



The Waterworks Museum - Hereford

Situated within Hereford's fine Victorian water-pumping station, this Award-winning Industrial Heritage attraction is run entirely by unpaid Volunteers

This document has been prepared for Museum & Business Professionals and Advisors. It is intended as a primary introduction to The Waterworks Museum, its buildings and exhibits, its current status, and its plans for the future. Further information is available.

Attention - Museum & Business Consultants

The Directors of the Waterworks Museum are actively looking for an experienced Consultant who will provide a review of the Director's Strategic Plan for the next five years. The Museum has set aside funding for an initial three days work, to be conducted during Nov/Dec 2020. It will focus on the following three aspects:

- Assessing the suitability of the Director's Plan for the evolution of the Museum in line with its strategic goals and objectives
- Ensuring the refurbishment strategy positions the Museum to take advantage of opportunities for growth
- Ensuring all planned changes are consistent with our status as a registered charity and an accredited Museum

Introduction

The Waterworks Museum is a working museum. It is one of Herefordshire's leading visitor attractions and is consistently rated at 4.5 and above on TripAdvisor. The Museum appeals to engineering enthusiasts and families alike. Visitor numbers pre-Covid were around 5,000 per year.

In a normal year the Museum is only open to the public for seventy days. This includes the twenty days on which up to thirty working engines would be in operation - what we call 'In Steam'. All types of exhibits can be seen; early beam engines, internal combustion engines, the UK's best collection of hot air engines, and steam engines large and small. The star exhibit; an 1895 Worth-Mackenzie triple-expansion steam engine which is larger than a house used to suck a million gallons of water per day from the nearby River Wye and pump it to the treatment works.

There are many hands-on exhibits for Visitors to operate. In the grounds of the Museum The Heritage Water Park is a popular children's Play 'n' Learn area where they can operate pumps, lift water from a well, work as a team to push a capstan pump and learn to filter water. Visitors can also discover what life was like in Hereford during WW2 by visiting the dedicated exhibition.

Pro-active Management

Restrictions caused by the Covid-19 Pandemic resulted in the temporary closure of the Waterworks Museum during 2020 for essential works. The Museum Trustees decided to take advantage of the closure to bring forward a general refurbishment strategy that had originally been planned for the period 2021-2025.

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Pro-active Management - Cont'd

Complete closure of the Museum has allowed a major redesign of the facilities within the Visitor Centre which will enhance the Visitor Experience. This includes;

- A dedicated Visitor Welcome Centre and Shop
- Fully reconfigured Education Centre, and new Conference Facilities
- New catering facilities and Café with flexible capacity
- New office
- New Toilet Block
- New raised covered walkway that extends across the rear of the Museum which will improve Visitor transit and enhance their view of the exhibits. The new toilet block and one-way walkway also ensure compliance with Covid-19 distancing rules.*

This has also created an opportunity to consider other undertakings such as a Volunteer's Mess built in the Museum grounds - for breaks and relaxation.

Business Structure

The Waterworks Museum is a registered Charity, an Accredited Museum, and is structured as a Company Limited by Guarantee. Established in 1974, the Museum has operated successfully under its wholly Volunteer operated business model since 1984. This business model is being renewed in light of the current circumstances and will result in enhanced offerings for Visitors and Volunteers alike.

Finances - Present

It is important to note that the Museum receives no public funding; it relies entirely on income from visitors, grants and donations. There are no paid employees - the Museum is run by a team of 40+ Volunteers.

Even prior to the closure forced on the Waterworks Museum by Covid-19 earlier this year the Museum's finances were strong enough to support a closure for two years.

This year the Museum has received two substantial grants: one from Herefordshire County Council to help make the Museum Covid safe, and a grant from the National Lottery Heritage Emergency Fund to improve facilities (* as above).

Future Considerations/Opportunities

- Enhance Visitor experience and satisfaction, with a planned increase in the number of open days, suggest a potential increase in Visitor numbers
- Improve income and identify growth potential
- Improve income stream by promoting re-configured Education & Conference facilities to 'not-for-profit' organisations and local companies

What next?

If you believe you have the necessary skills and experience to help us, and would like to know more - Please contact:

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