

LISKEARD TOWN COUNCIL

MINUTES of the **MUSEUM MANAGEMENT COMMITTEE** held in The Council Chamber, West Street, Liskeard on Monday 24 November 2014 at 7.30 pm.

PRESENT

The Mayor Councillor Phil Seeva ex-officio

Councillor Ian Goldsworthy - in the Chair

Councillors: Rachel Brooks, Roger Holmes, Hella Tovar, Anne Purdon, James Shrubsole

Museum Curator Anna Monks

Old Cornwall Society Representative Duncan Mathews

Town Clerk Steve Vinson

Minute Clerk Stuart Houghton

The Chairman advised those present of Housekeeping matters

449/14 OPEN SESSION

No Parishioners were present.

450/14 APOLOGIES

An apology was received from the Deputy Mayor Councillor Jane Pascoe and also from; the Stuart House representative David Howard and Stephanie Meads, Cornwall Council Museums.
Councillor Holmes for his anticipated late arrival.

451/14 DECLARATIONS OF INTEREST

No Members declared an interest either Pecuniary or Non Pecuniary.

452/14 MINUTES OF THE MEETING HELD ON 21 JULY 2014

Councillor Tovar referred to Minute 201/14; she asked the Minute record that her offer to become a Museum Volunteer was accepted. Following discussion, it was agreed that the following be added. "the offer of the Vice Chairman to become a volunteer at the Museum was accepted."

The Chairman proposed, Councillor Brooks seconded and the Committee **APPROVED** the Minutes of the meeting held on Monday 21 July 2014 with the above amendment. The Chairman signed the minutes.

453/14 DEVELOPMENTS IMPACTING ON THE FUTURE STRATEGIC DIRECTION OF THE TOWN COUNCIL - HOW THAT MIGHT INFLUENCE COUNCIL SERVICES INCLUDING THE MUSEUM

The Town Clerk referred to his report, that had been circulated, in which the proposed and actual reductions in the Council Support Grant were detailed, and other financial changes, that increased the operating costs of the Council, and the conclusion that grants and generated income must be maximised, costs to be kept to a minimum and the use of volunteers to be increased.

The Chairman stated that the Museum was well placed, thanks to the efforts of the Curator.

454/14 CURATORS REPORT

The Curator's Report had been circulated and is attached.

The Curator highlighted the salient issues in the report and the fact that the work funded by Virador and CHAHF grants were complete and that there were a number of new volunteers. Tribute was paid to the amount of work that had been completed behind the scenes and the Chairman stated that all the efforts were now coming together with the redecoration of the rooms.

The Mayor commented that the Museum was a credit to the Town.

455/14 PRECEPT 2015 - 2016

The up dated Forward Plan, prepared by the Curator, had been circulated.

The Chair stated that it was the intention for the Museum to increase its income and to apply for more grants to cover the costs of essential improvements. The Curator was working very closely with local schools and could tailor education programmes for them.

The Curator explained that the Forward Plan contained details of proposals for the forthcoming period, the most desirable item was the Catalogue Database, unfortunately she did not think that a grant would be available for the purchase of the database but could be available for training for the volunteers.

She was of the opinion that the correct way to approach projects was for the need for the projects to lead, not to apply for grants to see if the project was viable, to this end costings had been included, but grants would be applied for. If the grant applications were successful, it would reduce the Museums costs.

The Chair proposed, Councillor Brooks seconded and the Committee **RESOLVED** to adopt the updated Forward Plan.

456/14 GUILDHALL STORE

The Chair explained that in the summer, a repair had been made to the roof of the Guildhall to prevent the ingress of water into the area where old Town Council records and photographs were stored. The Curator had recently reported that the damp had affected the condition of these items and recommended that a conservator be engaged to advise on remedial works to restore them to a good condition, as some items were quite precious and should be saved. She did have an old record of items that were stored there before the gallery was let.

The Chair proposed, Councillor Tovar seconded and the Committee **RESOLVED** to **RECOMMEND** that the Town Council to obtain costings and appoint a conservator to assess the condition of the stored items and to advise on any remedial action that should be taken.

457/14 RESOLUTION TO PURCHASE A METAL CABINET FOR PHOTOGRAPHIC NEGATIVES

The Curator reported that she had sourced a supplier that could provide suitable cabinets at a cost of just under £400.

The Chair proposed, Councillor Tovar seconded, and the Committee **RESOLVED** that the Curator should purchase a suitable cabinet for the storage of the negatives up to a maximum cost of £400.

458/14 SURPLUS DISPLAY CABINETS

The Chairman reminded the Committee that they had resolved that the surplus cabinets should be disposed of at a local auction. Since then an offer had been received from a local Cricket Club to purchase the cabinets for £300. This proposal had been considered by the Finance Committee which had recommended that a valuation of the cabinets be made before accepting the offer. A valuation had been requested but the valuer had stated that although the cabinets were well made they were bespoke and could not be valued as a general item.

The Chairman proposed, the Mayor seconded and the Committee **RESOLVED** that the offer to purchase the redundant cabinets for £300 be accepted and that the proceeds from the sale be reinvested in the Museum.

459/14 DONORS JOURNEY

Councillor Tovar explained that she had attended a course for ideas how to raise additional income for the Museum, other than from grants. She circulated a "Pyramid of Giving" which had at its base the need to bring in new donors, through various initiatives, and for them to progress up the pyramid to the point where the donor would leave a legacy. She felt that a data base should be provided to record this information.

An idea for introducing new donors would be to hold a social and private tour of the

Museum, with nibbles, for local institutions such as Stuart House, the Liskerrett Centre, LIDFAS, the Old Cornwall Society and local schools.

Another idea would be to use the shop window of RIO in Fore Street, at a cost of £5 per day, to advertise the Museum. She thought that fundraising was friend raising and that you had to speculate to accumulate.

Comments made included;

- The TIC could be used to raise awareness for the Museum
- Details for these proposals should be costed for future discussion
- The Museum was recognised as a cultural centre in the Town
- The Museum has an ongoing programme with outside bodies

Councillor Tovar was asked to develop her ideas with costings for future discussion.

460/14 ANY OTHER BUSINESS

None.

461/14 DATE OF NEXT MEETING

It was agreed that the next meeting of the Museum Management Committee would be held on a Monday 23 February 2015, provided that this did not clash with the schools half term.

Liskeard & District Museum

Curator's Report to Museum Management Committee: 24th November 2014

1 Purpose of Report

1.1 For information: to update the Committee on activity since the last meeting.

2 Project Updates

Viridor Project

2.1 The display cases were delivered (late) but look wonderful and are nearly fully dressed. Many visitors have commented on the professional appearance created by the cases.

2.2 The Viridor Trust staff have been extremely helpful and easy to work with and the full grant (£34,000 has been reclaimed).

CHAMP

2.3 The CHAMP projects are almost complete. We have three interactive digital installations. **The Enlightened Eye** (Microscope) is working well despite inevitable settling in issues. The EE webpage is receiving a lot of traffic and there is a lot of activity between our website and the enlightened-eye.com. This indicates that it is reaching its target audience. The installation is being evaluated by its designer Jason Cleverly at Falmouth University.

2.4 The **tactile wall**, is on order and should be installed soon. Schools have started using the handling boxes although there is further work to do on that part of the project.

Permanent Displays and Interpretation

2.5 Three rooms have been repainted, transforming the museum. Working with the Premises Manager I am ordering and installing new display systems to facilitate flexible and attractive interpretation. These include acrylic sandwiches and a versatile picture rail system.

Website

2.6 The new website is receiving about 250 genuine hits per week. (ie not including crawler robots). The news pages have a good following. There are more areas to develop when time allows.

3 Special Exhibitions and Events

3.1 The main summer exhibition **Mazed** has received over 1100 visitors and attracted good publicity. We distributed over 500 copies of Mazed Tales. The final event included a storytelling session at the museum on 2 September with the acclaimed Cornish Storytellers. The partnership forged good relationships with local artists and technical specialists.

3.2 We received an impromptu visit from Sheryll Murray MP who kindly presented us with a signed copy of the Deep Seas Mining Act - regulatory legislation which she steered through the House of Commons. This will add to our impressive mining library and bring it up to date. Mrs Murray has publicly praised the museums in this constituency which has raised our profile and given us confidence.

3.3 On Saturday 13th September John Manley began his launch of his new book

“William West – the Last great Engineer” with a well attended presentation at the museum. This strengthened our working relationship with the Trevisthick Society.

4 Visitor Numbers, Donations and Sales

4.1. We have had 2700 visitors so far this year (Apr/Oct). This is 350 down on last year but, there has been a general drop of 15% for indoor attractions this year. Before mid-May visitor numbers in Cornwall slumped because of the storms. Last year we had several spring school visits and big events. This year we have had to concentrate on the re-organisation and have not laid on big events. Interestingly the visitor numbers for the Mazed exhibition (school summer holidays) were up 110 on last year for the same period.

We now have several school enquiries and I expect we will make up the numbers by March.

4.2 Donations are steady and will probably pick up when the school holidays are over. Sales are lower possibly because I need to buy new stock and the TIC stock has expanded. However, income from research is rising and will continue to do so especially once I have set up a Pay Pal account or the TIC have set up online Card payments. Many of our customers are overseas.

4.3 Demand for Services grows all the time. Our volunteers work on enquiries and we are delivering other paid services including

- a reminiscence session at the Echo Centre
- a talk on Emily Hobhouse for Menheniot Women’s Institute.
- a World War II day for Hillfort School.

5 Staffing and Training

5.1 Three new volunteers started at the museum in October. One is a temporary placement. All volunteers are given full induction. I have introduced a training card for those who want it. I am working with a Cornwall MDO on a volunteer recruitment project.

5.2 Three volunteers recently attended training on document and book conservation.

5.3 We have already had an application for a year ten work experience placement in July 2015.

6. Cornish Mining Attractions Marketing Association

6.1 We have rejoined CMAMA after our membership lapsed. The organisation is being reinvigorated and we are taking an active role in the promotion of industrial heritage sites.

7. Accreditation

7. I submitted the first set of documents requested in our Accreditation Conditions. These were accepted. Our next target is to finish the Content Management backlog and upgrade to a new database by the end of 2015.

Anna Monks, Curator November 2014

Guildhall Store Room

1. Purpose of Report

1.1 To request committee to recommend that the Council pay for conservation services following damage to objects.

2. Background

2.1 There is a room at the top of the Guildhall building which has been used for storage by the Town Council. The room does not have double glazing.

2.2 Some years ago some objects from the museum were sent to the room for storage. They were due to be returned to the museum as we now have more storage space, but on inspection this summer were found to have suffered damage from damp.

2.3 As well as museum objects there are many interesting items belonging to the Town Council and a range of records which should have been deposited with the County Records Office.

2.4 All these items have been exposed to fungal spores.

3. Proposed Action

3.1 The museum committee is responsible for the museum objects. The curator has taken advice which is that a professional conservator needs to assess the damage and recommend necessary action.

3.2 The objects cannot be allowed into the museum as

- there is no isolation space big enough
- they may contaminate other objects
- they require professional conservation or they will continue to deteriorate
- the fungal spores can develop allergic reactions in some people

3.3 Therefore a professional is required to assess the objects and recommend next steps. The museum objects need to be thoroughly cleaned before they can be re-admitted into the museum. The CRO has asked that the records be treated before they are offered to them.

3.4 The museum committee does not have budget for this and the museum objects form a small part of the affected collection. Therefore we request that the Town Council appoints a conservator and takes remedial action.

3.5 The matter is urgent because the onset of winter will hasten the rate of further decay.

Liskeard & District Museum: Forward Plan 2011 - 2017, Budget Implications

Outgoings	2012 - 13 actuals	2013 -14 actuals	2014 -15 projected	2015-16 projected	2016-17 projected
Town Council Revenue Budget	4000.00	6000.00	6000.00	6000.00	6000.00
Expenditure below does not include salaries, normal building costs or grant funded project costs					
periodical outgoings					
Eclipse ISP / telephone	160.00	115.00	200.00	300.00	330.00
Subscriptions	400.00	230.00	450.00	450.00	450.00
Museum Alarm	218.00	290.00	330.00	400.00	440.00
continuous outgoings					
travel expenses	230.00	240.00	150.00	250.00	250.00
parking fees / bus fares	113.00	91.00	150.00	400.00	400.00
petty cash refreshments (postage small equip 15)	159.00	140.00	360.00	400.00	500.00
Stationery (postage/small equip 14)	422.00	340.00	350.00	300.00	400.00
Preservation Supplies	305.00	1000.00	600.00	600.00	650.00
display	0.00	1000.00	650.00	1000.00	500.00
lazer printer toners	120.00	75.00	280.00	240.00	250.00
education resources	10.00	0.00	0.00	500.00	500.00
sales stock		185.00	150.00	500.00	300.00
Publicity materials (leaflets/ ads)			0.00	500.00	500.00
training/conferences	0.00	0.00	0.00	300.00	300.00
ad-hoc expenses					
miscellaneous	312.00	235.00	310.00	150.00	200.00
furniture	290.00	0.00	150.00	150.00	150.00
museum collection purchases		160.00	1000.00	500.00	500.00

museum collection conservation					
display cases match funding			1380.00		
re-decoration			1340.00		2000.00
IT / computers					
IT upgrades	1330.00	0.00	210.00	300.00	600.00
Catalogue database upgrade	0.00	0.00	0.00	4000.00	0.00
website construction	0.00	150.00	200.00	100.00	0.00
web server	0.00	0.00	90.00	100.00	100.00
equipment					
digitisation project	0.00	0.00	0.00	2000.00	0.00
projector and screen	0.00	0.00	0.00	3000.00	0.00
lighting consultant	300.00	0.00	0.00	0.00	0.00
totals	4369.00	4251.00	8350.00	18440.00	11320.00
Net Income Donations, Services and Sales	820.00	1700.00	1200.00	2000.00	2000.00
Grant income required for this spend	0.00	0.00	0.00	11000.00	3400.00
gross income	4820.00	7700.00	7200.00	19000.00	11400.00

The grant figure for 2014/15 is the actual amount left from grants received in 2013.14 for the Viridor Display cases project. No money was spent until 2014/15

**Once grant funds are obtained the funded elements are removed from this projection.
Unspent income goes into museum reserve**

Liskeard & District Museum Forward Plan 2013-2016

Governing body: Liskeard Town Council

Last reviewed by the museum Management Committee 03 March 2014

Update 24 November 2014

1 Purpose of Forward Plan

1.1 The plan sets out in one document a summary of the Museum's Purpose, an assessment of the Museum's current operation and a plan for activities over the coming three years. It should be used as a working document to be referenced for management decisions and budgeting.

1.2 The plan should be reviewed regularly with a rolling programme of actions to enable the museum management to think ahead and be proactive. The museum was first awarded Accredited Status on 21 April 2010. It was awarded full re-accreditation by Arts Council England in April 2014.

Liskeard & District Museum Statement of Purpose

Liskeard & District Museum provides a unique resource for local people and visitors to South East Cornwall to explore and preserve the heritage of the area.

The museum will achieve this by collecting appropriate objects and providing accessible interpretation and further resources.

The museum is committed to making its resources and interpretation accessible to the widest possible audience by providing opportunities for learning, thinking, enjoyment and creativity.

In addition the museum develops its role in the cultural and economic life of the district by engaging in the following activities:

- School and college museum visits, loans boxes, additional educational resources and outreach sessions
- Participation in local health and social care through visits, outreach sessions and a memory box loan service
- Acting as an interpretation centre for the Caradon part of the Cornish Mining World Heritage site
- Providing free activities for children and families
- Providing work experience placements and promoting volunteer training opportunities
- Promoting tourism
- Communicating with the worldwide community of Cornish mining emigrant families, by running a family history research service and amassing a body of research
- Hosting displays for local organisations and visiting exhibitions
- Participating in local events
- Hosting talks and cultural performances
- Partnerships in diverse projects

Part 1

2 Governance and Staffing

2.1. The museum is owned by Liskeard Town Council which has a dedicated Museum Management Committee to regulate the museum's affairs.

Some financial and staffing decisions are reserved for ratification by the Council or its Finance Committee in line with Council rules.

2.2 The Management Committee has non-voting members including

- the Museums Development Officer (MDO) for East Cornwall,
- a volunteers representative,
- representatives of local heritage organisations and
- the Town Archivist.
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2.3 The MDO acts as museum mentor to the Town Council and there is an extensive network of support and advice available through the MDO and other professionals in the County and Region.

2.4 The museum is managed by the Curator who is managed by the Town Clerk. The Curator was a voluntary position until October 2012 when the Council decided to create a part-time paid post, reflecting the growing professionalism of the Museum.

2.5 The Museum relies on its volunteers who undertake a wide range of museum work and keep the galleries open to the public.

2.6 The Museum shares a building with the Council's Tourist Information Centre ensuring that an employee is on duty in the building during public open hours.

3 Facilities and Charges

3.1 Entrance to the museum and most of its events is **free**. Some services are provided at a charge (these are described below).

3.2 The building offers:

- good quality public toilets
- one disabled toilet
- one baby changing table
- a lift to all floors
- a shop selling a mix of generic and local gifts and books
- proximity to public transport, town centre car parks and cafes

4 Visitor Numbers and Income

4.1 In 2011/12 the museum had 4000 visitors. There is not capacity to establish the number of unique visitors but we know we have a loyal group of regulars.

4.2 Income is derived from

- the budget allocated by Liskeard Town Council (£6000 in 2013/14)
- cash donations from visitors (£460 in 2011/12 £606 in 13/14)
- services – research, memory box, education, talks

- sales in the museum shop (£560 2013/14)
- curator's salary paid by Liskeard Town Council

4.2 The outgoings involve four committees and this income does not necessarily mirror the museum running costs.

5 Geographical and Social Context

5.1 Liskeard is the prominent Market town in the former Caradon District of East Cornwall. The documented history of manor and town dates from the 11th Century. There are some significant pre-historic monuments in the area. Local archaeology has revealed active tin-producing occupants since the Bronze Age.

A 19th century copper boom expanded the town as a mining service centre and it continues to be an agricultural service town in its post-industrial phase. Liskeard has not been a recognised tourist destination although it is on the A38 trunk road and has a main-line railway station.

5.2 The refurbishment of Foresters Hall to house a museum and TIC marked a positive approach to celebrating the heritage of the District. The museum moved from a cramped single room to a 4 gallery neo-gothic building of architectural interest. However, some local residents remain unaware of the museum's existence or potential relevance to them. A limited collection was transferred from the old museum which did not stimulate new audiences.

5.3 Happily, there seems to be a raised awareness of local museums as the right place for items of interests and importance. Since 2003 the rate of donations has accelerated and the quality of gifts and loans has improved. The museum is now constructing a convincing permanent exhibition reflecting the whole span of human occupation of the district. The central themes of Mining, Geology and Photography reflect the themes of the best objects and the expertise available to us.

5.4 There are several external factors which should help the museum at this point in its development

- the renewed interest in mining,
- a huge growth in family history research
- the growth of "stay at home" holidays in East Cornwall
- requirements of carers to provide activities for elderly or ill clients
- requirements of the school curriculum
- the flourishing of the arts in Cornwall
- the growth of grant-funded projects looking for "Heritage" partners
- the interest in renewal of commerce in Central Liskeard

6 The Role of the Museum in the Community

6.1 The Museum belongs to a small group of heritage and learning centres providing learning resources for local residents. The wide range of resources and interpretation makes the museum accessible to a wide audience. In particular it is accessible to people with low literacy or articulacy skills as anybody may browse the displays.

6.2 Local schools value the museum as a place where pupils can learn about their heritage through their senses and imagine the past by dressing up. Original documents and written interpretation are also helpful to teachers. Visiting the museum helps children form an understanding of their district and, we hope, a loyalty to their community. The museum runs a free loan-box service to schools which has been enhanced by the Caradon Hill Area Heritage Project (CHAHP).

6.3 The museum also links to the worldwide community of emigrant families created by the dispersal of miners after the collapse of the mining industry. Family members visit the area and sometimes connect with each other following online contact with the museum. People discover us through internet searches and the global marketing provided by the Cornwall and West Devon Mining World Heritage Site. As the interpretation centre for the Caradon Mining part of the WHS we are a contact point for industrial archaeologists worldwide.

6.4 Through its role in Family History research the museum is creating a rich record of stories about local families and trades.

6.5 The Museum contributes to the cultural and social life of the District in various ways, for example:

- hosting exhibitions and events appealing to different audiences
- hosting visiting exhibitions
- participating in town events such as Christmas Lighting Up Day
- linking into other organisations through the volunteers
- promoting competitions for writing and drawing
- providing free holiday activities for children
- co-operating with other providers to provide joint information
- hosting musical performances
- hosting talks
- partnerships in diverse projects

Part 2: Proposals for Progress

7. Collections Management and Display

7.1 The Curator follows the Spectrum Guidelines for Collections Management and will continue to abide by any rules set by the Accreditation System.

7.2 The first phase of the cataloguing backlog is almost complete. All the artefacts have been numbered, conserved and stored correctly. The remaining backlog comprises documents and photographs which are numerous and require reorganisation. The stores have been prepared and the cataloguing will begin in January 2014.

Action : Volunteers to catalogue objects

Cost implications: Cataloguing Cards, correct storage equipment

Time Target: October 2015

7.3 The catalogue database is (in computer years) very old and cumbersome. Once the backlog data is entered we must upgrade to modern software. A temporary

stepping stone has been offered by a volunteer IT expert. However we will need to purchase a commercial software package. This could be an upgrade of our current Modes package or a different brand. Grants may be needed for purchase of software and training in its use.

Action: investigate database upgrade; make applications

Cost implications: Match funding – software and training

Time target: Grant Applications March 2015 - transfer December 2015

7.4 Following conversion to new software, the museum catalogue should be made available on the internet. This is the trend for museums and we would be contributing to what is becoming a useful international database.

Action: investigate technical requirements

Cost implications: training, web development

Time target: Web presence March 2016

7.5 Cleaning the displays is not part of our cleaner's job and at present we are not able to clean all the objects and display equipment as much as we would like. A solution needs to be found to ensure that all displays are cleaned correctly and regularly.

Action: discussion, training and extra cleaning

Cost implications payment for cleaner's time

Time Target: March 2015

7.6 All objects need to be treated correctly and require appropriate preservation materials and display or storage conditions. All our volunteers need training in object handling and cleaning. Free training places are sporadic and limited. It would make sense to buy in some training once every couple of years so that all volunteers are working to the required standard. The museum also needs a programme for more specialised conservation and restoration of appropriate objects. Every winter the middle floor should be closed for 4 weeks to make space for conservation and repair works.

Action: organise training, draft programme of work, seek funds

Cost implications: trainer fees, materials, specialist work

Time Target: ongoing

7.7 Current storage facilities are good thanks to the converted storeroom and the bespoke storage wall installed in January 2012. The committee has begun a programme of disposals of objects which are not relevant to our collection. This will help prevent future overcrowding in the stores. The new store and shelving has created space for the Caradon Hill Area Heritage Programme handling boxes and our Memory boxes.

7.8 There will be a continuing review of the collection with a view to disposing of items in order to keep the collection relevant and useful.

Action: Disposals Sub-Committee to meet as needed

Cost implications: occasional income subject to procedures

Time Target: ongoing

7.9 Correct lighting is essential to collection care and effective display. The Halogen spots damage exhibits with Ultra Violet light and are expensive to run. Replacement with LED will reduce damage to objects, electricity bills and bulb replacement costs. We have taken expert advice on upgrading our lighting. This will require a two-stage project - i) to employ an expert to write a specification; ii) supply and installation of new fittings.

Action: apply for grants

Cost implications: match funding ; lower energy and replacement costs

Time Target: installation summer 2014 PROJECT COMPLETE

7.10 The museum should continue to purchase relevant objects using income earned from donations and receipts.

Action: all parties to be alert to opportunities

Cost implications: must be reasonable

Time Target: ongoing

7.11 The museum has a continuing commitment to improving interpretation and reaching wider audiences. The new displays explain the geology of the area and tell the story of the District chronologically. In summer 2014 new display cases were installed in the Top Gallery. These have transformed the museum and set a professional standard. Over the coming years, as displays evolve, we will need to create new story boards, commission more working and interpretive models, purchase more flexible display cases and generally improve our display techniques.

Action: ad hoc design and improvements to displays

Cost implications: expenditure from budget, possible grants or gifts

Time Target: ongoing

7.12 CHAHP has funded four landmark installations as part of its partnership with the Museum to provide interpretation of Caradon's Heritage. The new installations have been designed in partnership with experts from local universities.

Action: Curator to finalise project (separately funded post)

Cost implications: all grant funded

Time Target: December 2014

8 IT Equipment

8.1 The museum now has a new computer and laptop. An offline computer with a range of information folders will be made available for public for research in 2015. Specialist software has been purchased to update the CHAHP digital installations so they can be kept fresh and extend their life.

8.2 IT replacement should be a planned programme so that our computers are always fit for purpose and efficient.

Action: prepare renewal plan

Cost Implications: Hardware and Software

Income implications: sale of in-house publications and images

Time Target: March 2014

8.4 The local network is currently sufficient but a plan for upgrade or replacement will be needed by 2016

Action: Curator and TIC Manager prepare network plan

Cost Implications: service engineer new switch box

Time Target: March 2016 completed July 2014

9 Education Resources and Community Use

9.1 The museum's box loan scheme is well established with local schools. However, we have never had purpose-made boxes and the artefacts are beginning to deteriorate. We therefore need to have a purchase programme for suitable contents. In the short term the CHAHP will provide new boxes, but it would be sensible to make provision for updating these boxes in our budget.

9.2 The museum has limited activities for children and we have many ideas to make the museum more interesting and fun for young visitors. The level of service depends upon recruiting volunteers with relevant skills and experience.

9.3 The museum's capacity to host learning sessions would be increased if we had an interactive whiteboard or screen. Linked to a computer this can be used to show images, text or film.

Action: to include in budget, explore possible grant contribution

Cost implications: materials, screen; income from lectures

Time Target: September 2015

9.4 The museum has responded to local demand by starting a memory box service. The curator attended a session given by the Royal Cornwall Museum who piloted a memory box scheme. We have bought second hand items to create four themed boxes with a grant from Arts Council England. Our aim is to generate enough income to pay an experienced facilitator to lead sessions.

Action: promote services, deliver sessions, volunteer / paid leaders

Cost Implications: expenditure on renewing materials, stationery; income on charges for sessions and box loans

Time Target: ongoing

10. Volunteers and Training

10.1 The museum is dependent upon volunteers whose time is worth tens of thousands of pounds annually to the Council if equalled to wages. Their main cost to the Council is re-imburement of travel or parking expenses for those who live outside the Parish and of travel costs to training courses or meetings.

10.2 The council benefits from the museum's membership of an active national and regional heritage community where free training sessions are available to improve museum skills. We encourage volunteers to take up training opportunities. This increases their gain from working in the museum and benefits the museum as they apply the knowledge and skills they acquire.

10.3 Volunteer recruitment is a continuing process. The museum will continue to seek volunteers with relevant skills and knowledge. However, the lack of a critical

mass of people in the District limits the demographic pool for new volunteers.

Action: continuing recruitment and volunteer development programme

Cost implications: volunteers expenses

Time Target: ongoing

11. Publicity and Tourism

11.1 The museum produces a leaflet to distribute as widely as possible. The next run can be designed as soon as the reorganisation is complete.

Action: design and print new leaflet

Cost implications: design: print: distribution

Time Target: February 2015

11.2 Other leaflets and posters are created in-house to promote the museum's work for example as a WHS interpretation point. The Museum Curator and the TIC manager work together on these initiatives. A good range of local venues take our fliers.

Action: ad hoc design and production of leaflets

Cost implications: stationery budget

Time Target: ongoing

11.3 The museum uses the internet widely to promote itself. Cornwall Council has launched a new Cornwall Museums website. The Curator has direct access to our page and can update events and news at any time. We also use several other free tourist and community websites to promote our events. Our partnerships are increasing our links on other websites. The Museum now has its own website. The museum's role as a visitor attraction, education service, and World Heritage Site Interpretation Point means that users will expect a website that goes deeper into its services and local history. The website should have active links with our local partners such as museums, churches and attractions.

Action: regularly update web pages

Cost implications: website design, hosting services

Time Target: ongoing

11.4 Our relationship with local newspapers is good and our press releases are given good coverage. This is an important medium in Cornwall and we will continue to maintain these relationships.

11.5 The town centre signage for the museum is not very visible. The Council could look at ways of improving our visibility.

Action: Town Council to help improve signage

Cost implications: signs, banners

Time Target: ongoing

11.6 Wet-weather venues are essential for visitors to Cornwall. In Liskeard these comprise the Church, Stuart House, the Library and the Museum/TIC. These small venues working together can attract visitors who will use the cafes, public houses and local shops. Therefore the Museum and TIC have a clear role in the development of Liskeard as a tourist destination and improving the town's economy.

Action: TIC Manager and Curator continue to co-operate on publicity

Cost implications:

Time Target: ongoing

12 Publications and Sales

12.1 The museum needs to capitalise on copyright privileges to produce new postcards and other materials. We have produced a postcard and two booklets so far. A third book is almost ready. The TIC Manager and the Curator have attended retail training and worked closely to improve the shared sales area.

There is now an attractive range of local and unusual merchandise. We could increase our income by taking online orders. The TIC is now to take card payments which should help us sell goods and services.

Action: source saleable stock, TIC to investigate Credit Card facility Complete

Cost implications: sales receipts to exceed investment

Time Target: ongoing

13. Budget

This part of the Forward plan will need regular updating and therefore will always be attached as a separate document. The Town Clerk's office is responsible for producing accounts.

4 – Developments Impacting on the Future Strategic Direction of the Town Council – How that might influence Council services including the Museum.

This Town Clerk's report is intended to help Committee members appreciate the context in which the Town Council is currently working and how things are likely to develop in the next few years of the Liskeard and District Museum and its Forward Plan. This might help generate thoughts on how things can be taken forward.

Financial Background There are important developments to bear in mind when considering the Museum and its activities and Forward Plan.

Council Support Grant Cornwall Council has indicated that the Council support grant element received by us will be reduced by 15% in 2015/2016. There will be a further 10% cut in the 2016/2017 budget and a further 10% cut in 2017/2018. The implications of this are:

2014/2015 – Council Support Grant - £54,971
2015/2016 – Council Support Grant - £46,725
2016/2017 – Council Support Grant – £42,052
2017/2018 – Council Support Grant - £37,847

The impact in reduced income from this source is significant over the three years of the projected budget period.

Superannuation The Government is keen to ensure that people are making adequate pension provision. This has an impact on the Town Council as an employer as we are being required to increase the rate of employer contribution by a half a percent each year. In the next few years the notified rates will go from 17.7% to 18.2% to 18.7% to 19.2%

Furthermore, with the Government encouraging employees to take part in superannuation schemes we have to accept additional staff into the superannuation scheme. For example, this has seen the number of staff allocated under the Property Committee participating in the superannuation scheme increase from 2 to 4.

Cornwall Council Budget Cuts and Potential Devolution of Property and Services

Cornwall Council has a need to make significant cuts in their budgets over the next three years. Cornwall Council are looking at a range of options which include the possibility of devolving on a town by town basis management of appropriate services and property. This would only be with the agreement of the Town and Parish Councils. If there were a significant increase in the Town Parish precept there would need to be extensive consultation with the wider community.

Conclusion Our non-precept income from Cornwall Council will decline next year and significantly over three years. The Government's superannuation requirements will increase the cost of having staff and cause potential problems if we take over services and property from Cornwall Council which has implications regarding transfer of staff and/or increasing the number of staff employed by the Council.

Museum Development Officer Posts One of the potential budget savings proposed by Cornwall Council would be to severely scale back the provision of Museum Development Officer support to Museums. This would impact upon the amount of advice and guidance available to our own Museum and Curator.

Implications for the Liskeard and District Museum and its Forward Plan.

1. Maximise Income – grants will be of critical importance in allowing development projects and items yielding additional outcomes to be carried out – hence the recent Museum Viridor Project in which a Town Council contribution of £1,130 generated a £36,000 scheme is a good example of what would be needed. The Town Council has representation upon the European funding programme that is being established to cover South East Cornwall in the period 2014-2020.
2. Maximise Income – to increase donations to the Museum.
3. Minimise costs – to maximise the use of suitably recruited and trained volunteers for appropriate tasks to help keep the operating
4. costs of the Museum down.

5. Develop the Skills of Staff and Volunteer assets to help redress the reduction in Museum Development Officer support.