

## **LISKEARD TOWN COUNCIL**

**AT A MEETING** of the **MUSEUM MANAGEMENT COMMITTEE** held in the Museum, Pike Street Liskeard on Monday 3 March 2014 at 7.30 pm there were present:

Councillor Ian Goldsworthy - in the Chair

Councillors: Rachel Brooks, Roger Holmes (late arrival), Anne Purdon and James Shrubsole

The Museum Curator: Anna Monks

Co-opted Members: Duncan Mathews (Old Cornwall Society) and David Howard (Stuart House).

Town Clerk Mr Andrew Deacon

Minute Clerk - Mr Stuart Houghton

The Chairman advised those present of Housekeeping matters

### **786/13 OPEN SESSION**

No Parishioners were present.

### **787/13 APOLOGIES**

Apologies were received from the Mayor, Councillor Sue Pike, Councillor Hella Tovar and Stephanie Meads (Cornwall Council Museum Coordinator).

### **788/13 DECLARATIONS OF INTEREST**

No Members declared an interest either Pecuniary or Non Pecuniary.

### **789/13 MINUTES OF THE MEETING HELD ON 13 JANUARY 2014**

Councillor Goldsworthy proposed, Councillor Brooks seconded and the Committee **APPROVED** the Minutes of the meeting held on Monday 13 January 2014.

### **790/13 MATTERS ARISING**

None.

### **791/13 BUDGET REPORT TO 28 FEBRUARY 2014**

The Budget Report to 28 February 2014 had been circulated and was noted. Donations received this year had already exceeded the total for the whole of last year although Receipts were down. The Caradon Hill Project should be substantially completed by the end of this financial year, although some items might run into the next financial year.

Monies received through Donations and Receipts would be transferred to Reserves.

### **792/13 CURATORS REPORT**

It was pleasing to note that the stolen medals had been returned.

The Curator's Report, attached, had been circulated and was discussed. It contained proposals for updating several policies. The Committee would be asked to review these at this and following meetings.

Following the approval of the Viridor grant application, the Museum was undergoing a major refurbishment including display cases. It was anticipated that this work would be completed for a relaunch of the Museum in July 2014.

The Curator and Volunteers had attended many training sessions, she offered to book places for Committee members, if they would find it useful.

Visitor numbers for this year were down on those for the same period last year although the total for the year might be the same. This would be pleasing as we had not had a Torch Day this year; last year more than 400 people visited the Museum on that day.

One of the aims of the Museum this year had been to be child friendly; it was pleasing to note that the number of children visiting the Museum this year had already exceeded the number for the whole of last year.

### **793/13 LISKEARD & DISTRICT MUSEUM FORWARD PLAN 2013 - 2016**

The updated Forward Plan had been circulated and was discussed. The Curator explained that a new statement of Purpose had been added and that the Plan had been extended to include activities, consultation and feedback. Currently, the visitors' books in the Museum and St Martins Church provided the best evidence of where visitors to Liskeard came from.

In response to a question, the Curator stated that the new Website should be operational in April 2014 and Councillor Brooks replied to a question about signage that the Town Council had this in hand.

Councillor Goldsworthy proposed, Councillor Holmes seconded and the Committee **RECOMMENDED** that the Council **ADOPT** the Liskeard & District Museum Forward Plan 2013 - 2016.

### **794/13 LISKEARD & DISTRICT MUSEUM DOCUMENTATION POLICY**

The Documentation Policy had been circulated and was discussed.

Councillor Goldsworthy proposed, Councillor Brooks seconded and the Committee **RECOMMENDED** that the Council **ADOPT** the Documentation Policy.

**795/13 LISKEARD & DISTRICT MUSEUM COLLECTIONS DEVELOPMENT POLICY**

The Collections Development Policy had been circulated and discussed.

The Curator explained that a small Committee met to decide on the disposal of items, this would also include any items that contained a hazardous material. Items that were proved to be dangerous, could be disposed of immediately. The Committee comprised of the Chair and Vice Chair of the Management Committee and the Curator.

Councillor Brooks raised the forthcoming Commemoration of World War 1, she was a member of the organising committee, which had requested the public to offer mementos and photographs etc for display as a part of the Commemoration, would the Museum be interested in these items.

The Curator replied that the Museum was considering this event and that it would be helpful to know what was available. She appealed for photographs of Dorothy Foster. There was no reference in the Policy of Firearms, this was a live document and could be updated if necessary.

Councillor Goldsworthy proposed, Councillor J. Shrubsole seconded and the Committee **RECOMMENDED** that the Council **ADOPT** the Collection Development Policy.

**796/13 LISKEARD & DISTRICT MUSEUM CARE & CONSERVATION POLICY**

The Care and Conservation Policy had been circulated and was discussed.

The Curator explained that the template for this policy had been taken from the accreditation recommendations.

Councillor Goldsworthy proposed, Councillor Purdon seconded and the Committee **RECOMMENDED** that the Council **ADOPT** the Care and Conservation Policy.

**797/13 MEMO OF UNDERSTANDING BETWEEN THE WAR MUSEUM OF THE BOER REPUBLICS AND LISKEARD AND DISTRICT MUSEUM**

The draft Memo of Understanding had been circulated and was discussed.

Councillor Goldsworthy informed the Committee that he had made enquiries about the Boer Republics Museum and had found that it covered all aspects of society and he was of the opinion that there were no reasons not to enter into this agreement.

Councillor Goldsworthy proposed, Councillor J. Shrubsole seconded and the Committee **RECOMMENDED** that the Memo of Understanding with the War Museum of the Boer Republics be signed on behalf of the Council.

### **798/13 CHAHP PROJECT**

Details of expenditure, over £500, had been circulated and was discussed.

The Curator explained that all items of expenditure over £500, needed to be approved. She had prepared the details and was requesting retrospective approval. Although this was not normal practice, it was agreed to waive the financial regulations on grounds of urgency as there were unusual circumstances for this project. The process had been complicated as the CHAHP had changed its management halfway through the project and had reduced the time available to complete the project.

It was decided to give advance approval for the outstanding items that remained to be obtained in this and the next financial year.

Councillor Holmes proposed, Councillor Goldsworthy seconded and the Committee **RESOLVED** that retrospective agreement for the expenditure be given.

Councillor Brooks proposed, Councillor Goldsworthy seconded and the Committee **RESOLVED** to **RECOMMEND** to Council that the Curator, Town Clerk and Committee Chair be authorised to complete the project, within the remaining budget, and report to the next meeting of the Committee.

### **799/13 VIRIDOR GRANT**

Had been awarded. The details would be discussed in Part II

### **800/13 RESOLUTIONS**

This would be discussed under Part II with the Viridor Grant.

### **801/13 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960**

Pursuant to Section 1(2) of the Public Bodies (admission to meetings) Act 1960 and having regard to the confidential nature of the business to be discussed, it was **RESOLVED** that the Press and Public be excluded from the meeting for the following item of Business.

### **802/13 ITEMS REFERRED FROM THE MAIN PART OF THE AGENDA**

Museum Recommendations.

### **803/13 PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960**

Pursuant to Public Bodies (admission to meetings) Act 1960 it was **RESOLVED** that the members of the Press and Public be re-admitted to the Meeting.

Members ratified the discussions held in closed session.

**804/13 ANY OTHER BUSINESS**

None.

**805/13 DATE OF NEXT MEETING**

It was agreed that the next meeting of the Museum Management Committee would be held on a Monday 28 April 2014. Venue to be agreed

Liskeard & District Museum (1986)  
Documentation Policy

**1. Purpose of the Documentation Policy**

1.1 This policy should ensure that the whole of the collection is recorded and essential information is in place.

1.2 The ownership of every object should be clear from the documentation.

**2. Documentation Standards**

2.1 The museum will use SPECTRUM guidelines to ensure that every object is recorded with the fullest information.

2.2 The information recorded must include

- ownership
- provenance and history
- copyright status (if ascertainable)
- condition on entry
- full descriptions of the object

2.3 The museum will continue to keep paper records for all objects including index cards and entry and exit forms with any correspondence.

2.4 The museum will continue to maintain a computerised database. Efforts will be made to update the software as required.

2.5 New entries will be recorded in the Accessions Book and digital copies of the Accessions Book will be kept offsite.

**3. Future Developments**

3.1 The museum will work towards photographing all objects.

3.2 The museum will work towards making the catalogue database available on the internet.

**4. Public Access and Conservation**

4.1 The above aims will contribute towards the objective of enabling public access to the whole of the museum's collection while conserving the original objects for as long as possible.

Reviewed 3<sup>rd</sup> March 2014



## **MEMORANDUM OF UNDERSTANDING**

**Between**

**THE WAR MUSEUM OF THE BOER REPUBLICS**

**And**

**THE LISKEARD & DISTRICT MUSEUM**

**Both parties hereby acknowledge that there is a special interest between them regarding Miss. Emily Hobhouse who played an important role during the South African War (Anglo-Boer War) of 1899 - 1902.**

**The War Museum (the Museum) acknowledges that:**

- the Liskeard & District Museum is the only museum in the United Kingdom that has in its collection a set of photos of Miss Emily Hobhouse and her family (donated by the Bennet family). These images were up to now unknown to the War Museum. The War Museum may use this material with the necessary recognition to the Liskeard & District Museum.**
- the Liskeard & District Museum is the only museum in the United Kingdom that has thus far given recognition**

**to Miss Hobhouse for the role she played in relieving the plight of women and children during the South African War. For that reason the War Museum is of the opinion that this institution should support this museum with information and material (DVD's, photos, information and publications) regarding Miss. Hobhouse when required.**

- the Liskeard & District Museum and War Museums will share any new information regarding Miss Hobhouse.**

**Signed at Bloemfontein, South Africa, on the \_\_\_\_\_ day  
of \_\_\_\_\_ 2014**

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**Director: War Museum of the Boer Republics**

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**Liskeard District Museum, Cornwall, United Kingdom**



# Liskeard & District Museum

## Care and Conservation Policy

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### **1. Introduction**

1.1 This policy has been written in accordance with the museum's Statement of Purpose, Collections Development Policy and Forward Plan. All staff will be trained in the policy as part of their induction.

The Care and Conservation Plan sets out how the policy will be implemented.

### **2. Purpose**

2.1 The purpose of the Care and Conservation Policy is

- to preserve the collections and buildings in the care of the museum by employing intervention and preventative conservation.
- to enable the safe use of and access to collections, within the limits of the museum's resources
- to support the aims of the museum

2.2 The museum aims to improve the care and condition of all its collection (resources allowing) in accordance with Benchmarks in Collections Care. The safety and preservation of the collection will be considered from the outset of any plans to alter the displays or storage or modify the buildings. The care of the collections is the responsibility of everyone who works in or visits the museum.

### **3. Resources**

3.1 The museum regularly consults the regional Conservation Development Officer for advice. Any problems or concerns relating to the care of the collection are referred to the CDO or another appropriately qualified conservator. No item in the collections will be modified or altered until advice has been obtained from a suitably qualified conservator.

3.2 The museum has a library of current conservation manuals and materials from training sessions. Object handling is included in Induction training and Museum staff attend external conservation training whenever it is available. Untrained staff do not handle objects.

3.3 The museum will check the suitability of conservators chosen to work or advise on the collections. A professionally accredited conservator or a conservator listed on the Conservation Register will normally be chosen. The museum will keep detailed records of all treatments carried out on objects, including the name and contact details of the person or company.

### **4. The Building**

4.1 The museum recognises that the maintenance of its building is fundamental to the preservation of both the building and collection and endeavours to keep the buildings in a suitable condition. The museum's collection is stored and displayed in Foresters Hall which is entirely owned by the Trustees and is shared with the Tourist Information Centre.

4.2 The Museum Management Committee works with the Property Committee and the Council's caretaking staff to ensure the upkeep of the building.

## **5. The Collections**

5.1 There are risks to the collection from environmental factors, poor handling, inappropriate storage or display and the use of inappropriate materials or methods.

5.2 The condition of objects will be recorded on entry and in annual audits of the displays and stores

5.3 Changes in condition and conservation measures should be recorded on object records (cards and database). Decisions on conservation will be carried as per the stipulations in Para. 3 above.

5.4 The museum will organise itself to ensure that essential collection care is carried out through good housekeeping. The following practices will be included in the Care and Conservation Plan:

- monitoring temperature and relative humidity
- monitoring UV levels and light damage
- taking remedial action when environmental problems are identified
- checking dust levels
- managing the threat from pests
- cleaning objects on open display
- using correct storage materials and methods
- using correct display materials and methods
- moving objects in an appropriate way

## **6. Finance**

6.1 Where there are budgetary considerations affecting action on conservation the Council will take into account its obligations as owner of the Collection in its decision-making. Museum reserves acquired from shop sales and income may be used for essential conservation measures.

Reviewed by Management Committee  
3 March 2014

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# Liskeard & District Museum: Collections Development Policy

**Name of governing body:** Liskeard Town Council, Museum Management Cttee.

## **1. Extract from Museum's 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.

## **2. An overview of current collections**

Our collections originate from or concern South East Cornwall. At the start of 2014 our significant collections comprise:

- Industrial History (Mining and Railways) – artefacts, images, documents
- Economic and Social History – artefacts, images, documents, recordings, paintings and prints
- Geology - a growing collection of minerals connected to local mining or Cornish Emigrant miners
- Archaeology – a growing collection of local lithic and pottery finds
- Photography - a comprehensive historical camera collection, photographer's studio, prints, negatives and glass plates.
- War memorabilia – documents, images, textiles, military equipment, artefacts
- Books – local and Cornish interest, journals and newspaper cuttings
- Map collection including full size copy of 1841 Tithe map

## **3. Themes and priorities for future collecting**

The museum plans to expand its mining, railways and minerals collections to help interpret the history of mining which defined the area from the Bronze Age until the C19<sup>th</sup>. This will involve purchases of key items.

Donations will be most welcome that extend our photographic, wartime, archaeological and map collections.

Objects connected to a small group of significant local people such as Emily Hobhouse and Henry Rice will be sought.

Liskeard is a mediaeval town and the museum will explore opportunities to acquire artefacts from before 1600 to improve our interpretation of this important period in local history.

#### **4. Themes and priorities for rationalisation and disposal**

The museum collection includes random examples of generic household objects in very poor condition accepted before the museum adopted a clear collecting policy. We also have duplication of some objects which do not improve our interpretation and take up valuable space.

On curatorial grounds we are identifying objects from these categories for disposal. In particular:

- objects that might damage other objects through chemical reaction and are not of enough interpretive or rarity value to justify the time and cost of restoration
- duplicate objects which do not contribute to interpretation or research and are unlikely ever to be displayed
- objects which do not fit our collections and would be of value in a different collection

#### **5. Limitations on collecting**

The museum recognises its responsibility, in acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Accreditation Standard. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

#### **6. Collecting policies of other museums**

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

#### **Specific reference is made to the following museum(s):**

Stuart House Liskeard

#### **7. Policy review procedure**

The collections development policy will be published and reviewed from time to time, at least once every five years. The date when the policy is next due for review is noted above.

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

future of existing collections.

## **8. Acquisitions not covered by the policy**

Acquisitions outside the current stated policy will only be made in very exceptional circumstances, and then only after proper consideration by the governing body of the museum itself, having regard to the interests of other museums.

## **9. Acquisition procedures**

- a. The museum will exercise due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.
- b. In particular, the museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).
- c. In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.
- d. So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.
- e. The museum will not acquire archaeological antiquities (including excavated ceramics) in any case where the governing body or

responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

- e. In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure as defined by the Treasure Act 1996.
- f. Any exceptions to the above clauses 9a, 9b, 9c, or 9e will only be because the museum is:
  - acting as an externally approved repository of last resort for material of local (UK) origin
  - acquiring an item of minor importance that lacks secure ownership history but in the best judgement of experts in the field concerned has not been illicitly traded
  - acting with the permission of authorities with the requisite jurisdiction in the country of origin
  - in possession of reliable documentary evidence that the item was exported from its country of origin before 1970

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

- g. The museum does not hold or intend to acquire any human remains.

## **10. Spoliation**

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

## **11. The Repatriation and Restitution of objects and human remains**

The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005) , objects or specimens to a country or people of origin. The museum will take such decisions on a case by case

basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 13a-13d, 13g and 13o/s below will be followed but the remaining procedures are not appropriate.

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

## **12. Management of archives**

As the museum holds archives, including photographs and printed ephemera, its governing body will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (third edition, 2002).

## **13. Disposal procedures**

### **Disposal preliminaries**

- a. The governing body will ensure that the disposal process is carried out openly and with transparency.
- b. By definition, the museum has a long-term purpose and holds collections in trust for society in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons for disposal must be established before consideration is given to the disposal of any items in the museum's collection.
- c. The museum will confirm that it is legally free to dispose of an item and agreements on disposal made with donors will be taken into account.
- d. When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.

### **Motivation for disposal and method of disposal**

- e. When disposal is motivated by curatorial reasons the procedures outlined in paragraphs 13g-13s will be followed and the method of disposal may be by gift, sale or exchange.

- f. In exceptional cases, the disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below in paragraphs 13g-13m and 13o/s will be followed. In cases where disposal is motivated by financial reasons, the governing body will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:
- the disposal will significantly improve the long-term public benefit derived from the remaining collection
  - the disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)
  - the disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored

### **The disposal decision-making process**

- g. Whether the disposal is motivated either by curatorial or financial reasons, the decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including the public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. External expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.

### **Responsibility for disposal decision-making**

- h. A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator of the collection acting alone.

### **Use of proceeds of sale**

- i. Any monies received by the museum governing body from the disposal of items will be applied for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in



compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England

- j. The proceeds of a sale will be ring-fenced so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard.

### **Disposal by gift or sale**

- k. Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain, unless it is to be destroyed. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- l. If the material is not acquired by any Accredited Museums to which it was offered directly as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material, normally through an announcement in the Museums Association's Museums Journal, and in other specialist journals where appropriate.
- m. The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

### **Disposal by exchange**

- n. The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.
- o. In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or

unaccredited museums, with other organisations or with individuals, the procedures in paragraphs 13a-13d and 13g-13h will be followed as will the procedures in paragraphs 13p-13s.

- p. If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- q. If the exchange is proposed with a non-accredited museum, with another type of organisation or with an individual, the museum will make an announcement in the Museums Journal and in other specialist journals where appropriate.
- r. Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

#### **Documenting disposal**

- s. Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with SPECTRUM Procedure on decision and disposal.

## **Liskeard & District Museum Forward Plan 2013-2016**

**Governing body:** Liskeard Town Council

Museum 3 March 2014

**The Plan was approved by the Management Committee on 25<sup>th</sup> March 2013,**  
*amended plan to be presented to the Management Cttee 3<sup>rd</sup> March 2014*  
**This policy is due for review in September 2015**

## **1 Purpose of Forward Plan**

*1.1 The plan sets out in one document*

- *a summary of the Museum's Purpose,*
- *a review of the Forward Plan 2010 - 12*
- *an assessment of the Museum's current operation and user needs*
- *a plan for activities and expenditure over the coming three years.*

*The Forward Plan 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. This is the first revision of the plan since the Museum was awarded Accredited Status on 21 April 2010. The Museum is applying to Arts Council England for re-accreditation in February 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 international community of Cornish mining emigrant families, by running a family history 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

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### **Part 1 (Review and Current Situation)**

## *1 Review of Previous Forward Plan*

*1.1 Since the first forward plan was written there have been substantial changes in the running of the museum resulting in greater capacity to deliver services. The change from a voluntary to a paid curator confirmed the will to run a professional service. The new curator has the capacity to train volunteers to carry out more complex and demanding jobs in the museum. The new curator has actively sought grant income and consequent project activity has increased enormously. This eventuality was not envisaged in the previous plan.*

*1.2 Specific elements of the previous plan have progressed as follows:*

### *i) Raising Public Profile*

*The process of raising the Museum's profile progressed steadily and it now is an established institution in the town. This can be seen in terms of press coverage and the increased requests for partnerships from other organisation.*

### *ii) Education Work*

*Our work with schools has increased and more children's activities are available due to the recruitment of willing volunteers and the fact that the Education Officer became the curator*

### *iii) Collections Management*

*A programme was put in place for dealing with the backlog of uncatalogued items from the old museum. This involved reorganising the stores and purchasing better storage units. A grant from the Renaissance Programme helped with the purchase. We have now identified all the non-paper objects and reconciled them with the old lists. We have numbered and labelled every artefact and catalogued all but a few. The collection inherited a large number of loans from the old museum with very poor documentation. Integral to the catch-up exercise has been tracking down owners and returning, renewing or converting loans.*

*We have also begun a process of rationalising the collection to reduce the pressure on storage created by inappropriate objects.*

*Some of the documents and photographs are in collections which have been numbered and catalogued as collections. The detailed recording of each photograph and document is beginning next month. We have four volunteers working on the cataloguing and database entry. It is realistic to allow two years for completing the detailed cataloguing of documents and photographs.*

### *iv) Volunteer Recruitment and Training*

*We have continued to work with the Cornwall Volunteer Bureau to recruit new volunteers. We also have established links with local universities through our own efforts and in conjunction with Cornwall Museums group. This has resulted in several undergraduates and sixth formers taking up placements in the museum.*

### *v) Partnerships*

*The museum has worked successfully with the CHAHP to commission exciting new installations to help interpretation of the Caradon Landscape. We will also run the CHAHP schools loan boxes (currently being assembled).*

### *vi) Friends Group*

*The friends group did not work out and this ambition should be re-introduced when time allows before the end of the current Forward Plan.*

### *vii) Finance*

*The governing body has expressed its commitment to the museum's work by paying for a part time curator and trebling the annual revenue budget. Successful grant applications and partner projects have increased the museum's income this year by £35,000 and next year by £36,000 so far.*

## **2 Governance and Staffing**

2.1 The museum is owned by Liskeard Town Council and all the councillors are its Trustees. Management and minor policy decisions are delegated to the Museum Management Committee whose chair takes an active role in running the museum. Some 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.

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 was entirely staffed by volunteers until in October 2012 the Council decided to appoint a part-time Curator, 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 meaning that there is always a member of staff in the building during 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 discussed below).

3.2 The building offers:

- good quality public toilets
- one disabled toilet
- one baby changing mat
- a lift and level access 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 the capacity to survey these to test numbers of unique visitors. Income is derived from

- the budget allocated by Liskeard Town Council (£4000 in 2012/13)
- cash donations from visitors (£460 in 2011/12)
- donations resulting from outreach activities (memory boxes) (£40 in 2012/13)
- sales in the museum shop

4.2 The town council splits running of the building between three committees so these income figures do not reflect the actual costs of running the museum.

## **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 11<sup>th</sup> Century. There are some significant pre-historic monuments in the area. Local archaeology has revealed active tin-producing occupants since the Bronze Age.

A 19<sup>th</sup> 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 is not currently a recognised tourist destination although it is on the A38 trunk road and has a main line 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 5 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 generate repeat visits from a wider audience.

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 donations 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 quality of the 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 and will be doing this on behalf of the Caradon Hill Area Heritage Project (CHAHP) continuation.

6.3 The museum also links to the worldwide community of emigrant families created by the dispersal of miners after the collapse of the copper industry. Family members

are visiting the area and finding 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 Caradon Mining 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

## *7 Consultation with Users*

*7.1 The museum has developed a strong culture of listening to visitors and partners. The views of our audiences are important to planning displays interpretation and activities. Within our limitations we try to respond to public demand,*

*7.2 The following methods of gathering information are practised continually:*

- *Prominently placed Visitors Book (comments are becoming much more specific)*
- *Day Book where we record information offered by visitors*
- *Message book for enquiries and requests*
- *Conversations with visitors*
- *Later feedback from visitors in letters and e-mails*
- *Conversations with local schools and feedback on school visits*
- *Conversations with non-statutory groups who use the museum*
- *Conversations with other service providers who use the museum e.g. care homes, day centres,*
- *Occasional use of survey forms*
- *Analysis of requests for partnerships*

*7.3 Examples of evidence of our responsiveness are found in the rising level of local engagement with the museum, increased press coverage and rising donations.*

*7.4 The current staffing does not permit a detailed written analysis, however this would be done if a volunteer with the necessary skills and interest was available.*

## **Part 2: Proposals for Progress**

## **8 Collection Management and Display**

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

8.2 The first phase of the cataloguing backlog is almost complete. Nearly 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 May 2013.

**Action : Volunteers to catalogue objects**

**Cost implications: Cataloguing Cards, correct storage equipment**

**Time Target: June 2015**

8.3 The catalogue database is (in computer years) very old and cumbersome. Once the backlog data is entered we must upgrade to modern software. Grants will 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 2014 - transfer September 2015**

8.4 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: make grant applications**

**Cost implications: Match funding –, training, web development**

**Time target: Grant Applications March 2015: Web presence March 2016**

8.5 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 2014**

8.6 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 upper floors should be closed for 6 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**

8.7 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

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created space for the Caradon Hill Area Heritage Programme loan boxes which will be housed at the museum.

8.8 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 regularly**

**Cost implications: occasional income subject to procedures**

**Time Target: ongoing**

8.9 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**

8.10 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**

8.11 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. 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 for precious objects 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**

8.12 CHAHP is funding two landmark installations as part of its partnership with the Museum to provide interpretation of Caradon's Heritage. The curator is working with experts from local universities who are donating their time to design exciting, stimulating and effective interactive displays.

**Action: Curator to manage project**

**Cost implications: all grant funded**

**Time Target: December 2013**

## **9 IT Equipment**

9.1 The museum now has computers fit for purpose which can support a new database and graphic software. An offline computer with a range of information folders will be made available for public for research.

9.2 A new laptop is required for use in different parts of the museum; for training sessions and outside meetings.

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

**Action: purchase laptop immediately; prepare renewal plan** *Complete June 2013*

**Cost Implications: Hardware and Software**

**Income implications: sale of in-house publications and images**

**Time Target: June 2013** *achieved*

9.4 The local network is currently sufficient but a plan for upgrade or replacement ~~will be needed by 2016~~ *is urgently required*

**Action: Curator and TIC Manager prepare network plan**

**Cost Implications: service engineer**

**Time Target: ~~March 2016~~** *April 2014*

## 10 Education Resources and Community Use

10.1 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.

10.2 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.

10.3 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: ~~June 2014~~** *Apr 2015*

10.4 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**

## 11. Volunteers and Training

11.1 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-imbusement of travel or parking expenses for those who live outside the Parish and of travel costs to training courses or meetings.

11.2 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.

11.3 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**

## **12. Publicity and Tourism**

12.1 The museum produces a leaflet to distribute as widely as possible. The next run can be designed in-house and printed on matt paper to reduce costs. Expenditure on good quality images will repay itself in a positive response.

**Action: design and print new leaflet**

**Cost implications: images and print**

**Time Target: May 2013**

12.2 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**

12.3 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. By the end of this planning period (2016) the museum should have its own interactive 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, subscription for dedicated website**

**Time Target: ongoing**

12.4 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.

12.5 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**

12.6 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**

### **13 Publications and Sales**

13.1 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. This is dependent upon the TIC being able to take card payments or the Council setting up an internet payment account.

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

**Cost implications: sales receipts to exceed investment**

**Time Target: ongoing**

### **14. Budget**

*14.1 The museum's budget will fluctuate according to financial conditions and available grants. The forward budget will be as necessary. The Town Clerk's office is responsible for producing accounts.*

## **Liskeard & District Museum**

**Curator's Report to Museum Management Committee: 3 March 2014**

### **1. Purpose of Report**

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

### **2 Accreditation**

2.1 The most important task has been to reapply for accreditation. The museum gained accredited status in 2010 and this is normally renewed on a three yearly cycle. There was a delay as Arts Council England became the awarding body two years ago and they have added new criteria to the submission.

2.2 Various policies needed to be amended or added – the resulting exercise was a very detailed analysis of the museum's structure, activities and intentions.

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2.3 It is important that this committee reviews the Forward Plan and policies so the museum and governing body can work within an up-to-date framework.

### **3 Dorothy Foster Medals**

3.1 We are immensely grateful to the Cornish Times for publicising the story of the medals which resulted in their return to the museum. The police were informed.

### **4 Children's Crafts**

4.1 The half term children's craft session organised by volunteer Jan Cook was very well attended. It has become a regular date in local family calendars.

### **5 Museum Re-organisation and Collections Management**

5.1 The orders have been placed with the contractors for new lighting and display cases. There will be a complex sequence of works to complete the project.

5.2 We have been concentrating on returning loans, disposing of de-accessioned objects, cataloguing old and new objects and re-organising the stores.

### **6. Visitor Numbers and Sales**

6.1 The latest figures will be provided at the meeting.

### **7. Exhibitions**

7.1 The current exhibition Women in War is attracting positive comments and of course it produced its own story with the return of Miss Foster's medals which are now back on display.

7.2 The next exhibition is being planned in partnership with Liskeard Bowls Club for its centenary year. This is due to open on 7<sup>th</sup> April.

### **8 Training**

8.1 Myself and others have attended training on Emergency Planning, Working with Schools and Collections Rationalisation.

*Anna Monks, Curator, February 2014*