

## HM Customs & Excise National Museum

### Annual Report 2004/5 with financial summary

#### Mission statement

HM Customs & Excise National Museum seeks to promote the public enjoyment and understanding of the history and work of HM Customs and Excise and related subjects through the collection, preservation and interpretation of material culture and related information. It thus contributes to a core theme of the department in raising public awareness and gaining support for its role in protecting society.

#### Introduction

The HM Customs & Excise National Museum was established in 1994 by National Museums Liverpool and HM Customs and Excise. We can be found on the ground floor of the Merseyside Maritime Museum, in the Albert Dock estate of Liverpool.

In 2004/5 we welcomed 298,464 visitors – 40% increase on last year!

This report shows some of our key achievements during this time. Targets were set in the Museum's Funding Agreement and we will show how we have delivered against these performance indicators.

This annual review is divided in to

- How we have performed against our Funding Agreement
- Capital development
- Learning and outreach
- Our collections
- Visitor services and public programmes
- Managing the Museum
- Financial summary

#### How we have performed against our Funding Agreement for 2004/5

Headline relevant specific qualitative measures targets and strategic objectives were agreed between National Museums Liverpool and HM Customs and Excise in our Funding Agreement. These are the full details of how we performed against our targets.

<b>Strategic objectives and specific quantitative targets</b>	<b>Museum's activity in 2004/5</b>	<b>Comparison between target and activity</b>	<b>Comparison with last year (where appropriate)</b>
Comprehensive redisplay of the Museum by 2009, as part of a wider development plan of Merseyside Maritime Museum.	Gallery structure established. Draft tender prepared to appoint designer.	Target achieved.	Not applicable
Balanced coverage of the Museum's displays, education and marketing activity across HM Customs	Focus Groups, Hall Tests and discussions with visitors, non visitors and HM Customs and Excise helped us ensure	Target achieved.	Similar cover provided last year.

and Excise themes and activities.	the new gallery structure represents the department. Education activities cover tax morality, drugs, CITES, tobacco smuggling, 18 <sup>th</sup> C smuggling, War time black market smuggling, gauging, rummage, officers lives and fakes. The marketing campaign was refreshed showing a sniffer dog and its handler, reflecting rummaging.		
Increased awareness amongst customers of HM Customs and Excise activities and role.	Gallery evaluation centred on proposed themes for the new galleries, rather than looking at existing displays. Evaluation also looked at some education provision. E.g. - French Pack and one student commented "its interesting because now I know how they look at the airport". This showed that their knowledge had increased and they were clearer about the work of HM Customs and Excise.	Target illustrated	In 2003 Personal Meaning Mapping – "Visitors are likely to take away an increased awareness about the role and action of Customs and Excise work."
Feedback as to effectiveness of joint marketing campaigns.	Visitor Profiling showed the success of individual promotional tools. "34 % been before" - most successful "23% - passing by" "17% - always known" "15% - personal recommendation" "7% - Tourist Information Centres"	Target illustrated.	Data not collected last year.
240,000 visitors to the Museum.	298,464 visitors came to the Museum.	25% increase on target. 40% increase in visitors since last year.	In 2002/3 we received 213,605.
17% share of visitor footfall to the Museum against	1,537,590 visitors came to National Museums Liverpool. Museum	2% increase on target.	Not applicable.

National Museums Liverpool.	received approximately 19% of National Museum Liverpool's visitor footfall.		
46,000 website hits.	239,008 website hits.	520% increase on target.	From May 2003 to March 2004 (11 months) we had 117,543 hits.
Growth in web access through links to other sites.	More than 130 sites and links located through searching for "Customs & Excise Museum".	No number provided as a target.	Data not collected last year.
34 references to the Museum in print and publicity.	We had 77 references in the press. This does not include promotional tools originated by NML.	This represents a 227% increase on target.	Data not collected last year.
14,000 people participating in formal and informal learning activities.	16,530 visitors took part in formal and informal activities.	18% increase on target.	17,820 visitors participated in 2003/4. The decrease of 1,290 visitors was due to a number of factors. There was a small decline in school visits in May and June and we did not participate in Set Point. At this time we were also short staffed, without Education Officer and Education Assistant. This effected the figures. The figures for informal learning seem to have been down each month, which could be due to fewer drama performances (which has been remedied in 2005/6); possibly less than accurate recording of numbers; and the Long Room moving from the ground floor to the second floor, which is less accessible.
Ensure that Museum resources are	Evaluated (1) drugs awareness,	In 2003/4 carried out evaluation -(1)	Evaluation is seen as an integral part of

appropriate and readily available to formal and informal groups.	(2) French Pack, (3) Sniffer dog demonstrations, (4) Public Service days, (5) visitor profiling (6) Focus Groups and Hall Tests.	existing gallery and (2) Learning activities.	development and running a programme.
96% of visitors thought the Museum was excellent/ very good or good.	93% awareness ranking	3% difference.	In 2003/4 90% of visitors thought the Museum was excellent, very good or good, showing an increase in 2004/5.
Public awareness of the Museum should be 66%.	64% awareness ranking	2% difference.	64% awareness ranking in 2003/4 shows a static level in 2004/5.
Analyse the Museum's contribution to wider understanding.	During 2004/5 this question was not asked specifically related to the existing galleries. However evaluation of learning resources, such as the French Pack showed increased understanding by students. One e.g. - "its interesting because now I know how they look at the airport".	Target achieved.	Personal Meaning Mapping in 2003 showed how pre-visit "visitors attitudes were defensive and almost negative". Then post visit there was "definite evidence of increased awareness and respect for the role of both Customs and Excise".
Reliability of relevant statistical data.	Sample size for Visitor Profiling was 344 giving us a good confidence level of +/- 5%.	Target achieved.	Not available.
Promote staff exchanges.	International exchanges - (1) Indian customs, (2) Irish Revenue (3) IACM, (4) German Intern Student. National exchanges - (1) Liaison meetings between Curator and Museum Liaison Officer (2) Curator acting as a mentor.	Target completed.	Data not collected.
Regular liaison meetings between HM Customs and Excise and National Museums Liverpool's marketing teams and agree joint marketing strategies.	Liaisons included - (1) Head of Marketing and Communications in National Museums Liverpool and HM Customs and Excise. (2) Portcullis staff. (3) Sarah Moore, Assistant Marketing Officer.	Target completed.	Data not collected.

An efficiency measure of cost per visit against the GiA will be £1.15.	The GiA cost for 2004/5 was £321,373.81 and we received 298,464 visitors – this was a cost of £1.08 per visitor.	We made a cost saving of £0.07 for 2004/5 and a saving of £0.44 compared to 2003/4.	The GiA for 2003/4 was £325,000 or £1.52 per visitor.
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Notes

% of visitor footfall. Figures were collected through percentage to Merseyside Maritime Museum because the magic eye has experienced difficulties and it would not give a true representation.

**Capital development**

<p><u>Specific qualitative measure</u></p> <ul style="list-style-type: none"> <li>▪ Commencement of a comprehensive redisplay of the Museum as part of wider redevelopment of Merseyside Maritime Museum.</li> <li>▪ Balance of coverage of the Museum’s displays across HM Revenue and Customs themes and activities.</li> </ul>
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**Themes and evaluation**

The new gallery themes were established in April 2004 through a series of Focus Groups and Hall Tests with visitors, non visitors and HM Customs and Excise staff. These were led by *Creative Research*, an external market research company.

Proposed themes –

- Smuggling and protecting me
- People and places
- HM Revenue and Customs and Me

To establish the themes the needs of all stake holders were considered, with particular attention given to a visitor centred approach. Messages and stories were then developed from the themes to provide a balanced overview of the roles and activities of HM Revenue and Customs.

**Research**

Working up a design outline for the project has been the key area of work for curatorial staff, and this has involved detailed research assisted by history experts (such as Dr William Ashworth, Research Consultant and lecturer at the University of Liverpool); current HM Customs and Excise staff (e.g. from policy makers to front line staff); and Inland Revenue staff (e.g. Mark Poacher from the Stamp Office).

In April 2005 HM Customs and Excise and Inland Revenue merged to become HM Revenue and Customs and we are in the process of establishing how we can locate and incorporate stories and objects which reflect the work of Inland Revenue.

**Designer**

An external design company is to oversee the project and the draft tender document was prepared by the end of March 2005. The design company *At Large* was appointed in July 2005.

## Learning and outreach

### Targets, specific qualitative measures and strategic objectives

- Number of people participating in formal and informal learning in 2004/5 - 14,000
- Balance of coverage of education across HM Revenue and Customs themes and activities.

### Events

Number of people participating in informal learning in 2004/5 – 14,093

Number of days when public events were held in 2004/5 – 167

The programme offered events throughout the year during weekends and school holidays. These included Rummage, drama, story telling, art and craft sessions, activities and drop in activities, workshops, tours, the handling collection, live demonstrations and competitions.

We also linked in with the time of year and national initiatives.

#### National Initiatives

Big Draw

Science Week and Set Point

Surestart month

Heritage Open Days

Dadafest

50's Festival

#### Times of the year

Christmas

Easter

### Activities

- Rummage in our interactive cabin has been renamed as *Smuggled Good Search*. It continues to run over weekends and at peak visitor times and received 986 visitors in 2004/5.
- *Explore Customs* was held in the Long Room (education space) at our busiest times (school holidays). The session incorporates several activities including object handling, dressing up in the *Sniffer* character costumes and Customs uniforms, art and craft activities, puzzles, and a computer with CD's containing relevant subjects such as endangered species. The sessions continue to be developed with the introduction of a reading corner, Early Year's tables and Customs related toys.
- Family art and craft workshops were held on the themes of endangered species (e.g. *Model Magic* or *Designer Print*), Customs cutters and tools of the job (e.g. *Hidden Hoards* and *Top Secret Tools*).

### Drop in

- The Dog Team at Manchester Airport came to the Museum in the summer of 2004. They gave 20 sniffer dog demonstrations over 5 weeks to more than 500 visitors. The sessions proved hugely popular, giving visitors the opportunity to meet working officers and their dogs. Overtime costs for the dog handlers were funded outside the grant in aid by Library Services (HM Customs and Excise).
- Drop in sessions with the handling collection and snakes from the Natural History Centre at the World Museum, Liverpool were linked in to local events. E.g. the River Festival in June, when 3,000 visitors took part in activities.

- *Smuggling Rhymes* looked at poetry related to smuggling and Customs.

#### Talks and tours

- Adult tours on the gallery were offered by a member of our Learning team. They were called *Fakes, Fags and Fiends Tour*.
- The Friends of National Museums Liverpool presented 2 illustrated talks to external groups about the C&E Museum.

#### Drama and role play

- *Mother Redcap* an 18<sup>th</sup> Century local smuggler.
- *Rogues and Rations* looks at war time smuggling and the black market.
- *Dodgy Dan the Booze and Fag Man* looks at modern tobacco smuggling.
- Officers who died in the line of duty and smugglers who lost their lives while doing their trade are commemorated in *Creepy Cove*.
- Dance workshops were piloted in April on the theme of HM Customs and Excise.
- New scripts for role play were developed in March on the theme of endangered species. This is relevant for the existing displays, as well as the new galleries.
- Role plays welcomed 610 visitors, 412 of whom were children.

#### On gallery resources

- A trail stand holds gallery trails using word searches, crosswords and quizzes aimed at the family audience.
- A Large Print Guide looks at 10 key objects around the galleries. It is available on request from Reception.
- 2 new trails were developed for Early Years on the themes of transport and animals.
- Over the extended Christmas period, from November to January, National Museums Liverpool offered trails around the various sites. In the Customs & Excise Museum we asked visitors to find the Sniffer dogs and then answer questions.

#### **Formal education**

Number of people participating in formal learning in 2004/5 – 2,437

Number of days when formal educational activities were held in 2004/5 – 23

- *Little Smugglebuster* and story telling session for Early Years (pre school), explores issues surrounding endangered species.
- We developed the public programme *Animals In Danger* for pre booked groups and formal school groups (key stage 2). The sessions look at endangered species.

- Merseyside Setpoint during Science Week used the Merseyside Maritime Museum and our handling collection for their key stage 2 and 3 science and technology themed weeks in March. 240 students came.
- The school session called *Weights and Measures*, for key stage 2, looks at the maths curriculum using excise gauging tools as a basis. Students carry out practical experiments, measuring weight and capacity.
- The Drugs Awareness school programme (RUSH) received 812 key stage 3 students over 8 days. RUSH is a highly topical school programme covering national curriculum areas in Citizenship and Personal Social and Health Education (PSHE). Through a partnership with the Local Education Authority and School Effectiveness Team, the Teachers Pack and resources were updated. The pack was funded outside the grant in aid by the Paul Hamlyn Foundation. The programme was evaluated (taking in to account the students and teachers views) to help us inform where improvements may be made.
- A French Pack is aimed at groups of French students to help reduce the language barrier, and enhance their visitor experience. It was evaluated during the year. It showed that “the work book is successful in helping students increase their knowledge and understanding of the work of Customs and Excise.”
- *A Public Service* was offered to Further Education students, who were studying a BTEC in Public Services. The days were extremely well received, with colleges travelling from outside the North West to attend. For the first time the Dog Unit from Manchester Airport attended to give a talk and demonstration. 504 students attended over 2 days. This was also evaluated to see where, and how, it could be improved for next year.
- A new local history pack began to be development with the aim of launching it next year. It will be suitable for the existing galleries, as well as the new displays. This uses the history national curriculum area looking thematically at the history of where students live. The Liverpool Custom House is the theme.
- We continue to receive school and prebooked groups for *Rummage* and the handling collection.

## Outreach

Number of people participating in outreach in 2004/5 – 558

Number of days when formal educational activities were held in 2004/5 – 8

- As part of NML we have built a strong relationship with the *Education Action Zones* across the city including Toxteth, Dingle, Granby and Fazakerley. The Zones have been set up in the less affluent areas of Liverpool, with the aim of providing opportunities for family learning. Our work with these agencies included us being the only NML site to be represented in *Scientastic* (an open science day) at St George's Hall in Liverpool. This was organised by *Excite Education Action Zone*. The project works with feeder primary schools targeting key stage 2 students and looks at the citizenship area of the curriculum. We looked at drugs awareness issues.
- Using the weapons on display as a starting point Citysafe Police Community Organisation ran a poster competition for key stage 2 students in conjunction with the Museum. Posters were designed to help prevent this illegal activity. The posters were then displayed in the foyer of the Merseyside Maritime Museum from April 2004.

- As part of *DaDaFest* (Deaf and Disabled Arts Festival) we held an outreach project using the endangered species handling collection. We worked in partnership with special needs groups such as Liverpool Voluntary Society for the Blind (LVSB).
- The work of HM Customs and Excise also inspired a video project run in conjunction with Knowsley Youth Parliament.

### Our collections

#### Targets, specific qualitative measures and strategic objectives

- Balance of coverage of the Museum's displays, education and marketing activities across HM Revenue and Customs themes and activities.
- Implement comprehensive redevelopment of Merseyside Maritime Museum, incorporating major update of HM Revenue and Customs content.

The collection is the Museum's fundamental foundation on which we do all our developments. The collection consists of objects and related information reflecting the work of HM Customs and Excise in the past and the present.

#### Star acquisitions

- A pair of mounted Lear's Macaws (CENM2005.6.1-2 – transfer from HM Customs and Excise in Leeds). These are very significant because they were part of a very successful large scale CITES seizure and we have the full case history. They are also probably the best examples of their kind in the UK, and have been examined by National Museums Liverpool's Curator of Birds & Mammals and the Taxidermist at the Conservation Centre.
- An oil painting entitled *Smugglers Unloading Barrels at a Rocky Cave Entrance*. (CENM2005.7 – purchase). The artist was in the circle of Thomas Luny (1759-1837).
- Ophthalmic Surgeons Kit (CEM2005/7 – gift), thought to have been used by Edward Sheppard of Customs in London in about 1845.

#### Strategy for collecting

There are 3 ways of acquiring objects for our collection.

- Significant objects are still in HM Customs and Excise offices but not represented in the Museum. In liaison with relevant staff we visited New Kings Beam House in London to evaluate and collect appropriate objects which were transferred to the collection. However surveying offices this has taken on a lower profile in our work load this year, due to other work commitments.
- We were offered gifts by individuals outside HM Customs and Excise. This resulted in 7 additions by way of a gift (e.g. print of Dublin custom House – CEM 2005/10).
- The final way of collecting was through purchase of objects identified at auction. We collected 1 item (oil painting by Thomas Luny - CEM2005/7).

## Documentation

### Entry procedures

All objects that come in to our national collection, handling collection and library go through the Museum's entry procedures. This includes National Museums Liverpool's entry forms and a day book (manual register). 25 items were added to the day book.

### Accessions register

We have added 30 new acquisitions to the accessions register, following the Museum's entry procedures. The accessions register contains 5,336 objects.

### Photographic evidence

Producing digital images of the reserve collection began in 2003. A further 85 images were photographed and scanned.

The images are being stored at a high resolution on CD. Low resolution images will ultimately be stored in the accessions register. The aim of this is to (1) further increase access, and (2) provide a research tool for gallery developments.

### Listing the handling collection

The handling collection now has 487 objects reflecting the work of HM Customs and Excise. 4 objects were added.

### Highlight

- Half gallon and 2 gallon copper measuring jugs (CENM2005.1 and CENM2005.2)

The handling collection was established in 1998 for educational purposes, and is not part of the national collection.

### Listing books in the library

We listed 10 books. The library now holds 2,622 items.

### Highlights

- *Guerrilla War. The Relentless Battle against Smuggling in Britain 1700-1850* by Angus Dawson final year student BA (Hons) Degree in History (6320.DAW).
- *Just Taxes. The Politics of Taxation in Britain 1914-1979*. By Martin Daunton (6114.DAV).

## Conservation

### Active conservation

Active conservation is when objects require treatment. This may be to clean, repair or stabilise.

- 12 prints were removed from acid rich mounts and remounted on acid free board by Paper Conservation. Examples include (1) Colour engraving showing London Custom House (CENM1996.961), and (2) Pencil sketch of the Long Room in London Custom House in 1841. (CENM1995.309).

- Organic Conservation deep froze CITES objects as a pest control measure. An example are the Lears Macaws (CENM2005.6.1-2).
- Metals Conservation and Furniture Conservation carried out conservation of a wall gun (CENM 2001.276.1-3). An Intern student, Jurgen Felbinger, from the University of Applied Sciences in Cologne, Germany carried out extensive research in to the history of the gun and then carried out conservation work. The report he produced was added to the object's History File.

#### Preventative conservation and storage

- Pallet racking was upgraded for the reserve collection allowing large objects to be stored more effectively.
- Clock storage was introduced. This was with the assistance of John Griffiths, Curator of Horology at Prescott Museum.

#### Environmental monitoring

- Stable environmental conditions for temperature, relative humidity and light are essential for the long term care of the objects. They are monitored in the Museum and in store through remote telemetrics, which are down loaded by National Museums Liverpool's Conservation Science.
- Pest control measures are important for objects long term care. This is carried out by an external company called *IGRO* in conjunction with National Museums Liverpool Conservators.

#### Condition checking

*Celtic Conservation* supplied a freelance conservator who checked objects on display and in store to assess their needs in terms of condition and suitability for further display. This is part of a rolling programme to check the needs of the national collection. 273 objects were viewed. 4,494 objects from the national collection have now been seen out of 5,336 items.

It is the intention that all acquisitions will be assessed by a professional conservator. This will ensure that we know the conservation needs of the whole collection.

### **Visitor services and public programmes**

<u>Targets, specific qualitative measures and strategic objectives</u>
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- |   |
|---|
| <ul style="list-style-type: none"> <li>▪ Number of visitors to the Museum for 2004/5 - 240,000</li> </ul> |
|---|

We welcomed 298,464 visitors in 2004/5.  
25% increase on target and 40% since last year!

#### **Web**

<u>Targets, specific qualitative measures and strategic objectives</u>
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- |  |
|--|
| <ul style="list-style-type: none"> <li>▪ Number of website hits for 2004/5 - 46,000</li> <li>▪ Develop effective website linkages</li> </ul> |
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## Web hits

Number of web site hits in 2004/5 – 239,008  
More than 500% increase on target!

## Linkages on the web

After a general search on the web under “Customs & Excise Museum” more than 130 links and references were located. These included information for locals and tourists, specialist groups and academics.

### Examples

<a href="http://www.merseyguide.co.uk">www.merseyguide.co.uk</a>	Attractions in Liverpool
<a href="http://www.maritimebritain.org.uk">www.maritimebritain.org.uk</a>	Maritime related attractions and collections around the UK
<a href="http://www.wcoomd.org">www.wcoomd.org</a>	World Customs Organisation
<a href="http://www.LILAC4U.com">www.LILAC4U.com</a>	The Liverpool Language and Accommodation Centre
<a href="http://www.nao.org.uk">www.nao.org.uk</a>	National Audit Office

## Web address

National Museums Liverpool's corporate web site ([www.liverpoolmuseums.org.uk](http://www.liverpoolmuseums.org.uk)) has a unique URL to the Customs & Excise Museum ([www.customsandexcisemuseum.org.uk](http://www.customsandexcisemuseum.org.uk)).

## Links on National Museums Liverpool's web site to other related sites

<a href="http://www.hmce.gov.uk">www.hmce.gov.uk</a>	HM Customs and Excise
<a href="http://www.etat.lu/IACM">www.etat.lu/IACM</a>	International Association of Customs Museums

## Additions to the web

National Museums Liverpool promotes and regularly updates the Museum's website with events and features in the What's On section.

National Museums Liverpool has developed a programme of themed cross site temporary exhibitions online. These were –

<b>Theme</b>	<b>Object displayed</b>	
Things not on Display	Cutter Searcher model	CENM2001.558
Year of Faith	Illustrated Book of Peals	CENM2002.3
Childhood	2 photographic albums with images of children on the cover were used as a drugs concealment	CENM 1995.3.1-2
Animals	Alaskan grey wolf	CENM2000.640

To promote a talk about Sir Ernest Shackelton, a Masters Declaration (CENM1996.1066.1) was placed on the web. This announced his outward journey in 1921 on board the vessel *Quest*.

The Museum's Biennial Report for 2002-4 was placed on the website as a down loadable PDF and Rich Text format (word document).

The marketing characters, Sniffer and Smuggle buster, were incorporated in to the website.

## HM Revenue and Customs web page

A page can be located on the new HM Revenue and Customs ([www.hmrc.gov.uk](http://www.hmrc.gov.uk)) web site by searching under “Customs & Excise Museum”. Links are present on this page to the Museum’s web site.

### **Marketing campaign**

#### Targets, specific qualitative measures and strategic objectives

- Reference of HM Revenue and Customs topics in National Museums Liverpool publicity and print.
- Balanced of coverage of the Museum’s displays, education and marketing activities across HM Revenue and Customs themes and activities.

The primary aim for the marketing strategy was to increase market penetration to (1) core audiences (family groups and CDE’s); (2) attract new visitors from the C2 target group; and (3) generate cross site visits from the Museum of Liverpool and Liverpool Museum. The marketing mix included promotional literature and advertising in the press and outdoors. Advertising and literature distribution created a continuous flow of promotion through out the year to generate interest amongst the target audience segments. This was aimed at generating word of mouth recommendations.

The family friendly characters, Sniffer and Smugglebuster were refreshed and updated to increase their relevance to the target audience. An additional character Mr Smuggs was introduced.

#### Principal activities

- Outdoors – external banner on the Albert Dock site; 20 bus sides; bill board at Liverpool Airport; bill board in North Street (Liverpool city centre); 200 poster sites on Merseytravel; 10 taxi supersides; 4 lamp posts in Liverpool city centre over 8 weeks; and the costumed characters Sniffer and Smugglebuster were present on the Albert Dock once a week for 8 weeks over the summer holidays.
- Advertisements were placed in *City Magazine* (Liverpool); *Families Liverpool* magazine (twice); and the *Daily Mirror* What’s On supplement.
- Posters and book marks were distributed throughout Liverpool city centre, Merseyside, greater Manchester, Chester and North Wales through the services of *From you to Me*.

Editorial, press listings and the website also formed an integral part of the marketing campaign.

A Marketing and Communications Strategy was prepared in 2004. The purpose is to implement a coordinated approach over the next 4 years, covering the closure of the existing galleries and the launch of the new Museum.

### **Joint marketing with National Museums Liverpool**

#### Targets, specific qualitative measures and strategic objectives

- Reference of HM Revenue and Customs topics in National Museums Liverpool publicity and print.
- Balance of coverage of the Museum’s displays, education and marketing activities across HM Revenue and Customs themes and activities.

Each issue of National Museums Liverpool’s quarterly *Guide* featured a double-page spread showing our events. In the Diary of a Glance section events are also listed in date order.

60,000 copies were distributed every 3 months throughout Merseyside, Sefton, Cheshire, North Wales, Lancashire, Shropshire and Greater Manchester. The services of *LDS*, *Get Smart*, *Team* and *From Me to You* were used.

*Learning Live* the schools pack produced by National Museums Liverpool was distributed on 3 occasions to 700 schools in the North West. It includes a section about us highlighting the sessions we offered.

### Joint marketing with HM Customs and Excise

#### Targets, specific qualitative measures and strategic objectives

- Undertake regular liaison meetings with HM Revenue and Customs marketing team and agree joint strategies.
- Reference of HM Revenue and Customs topics in National Museums Liverpool publicity and print.
- Balance of coverage of the Museum's displays, education and marketing activities across HM Revenue and Customs themes and activities.

A meeting was held to discuss possible links between HM Customs and Excise and National Museums Liverpool. National Museums Liverpool's Head of Marketing and Communications met with HM Customs and Excise's Head of Marketing and Communications. This led to a greater understanding of how we may become integrated for the benefit of all.

#### Specific outcomes

- Summary of the Biennial Report for 2002/3 and 2003/4 inserted in the *Portcullis*.
- Article in the *Portcullis* - new developments at the Museum.
- Article in the *Portcullis* – 24 hours in the life of our Curator.
- Maintaining a presence on HM Customs and Excise intranet and internet.
- Information packs and the Museum's promotional pop up stand were displayed at the Open Day for HM Customs and Excise and Inland Revenue Library staff.

### Press coverage

#### Targets, specific qualitative measures and strategic objectives

- Reference of HM Revenue and Customs topics in National Museums Liverpool publicity and print.
- Balance of coverage of the Museum's displays, education and marketing activities across HM Revenue and Customs themes and activities.

We received 77 references in National Museums Liverpool's publicity. This covers a range of promotional print from listings and editorial, etc. However it does not include advertisements, leaflets or other promotional material which has been originated by marketing, this is purely press.

National Museums Liverpool's press office has worked to support the marketing campaign while maintaining our profile in local and national media aimed at local residents, tourists, and group travel organisers. Our programme of events and activities has also received regular coverage in the listings section of regional papers.

#### Highlights

- Group Travel Organiser in May 2004 – listing of the Museum
- Daily Post – July 2004 – Sniffer dogs at the Museum
- Liverpool City Guide – Listing
- Sunday Times – June 2004 – River Festival review with discussion about the Museum.

- Portcullis - December 2004 – New developments at the Museum
- Times Educational supplement – February 2005 – feature about the Museum

## Visitor evaluation

### Targets, specific qualitative measures and strategic objectives

- Comprehensive redisplay of the Museum as part of a wider development of Merseyside Maritime Museum.
- Increased customer satisfaction.
- Increased awareness amongst customers of HM Revenue and Customs activities and role.
- Feedback as to effectiveness of joint marketing campaigns.
- Proven capacity within visitor research activity to analyse the Museum’s contribution to wider understanding.
- Qualitative evidence through surveys of internal and external users that customer awareness and satisfaction is increasing.

### Purpose of visitor evaluation

- To inform the gallery development
- Meet the needs of the Funding Agreement
- Inform learning programmes

Various surveys have been conducted this year

### **Evaluation**

Focus Groups and Hall Tests by *Creative Research* looked at the themes and key messages for the new gallery.

Visitor Profiling by *Mott MacDonald*.

*A Public Service* looked at the formal education programme for BTEC students.

The French Pack for overseas students.

The drugs awareness programme for Key Stage 3 students.

Sniffer dog demonstrations.

### **Purpose**

(1) Inform gallery development

(1) Inform the gallery development.

(2) Meet the needs of the Funding Agreement.

(1) Inform learning programme

(1) Inform learning programme

(1) Inform learning programme

(1) Inform learning programme.

(2) Provide feedback to the Dog Unit at Manchester Airport.

To give a flavour of some of the findings –

Visitor profiling showed that 43% of visitors (the highest score) came in family groups with an average length of stay within Merseyside Maritime Museum (including the Customs & Excise Museum) reaching 1 hour 59 minutes. 34 % visitors were repeat visitors.

The Focus Groups and Hall Tests showed the general public had “little concept of the breadth of HM Customs and Excise activities” and had “little interest in tax issues”.

French Pack evaluation showed that “the students knowledge has been increased, and that they have developed a clearer understanding of the work of Customs”

Tutors were asked to grade the drugs awareness programme on a scale of 1-5 (1 being poor and 5 being excellent). This showed that the programme covered “the work of C&E = 4.2. Excellent”. It also showed that the “programme influenced their students”.

## Branding

### Targets, specific qualitative measures and strategic objectives

- Comprehensive redisplay of the Museum as part of a wider redevelopment within Merseyside Maritime Museum.
- Increased customer satisfaction.
- Balance of coverage of the Museum’s displays, education and marketing activities across HM Revenue and Customs themes and activities.

To ensure that visitors are attracted to the new Museum its name is key. Branding and renaming were examined in a preliminary workshop session with representatives from HM Customs and Excise and National Museums Liverpool. This is prior to branding being incorporated in the gallery designer’s brief, which will ensure that the Museum’s brand and identity are developed in tandem with the displays.

A Marketing and Communications Strategy for was produced in 2003/4 incorporating branding, repositioning, product development, programming, relationships and objectives.

## Loans in

We encourage access to the Museum's collection through loans. We have loaned objects to the following places for display -

### HM Customs and Excise

- The foyer of New Kings Beam House has the coat of arms from Swansea Custom House, dated 1666 (CENM2002.119).
- Greenock Custom House has an oil painting depicting a Scottish Collector.

### Other Museums

- The Maritime Museum for East Anglia have a caviar tin (CENM1998.439) and a book *Halsbury Statutory Instruments Vol. 9* (CENM1995.11). Both of these were concealments.

## Loans returned

HM Customs and Excise Board Suite display.

The temporary exhibition *Spirit of the Blitz* in the Merseyside Maritime Museum closed in December 2004. They had objects on loan reflecting Liverpool Custom House and the 2nd World War - nails (CENM2001.319.1-3) and *Dr Johnson's Dictionary* (CENM2000.198) which contained a piece of shrapnel from the bombing of the Custom House.

## National networking and professional support

### Targets, specific qualitative measures and strategic objectives

- Promote staff exchanges.

The *HM Customs and Excise History Network* exists for people who have an interest in HM Customs and Excise history. Membership currently stands at 183, and we circulated 2 Newsletters. Mark Bullen (serving officer) is the editor, with the Museum acting as distributor.

Karen Bradbury acts as a mentor for Gary Smith (Curator of Regimental Collections, Museum of Liverpool Life), who is working towards his museum professional qualification - AMA (Associateship membership of the Museums Association).

We also had a 1 student placement - Robin Bracey of King David High School, Liverpool.

### **International networking and professional support**

<u>Targets, specific qualitative measures and strategic objectives</u>
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- |  |
|--|
| <ul style="list-style-type: none"><li>▪ Promote staff exchanges.</li></ul> |
|--|

Indian Customs – Karen Bradbury and Steve Butler met Mr Mishra from the High Commission for Indian Customs and Mr S. Dutt Majumdar, Commissioner of Customs in April 2004. They are planning to open a Heritage Centre in Goa, India.

Irish Revenue – In August we met Paddy Ryan, Miles Halway and Tony Fall who are establishing a museum for the Irish Revenue in Dublin.

The International Association of Customs Museums (IACM) meets annually, and aims to help develop professional museum standards amongst its 16 international members. The conference also provides a unique insight in to how HM Customs and Excise operates in other countries. This year was particularly useful having a tour of the Damen ship yard, where the new British Cutters were built. Karen Bradbury and Steve Butler attended the conference in Rotterdam, Netherlands.

### **Enquiries**

Another important service is to answer public enquiries. We answered approximately 100 enquiries. These were a huge range from contemporary issues to historical research, such as family history, to requests for images or clarification of terms (e.g. Preventive Service).

## **Management Programme**

### **Strategic partnership**

The joint partnership between HM Customs and Excise and National Museums Liverpool provides a unique opportunity for the Department to have access to professional and specialist museum services. At the same time HM Customs and Excise offer subject expertise. This results in two government organisations having a close working relationship, maximising and sharing skills and expertise, and providing best value for money.

We are controlled through a Deed of Trust, Financial Memorandum and Service Level Agreement, which are renewable on a five yearly basis. These were renewed in March 2004.

### **GiA arrangements**

<u>Performance against it's targets, specific qualitative measures and strategic objectives</u>
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- |   |
|---|
| <ul style="list-style-type: none"><li>▪ Efficiently measure of cost per visit against grant in aid for 2004/5 was set at £1.15.</li></ul> |
|---|

The GiA for 2004/5 was £321,373.81 and we welcomed 298,464 visitors. This was a cost of £1.08 per visitor, or a cost saving on target of £0.07. The GiA for 2003/4 was £325,000 or £1.52 per visitor. So when comparing the cost per visitor between 2003/4 and 2004/5 we made a saving of £0.44 in 2004/5.

The Museum is funded through an annual grant in aid bid provided by HM Customs and Excise. The bid for 2004/5 was submitted in August 2003.

A Business Statement for 2004/5 was presented to the Consultative Committee (formal link between HM Customs and Excise and National Museums Liverpool) with the grant in aid bid in August 2003.

The Business Statement was supported by a three year Funding Agreement. The purpose of the Funding Agreement is to provide challenging, relevant headline qualitative measures and activities along with quantitative targets. This assists both HM Customs and Excise and National Museums Liverpool to show that they are achieving their objectives.

The Museum's activities are monitored and reviewed by the Consultative Committee, which met twice in 2004/5. In addition to the formal meetings, a further six bimonthly informal meetings were held during the year between the Curator and the HM Customs and Excise Museum Liaison Officer.

### **The Museum's role**

- To ensure the content of the Museum and associated learning material remain topical through active research, informing the maintenance and updating of displays.
- To provide formal and informal learning and marketing resources reflecting, as far as possible, the range of services which HM Customs and Excise provides.
- To ensure marketing maintains appropriate links to HM Customs and Excise.
- To ensure relevant displays and learning resources contribute effectively to public understanding of their civic responsibilities.
- To ensure HM Customs and Excise financial commitment is applied efficiently and effectively.

### **Staff**

- |                               |  |
|-------------------------------|--|
| ▪ Curator                     | Karen Bradbury BSc, PGCE, AMA                |
| ▪ Assistant Curator           | Steve Butler BA, PGCE                        |
| ▪ Education Officer           | Claire Duffy BA (December 2002 to May 2004)  |
| ▪ Education Officer           | Liz Stewart MA - job share (from May 2004)   |
| ▪ Education Officer           | Mary Roberson BA – job share (from May 2004) |
| ▪ Assistant Education Officer | 3 days per week                              |
| ▪ Administrative Assistant    | 2.5 days per week                            |

We also have a temporary full time Documentation Assistant, part time role players, actors and a demonstrator who help deliver the programme. These non established posts are necessary to meet the needs identified by the Business Statements and were funded from within the grant in aid bid.

### **Training**

At a time of great change and as part of National Museums Liverpool's *Investors in People* status we see professional development as an essential element of staff development.

#### **Key training**

- Karen Bradbury (Curator) participating in National Museums Liverpool's Management Development Training programme, which has been developed with the consultants *McKechnies*.

- A master class on leadership and change was led by David Snowden from the *Centre for Action Research in Organisational Complexity*, and was attended by Karen Bradbury.
- Michelle Marsden (Documentation Assistant) is working towards her NVQ G3 which will allow her to progress to the AMA, the professional museum qualification.
- Michelle Marsden also took part in National Museums Liverpool's new collection care training which covers various aspects of collection management.
- Curatorial staff have provided familiarisation visits for Merseyside Maritime Museum's gallery staff to help them answer enquires from visitors about some of the stories on gallery in the Customs & Excise Museum.
- A workshop on the implications of the Freedom of Information Act 2005 was attended by all staff.

## Awards and acknowledgements

- The Customs & Excise Museum maintained its full registration status with *Resource* (the central government body responsible for museums), showing that our standards of good housekeeping are at a high level.
- In May 2005 Merseyside Maritime Museum was voted as the best visitor attraction by the *Mersey Tourism Awards*.
- In 2004 a large area in the Liverpool's historical waterfront and city centre, including the Albert Dock estate, was given the status of *World Heritage Site*. Other sites include the Great Barrier Reef and the Great Wall of China

## Our contact details

HM Customs & Excise National Museum, Merseyside Maritime Museum, Albert Dock, Liverpool, UK, L4 3AQ

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 Email [customsandexcise@liverpoolmuseums.org.uk](mailto:customsandexcise@liverpoolmuseums.org.uk)  
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## SUMMARY FOR RUNNING COST GRANT-IN-AID : MAIN ACCOUNT 2004/5

The Trustees of NMGM receive an annual grant-in-aid in respect of the running costs associated with operating the Museum. The grant includes for the conservation of collection items and also the enhancement of the collections by way of purchases.

## FUNDING

BALANCE BROUGHT FORWARD FROM 2003/4	14,424
2004/5 FUNDING	323,000
REPAYMENT OF B/F BALANCE	-14,424
<b>FUNDING FOR MAIN ACCOUNT</b>	<b>323,000</b>

## EXPENDITURE CATEGORIES

	B/F FROM 2003/4	2004/5 FUNDING	TOTAL FUNDING	APPLIED 2004/5	CARRY FWD (BEFORE VIREMENTS)
STAFF : GENERAL		99,796	99,796	96,197	3,599
CURATORIAL PUCHASES		13,323	13,323	19,481	-6,158
DISPLAY MAINTENANCE		5,788	5,788	0	5,788
CONSERVATION		6,546	6,546	6,960	-414

MARKETING NON-STAFF	27,660	27,660	26,879	781
EDUCATION	16,847	16,847	16,412	435
VISITOR EVALUATION	3,000	3,000	9,127	-6,127
DIRECT ALLOCATION :-				
ESTATE OCCUPATION	53,255	53,255	53,255	0
GALLERY SERVICE COST	53,984	53,984	53,984	0
FINANCIAL ADMINISTRATION	7,854	7,854	7,854	0
CENTRAL ADMINISTRATION	6,525	6,525	6,525	0
MARITIME MANAGEMENT	6,525	6,525	6,525	0
MARKETING MANAGEMENT	12,897	12,897	12,897	0
Research	6,000	6,000	0	6,000
COLLECTION PURCHASES	3,000	3,000	1,411	1,589
<b>RESOURCES FOR YEAR</b>	<b>0</b>	<b>323,000</b>	<b>323,000</b>	<b>317,507</b>
<b>CAPITAL FUNDING (see capital funding)</b>	<b>25,812</b>	<b>0</b>	<b>25,812</b>	<b>0</b>
				<b>25,812</b>

### Notes

The under spend balance for the year 2004/05 represents the delays in spending / (overspending) on:

General:	(2,096.00)
Scoping Research	6,000.00
Collections Purchase	1,589.00
	<u>5,493.00</u>

The full salary for M Marsden (29/4/04 to 31/3/05) was not included in the above figures. The error amounted to £3,866.88. The result of this adjustment would mean that the b/f balance to 2005/6 would be reduced to £1,626, which will be returned to HMRC.

### INVOICING RECORD

The following requests for advancement of grant-in-aid were made during the year. All advances were made after agreement with HMRC at Salford.

DATE	INV.NO.	£	PAID
05/03/2005	11317	80,750	06/04/2004
31/08/2005	11740	66,326	05/10/2004
02/12/2004	12025	80,750	07/01/2005
31/01/2005	12151	80,750	04/03/2005

**MAIN CASH FUNDING** **308,576**

### BASIS OF FUNDING

The running cost funding for the year consisted of :-

ORIGINAL FUNDING	323,000
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AMENDMENTS -

SALARY INCREASES	0
b/f 2003/4 Grant-in-Aid	14,424
b/f 2003/4 REPAYMENT	-14,424
<b>TOTAL FUNDING FOR YEAR</b>	<b>323,000</b>

**CAPITAL FUNDING**

	B/F FROM 2003/4	2004/5 FUNDING	FUNDING TRANSFERS	TOTAL FUNDING	APPLIED 2003/04	CARRY FORWARD
CAPITAL SUSPENSE	25,812	0	0	25,812	0	25,812
PHASE 1(A8810)	0	0	0	0	0	0
PHASE 2 (A8810a)	0	0	0	0	0	0
PHASE 1 REFURBISHMENT (A8810c)	0	0	0	0	0	0
LONG ROOM (A8810b)	0	0	0	0	0	0
BILLS OF ENTRY (A8810d)	0	0	0	0	0	0
JUNIPER STREET (A7500)	0	0	0	0	0	0
<b>RESOURCES FOR YEAR</b>	<b>25,812</b>	<b>0</b>	<b>0</b>	<b>25,812</b>	<b>0</b>	<b>25,812</b>

**VOTE**

Payments made by HMRD in respect of Grant-in-Aid are made from the HM Customs and Excise Resource Account for 2004/5.

Signed

Signed

\_\_\_\_\_  
Chairman of the Museum Consultative Committee

\_\_\_\_\_  
Curator of the Museum

Date:

Date:

Ref: Annual Report 2005  
04 July 2005