



Liskeard & District Museum
Forward Plan 2020 – 2024

Governing Body : Liskeard Town Council

Date of approval:

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EXECUTIVE SUMMARY

Our Values

- ❖ *We welcome and encourage participation*
- ❖ *We are proud of Liskeard's heritage and optimistic about its future*
- ❖ *We are inclusive and facilitate access for all*
- ❖ *We co-operate with others to achieve our goals*
- ❖ *We focus on getting things done*

Statement of Purpose (why we began the journey)

To collect, conserve, document and exhibit objects and material which will bring to life the past, social history and heritage of Liskeard and the surrounding area reaching out to the community and visitors of all ages.

History

In the early 1980s, an exhibition of local historical memorabilia and information was staged in the town's Guildhall. Following much investigation and discussion, including a public meeting, the Town Council endorsed plans and provided the funds to set up a one room Museum on the ground floor of the town's Public Hall. Under the guidance of two local historians and former Town Mayors, Jack Haworth and Ron George, interesting documents, old posters, photographs and objects were labelled, organized and displayed. Items not on display were safely stored in cupboards beneath the display cases.

Liskeard & District Museum was officially opened on 13th May 1985. Conducted visits for schools and other organizations were arranged throughout the subsequent years as were special exhibitions. Many local enthusiasts lent objects and helped put these together. As the collection increased in size the Museum outgrew the space available.

In the late 1990s, the Town Council started looking for more spacious premises to enable the Museum to continue its growth. The derelict, 19th century Henry Rice building in Pike Street, known locally as Foresters Hall, was purchased by the Town Council (augmented by Heritage Lottery Funding) and converted into the

present Liskeard & District Museum. The reception room and shop are shared with the town's Tourist Information Centre.

On 2nd May 2002, the Museum was unofficially opened by the Town Mayor and on 6th June 2002, it was officially opened by HRH Prince Charles, Duke of Cornwall.

Where are we now?

Management & Governance

Liskeard & District Museum is owned and governed by Liskeard Town Council and overseen by the Communications & Engagement Committee.

A core management team consisting of two elected volunteers, the Museum Coordinator and a member of the C&E Committee, assisted by the Museums Development Officer/Mentor for East Cornwall manages the museum and makes recommendation to the C&E Committee.

The day to day running of the museum is conducted by a team of volunteers, organised by the Museum Coordinator.

[..\..\Volunteers & Staff\LDM structure chart.docx](#)

[GOVERNANCE chart.docx](#)

Description

Liskeard & District Museum is seen as the local centre for the mining heritage in South East Cornwall.

Entry to the museum is free and has disabled access via lift to all floors with public and disabled toilet facilities. The museum has also welcomed visitors with dogs since 2018.

The Museum now has four main galleries named after local historic personalities. The John Allen Room presently houses an exhibition of toys and profiles local collectors, The Henry Rice Room an exhibition of 50s & 60s decades, The Rapson Room houses exhibits from Liskeard and the surrounding villages trade & social history and the Daniel Gumb Room covers Mining, Archaeology, Quarrying and

Railways and Canals in the Liskeard & District area and also incorporates a children's activity area. The Jeanne Rees room houses research and reference material accessible for volunteers and the public and a further display area used for temporary topical displays. There are two internal store rooms and one accessed from outside. The collection and archive have grown so space is now at a premium. It is recognised that the collection needs to be rationalised using the clarification provided by the Statement of Purpose and Collection Criteria [..L D M Collections Development Policy.docx](#) and the 'stories of Liskeard' can be spread to a more diverse audience providing access for all and innovative means of communicating.

Mission (How will you reach your destination)

To utilise the collection, research and community skills to tell the stories of Liskeard in innovative ways through exhibition, events and outreach.

SWOT & PESTLE summaries

Strengths

- Accredited Museum
- Manager role
- Incorporates Tourist Information Centre
- ICT facilities & support
- Strong collection criteria
- Processes & systems in place
- Town Council funding & support
- Suitable building with space
- Town centre location
- Easy transport links
- Accessibility
- Social media & websites
- Family & local history research
- Free entry
- Dog Friendly

Weaknesses

- Location is difficult for disability
- Fluctuating volunteer numbers
- Difficult to find time to do skills development
- Lack of capacity for community engagement
- Volunteer reluctance to take control
- Display cabinets not all museum standard
- Incomplete inventory and cataloguing descriptions
- Lack of visibility (signage)
- Marketing
- Planning & strategies used for firefighting
- Not a tourist destination
- Lack of a draw for visitors to town

Opportunities

- Visitor insights
- Town Council focus on heritage
- Partnership working (Looe Valley Trails)
- World Heritage Site
- Volunteer recruitment
- New housing developments
- Changing demographics – more families
- Constantly changing exhibitions
- Oral histories
- Opportunity to diversify income streams

- Shop space

Threats

- Potential threat of withdrawal of town council funding
- Loss of key personnel
- More competition for smaller grants
- National and local government and social disruption (Brexit; Pandemic; international relations)
- Loss of coordinator role

Strategic Priorities

- 1) Develop strategic partnerships to increase awareness and build visitor numbers through community engagement.
 - a. Looe & Liskeard heritage network
 - b. Networking with schools (primary and secondary) & youth groups
 - c. Linking with older peoples' groups (wellbeing)
 - d. Intergenerational working
 - e. Develop links with local businesses
- 2) Strategic Programme Development
 - a. Understanding your audience and programming appropriately
 - b. Strategic Marketing Plan
 - c. Visitor insights
 - d. Target local audience
- 3) Diversify Income Streams
 - a. Shop development
 - b. Fundraising strategy (small grants / legacies / sponsorship / fund raising events)
- 4) Volunteer Recruitment
 - a. Partnership with Volunteer Cornwall
 - b. Develop volunteer roles and responsibilities
 - c. Promote volunteer opportunities and benefits
- 5) Collection organisation and development
 - a. Improve storage and display facilities
 - b. Complete inventory and catalogue description

Vision ((What do we want to find at our destination)

A community lead heritage hub for SE Cornwall celebrating its past and inspiring the future.

Aims, Objectives, Targets & Actions

AIMS			
Safe & Secure and viable	Document our collection and processes	Develop & Engage our Audience	Develop our volunteer team
Ensure our museum is a safe and secure environment for the collection, our visitors, staff and volunteers	Ensure all objects, reference information and display aides are documented to catalogue level through recognised procedures.	Increase the diversity of our audience by providing a range of engagement activities in an accessible way	Identify the roles needed in the museum, recruit, train and sustain the volunteer workforce
OBJECTIVES			
Risk Assess, Plan Marketing Partnership Working Increase donations	Inventory & Cataloguing	Facilitate Access for All	Recruitment & training in all roles
TARGETS/KPIs			
Recommendations implemented. Volunteers and staff completed identified training needs. Increased income	Inventory completed and updated. 50% of artefacts described to catalogue detail.	Increased numbers of diverse visitors	All roles occupied with rolling training programmes for in place.
ACTIONS			
Implement Risk Assessment recommendations. Provide H&S training for all staff and volunteers. Develop and follow a Marketing Plan working in partnership with TIC and incorporating shop sales. Online donation Work with partners to raise the museum profile and participate in local projects. Risk Assessments Fit locks Move key safe	Documentation Plan Complete audit Catalogue detail Process unidentified loans into collection. Care & Conservation Plan Cleaning regime & monitoring Methods of storage Pest Control Collection Condition Audit	Consider and highlight access and diversity in all engagement planning. EIAs Age targeted events and activities. Sensory displays Review Access Assessment & Plan Use Marketing Plan to promote engagement & events. Audience Development Plan Quiet open sessions Online virtual tour & detailed description Auto fire door closers YouTube videos History Club	Recruit into specific roles, providing necessary training and deputy or shadow positions to provide succession planning and sustainability. Structure chart to reflect roles. Training records and monitoring. Volunteer Policy Partnership Working Looe Valley Trails – Volunteer development and participation SECMF Volunteer training Volunteer Cornwall-

<p>Fix donations box (+ additional) Register & mark equipment Transfer Guildhall collection items V&A training Manual Handling & Height Training Secure Filing cabinet</p> <p>Retention & Succession Plan Councillor Governance Training •Improved On-line engagement •Out in the community •On-line donation •Remote humidity & temp monitoring •On-line access to MODES</p> <p>Proactive fund raising Volunteer Training IT Structure Plan</p> <p>Violence & Aggression Training Provide step ladder & manual handling training Filing cabinet a) Warning Notice b) Tether or restrict drawers</p>		<p>Access Plan Sound, scent & sight focussed exhibition features Autism friendly environment periods Self-closing fire doors Induction hearing loop</p> <p>Engagement Plan School & Memory box development Volunteer & work experience. Creative Zone links to displays VR development Microscopes Story telling Walks & Talks Town events Looe Valley Trails partnership</p> <p>Marketing Plan</p> <p>Partnership working Looe Valley Trails Looe & Liskeard Heritage SECMF CMG CMP</p>	<p>Volunteer recruitment CMP (Rural Proofing) – Volunteer recruitment, development & succession</p>
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Stakeholders

Current:

Liskeard Town Council – Building maintenance and financial support. Museum Coordinator staff.

Councillors – Governance, advocates for the museum, support & development for the Management Team, assist with fundraising and contacts, provide a strategic overview.

Volunteers – Day to day running of the museum and its activities.

Visitors – Engagement with the museum, its exhibitions, displays and activities

Schools (staff & students) – Development, engagement and participation in educational facilities

Partners (Stuart House, The Old Guildhall Museum & Gaol, Looe, Looe Heritage Centre) – networking, topic alignment, shared marketing

Looe Valley Trails Project – Developing links between Looe and Liskeard with community and volunteer opportunities

Potential:

Local businesses – partnership working, sponsorship and mutual support.

Library – partnership working and signposting.

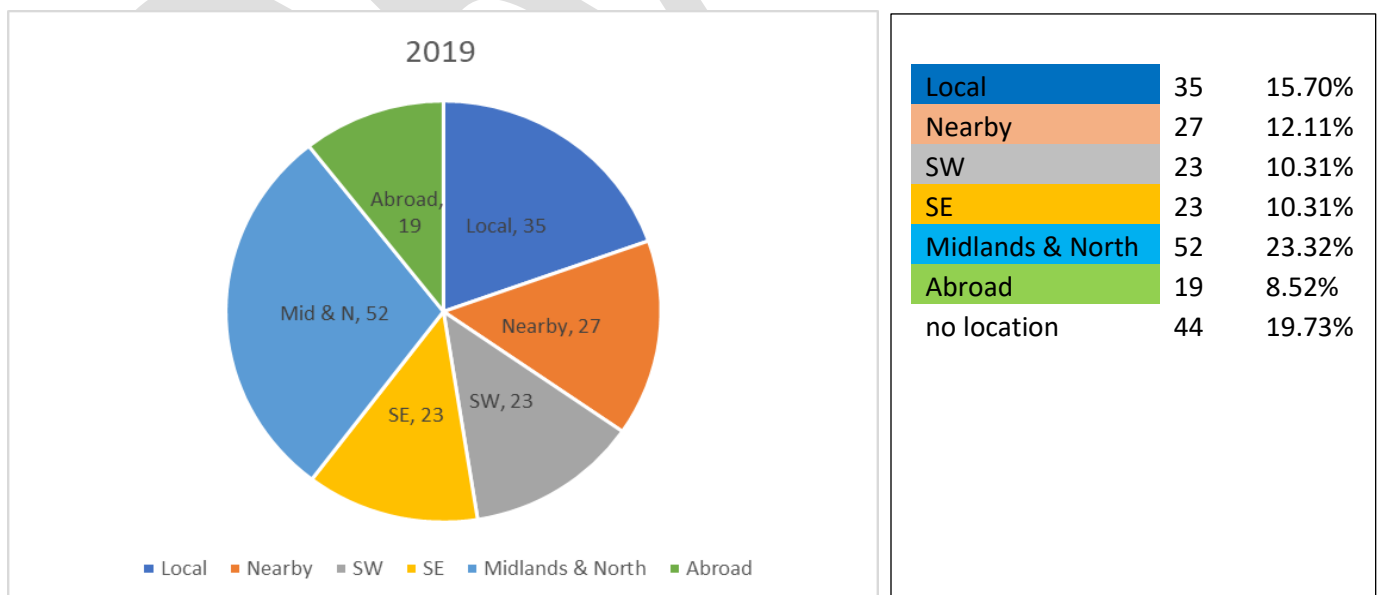
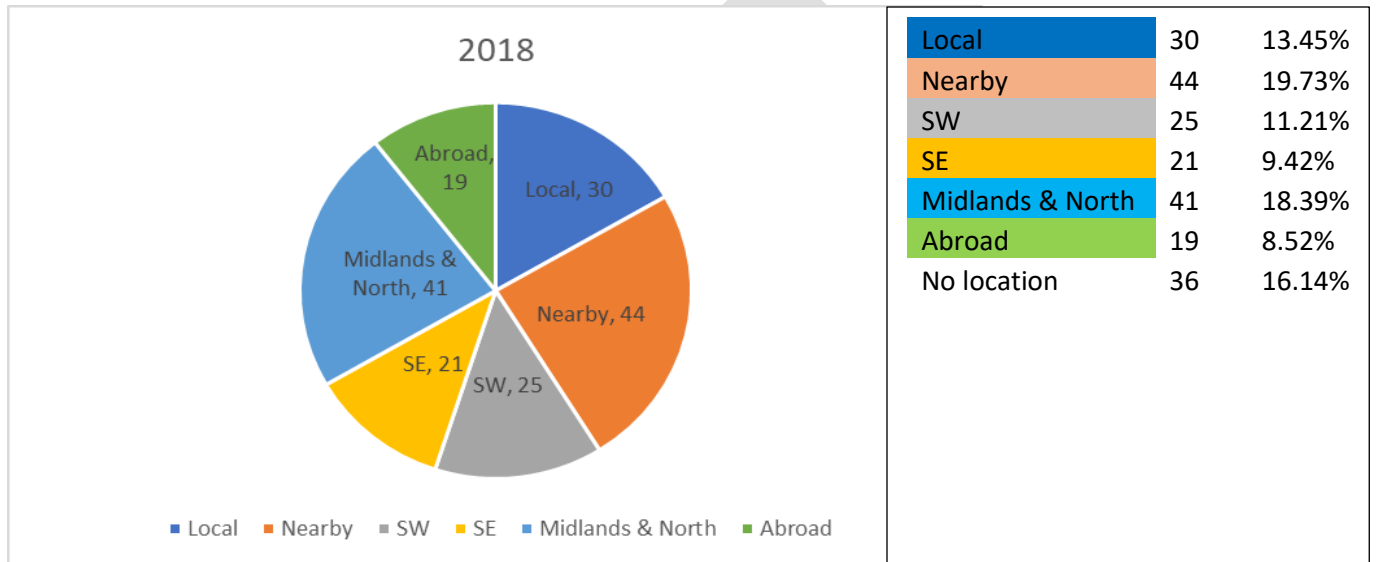
Market Research

Our Audience

<https://southwestmuseums.org.uk/wp-content/uploads/2019/11/Annual-Review-Survey-Highlights.pdf>

<..\Visitor Information\Visitor Feedback\Liskeard and District Museum SWVI 2019 report - DRAFT 26022020.pdf>

Visitor Book Information



Competitor Analysis [Competitor Analysis.docx](#)

Recommendations

- Develop and highlight research and archive facilities.
- Refresh and renew exhibitions which provide an emotional response
- Develop outside activities and experiences facilitating access for all. Indoor facilities with an outside experience.
- Free access but encourage monetary, artefact and voluntary time donations.
- Create partnership marketing for tourism through linked websites and social media and joint printed material. Access local community through school links.
- Highlight attractive historic building as part of town heritage with modern refurbished interior.

Marketing Strategy

The strategy adopted is to target specific audience groups identified in the forward plan, through market research and audience development research using the most appropriate media; create partnership marketing for tourism using linked websites and social media and joint printed material and access the local community through school links.

[..\Marketing\Marketing Strategy.docx](#)

(Link to Marketing Plan)

Finance & Resources

The museum building is owned by Liskeard Town Council with maintenance, rates and utility costs covered through the town council budget. Liskeard Town Council supports the salary of one part time coordinator role. Budgets and grants are agreed by the Communications and Engagement Committee in the November prior to the new financial year.

2020-21 Budget		
LTC Museum Budget	Proposed	Forward Plan adjustment
Advertising	600	
Subscriptions & membership	300	
Equipment & IT purchase	800	
Equipment & IT M'tnce/support	400	
Office supplies	600	
Volunteer expenses	5000	
AR Zap licence	0	
Petty Cash	200	
Building improvements	800	
Total	8,700	
Museum Reserves	Carried forward	
Conservation/Collection Care	366	
Equipment	919	
Donations	3,288	Further £607 to be added from 2019/20
Profit from shop (Transferred to TIC)	537	Further £348 to be added from 2019/20

Fundraising Strategy <C:\Users\Coordinator\OneDrive - Liskeard Museum\DOCUMENTS 2\Policies\Financial\Fundraising Strategy.docx>

Although the infrastructure for the museum is provided by Liskeard Town Council, the maintenance of the collection, exhibitions and events are funded primarily through donation. There is a donations box situated in the museum for visitors to donate cash. The museum plans to increase it's on-line presence and provide donation facilities on-line. Information about how donation funding is spent will be published both in house and on-line to encourage further donation.

Workforce Roles [..\..\Volunteers\Volunteer Forms\Volunteer Roles.docx](#)

The museum is staffed primarily by a team of volunteers allocated to various roles covering the key aspects of museum activity and one employed Museum Coordinator on a part time basis.

The Team currently consists of:

One part time Museum Coordinator staff	Exhibitions Volunteer (2)
Collection Management Volunteer (Management Group)	Learning & Wellbeing Volunteer (1)
Community & Engagement Management Volunteer (Management Group)	Audio & Video History Volunteer (1)
Data Volunteer (2)	Event Volunteer
Documentation Volunteer (0)	Research Volunteer (3)
Collection Volunteer (3)	Volunteer Steward (3)
Environmental Volunteer (1)	Volunteer Handyperson (0)
	Project Volunteers (0)

Ideally, the aim is to have at least two volunteers in each team role to facilitate shadow training, mentoring, succession and resilience. The current volunteer team has two Data Volunteers experienced in electronic data capture, three volunteers interested in Collection roles who require training, one new volunteer to take on the environmental duties, two young and keen Exhibitions Volunteers, a new but experienced Learning Volunteer, an experienced Audio & Video Volunteer, two experienced Research Volunteers with one trainee shadowing. We aim to either recruit directly for Events Volunteers or Stewards who can develop into the event roles. The Museum Coordinator is currently performing the documentation duties. To facilitate sustainability volunteers will be recruited into vacant roles. Training frameworks will be developed for each role and records monitored for each individual.

Project volunteer groups will be created as required either through recruitment or individuals from the permanent team taking on the roles. This will provide opportunity for short term volunteering, gaining certain skills or trying something new.

Risk

Refer to Health & Safety Risk Assessment <..\..\Health & Safety\h&s Risk Assessment FORESTERS HALL.doc>

Summary of Actions Required

Ref.	Risk	Action	Who	When
1b	Violence & Aggression	V&A training	Vicky Cutts Karen Partington	Sept 2020
2a	Manual Handling from high shelving	Provide step ladder. + manual handling training	Vicky Cutts	Dec 2020
2b	Crush from filing cabinet	a) Warning Notice b) Tether or restrict drawers	Karen Partington Tony Misson	Mar 2020

Refer to Business Risk Assessment <C:\Users\Coordinator\OneDrive - Liskeard Museum\DOCUMENTS 2\Risk assessment\Business Risk Assessment V 1.1.docx>

Summary of Actions Required

Ref.	Risk	Action	Who	When
1	Depletion or loss of volunteer force	Retention & Succession Plan	Coordinator	Aug 2020
3	Reduction or repeal of Town Council Support	Councillor Governance Training	C&E Committee members RFO Deputy Town Clerk	Dec 2020
4 & 8	Damage to accommodation Directed closure	<ul style="list-style-type: none"> Improved On-line engagement Out in the community On-line donation Remote humidity & temp monitoring On-line access to MODES 	Digital Exhibitions Volunteer Engagement Volunteers Data Volunteer Coordinator	Apr 2024
5	Loss of financial resources	Proactive fund raising	Coordinator	Dec 2020
6	Lack of curatorial skills	Volunteer Training	Collections Volunteers	Nov 2020 Ongoing
7	ICT failure	IT Structure Plan	Coordinator	Dec 2020

Refer to Security Review Action Plan <C:\Users\Coordinator\OneDrive - Liskeard Museum\DOCUMENTS 2\Risk assessment\Security Review Action Plan.docx>

Summary of Actions Required

Ref.	Action	Who	When
1	Fit high security closed shackle padlocks. BS EN 12320 security rating 5/6 to external metal gates	Facilities Management	Oct 19
5	FIT security grade wire mesh fence between apex and drain pipe.	Facilities Management	
10	Locks and glass cabinets reviewed and monitored to ensure they continue to be fit for purpose for museum displays.	Museum Management Team	Ongoing
11	Remove key safe from the toilet and put in view of staff in the John Reese research room within the office area. (combination lock safe recommended)	Facilities Management	Nov 19
12	Collection Box chained or fixed to the floor near /in view of the reception area & have an inverted T bar inserted to prevent "fishing" of notes.	Facilities Management	Nov 19
14	Liaison with CCTV and alarm provider to see whether, on an alarm activation, the internal lights in the property could be activated, enhancing the night clarity of CCTV images.	Facilities Management	Oct 19
15	Install a fire retardant mail box behind the letter plate on the inside of the existing front door or if permitted an external wall mounted mail box and the existing letter plate covered and secured.	Facilities Management	Nov 19
16	Register all appropriate valuables, electronic equipment, computers, machinery and tools with relevant serial numbers together with photographs on www.immobilise.com the national property website.	Museum Management Team	July 2020
17	Forensically marking all your valuables then warning signs should be placed on the items and on the doors of your property.	Museum Management Team	July 2020
18	Any other property should be marked with a UV pen with postcode	Museum Management Team	July 2020
19	Make space in museum stores and remove collection and archive items from Guildhall storage	Facilities Management	

Appendix

Monitoring & evaluation

	Resources	Financial Cost	Target	Comment / evaluation
<p><u>KPI</u> Recommendations implemented. Volunteers and staff completed identified training needs. Increased income</p>				
<p>Implement Risk Assessment recommendations. Provide H&S training for all staff and volunteers. Develop and follow a Marketing Plan working in partnership with TIC and incorporating shop sales. Online donation Work with partners to raise the museum profile and participate in local projects.</p> <p>Risk Assessments Move key safe Fix donations box (+ additional) Register & mark equipment Transfer Guildhall collection items Violence & Aggression Training Manual Handling & Height Training Secure Filing cabinet</p> <p>Retention & Succession Plan Councillor Governance Training •Improved On-line engagement •Out in the community</p>	<p>e-learning licence</p> <p>Payment platform</p> <p>New key safe</p> <p>Strap & perspex</p> <p>e-learning licence</p> <p>strap</p>	<p>£150</p> <p>% of donation</p> <p>£30</p> <p>£10</p> <p>£5</p>		

<ul style="list-style-type: none"> •Remote humidity & temp monitoring •On-line access to MODES <p>Proactive fund raising Volunteer Training IT Structure Plan</p>				
<p><u>KPI</u> Inventory completed and updated. 50% of artefacts described to catalogue detail.</p>	Resources	Cost	Target	Comment / evaluation
<p>Documentation Plan Complete audit Catalogue detail Process unidentified loans into collection.</p> <p>Care & Conservation Plan Cleaning regime & monitoring Methods of storage Pest Control Collection Condition Audit</p>	<p>Volunteer time</p> <p>Staff time Volunteer time</p> <p>Equipment Specialist contractor</p>			
<p><u>KPI</u> Increased numbers of diverse visitors</p>	Resources	Cost	Target	Comment / evaluation
<p>Consider and highlight access and diversity in all engagement planning. EIAs Age targeted events and activities. Sensory displays Review Access Assessment & Plan</p>	Volunteer time &	£500 pa		

Use Marketing Plan to promote engagement & events.	Printing	£ pa		
Audience Development Plan				
Quiet open sessions				
Online virtual tour & detailed description	Specialist contractor	£600		
Auto fire door closers	Contractor	£100		
YouTube videos				
History Club	Volunteer time			
Access Plan				
Sound, scent & sight focussed exhibition features	Equipment	£100 pa		
Autism friendly environment periods				
Self-closing fire doors				
Induction hearing loop	Equipment	£200 x2		
Engagement Plan				
School & Memory box development	Volunteer time			
Volunteer & work experience.				
Creative Zone links to displays				
VR development	Specialist Contractor	£1200		
Microscopes				
Story telling				
Walks & Talks				
Town events				
Looe Valley Trails partnership				
Marketing Plan				
Partnership working				
Looe Valley Trails				
Looe & Liskeard Heritage				

SECMF CMG CMP				
<u>KPI</u> All roles occupied with rolling training programmes for in place.	Resources	Cost	Target	Comment / evaluation
Recruit into specific roles, providing necessary training and deputy or shadow positions to provide succession planning and sustainability. Structure chart to reflect roles. Training records and monitoring. Volunteer Policy Partnership Working Looe Valley Trails – Volunteer development and participation SECMF Volunteer training Volunteer Cornwall- Volunteer recruitment CMP (Rural Proofing) – Volunteer recruitment, development & succession	Coordinator time Coordinator time			

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