

## **4. HARTLEBURY MANAGEMENT AGREEMENT**

### **Recommendation**

- 1. The Museums General Manager recommends that:**
  - a) the principles of a management agreement with the Hartlebury Castle Preservation Trust for the future operation of the wider site at Hartlebury Castle and the County Museum be approved; and**
  - b) the Museums General Manager be authorised in consultation with the Chairman and Vice-Chairman of the Joint Committee to enter into a Management Agreement with Hartlebury Castle Preservation Trust.**

### **Background Information**

2. The Committee received a report in July 2013 about the successful bid for a development grant of £413,700 from the Heritage Lottery Fund, to fund the work necessary to secure a successful award for the Hartlebury project. (Minute no 141 refers) The bid had been made by Hartlebury Castle Preservation Trust ("HCPT"), working in partnership with the County Council and Museums Worcestershire.
3. The project is intended to secure the future of Hartlebury Castle through the following:
  - To purchase the freehold of Hartlebury Castle and its estate
  - To improve facilities to better share the Castle, Hurd Library, collections of the County Museum and the Castle; and Gardens with existing and new visitors
  - To improve and increase interpretation of Hartlebury, the Hurd Library and Worcestershire through the creation of new displays
  - To create opportunities for learning, participation and heritage skills training
  - To provide volunteer opportunities for children and adults
  - To involve local communities and specialists in the site's future,
  - To develop a sustainable business plan to manage Hartlebury.
4. In November 2014, this Committee received a report that the HCPT had been awarded a grant of £4.97 million by the Heritage Lottery Fund (HLF) following the development phase.

(Minute no 203 refers)

5. The grant will enable HCPT to acquire the freehold of Hartlebury Castle with its surrounding 43 acres of parkland and embark on programmes for conservation and activities. The principle behind the scheme is that HCPT and Museums Worcestershire will make the Castle, Hurd Library, collections of the Museum and Castle, as well as Gardens, into an integrated visitor destination that will benefit the local area and serve as a major attraction for visitors from around the UK and beyond.

6. The realisation of these goals requires a new business model for the site as a whole in order to satisfy the requirements of HLF. The principles of such an arrangement are as follows:

- a) HCPT will become the freehold owner of the whole estate (and therefore the new landlord of the County Council) including that portion of land and buildings leased to the County Council for occupation by Museums Worcestershire;
- b) The location and care of all collections including both the County's and HCPT's is governed by collections and loan agreements setting out appropriate standards and operational responsibilities;
- c) Museums Worcestershire will continue to employ the current team to contribute to the operation of Hartlebury and in due course will be joined by new appointments to the HCPT team, funded by HLF, and a significant uplift in volunteering. HCPT will employ a Manager in due course to help coordinate the project and work with Museums Worcestershire to ensure the visitor experience is a seamless one;
- d) Advice and support at a managerial level will be provided by Museums Worcestershire across functions such as collections management, marketing and learning;
- e) A new trading company wholly owned by HCPT has been established to develop, collect and then allocate all income streams to the site, including revenue from admissions. The loss of income to Museums Worcestershire will be offset by savings on property and running costs made possible by changes in management and leasing. HCPT will work to establish new events and venue hire arrangements to support their new responsibilities in relation to the property; and
- f) A separate funding agreement between the County Council and HCPT will be developed to provide clarity of funding support in the early years of the project

	<p>7. In order to facilitate all of the above, a management agreement is required to set out the respective responsibilities of the County Council and HCPT and define the parameters of the joint working arrangement. Authority to enter into such an agreement in principle is required to give confidence to the County Council, HCPT and HLF that the project can deliver the benefits set out in the grant application to the HLF.</p> <p>8. This new arrangement has evolved to meet the needs of the project, its stakeholders and funders, helping to deliver major investment, higher levels of participation and improvements to the site at a time of reductions in public subsidy. It will in turn have an impact on the scope and scale of decision making by the Joint Museums Committee, as decisions about the management and future direction of Hartlebury will now be governed by the terms of the management agreement.</p> <p>9. It is proposed that this impact of the new management arrangements be included in the review of the shared service which will be the subject of a report to the Joint Museums Committee in March 2015.</p> <p>10. Members of the Joint Museums Committee are asked to approve the principles of the management agreement for Hartlebury as set out above and authorise the Museums General Manager to agree the terms of the Management Agreement and enter into it following further consultation with the Chairman and Vice-Chairman of the Joint Committee.</p>
<b>Supporting Information</b>	None.
<b>Contact Points</b>	<p>Specific Contact Point for this report:</p> <p>Iain Rutherford, Museums General Manager (01905) 361827/361821 Email: IRutherford@worcestershire.gov.uk</p>
<b>Background Papers</b>	<p>In the opinion of the Museums General Manager the following are the background papers relating to the subject matter of this report:</p> <p>Hartlebury Heritage Lottery Fund application. The agenda papers and minutes of the meetings of the Joint Museums Committee held on 9 July 2013 and 17 November 2014.</p>

