to implementation is further strengthened by the Unit's facilitation of the developing Kent Medway Museums Partnership (KMMP), which is bringing together the key museum services in the historic County in order to better exploit

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development opportunities and economies of scale. The Unit provides practical support to museums across the subregion through acting as formal Curatorial Adviser under the national Museum Registration Scheme, offering informal advice and information services to museums and related organisations in Kent and through the Kent Museums Group (membership 55), and the provision of a Kent Museums Training Programme. (No activity budget for museums in 2003-04, staff costs 1.0 H, only).

Forecast activity: Project management of capital development schemes to include securing of key external funding at Sevenoaks by Dec 03; scheme development and external funding bid submissions for Ramsgate by Mar 04, and new installations designed at Folkestone by Oct 03; Collaborative and KMMP project leadership and facilitation to include 'Kent e-learning Initiative' implementation by Mar 04; 'Kent Culture Online' external funding bid by Oct 03; "Here's History" website operational by Dec 2003, and evaluated by March 2004. Continued strengthening of operational relationship with Museum of Kent Life, through preparation and negotiation of draft Service Level Agreement to define funding and service levels and aid business planning, by Oct 03. (Sevenoaks project costs, including project officer, fully externally funded).

In 2003-04 it will be necessary to operate a basic service to external museums, enabling potential improvements in 2004-05: follow up initiative developed with Gravesham Borough Council to improve access to museum collections in Gravesend; formal Curatorial Advice to 18 independent Kent museums; informal advice/information services to the 81 museums and related organisations in Kent; Kent Museums Training Programme to provide minimum 7 training sessions in 2003-4.

Kent Superior Pictures, the video unit based in Dover will continue to develop and market foreign language teaching products, such as *Pilote*, supporting other KCC projects where practical. In 2003-04 KSP will become wholly self-supporting for the first time. (Cost neutral, all costs including staff recouped).

Management, Administration and Support. Accountable Officer: John Brazier

Provides strategic leadership and support for the unit, including planning, review, monitoring, customer consultation, marketing promotion, quality assurance and co-ordinating staff training.

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PROJECTS, DEVELOPMENTS, KEY ACTIONS

Project/development/key action	A/c manager	Links to other plans	Deliverables/outcomes planned for 2003
<p>Key Theme: Cultural Identity (BKC 79: "Develop and extend access to Kent's local history" BKC 80: "Support the Arts and work with Kent's many clubs, organisations and interest groups".) Lead Officer: John Brazier</p>			
1. Support the provision of a comprehensive range of high quality arts exhibitions and performances.	John Brazier	N4Y BKC 80	Turner Centre progressed. Education and community programme implemented, full planning permission accepted. Studies in support of SEEDA bid completed. See N4Y
	John Brazier	N4Y BKC 80	Second year of Creative Partnerships scheme implemented. Launch project phase to schools, arts organisations and youth clubs. 24 East Kent schools and youth clubs.
	Simon Hawkins Verrinia Rees	N4Y BKC 80	North West Kent Community Arts Centre project: partnership funding in place.
	John Rice	N4Y BKC 80	Implement, where practicable, revisions to Kent Arts quarterly magazine in line with the findings of the review undertaken early 2003, where practicable. Reader response issue, print run 12,000 per issue.
	John Rice	N4Y BKC 80	Successful completion of Glyndebourne in Thanet project. Guitar Festival. 4,500 audiences and 400 participants.
	Verrinia Rees	N4Y BKC 80	Development of new resource research service in support of cultural organisations. Appropriate private and public identified, sources of additional evidence identified to Kent cultural organisations.
2. Continue to raise standards of KCC museum and art gallery provision: Sevenoaks.	David Crowther, Clare Hamilton	N4Y BKC79	Sevenoaks project to better integrate museum, heritage and library continued. <ul style="list-style-type: none"> • External funding bids submitted • Site works commence • Open unit
3. Continue to raise standards of KCC museum and art gallery provision: Ramsgate.	David Crowther	N4Y BKC79	Capital scheme developed to remodel premises, better museum, library and gallery spaces, raise standards more readily available. <ul style="list-style-type: none"> • Outline brief • Costed scheme and external funding bid

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Project/development/key action	A/c manager	Links to other plans	Deliverables/outcomes planned for 2003
	David Crowther	N4Y BKC79	Project implementation team of Ramsgate Library, staff ensure integrated programming improves service and development of the premises. Initial activities programme commenced in October.
1. Continue to raise standards of KCC museum and art gallery provision: Folkestone.	David Crowther	N4Y BKC79	Prepare programme of activities and installations designed to integrate museum, heritage and library services across the building as a whole. <ul style="list-style-type: none"> • Programme designed
2. A strategy for cultural heritage online content creation in place (Kent Culture Online).	David Crowther	BKC 79	<ul style="list-style-type: none"> • Links to Kent Community Network made and maintained • External funding bid submitted.

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KEY PERFORMANCE INDICATORS

Performance Indicators			
Indicator	Actual performance 2001/2002	Estimated performance 2002/03	Target 2003/04
BVPI 114 a) The adoption by the authority of a Local Cultural Strategy	Yes	Yes	Yes
b) Score against a checklist of quality indicators (introduced 2002-3)	NA (Introduced 2002/3)	Guidance not yet clarified	Guidance not yet clarified
BVPI 170			
a) Number of physical visits to/usages of museums per 1,000 population	35	33.3*	33.3*
b) Number of those visits that were in person per 1,000 population	32	27*	27*
c) The number of pupils visiting museums and galleries in organised school groups (was BVPI 113 in 2001-2)	8,080	5959*	5959*
NA = Not applicable			
* = 2003/04 and 2004/05 difficult to estimate due to refurbishment schemes; figures per 1000 population are for whole County, but KCC museums at Folkestone, Sevenoaks and Ramsgate are for local audiences only , hence low figure.			
Next Four Years (Local)			
Indicator (Introduced 2002-3)	Actual performance 2001/2002	Estimated performance 2002/03	Target 2003/04
No. of events supported by KCC	N/a	Tbc	20
No. of exhibitions supported by KCC	N/a	Tbc	6
No. of Kent clubs, organisations and interest groups supported by KCC	N/a	30 directly; 102 indirectly	6 100

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CONSULTATION EXERCISES, SATISFACTION SURVEYS, REVIEWS

The Unit has not planned to undertake any of the above at this time. However, the unit is expected to undergo Best Value Review in 2004-05.

STAFFING

	2002/03	2003/04
J and above (FTEs)	1.0	1.0
I and below (FTEs)	17.8	14.3
TOTAL (FTEs)		
Of the above total, the estimated FTE which are externally funded	6.0	6.0

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Appendix One

COMPARATORS

Key quantitative comparisons

(NA = Not applicable)

BVPI 114 The adoption by the authority of a Local Cultural Strategy		
	2000/01	2001/02
Kent	No	Yes
National average (149 authorities)	17% "Yes"	31% "Yes"
Bedfordshire	No	No
Buckinghamshire	No	No
East Sussex	No	Yes
Essex	No	No
Hampshire	No	No
Hertfordshire	No	No
Oxfordshire	No	Yes
Surrey	No	No
West Sussex	No	No

BVPI 169 a) Number of museums operated or supported by the authority (Was ACPI I3a in 2000/01)		
	2000/01	2001/02
Kent	4	4
National average (149 authorities)	Not available	2
Bedfordshire	0	0
Buckinghamshire	1	1
East Sussex	0	0
Essex	0	0
Hampshire	19	19
Hertfordshire	0	0
Oxfordshire	5	5
Surrey	0	0
West Sussex	0	0

BVPI 169 b) Number of those museums that are registered under the Museums and Galleries Commission Registration Committee (Was ACPI I3b in 2000/01)		
	2000/01	2001/02
Kent	100%	100%
National average (149 authorities)	Not available	89%
Bedfordshire	NA (0 museums)	NA (0 museums)
Buckinghamshire	100%	100%
East Sussex	NA (0 museums)	NA (0 museums)
Essex	NA (0 museums)	NA (0 museums)
Hampshire	100%	100%
Hertfordshire	NA (0 museums)	NA (0 museums)
Oxfordshire	40%	80%
Surrey	NA (0 museums)	NA (0 museums)
West Sussex	NA (0 museums)	NA (0 museums)

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BVPI 170 a) Number of physical visits to/usages of museums per 1,000 population (Was ACPI I4a in 2000/01)		
	2000/01	2001/02
Kent low figures per 1000 population are for whole County, not per 1000 population of Folkestone, Sevenoaks and Ramsgate.	58	35.3
National average (149 authorities)	530	591.9
County Council average	228	
Bedfordshire	NA (0 museums)	NA (0 museums)
Buckinghamshire	196	373
East Sussex	NA (0 museums)	NA (0 museums)
Essex	NA (0 museums)	NA (0 museums)
Hampshire	516	475
Hertfordshire	NA (0 museums)	NA (0 museums)
Oxfordshire	329	578.6
Surrey	NA (0 museums)	NA (0 museums)
West Sussex	NA (0 museums)	NA (0 museums)

BVPI 170 b) Number of those visits that were in person per 1,000 population (Was ACPI I4b in 2000/01)		
	2000/01	2001/02
Kent low figures per 1000 population are for whole County, not per 1000 population of Folkestone, Sevenoaks and Ramsgate.	54	32.5
National average (149 authorities)	531	415
County Council average	150	
Bedfordshire	NA (0 museums)	NA (0 museums)
Buckinghamshire	113	218
East Sussex	NA (0 museums)	NA (0 museums)
Essex	NA (0 museums)	NA (0 museums)
Hampshire	259	303
Hertfordshire	NA (0 museums)	NA (0 museums)
Oxfordshire	162	197.4
Surrey	NA (0 museums)	NA (0 museums)
West Sussex	NA (0 museums)	NA (0 museums)

BVPI 170 c) The number of pupils visiting museums and galleries in organised school groups (Was BVPI 113 in 2001/02)		
	2000/01	2001/02
Kent	8,644	8,080
National average (149 authorities)	Not available	6,585
Bedfordshire	NA (0 museums)	NA (0 museums)
Buckinghamshire	8,980	8,992
East Sussex	NA (0 museums)	NA (0 museums)
Essex	NA (0 museums)	NA (0 museums)
Hampshire	21,980	31,574
Hertfordshire	NA (0 museums)	NA (0 museums)
Oxfordshire	3,564	1,539
Surrey	NA (0 museums)	NA (0 museums)
West Sussex	NA (0 museums)	NA (0 museums)

2002/03 YEAR END MONITORING - ARTS AND LIBRARIES

1. Unit business plans

Action/development/project as per unit business plan	Planned outcome as per unit business plan	Progress (✓/X)	Any comments
Key Theme 4: Cultural Identity (Links with CPA Key Themes 1 Diversity and Outreach and 4 Reaching People and New Services)			
4.1 Promote high quality arts exhibitions and performances.	<p>Turner Centre progressed (scheduled for completion end 2004).</p> <p>County-wide programme of quality arts exhibitions and performances delivered, to include the first World Cultures Festival (Oct-Nov 2002) and third Guitar Festival (May 2002).</p> <p>Creative partnerships scheme implemented in East Kent (2 year project beginning April 2002).</p> <p>Bid for Canterbury/East Kent to become European Capital of Culture submitted to DCMS April 2002.</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>Continue to support the Turner Centre, a Divisional project. Completion date revised to 2006 (opening to public 2007).</p> <p>Varied arts programme delivered throughout Kent, involving a wide range of district councils, KCC and independent partners. World Cultures Festival scaled down due to financial constraints. Third Guitar Festival, May 2002, attracted increased attendance. The 2 Fender Guitar Demonstration Days so successful a Young Guitarist of the Year competition to be launched at fourth Guitar Festival (19-25th May 03). Visual arts exhibitions and related educational events implemented in galleries and exhibition spaces. County Gallery delivered target of 7 high profile exhibitions/workshops.</p> <p>On target. ACE-funded programme of arts education activities devised for the East Kent coastal crescent from Whitstable to Romney Marsh. Implementation commences 2003.</p> <p>Although bid unsuccessful, a programme of initiatives building on the work done will be delivered in 2003-4.</p>

Action/development/project as per unit business plan	Planned outcome as per unit business plan	Progress (✓/X)	Any comments
	<p>Linked Euroregion Arts Development (LEAD) Project - trilingual cultural database expansion; and development of language training and exchanges for artists in Kent, Nord Pas de Calais and Flanders</p> <p>Culture Mix partnership project - arts events and reader development via mobile library and arts activities</p> <p>North West Kent Community Arts Centre , regional centre for dance and performing arts.</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>Second successful Interreg bid received to continue and expand programme in 2003.</p> <p>Second successful phase 1 Interreg bid received to continue and expand programme in 2002 and bid submitted to continue programme in 2003/04.</p> <p>Partnership funding in place, Arts Council Funding secured during 2003 with proposed opening date 2004.</p>

Action/development/project as per unit business plan	Planned outcome as per unit business plan	Progress (✓/X)	Any comments
4.2 Implement the next phase of the Archives Service Development Plan, including planning a new centre of excellence supported by partnerships and community engagement.	Options for interim improvements to the service costed. Public consultation on draft Archives Strategy undertaken. Member agreement to conduct a feasibility study into future delivery of the service at a new centre secured. Negotiations with partners to secure additional sources of funding for such a project begun. (By March 2003.)	✓ X ✓ X	Cabinet Paper 1/00079 secured agreement. Subsumed into longer term planning (see next action) Agreement secured via Cabinet Paper quoted above. 3 options identified. Initial consultation under way. £10k awarded by SEMLAC to undertake in-depth research among users/non-users (early 2003). Negotiations will follow above feasibility study.

Action/development/project as per unit business plan	Planned outcome as per unit business plan	Progress (✓/✗)	Any comments
4.3 Raise standards of KCC museum provision.	<p>1 community project undertaken at each of Sevenoaks, Folkestone and Ramsgate Museums to build new relationships with audiences.</p> <p>Staff development project introduced at Sevenoaks Library, Museum and Gallery to support the use of library staff to make collections more accessible.</p> <p>Outline plan developed at Ramsgate Museum to better integrate the museum, library and gallery spaces, raise standards and make evidence more readily available.</p> <p>Project developed at Folkestone to better integrate museum and heritage materials across the library building as a whole.</p>	<p>✓</p> <p>✓</p> <p>✗</p> <p>✓</p>	<p>Sevenoaks Mysteries took place May/June 02; Folkestone Journeys into History Spring 02; Ramsgate project March 2003 (when museum re-opens). Staff development from Jan 2003.</p> <p>Ramsgate: repairs to ceiling and roof undertaken; design brief for remodelling premises in preparation through operational review; staff feedback and public consultation. Folkestone: design brief for integrated museum functions in preparation, with links to Folkestone Creative quarter.</p> <p>In addition: An £80k capital programme has begun at Sevenoaks to better integrate museum, heritage, arts and library services across the building as a whole. Project Manager appointed.</p>

Action/development/project as per unit business plan	Planned outcome as per unit business plan	Progress (✓/X)	Any comments
4.4 Play a leading role in facilitating the development, promotion, implementation and review of the Kent Museum Strategy.	<p>Advice, training and other support to the independent museum sector across Kent provided directly and facilitated with the Kent Museums Group: (8 training sessions (4 in Spring/Summer and 4 in Autumn); Curatorial Advisor service offered under the national Museum Registration Scheme to 17 independent Kent museums.</p> <p>Information and Advice Service open to Kent Museums (Target 40). 4 strategic projects as set out in the Kent Museums Strategy developed in partnership with key museum interests across Kent and Medway by March 2003:</p> <ul style="list-style-type: none"> • Online Programme • Education and Learning Development Programme • Marketing and Audience Development Programme • Access and Partnership Programme. 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>1 training programme of 7 events 11/02-2/03.</p> <p>Ongoing throughout year. Museums staff on 17 governing bodies.</p> <p>.Year 1 of implementation plan for the Kent Museums Strategy successfully completed, helped by KCC's facilitation of the new Kent-Medway Partnership (KMMP) of key museum interests. <i>Collected Archaeology of Kent</i> audit of Kent's rich collections and their future needs completed March 2003. National investment via <i>Renaissance in the Regions</i> secured for the subregion, with Chatham Historic Dockyard Trust one of four museums in the SE Hub, KCC providing management input as SE Hub Secretary, and the KMMP positioned to be a future strategic development partner with the SE Hub and SEMLAC.</p>

Action/development/project as per unit business plan	Planned outcome as per unit business plan	Progress (✓/✗)	Any comments
4.5 Improve the care, accessibility, and promotion of Kent's cultural identity.	<p>1 pilot initiative developed with Gravesham Borough Council to improve access to museum collections in Gravesend by May 2002 and 1 follow-up initiative by Oct. 2002. On-line facilities (Kent NOF Digitise project, Here's History) developed to make local history assets available online as an educational service (50% digitised by March 2003).</p> <p>Proposals developed for an integrated (museums, archives and libraries) online catalogue service (the Online Programme of 4.4).</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>Town Centric taster display/ consultation May-Oct4th 2002. Gravesham Museum re-opened part-time Sept 2002. Further initiative at Gravesham 2003-4.</p> <p>Here's History. Website designed. X% of data digitised. Delays caused by recruitment and retention problems. In addition: Kent Tithe Map (digitisation) project nearing completion; CD copies available in libraries and archive centres.</p> <p>Vision by Nov; external funding bid by March 2003.</p>