

**WESTON-SUPER-MARE TOWN COUNCIL  
NOTES OF THE HERITAGE ARTS AND CULTURE COMMITTEE  
HELD AT THE BLAKEHAY THEATRE ON 5<sup>th</sup> MARCH 2019**

**Meeting Commenced: 10:07 am**

**Meeting Concluded: 12:40 pm**

**PRESENT:** Councillors John Crockford-Hawley (Chairman), Jan Holloway, Peter Mcaleer and David Hitchins (S), Malcolm Nicholson (Town Clerk), Sarah Pearse (Deputy Town Clerk and RFO), Molly Maher (Development Officer), Matt Hardy (Visitor Services Manager), Sally Heath (Theatre Manager), Becky Walsh (Communications Officer), Michele Green and Amal Khreisheh (South West Heritage Trust), Richard Blows (Transformation Programme Manager Corporate Services), Fiona Matthews (Theatre Orchard).

**IN ATTENDANCE:** Councillor Sonia Russe

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| <b>367</b> | <p><b>Apologies for absence and notification of substitutes</b></p> <p>Apologies for absence were received from Councillors Catherine Gibbons with no substitution, Peter Crew who was substituted by Councillor David Hitchins, Heather Morrissey, Sam Astill, Peter Johnson and Cara MacMahon.</p>   |
| <b>368</b> | <p><b>Declarations of interest</b></p> <p>There were no declarations of interest received.</p>   |
| <b>369</b> | <p><b>To approve the accuracy of the Minutes of the last meeting held on 30<sup>th</sup> January 2020</b></p> <p>The minutes of the meeting had been previously circulated with the agenda.</p> <p><b>PROPOSED BY:</b> Councillor Jan Holloway<br/><b>SECONDED BY:</b> Councillor John Crockford-Hawley</p> <p><b>RESOLVED:</b> That the minutes be approved and signed by the Chairman</p>  |
| <b>370</b> | <p><b>Budget for 2020/2021</b></p> <p>A detailed income and expenditure report had been previously circulated with the agenda.</p> <p>The Deputy Town Clerk highlighted that live shows at the Blakehay had been going well, with increased income. The last couple of live shows had broken even. The income on the bar was improving as a result of the live shows, though was still not where it should be.</p> <p>The Museum café was producing a 93% income against a 98% expenditure. The Deputy Town Clerk advised that this close margin was desired, and the result of fantastic work from the Café Supervisor. The Museum functions were producing a 136% income against 70.3% expenditure. It was noted that the new function room at the Museum would help this further.</p> |

**371**

**Marketing Report**

The report of the Communications Officer had been previously circulated with the agenda.

The Communications Officer explained that for marketing to work it was integral to understand the local community and voice which had been the focus so far. Understanding the Museum audience was more difficult than for the theatre, as Google Analytics could not be used on the Museum website. As a result of this understanding, two new strategies had been created, recognising where efforts should be focused.

The Chairman wanted to understand why certain types of marketing were not working at the theatre or Museum. It was advised that radio adverts did not work and that interviews were more effective as they could be more personal and passionate. The Visit Weston marketing had not been working as hoped for at the Blakehay and the Museum and the Communications Officer had been working with the Tourism and Marketing Officer to address this.

A quarter of the Museum's marketing budget was spent on the Visit Weston marketing package. The Chairman questioned whether this was the best use of the budget if the marketing had not been converted into custom for the facilities. It was reminded that the Town Council had always aimed to market all of its services together and that the use of Visit Weston for marketing was the result of a Council resolution, and was not down to officers.

The Chairman asked for clarification on how much was spent on a Visit Weston marketing package, to which it was clarified that a 20% discount had been applied to the previous years' figure, taking it from £700 to £560. The Theatre Manager reported that 6% of the marketing budget for the theatre was spent on a Visit Weston package, with a 0.27% conversion rate on ticket sales.

The Museum Visitor Services Manager reported that it had been estimated that the money spent on the package compared to the number of people the marketing reached, was £30-£40 per person.

Both Managers agreed that whilst the current package was not providing results, they wanted to continue working with Visit Weston.

The Deputy Town Clerk advised that Visit Weston was now working with Pear Communications, who would assist Visit Weston in advertising along the M5 corridor in service stations. Changes were being made to the service, and it was suggested that the Visit Weston marketing package be reviewed over the next year.

The Communications Officer explained the benefits of the motorway advertising, as it was in a digital format, so could be used to advertise things last minute and did not have to be stagnant marketing.

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|                   | <p>The Town Clerk explained that a 20% discount had been offered as a compromise, as a result of an agreement between managers.</p> <p>It was suggested that the Visit Somerset membership could be better spent, such as through radio stations with a bigger reach. It was also noted that it would be better to focus on areas such as Taunton and Burnham-On-Sea, as opposed to Bristol.</p> <p>The Chairman wanted managers to be totally honest with their reports moving forward. The Communications Officer explained that the strategies were living documents, and would be updated throughout the year. The Deputy Town Clerk suggested reviewing the strategies at the 6-month point, as opposed to reviewing progress at each meeting.</p> <p>Richard Blows enquired whether the Town Council and North Somerset Council had considered consolidating websites to share information.</p> <p>It was advised by the Communications Officer that consolidating two large websites would make it unstable, big and confusing and should be avoided. The Town Council website was undergoing changes as a result of new legislation. The Deputy Town Clerk explained that Visit Weston’s aim was destination marketing, and was never intended to do ‘in resort’ marketing for all community and other events in the town, so anything they could do was a bonus.</p> <p>It was further acknowledged by the Deputy Town Clerk and Richard Blows that ‘What’s on in Weston’ was still a problem. This had been identified in initial partnering works some years back that there was not one recognisable to go to find out what was happening in the town.</p> <p>It was suggested that the Town Council websites should be user tested. The Chairman asked that officers met to collaborate.</p> <p>Fiona Matthews informed that that was what Culture Weston aimed to do for Culture.</p> <p><i>Amal left the meeting at 10:36 am</i></p> <p><b>PROPOSED BY:</b> Councillor John Crockford-Hawley<br/> <b>SECONDED BY:</b> Councillor Jan Holloway</p> <p><b>RESOLVED:</b> That the marketing strategies for the Blakehay Theatre and Weston Museum be approved for the year 2020/2021 with a 6-month review point and reported back to committee in September 2020.</p> |
| <p><b>372</b></p> | <p><b>Weston Museum Management Report</b></p> <p>The report of the Museum Visitor Services Manager had been previously circulated with the agenda.</p> <p>The Visitor Services Manager reported that the new temporary exhibition had been opened on the 14<sup>th</sup> February 2020, working in collaboration with</p>  |

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|                   | <p>Cara MacMahon, the North Somerset Council Heritage Action Zone Officer.</p> <p>Three schools had been funded to visit the Museum for experience days, which included a funded learning session, lunch from Clara’s Café and a souvenir from the shop.</p> <p><i>Amal reentered the meeting at 10:38 am</i></p> <p>Members were asked to consider the closure of Weston Museum on the weekend of Weston’s Air Festival the 27<sup>th</sup>-28<sup>th</sup> of June 2020. This was to accommodate a presence on the beach lawns to further promote Weston Museum and reach footfall in a different way. In previous years, footfall at the Museum during Air Festival was low. It was clarified that a decision could be made on the day to relocate back to the Museum if weather was poor or attendance on the beach lawns was low.</p> <p>Debate ensued. The Museum had a stall on the beach lawns in previous years and there was a high level of interaction. It was queried how this might have a positive impact on footfall long term. Discount vouchers could be used to track the number of people visiting the Museum as a result of the exposure at the Air Festival. It was suggested that the Blakehay Theatre could have a stall as well, as it would be a good marketing opportunity. It was queried whether the closure could have a negative impact on potential Museum visitors that weekend, including those who may visit the café. In response, it was thought that people would walk past many cafés before reaching the Museum, so a negative impact would be unlikely.</p> <p>It was suggested that councillors should be encouraged to hand out leaflets and help promote Town Council services during the Air Festival.</p> <p><b>PROPOSED BY:</b> Councillor Jan Holloway<br/> <b>SECONDED BY:</b> Councillor David Hitchins</p> <p><b>RESOLVED:</b> That Weston Museum be closed 27<sup>th</sup>-28<sup>th</sup> June 2020 for Air Festival, with a management decision permitted on the day to go back to the Museum if conditions affected the Festival.</p> <p>A member queried what Makaton training was. It was explained that this was a Council wide initiative, training staff in a type of sign language used by people of all ages.</p> <p>The Chairman offered congratulations for the Museum’s award win.</p> <p><b>RESOLVED:</b> That the report be noted.</p> |
| <p><b>373</b></p> | <p><b>Blakehay Theatre Management Report</b></p> <p>The report of the Theatre Manager had been previously circulated with the agenda.</p> <p>It was noted that the current format of live shows had been running for two years, providing a good opportunity for analytics. Using this information, the</p>   |

Blakehay Theatre could market smarter and programme the right shows.

It was queried whether the bought in shows had achieved a bigger audience and bigger spend on the bar. The Theatre Manager confirmed that bought in shows had a better outcome on visitor numbers and bar takings than cheaper shows such as comedy, drama and dance. It was suggested that quality over quantity was the new approach to programmed shows.

Clarification of the audience location was requested which was highlighted within the report at Nailsea to Bristol. It was confirmed that very few people from Weston visited the theatre, noting that people also visited from Bridgwater and Taunton. The Theatre Manager advised that this was the audience that would now be targeted through marketing. Members discussed how the community in Weston did not understand what was on offer in Weston.

The Communications Officer reported that different parts of the community would be targeted through marketing depending on the show.

It was highlighted that the demographic footprint was interesting as it demonstrated that the theatre had a big reach.

Parking was an issue for the theatre. The Theatre Manager provided the example that a sellout show at the Playhouse affected parking for people in a class at the Blakehay. It was suggested that the issue should be taken to North Somerset Council. It was queried why people would not park further away and walk, and the Theatre Manager explained that people were not willing to walk far in the dark.

As a result of the report, it was pointed out that at other venues you could walk through the bar or shop to get to the box office, which could help with profit. It was queried whether the box office or bar could be rearranged with this in mind. The Deputy Town Clerk/Responsible Financial Officer explained that costs and feasibility could be explored if it was the wish of the committee, to have the box office in the bar. If feasible, this would probably take place within in the 2021/22 budget considerations.

**PROPOSED BY:** Councillor David Hitchins

**SECONDED BY:** Councillor Jan Holloway

**RESOLVED:**

1. To approve the direction with regards to marketing and programming that the theatre was developing and evolving.
2. Encourage the theatre's Social Media following and share information.
3. Allow the exploration of ideas to improve the use of the space to provide a more welcoming theatre and to increase bar income.

The Chairman offered congratulations for the theatre's award win. It was noted that the theatre was nominated for two more awards, and that nominations were open for the College Business Awards.

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| <p><b>374</b></p> | <p><b>WSMTC Grant Development Report</b></p> <p>8.1 It was noted that a grant application to Arts Council England for the Blakehay Theatre had been submitted. If awarded the grant would enable a programme of adapted performances for people with special educational needs. It was noted that confirmation had been received that the application was eligible for funding, and that a decision would be given by the second week of May.</p> <p>8.2 A project enquiry for a redevelopment project for Clara's Cottage would be submitted to the National Lottery Heritage Fund imminently.</p> <p>An expression of interest had been submitted to be considered for further visitor insights analysis at Weston Museum.</p> <p>Committee direction was required regarding Museum signage. This was an issue which had been recognised early on in phase 1 redevelopment, with funding from the HLF to address the issue of poor wayfinder signage. Conversations with North Somerset Council and the previous Development Officer prior to 2018 had been had since May 2019. The most recent update from North Somerset Council was that they still required approval for plans at Alexandra Parade before they could proceed.</p> <p>North Somerset Council had stated that there were already signs directing people to the Museum. The point was made that the current signage was clearly not working as people were still struggling to find the Museum. The Development Officer had inspected the current signs to give members an idea of the current provision. A number of brown signs that directed people to the Museum were being removed with no plans to replace them. North Somerset Council stated that this was because brown signs were used to direct cars, and there was not enough parking around the museum.</p> <p>Whilst understanding the reason behind North Somerset Council's delay, it was felt that enough time had been spent on the issue and a meeting should be set up with NSC executives to discuss how it could be resolved. The Chairman would set up a meeting with an executive member at North Somerset Council with the Development Officer / Deputy Town Clerk in attendance to present findings.</p> <p><b>RESOLVED:</b> - That the verbal report be noted.</p> |
| <p><b>375</b></p> | <p><b>To receive a verbal report from of Culture Weston</b></p> <p>The Chairman moved the item to be discussed at this point in the meeting to accommodate Fiona Matthews attendance.</p> <p>Culture Weston would be launching 3<sup>rd</sup>-5<sup>th</sup> April at the Weston Arts and Health Weekender.</p> <p>Interviews for a Programme Lead would be taking place in April.</p> <p>Information on Culture Weston and the Weston Arts and Health Weekender could be found at <a href="http://cultureweston.org.uk">cultureweston.org.uk</a>.</p>   |

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|            | <p>In response to a query about the use of the art space on Weston high street, it was explained that it was set up as a Community Interest Company. Use of the arts space was free for CIC members.</p> <p><i>Fiona Matthews left the meeting at 11:34 am</i></p>   |
| <b>376</b> | <p><b>South West Heritage Trust (SWHT) Report</b></p> <p>A report from Michele Green had been previously circulated with the agenda.</p> <p>The new temporary exhibition 'From Village to Town: Weston-super-Mare's Built Heritage' had its official opening on the 14<sup>th</sup> February which was well attended and received positive feedback. The exhibition would be running until the 10<sup>th</sup> May.</p> <p>The following exhibition 'Wild Hares and Hummingbirds: The Natural History of an English Village', would run from 23<sup>rd</sup> May-13<sup>th</sup> September 2020, in partnership with Stephen Moss with illustrations from Stephanie Cole.</p> <p>The next exhibition featured the work of Ivy Millicent James a Suffragette Artist, between 19<sup>th</sup> September 2020 and 31<sup>st</sup> January 2021 tbc. A member added that Ivy Millicent James was due to be honoured with a blue plaque.</p> <p>There was damp in the temporary exhibition gallery which was causing the walling system to bend. This had been an issue for a while, and dehumidifiers had been used in an attempt to dry it out. The damp was beginning to affect the environmental conditions of the gallery, which in turn could have an effect on artefacts.</p> <p>The Deputy Town Clerk/Responsible Financial Officer advised that a meeting would be taking place with the building surveyor and mechanical and electrical surveyor to discuss the issue and find a solution.</p> <p>The Town Clerk had met with the new Environmental Officer at North Somerset Council, who was keen to have an exhibition relating to the climate emergency, in Weston Museum. It was noted that the temporary exhibition calendar would have to be checked for availability.</p> <p>Regarding the Museum roof replacement, it was noted that a contractor had been appointed but the main delay was weather.</p> <p><b>RESOLVED:</b> - That the report be noted.</p> |
| <b>377</b> | <p><b>To receive a verbal report from the Friends of Weston Museum</b></p> <p>Heather Morrissey was unable to attend the meeting.</p>  |
| <b>378</b> | <p><b>Heritage Action Zone update</b></p> <p>The report of the Heritage Action Zone Officer had been previously</p>  |

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|            | <p>circulated with the agenda.</p> <p>It was noted that the Heritage Action Zone Officer and other officers from North Somerset Council had attended a Heritage event in Portsmouth. Weston-super-Mare was highlighted as a key place where heritage was being used to help regenerate the town.</p> <p><b>RESOLVED:</b> That the report be noted.</p> <p><i>Councillor David Hitchins left the meeting at 11:45 am</i></p>                  |
| <b>379</b> | <p><b>To agree the venue for the next meeting tbc June 2020</b></p> <p>The Town Clerk advised that a meeting could be called in May if members felt it necessary. The new meeting calendar for 2020/21 would be approved at the next full Town Council meeting.</p> <p>The Chairman suggested the 11<sup>th</sup> June as a potential date for a 10am meeting at Weston Museum. The Visitor Services Manager would confirm availability.</p> |
|            | <p>There being no further business the meeting concluded at 11:47am</p> <p>The next meeting date and venue would be confirmed for 11<sup>th</sup> June 2020 at 10am.</p>   |

Signed.....  
Chairman

Dated.....



## Detailed Income &amp; Expenditure by Budget Heading 26/08/2020

Month No: 5

## Cost Centre Report

|  | Actual<br>Current Mth | Actual Year<br>To Date | Current<br>Annual Bud | Variance<br>Annual Total | Committed<br>Expenditure | Funds<br>Available | % Spent      | Transfer<br>to/from EMR |
|--|-----------------------|------------------------|-----------------------|--------------------------|--------------------------|--------------------|--------------|-------------------------|
| <b>120 Blakehay Central Costs</b>              |                       |                        |                       |                          |                          |                    |              |                         |
| 4000 Staffing Costs                            | 0                     | 14,435                 | 44,338                | 29,903                   |                          | 29,903             | 32.6%        |                         |
| 4013 Training                                  | 450                   | 598                    | 2,355                 | 1,757                    |                          | 1,757              | 25.4%        |                         |
| 4014 P P E / Health & Safety                   | 356                   | 661                    | 1,000                 | 339                      |                          | 339                | 66.1%        |                         |
| 4019 Website Costs-TC                          | 0                     | 0                      | 1,000                 | 1,000                    |                          | 1,000              | 0.0%         |                         |
| 4030 Equipment Purchase                        | 0                     | 46                     | 1,906                 | 1,860                    |                          | 1,860              | 2.4%         |                         |
| 4031 Equipment - Rental                        | 202                   | 623                    | 2,936                 | 2,313                    |                          | 2,313              | 21.2%        |                         |
| 4034 Equipment Repairs                         | 0                     | 0                      | 500                   | 500                      |                          | 500                | 0.0%         |                         |
| 4035 Telephone                                 | 0                     | 269                    | 995                   | 726                      |                          | 726                | 27.0%        |                         |
| 4043 Ink Cartridges/printing                   | 0                     | 9                      | 0                     | (9)                      |                          | (9)                | 0.0%         |                         |
| 4044 Insurance                                 | 550                   | 747                    | 600                   | (147)                    |                          | (147)              | 124.6%       |                         |
| 4102 NNDR                                      | 310                   | 1,321                  | 3,510                 | 2,189                    |                          | 2,189              | 37.6%        |                         |
| 4104 Utilities - Water                         | 0                     | 0                      | 906                   | 906                      |                          | 906                | 0.0%         |                         |
| 4105 Utilities - Heat & Light                  | 172                   | 1,859                  | 6,986                 | 5,127                    |                          | 5,127              | 26.6%        |                         |
| 4109 Alarm system                              | 134                   | 338                    | 600                   | 262                      |                          | 262                | 56.3%        |                         |
| 4110 Cleaning                                  | 0                     | 114                    | 700                   | 586                      |                          | 586                | 16.3%        |                         |
| 4111 Window Cleaning                           | 0                     | 75                     | 300                   | 225                      |                          | 225                | 25.0%        |                         |
| 4114 Refuse Removal                            | 146                   | 934                    | 1,500                 | 566                      |                          | 566                | 62.3%        |                         |
| 4131 Licenses                                  | 286                   | 351                    | 295                   | (56)                     |                          | (56)               | 119.0%       |                         |
| 4136 Credit Card Chgs                          | 13                    | 20                     | 0                     | (20)                     |                          | (20)               | 0.0%         |                         |
| 6000 Admin Salaries Recharge                   | 0                     | 7,464                  | 7,112                 | (352)                    |                          | (352)              | 104.9%       |                         |
| 6005 Admin Overhead Recharge                   | 0                     | 1,706                  | 2,320                 | 614                      |                          | 614                | 73.5%        |                         |
| 6007 Grove House Recharge                      | 0                     | 403                    | 396                   | (7)                      |                          | (7)                | 101.8%       |                         |
| 6008 Grove Lodge Recharges                     | 0                     | 377                    | 300                   | (77)                     |                          | (77)               | 125.7%       |                         |
| 6010 Grounds Salaries Recharge                 | 0                     | 105                    | 116                   | 11                       |                          | 11                 | 90.5%        |                         |
| 6015 Grounds Overhead Recharge                 | 0                     | 28                     | 36                    | 8                        |                          | 8                  | 77.8%        |                         |
| Blakehay Central Costs :- Indirect Expenditure | <b>2,620</b>          | <b>32,484</b>          | <b>80,707</b>         | <b>48,223</b>            | <b>0</b>                 | <b>48,223</b>      | <b>40.2%</b> | <b>0</b>                |
| <b>Net Expenditure</b>                         | <b>(2,620)</b>        | <b>(32,484)</b>        | <b>(80,707)</b>       | <b>(48,223)</b>          |                          |                    |              |                         |
| <b>121 Blakehay -Auditorium</b>                |                       |                        |                       |                          |                          |                    |              |                         |
| 1013 BH annual membership                      | 0                     | 0                      | 100                   | 100                      |                          |                    | 0.0%         |                         |
| 1090 Bookings                                  | 0                     | 0                      | 43,000                | 43,000                   |                          |                    | 0.0%         |                         |
| Blakehay -Auditorium :- Income                 | <b>0</b>              | <b>0</b>               | <b>43,100</b>         | <b>43,100</b>            |                          |                    | <b>0.0%</b>  | <b>0</b>                |
| 4000 Staffing Costs                            | 0                     | 6,826                  | 29,599                | 22,773                   |                          | 22,773             | 23.1%        |                         |
| 4039 Advertising & Marketing                   | 0                     | 0                      | 5,900                 | 5,900                    |                          | 5,900              | 0.0%         |                         |
| 4224 Blakehay Performing Rights                | 0                     | 0                      | 1,000                 | 1,000                    |                          | 1,000              | 0.0%         |                         |
| Blakehay -Auditorium :- Indirect Expenditure   | <b>0</b>              | <b>6,826</b>           | <b>36,499</b>         | <b>29,673</b>            | <b>0</b>                 | <b>29,673</b>      | <b>18.7%</b> | <b>0</b>                |
| <b>Net Income over Expenditure</b>             | <b>0</b>              | <b>(6,826)</b>         | <b>6,601</b>          | <b>13,427</b>            |                          |                    |              |                         |

## Detailed Income &amp; Expenditure by Budget Heading 26/08/2020

Month No: 5

## Cost Centre Report

|   | Actual<br>Current Mth | Actual Year<br>To Date | Current<br>Annual Bud | Variance<br>Annual Total | Committed<br>Expenditure | Funds<br>Available | % Spent       | Transfer<br>to/from EMR |
|---|-----------------------|------------------------|-----------------------|--------------------------|--------------------------|--------------------|---------------|-------------------------|
| <b>122 Blakehay - Upper Studio</b>              |                       |                        |                       |                          |                          |                    |               |                         |
| 1014 BH evening classes income                  | 0                     | 0                      | 1,400                 | 1,400                    |                          |                    | 0.0%          |                         |
| 1090 Bookings                                   | 0                     | (192)                  | 12,000                | 12,192                   |                          |                    | (1.6%)        |                         |
| Blakehay - Upper Studio :- Income               | <b>0</b>              | <b>(192)</b>           | <b>13,400</b>         | <b>13,592</b>            |                          |                    | <b>(1.4%)</b> | <b>0</b>                |
| 4000 Staffing Costs                             | 0                     | 2,220                  | 6,406                 | 4,186                    |                          | 4,186              | 34.7%         |                         |
| 4141 BH evening classes expenditure             | 0                     | 0                      | 750                   | 750                      |                          | 750                | 0.0%          |                         |
| Blakehay - Upper Studio :- Indirect Expenditure | <b>0</b>              | <b>2,220</b>           | <b>7,156</b>          | <b>4,936</b>             | <b>0</b>                 | <b>4,936</b>       | <b>31.0%</b>  | <b>0</b>                |
| <b>Net Income over Expenditure</b>              | <b>0</b>              | <b>(2,412)</b>         | <b>6,244</b>          | <b>8,656</b>             |                          |                    |               |                         |
| <b>123 Blakehay Bar</b>                         |                       |                        |                       |                          |                          |                    |               |                         |
| 1193 Blakehay Bar Events Hire                   | 0                     | 0                      | 1,750                 | 1,750                    |                          |                    | 0.0%          |                         |
| 1194 Blakehay Bar Income                        | 0                     | 0                      | 15,000                | 15,000                   |                          |                    | 0.0%          |                         |
| Blakehay Bar :- Income                          | <b>0</b>              | <b>0</b>               | <b>16,750</b>         | <b>16,750</b>            |                          |                    | <b>0.0%</b>   | <b>0</b>                |
| 4000 Staffing Costs                             | 0                     | 1,848                  | 8,683                 | 6,835                    |                          | 6,835              | 21.3%         |                         |
| 4031 Equipment - Rental                         | 332                   | 1,337                  | 2,574                 | 1,237                    |                          | 1,237              | 51.9%         |                         |
| 4405 Blakehay Bar Expenditure                   | 0                     | 73                     | 5,000                 | 4,927                    |                          | 4,927              | 1.5%          |                         |
| Blakehay Bar :- Indirect Expenditure            | <b>332</b>            | <b>3,258</b>           | <b>16,257</b>         | <b>12,999</b>            | <b>0</b>                 | <b>12,999</b>      | <b>20.0%</b>  | <b>0</b>                |
| <b>Net Income over Expenditure</b>              | <b>(332)</b>          | <b>(3,258)</b>         | <b>493</b>            | <b>3,751</b>             |                          |                    |               |                         |
| <b>124 Blakehay Box Office</b>                  |                       |                        |                       |                          |                          |                    |               |                         |
| 1105 Blakehay Box office income                 | 0                     | (30)                   | 10,800                | 10,830                   |                          |                    | (0.3%)        |                         |
| Blakehay Box Office :- Income                   | <b>0</b>              | <b>(30)</b>            | <b>10,800</b>         | <b>10,830</b>            |                          |                    | <b>(0.3%)</b> | <b>0</b>                |
| 4000 Staffing Costs                             | 0                     | 5,124                  | 18,312                | 13,188                   |                          | 13,188             | 28.0%         |                         |
| 4031 Equipment - Rental                         | 22                    | 110                    | 0                     | (110)                    |                          | (110)              | 0.0%          |                         |
| 4036 Stationery                                 | 0                     | 0                      | 800                   | 800                      |                          | 800                | 0.0%          |                         |
| 4136 Credit Card Chgs                           | 0                     | 0                      | 528                   | 528                      |                          | 528                | 0.0%          |                         |
| 4407 Museum cafe stock                          | 48                    | 48                     | 0                     | (48)                     |                          | (48)               | 0.0%          |                         |
| Blakehay Box Office :- Indirect Expenditure     | <b>70</b>             | <b>5,282</b>           | <b>19,640</b>         | <b>14,358</b>            | <b>0</b>                 | <b>14,358</b>      | <b>26.9%</b>  | <b>0</b>                |
| <b>Net Income over Expenditure</b>              | <b>(70)</b>           | <b>(5,312)</b>         | <b>(8,840)</b>        | <b>(3,528)</b>           |                          |                    |               |                         |
| <b>125 Blakehay -Live Shows</b>                 |                       |                        |                       |                          |                          |                    |               |                         |
| 1106 Blakehay events income                     | 0                     | (36)                   | 48,000                | 48,036                   |                          |                    | (0.1%)        |                         |
| Blakehay -Live Shows :- Income                  | <b>0</b>              | <b>(36)</b>            | <b>48,000</b>         | <b>48,036</b>            |                          |                    | <b>(0.1%)</b> | <b>0</b>                |
| 4016 Show costs                                 | 0                     | 2,250                  | 24,000                | 21,750                   |                          | 21,750             | 9.4%          |                         |
| 4039 Advertising & Marketing                    | 0                     | 0                      | 2,400                 | 2,400                    |                          | 2,400              | 0.0%          |                         |
| Blakehay -Live Shows :- Indirect Expenditure    | <b>0</b>              | <b>2,250</b>           | <b>26,400</b>         | <b>24,150</b>            | <b>0</b>                 | <b>24,150</b>      | <b>8.5%</b>   | <b>0</b>                |
| <b>Net Income over Expenditure</b>              | <b>0</b>              | <b>(2,286)</b>         | <b>21,600</b>         | <b>23,886</b>            |                          |                    |               |                         |

## Detailed Income &amp; Expenditure by Budget Heading 26/08/2020

Month No: 5

## Cost Centre Report

|                                       | Actual<br>Current Mth | Actual Year<br>To Date | Current<br>Annual Bud | Variance<br>Annual Total | Committed<br>Expenditure | Funds<br>Available | % Spent | Transfer<br>to/from EMR |
|---------------------------------------|-----------------------|------------------------|-----------------------|--------------------------|--------------------------|--------------------|---------|-------------------------|
| Grand Totals:- Income                 | 0                     | (258)                  | 132,050               | 132,308                  |                          |                    | (0.2%)  |                         |
| Expenditure                           | 3,021                 | 52,321                 | 186,659               | 134,338                  | 0                        | 134,338            | 28.0%   |                         |
| <b>Net Income over Expenditure</b>    | <u>(3,021)</u>        | <u>(52,579)</u>        | <u>(54,609)</u>       | <u>(2,030)</u>           |                          |                    |         |                         |
| <b>Movement to/(from) Gen Reserve</b> | <u>(3,021)</u>        | <u>(52,579)</u>        |                       |                          |                          |                    |         |                         |

|  | Actual<br>Current Mth | Actual Year<br>To Date | Current<br>Annual Bud | Variance<br>Annual Total | Committed<br>Expenditure | Funds<br>Available | % Spent | Transfer<br>to/from EMR |
|--|-----------------------|------------------------|-----------------------|--------------------------|--------------------------|--------------------|---------|-------------------------|
| <u>140</u> <u>Museum Central Costs</u>       |                       |                        |                       |                          |                          |                    |         |                         |
| 1100 Miscellaneous Income                    | 0                     | 11                     | 7,500                 | 7,489                    |                          |                    | 0.1%    |                         |
|  |                       |                        |                       |                          |                          |                    |         |                         |
| Museum Central Costs :- Income               | 0                     | 11                     | 7,500                 | 7,489                    |                          |                    | 0.1%    | 0                       |
| 4000 Staffing Costs                          | 0                     | 36,695                 | 113,822               | 77,127                   |                          | 77,127             | 32.2%   |                         |
| 4012 Travel & Subsistence Expenses           | 0                     | 0                      | 200                   | 200                      |                          | 200                | 0.0%    |                         |
| 4013 Training                                | 398                   | 607                    | 5,000                 | 4,393                    |                          | 4,393              | 12.1%   |                         |
| 4014 P P E / Health & Safety                 | 10                    | 2,544                  | 1,000                 | (1,544)                  |                          | (1,544)            | 254.3%  |                         |
| 4019 Website Costs-TC                        | 0                     | 0                      | 600                   | 600                      |                          | 600                | 0.0%    |                         |
| 4030 Equipment Purchase                      | 96                    | 156                    | 1,300                 | 1,144                    |                          | 1,144              | 12.0%   |                         |
| 4031 Equipment - Rental                      | 22                    | 110                    | 1,616                 | 1,506                    |                          | 1,506              | 6.8%    |                         |
| 4034 Equipment Repairs                       | 0                     | 0                      | 200                   | 200                      |                          | 200                | 0.0%    |                         |
| 4035 Telephone                               | 0                     | 542                    | 1,600                 | 1,058                    |                          | 1,058              | 33.9%   |                         |
| 4036 Stationery                              | 0                     | 8                      | 750                   | 742                      |                          | 742                | 1.1%    |                         |
| 4039 Advertising & Marketing                 | 71                    | 149                    | 4,000                 | 3,851                    |                          | 3,851              | 3.7%    |                         |
| 4041 Fees, Subs and Conferences              | 16                    | 115                    | 300                   | 185                      |                          | 185                | 38.3%   |                         |
| 4043 Ink Cartridges/printing                 | 0                     | 25                     | 0                     | (25)                     |                          | (25)               | 0.0%    |                         |
| 4044 Insurance                               | 1,467                 | 1,945                  | 1,600                 | (345)                    |                          | (345)              | 121.6%  |                         |
| 4102 NNDR                                    | 5,325                 | 32,260                 | 53,551                | 21,291                   |                          | 21,291             | 60.2%   |                         |
| 4104 Utilities - Water                       | 0                     | 692                    | 978                   | 286                      |                          | 286                | 70.7%   |                         |
| 4105 Utilities - Heat & Light                | 499                   | 3,266                  | 12,547                | 9,281                    |                          | 9,281              | 26.0%   |                         |
| 4109 Alarm system                            | 727                   | 975                    | 1,000                 | 25                       |                          | 25                 | 97.5%   |                         |
| 4110 Cleaning                                | 0                     | 3,653                  | 12,000                | 8,347                    |                          | 8,347              | 30.4%   |                         |
| 4111 Window Cleaning                         | 0                     | 200                    | 600                   | 400                      |                          | 400                | 33.3%   |                         |
| 4114 Refuse Removal                          | 147                   | 918                    | 1,800                 | 882                      |                          | 882                | 51.0%   |                         |
| 4116 Dogbin Emptying                         | 0                     | 139                    | 0                     | (139)                    |                          | (139)              | 0.0%    |                         |
| 4131 Licenses                                | 284                   | 579                    | 1,350                 | 771                      |                          | 771                | 42.9%   |                         |
| 4161 Volunteer Training                      | 0                     | 0                      | 1,000                 | 1,000                    |                          | 1,000              | 0.0%    |                         |
| 4214 Somerset County Council - SLA           | 0                     | 0                      | 69,454                | 69,454                   |                          | 69,454             | 0.0%    |                         |
| 6000 Admin Salaries Recharge                 | 0                     | 10,376                 | 9,888                 | (488)                    |                          | (488)              | 104.9%  |                         |
| 6005 Admin Overhead Recharge                 | 0                     | 2,374                  | 3,224                 | 850                      |                          | 850                | 73.6%   |                         |
| 6007 Grove House Recharge                    | 0                     | 559                    | 552                   | (7)                      |                          | (7)                | 101.3%  |                         |
| 6008 Grove Lodge Recharges                   | 0                     | 523                    | 416                   | (107)                    |                          | (107)              | 125.7%  |                         |
| 6010 Grounds Salaries Recharge               | 0                     | 208                    | 232                   | 24                       |                          | 24                 | 89.7%   |                         |
| 6015 Grounds Overhead Recharge               | 0                     | 56                     | 76                    | 20                       |                          | 20                 | 73.7%   |                         |
|  |                       |                        |                       |                          |                          |                    |         |                         |
| Museum Central Costs :- Indirect Expenditure | 9,062                 | 99,674                 | 300,656               | 200,982                  | 0                        | 200,982            | 33.2%   | 0                       |
|  |                       |                        |                       |                          |                          |                    |         |                         |
| Net Income over Expenditure                  | (9,062)               | (99,664)               | (293,156)             | (193,492)                |                          |                    |         |                         |
| <u>141</u> <u>Museum Learning and Events</u> |                       |                        |                       |                          |                          |                    |         |                         |
| 1006 Museum Learning Room Hire               | 0                     | (60)                   | 8,487                 | 8,547                    |                          |                    | (0.7%)  |                         |

## Detailed Income &amp; Expenditure by Budget Heading 26/08/2020

Month No: 5

## Cost Centre Report

|  | Actual<br>Current Mth | Actual Year<br>To Date | Current<br>Annual Bud | Variance<br>Annual Total | Committed<br>Expenditure | Funds<br>Available | % Spent | Transfer<br>to/from EMR |
|--|-----------------------|------------------------|-----------------------|--------------------------|--------------------------|--------------------|---------|-------------------------|
| 1008 Museum handling box hire                      | 0                     | 0                      | 1,575                 | 1,575                    |                          |                    | 0.0%    |                         |
| 1103 Other event misc income                       | 0                     | 0                      | 7,290                 | 7,290                    |                          |                    | 0.0%    |                         |
| Museum Learning and Events :- Income               | 0                     | (60)                   | 17,352                | 17,412                   |                          |                    | (0.3%)  | 0                       |
| 4000 Staffing Costs                                | 0                     | 8,768                  | 29,353                | 20,585                   |                          | 20,585             | 29.9%   |                         |
| 4020 Learning/Event education equip                | 152                   | 898                    | 1,000                 | 102                      |                          | 102                | 89.8%   |                         |
| 4039 Advertising & Marketing                       | 0                     | 0                      | 1,000                 | 1,000                    |                          | 1,000              | 0.0%    |                         |
| 4058 Learning/Events Museum events                 | 0                     | 0                      | 1,000                 | 1,000                    |                          | 1,000              | 0.0%    |                         |
| Museum Learning and Events :- Indirect Expenditure | 152                   | 9,666                  | 32,353                | 22,687                   | 0                        | 22,687             | 29.9%   | 0                       |
| Net Income over Expenditure                        | (152)                 | (9,726)                | (15,001)              | (5,275)                  |                          |                    |         |                         |
| <u>142 Museum Cafe</u>                             |                       |                        |                       |                          |                          |                    |         |                         |
| 1004 Cafe Sales                                    | 0                     | 0                      | 62,000                | 62,000                   |                          |                    | 0.0%    |                         |
| Museum Cafe :- Income                              | 0                     | 0                      | 62,000                | 62,000                   |                          |                    | 0.0%    | 0                       |
| 4000 Staffing Costs                                | 0                     | 13,741                 | 48,023                | 34,282                   |                          | 34,282             | 28.6%   |                         |
| 4014 P P E / Health & Safety                       | 0                     | 799                    | 1,100                 | 301                      |                          | 301                | 72.7%   |                         |
| 4015 SLA Somerset                                  | 0                     | 0                      | 1,824                 | 1,824                    |                          | 1,824              | 0.0%    |                         |
| 4017 Museum cafe equip rental                      | 0                     | 456                    | 0                     | (456)                    |                          | (456)              | 0.0%    |                         |
| 4031 Equipment - Rental                            | 0                     | 52                     | 0                     | (52)                     |                          | (52)               | 0.0%    |                         |
| 4058 Learning/Events Museum events                 | 0                     | 0                      | 1,000                 | 1,000                    |                          | 1,000              | 0.0%    |                         |
| 4110 Cleaning                                      | 0                     | 0                      | 845                   | 845                      |                          | 845                | 0.0%    |                         |
| 4114 Refuse Removal                                | 0                     | 150                    | 800                   | 650                      |                          | 650                | 18.7%   |                         |
| 4151 Catering                                      | 0                     | 129                    | 500                   | 371                      |                          | 371                | 25.8%   |                         |
| 4406 Bar Stock                                     | 0                     | 0                      | 2,500                 | 2,500                    |                          | 2,500              | 0.0%    |                         |
| 4407 Museum cafe stock                             | 0                     | 55                     | 13,000                | 12,945                   |                          | 12,945             | 0.4%    |                         |
| Museum Cafe :- Indirect Expenditure                | 0                     | 15,381                 | 69,592                | 54,211                   | 0                        | 54,211             | 22.1%   | 0                       |
| Net Income over Expenditure                        | 0                     | (15,381)               | (7,592)               | 7,789                    |                          |                    |         |                         |
| <u>143 Museum shop/retail</u>                      |                       |                        |                       |                          |                          |                    |         |                         |
| 1005 Museum Shop Sales                             | 0                     | 184                    | 13,500                | 13,316                   |                          |                    | 1.4%    |                         |
| 1009 Museum sale or return comm                    | 0                     | 0                      | 4,000                 | 4,000                    |                          |                    | 0.0%    |                         |
| Museum shop/retail :- Income                       | 0                     | 184                    | 17,500                | 17,316                   |                          |                    | 1.1%    | 0                       |
| 4031 Equipment - Rental                            | 0                     | 52                     | 0                     | (52)                     |                          | (52)               | 0.0%    |                         |
| 4136 Credit Card Chgs                              | 13                    | 20                     | 312                   | 292                      |                          | 292                | 6.5%    |                         |
| 4407 Museum cafe stock                             | 0                     | 18                     | 0                     | (18)                     |                          | (18)               | 0.0%    |                         |
| 4408 Museum shop stock                             | 0                     | 1,034                  | 7,000                 | 5,966                    |                          | 5,966              | 14.8%   |                         |
| Museum shop/retail :- Indirect Expenditure         | 13                    | 1,123                  | 7,312                 | 6,189                    | 0                        | 6,189              | 15.4%   | 0                       |
| Net Income over Expenditure                        | (13)                  | (939)                  | 10,188                | 11,127                   |                          |                    |         |                         |

## Detailed Income &amp; Expenditure by Budget Heading 26/08/2020

Month No: 5

## Cost Centre Report

|  | Actual<br>Current Mth | Actual Year<br>To Date | Current<br>Annual Bud | Variance<br>Annual Total | Committed<br>Expenditure | Funds<br>Available | % Spent | Transfer<br>to/from EMR |
|--|-----------------------|------------------------|-----------------------|--------------------------|--------------------------|--------------------|---------|-------------------------|
| <u>144</u> <u>Museum Temporary Gallery</u>       |                       |                        |                       |                          |                          |                    |         |                         |
| 4039 Advertising & Marketing                     | 0                     | 0                      | 1,000                 | 1,000                    |                          | 1,000              | 0.0%    |                         |
| Museum Temporary Gallery :- Indirect Expenditure | 0                     | 0                      | 1,000                 | 1,000                    | 0                        | 1,000              | 0.0%    | 0                       |
| Net Expenditure                                  | 0                     | 0                      | (1,000)               | (1,000)                  |                          |                    |         |                         |
| <u>145</u> <u>Museum Function</u>                |                       |                        |                       |                          |                          |                    |         |                         |
| 1104 Function Income                             | 0                     | 30                     | 31,500                | 31,470                   |                          |                    | 0.1%    |                         |
| Museum Function :- Income                        | 0                     | 30                     | 31,500                | 31,470                   |                          |                    | 0.1%    | 0                       |
| 4000 Staffing Costs                              | 0                     | 0                      | 2,385                 | 2,385                    |                          | 2,385              | 0.0%    |                         |
| 4030 Equipment Purchase                          | 0                     | 0                      | 500                   | 500                      |                          | 500                | 0.0%    |                         |
| 4039 Advertising & Marketing                     | 0                     | 0                      | 1,000                 | 1,000                    |                          | 1,000              | 0.0%    |                         |
| Museum Function :- Indirect Expenditure          | 0                     | 0                      | 3,885                 | 3,885                    | 0                        | 3,885              | 0.0%    | 0                       |
| Net Income over Expenditure                      | 0                     | 30                     | 27,615                | 27,585                   |                          |                    |         |                         |
| Grand Totals:- Income                            | 0                     | 165                    | 135,852               | 135,687                  |                          |                    | 0.1%    |                         |
| Expenditure                                      | 9,227                 | 125,845                | 414,798               | 288,953                  | 0                        | 288,953            | 30.3%   |                         |
| Net Income over Expenditure                      | (9,227)               | (125,680)              | (278,946)             | (153,266)                |                          |                    |         |                         |
| Movement to/(from) Gen Reserve                   | (9,227)               | (125,680)              |                       |                          |                          |                    |         |                         |

## **Report to the Heritage, Arts and Culture Committee - September 2020**

### **Marketing update from the Communication Officer.**

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#### **Weston Museum**

Weston Museum has during lock down seen the implementation of a new website. This was a necessity in order to meet legislation set out in the new government regulations for accessibility coming into force September 2020. In addition, we needed to build a new website as the old website's theme couldn't support the changes needed to become compliant.

The website is now live, it is being tweaked and the accessibility is being done so we can achieve AA standard as we have done on the new Town Council website.

#### **Covid stories**

##### **An invitation to contribute your learning to create a shared resource and historical archive of North Somerset's Covid-19 community response.**

What has been achieved in the past few months as the community response to Covid-19 is astonishing. Community groups sprang up and some even developed into community interest companies almost overnight. Although we may not fully realise it yet, we are not just making history, we have the potential to build a new and better future.

The aim of 'Covid stories' is to log the historical impact of everything we have learnt so we can use this as a guide for our future next steps.

To do this we need to extract every last drop of juice from the stories of our experiences of the last few months.

What worked well, what didn't go so well, who benefited, how were lives changed?

From the stories of volunteers and the people they have helped, we will make a historical archive with Weston Museum - from the start of the crisis to people's thoughts and feelings about what might happen next. This archive will be made up of video and audio interviews as well as supporting documents. We want to hear from organisations, volunteers and those who received support.

We also want to learn from the experience and use it to inform the design and delivery of services in the future. By talking to the people who have led and organised the effort in the different communities of North Somerset, we can understand patterns and trends, what went well, what we can improve and what we can share, learn how we can do more than 'go back to normal' and understand how we can 'go on to better'.

The two strands together will secure our efforts permanently into the history of North Somerset and allow us to be part of the change we want to see in the world.

The stories are being gathered from across the community networks that have sprung up across North Somerset. No small task!

I talked to the BBC to see if they would be interested in being involved and they are already part of a bigger project with the British Museum that we may be able to piggy back our work onto.

We asked community groups to identify a champion for the “oral history” strand of the project, the person who can become the contact and liaison between with us and your group.

Matt Hardy, Jane Hill and Becky Walsh created a ‘support pack’ which included:

- Audio recording training video (how to interview, collect and send)
- Key contacts for the project
- Interview questions for organisation leaders, those who received help and volunteers
- Consent form and how to gain consent
- Invitation and explanation letter for those who received help and volunteers
- An example interview audio file

Sadly, we didn’t have many champions coming forward and the interviews have started to be covered by some media contacts and Town Council Staff Molly and Zoe as volunteers.

We have changed direction by creating surveys, asking participants to record themselves answering the questions and we are widening the scope by sending out a press release to raise awareness of the project and this will be sent out across North Somerset.

Facebook as of 24<sup>th</sup> August  
Followers – 4026  
Reach (last 28 days) – 14,427

Twitter as of 24<sup>th</sup> August  
Followers – 2259  
Impressions – 9765

Instagram  
Followers – 878  
Impressions – 1217



## **Blakehay Theatre**

In the next two weeks we will start on the government accessibility regulations for the Blakehay website. As Sally is very website savvy she has already done a lot to make the site accessible. Until the website designer sees, the back end of the site we won't know exactly what is required. It's likely we will miss the September deadline, however, there is a little room as we can create a statement for 'exceptional circumstances' during this time of Covid-19.

For the winter months we are hoping to create a programme of tastier sessions in theatre arts. This will be Zoom sessions with experts that will have a live audience and then be recorded to be used across our social media. Subjects will include:

- Writing for theatre
- Acting for stage
- Back stage production
- Dance for stage
- Musicals singing
- Improv theatre
- Comedy

These online taster sessions will aim to commence in October and run until March 2021.

Facebook as of 26<sup>th</sup> August  
Followers – 1,564  
Reach (last 28 days) – 4,523

## **Blue Plaques**

The audio tour for the Blue Plaques is now on the new town council website. Narrated by Cllr Crockford-Hawley.

Blue plaques for Dwight D. Eisenhower and John Hugh Smyth-Piggott have been unveiled.

Dwight D. Eisenhower Blue Plaque got local and national coverage from The Sun and the Telegraph as well as an American ex-pat magazine.

A plaque for Bob Hope is being unveiled 11<sup>th</sup> September 2.00pm.

A buildings agreement form for Deborah Kerr has been returned and Cllr Crockford-Hawley is working on the wording.

The buildings management company has been contacted for Ivy Millicent James and we are in conversation. This will be the final Blue Plaque.

## **Milton Road Cemetery**

I was asked during a climate change meeting to put together a film of the trees in the cemetery to be voiced over by Steve Clark. Once I met Steve, I could tell he could present in a way that would warrant something a little better than my iPhone! I decided to ask a local film maker Sally Low to film the project, she is passionate about the environment, she kindly agreed.

What Sally gave me over the weekend in terms of footage is nothing less than breath taking. She took a drone onto the site and has done areal footage of the whole site. I would say we have about £4,000 worth of footage for free! I'm now on the final stages of the editing.

The 20-minute-long tree documentary with a view to have this shown at the Museum, possibly on a loop. This will also be on the TC website and have a full film premier launch possibly outdoors.

I have collected the original 'audio tour' of the cemetery and I am now going to re-edit the films to make more films.

People – A film using the audio about the graves played over the footage of the cemetery.

History - A film using the audio about the History of the places in the cemetery played over the re-edited footage of the cemetery.

Plants and trees – This would be in addition to Steve Clark's narration film played over the re-edited footage of the cemetery.

My intention is to add three more pages to the Town Council website to feature these films as they may need to be individual files in the same style as the blue plaque audio tour.

I have the PDF of Victorian Cemeteries booklet which I will turn into a download on the website. The 'WSM at War' booklet is being looked at by Cllr Crockford-Hawley and this will also become a download on the website.

The aim is to give a second lease of life to previous work and to bring them a digital audience especially at this time of COVID for those shielding and those looking for new fresh air interests.

**Heritage, Arts and Culture Committee September 2020**  
**Museum Progress Report**  
**Written by Matt Hardy – Visitor Services Manager**

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**Operations**

As of 13<sup>th</sup> August, Weston Museum has reopened its doors to the public. We are started with a reduced capacity and limited opening hours. These will be reviewed periodically and will continue to adhere to the latest government guidelines.

Our new website is now live. We have been working with Becky Walsh on this project and would like to formally thank her for the hard work and patience involved in the project.

Due to the restrictions in place in the galleries, certain interactives have been covered. In an effort to reduce the impact of this and continue to engage with the community, we have reached out to local artists who will create artwork to decorate these coverings.

Works on the museum roof are now finished and the creation of the new function room is well underway.

We are now approaching the end of the loan agreement in place with the Clevedon Torc. I am currently unable to confirm dates and timelines due to the security restrictions in place. I have requested that we now start the process of selecting a new object in partnership with the South West Heritage Trust.

**Visitor Numbers**

13<sup>th</sup> – 15<sup>th</sup> August: 116  
20<sup>th</sup> – 22<sup>nd</sup> August: 156  
27<sup>th</sup> – 30<sup>th</sup> August: 189

**External Bookings**

We begin our attempts to get functions back to some sense of ‘normality’ by hosting a pub quiz on the night of 9<sup>th</sup> September. Unfortunately, whilst current government guidelines remain in place the courtyard capacity is limited to 20 people (instead of usual 100) and the education room is unusable. On a positive note we have already received good feedback about the new function room.

**Retail**

Due to the current restrictions in place, we have had to restructure the shop. Now only the bays are being used so as to allow social distancing when entering and exiting the building. Protective screens have been installed on the welcome desk. Sophie has contacted several new local suppliers including a wood worker and jewellery.

**Community Engagement**

A digital reminiscence pack has been created and is fully accessible. A number of articles were researched, written and added to the museum website blog. We organised digital events for the national Festival of Archaeology and had positive engagement. The café artwork schedule has been updated and we have a programme until the end of 2021.

Art work by Paul Hill was installed for the re-opening period. A new display of art is by Joan Dunne. An oral history toolkit was created for the North Somerset Council Covid Stories project. Photographs and writing by volunteers have also been compiled for a resource pack.

### **Community Gallery**

The exhibition timetable has been altered to reflect the new dates into 2022.

The touchscreen interactive has been replaced by a digital projector.

Jane Hill and Chris Fisher installed the Gypsy & Traveller exhibition, the result of a collaboration between Citizens Advice and North Somerset Council Gypsy & teacher Education Service. Objects on display are loaned by the Gypsy & Traveller community, including art work by school children and also the South West Heritage Trust.

Chris and Jane are working on two future exhibitions: The Multi-Cultural Friendship Group and the Rotary Club, Weston.

### **Sharing Heritage – Know Your Place**

This project is now concluding but has lots of engagement via social media during lock down and volunteers continued to make a contribution.

### **Volunteers**

The first volunteers started back with us week commencing 24<sup>th</sup> August 2020 in the following roles; gallery steward, ground floor steward and meet and greet. The feedback from them has been good and they are happy with the new procedures.

We have lost a few volunteers who due to age and mobility feel now would be a good time to stop after being at home for the lockdown period.

Many of our volunteers are anxious about returning due to health concerns but are very keen to return when they feel they can.

Lisa has caught up with all of the volunteers at various points during lockdown and the general feeling was that of praise for what staff had achieved and thanks for the continued support and communication.

### **Clara's Café**

Clara's Café is up and running again with a limited menu on a temporary basis. It now operates with the use of table service, in order to maintain social distancing among volunteers, staff and visitors.

We will increase the offer in due course to fall in line with the reopening plan for the museum.

### **Learning**

During lockdown, 'Rusty's Time Travelling Adventures' (an activity series) was used as a method of launching an activity pack each week, designed to appeal to a wide audience using easily accessible household items. Our talented volunteer Sam provided images and comic strips to bring the packs to life.

In a second stage as lockdown eased we progressed to creating simple films using mobiles and open source software to supplement the activities. These focussed on craft activities and locations close to our individual homes, as well as collaborations and expertise from our North Somerset Council colleagues, Cat Lodge and Kate Hudson-McAulay.

This work has created a varied bank of fun and educational resources that will be highly useful for future learning activities and has developed a system of working that we are currently elaborating upon for future learning programmes.

Currently, we are preparing to offer resources to schools when they reopen in September. Initially, this involves extending our range of handling boxes to include activity boxes and re-purposing a number of artefacts usually used for learning sessions at the museum. We hope to create an increased number of hireable resources, which will still allow us to safely quarantine to ensure Covid-19 security. We also hope to create more digital engagement opportunities for future working with schools and groups who are unable to make visits to the museum in person.

**Members are requested to:**

**Note the report.**



## **What's been happening?**

The theatre closed its doors at 2pm on Tuesday 17<sup>th</sup> March 2020 following the statement from central government regarding staying away from theatres. The staff were still working behind closed doors until Monday 23<sup>rd</sup> March 2020 when the country went into Lockdown.

Our staff have been working from home with a full box office service of Monday to Friday from 10am to 2pm through email and the box office phone has been diverted to the Theatre Managers personal mobile phone throughout this period.

On our last day, we were able to put posters up outside the building, keeping people informed of what was happening and how they could contact us, and these have been updated throughout the closure period.

During this time, the staff have been busy working from home and the 'Blakehay Virtual Theatre' was implemented. This was across all platforms of Facebook, Twitter, Instagram and our Website as well as directly into the inbox of people's email. Here are just a few examples of all the work that the staff have been working on remotely in order to keep our patrons engaged;

- Weekly E-Newsletter update every Friday at 2pm
- Encouraged local people to let us know their online classes & events and advertised these for them – Pilates, Yoga, Tai Chi, Quizzes etc
- Created series of Blogs
- Advertised national 'Streaming' of theatre and events that people can be involved in – National Theatre at Home, the shows Must go On, The Albert Hall at Home etc.
- Created Video content to keep people engaged
- Online Competitions
- Surveys / Social Media Polls
- Daily Social Media Posts

Through this work we have managed to keep our audience engaged and add to our online presence.

Also our staff have been working on keeping up to date with the Health & Safety paperwork with a Covid-19 Re-Opening strategy. As well as free training webinars, and we have been able to look at our climate change and how we will improve this at the theatre, created a History wall and pamphlet in the foyer and created lighting plans for hirers to use, so our staff have been kept busy during this period.

During May & June we were able to start getting the theatre ready for staff to be able to work back in the building, behind closed doors, with all of our contractors coming to service different aspects of the theatre as these were all postponed due to lockdown and would have ordinarily been completed in April 2020.

From 1<sup>st</sup> July 2020, our staff were able to start working again in the theatre, with precautions, and we were able to complete our yearly maintenance of the main house and stage, that would normally happen in April.

The main aspect of this period has been keeping in touch with all of our companies and patrons that had shows booked through the Summer and Winter Seasons of 2020.

We have been able to postpone all of our shows from the two season to 2021 and have only had one cancellation of a show by a hire company and two cancellations from our Live Shows budget, of which we received a full refund of their deposits paid to them.

We have only had to refund three customers who bought tickets to cancelled shows, as other customers donated their ticket cost to the theatre or are happy for heir tickets to be transferred to new dates of postponed shows. We feel that this is a big achievement and are delighted that all of the companies are happy to work with us and patrons are still buying tickets for these shows for 2021.

We have also been able to start booking in shows for 2021, with hirers still keen to book the theatre. We are being very cautious about this, as we are still unsure of what the situation will be, but the majority of our shows are provisionally booked in from April 2021 and onwards.

We have been campaigning with national organisations about the fate of theatres and the industry with the #SaveOurTheatres #LightItInRed campaign and made the theatre lights on the front of the building red in support of this cause.

### **Grant Applications**

The Development Officer submitted the SEN grant application to ACE in January this year and we were hoping to hear in May 2020 the outcome of this application. Unfortunately, with the Pandemic, ACE informed us that they were suspending project grants and so we will look again in the future to resubmit for this project.

We have submitted an application for the Theatre Recovery Fund through ACE and will know the outcome of this on Monday 5<sup>th</sup> October 2020.

### **Awards Success**

It was announced on the 13<sup>th</sup> February that our technician, Rob Heath, has been nominated and shortlisted for a David Beach Youth Award for Creative Lighting. This was for the production by Weston Operatic OPPITTS Show of Barnum, that was staged at the theatre in July 2019. The ceremony was held online on Saturday 4<sup>th</sup> April 2020 and we are delighted to announce that Rob won this award.

### **What's Happening Now Update**

Although the government have announced that theatres were allowed to re-open from the 15<sup>th</sup> August 2020, this was with Social distancing measures in place. Unfortunately, due to the layout and size of our theatre this would mean that we would only be able to open at a 12% capacity of just 25 audience members, which is not financially viable at this time for us or our hirers. (We were running on an average 70% capacity before lockdown.) In our Studio Theatre (which we could open as a cinema) this capacity for this is also at 19 people.

Therefore, we started concentrating on re-opening our studios for our classes that we have each week. The issues that we have faced are with ventilation and space in the studio and so we are now able to open with a maximum of 8 people in the studio for a class at present.

We were hoping to look at re-opening these from September 2020, but with the application for the Theatre Recovery Fund not allowing us to do anything until October 2020, through the chance of us not being eligible to receive the funds, this may have put this on hold.

Therefore, we are awaiting the outcome of this grant application before we will be able to look at going forward for the rest of this financial year.

### **What are we Working On?**

The online content is starting to finish as people are able to go back into theatres and halls. Therefore, we are exploring ways in which we can keep our audiences engaged whilst we remain closed, that does not conflict with our grant application.

Therefore, we are looking into the possibilities of creating a virtual online theatre educational series, using practitioners who would be able to give us a free taster session and then people could be directed to their online paid classes. we are looking at this being stretched from about October 2020 to March 2021.

Over this time period we would have, for example, an 'Acting Week' where you could have practitioners giving a drama class, how to write plays, directing etc, then we could have a 'Wellbeing Week' of yoga classes, Pilates classes etc. We hope that this would help keep audiences engaged as well as signposting them to the different classes and courses that are available either online or in person.

We are also looking at the possibility of creating an online Christmas Craft Fair with local businesses and are looking at the possibilities of this. This event could replace our usual Christmas Stalls Coffee Morning that we normally hold in November.

This idea centres around a Virtual Christmas Fair; things being sold and the ability to purchase online. However, we intend to take this a step further and give both business owners and customers the chance to either participate in person or online.

The plan of action currently, as it stands, is to have several stalls around the Blakehay Theatre (following the social distancing rules) spread mainly across the Theatre Bar and the Studio Theatre. In addition to these actual stalls, we'd like to have a platform, such as a Facebook event, where we can promote online businesses that people can purchase from.

We have reached out to our contact: Becky Collier, who is owner of The Crafternoon Co. (Facebook: @thecrafternoonco). During lockdown, Becky held a Virtual Crafts Fair and we feel her insight would be invaluable to us executing this plan to its full potential. Becky is extremely interested and willing to participate and her experience with the virtual aspect to find out what may work best for us in terms of blending the two platforms. It may be as simple as directing our online customers to the businesses' websites where online sales can be made. Therefore, this would allow us to focus on the happenings in the venue.



In addition, we believe Becky will be able to use her contacts to help get us a wide range of businesses involved - of course including those that normally join us for our Christmas Stalls Coffee Morning.

This event should be an excellent way to introduce our patrons back into the venue with the new rules and procedures in play. There will also be an opportunity for us to make money too; be that via opening the bar, a raffle and/or having a stall ourselves.

We have also had contact from a local artist who is interested in using our virtual theatre platform with hers to reach out to local people in isolation. She is part of the Windrose and is a media charity that has been in operation for 35 years. It has a large archive of films collected from the South West.

At this time, they would normally be planning a season of live shows that combine archive films with music and singing. Live shows are an important remit of their outreach work and have reached thousands of people this way. Due to Covid -19 they cannot plan or deliver live shows and have no way of knowing when we might be able to so in the future. This has a knock-on effect on publicity, fund raising, the artists we work with, charity income and the security of the charity.

They can transfer a live show, aesthetically pleasing into a digital format by sequencing songs and films together. we are looking at including this in our Virtual Theatre, but we have also discussed the possibility of using this as an outreach to care homes and I suggested that this may be a nice project to link in with Weston Museum and their Memory sessions and cafes that they were having. The project will depend on their Arts Council Funding, but would be a nice project to incorporate both venues.

### **Theatre Bar/ Box Office Project**

Due to the current situation, we have put on hold the exploration of the opening up the bar and amalgamating the box office into this.

Once we can plan going forward we will relook at this possibility.

### **Members are requested to:**

1. Note the update from the Theatre Manager.

**South West Heritage Trust (SWHT) Report  
Heritage, Arts and Culture Committee  
27.08.2020**

**Work programme:**

**Blogs**

Work has been undertaken over the last few months to support Weston Museum's digital programme. This has taken the form of a series of blogs released on the museum website and social media channels that have highlighted important and interesting objects within the collections.

Objects were chosen from across all main collection areas and feature both objects on display and in the reserve collection. The aim to make collections accessible whilst the museum was closed due to Covid.

Objects featured include: an air raid precautions (A.R.P) wardens whistle, a Victorian child's swansdown cape, the Victorian portrait of the Bean Lucas Family by Edward Villiers Rippingille, Adam and Eve delft charger, a Roman box flue tile, Alfred Leete's recruitment poster and the commercial postcard art of suffragette artist Ivy Millicent James.

**Bridgeman**

A project to add images of important and visually interesting objects from the collection has been underway during lockdown.

Bridgeman is a leading supplier of rights managed art, culture and historic images for licensing and reproduction and creates revenue for museums.

Spreadsheets of metadata have been created and uploaded to enable images of objects and associated information to appear on the Bridgeman website.

**Conservation:**

The portrait of William Mable by James Pennell (WESTM : r07) has been moved from Weston Museum to the SWHC to assess the painting for conservation. The frame was recently damaged whilst building repairs were being carried out in the gallery. A quote for conservation has been requested.

## **Temporary Exhibitions:**

***From Village to Town: Weston-super-Mare's Built Heritage***  
***(in-house exhibition in partnership with North Somerset Council and Historic England)***

**2020 Slot 1: Saturday 9 February 2020 to Saturday 10<sup>th</sup> October 2020**

**Project Lead: Amal Khreisheh (Curator of Archaeology)**

This exhibition brings together objects, images and film to tell the story of Weston-super-Mare's architectural development over the past 250 years. It expands on Historic England's new publication 'Weston-super-Mare: The Town and its Seaside Heritage'.

The exhibition celebrates a complex and remarkable heritage which reflects Weston's transformation from a small village to a busy seaside resort.

***Togetherness***

***(in-house exhibition)***

**2020 Slot 2: Saturday 24<sup>th</sup> October 2020 to Sunday 21<sup>st</sup> February 2021**

A new exhibition of photographs by Somerset-based photographer Jason Bryant celebrating the resilience of Somerset people during the COVID-19 pandemic.

***Ivy Millicent James Suffragette artist (working title)***

***(in-house exhibition)***

**2021 Slot 3: Saturday March 6<sup>th</sup> 2021 to Sunday 6<sup>th</sup> June 2021**

**Project Lead: Michele Green (Assistant Curator)**

This exhibition will showcase the work of Weston artist Ivy Millicent James (1879-1965). A celebrated postcard artist. She made her name at the turn of the century in the postcard boom that spread across Europe due to the development of mass travel and the growing popularity of summer holiday resorts. Featuring a selection of her original watercolours, postcard and Christmas card designs, sketch books and personal effects from the North Somerset Council museum collections.

***Wild Hares and Hummingbirds: The Natural History of an English Village***

***(in-house exhibition developed in partnership with Stephen Moss)***

**2021 Slot 4: Saturday 19<sup>th</sup> June 2021 to Saturday 2<sup>nd</sup> October 2021**

**Project Lead: Sarah Cox (Exhibitions and Programme Manager)**

A multi-sensory, interactive exhibition for families based on the best-selling book of the same name by Stephen Moss, one of Britain's leading natural history writers, broadcasters and wildlife television producers. The exhibition brings together Stephen's celebrated nature writing with beautiful, original illustration by the graphic artist Stephanie Cole.

The exhibition focuses on the natural history of the village of Mark in Somerset and encourages visitors to explore how it changes with the seasons and learn about its animals and plants.

**Recommendation:** Members are requested to note the report.

## 1 Great Weston Heritage Action Zone- update report September 2020

Over five years (Sept 2017- June 2022), the Great Weston Heritage Action Zone (HAZ) aims to boost economic growth and keep Weston-super-Mare on the map as a great place to live and work in.

## 2 Awareness raising / engagement programme update

### 2.1 Work March- Sept 2020

- **Museum ‘Built Heritage’ exhibition** engagement programme in partnership with the Museum: 08 Feb- 09 May 2020.
- **Hans Price Walk-** launched April 2020
- **Heritage Open Days** Virtual Festival Sept 2020

### 2.2 Engagement Work for next 18 months

In February 2020 I submitted an application to Historic England for further funding. That funding has now been confirmed £20,000 toward awareness raising and engagement work for 20/21 and 201/22

Building on the engagement work in 2019/20 the final two years 2020/22 have five key themes:

1. Development of the management plan aims for Great Weston Conservation Area
2. Engagement and capacity building with property owners/ lease holders and stakeholders in the PSiCA area- to increase awareness of the Shopfront Enhancement scheme and buy in from stakeholders
3. Capacity building with community groups in the HAZ area – to increase understanding of heritage of Weston and to gain additional volunteers to support heritage related projects.
4. Legacy work- to ensure that the building improvements are documented
5. Use of Digital tools for engagement

The following projects will be funded:

- Development of article 4 directions for stone walls in Weston.
- Bespoke marketing training for retailers involved with an enhancement scheme to maximise impact of the enhancement.
- Events for retailers and lettings agents to learn more about the PSiCA and the Heritage Action Zone work in Weston. Linked to Walker & Ling being the first building to be enhanced.
- Dissemination event- business breakfast - to detail progress on PSiCA work and gain further buy in from Retailers/ stakeholders and elected members.
- Civic Society Awards for 2020/ 21 and 2021/22. Dates to be confirmed- to acknowledge excellence in building design in Weston.

- Chamber of Commerce Awards 2021 and 2022. To celebrate and acknowledge good practice among stakeholders.
- Digital thinking- enhance awareness raising projects through digital programme of work. Further development of **Know Your place** work in 2020/21 and until March 2022. This is in tune with HE desire for us to consider use of digital technology in light of Covid-19. An application to NLHF will also be made to support KYP extending for another year-21/22.
- Heritage Open Days 2020 and 2021: increase number of volunteers involved in Heritage Open Days and open more buildings. Showcase architecture in Weston and the Conservation Area. Including a guided walk of Weston and Theatre Orchard public event on the seafront. Use of virtual tours of buildings and develop online content for HODS.
- Commission photographers for each property engaging on a capital project within PSiCA to document build progress. Use of local photographers and some community engagement work and promotion through local press.
- Legacy/ celebration/ evaluation project to happen between April and June 2022 as a final piece of engagement work within HAZ.

### 2.3 Heritage Open Days 11-20 September 2020

A big Thank You to all the work that has been put into developing a virtual Heritage Open days this year. The brochure can be found at:

<https://www.n-somerset.gov.uk/business/regeneration-development/weston-super-mare-town-centre-regeneration/heritage-action-zone>

Please circulate widely

### 3 Shopfront enhancement grants scheme for Weston

- The shopfront enhancement scheme for Weston was launched October 2019. To date Walker & Ling (High Street) has signed up.
- 8- 10 South Parade and 3-11 Meadow Street, as well as a few other properties have confirmed an interest and we are developing designs and costings for them.
- We are procuring contractors for the works through a Dynamic Purchasing Solution (developing a list of preferred contractors, who will then tender for work on each building).

### 4. High Street Heritage Action Zone funding application

We have been successful in our bid for High Street Heritage Action Zone status. £1,100,000. The project will formally launch in October 2020 and run until March 2024.

The work has two main elements:

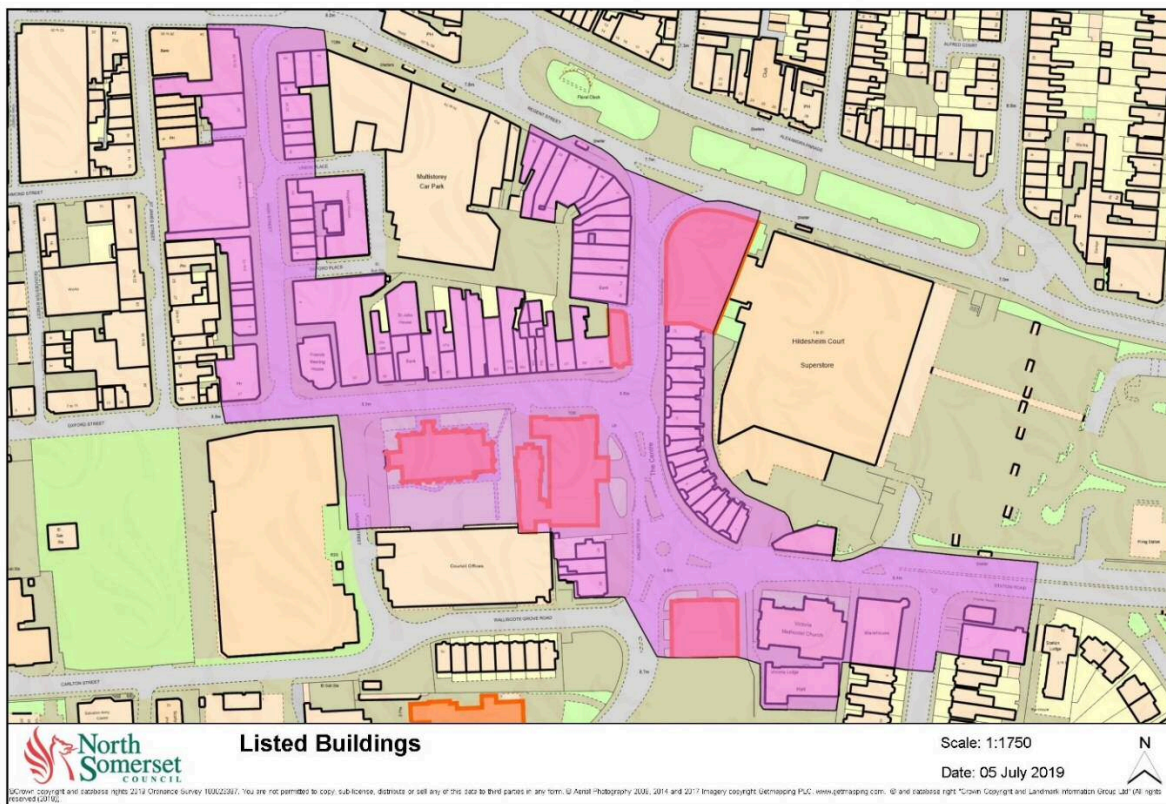
- shopfront enhancement and
- community engagement

There is a third element, that is funded through a sperate grant application process – cultural engagement.

## 4.1 Shop front enhancement in High Street HAZ

Below is a map of the High Street HAZ area with listed buildings highlighted.

We have just procured architects to work with us on the enhancement scheme.



## 4.2 Community Engagement

During the autumn we will develop a community engagement plan for 2021- 2024 Your support with this work will be very much valued.

## 4.3 Cultural Engagement- The Memory Bank

We have been successful in our bid for a pilot Scheme (£10,000). The work will be delivered through Culture Weston.

### The Memory Bank

*Memory is the faculty of the brain by which data or information is encoded, stored, and retrieved when needed. It is the retention of information over time for the purpose of influencing future action.*

A heritage and culture pilot project, exploring past and present stories, with a toe dip into the future and glimpse towards our utopian dreams for the high street. Different elements of the project are linked by a themed aesthetic of a (memory) bank, in an optimistic pop art tone.

The work will link people's perception of Weston, and its built heritage and historic environment, with cultural activity as a mechanism to engage creatively. It builds on the work of:

- the current Heritage Action Zone engagement programme.

- the Wonders of Weston initiative undertaken in 2020 by Turner Works to gain public perspectives on placemaking through postcards, poetry and creative writing.
- Weston Museum's NLHF and HAZ funded digital online historic places recording project: Know Your Place (KYP)

The project has three components: 1) Mapping, 2) Invitation and 3) Envisage.

From September 2020 to February 2021 we will

- map the picture of potential for community and cultural engagement with heritage
- invite communities to share and gain a deeper appreciation of the culture and historic environment of Weston
- maximise the opportunities for online/ digital platform public engagement with culture and heritage
- develop inclusive content to enable all to experience interaction with Weston's historic environment

In March 2021 we will analyze and evaluate the results of the work. The project allows for archiving material in partnership with Weston Museum, forming the bases for developing key themes during the lifespan of the High Street Heritage Action Zone. The project will be monitored each month by the High Street Heritage Action Zone steering group.

This pilot work will lay solid foundations for the submission of a full cultural programme grant application to historic England as part of the Weston High Street Heritage Action Zone.

## **5 Recruitment of an Assistant Heritage Action Zones Project Officer**

We are recruiting an assistant to help with the Heritage Action Zones work. We anticipate that they will start in October 2020 and will support all aspects of the HAZ work. In particular they will lead on monitoring and evaluation of the HAZ work as well as support the delivery of the community engagement work.

**Contact:** Cara MacMahon. Heritage Action Zones Project Officer  
**Email:** [cara.macmahon@n-somerset.gov.uk](mailto:cara.macmahon@n-somerset.gov.uk)