



**LANCASTER
CITY COUNCIL**

Promoting City, Coast & Countryside

INDIVIDUAL CABINET MEMBER AND OFFICER DELEGATED DECISIONS

FRIDAY, 26 JULY 2019

Please find enclosed Decision Notice in connection with the following:

**ICMD2 Museum Business Plan 2019-21 and Museum Collections Development Policy
2019-24 (Pages 1 - 65)**

Please note that this is subject to call-in.

Queries regarding these documents

Please contact Liz Bateson, Democratic Services - telephone 01524 582047, or e-mail lbateson@lancaster.gov.uk.

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Published on FRIDAY, 26 JULY 2019

LANCASTER CITY COUNCIL

Promoting City, Coast & Countryside

EXECUTIVE DECISIONS TAKEN BY CABINET PORTFOLIO HOLDER NOTICE OF DECISION

THIS SECTION TO BE COMPLETED BY THE PORTFOLIO HOLDER AND CONTACT OFFICER

TITLE OF DECISION:			
Museum Business Plan 2019-21 and Museum Collections Development Policy 2019-24			
NAME OF DECISION TAKER:	COUNCILLOR JEAN PARR		
POSITION AND RESPONSIBILITY HELD:	PORTFOLIO HOLDER FOR ARTS, CULTURE, LEISURE AND TOURISM		
CONTACT OFFICER:	CAROLYN DALTON		
TELEPHONE:	2340 or 07920758006		
E-MAIL:	cdalton@lancaster.gov.uk		
Details of Decision: To approve the Lancaster City Museums business plan 2019-21 and the Lancaster City Museums Collections Development Policy 2019-24			
Reasons for the decision: A museum business plan and collections development policy that has been formally approved by the governing body, or a delegated representative, is a requirement of the national Museum Accreditation scheme that is administered by the Arts Council for England. Accreditation is a hallmark of a well-run museum and enables application to Arts Council funding. The current deadline for Museum Accreditation is 31st July 2019.			
IS THE DECISION URGENT No			
I CONFIRM THAT I HAVE BEEN CONSULTED ON THE ABOVE DECISION AND THAT IT IS URGENT AND REASONABLE IN ALL THE CIRCUMSTANCES. (IN ACCORDANCE WITH SECTION 17 OF THE OVERVIEW & SCRUTINY PROCEDURE RULES) SIGNATURE OF THE OVERVIEW & SCRUTINY CHAIRMAN: N/A			
I confirm that I have taken account of the options proposed by officers, the various implications set out in the report and the comments of the Monitoring and Section 151 Officers and am authorising the decision as set out above.			
SIGNATURE OF DECISION TAKER:	Cllr Jean Parr		
DATE:	25.7.19		
<i>THIS SECTION TO BE COMPLETED BY DEMOCRATIC SERVICES</i>			REF NO.
			ICMD2
DATE DECISION TAKEN:	25.7.19	DATE RECEIVED BY DEMOCRATIC SERVICES:	26.7.19
DATE DECISION PUBLISHED:	26.7.19	IMPLEMENTATION DATE (publication day + 5 working days):	05.08.19

CABINET

**Museum Business Plan 2019-21 and Museum Collections
Development Policy 2019-24
Individual Cabinet Member Decision**

PURPOSE OF REPORT			
To approve the City Museums Business Plan 2019-21 and the Museum Collections Development Policy 2019-24			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/> Referral from Cabinet Member
Date of notice of forthcoming key decision	Not applicable		
This report is public.			

RECOMMENDATIONS

- (1) To approve the Lancaster City Museums' Business Plan
- (2) To approve the Lancaster City Museums' Collections Development Policy

1.0 Introduction

- 1.1 Lancaster City Museums comprise the Lancaster City Museum, Lancaster Maritime Museum and the Cottage Museum. All these museums are currently Accredited under the national Museum Accreditation Scheme administered by the Arts Council for England. The Museum Accreditation Scheme has been running since 1988 and is a reflection of a museum that is well run in terms of governance, collections care and user services. Accredited Museums are also committed to following the Museums Association's Code of Ethics. Only Accredited Museums are able to apply for Arts Council museum funding.
- 1.2 Lancaster City Museums have been asked to submit their renewal application for Museum Accreditation by 31 July 2019. Formal approval of the Business/Forward Plan and the Collections Development Policy is a requirement under the scheme.

2.0 Proposal Details

- 2.1 It is proposed that Lancaster City Council formally approves the City Museums' Business Plan 2019-21 and the Collections Development Policy 2019-24. This will enable the City Museums to apply for renewal of their Accredited status.

2.2 The Business Plan covers two years, which is the minimum allowed. This is because the situation is still very fluid following the transfer of the City’s museums from the County Council back to City control on 1 October 2018.

2.3 The Collections Development Policy is written to a template provided by the Arts Council and covers a standard five years – although it can be re-written before this if required. Changes from the previous policy show a commitment to active contemporary collecting, ensuring that the collections are representative of the local population, and also a focus on collecting Morecambe’s heritage so that it can be better represented.

3.0 Details of Consultation

3.1 Priorities for collecting within the museum service have been developed using the previous policy and then consulting with museum and economic development staff as well as the Friends of the City Museum. The Equality Act 2010 is also referenced as we work to ensure that the collection represents all of those with protected characteristics.

3.2 The Business Plan has been developed with senior officers and includes plans to consult as widely as possible with users and non-users as we develop a museum strategy. The development of a museum strategy forms part of the business plan. The Friends of the City Museum have been consulted regarding the Business Plan.

4.0 Options and Options Analysis [including risk assessment]

	Option 1: Approve	Option 2: Do not approve
Advantages	City Museums have approved documents to work to and can apply for Museum Accreditation	None
Disadvantages	None	Museums will fail to gain Museum Accreditation
Risks	Due to Accreditation timetable it is likely that the Business Plan action points will change, although the key aims and objectives will not so the risk level to the overall strategic direction of the document is low	Reputational risk of failing to become Accredited Loss of funding source from the Arts Council

5.0 Officer Preferred Option (and comments)

5.1 To approve the City Museums Business Plan 2019-21 and the Museum Collections Development Policy 2019-24

6.0 Conclusion

6.1 That the Museum Business Plan 2019-21 and the Museum Collections Development Policy 2019-24 should be approved so as to ensure that the development of the City Museums are planned, ordered and guided by appropriate documents. Also to ensure that the City Museums successfully achieve Accredited status and are eligible to apply for Arts Council funding.

6.2 The Business Plan links to these ambitions of the Corporate Plan: -

1. A thriving and prosperous economy
2. Clean, green and safe neighbourhoods
3. Healthy and happy communities
4. A smart and forward-thinking Council

The detail on how this links to the Corporate Plan can be found within the Business Plan itself.

RELATIONSHIP TO POLICY FRAMEWORK	
Corporate Plan	
CONCLUSION OF IMPACT ASSESSMENT (including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Human Resources, Sustainability and Rural Proofing)	
No implications	
LEGAL IMPLICATIONS	
There are no direct legal implications as a result of this report.	
FINANCIAL IMPLICATIONS	
There are no direct financial implications as a result of this report as current plans are met within existing budgets and any additional expenditure would only proceeding once external funding has been confirmed.	
OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:	
No direct implications	
SECTION 151 OFFICER'S COMMENTS	
The s151 Officer has been consulted and has no further comments.	
MONITORING OFFICER'S COMMENTS	
The Monitoring Officer has been consulted and has no further comments.	
BACKGROUND PAPERS	Contact Officer: Carolyn Dalton Telephone: 01524 582340 E-mail: cdalton@lancaster.gov.uk Ref:



Lancaster City Museums

Business Plan, 2019-21



Index

Executive Summary	p.3
Background	p.4
Lancaster City Museums	p.5
Vision, Mission, Values	p.7
Aims and Objectives	p.9
Environment in which we work	
City Policies	p.10
PESTLE	p.11
SWOT	p.13
Resourcing	
Staff	p.14
Finance	p.15
Risk Assessment	p.17
Monitoring and Evaluation	p.19
Appendices	
Appendix 1 (Action Plan)	p.20
Appendix 2 (Audience Development)	p.27
Appendix 3 (Policy Statements)	
Documentation	p.29
Collections Care	p.31
Access	p.32

Executive Summary

This business plan represents an early point in the development of Lancaster City Museums as they transition from satellite sites of Lancashire Museums Service to a museum service for Lancaster City Council. This development will be guided by our new vision, mission and values for the service.

Strategically the aim is to develop the current service offer, while developing a new more resilient offer in conjunction with colleagues within the City Council and external partners. It is anticipated that this offer will be one that is much more entrepreneurial, working closely with other City Council cultural and visitor economy services, as well as a range of more formal partners.

We are also conscious that we have a wider role to play within the Lancaster district. Heritage and culture is now recognised as being an important contributor to developing a sense of community, a sense of place and improved health and wellbeing. Museums can therefore significantly contribute to the economic and social value of the Lancaster area through helping to make Lancaster a great place to live, work and visit. As civic museums we are specialists of place and can lead and support both place-making and the promotion of the Lancaster area as a unique and special place. The area has a rich and wonderful heritage and we will work with colleagues and partners in developing and promoting the offer of the Lancaster district.

This plan supports three key aims:

1. To improve the current offer of the museums
2. To develop a new museums offer
3. To develop the profile and offer of heritage in the Lancaster district

Because this plan represents such an early point in the management of the City Museums by Lancaster City Council it is likely that the action plan will change over the next year as opportunities arise, however the overall vision and mission, aims and objectives will remain the same.

Background

Lancaster City Museums comprise the Lancaster City Museum, the King's Own Royal Regiment (KORR) Museum, the Maritime Museum and the Cottage Museum. The KORR Museum is co-located in the City Museum and its collection is owned by the King's Own Royal Regiment Museum Trustees, but the museum is operated by the museums service. From 2003 to 2018 the museums were managed on behalf of Lancaster City Council by Lancashire County Museums Service, but returned to the City Council on 1 October 2018. All four museums are Accredited with the Arts Council under the national Museum Accreditation scheme. The scheme ensures that museums are operating to a national standard and achieving minimum standards in terms of governance, collections management and user services.

The museums now sit within the Economic Development service of the Regeneration & Planning directorate with Lancaster City Council, which also covers a large centre of population at Morecambe and smaller population centres at Heysham and Carnforth.

Lancaster is a city with two universities – Lancaster University and the University of Cumbria (previously St Martin's College). Lancaster University is a world player on the academic stage and is both a driver and supporter of developments within the Lancaster District. The academic and developmental resource of the university has the potential for significant partnership working with the museums. Further afield the University of Central Lancashire at Preston has a significant archaeology teaching area, as well as IBAR (Institute for Black Atlantic Research), both of which relate to the museum collections.

The intention of the Eden Project to locate Eden North in Morecambe would, if realised, have a transformative effect on the region and the museums must be ready to take advantage of any opportunities this offers.

The transfer back to City Council management was motivated by a strong desire within the City Council for their museums to play a wider role in the cultural life of the District, while playing a significant part in the development of the heritage offer within Lancaster, which is one of only thirteen heritage cities nationally. Developing strands of work within the directorate have been the development of the urban landscape and of place-making and place-branding and this plan has been developed with the aim of supporting all of these aims and in consultation with senior managers and colleagues within Economic Development.

Lancaster City Museums

Lancaster City Museum is housed in Lancaster's former Town Hall and Corn Exchange, an elegant Grade 2* Georgian building constructed in 1781-3 to the designs of Major Thomas Jarrett and Thomas Harrison.

The City Museum in particular has not received significant investment for 20-25 years with the last redisplay of the City Museum in 1992-5 and of the KORR Museum in 1997. This means that the offer lacks the advantages of the developments in modern museum interpretation, including digital interpretation, that have occurred over this time. This plan starts the work of developing a new offer for the City Museum. Visitor figures for the City Museum in 2018/19 were 60,913, up by 7% on the previous year, however with its excellent location there is significant potential for growth in these figures.

Lancaster Maritime Museum is housed in the old Custom House (1764) and neighbouring warehouse (1780s) on the River Lune quayside in Lancaster. The Custom House, a grade 2* listed building, is one of the most recognisable buildings in Lancaster and a landmark for the town. The Warehouse has a grade 2 listing with Historic England. The original Museum opened in the Custom House in 1985 with the 4th floor warehouse extension opening in 1987. A new shop and reception area was also built between the two buildings as part of improvements to meet DDA requirements. The 3rd floor of the warehouse serves as a storage facility for the reserve collections of Lancaster City Council and includes a work room/office, social history store, paintings store and metal store. Lancaster Maritime Museum includes a shop, café and education/meeting room.

The Maritime Museum has received more recent investment, with the Customs House having been redisplayed in 2014 and the ground floor was restored in 2016 when the museum was flooded. However the warehouse displays have not been redisplayed since 1987. The Maritime Museum was severely affected by the flooding of 2015 and had to close for a year. It is only really now picking up its visitor numbers again. Visitors in 2018-19 were 12,865, up by 2%.

The Cottage Museum was part of a group of derelict houses on Castle Hill which were restored in 1976-8. 15 Castle Hill had retained a number of the original features and the decision was taken to open the building as a museum. The Cottage Museum was furnished with items from the collection to recreate an early 19th century dwelling. It is a tiny venue that supports not many more than ten visitors at a time. Originally laid out to show an artisan's cottage in the mid-19th century, it has suffered from a lack of investment in the upkeep of the property and is slowly moving down the social scale. Again, work needs to be undertaken to look at the offer of this museum.

The King's Own Royal Regiment Museum is housed within Lancaster City Museum and tells the story of the King's Own, or 4th Regiment of Foot, from 1680 to modern times including the First and Second World War.

The King's Own served all over the world and was involved in almost every major campaign. Its association with Lancaster dates from 1880, when the regiment moved into purpose built accommodation at Bowerham Barracks, now the University of Cumbria.

The Regimental Museum was established in 1929 within the City Museum. A permanent display tells the history of the Regiment and temporary exhibitions are mounted from time to time. Five of the Regiment's Victoria Crosses are displayed in the museum. The museum is operated and curated by Lancaster City Council under an agreement with the King's Own Royal Regiment Museum Trustees. The collection is wholly-owned by the Trustees. The agreement is currently being re-negotiated with the City Council.

At present the museum service tells the story of Morecambe at the Maritime Museum, but would like to explore possibilities as they arise to tell the story of Morecambe within Morecambe itself.

Storage at the Maritime Museum is currently overcrowded and difficult to access so within the period of this plan the development of a new Collections Centre within the district will be further investigated.

Currently very limited visitor data exists, so the acquisition of good quality data through the use of the Audience Agency's Audience Finder survey is being treated as a priority.

Vision, Mission and Values

Vision This is a place where the past is part of a thriving future

Mission We will employ an entrepreneurial approach to our museums, to promote our rich heritage. We will be at the heart of the District's cultural offering and we will inspire a feeling of ownership amongst our local communities.

How we want to be Engaging | Accessible | Inclusive | Interactive | Inspiring

Manifesto **We use the past to build the future**

Lancaster is one of thirteen heritage cities and sits in an area of great built and natural heritage. We will work with colleagues and partners to use this heritage as a foundation on which to build a prosperous and sustainable future that makes the Lancaster area a great place to live, work and visit.

We help give this area a sense of place and meaning

The heritage of a place, its people, its stories and its built heritage all contribute to making a place unique. This understanding of place helps to build communities and to give people a feeling of belonging, increasing their wellbeing. A good sense of place and identity projects outward, raising the profile of an area, attracting visitors and businesses.

We belong to our communities

The collections that we care for belong to our communities and it is those community stories that make them special. Our work should be co-created with our communities, working to create strong, resilient and vibrant communities that are confident, creative and supportive.

We are not defined by our buildings

It is not the museum building that defines us but the area and people which we represent. The museum is not a building, but the collection, and we should get our collections out into our communities and digitally to the world. Using the museum buildings as a focal point of our work it will be as though the walls were porous between ourselves and the area and people who we serve.

We embrace the difference

We love the diversity of the people of the Lancaster area. We love the quirkiness and individuality that makes people different from each other. We will celebrate that difference and be inclusive of everyone.

We love finding things out

The joy of discovery is at the heart of museums. We love finding things out from others and we want in our turn to then share that knowledge and love of exploration with others. Every day people bring their own unique stories into our spaces and we are keen to learn from them as much as we want to inspire them to learn from us.

We believe in the power of original objects and the people and stories they connect us to

It is a particular human trait that original objects that people have created, touched and used can physically and emotionally connect us to those people and bring them and their stories to life. The curation of original objects, both human and natural helps to define a museum and connects us not only to other people, but to life in other time periods.

We see this as a joint enterprise

We do not live or work in isolation. Working together with partners and individual members of the community as volunteers, co-creators or contributors, we can achieve so much more.

Change is our constant

We are constantly changing and innovating, rethinking how we do things, learning from others and adapting it to our own situation. This change looks both ways, the world changes and we change with it, but at the same time we seek to help change the world. As Mother Teresa said, "I alone cannot change the world, but I can cast a stone across the waters to create many ripples."

Aims and objectives

A strong museum is one that performs well in these areas:

- Connected to the community with a good volunteer base
- Strong partnerships that work well for both parties
- Prioritises the customer with a continuous feedback loop of evaluation to promote service improvement
- A flexible, resilient, well-skilled workforce with clarity of purpose
- Digitally enabled
- Innovative
- Good user numbers (visitors and external engagement)
- A strong exhibitions, events and activities programme
- One that contributes to City Council priorities and to local place-making
- Collections that are relevant, accessible and well-used
- Good budgetary control with strong income generation
- Strong record in attracting grant funding to assist with service development

In order to deliver a strong and sustainable museums service, Lancaster City Museums have three key aims, supported by objectives for the duration of this business plan, which are more fully outlined in the action plan in Appendix 1 of this document. As this is a developing situation it is likely that the action plan will change as time goes on and new opportunities arise, but the key aims and objectives will remain for the duration of the plan until July 2021.

1. Improve our current offer
 - a. Develop audiences
 - b. Increase digital engagement
 - c. Improve how we run

2. Develop a new museums offer
 - a. Explore new audiences and methods of engagement
 - b. Develop a strategy for the development of the museums service
 - c. Develop an improved partnership with the KORR Museum Trustees

3. Develop the profile and offer of heritage in the Lancaster District

Environment in which we work

Lancaster City Museums are owned and managed by Lancaster City Council, which is a District Council with Lancashire County Council as the over-arching authority.

Lancaster City Council has produced a City Council Plan (2018-22) and an Economic Growth Plan (2019), all of which inform the direction of this business plan.

Council Plan (2018-22) [CP]	
Ambitions	Measures of success that Lancaster Museums contribute towards
1. A thriving and prosperous economy	a. Regenerated Lancaster city, Carnforth and Morecambe town centre
	h. More visitors and greater spend
	i. Increased perception of the district as a place to visit
2. Clean, green and safe neighbourhoods	b. Subsidy of our public realm work is decreased but the overall offer is increased through investment, innovative working, use of technology and generation of income
	l. Reduced Anti-Social Behaviour
3. Healthy and happy communities	a. More people will be active and healthy
	b. More people will be involved in volunteering and community activity
	e. More people will be satisfied with the district as a place to live and visit
4. A smart and forward-thinking Council	a. More customers are satisfied with our services
	b. More people will interact with us through our website and other digital channels at a time that suits them
	c. We will be financially sustainable and money will be spent effectively and efficiently
	e. We will be more innovative in how we deliver our services and make a difference locally
	g. Our workforce will be highly engaged and satisfied with the council as an employer of choice
Economic Growth Plan (2019) [EGP] – draft, cabinet decision pending	
Growth Catalyst/Support element	Supporting Measures that Lancaster Museums contribute towards
Catalyst : Bailrigg Garden Village	5.17 It is the ambition for the Garden Village that the quality of the built environment, the public space and landscape will reflect the status and reputation of the city and university.
Catalyst : Canal Quarter	5.24 The arts village will enhance the reputation of the already strong arts and cultural offer of Lancaster and the wider area as regionally significant, as recognised by the Arts Council. This facility will provide a focus for the arts within the wider city region and will assist in making Lancaster the North West’s primary cultural centre outside of Manchester and Liverpool.

People : Local wealth building	6.11 Consideration of how the public sector estate can deliver economic, social and environmental benefits for the local area
Places: Marketing	6.14 Profile-raising in national and international markets
Places : Arts, Culture & Events	6.15 The district is acclaimed for its cultural offer, festivals and events and the City Council has an important role to play, helping to ensure there is a year-round calendar of events and attractions that attracts visitors and adds to quality of life. Local aspirations to be renowned as a place for outstanding arts, culture, festivals and events will entail continuing to dedicate resources to ensure that this occurs. There is a real opportunity to work with partners to develop the potential of Lancaster district and its surrounding area as part of a City of Culture bid.
	6.16 Development of an appealing and varied Arts Village in the Canal Quarter is another important aspect of this strategy.
	6.17 The ability to manage and invest in the city’s portfolio of museums, the collections and a programme of exhibitions and events provide another important contribution to enhancing the visitor offer that the City Council can make.
	6.18 Working in partnership with other organisations, such as the Duchy of Lancaster, to realise the full potential of attractions will remain an important feature of the City Council’s activities to support the visitor economy.
	6.19 Through its investments and work with partners, the Council can lead the way in demonstrating how arts, culture and events can contribute to tackling climate change. This could include measures to improve the energy efficiency of visitor attractions, to raising awareness with visitors of the opportunities for sustainable travel to events.

PESTLE

As part of this work the management team undertook a PESTLE analysis of the environment in which the museums are operating. The key factors that we picked out from this were:

Politics	Environment
Three key players – Labour (21), Greens (10) and Morecambe Bay Independents (14).	Strong environmental agenda and support for the Green agenda
Currently N.O.C. with a coalition	Multiple forms of clean energy – nuclear power station, wind farms, plans for solar farms
	Declaration of a Climate Change Emergency by Lancaster City Council
	Impact of climate change – more flooding, higher temperatures, increased pests

	2 x Areas of Outstanding Natural Beauty (Bowland and Silverdale/Arnside) and great natural heritage of Morecambe Bay
Social Influences	Technology
<p>University town with resentment from some locals regarding the student population</p> <p>Lancaster – affluent to the south and Lune Valley. Morecambe, Heysham and Skerton – high levels of deprivation in places</p> <p>Lower than average life expectancy for England</p> <p>Strong net-migration with population forecast to grow by 9.3% 2014-39. Increasing diversity.</p> <p>Above average population 15-24 and 65+ with 32.4% of pensioners living alone.</p> <p>2013 Lancaster & Wyre gross disposable income 89.2% of national average – highest in Lancashire.</p> <p>Increased recognition of the role of heritage and culture in improving health & wellbeing and adding social value</p>	<p>Growing number of technology businesses – seen as a growth area for Lancaster</p> <p>Technological innovation developments at the University with willingness to form partnerships eCampus</p> <p>Still some patchy broadband and WiFi provision within the district</p>
Legal Factors	Economics
<p>H&S legislation – continuous improvement requiring financing</p> <p>Equality Act</p> <p>Environmental Legislation – carbon dioxide reduction</p>	<p>Significant developments that will affect the economy of the area – Eden North, Canal Quarter, Bailrigg Garden Village, Health Innovation Campus, Heysham Gateway</p> <p>HS2 – will it stop at Lancaster or Preston?</p> <p>2014 Lancaster & Wyre GVA at 62.7%, below 76.4% Lancashire average</p>

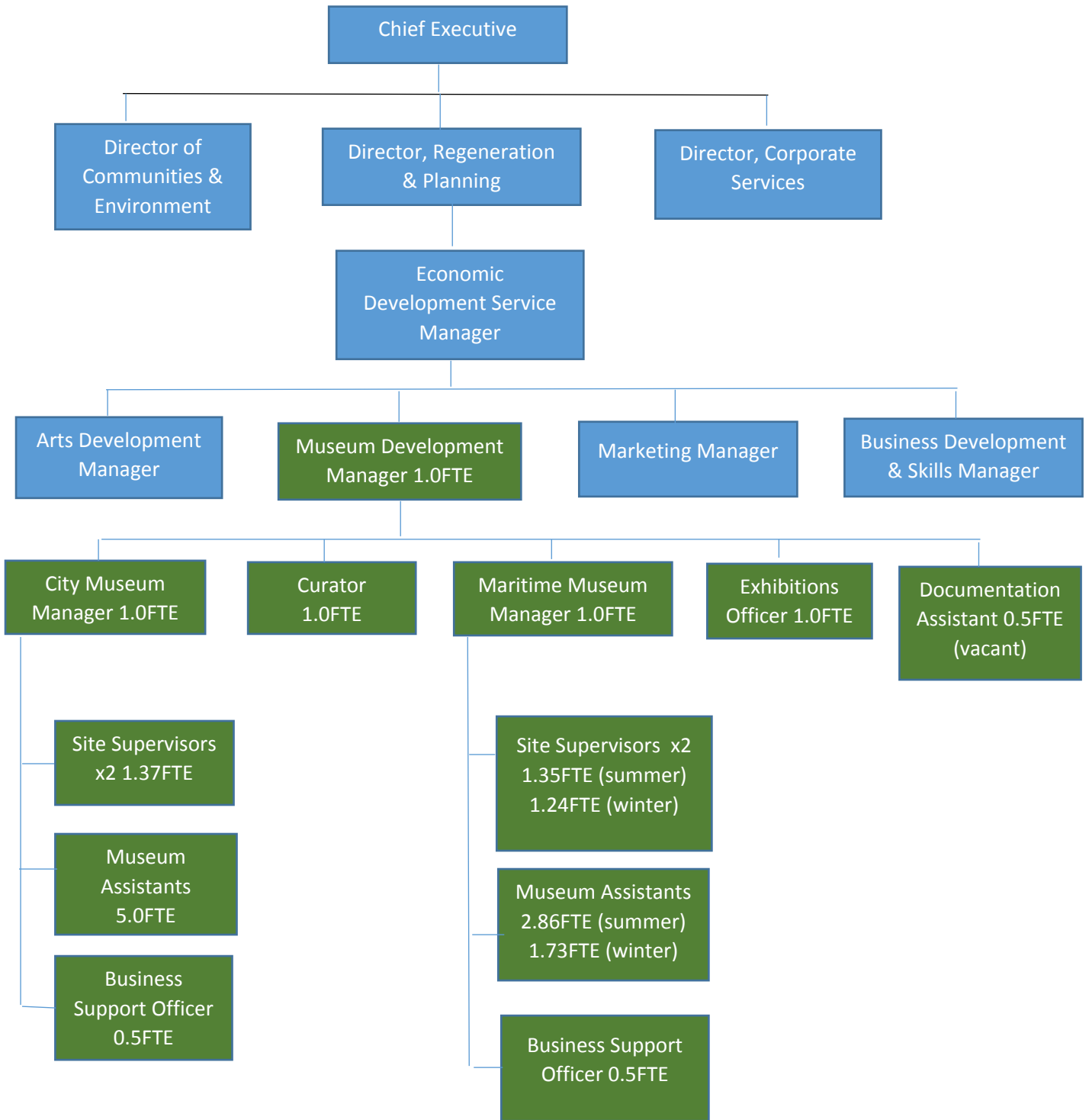
SWOT analysis

Strengths	Weaknesses
<p>Good staff team with a variety of skills and talents and willingness to get involved.</p> <p>Valued by the City Council, which took its museums back in-house in 2018</p> <p>Good collections with good variety</p> <p>Loyal core audience</p> <p>Placed in Economic Development section of Council</p>	<p>Displays that are more than 20 years old</p> <p>Have been outlier sites of Lancashire County Museums, so not properly linked into the local community</p> <p>Buildings currently struggling to be fit for purpose – particularly City Museum</p> <p>Storage not fit for purpose</p> <p>Collections not fully documented</p> <p>Lacking wider community engagement</p> <p>Budgets sufficient to deliver basic service, but substantial development requires additional capacity</p> <p>No audience and non-user data</p>
Opportunities	Threats
<p>Ability to integrate within the work of the City Council</p> <p>University looking for community engagement</p> <p>Funders interested in supporting development</p> <p>City Council keen to support development of the service</p> <p>Interested staff keen to learn new skills</p> <p>Interested potential partners within Lancaster</p> <p>Uplift of tourism offer with Eden North and Castle development</p>	<p>Eden North - quality will reveal deficiencies elsewhere.</p> <p>Castle developing as a major visitor attraction</p> <p>Budget constraints on City Council</p> <p>Will take several years to develop proper communication with potential audiences</p> <p>Need to secure grant funding to develop</p> <p>Pressure to deliver faster than capacity allows</p>

Resourcing

The action plan in Appendix 1 sets out the resources required to deliver the aims and objectives.

Staffing Structure



Finance

Budget 2019-20	Overall budget	City Museum	Maritime Museum	Cottage Museum	Central
Expenditure					
Staffing	454,400	163,800	147,000	1,500	142,100
Training	1,000	0	0	0	1,000
Use of Public Transport	500	0	0	0	500
Building costs	7,400	3,600	3,400	400	0
Building maintenance	0 (covered by Property Group)	0	0	0	0
Utilities	40,000	24,500	15,100	400	0
Rates	43,100	23,000	19,500	600	0
Materials & Equipment	6,200	1,800	3,300	100	1,000
Materials for re-sale	5,100	2,600	2,500	0	0
Office	1225	475	750	0	0
Hospitality	100	0	100	0	0
Services – general	2,000	500	500	0	1,000
Insurance	1,900	0	0	0	1,900
Collections Care	4,000	0	0	0	4,000
Exhibitions & Events	6,500	0	0	0	6,500
Subscriptions	500	0	0	0	500
Software/ Licences	2,000	0	0	0	2,000
Support Recharge (ringfenced)	16,300	0	0	0	16,300
Capital Charges (ringfenced)	164,900	0	0	0	164,900
Income					
Donations	-1,500	-1,500	0	0	0
Sales - General	-13,500	-9,000	-4,500	0	0
Sales - refreshments	-6,000	0	-6,000	0	0
Income general	-3,500	-3,500	0	0	0
Admission fees	-9,000	0	-9,000	0	0
Totals	723,625	206,275	172,650	3,000	341,700

Budget 2020-21 (forecast)	Overall budget	City Museum	Maritime Museum	Cottage Museum	Central
Expenditure					
Staffing	469,500	170,100	150,900	1,500	147,000
Training	1,000	0	0	0	1,000
Use of Public Transport	500	0	0	0	500
Building costs	7,500	3,600	3,500	400	0
Building maintenance	0 (covered by Property Group)	0	0	0	0
Utilities	37,075	21,275 (new boiler)	15,400	400	0
Rates	45,400	25,000	19,800	600	0
Materials & Equipment	6,200	1,800	3,300	100	1,000
Materials for re-sale	5,100	2,600	2,500	0	0
Office	1225	475	750	0	0
Hospitality	100	0	100	0	0
Services – general	2,000	500	500	0	1,000
Insurance	1,900	0	0	0	1,900
Collections Care	4,000	0	0	0	4,000
Exhibitions & Events	6,500	0	0	0	6,500
Subscriptions	500	0	0	0	500
Software/ Licences	2,000	0	0	0	2,000
Support Recharge (ringfenced)	16,700	0	0	0	16,700
Capital Charges (ringfenced)	164,900	0	0	0	164,900
Income					
Donations	-1,500	-1,500	0	0	0
Sales - General	-14,000	-9,000	-5,000	0	0
Sales - refreshments	-7,000	0	-7,000	0	0
Income general	-4,000	-4,000	0	0	0
Admission fees	-9,000	0	-9,000	0	0
Totals	736,600	210,850	175,750	3,000	347,000

Risk Assessment

Risk	Likelihood	Impact	Mitigation	Who will lead on this
Staff capacity issues means that managers are diverted to frontline operations	Medium	Medium	Recruit additional casual museum assistants. Ensure a pool of museum assistants is available as key holders.	Site Managers
Budget reductions due to wider Council budget reductions	High	High	Work to develop additional income and improve efficiency Resilience project to improve organisational resilience	Museum Development Manager
Grant funding not obtained for projects	Medium	High	Amend project and seek other funding. Project not undertaken if unsuccessful	Museum Development Manager
WiFi not fit for purpose without additional funding	High	High	Make savings in other budget areas in order to prioritise this work	Museum Development Manager
Don't manage to recruit sufficient volunteers to deliver Documentation Backlog Plan	Low	High	Ensure good volunteering paperwork is in place	City Museum Manager
Unable to undertake sufficient consultation to develop a successful strategy	High	High	Seek various funding sources Use evaluation of work undertaken as part of consultation Access previous consultations undertaken by other cultural organisations in Lancaster Work with partners on joint projects	Museum Development Manager

Fail to deliver new museum strategy	Medium	High	Seeking support funding Access support within Lancaster City Council Work with partners	Museum Development Manager
Unable to develop partnerships to deliver improved service delivery	Low	High	Maintain regular contact with partners and develop plans together for the benefit of both parties Ensure clear roles and responsibilities within relationships	Museum Development Manager, Site Managers, Curator, Exhibitions Officer as appropriate
Unable to agree new Agreement between City and KORR Trustees and KORR Museum not Accredited and/or KORR collection removed	Low	High	Work closely with Chair of KORR Trustees on agreement	Museum Development Manager
KORR Trustees unable to reform to become functional Trust	Low	Medium	Support Chair of KORR Trustees in this work	Museum Development Manager Curator as appropriate
Unable to resource upskilling staff to enable service transformation	Medium	High	Provide training budget Ensure training is part of every grant bid and developmental piece of work Access newsletters and updates of organisations delivering training to ensure that free museum/cultural training opportunities are accessed Take up internal training opportunities	Museum Development Manager
Disaster (fire, flood) on site	Low	High	Work with Property to	Museum Development Manager

			maintain buildings Have Emergency Plan in place with staff training to deliver it	Site Managers
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Policies

The work of the museums is supported by several key policy statements, which are located in Appendix 3. The Lancaster Museums Collections Development Policy exists separately to this business plan. The key policy statements contained in Appendix 3 are:

- Documentation Policy statement
- Collections Care and Conservation Policy
- Access Policy

Monitoring and evaluation

This plan will be used to inform personal targets for the year during annual appraisals and also to inform training priorities.

Progress will be monitored quarterly alongside performance indicators, which are being collected against :

- Visitor numbers
- Social media engagement
- Income generation

The Action Plan will be completely reviewed and revised in July 2020. As previously stated, because this plan has been constructed at an early stage in the work of developing the role of museums within the work of the City Council, we anticipate a number of changes to the plan, but still within the main aims and objectives.

Appendices

1. Action Plan 2019-21
2. Audience Development work
3. Policy statements for Documentation, Collections Care and Access

Appendix 1

Action Plan (2019-21)

Action	Desired Outcome	Start	Finish	Staff and resources	Council Objectives
Aim 1 : Improve our current offer					
Objective 1a : Develop audiences					
Refresh elements of the displays at the City Museum	Refreshed offer incorporating new elements preferably trialling new methods of engagement. Improve visitor figures Widen participation	August 2019	August 2021	City Museum Manager Exhibitions Officer Revenue budget £2,000 p.a. Potential grant funding	CP 1h, 1i, 3e, 4a, EGP 6.15, 6.17
Develop varied exhibitions programme for 2020	Improve promotion and visitor information Increased visitor figures Increased engagement	Aug 2019	Dec 2019	Exhibitions Officer Site managers	CP 1h, 1i, 3e, 4a, EGP 6.15, 6.17
Promote exhibitions programme for 2020	Improve promotion and visitor information Increased visitor figures Increased engagement	Dec 2019	Feb 2020	Exhibitions Officer Site managers Marketing Team member	CP 1h, 1i, 3e, 4a, EGP 6.15, 6.17
Develop an audience development plan	Understand our audiences so that we can ensure equality of provision, understand who is not using our service and start to address this, improving our offer and how it is presented, increasing visitor figures and income, widening participation, increasing service resilience	June 2019	Aug 2020	£3,000 grant – Museum Development North West Front of House staff – surveying Museum Development Manager + Management team + Chair of KORR Trustees – analysis and plan preparation	CP 1a, 1h, 1i, 3e, 4a, 4b, 4e EGP 6.11, 6.14, 6.15, 6.16, 6.17
Develop a marketing plan	Promote ourselves to existing and new audiences	June 2020	Aug 2020	Lancaster City Council Marketing & Comms team	CP 1a, 1h, 1i, 4a, EGP 6.14, 6.15, 6.17
Improve the accessibility of our	Improve equality of service provision and	Aug 2019	Nov 2019	City Museum Manager working with	CP 1h, 1i, 3a, 3e, 4a,

Action	Desired Outcome	Start	Finish	Staff and resources	Council Objectives
buildings : set up focus group	improve visitor numbers, widen participation			Maritime Museum Manager £200 p.a. for focus group refreshments, expenses etc	EGP 6.11, 6.15, 6.17
Improve the accessibility of our buildings : produce pre-visit accessibility guide	Improve equality of service provision and improve visitor numbers, widen participation	Aug 2019	Nov 2019	City and Maritime Museum Managers	CP 1h, 1i, 3a, 3e, 4a, EGP 6.11, 6.15, 6.17
Develop and promote a self-guided offer for schools	Improve school usage of our buildings and improve school visitor figures	Sept 2019	July 2020	Site Managers, Curator, other interested staff members	CP 1h, 3e, EGP 6.15,
Produce and develop site promotional material	Improve promotion and visitor information Increased visitor figures	July 2019	Sept 2019	Exhibitions Officer Marketing Team member Site Managers	CP 1h, 1i, EGP 6.15
Make the City Museum entrance appealing and visitor friendly	Improve visitor experience, increase visitor numbers, reduce Anti-Social Behaviour (ASB)	ongoing		Museum Development Manager City Museum Manager and staff ASB team Local police	CP 1a, 1h, 1i, 2l, 3e, 4a, EGP 6.17
Objective 1b : Increase our digital engagement					
Install WiFi at each site	Improved service offer Opportunity for enhanced digital engagement and interpretation	June 2019	Oct 2019	ICT Site Managers Revenue budget £5,000	CP 2b, 4a, 4b, 4c, 4e, EGP 6.11, 6.15, 6.17
Increase facebook engagement to 3,000 followers for City Museum and 1,100 followers for the Maritime Museum	Improved engagement Raised profile Increased visitor figures	June 2019	August 2020	All staff Exhibitions Officer, Curator, Site Managers	CP 1i, 2b, 3e, 4a, 4b, 4c, 4e, 4g EGP 6.11, 6.14, 6.15, 6.17
Improve website	Improved promotion and visitor information Increased visitor figures, Widen participation	July 2019	Sept 2019	Exhibitions Officer Management team	CP 2b, 4a, 4b, 4c, 4e, EGP 6.11, 6.14, 6.15, 6.17

Action	Desired Outcome	Start	Finish	Staff and resources	Council Objectives
Start Twitter account for Lancaster Museum and develop usage of 500 followers	Improved engagement Raised profile Increased visitor figures, Widen participation	August 2019	August 2021	All staff Exhibitions Officer, Curator, Site Managers	CP 1i, 2b, 3e, 4a, 4b, 4c, 4e, 4g EGP 6.11, 6.14, 6.15, 6.17
Develop plan to get collections online	Develop a plan to improve digital access to the collections through collections online	April 2020	Oct 2020	Documentation Assistant Volunteers	CP 2b, 3a, 3b, 4a, 4b, 4e,
Objective 1c : Improve how we run					
Develop meeting room hire plan (post WiFi installation)	Improve current income generation	Oct 2019	Dec 2019	Site Managers £500 for equipment etc	CP 1a, 1h, 2b, 4c EGP 6.11, 6.17
Improve collections care	Deliver documentation backlog plan Deliver collections care plan Collections care training Overall improved care for the collections.	Nov 2019	ongoing	Curator, Registrar/ Documentation Assistant Site Managers Volunteers Revenue budget £4,000 p.a.	CP 3a, 3b, 4c, EGP 6.17
Maintain Museums Accreditation	Develop service delivery in line with national guidance Submit City Museums July 2019 and KORR Museum update Feb 2020	June 2019	Feb 2020	Museum Development Manager Site Managers Curator Documentation Assistant	CP 1a, 1h, 1i, 2b, 3a, 3b, 3e, 4a, 4b, 4c, 4g, EGP 6.11, 6.14, 6.15, 6.17
Develop plan for the William Priestley nobby boat	Removal/development of William Priestley nobby boat from storage at rear of museum to become an historic item that engages the public	Sept 2019	June 2020	Maritime Museum Manager Museum Development Manager	CP 4c, EGP 6.17
Develop staff skills	Improved service delivery Improved organisational resilience Improved staff morale Support service transformation	June 2019	ongoing	Museum Development Manager Site Managers	CP 2b, 4a, 4c, 4e, 4g EGP 6.15, 6.16, 6.17
Develop volunteer paperwork and take on 4 volunteers	Develop volunteer paperwork and start taking on volunteers – particularly for collections management work	August 2019	Dec 2019	City Museum Manager Site Managers, Curator Documentation Assistant	CP 2b, 3a, 3b, 3e, 4a, 4c, 4e, EGP 6.11, 6.15, 6.17

Action	Desired Outcome	Start	Finish	Staff and resources	Council Objectives
Deliver security improvements action plan	Improve visitor safety and collections care	Aug 2019	ongoing	Museum Development Manager Site Managers	CP 2b, 2l, 4c, EGP 6.17
Aim 2 : Develop a new museums offer					
Objective 2a. Explore new audiences and methods of engagement					
User and non-user consultation on a future museums' offer	Service development plans properly informed by data	Jan 2020	Dec 2020	Wider council or grant funding – possibly tying into a wider strategy.	CP 1a, 1h, 1i, 3b, 3e, 4a, 4b, 4c, 4e, EGP 5.24, 6.11, 6.14, 6.15, 6.16, 6.17
Consider the role of the Cottage Museum	Improved service offer. Improved visitor figures and income	Aug 2019	April 2020	Museum Development Manager City Museum Manager	CP 1a, 1h, 1i, 2b, 3e, 4a, 4c, EGP 6.11, 6.15, 6.17
Investigate non-museum civic buildings as potential exhibition space	Extend cultural offer within Lancaster City Council. Widen access to museum collections	June 2019	July 2020	Museum Development Manager Property Group Exhibitions Officer	CP 1a, 1h, 1i, 2b, 3e, 4a, 4e EGP 6.11, 6.15, 6.17
Increase community engagement: Silverdale Hoard	Widen participation with museum collections Trial and evaluate different methods of engaging people with the collections Build partnerships – Lancashire Museums, AONB, Morecambe Bay Partnership, Heritage Research Centre,	June 2019	Dec 2020	Museum Development Manager Maritime Museum Manager Exhibitions Officer Grant funding required	CP 1h, 1i, 2b, 3b, 3e, 4a, 4e EGP 6.11, 6.14, 6.15, 6.17
Increase community engagement: Museum Objects in shops	Widen participation with museum collections Trial and evaluate different methods of engaging people with the collections Build partnerships Lancaster and Morecambe BIDs	Aug 2019	June 2020	Museum Development Manager Funding to be ascertained – grant funding and businesses?	CP 1h, 1i, 2b, 3e, 4a, 4e EGP 6.11, 6.15, 6.17

Action	Desired Outcome	Start	Finish	Staff and resources	Council Objectives
Increase community engagement: Chinese objects in collections	Widen participation with museum collections Trial and evaluate different methods of engaging people with the collections Build partnerships – Confucius Centre	April 2020	July 2021	Museum Development Manager Maritime Museum Manager Funding via Confucius Centre and possible grant aid	CP 1h, 1i, 2b, 3e, 4a, 4e EGP 6.11, 6.14, 6.15, 6.17
Increase community engagement: Comedy around collections	Widen participation with museum collections Trial and evaluate different methods of engaging people with the collections Build partnerships – Escape2make, university Comedy Society	Sept 2019	Dec 2020	City Museum Manager Museum Development Manager Grant funding required Revenue budget : £500	CP 1h, 1i, 2b, 3b, 3e, 4a, 4e EGP 6.11, 6.14, 6.15, 6.17
Progress plans for establishing the Visitor Information Centre in the City Museum	Improve customer service offer to the building Improve service promotion and visibility Improve visitor figures and income, Widen participation	June 2019	March 2020	Arts Development Manager Museum Development Manager City Museum and VIC Managers	CP 1a, 1h, 1i, 2b, 2l, 3e, 4a, 4c, 4e EGP 6.11, 6.17
Objective 2b. Develop a strategy for the development of the museums service					
Investigate different models for museum delivery/partnership working	Improved service delivery as part of a wider cultural offer	Oct 2019	Dec 2020	Economic Development Manager Museum Development Manager	CP 2b, 4a, 4c, 4e, EGP 6.11, 6.15, 6.17
Progress work on new Collections Centre	Enable Cabinet decision on whether to proceed Improved collections care and access Improved environmental sustainability of council buildings. Submission for May Cabinet	Aug 2019	April 2020	Museum Development Manager Canal Quarter Project Manager (Paul Rogers) Economic Development Officer (Tom Brown)	CP 2b, 3b, 4a, 4c, 4e, 4g EGP 6.11, 6.17
Develop a strategy for the development of the museums service,	Develop a strategy that works alongside and supports a wider council	Jan 2020	April 2021	Economic Development Manager	CP 1a, 1h, 1i, 2b, 3a, 3b, 3e,

Action	Desired Outcome	Start	Finish	Staff and resources	Council Objectives
including the development of the City Museum and progressing work on a Collections Centre	strategy to improve the offer of the museums and culture in Lancaster with more visitors and improved income. Develop strategy to a stage where it can inform large-scale funding bids			Museum Development Manager Management team Arts Development Manager Colleagues in Economic Development Grant funding to support an external consultant (?)	4a, 4b, 4c, 4e, 4g EGP 5.24, 6.11, 6.16, 6.17
Objective 2c. Develop an improved partnership with the KORR Museum Trustees					
Produce a new agreement between the City Council and King's Own Royal Regiment Museum Trust	Improved partnership working and service delivery KORR museum remains Accredited	Ongoing	Oct 2019	Museum Development Manager Curator Legal Information Governance Chair of Trustees	CP 2b, 4c, 4e EGP 6.11, 6.17
Work with the KORR Trustees to produce a development plan for the regimental museum and collections	Improved partnership working and service delivery. Improved offer for the KORR museum leading to increased visitor figures and engagement. Increased fundraising – privately and through grants.	April 2020	Dec 2020	Museum Development Manager Curator Trustees	CP 1a, 1h, 1i, 2b, 2b, 2e, 3b, 3e, 4a, 4b, 4c, 4e, EGP 6.11, 6.15, 6.17
Aim 3 : Develop the profile and offer of heritage in Lancaster City					
Develop archaeological research framework for the Vicarage Fields/Quay Meadow site	Inform investigation of this potentially nationally important site and funding bids to progress that work	Sept 2019	Oct 2020	Museum Development Manager Economic Development Officer (Tom Brown)	CP 1i, 3b, 4b, 4c, 4e EGP 6.11, 6.14

Action	Desired Outcome	Start	Finish	Staff and resources	Council Objectives
				Economic Development Manager	
Work with partners to develop the Heritage Open Days programme	Raise the profile of heritage in the Lancaster district and bring additional visitors to the city	Sept – annually		Site Managers Curator Destination Marketing Manager Heritage Forum	CP 1h, 1i, 3a, 3e, 4a EGP 6.11, 6.14, 6.15, 6.17
Work with partners to raise the profile of Lancaster as the County Town and a Heritage City	Raise the profile of heritage in the Lancaster district and bring additional visitors to the city Complement the Place marketing.	Sept 2019	ongoing	Museum Development Manager Heritage Forum Destination Marketing	CP 1a, 1h, 1i, 3e, 4e EGP 6.11, 6.14, 6.15, 6.16, 6.17
Contribute to built environment projects within Lancaster e.g. Bailrigg Garden Village, Future High Street, Heritage Action Zones	Develop successful funding applications for the built environment	Ongoing		Museum Development Manager	CP 1a, 1h, 1i, 3a, 3e, EGP 5.17, 5.24, 6.11, 6.14,

Appendix 2

Audience Development

Current position

When the museums transferred back into Lancaster City Council management on 1 October 2018 no audience data other than basic visitor data was available. Data collection to establish a baseline has therefore been the first priority.

Visitor surveys have started at the two main sites of the City Museum and Maritime Museum using Audience Finder, the visitor survey used by The Audience Agency, but tablets for the inputting of information have only just become available, so currently the surveys are solely in paper form and require inputting.

A short non-user survey has also been started using Survey Monkey and is due to produce results w/c 15th July.

The Friends of the City Museum currently run a monthly talks programme and the service participates in different events, such as Heritage Open Days.

Education delivery is provided via Heritage Learning, which is run by Lancashire County Council. Take-up of this service was low in 2017-18 with 779 school children visiting the City Museum, 351 visiting the Maritime Museum and 1,023 at the tiny Cottage Museum (where the visit is linked to Judges Lodgings). Consultation with the manager of Heritage Learning has identified the lack of space in the galleries and Education Rooms as being key factors in the low take-up as many schools require provision for multiple classes to visit, although the Viking Week at the Maritime Museum this June was attended by 323 school children.

Planned work

Audience data

The service has been successful in securing grant aid of £3,000 by Museum Development North West (MDNW) to undertake audience development work during 2019-20, starting with efficient data capture and data analysis.

The programme of work will be delivered by The Audience Agency and will start with training for front of house staff and volunteers in how to correctly undertake a survey, avoiding bias.

This data will then be developed into a report that will be used alongside an Area Profile Plus report for Lancashire that is being produced by The Audience Agency for MDNW. The management and professional staff of the museum service and the Chair of the King's Own Royal Regiment Trustees will then, through a series of workshops, analyse the data and learn how to use it to develop a full audience development plan.

The learning from this project will then be shared, via MDNW, with other museums in the region.

Schools

We will be developing and promoting a self-guided offer to schools at both sites to encourage local schools to visit. We have already analysed the curriculum delivery at 18 schools across the Lancaster and Morecambe area to identify the key areas for targeting our offer. We will work with the Heritage Learning team with both of us cross-promoting our offer.

Accessibility

Various groups representing those with a range of disabilities and access needs have been contacted with a view to developing a comprehensive access audit and forming an ongoing Access Focus Group. We plan to start with individual visits by various groups, who are keen to assist us in this work and then to develop a focus group from there of interested individuals.

In the meantime Access Audits have been completed by the Site Managers using the Museums, Libraries and Archives ' Council's 'Access For All' toolkit and also the Museum Development North West's 'Age Friendly Accessibility audit tool'. An Access Plan has been developed following the Access Audits, although the Action Plan will inevitably change as the focus group starts to meet.

Future work

We plan to work towards a comprehensive consultation with users and non-users on a future museums offer in Lancaster. This may well be broadened into a wider consultation on heritage and culture in Lancaster, informing a Culture & Heritage Strategy. Additional funding would need to be identified for this work.

Appendix 3

Policy Statements

Lancaster Museums Documentation Policy

Lancaster City Museums follow the Collections Trust's SPECTRUM standards of documentation for all objects in its care and are committed to adhering to those standards for all primary museum documentation procedures and to remaining Accredited Museums.

Museum documentation is a vital part of museum work and key to the successful care and accessibility of the museum collections and loans. It underpins our work to deliver an improved service to the people of Lancaster and engage with local communities.

Lancaster Museums undertakes its documentation work with these key purposes in mind:

- To be fully accountable for all collections items in its care – both museum collections and loans.
- To provide accessibility to the collections for enquirers, researchers and museum staff caring for the collections or planning exhibitions, events or other outreach activities
- To ensure the proper care of the collections through proper location and movement control and through the provision of information relevant to maintaining adequate physical security and environmental care for the collections
- To inform good collections management of the Lancaster City Museum collections by providing information required to responsibly inform accessions and disposals
- To ensure the protection of the documentation records through daily backups by Lancaster City Council ICT department for the digital records and protection in a fireproof safe for the key physical records – Accession Registers, Entry and Exit Forms.
- To ensure legal title to the museum objects owned by Lancaster City Council
- To enable the provision of descriptions of lost, stolen or damaged items to insurers or the police
- To be able to correctly follow the laws around GDPR and copyright and other legal obligations, protecting the rights of Lancaster City Council and others.
- To have as much documentation in digital form as possible, to reduce the effect of use of paper on the environment.

This Documentation Policy is put into effect by the Documentation Plan. The aims of the Documentation Plan are:

To maintain the SPECTRUM Primary Procedures to the standard required by the ACE Accreditation Scheme and to continue to apply them to all collections management activities

To apply the SPECTRUM Primary Procedures retrospectively to all items in the permanent collections and on loan not yet catalogued to this standard

To document targeted groups of items according to current legal, ethical and practical requirements

Date approved by the Governing Body : TBC

Date due for review : 31 July 2021

Lancaster Museums Collections Care and Conservation Policy

This Conservation and Collections Care Policy applies to all objects within the museum collections and also objects in the temporary care of the service e.g. loans and enquiries. It covers the physical care of the collections, both preventative and remedial.

Aim

The aim of this policy is to ensure that the objects in the care of the Lancaster City Museums are preserved for current and future generations, while facilitating maximum access to them by the public. This access will be enabled by risk assessments that weigh up the historic and cultural value of the objects, their physical vulnerability and ease of access against a strong presumption towards accessibility.

Standards

Lancaster Museums will use Benchmarks in Collections Care and aims to achieve the Basic level of collections care by 2022. Further improvements will follow any successful transition to a new purpose-built store, investigation into the potential site and plan of this store is part of the 2019-21 Business Plan.

Expert advice

Expert advice, training and conservation is provided by Lancashire Museums Service, which has a professional conservation team working from its Conservation Studios in Preston and adheres to conservation best practice and ethics. A copy of this policy will be supplied to them so that they can adhere to it when undertaking work for Lancaster City Museums. A budget of £3,000 p.a. is allocated for this work, with further funding sought for remedial conservation as required.

Training

All staff and volunteers will receive collections care training relevant to their role within the organisation. All staff will receive emergency recovery training. All training will be provided by a competent collections care trainer. Training may be cascaded as required to ensure that all staff have been trained.

Remedial conservation

Remedial conservation will be considered when objects are damaged and required for display or actively deteriorating.

Objects will usually be conserved using minimal intervention and where possible that intervention will be reversible. Restoration will be considered where appropriate for display/interpretation purposes. All work will be distinguishable from the original.

Work on loans will not be undertaken without prior written consent from the owner.

Preventative conservation

Relative Humidity : The environment will be monitored on a constant basis by the Documentation Assistant and Curator through the use of a Meaco radio telemetry system. The aim is to provide a stable environment for all objects with fluctuations of no more than +/-5% in any 24 hour period. For the majority of items this will be within the 40-60% RH range, ideally between 45-55%RH. However for archaeological metalwork in particular it is recognised that this is required to be lower and a special metals store maintaining RH at 30%RH or below is in operation. De-humidifiers/humidifiers will be used as appropriate to help maintain a stable environment.

Light : Light levels will be monitored as items are placed on display and then at regular intervals. The monitoring will be undertaken by the Exhibition Officer in the first instance and then by either the Exhibition Officer or Site Supervisors. Light sensitive objects will be restricted to 50-80 lux with the most sensitive displayed for limited periods of time. Other organic material will be displayed at no more than 300 lux and inorganic material at levels of no more than 600 lux. It is aimed that UV radiation will be no more than 75 microwatts per lumen.

Pests : Pest monitoring will be conducted via the use of pest traps, which will be monitored on a monthly basis by the Documentation Assistant or Site Supervisors.

The risk of pest infestation will be minimised by keeping stores and displays clean and tidy.

General risks : Objects will be generally protected where supervision levels are low by the use of glass cases and for paintings by their being glazed and backed. Objects on open display or in use for outreach purposes will be risk assessed on an individual basis.

Specialist items will be assessed on an individual basis for their care.

Eating and drinking in stores is not permitted, except for water, where care should be taken over spills.

Health & Safety

Museum collections contain many hazards. Professional advice will be obtained from Lancashire Museums Service and appropriate risk assessments and health & safety documentation maintained.

Items containing hazardous materials will be labelled up as such.

Sustainability

It is the policy of Lancaster City Museums to reduce their impact on the environment.

Collections care materials will be reused and recycled wherever possible. Lancaster Museums will actively seek to use the most sustainable and environmentally-friendly methods of caring for the collections.

During the development or redevelopment of stores or display areas, environmental sustainability will be a key priority and a high level achieved wherever practicable.

Date approved by the Governing Body : TBC

Date due for review : 31 July 2021

Lancaster City Museums Access Policy Statement 2019-21

Our Mission Statement

We will employ an entrepreneurial approach to our museums, to promote our rich heritage. We will be at the heart of the District's cultural offering and we will inspire a feeling of ownership throughout our local communities.

Lancaster City Museums are committed to improving access to the collections held within the three different sites. As part of Lancaster City Council, we proudly follow the Equality and Diversity Policy set out by the City Council, which complies with the Equality Act 2010 and the Public Sector Equality Duty. We have developed this Access Policy Statement following access audits at all sites using Museums, Libraries and Archives 'Access For All' toolkit and the Museum Development North West's 'Age Friendly Accessibility audit tool'.

We recognise that the Museum buildings bring challenges and represents barriers for people with physical and sensory disabilities. We will carry out regular self assessments to evaluate and identify improvements to our access provision. This will include regular updates of our disability and age-friendly access audits. We will consult local groups with a wide range of access requirements to ensure that we are always improving public access to our services and collections, developing a focus group to work with over the years.

To reduce barriers wherever possible, we will consider the following aspects of accessibility to our building, services and collections:

Physical: the City Museum and the Maritime Museum have Grade 2* listed status. At the City Museum, the first floor is accessed via a flight of stairs or a stair lift. The Maritime Museum has a lift providing physical access to all floors except the mezzanine level. The Cottage Museum is largely inaccessible to wheelchairs and those with visual impairments. We will work to improve access to our collections by digitising more objects and getting them online. We will make use of social media to promote online access to the collection. We will get our collections out into local communities so that those with mobility or economic barriers can access the collections in their locality.

Sensory: we will work to improve the ways in which visitors can experience our collection. We will develop our handling collections both internally and with outside partners in order to take the collections out in to the community. We will continue to plan sensory interpretation into our temporary exhibition programme, and throughout our redevelopment work.

Intellectual: we will continue to standardise our interpretation for all parts of the museum to ensure it adheres to universal design principles. We will work to accommodate the varied learning styles of our visitors. We will provide a pre-visit accessibility guide to reduce pre-visit barriers

Cultural: we will work to sensitively represent more of the diverse communities in the Lancaster District.

Geographical: we aim to represent the whole of the Lancaster District, not just the city of Lancaster. This is reflected in our collections development policy.

Financial: the City Museum offers free admission to all, the Maritime Museum offers free admission to local residents and the Cottage Museum has a £1 entry fee.

Interpretive Methods

We will continue to diversify our interpretative methods to ensure we are catering to as many different needs as we can. The local history gallery at the City Museum features text and images, along with visual aids such as reconstructed scenes of Lancaster and a full size train compartment which visitors can touch. A seasonal trail is always available at the City and Maritime Museums for families, which are updated regularly by the Front of House Teams. The Maritime Museum uses oral history recordings; model boats and other modes of transport which visitors can sit in; and tactile activities such as knot tying.

Promoting Public Access

We will continue to participate in national festivals such as Museums at Night, and Heritage Open Days to encourage new audiences to visit our Museums. We will utilise social media to promote engagement with objects and images from our collection.

We will work with our partners to identify opportunities to provide interpretation in other languages, in order to widen access to the collection throughout our communities. Whilst the City Museum does not produce a guide leaflet, the Maritime Museum currently provides one in English, French and Danish, alongside a large print version. We will work with partners to develop our significant Chinese collection, and as part of this we will investigate and hopefully commission Chinese translation of our printed literature in both sites.

Provision of Access to our collections

We will follow national standards to balance our collections care with the need for public access. We will follow the MA and ICOM Code of Ethics. We will work with partners to co-create relevant content for our displays and interpretation, so that the restrictive nature of our buildings does not limit universal access. We will continue to build our social media engagement rates using objects and images from our collection. We will regularly review our progress in order to keep improving and widening access to our collections and buildings.

Date approved by the Governing Body : TBC

Date due for review : 31 July 2021



Accreditation Scheme for Museums
and Galleries in the United Kingdom

Collections development policy

Lancaster City Museums

2014
Reprinted November 2018

Name of museum:

Lancaster City Museums (Lancaster City Museum, Maritime Museum, Cottage Museum)

Name of governing body:

Lancaster City Council

Date on which this policy was approved by governing body:

Insert date.

Policy review procedure:

The collections development policy will be published and reviewed from time to time, at least once every five years.

Date at which this policy is due for review:

July 2024

Arts Council England will be notified of any changes to the collections development policy, and the implications of any such changes for the future of collections.

1

Relationship to other relevant policies/ plans of the organisation:

1.1 The museum's statement of purpose is:

Vision This is a place where the past is part of a thriving future

Mission We will employ an entrepreneurial approach to our museums, to promote our rich heritage. We will be at the heart of the District's cultural offering and we will inspire a feeling of ownership amongst our local communities.

1.2 The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

1.3 By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

1.4 Acquisitions outside the current stated policy will only be made in exceptional circumstances.

1.5 The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using Spectrum primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

1.6 The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

1.7 The museum will not undertake disposal motivated principally by financial reasons.

1.8 Acquisitions will be made through the Acquisition & Disposal Panel.

2

History of the collections

2.1 The earliest museum collections in Lancaster were founded by the Lancaster's Mechanics Institute, based in the Athenaeum, now the Grand Theatre. In 1887, to mark Queen Victoria's Golden Jubilee, Sir Thomas Storey commissioned a new building and re-named the organisation 'The Storey Institute'. All the existing collections were transferred to the new building when it opened in 1891.

The New Town Hall opened in Dalton Square in December 1909 and in 1923 the Lancaster City Museum was established in part of the vacated Georgian Town Hall in Market Square. The Storey collections were transferred over to the new museum with the exception of Fine Art. The Lancaster City Museum continued to run the Art Gallery in the Storey Institute until late 1960's when the remaining Fine Art collections were transferred to the Museum.

In 1976-8 a group of derelict houses on Castle Hill were restored as a result Architectural Heritage Year. 15 Castle Hill had retained a number of the original features and the decision was taken to open the building as a museum. The Cottage Museum was furnished with items from the collection to recreate an early 19th century dwelling and became the second Lancaster Museums site.

In 1985 the Lancaster Maritime Museum opened in the town's former Custom House on St Georges Quay. In 1987 the museum was extended, expanding into the fourth floor of the adjacent warehouse. The Lancaster City Collections now span all three sites, and over the years the collection has continued to develop through donations, bequests and occasional purchases. The collections now consist of approximately 80,000 objects across a range of subject areas, discounting the bulk archaeology.

3

An overview of current collections

3.1 Introduction

The museum collections are typical of a civic museum collection with a wide variety of subjects represented, the majority of which are locally relevant, however the collection also contains individual collections

donated by local people.

3.2 Archaeology

The core collection comprises of approximately 60 material archives from excavations and field surveys as well as casual finds from Lancaster and the surrounding district. Associated documentary material is also held for some archives. The collection consists of ceramic, bone, glass and metal material from the Palaeolithic up to the 19th century. A small amount of material purchased under the treasure act has also been acquired in recent years.

Strengths of the archaeological collections are the Roman material from various excavations, including the Insus memorial and the Burrow Heights heads, and the Anglo-Saxon and Viking Age stonework and burial from Quernmore. A nationally important Bronze Age hoard from Scotforth was also recently acquired.

Significant excavation finds are held for Cockersand Abbey (1923-4), Vicarage Field Lancaster (1929 and 1965-74), Westfield Memorial Village (1934), the Wery Wall Lancaster (1950), Quernmore (1969-71), Mitre Yard Lancaster (1973), The Old Vicarage Lancaster (1975), sites in Church Street Lancaster (1978, 1982 and 1985), China Street Lancaster (1979), Dalton Square Lancaster (1981), Capernwray (1984), Docker Moor (1984-7), Ellel Medieval Pottery Kiln Site (1992), Carnforth Treales Pipeline (1992), Mitchell's Brewery (1999), 5 Dalton Square (2005), Quay Meadow (2015), Castle Hill (2016)

The museum also holds a number of personal collections from local antiquarians. A small amount of material from other counties and countries is represented in these collections. Notable acquisitions include the Alice Johnson Collection of local samian ware (1923), material collected by J W Jackson's from Dog Holes, Warton (1945) and a collection of items from Henry Swainson Cowper (1937).

3.3 Fine Art

The Fine Art collection comprises approximately 1,800 works dating from the 17th century to the present day. The core collection consists of oil and acrylic paintings, watercolours and drawings and prints. There is also a small group of sculptures, posters and artist's photographs.

The scope of the collection can be defined as:

Material depicting local topography, personalities and genre scenes including works by unknown artists.

Notable holdings include a collection of 17th to early 20th century portraits of the Dalton family, and work by landscape artist Samuel John 'Lamorna' Birch (1896 – 1955). Work by local artists and printers.

There are significant holdings of work by George Romney (1734-1802), James Lonsdale (1777-1839), Gideon Yates (fl 1803-38), William Woodhouse (1857-1939), Reginald Aspinwall (1858-1921), Robert Rampling (1835-1909) and The Rembrandt Intaglio Printing Co. Ltd (1895 – 1932). There are individual items from artists such as Ivon Hitchens, Julius Caesar Ibbetson, Joseph Farington, David Roberts and Albert Goodwin.

3.4 Decorative Art

The Decorative Arts collection comprises approximately 1,000 items of ceramics, furniture, clocks, metalwork, glass and ivory.

Holdings include:

Royal commemorative ceramics and ceramics produced for local tourism;

The Miss Whalley Bequest (1944), primarily English and Continental ceramic figures with carved ivories, jade etc; The Chilton Bequest (1968), primarily oriental ceramics; The Fell Bequest (1986), particularly late 18th and early 19th century teawares and tableware.

Locally produced ceramics made in Burton-in-Lonsdale and Scotforth in the 19th century and by a number of contemporary potters working across the district in last years of the 20th century – eg John Calver, Michael & Vicky Eden, Andy Hornby, Alvin Irving, Carol Newmarch and Karen Woof. Also tiles by e.g. Shrigley & Hunt.

Furniture of local manufacture including carved oak furniture and examples of cabinetmaking by Gillows of Lancaster and their contemporaries (eg Bell & Coupland, Simpsons) alongside related cabinetmakers' tools. There is an important collection of 129 interior design drawings from Gillows, covering the first quarter for the 19th century. NB this is a companion collection to a further 175 such drawings in the Victoria and Albert Museum, London.

Material reflecting the local clock and watchmaking tradition with notable examples by Thomas Fayrer, Thomas Worswick and Jonas Barber. Also material reflecting local stained glass workshops of the 19th century, particularly Shrigley & Hunt and Abbott & Co

A small number of ceramic and glass items related to those towns twinned with Lancaster.

3.5 Trade and Industry

This collection includes artefacts that represent the rise and fall of local trades and industries as well as transport developments that aided their

growth. The collection is at its strongest in the 20th century but other periods are represented.

Holdings include:-

Material relating to local trades including clogging, saddle making, blacksmiths and retailing.

There is a notable collection of embossed/etched/labelled glass bottles and stoneware jars, bottles and flagons from local mineral water manufacturers, breweries, public houses and dairies.

Small amounts of material relating to the agricultural history of the region are represented.

The Industrial History collections include material from the oilcloth, table baize and linoleum manufacture (principally at Williamsons and Storey Brothers), silk, rayon and cotton production and metalworking and heavy engineering. As constraints of space have precluded the collection of large-scale machinery these collections include examples of products, photographs of premises and their workforces and company magazines and advertising.

Smaller scale industries (eg Hornsea Pottery made in their Lancaster factory, local breweries etc) are represented, as are local service industries such as healthcare, architects (Austin & Paley) etc.

Material relating to the history and development of local transport networks, including the Morecambe Bay cross-sands routes (notably between Hest Bank via Kents Bank to Ulverston); railways, trams and other forms of road transport; and the Lancaster Canal along its fullest geographical extent.

These collections are cross-disciplinary from, for example, photographs and paintings to equipment, uniforms and commemorative memorabilia.

3.6 Maritime History

Collections relate to the maritime history of Morecambe Bay and Lancaster, local rivers and the coastal areas. They include artefacts, images, paintings and documents exploring:-

The social history of the fishing, boat and shipbuilding, commercial, merchant shipping, seafaring and seaside communities, including maritime crafts, trade, commerce and industry.

Gas, oil and mineral exploitations, extraction and processing in Morecambe Bay and adjacent sea areas.

Coastal defence, coast guard, fishery protection and marine rescue

organisations.

Material relating to naval ships 'adopted' by Lancaster or local towns and any naval or merchant vessels bearing their name

Local boat types, notably the Morecambe Bay prawner (nobby boat) and other variants and derivatives (including drawings, photographs and models) that have been built and/or operated elsewhere.

The Lancaster Port Commission and its facilities around Morecambe Bay including the lighthouse at Walney and landmark at Fleetwood.

Artistic works with a maritime link, such as the Dennis Parr collection of maritime watercolours and the portrait of Dodgson Foster attributed to William Tate.

3.7 Natural Sciences

The Natural Science holdings consist of a very small number of entomology and geological specimens and a small number of mounted specimens.

Several boxes and drawers containing moth specimens of various varieties and at various stages of development.

A collection of geology consisting of a small collection of specimens from Warton Crag, a collection of specimens from Lundsfield Quarry, Carnforth and an unaccessioned box of various specimens.

3.8 Numismatics

The collections hold a significant range of items that fall within this discipline, namely:-

- pre-18th century locally-found coinage
- tokens struck for local tradesmen
- tickets, passes and tokens for local industries and institutions
- local commemorative medals for significant civic and royal events
- local bank notes and cheques
- locally-found coin hoards

3.9 Local and Social History

The collections in this category include objects, documents and visual material that reflect the changing nature of family and domestic life, working life, social life and leisure. By their nature there is some cross-over with other collection disciplines. The collection is particularly strong in representing the first half of the twentieth century.

Significant holdings of visual material in the form of original photographic prints, negatives, lantern slides, film and video (or copies thereof) from the 1840s onwards. These tend to fall into three main areas – local topography, portraiture and events. The photograph collection is primarily topographical but with good coverage of local industrial and social history subjects. Notable holdings by talented local amateur photographers John Walker and Sam Thompson provide strong visual sources for the late 19th century and first half of the 20th century.

Material that demonstrates local reactions to national and international events. For example, material relating to the Second World War home front concentrates on local services in civil defence, provision for evacuees (both children and civil servants), local life under rationing and blackout restrictions, local commemorative celebrations etc.

There is a small collection of costume and costume accessories that were made, worn in or associated with the area. It provides a reasonable sample or cross section of styles from the second half of the 19th century onwards whilst maintaining a local focus and identity. Supporting material also exists in the form of associated ephemera such as fashion magazines, fashion plates, shop catalogues, knitting or dress patterns and costume-related packaging.

Social institutions and services are represented. Objects and supporting evidence of the local Police Force and Fire Brigade are held covering Lancaster Police Force to 1947 and Lancaster and Morecambe Fire Brigades to 1974.

Material relating to urban and rural local Government, Health, Welfare and Education Services is represented. Items are held relating to Lancaster, Morecambe and the district's civic life, corporate identity and the Mayoralty.

There is a small group of artefacts related to those towns and villages which Lancaster and local villages are twinned.

Ephemera collection comprising of approximately 2,500 maps, tickets, labels, advertising ephemera, billheads, commemorative pamphlets and certificates exist as part of this collection.

Whilst local business archives and old manuscripts are redirected to appropriate Record Office repositories there are existing collections of documents pertaining to archaeological material.

Small holdings of items relating to local Artillery Volunteers – the 5th Lancashire Garrison Artillery Volunteers, constituents and successors.

There is a small collection of de-commissioned firearms.

3.10 Morecambe

The collection contains many items relating to the history of Morecambe and the fishing heritage of Poulton before it, but is not currently in a position where the history of Morecambe could be told.

Areas of the collection where there are strengths are postcards and photographs relating to Morecambe, including the Super Swimming Stadium and the Beauty Pageants. There is also a range of ephemera relating to the theatres and other entertainments.

There are also a number of embossed glass bottles from Morecambe pubs and aerated water companies.

3.11 Transatlantic Slave Trade

The museum service currently possesses very little material relating to the Transatlantic Slave Trade. Material tends to be concentrated on the ship owners and their ships, particularly paintings and customs books.

3.12 Notable people and events

The museum has some material relating to notable people and events, particularly portraits.

4

Themes and priorities for future collecting

4.1 Background

Historically the area of collection has been that administered by the City of Lancaster (which is co-terminus with the ancient Hundred of Lonsdale, South of the Sands) and the immediately adjacent area within a radius of 10 miles. Lancaster City Museums will in future collect items related to the Lancaster City Council district area only.

Acquisitions will be selected or accepted on the basis of their capacity to illustrate the history of the area and its people from Prehistory to the present day.

Acquisitions will be conditional upon the ability of the Museum to provide adequate care for the object(s) – this to include storage, conservation and appropriate staff capacity. Material will otherwise be redirected to other suitable Museums or repositories with appropriate specialised facilities wherever possible.

At all times the Museum will take due consideration of the collecting policies of adjacent local, regional and national museums and kindred bodies such as the Lancashire Archives to avoid unnecessary duplication, waste of resources and conflicts of interest.

4.2 Archaeology

Lancaster City Museums will continue to collect archives from archaeological interventions as well as casual finds from Lancaster and the surrounding district. The museum may take the decision not to acquire archives that consist of material already well represented in the collections. In these instances a copy of the final report will be retained by the museum. The museum will not accept unanalysed environmental remains or non-diagnostic bulk material unless there is a compelling argument for retention. Due regard will also be given to the ability to conserve and store artefacts from underwater archaeology. Original documentary archives resulting from commercial archaeological events will continue to go to Lancashire Archives but the museum will retain copies if the associated material archive is acquired.

Iron Age and Medieval material is under-represented in the collection and the museum would particularly seek to strengthen these areas.

Roman and Early Medieval Lancaster has been identified as a key story in the history of the area and we will seek to develop the collections in order to tell this story.

4.3 Fine Art

Lancaster City Museums will continue to collect good quality works of art that have a strong local association either through subject or creator. Storage constraints may prohibit the acquisition of larger pieces of work, particularly sculpture.

The museum will seek to strengthen the collection in these areas - 20th century depictions of local topography, views of industrial and modern Lancaster, Morecambe and the Lancaster District, portraits of local people and contemporary works that fit the criteria above.

4.4 Decorative Arts

Lancaster City Museums will continue to collect good quality works of decorative art that have a strong local association either through subject or creator.

The museum will continue to expand the collection of contemporary ceramics by placing emphasis on the acquisition of 21st century material. The museum would also like to acquire some complete examples of

Delftware produced at the Luneside Pothouse located on St Georges Quay 1754-1786.

Additional areas for collecting are material relating to local firms Shrigley & Hunt, Abbott & Co and Austin & Paley.

Any material offered to the museum related to Gillows of Lancaster will be redirected to Lancashire County Council Museums (LCCM) the museum will only consider such material if LCCM do not wish to acquire. However items relating to Waring & Gillows will be acquired as this is not a collecting area for the LCCM..

Due to storage constraints the museum will not consider large items of furniture unless they can be placed in an alternative venue, such as the Town Hall.

The museum will not look to expand on the collection of generic Royal commemorative material.

4.5 Trade and Industry

Lancaster City Museums will continue to collect material that illustrates the rise and fall of local trades and industries.

There are several specific areas that have been identified for development. Emphasis will be put on strengthening collections related to 19th and 20th century industry in the Lune Valley, such as Claughton Brickworks, on illustrating the development of renewable energy sources in the area, such as wind farms, on the Lancaster silk industry and on material related to stations at Green Ayre, Morecambe and Carnforth.

More generally, the museum will endeavour to strengthen collections related to industry and trade in the late 20th and early 21st century.

The museum will not be seeking to expand on material related to embossed bottles and will not consider large agricultural items although we would still seek to collect related 2D material and smaller items.

4.6 Maritime and Riverine History

Lancaster City Museums will continue to collect material with a strong local connection to the maritime history of Morecambe Bay, local rivers, canals and the coastal areas.

Specific areas of the collection identified for development include material related to the rivers of the Lune Valley and how the river is used.

The museum will also seek to acquire material relating to leisure

activities on the canal during the 20th and 21st centuries, such as small pieces of canal ware, where there is a clear local connection.

The museum will not seek to expand on the collection of maritime vessels.

4.7 Natural History

Lancaster City Museums will not seek to expand this collection, however items relating to the natural history of Morecambe Bay will be considered.

4.8 Numismatics

Lancaster City Museums will continue to collect numismatic material that was struck or found locally or where a strong local connection can be demonstrated. Locally found early medieval coinage is under-represented in the collection and the museum will particularly seek to expand on these holdings.

4.9 Local and Social History

Lancaster City Museums will collect material that is locally relevant and reflects the changing nature of family and domestic life, working life, social life and leisure in Lancaster, Morecambe, Heysham, Carnforth and the surrounding district. Items with a good local story attached to them will be prioritised.

Emphasis will be put on developing the collection so that it better reflects the diversity of the communities served by the museum. Priority will be placed on collecting items that represent groups and people defined as having protected characteristics under the Equality Act 2010 and local youth culture and we will actively collect in this area.

There are various areas of the story of Lancaster which we feel are not well represented in the museum collections and we will work to actively address them. These are :

- Material relating to Lancaster University.
- Local crime and punishment, particularly connected to the local Lancaster magistrate's court is an area where we wish to develop the collection with a view to better interpreting that area of the Town Hall's past history.
- Material relating to the history of protestant dissent within the area.

- Material relating to superstition and belief in magic and witchcraft within the area.
- Material relating to the provision of mental health within the area, particularly the Lancaster Moor Hospital.
- Material relating to the care and education of children with learning problems, particularly the Royal Albert Hospital
- Material relating to Georgian Lancaster generally.
- Material relating to Carnforth
- The museum will also seek to address gaps in the costume collection, particularly occupational dress.

The museum will not actively seek to acquire material already well represented in the collections. Sewing machines, costume accessories, mid-20th century theatre programmes and 20th century transport tickets will only be considered if of exceptional local significance. 20th century billheads and receipts will only be considered if related to industries under-represented in the collections.

The museum will not seek to acquire any type of archival material specified in the Lancashire Record Office Collection Policy Statement (2007). Material offered to the museum related to childhood generally will be directed to Lancashire County Museums Service, however childhood items with good local stories will be considered for the collection.

4.10 Morecambe

The museum service feels that the collection currently does not represent adequately the history of Morecambe, being strong in some areas but under-represented in others. Active collecting will therefore take place to address this, so that the story of Morecambe can be told.

The museum is seeking to address gaps in collections related to the Morecambe tourist industry, such as material related to the piers, the Tower, the re-development of the Midland Hotel and the development and demise of the Dome. New developments in this area, such as the proposed Eden Project, will be actively collected.

Morecambe businesses are also under-represented in the collection.

More generally, the museum will also endeavour to expand on late 19th, late 20th and 21st century holdings, particularly in relation to Morecambe and maritime trade and leisure activities. Areas such as Frontierland, the Scooter Rallies, Gala Bingo, the post-1970 music scene and events such as 'The Liverpool Ladies & The Bradford Dockers' and 'Vintage by the

Sea' are poorly represented and will be actively collected.

4.11 Transatlantic Slave Trade

The museum will seek to acquire items relating to the Transatlantic slave trade that was conducted from Lancaster. This not only relates to the actual trade but also to directly relatable consequences, such as material relating to ex-slaves and their families and descendants, material relating to slave-trade families and share-owners, plantation owners, material relating to businesses where the business was directly supported by the trade e.g. furniture making, sugar making, coffee importation.

4.12 Notable people and events

The museum service wishes to be able to tell the story of notable people and events relating to the Lancaster district. We will therefore actively collect in these areas.

Examples of notable people are Richard Owen, Lord Ashton, Thomas Storey, Eric Morecambe, Thora Hird and Cedric Robinson. However notable people can also be local people with a great story whose contribution has previously been unrecognised.

5

Themes and priorities for rationalisation and disposal

- 5.1** The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well-managed collection.
- 5.2** The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.
- 5.3** Priorities for disposal will be items that are in poor condition, where there are multiple examples, or where the item belongs more appropriately in the collection of another museum e.g. items from Blackburn.
- 5.4** Any disposals from the museum collections will be approved by the Acquisition and Disposal Panel to agreed criteria and then through the Council's decisions process. This may be a delegated decision, but will be decided at the time following the current review of delegated decisions.

6

Legal and ethical framework for acquisition and disposal of items

- 6.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.

7

Collecting policies of other museums

- 7.1 The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

- 7.2 Specific reference is made to the following museum(s)/organisation(s):

Lancashire County Museum Service and the districts it manages
Lancashire Archives (formerly Lancashire Record Office)
International Slavery Museum, National Museums Liverpool
Kendal Museum
Peter Scott Gallery, Lancaster University (now LICA)
The Lakeland Arts Trust, Kendal
Harris Museum and Art Gallery,
Blackburn Museum and Art Gallery
Grundy Art Gallery, Blackpool

- 7.3 If appropriate we will look at joint acquisitions of items with other Accredited Museums where items are highly significant to both organisations.

8

Archival holdings

The museum service does not hold any archives aside from archaeological paper archives and some customs documents.

9

Acquisition

9.1 The policy for agreeing acquisitions is:

Acquisitions to the collection will be made by the Acquisition & Disposal Panel, which will normally meet monthly. The panel will consist of the Museum Development Manager, City and Maritime Museum Managers, the Curator and the Documentation Assistant.

9.2 The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

9.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

10

Human remains

- 10.1 As the museum holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.

11

Biological and geological material

- 11.1 So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.

12

Archaeological material

- 12.1** The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.
- 12.2** In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

13

Exceptions

13.1 Any exceptions to the above clauses will only be because the museum is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

14

Spoliation

14.1 The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

15

The Repatriation and Restitution of objects and human remains

- 15.1** The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.

16

Disposal procedures

- 16.1** All disposals will be undertaken with reference to the Spectrum primary procedures on disposal.
- 16.2** The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- 16.3** When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 16.4** When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort – destruction.
- 16.5** The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.
- 16.6** A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

- 16.7** Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.8** If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.9** The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.10** Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England.

- 16.11** The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 16.12** Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal.

Disposal by exchange

- 16.13** The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- 16.13.1** In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 16.13.2** If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.

- 16.13.3** If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.13.4** Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by destruction

- 16.14** If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
- 16.15** It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
- 16.16** Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.17** Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.18** The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.



Llywodraeth Cymru
Welsh Government

