



Lancaster City Museums

Business Plan, 2019-21



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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> |

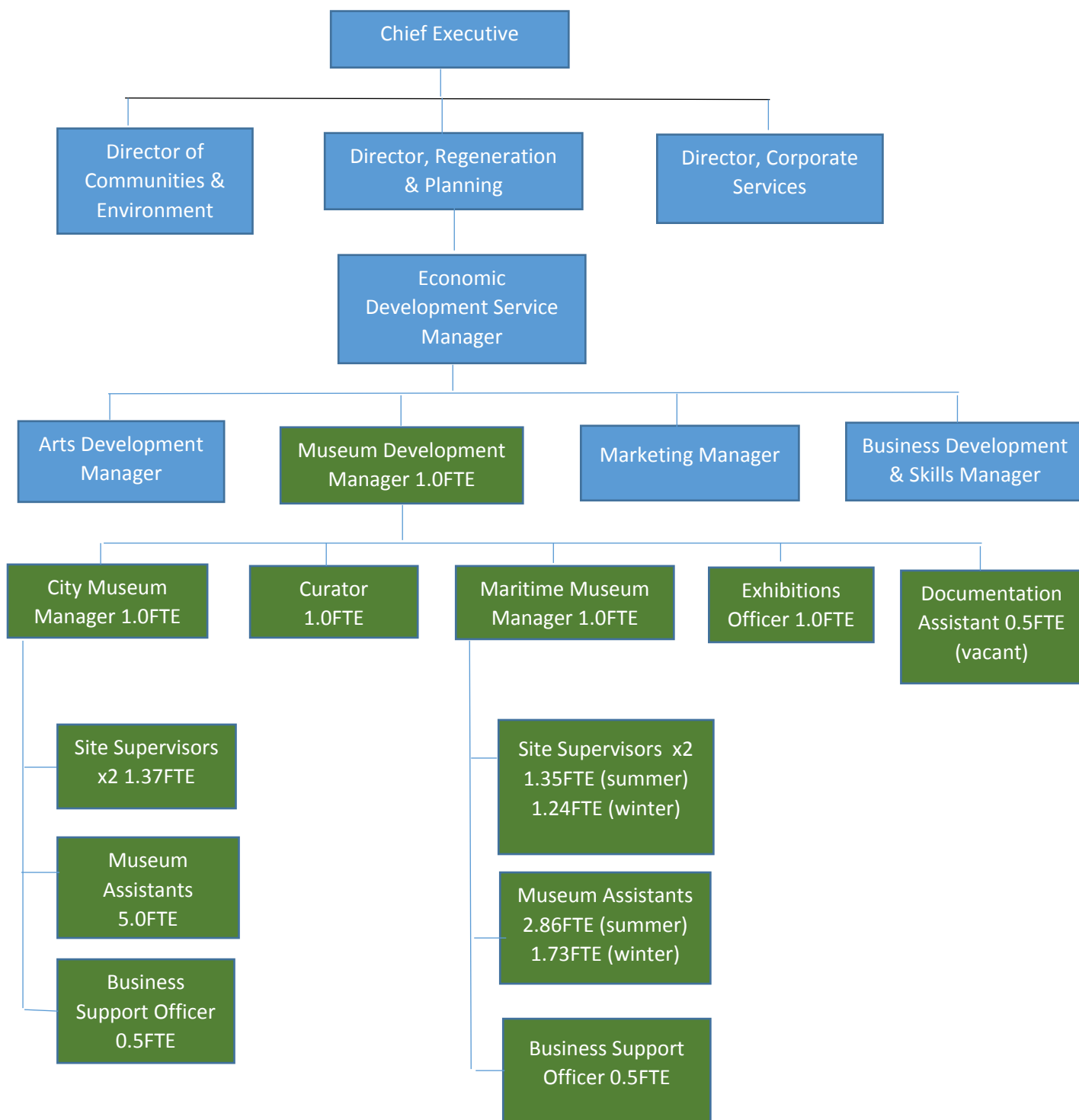
SWOT analysis

| 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 |
|--|--|--|--------------------------------------------------------------------------------------|---------------|

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