

01: Executive Summary

“It is a renaissance, and it’s rubbed off on the public: because they’re coming in droves ... Whether it’s because across the board people are giving off that optimistic feel, and audiences are picking up on that, I don’t know. But when I go across the region now, there is an optimism: things have changed.”

Visitor Services Manager

1. Context: building it to last

1.1. Just the beginning

By 2008, the Renaissance Yorkshire Hub programme will have run for a six year period. This evaluation looks at impact in the first five. These years have been spent building the capacity to deliver in the long term, and giving a clear signal of what can be achieved in the region.

Already, the achievement is considerable. This evaluation pulls out the main impacts of a £6.8m programme that has effectively changed the landscape in the region's museum and gallery sector, with all the benefits that brings for its audiences.

There is clearly more to do. Nearly half the award made to Yorkshire through Renaissance in the Regions has come to the Hub in 2007/08. In financial terms, the Hub has only just begun its work.

1.2. Museums in five cities transformed

The Renaissance Yorkshire Hub programme has seen a focus on organisational change, building up the capacity of the five services to deliver. The health of these city services

is crucial to the regional sector. In 2002, all were struggling with pronounced issues: a 2004 analysis of weaknesses highlighted deficiencies in almost every area, from lack of management capacity to underpowered delivery.

In 2007, all these services are now resurgent, and the trajectory of improvement has been steep. The quality of Hub business plans moved from 'adequate' to 'commended' as partnership working became established. Audiences for the five museum services can now access a much improved museum offer compared to 2002.

Year	Renaissance funding (£)
2003/04	210,000
2004/05	676,000
2005/06	1,180,000
2006/07	1,455,000
2007/08	3,309,000
	6,830,000

2. Social Impact

2.1. Visitors vote with their feet

In 2006/7 more visits were made to Yorkshire Hub museums than in any other region. This reflects volume, but also a proportional increase: Yorkshire has the second highest rate of increase in visits, behind London, at 20%, 2002 – 07.ⁱ

One in six visits to Hub museums are made in Yorkshire. Total visits in Yorkshire in 2006/07 came to 2.5 million.ⁱⁱ

2.2. Responsive to the region's demographics

On most measures the profile of the Yorkshire audience matches England norms, but there are outstanding features. At Ferens Art Gallery, 32% of the audience are from C2DE classes. At Cartwright Hall Art Gallery, 17% are from BME groups.ⁱⁱⁱ

Of each visit nationally made by a new user from PSA2 priority groups between 2004 and 2006, 15% had been made in Yorkshire, confirming the region as a key site for national achievement in this area.^{iv}

2.3. Targeting communities in need

Hub programmes work with the communities in the national headlines: Beeston, Keighley, Manningham, Hull - communities with complex issues around identity, aspiration, and opportunity. This is high profile work directly addressing DCMS priorities on identity.^v The opportunity to engage in 'social activism' through participation in Hub programmes – for instance, the development of a new display – helps the participant become more active in society as a whole, according to research conducted for DCLG.^{vi} Individual examples within this evaluation bear this out.

2.4. Yorkshire visits: 59p each

Because the Yorkshire Hub has the highest visit numbers in the country, and the second lowest level of funding, the spend per visit is far lower in the region than nationally. While the average national visit receives £2.34 support from Renaissance, a Yorkshire visit receives just 59 pence.

**1 in 6 visits
to Hub museums
made in Yorkshire**

**15% of all
Hub PSA2 visits
made in Yorkshire**

3. Education Impact

3.1. Volume and reach

Yorkshire has the largest increase in school visits (26%) among Phase 2 Hubs, since 2002^{vii}. This commitment to increasing school visits reflects a belief that a museum experience can deliver a whole range of benefits for a young visitor: in emotional development, in educational attainment, in relationship-building, and in self-confidence.

Yorkshire schools have the lowest levels of attainment at GCSE in England, and the Hub is successful at engaging the most disadvantaged children. Over a third of visiting schools are from the UK's 10% most deprived areas, and about half are from the most deprived 30%. Comparative figures across Phase 2 are 17% and 37% respectively^{viii}.

3.2. A revolution in education provision

The 2002 – 07 period has seen more education staff join museums, the installation of new learning spaces, deeper professional partnerships and a huge turnaround in quality. Young audiences have directly benefited.

60% of the total expenditure in the first business plan period (04/06) was committed to learning, and more has continued to be done. All five services have remodelled their offer to schools, with some services rebuilding from the bottom up. The main influence on this development of service is consultation with the schools themselves.

3.3. Innovation in education

New ways of deploying staff in museums, the creation of the My Learning website, the use of PDAs to deliver tailored learning packages: all instances of Renaissance Yorkshire project managers thinking outside the box, and reaching young audiences in an innovative way. Hub involvement with formal education initiatives now extends beyond children, to teacher training.

3.4. Synergy with education sector

The Renaissance Yorkshire Hub has stronger links with education agencies and providers. Improved working partnerships help Hub museums key into the relevant agendas, both at a local level, and at national level, building relationships that are more likely to last in the long term.

**School visits up
26% since 2002**

**51% of school visits
are from UK's 30%
most deprived areas**

4. Organisational Impact

4.1. Building capacity with a new generation of museum workers

64% of Hub expenditure (04 - 08) has been on new posts, the majority of which directly serve the audience through education, communication and facilitation. This is an injection of high-end skills for the regional economy, and an embodiment of a new philosophy of audience focus.

76 people will have been employed on this 'audiences first' brief by March 2008.

4.2. Spreading the benefit

The building of capacity in the Hub has helped it make links in the wider museum community, and spread the benefit.

The Renaissance Yorkshire Partnerships project has a £633,000 budget, working with 17 external partners in the region. The China in Yorkshire project works with 9 partners in addition to these. My Learning has involved 67 organisations outside the Hub: 80% of the content on site is from non-Hub partners. The Hub's accreditation support has

reached around 130 separate museums in the region.

In all, Renaissance Yorkshire Hub programmes have involved 80% of museums in Yorkshire, not including work with MDOs funded through Renaissance. This spreading of benefit to museums means increased contact with audiences across the region.

The value of these four programmes is £915,000 to 2008, a significant amount that is comparable to the £1.1m each Hub partner has received.

4.3. Close and efficient management

The Renaissance Yorkshire Hub is managed from a central office, fully supported by the regional office of MLA, and by the lead partner at Sheffield. Financial and strategic management is responsive, efficient and focused on objectives. 92% of all Renaissance funding received by 31st March 2007 was spent by the end of 06/07 financial year.

64% of Renaissance Yorkshire Hub spend creates new jobs

Renaissance Yorkshire Hub programmes involve 80% of region's museums at a cost of nearly £1m: comparable to the £1.1m each Hub partner has received

5. Economic Impact

5.1. Fertile ground for seed funding

£10m has been levered directly against the £3.3m received between 2002 and 2007. A further £50m has been raised from other funding sources. A dedicated Hub-funded Fundraising Officer has raised almost £500,000 to date and is currently developing other bids. Initial funding from Renaissance is the essential starting point for many of the Hub partners' major achievements.

5.2. High potential for tourism

Yorkshire's museums audience has huge demographic variety. Museums engage the most marginalised members of society (see 3.1.) at the same time as the most established. Both groups are valued audiences. Hub museums are hotspots for the higher spending end of the regional tourist market, compared with the region as a whole. Visitors from outside the locality make up around 60% of the audience. Despite the lack of Renaissance investment in this area, Hub museums have kept the tourism segment steady, with great benefit to the regional economy. In 2006/07 we

estimate that tourists at Hub museums spent £184m into the region^{ix}.

5.3. Employment

Hub museums employ a quarter of all those employed in Cultural Heritage professions in the region.^x Creating 76 new jobs in this context makes a significant contribution to the fostering of knowledge-based jobs in the regional economy.

5.4. More than the sum of its parts

In the context of a large regional economy, the Hub and the wider museum community is a very small part of the whole. However, it makes a disproportionate contribution to the intellectual and social capital of the region.

The Yorkshire Hub has reached a point where it stands for something more than its individual partners' values: it is associated in its own right with a mission focused on audiences, and an effort to achieve a standard of good practice. It is no longer just a group of five separate, individual services, but a symbol of optimism and confidence in museums' role in the region.



**Tourists at Hub
museums spent £184m
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