

NORTH LINCOLNSHIRE COUNCIL

**ASSET MANAGEMENT, CULTURE AND HOUSING
CABINET MEMBER**

MUSEUM ACCREDITATION

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To obtain approval of the following policies and plans:
 - The Museum Service Forward Plan 2015-17
 - Collections Development Policy
 - Documentation Policy
 - Care and Conservation Policy
- 1.2 We are required by the Arts Council to have these policies formally approved by our governing body.

2. BACKGROUND INFORMATION

- 2.1 The Accreditation Scheme sets nationally agreed standards for museums. There are currently just under 1,800 museums taking part in the scheme. Being part of the scheme shows our commitment to managing our collections effectively for the enjoyment and benefit of our customers.
- 2.2 The Museum Registration Scheme started in 1988. Since then it has supported museums to raise standards and identify areas for development. In 2004, the scheme was renamed 'Accreditation'. The scheme is regarded as one of the most innovative and effective developments in the museum sector. The scheme is administered by Arts Council England.
- 2.3 The North Lincolnshire Museum and Normanby Hall Country Park are both Accredited Museums. As part of the scheme we are required to submit evidence that we continue to maintain the Accreditation Standard. We have just been told that we need to submit our Accreditation return by April 2015,
- 2.4 As part of the return we are asked to identify any significant changes that have taken place since the last award. We are also required to provide copies of revised policy documents. We are therefore seeking formal approval by the Cabinet Member for the following documents:

- The Museum Service Forward Plan 2015-2017
 - Collections Development Policy
 - Documentation Policy
 - Care and Conservation Policy
- 2.5 These documents set out in detail how we will look after our collections in order to preserve them for future generations.

3. OPTIONS FOR CONSIDERATION

- 3.1 Option 1 - For the Cabinet Member to approve the attached documents. This will enable us to continue to be an Accredited Museum Service.
- 3.2 Option 2 – For the Cabinet Member to not approve the attached documents. This will result in us no longer being an Accredited Museum Service.

4. ANALYSIS OF OPTIONS

- 4.1 Option 1 - We need to retain our Accredited status to continue to receive funding from Arts Council England. At present we are working in partnership with our colleagues in Hull and the East Riding of Yorkshire. We have put forward a number of joint funding bids. Across the three museum services we have already received over £1 million of Arts Council funding. We were recently awarded Major Partner Museum status by the Arts Council. This comes into effect from 1 April 2015. If we were to lose Accredited status we would no longer be able to be a Major Partner Museum.
- 4.2 Option 2 – This would result in a loss of Accredited status. This would mean that we could no longer be a Major Partner Museum. We would lose our share of the £2.5 million awarded to the Humber Museums Partnership. We would no longer be able to borrow material from the National Museums. This would have a serious impact on the reputation of our Museum Service.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

- 5.1 There are no resource implications.

6. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

- 6.1 We have carried out Integrated Impact Assessments for the following:
 - The Museum Service Forward Plan 2015-2017

- Collections Development Policy
 - Documentation Policy
 - Care and Conservation Policy
- 6.2 By implementing the programme of action outlined in the Forward Plan we can help to increase access to services and increase the number of visitors.

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

- 7.1 We have consulted with our colleagues in neighbouring museum services with regard to our Collections Development Policy. We work closely with our colleagues in Hull Museums and East Riding of Yorkshire Museums. From 1 April 2015 our three services will be a Major Partner Museum, attracting an additional £2.5 million of Arts Council Funding. This money will be used to develop more joint exhibitions projects and greater shared working.
- 7.2 We have consulted with Museum Staff in the development of the Forward Plan.
- 7.3 There are no known conflicts of interest to highlight.

8. RECOMMENDATIONS

- 8.1 That the Cabinet Member approves the following plans and policies relating to the North Lincolnshire Museums Service:
- The Museum Service Forward Plan 2015-2017
 - The Collections Development Policy
 - The Documentation Policy
 - The Care and Conservation Policy

DIRECTOR OF PLACES

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Date: 17 December 2014

Background Papers used in the preparation of this report: Nil

Collections Development Policy

Name of museum: North Lincolnshire Museum Service

Name of governing body: North Lincolnshire Council

Date on which this policy was approved by governing body:

Policy review procedure: Every five years.

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

Date at which this policy is due for review:

Arts Council England will be notified of any changes to the Collections Development Policy, and the implications of any such changes for the future of collections.

Contents

1. Relationship to Other Relevant Policies and Plans of NLMS and NLC
2. History of the Collections
3. An Overview of Current Collections
4. Themes and Priorities for Future Collecting
5. Themes and Priorities for Rationalisation and Disposal
6. Legal and Ethical Framework for Rationalisation and Disposal of Items
7. Collecting Policies of Other Museums
8. Archival Holdings
9. Acquisition
10. Human Remains
11. Biological and Geological Material

12. Archaeological Material
13. Exceptions
14. Spoliation
15. The Repatriation and Restitution of Objects and Human Remains
16. Disposal Procedures

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1.0 Relationship to Other Relevant Policies and Plans of NLMS and NLC

1.1 The purpose of North Lincolnshire Museum Service is to:

- Collect and Display, Entertain and Enjoy, Inspire and Inform.

For the staff and users of NLMS this would mean:

- **Collect and Display:** collect and preserve objects and information to enable people to discover the story of North Lincolnshire and its residents through innovative display techniques.
- **Entertain and Enjoy:** providing an accessible environment in which using the collections for learning will be a pleasant and fun experience.
- **Inspire and Inform:** use the collections in innovative, creative and challenging ways to inspire and inform visitors about their heritage, their future and make a positive contribution to their quality of life.

1.2 NLMS is part of Sport, Leisure and Culture within the Customer Services section of the Places directorate. The aim of Sport, Leisure and Culture is to support NLC in achieving its vision of:

- A dynamic high-performing, customer focused council, giving the best possible value for money and changing outcomes for all people living and working in the area.

In order to achieve this vision, the NLC 2014-2017 Strategy sets out that the Council priorities will be:

- Excellence in customer service.
- Make our communities safer and stronger.
- Provide value for taxpayers' money.
- Regenerate our area and increase prosperity.

NLMS will support NLC in the achievement of these priorities by:

- **Excellence in customer service:** Providing high quality customer focused services. Responding in a timely manner to customer requirements. Listening to our customers and providing them with value for money.
- **Make our communities safer and stronger:** Ensure children, young people and vulnerable adults feel safe and are safe in our venues. Raise aspirations and empower young people by creating a sense of pride in North Lincolnshire's history and heritage. Encourage

volunteering within our service and support appropriate community projects.

- **Provide value for taxpayers' money:** Managing our finances and balancing our budget. Managing our collections in the interests of the community. Ensuring services remain viable, effective and value for money.
- **Regenerate our area and increase prosperity:** Providing voluntary, work experience and apprentice placements to assist in creating employment opportunities for all ages.

- 1.3 The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.
- 1.4 By definition, NLMS has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the NLMS collection.
- 1.5 Acquisitions outside the current stated policy will only be made in exceptional circumstances.
- 1.6 NLMS recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using SPECTRUM primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.
- 1.7 NLMS will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that NLMS can acquire a valid title to the item in question.
- 1.8 NLMS will not undertake disposal motivated principally by financial reasons.

2.0 History of the Collections

- 2.1 NLMS currently consists of two venues, North Lincolnshire Museum (NLM) in Scunthorpe and Normanby Hall Country Park (NHCP). Between 1996 and 2004 NLMS also included Baysgarth House Museum (BHM) in Barton Upon Humber.
- 2.2 The institution which is today known as NLM was founded in 1909 by a group of local enthusiasts concerned about the destruction of archaeological and geological material and the disappearance of natural habitats due to ironstone mining in North Lincolnshire. The group were led by two men from Sheffield, Mr. A. C. Dalton, the Museum's first honorary curator, and Mr. H.

E. Dudley, his successor. The efforts of Dalton and Dudley attracted the support of a number of local worthies who formed the Naturalist and Antiquarian Society in Scunthorpe. The group convinced the Library Committee to allocate a room in the Carnegie Free Library on Station Road, for museum use. On 31 August 1909 the single room of exhibits, which had in the main been donated by the founders themselves, opened to the public. A small collection of antiquities were also displayed in Ashby Free Library, until their transfer to the Museum in Scunthorpe. The first years were a struggle and it soon became clear that without funding the Museum would close. In 1911 Scunthorpe Urban District Council adopted the relevant section of the Museums and Gymnasium Act, allowing the Museum to become a Council run venue.

- 2.3 In 1913, Dalton resigned and was replaced by Harold Dudley, who held the post until his retirement in 1956. Dudley was a respected archaeologist and geologist, as well as a gifted musician. Assisted by Mr. Thomas Sheppard of Hull Museum, Dudley worked with local enthusiasts to found and develop the nationally important collections drawn from the North Lincolnshire area, particularly the archaeology and geology collections. By 1937 the Museum had outgrown the single room in the Carnegie Free Library, and was moved to a disused maternity home on Cottage Beck Road, Scunthorpe. As well as more display and storage room, Dudley now had the space to found a museum education service.
- 2.4 By the early 1950s Scunthorpe Museum had again outgrown its home. As well as extensive collections of local Prehistoric and Roman objects, the collection now included the Canon Cross geological collection, the beginnings of the Fowler Collection of engravings and artefacts, and the Bronze Age Appleby Log Boat. In 1953 the Museum moved into its current home, the old Frodingham Vicarage, built from Frodingham Ironstone during the Victorian period.
- 2.5 In 1959 Michael Kirkby was appointed curator, and his interest in the fine and decorative arts saw a focus on developing the art collections for the first time. The Museum was renamed Scunthorpe Museum and Art Gallery, and the Vicarage was extended to create temporary exhibition space for use by local artists and societies. Further extensions created more permanent display spaces, as well as offices and learning rooms. In 1963 an ironstone cottage was removed from Church Street, Scunthorpe ahead of demolition and rebuilt within the Museum. The programme of museum development was rewarded in 1982 when Scunthorpe Museum and Art Gallery won the Small Museum of the Year Award.
- 2.6 The current permanent galleries at NLM tell the story of North Lincolnshire from its geological origins to the early post-War period. The Natural Science Gallery features key fossils from the Frodingham Ironstone, including rare ammonites, starfish, ichthyosaur and plesiosaur specimens. The Local History displays include the reconstructed Ironstone Cottage, with the ground floor set out as a typical working class living space. The parlour of the original Frodingham Vicarage is laid out as a Victorian parlour, and features an original display case containing specimens from the Canon Cross Collection and a chimneypiece from Bottesford Manor with the crest of the

Peacock family. The Local History Gallery features key objects relating to local folklore traditions such as the Haxey Hood and Plough Jags, and material from the Ethel H. Rudkin Collection. The People's War Gallery includes important local material relating to personal histories of the Second World War. In the Steel Gallery can be seen objects relating to the development of the Iron and Steel industry and the growth of Scunthorpe, including a tobacco box made from the first iron made at the first iron works in North Lincolnshire. The Archaeology Gallery tells the story of North Lincolnshire from the Palaeolithic to the early Post-Medieval period and features objects from a number of important excavations as well as key stray finds, including the earliest human worked flints from North Lincolnshire and the Romanesque Barnby Font.

- 2.7 An important development in the creation of NLMS took place in 1964 when the Sheffield family moved out of Normanby Hall, a Regency country hall situated in a small village north of Scunthorpe. The Hall and its park were leased for ninety-nine years to Scunthorpe Borough Council for use as a museum and conference venue. The present Hall was built by Sir Robert Smirke in 1825 for Sir Robert Sheffield. Parts of the Hall would be used as a conference and wedding venue, whilst other rooms would be dressed in Regency style circa 1830 and opened to the public. Between 1964 and 1970, Michael Kirby developed the decorative arts collections by collecting furniture, textiles, ceramics, paintings, silver ware and costume for display in the Hall. The Sheffield family have since given and loaned back a number of family paintings and objects for display in Normanby Hall, including an Erard Piano, a grandfather clock and a painting of the Marquis of Normanby, son of the 1st Duke of Buckingham.
- 2.8 Currently a number of rooms are open to the public at Normanby Hall, including much of the ground floor and the main bedrooms, a bathroom and nursery on the first floor. The majority of the display rooms are dressed in Regency style and feature furniture, ceramics, paintings and decorative art appropriate to the period. Amongst the items on display, key objects include a Napoleon III death mask, a number of pieces of furniture made by Messrs Gillow of Lancaster, including a breakfront bookcase and an oak table from Marlborough House. The first floor displays include a Victorian Nursery, an Edwardian Bathroom, the Normanby At War Gallery and a Costume Gallery, which features a new exhibition each season drawing on the extensive costume collection. Other rooms on the ground floor and first floor form the catering, conference and wedding suites.
- 2.9 NLC has continued to develop the visitor offer at NHCP. The Farming Museum was opened in 1989, and its displays tell the story of traditional farming and rural life in North Lincolnshire. Objects on display include farm machinery, carts and wagons, much of which was made by local firms such as Fletchers of Winterton and Marshalls of Gainsborough. The Victorian Walled Garden was originally built by the Sheffields in 1817. It was restored to its Victorian splendour and reopened in 1997. As well as extensive vegetable, flower and trainer fruit beds, the Walled Garden includes re-creations of working and living areas in the potting shed, bothy and head gardener's office.

- 2.10 In 1990, Scunthorpe Borough Council and Glanford Borough Council, which together covered the north-western part of South Humberside and northern Lincolnshire, adopted a Joint Archaeological Collecting Policy. This relationship was formalised in 1996, when county borders were revised and North Lincolnshire was carved out of the county of Humberside and part of northern Lincolnshire. Scunthorpe Museum and Art Gallery was renamed North Lincolnshire Museum, a name more accurately reflecting the scope and range of the collections. The reorganisation saw the Scunthorpe and Glanford Borough collections and museums, including Baysgarth House Museum, merged together into one North Lincolnshire wide museum service.
- 2.11 In 2004 management of BHM was transferred to the Community Heritage Arts & Media Project (CHAMP). The Glanford Borough collection remained with NLMS, and the items on display at BHM were loaned to CHAMP as part of the lease agreement. NLMS and CHAMP continue to work closely together, with Barton upon Humber related items regularly loaned by NLMS for temporary exhibitions and to refresh permanent displays at BHM.

Key Acquisitions

- 2.12 Key acquisitions to the Archaeology Collection include:

- 1909 – 1956, 2014: The Dudley Collection of Prehistoric flints, and Iron Age and Roman settlement material, collected from the warrens around Scunthorpe and local iron workings. The most recent additions being a small amount of material which Dudley had retained which was donated by his granddaughter.
- 1933: The Bagmoor Late Bronze Age Hoard of socketed axeheads, spearheads, a chisel and a bucket base.
- 1939: The Anglo-Saxon Manton Hanging Bowl, made in the same workshop as the Sutton Hoo Hanging Bowl.
- 1943: The Bronze Age Appleby Log Boat, made from a single tree trunk, found on the bed of the Old River Ancholme.
- 1958 – 1967, and 1981: Winterton Roman Villa excavation archives including the Winterton Fortuna Mosaic.
- 1961 – 2011: The Alan Harrison Collection, metal detected objects from a number of key sites in North Lincolnshire including Kirmington Iron Age - Roman Settlement and Winteringham Roman Port and Settlement.
- 1963: The Kirmington Hoard of over 10,000 3rd century Roman radiate coins, the third largest coin hoard of that date found in Britain to date.
- 1964 – 1968: Dragonby Iron Age – Roman Settlement excavation archive, including the Dragonby Mars Gravidus and Mars Ultor figurines.

- 1969: The Mossop Collection of small finds from Roman sites at Kirmington, Ludford and Owmby.
- 1972 – 1979: The Hilda Sands Collection of small finds from Roman sites at Owmby and Kirmington.
- 1975 – 1976: Elsham Anglo-Saxon Cemetery excavation archive.
- 1975 – 2009: The Ethel H. Rudkin Collection of local antiquities, including the Neolithic Wroot Jadeite Axe.
- 1984: Thornholme Priory excavation archive, including the Thornholme Medieval Grave Slab.
- 1989: The Walter Carlile Collection of field walked and metal detected finds from South Ferriby parish.
- 1994: The Scotterthorpe Middle Bronze Age Hoard of palstave axeheads, a socketed axehead and socketed hammer.
- 1999: The Bottesford Hoard of Roman denarii.
- 2002: The Chris Marshall Collection of metal detected finds from local sites including Kettleby Thorpe and Ketsby.
- 2003: The Whitton Viking Silver-gilt Brooch.
- 2005: The Viking Theddlethorpe Silver Finger Ring.
- 2005: The Late Neolithic Ulceby Beaker. Originally found in the late nineteenth century and preserved in Ulceby Vicrage. Shortly after it was lost to archaeological view, eventually resurfacing at auction in 2005.
- 2005: The Scotterthorpe Runic Inscription.
- 2006: Cleatham Anglo-Saxon Cemetery excavation archive, the paper archive, urns and finds from the third largest Early Anglo-Saxon cemetery found to date.
- 2007: Hibaldstow Roman Roadside Settlement excavation archives.
- 2007: The Goxhill Tudor Bailiffs Wand of Office belonging to Sir Robert Tyrwhitt of Kettleby, Vice Admiral of England and bailiff of the King's Manor of Barton upon Humber under Henry VIII.
- 2008: The Bigby Medieval Coin Hoard.
- 2009: Flixborough Early Medieval Settlement excavation archive. The finds and paper archive from the excavation of an important 7th – 11th century settlement.

- 2009: The Roman Winterton Cup, an enamelled soldier's souvenir from Hadrian's Wall.
- 2013: The Roman Appleby Wine Jug Handle.
- 2014: The Brigg Late Bronze Age Sword Hoard.

2.13 Key acquisitions to the Natural Science Collection include:

- 1909: The Reverend Cutts Collection of geological material from local quarries, a founder and founding collection of the Museum.
- 1909 – 1956: The Dudley Collection of local fossils from the Frodingham Ironstone and local quarries.
- 1909 – 1939: The A. M. Cobban Collection of local maps, boreholes and Jurassic Fossils, a founding collector and collection of the Museum.
- 1930: The Canon Cross Collection of rocks and fossils collected during the construction of the railways and used in 1874 to illustrate the first paper describing the geology of north west Lincolnshire.
- 1940: The Miss A. L. Sich Collection of Jurassic and Cretaceous fossils, minerals and recent molluscs.
- 1942: The H. Greaves Collection of rocks and minerals from Australia.
- 1949: The G. V. Standerline Collection of geological specimens, including crystals from Cumberland.
- 1986: Fossil bones from an Ichthyosaur from Middlegate Quarry, South Ferriby.
- 1987: Fossil bones from an Ichthyosaur from Yarborough Mine, Scunthorpe.
- 1990: Fossil bones from the hind part of a Plesiosaur from Crosby Warren Mine.
- 1991: The Joe Duddington Lepidoptera Collection of butterflies and moths from the Scunthorpe area.

2.14 Key acquisitions to the Social History Collection include:

- 1948: French made 1860s Velocipede 'bone shaker' bicycle. One of a small number of survivals, many were melted down during the First World War.

- 1960s: Sheffield Family uniforms, clothing worn by Lady Sheffield on cruises and servants uniforms.
- 1960s – 1970s: The Regency Silver Collection, a number of pieces of Regency tableware collected from various sources over a period of years.
- 1962: Miniature Yorkshire Farm Wagon, late nineteenth century.
- 1962: Iron Stone Cottage, a pre 1860 cottage built from Frodingham Ironstone. The cottage was dismantled and moved to the Museum ahead of demolition, as an example of the type of housing built to house workers in the rapidly expanding iron and steel industry.
- 1964: The Parkinson Collection, a collection of silk costume belonging to Reverend John Parkinson c.1790, worn to take undergraduates on tours of the continent.
- 1964: An impressive carved mahogany bookcase by Gillows of Lancaster, c.1810.
- 1964: The Normanby Estate Fire Engine, a 1900 horse-drawn steamer operated by the Normanby Park Fire Brigade.
- 1964: Plaster cast of the death mask of Napoleon I.
- 1965: The John Arthur Jackson Collection of Chinese, Japanese and Indian ivory ornaments.
- 1965: Hermaphrodite Wagon, used by Charles Bayles at Binbrook Hill Farm, Caistor.
- 1967: ‘Emperor Otho’ by Peter Paul Rubens, painted as one of a series of the Twelve Emperors by Rubens himself. Nine in the series have been located, and three remain missing.
- 1968: Oil painting of Mrs Alice Wood by Sir Thomas Lawrence, c1830.
- 1969: Pre-1874 green Penfold Pillar Box, one of around 150 still in existence. One of the earliest pillar boxes to be used in Britain.
- 1969: Threshing Machine made by Marshalls of Gainsborough.
- 1970: Triptych ‘Lovemaking in Lissenden Gardens’ by Anthony Green, 1964.
- 1970: Lincolnshire spindle-sided wagon, early nineteenth century, used by the Evison family at Marsh Chapel until the mid twentieth century.

- 1972 - 2014: The Ethel H. Rudkin Collection: Objects relating to local folklore, including Plough Jag Hobby Horse and Fool costumes, a running hood from the Haxey Hood game and a Largus lamp. The most recent acquisitions in 2014 include a corn dolly and witch balls previously in Sheffield University's collection.
- 1976, 1997 and 2012: The Fowler Collection, collection of engravings by William Fowler (1761 – 1832) a local amateur antiquarian, joiner and architect showing Roman mosaics, stained glass windows and architectural subjects has been developed over a number of years. A major acquisition of engravings in 1976 has since been supplemented by further engraving acquisitions. In 1997 an extensive collection of architectural designs, working drawings, correspondence, personal papers and engravings was acquired and added to the Fowler Collection. In 2012 further engravings and William Fowler's watch were donated by descendants of Fowler.
- 1988: Hermaphrodite Wagon, a Lincolnshire farm wagon made by the Frankish family of Grasby.
- 1989: Sackcloth running hood from the Haxey Hood, one of twelve used in the game.
- 1993: 1901 Model 107 Johnson's Motorcycle, made by Johnson's Cycles of Scunthorpe, the only one of this model known to still survive.
- 2009: Two pieces of graffiti from Pingley Prisoner of War Camp.
- 2014: Scent flask, c1825 that belonged to Sir Berkeley Sheffield.

2.15 Key acquisitions to the Local History / Archives Collection include:

- 1960s – 2010s: Sheffield Family and Estates papers, records and photographs.
- 1997: The Peacock Family Archive. A collection of family papers, correspondence, documents, publications and a dialect card index, related to the varied interests of the Peacock Family.
- 1999 – 2010: The Ethel H. Rudkin Archive: Photographs, papers, and books relating to Ethel H Rudkin's local history and folklore research and publications and including personal papers and photographs.
- 2008: The Nick Lyons Collection of local history documents and research papers.
- 2014: The George Parker Collection, a series of glass plate negatives taken by a local photographer during the late 19th and early 20th century.

3.0 An Overview of Current Collections

- 3.1 As per the stated mission of the NLMS to collect and preserve objects and information related to the history of the North Lincolnshire region, NLMS has wide ranging collections of archival and three-dimensional material reflecting the geology, natural history, social history and archaeology of the region in and around North Lincolnshire. The collection can be divided into subjects the approximate sizes of which are:

Archaeology:	200,000
Natural Sciences:	17,460
Social History:	43,000
Local History:	<u>71,000</u>
Total:	331,460

Archaeology

- 3.2 The Archaeology collection consists of approximately 200,000 three-dimensional objects, mainly from the region in and around North Lincolnshire, together with excavation records and associated documentation.
- 3.3 All periods of the past, from the Palaeolithic to modern day, are represented in the collection.
- 3.4 This includes a number of large metal detected collections and finds and archives from a number of nationally and regionally important major excavations and field projects, including:
- Palaeolithic flints from Roxby cum Risby,
 - Flint assemblages from the local warrens, including Risby Warren and Crosby Warren,
 - Dragonby Iron Age to Roman Settlement,
 - Kirmington Iron Age to Roman Settlement,
 - Winterton Roman Villa,
 - Hibaldstow Roman Roadside Settlement,
 - Cleatham Anglo-Saxon Cemetery,
 - Elsham Anglo-Saxon Cemetery,
 - Castledyke Anglo-Saxon Cemetery,
 - Flixborough Early Medieval Settlement,
 - Thornholme Medieval Priory.

- 3.5 The collection includes human skeletal material from a number of cemetery excavations and single burials.
- 3.6 There is also a small but significant collection of coins and medals.

Natural Science

- 3.7 The Geology collection consists of approximately 5,000 fossils, primarily of local origin, and 2,000 rocks and minerals mainly of non-local origin. The core collection of local fossils was formed by Harold Dudley and his contemporaries in the early years of the Museum's existence.
- 3.8 The fossils include a small collection of type, figured and cited specimens and a nationally important collection of fossils from the Frodingham Ironstone rocks.
- 3.9 There is also a collection of borehole specimens and logs, and geological maps dating from the first half of the 20th century.
- 3.10 The Biology collection consists of approximately: 400 herbarium sheets, 3,000 Lepidoptera, 2,000 marine invertebrates (mainly mollusc shells), 60 vials of spiders in alcohol, 1,000 vertebrate specimens and 4,000 photographic transparencies.

Social History

- 3.11 The Social History Collection consists of approximately 43,000 three-dimensional objects, including 7,000 items of costume, and 1,000 paintings and sculptures.
- 3.12 The collection covers the entire Post-Medieval period but the majority of the collection dates from the mid nineteenth century to the mid twentieth century.
- 3.13 The collection covers the whole of North Lincolnshire including agriculture, industry, particularly iron and steel, transport and domestic life.
- 3.14 The costume collection is of regional importance and items date from the early eighteenth to early twenty-first centuries. Important items include the Parkinson Collection, and Sheffield Family costume.
- 3.15 Fine art is represented by paintings and sculptures dating from the seventeenth century onwards including a collection of local paintings dating from c.1960 – 1990.
- 3.16 Decorative art consists of a good collection of furniture, ceramics and metalwork, mainly from the Regency period, a collection of European and Far Eastern ceramics, and a collection of ivory.

Local History / Archive

- 3.17 The Local History collection consists of approximately 45,000 archival documents, and 26,000 photographs, 11,000 of which have been digitised on to the web based North Lincolnshire Museum Service Image Archive.
- 3.18 Types of material can be categorised as:
- Unique historic documents,
 - Photographic negatives and prints,
 - Books, printed documents and ephemera,
 - Sound recordings,
 - Newspapers and magazines,
 - Maps,
 - Videos.
- 3.19 The NLMS does not collect original film, and any offers of donations are passed on to the appropriate film archive.
- 3.20 Most of the archival documents are on deposit at the North East Lincolnshire Archives.
- 3.21 The collection consists of material from the Medieval and Post-Medieval periods but the majority of the collection dates from the mid nineteenth century to the mid twentieth century.
- 3.22 The collection covers the whole of North Lincolnshire and complements the Social History collection. Key collections include the Ethel H. Rudkin Collection, the Peacock Family Collection and Sheffield Family and Estates papers.

4.0 Themes and Priorities for Future Collecting

Collecting Period and Area

- 4.1 Archaeological material will be collected from all periods from the Lower Palaeolithic to recent, including industrial material.
- 4.2 Natural Science material will be collected from all periods.
- 4.3 Social History material will be collected from the Medieval period to the present day.
- 4.4 Local History / Archive material will be collected from the Medieval period to the present day.

- 4.5 The principal collecting area for the NLMS will be within the boundary of the unitary authority of North Lincolnshire.
- 4.6 In addition, archaeological material will be collected from an area:
- South of the centre line of the Humber estuary.
 - North of a line running east-west from Louth to Market Rasen and Gainsborough, but not including these places.
 - East of the course of the Old River Don, the historic north-western boundary of Lincolnshire.
 - West of the North Sea.

This is the traditional archaeological collecting area for the NLMS.

- 4.7 Natural Science material will be collected from within the historic county of Lincolnshire, as the North Lincolnshire Museum is the Geological Locality Records Centre covering the historic county of Lincolnshire.
- 4.8 The extensions to the principal collecting area as defined in paragraphs 4.6 and 4.7 are subject to the requirements of section 7.0 below being met.
- 4.9 Acquisitions outside of this area will only be made if they:
- Originated in this area and were exported either in antiquity or recent times.
 - Form part of a collection, which for scientific, historic or contractual reasons, cannot be desegregated, providing that the majority of specimens contained within the collection originated or were recovered from the collecting area.
 - A numismatic, fine art or decorative art item required to improve these respective collections.
 - Provide comparative material for use in the study of the archaeology of North Lincolnshire, for example finds from pottery kilns whose products appear in North Lincolnshire.

Such acquisitions will either be subject to the requirements of section 13.0 below or, in the case of comparative material for study purposes, subject to the requirements of section 7.0 below.

Archaeology

- 4.10 Archaeological material charting human history in and around North Lincolnshire will be collected subject to the requirements of section 5 below being met.

- 4.11 This includes excavation records and associated documentation as well as artefacts.
- 4.12 The archaeological material collected may come from:
- a) Controlled archaeological methods of recovery including excavation and other fieldwork.
 - b) Casual finds including material initially recorded under the Portable Antiquities Scheme.
 - c) Private collections.
 - d) Treasure as defined by the Treasure Act 1996 and the Treasure (Designation) Order 2002.
- 4.13 Important archaeological material, however, will not be excluded on the grounds of unscientific recovery alone, subject to the requirements of paragraph 9.2 below, provided that such recovery did not infringe existing legislation.
- 4.14 Human skeletal material from excavations will continue to be collected. It will be treated in accordance with legislation either being re-interred or retained for study on the advice of relevant specialists.

Natural Sciences

- 4.15 Natural Science material will be collected from within the historic county of Lincolnshire subject to the requirements of section 7.0 below being met.
- 4.16 Natural Sciences will include both geological and biological specimens and publications, maps, and archive materials relating to the natural history of the collecting area.
- 4.17 Acquisition may occur by field collection, gift, purchase or bequest, subject to legal and ethical considerations.
- 4.18 Material from the local ironstone mines, other threatened sites and to fill gaps in the collection will continue to be collected as a priority.

Social History

- 4.19 Social History objects will be collected to illustrate the working life, domestic life and social life of people in North Lincolnshire in the Post-Medieval period concentrating on the post 1945 period in particular.
- 4.20 Fine and decorative arts will principally be collected, subject to the requirements of sections 7.0 and 9.0 below, to improve and extend the period displays in Normanby Hall.

- 4.21 Costume will continue to be collected but priority will be given to objects of North Lincolnshire provenance filling weak areas of the collection, such as working clothes and male costume.

Local History/ Archive

- 4.22 Archival records from North Lincolnshire will be collected in consultation with North East Lincolnshire Archives and may be placed on deposit there.
- 4.23 The digitised sound archive is to be expanded by undertaking oral history projects, and occasional 'one off' recordings.
- 4.24 Photographs, and other graphic material and ephemera, that is representative of North Lincolnshire both topographically and by subject matter will continue to be collected.

General

- 4.25 Acquisition may occur by gift, purchase or bequest, subject to legal and ethical considerations.
- 4.26 Objects will be collected only for study, research, educational, interpretive or display purposes and the NLMS reserves the right to refuse any object offered.
- 4.27 Where possible the full archive relating to objects that are accepted into the collection will be acquired.
- 4.28 Loans will generally be accepted only for display or for research purposes. All loans will be of a fixed duration. Efforts will be made to regularise the status of existing loans by seeking to either acquire the title to these objects or to return them to the lenders.

5.0 Themes and Priorities for Rationalisation and Disposal

- 5.1 NLMS recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.
- 5.2 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

Rationale

- 5.3 NLMS holds material that it may no longer be appropriate to retain. The scale of such holdings is not established, but in some areas it may be substantial in size and volume. Because the value of the collections has been diluted by

collection of extraneous material, NLMS needs to refine existing collections in order that they remain consistent with the current *NLMS Collections Development Policy*.

- 5.4 A fundamental principle of museum collection management is that the collections inherited by the present generation should be passed on in good order to future generations. Because resources are finite, this cannot be achieved without some element of collections rationalisation and disposal. The Museum Accreditation Scheme provides a process to enable disposals to be undertaken in a transparent and ethical manner, respecting the public interest.
- 5.5 Rationalisation of the collection will enable resources to be more effectively targeted in caring for the remaining objects in the collection. It will ensure the collections remain relevant to the study and enjoyment of the heritage of North Lincolnshire. In addition rationalisation will create space in the stores for future collecting to strengthen the collections. However to ensure space for continued collecting and for existing collections after the redevelopment of Normanby Hall, NLC must consider purchasing a new industrial unit in close proximity to Unit 10.

Aims and Objectives

- 5.6 To enhance physical access to the collections by staff and researchers by improving and rationalising the storage conditions for all objects.
- 5.7 To upgrade collections management information and procedures in order to ensure optimal long-term care of the collections, including the ability to quickly and easily retrieve items for researchers.
- 5.8 To enhance the research potential of the collections by compiling full documentation for the objects, including reuniting documentation with objects where these essential relationships have been lost.
- 5.9 To enhance public access to the collections by creating a streamlined and documented collection relevant to the cultural and environmental heritage of North Lincolnshire.
- 5.10 To create space in stores in order to collect for new displays.

Themes and Priorities for Rationalisation

Archaeology

- 5.11 A number of large-scale excavations took place during the 1960s and 1970s where the onus was on retaining all bulk finds and the ‘sampling strategy’ was to sample each context. This has resulted in a large number of boxes containing samples and unstratified finds being deposited in the archaeology bulk finds stores. Where the excavator is deceased, it is proposed to consult with a senior English Heritage curator regarding a sampling and rationalisation strategy for bulk finds and samples from these excavation archives.

- 5.12 Soil samples which were not sampled during post-excavation, and from which no archaeological information could now be gleaned due to the length of time having passed and the potential for contamination.
- 5.13 Non-diagnostic post-medieval sherds and ceramic building material from unstratified layers on excavations which have no archaeological value.
- 5.14 Unprovenanced objects, particularly foreign post-medieval unprovenanced coins.

Social and Local History

- 5.15 The art collection contains a number of paintings and drawings which are not of local relevance or import.
- 5.16 When purchasing objects to dress Normanby Hall in the 1960s, job lots were bought at auction which included items never intended to be added to the collection. Some of this material was not subsequently sold on and remains in store.
- 5.17 The male and female costume collections contain a number of duplicate items, some of poor quality.
- 5.18 The library contains duplicate editions of a number of journals, magazines, newspapers and books, some in poor condition.

Natural Sciences

- 5.19 Unprovenanced duplicate specimens.

Rationalisation Criteria

- 5.20 To qualify for rationalisation and subsequent deaccessioning and disposal, an item must meet one or more of the below criteria. However, meeting one or more of the criteria does not necessarily condemn an item to disposal. Each item will be considered on its own merits. An item will be considered for rationalisation if it:
 - a) Is outside the geographical and/or subject area of the current *NLMS Collections Development Policy*.
 - b) Has no relevance to the environmental or cultural heritage of North Lincolnshire.
 - c) Is of good quality but would more properly be housed in another museum's collection.
 - d) Is in a poor condition and beyond conservation.
 - e) Poses a threat to people or other material in the collection.

- f) Is too incomplete to be of any use to the Museum.
- g) Is an unnecessary duplicate of other material in the collection.
- h) Is of poor quality compared to other examples in the collection.
- i) Is unethically acquired material.
- j) Has no reasonable expectation of being useful for display or research.
- k) Is loan material no longer required for display or research.
- l) Is unaccessioned.
- m) Is unprovenanced.

Rationalisation Procedure

- 5.21 Objects for rationalisation will be identified according to the above Rationalisation Criteria by collections staff, assisted by appropriate specialists as required.
- 5.22 Documentation will be checked to ensure NLMS has ownership of the material and is legally free to dispose of it.
- 5.23 Material proposed for rationalisation will be discussed at a collections team meeting.
- 5.24 List of items agreed by collections team drawn up.
- 5.25 Material identified for deaccession and disposal will be dealt with as per the procedure set out in section 16.0.

6.0 Legal and Ethical Framework for Acquisition and Disposal of Items

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

7.0 Collecting Policies of Other Museums

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

- CHAMP, managing body for Baysgarth House Museum, Barton upon Humber,
- The Ropewalk, Barton Upon Humber,
- Wilderspin National School, Barton Upon Humber,
- The Trolleybus Museum at Sandtoft,
- North East Lincolnshire Museum Service,
- North East Lincolnshire Archives,
- Lincolnshire Museums Service,
- Hull Museums,
- East Riding Museum Service,
- Doncaster Museum Service,
- English Heritage,
- The British Museum,
- The Natural History Museum.

8.0 Archival Holdings

As the NLMS holds and intends to acquire archives, including photographs and printed ephemera, the North Lincolnshire Council will be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom (3rd ed., 2002) and, where appropriate, the Archive Service Accreditation Scheme.

9.0 Acquisition

9.1 The policy for agreeing acquisitions is:

- a) All offers of donation are referred to the appropriate member of the Collections Team, who then checks the *NLMS Collections Development Policy* to ascertain whether the offer of donation fits within that policy and whether NLMS can commit to caring for the donation in perpetuity.
- b) If the offer of donation is a gift, the appropriate member of the Collections Team determines whether or not to accept the offer. If required, the staff member may consult with the wider Collections Team.

- c) If the offer of donation is a purchase, the Collections Manager determines whether the purchase can be covered by existing budgets or if grant applications will need to be submitted. For items valued up to £15,000 the Collections Manager will determine whether or not to proceed with the purchase and grant applications.
 - d) For higher value items, the Collections Manager will consult with the Museums Manager to determine whether or not to proceed with the purchase and grant applications.
- 9.2 NLMS will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. For the purposes of this paragraph 'country of origin' includes the United Kingdom.
- 9.3 In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, NLMS will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

10.0 Human Remains

- 10.1 As NLMS holds or intends to acquire human remains from any period, it will follow the procedures in the '*Guidance for the Care of Human Remains in Museums*' issued by DCMS in 2005.

11.0 Biological and Geological Material

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

12.0 Archaeological Material

- 12.1 NLMS will not acquire archaeological material, including excavated ceramics, in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

12.2 In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure, i.e. the Coroner for Treasure, as set out in the Treasure Act 1996, as amended by the Coroners & Justice Act 2009.

13.0 Exceptions

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

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

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

14.0 Spoliation

14.1 NLMS will use the statement of principles '*Spoliation of Works of Art During the Nazi, Holocaust and World War II Period*', issued for non-national museums in 1999 by the Museums and Galleries Commission.

15.0 The Repatriation and Restitution of Objects and Human Remains

15.1 NLMS governing body, acting on the advice of NLMS professional staff, 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. NLMS 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 16.1-5 will be followed but the remaining procedures are not appropriate.

15.2 The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the '*Guidance for the Care of Human Remains in Museums*'.

16.0 Disposal Procedures

16.1 All disposals will be undertaken with reference to the SPECTRUM Primary Procedures on disposal.

16.2 The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.

- 16.3 When disposal of a museum object is being considered, NLMS will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 16.4 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort - destruction.
- 16.5 The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for NLMS collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by NLMS will also be sought.
- 16.6 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety, will be the responsibility of the governing body of NLMS acting on the advice of professional curatorial staff, and not of the curator or manager of the collection acting alone.
- 16.7 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 16.8 If the material is not acquired by any Accredited Museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the Museum Association's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites if appropriate.
- 16.9 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, NLMS may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.
- 16.10 Any monies received by the NLMS governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation

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

- 16.11 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

Disposal by Exchange

- 16.12 The nature of disposal by exchange means that NLMS will not necessarily be in a position to exchange the material with another Accredited Museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.

- 16.12.1 In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited Museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.
- 16.12.2 If the exchange is proposed to be made with a specific Accredited Museum, other Accredited Museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.
- 16.12.3 If the exchange is proposed with a non-Accredited Museum, with another type of organisation or with an individual, NLMS will place a notice on the Museum Association's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites if appropriate.
- 16.12.4 Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in NLMS collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.

Disposal by Destruction

- 16.13 If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.

- 16.14 It is acceptable to destroy material of low intrinsic significance, duplicate mass-produced articles or common specimens which lack significant provenance, where no alternative method of disposal can be found.

- 16.15 Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
- 16.16 Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
- 16.17 The destruction of objects should be witnessed by an appropriate member of the NLMS workforce. In circumstances where this is not possible, e.g. the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.

Collections Documentation Policy

Name of museum: North Lincolnshire Museum Service

Name of governing body: North Lincolnshire Council

Date on which this policy was approved by governing body:

Date at which this policy is due for review:

Contents

1. Introduction
2. Aims and Objectives
3. Accountability
4. Levels of Documentation
5. Computerisation of Records
6. Controlled Access to Sensitive Information
7. Security Against Loss of Irreplaceable Collections Information

1.0 Introduction

Documentation underpins every aspect of museum activity. It is not an end in itself, but a means to an end. Recording collection information is central to being accountable for the collections, their security, accessibility, management, research, study and use.

NLMS policy for documentation of the collections is to ensure that the information we hold relating to the collections is accurate, secure, reliable and accessible.

2.0 Aims and Objectives

The aim of this *NLMS Collections Documentation Policy* is to ensure that we fulfill our security, management and access responsibilities. Through implementation of this policy, our objective is to:

- Improve accountability for the collections.
- Maintain at least minimum professional standards in documentation procedures and collection information and attain the very highest standards wherever possible.
- Extend access to collection information.
- Strengthen the security of the collections.

3.0 Accountability

NLMS will follow the accountability principles defined by the Museums and Galleries Commission;

"to enable museums to fulfill their fundamental responsibilities for collections and the information associated with them. The principles are that a museum should know at any time exactly for what it is legally responsible (this includes loans as well as permanent collections), and where each item is located." (MGC 1993)

4.0 Levels of Documentation

We take a commonsense approach as to the level to which we document material. NLMS is committed to recording significant information about the objects in our care so that each object we are legally responsible for, including loans as well as long term collections, can be identified and located.

Ideally, for the majority of our collections, especially those that have high monetary or scientific value, collections staff will document to individual item level. However, for certain collections, for example bulk archaeological excavation material, it is neither feasible nor practical to document the material in this detail, and we will document items at group level. We therefore aim to have a basic 'inventory' record for all identified items and groups within the collection; whilst some items will be documented to a more detailed 'catalogue' level.

We will document our collections to either Inventory or Catalogue level, as described below:

- Inventory level: This includes sufficient key information to allow any object(s) in our care to be individually identified and verified. All accessioned items, loans inward and outward, and any other unaccessioned objects as appropriate are documented at this level.
- Catalogue level: We will identify the collections/objects that merit further, more detailed, documentation, thus raising the standard of information to catalogue level. Such documentation will include the known history of an artifact, and references to any relevant publication etc.

5.0 Computerisation of Records

In order to ensure that our current electronic system does not become obsolete, NLMS will remain informed of technological advances and ensure the long term accessibility of the information held.

NLMS currently uses databases built using Access software. All records from the previous systems, accessions records and index cards have been transferred to the current Access databases. Currently many of these records are incomplete, lacking basic information such as object location. Over time we will work to improve the accuracy of existing records and continue to document new acquisitions on to the Access databases as per section 4 above. We will make backup copies of all key files which will be kept separately and securely.

6.0 Controlled Access to Sensitive Information

All requests for information will be considered in terms of compliance with the Freedom of Information Act (2000) and Data Protection Act (1998) and the Environmental Information Regulation (2004). We will review requests for confidential data such as donor information, environmental information, valuations or site details on a case by case basis, and in accordance with the applicable legislation and any legal agreements or conditions of gift.

7.0 Security Against Loss of Irreplaceable Collection Information

We have in place measures to ensure the physical security and long-term preservation of all documentation records, whether paper or computerised. We will update all manual and computerised records as appropriate. Regular backups will be made to secure digital data. The collections databases are housed on North Lincolnshire Council's central server and backed-up nightly. Where collection information is wholly computerised and managed centrally we will make backup copies of all key files, and where considered appropriate, house them securely off-site.

Collections Care and Conservation Policy

Name of museum: North Lincolnshire Museum Service

Name of governing body: North Lincolnshire Council

Date on which this policy was approved by governing body:

Date at which this policy is due for review:

Contents

1. Statement of Purpose
2. Context
3. Personnel
4. The Buildings
5. The Collections
6. Care of Historic Working Items

Appendix 1: Policy for the Care of Historic Larger and Working Items

1.0 Statement of Purpose

This policy has been written in accordance with NLMS's Statement of Purpose and the *NLMS Collections Development Policy*. All staff (paid and volunteer) have read and agreed to abide by the policy. The *NLMS Care and Conservation Plan* sets out the way the policy will be put into action and should be read in conjunction with the Forward Plan, Emergency Plan and any other plans affecting the collection and the Museum buildings.

The purpose of the *NLMS Care and Conservation Policy* is to set a framework for:

- The preservation of the collections and buildings in the care of NLMS.
- Preventative and remedial conservation of the collections.
- The safe use of and access to collections, within the limits of NLMS's resources.

2.0 Context

NLMS aims to improve the care and conditions of all its collection in accordance with *Benchmarks in Collections Care*, SPECTRUM procedures and / or other approved standards within the limits of its resources.

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.

3.0 Personnel

The care of the collections is the responsibility of everyone who works in or visits the museum, including staff, volunteers and freelance staff.

Any concerns regarding the collections should be reported in writing to a member of the collections team.

NLMS trains all staff and volunteers who handle the collections in the course of their work. No untrained personnel are allowed to handle items from the collection.

Researchers and other visitors working with the collections will be briefed on how to handle the items they are working on and will be supervised at all times.

For regular advice NLMS has access to local conservators, including the conservator at the North East Lincolnshire Archives, staff in the University of Lincoln's Conservation Department and the conservation teams at Lincolnshire Archives and York Archaeological Trust.

Any problems or concerns relating to the care of the collection are referred by collections staff to an appropriately qualified conservator.

NLMS 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 operated by the Institute of Conservation (ICON) will normally be chosen.

No item in the collections will be modified or altered until advice has been obtained from a suitably qualified conservator.

Only suitably trained and qualified conservators will carry out interventionist treatment on objects. Suitably trained members of staff and collections volunteers may carry out conservation cleaning and basic repairs if appropriate.

NLMS will keep detailed records of all treatments carried out on objects, including the name and contact details of the person or company.

4.0 The Buildings

NLMS recognises that the maintenance of its buildings is fundamental to the preservation of both the building and collection and endeavours to keep the buildings in a suitable condition. NLMS's collection is stored and displayed in the following buildings. The body responsible for the upkeep of the buildings is listed.

Building	Used for	Owner	Upkeep carried out by
North Lincolnshire Museum	Storage, offices displays and café	North Lincolnshire Council	NLC Property Services
Normanby Hall, NHCP	Storage, offices, displays and event venue	Sir Reginald Sheffield, leased to North Lincolnshire Council	NLC Property Services
The Social History Store, NHCP	Storage	Sir Reginald Sheffield, leased to North Lincolnshire Council	NLC Property Service
The Farming Museum, NHCP	Displays	Sir Reginald Sheffield, leased to North Lincolnshire Council	NLC Property Services
The Walled Garden, NHCP	Displays and gardens	Sir Reginald Sheffield, leased to North Lincolnshire Council	NLC Property Services
The Coach House and Stables, NHCP	Displays	Sir Reginald Sheffield, leased to North Lincolnshire Council	NLC Property Services
Unit 10 Skippingdales Industrial Estate	Storage	North Lincolnshire Council	NLC Property Services
Brigg Heritage Centre (BHC), The Angel	Displays, offices, café	North Lincolnshire Council, BHC leased to Ancholme Valley Heritage Group	NLC Property Services

Baysgarth House Museum (BHM)	Storage, offices, displays and café	North Lincolnshire Council, leased to CHAMP	NLC Property Services / CHAMP
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5.0 The Collections

NLMS is aware of the risks to the collection from environmental factors, poor handling, storage and display materials and methods, and of the need to record the condition of the collection. NLMS cares for the collections in store, on display and, by setting suitable requirements, on loan.

The details are listed in the *NLMS Care and Conservation Plan* and include:

- Monitoring and improving environmental conditions including temperature, relative humidity, light and dust.
- Managing the threat from pests.
- Good housekeeping.
- Conservation cleaning of objects on open display.
- Documentation of the condition of the collection and of any treatments carried out on objects.
- Storage materials and methods.
- Display materials and methods.
- Transport methods.

6.0 Care of Historic Larger and Working Items

NLMS has a separate policy for the care of historic larger and working items (e.g. historic vessels, machinery, clocks, mechanical toys, instruments). See *Appendix 1: Policy for the Care of Historic Larger and Working Items*.

Appendix 1: Policy for the Care of Historic Larger and Working Items

1.0 Introduction

Because of the cost of maintaining them, acquisition of historic larger and working items imposes particular responsibilities on a museum. NLMS collections staff will decide at the time of acquisition exactly why the item is being collected and how it will be maintained.

NLMS operates historic objects from its collections because demonstrating an object in use adds immeasurably to our understanding of its purpose, significance and historic working conditions. Operating an object may also contribute to its preservation through distributing lubricants and varying stress points and may also help to preserve or rediscover appropriate skills.

This policy draws heavily on *Standards in the Museum Care of Large and Working Objects* published by the former Museum & Galleries Commission (MGC) in 1994, *Larger and Working Objects: A Guide to Standards in Their Preservation and Care* published by the Collections Trust in 2009 and current best practice and sets out the main issues to be considered and the procedures that should be put in place before any historic object is operated. The policy should be read in conjunction with the *NLMS Care and Conservation Plan*.

2.0 Condition Survey

A condition survey that adequately records the component parts and the detailed condition of the object must be carried out in order to determine whether the object is in a condition which will allow operation. This survey is crucial to the object's future management and should be carried out after research into the objects history and in consultation with the leading specialists in this class of object.

3.0 Risk Assessment

The likely risks to both the object and to operators and visitors need to be assessed. For example it may be that any wear and tear or deterioration that is likely to take place will be to components that are designed to wear (e.g. bearings) and thus be considered acceptable. Where replacement of such components is deemed unacceptable it will be necessary to set limits for individual components beyond which wear will not be allowed, i.e. the point at which operation will stop.

The assessment needs to determine whether it is possible to operate the object to modern Health & Safety standards without compromising the integrity of the object.

4.0 Conservation Plan and Operating Manual

An appropriate conservation or maintenance plan and operating manual should be drawn up both to monitor the object's ongoing condition and to ensure its correct operation and

maintenance. The conservation plan will be based on current best practice as set out in the appropriate section of the MGC's *Standards in the Museum Care of Large and Working Objects* and the Collections Trust's *Larger and Working Objects: A Guide to Standards in Their Preservation and Care*. A record must be kept of any work undertaken on the object. Copies of all documentation to be kept in the object's history file.

The MGC and Collections Trust's guidelines recognise that present day manufacturers operating instructions and maintenance systems are a good starting point in drawing up an operating manual for a museum object. However, care is needed as they may include directions not compatible with established curatorial and conservation practice and will almost certainly assume the ready availability of spare parts.

5.0 Training

The object should only be operated if a sufficient number of trained and competent conservation and operating staff are available.

North Lincolnshire Council
Places: Customer Services

Sport Leisure and Culture Section

North Lincolnshire Museums Service

Forward Plan
January 2015 – December 2017

Date the plan will be reviewed: October 2017



Contents

1. Statement of Purpose
2. Summary Review of Forward Plan 2006-2011
3. Analysis of Environment in which the Forward Plan Exists
4. Consultation and Analysis of Views
5. Action Plan: Key Aims, Objectives and Resources

Appendices

- Appendix 1: Review of Forward Plan 2006-2011
- Appendix 2: North Lincolnshire Museum Service Staffing Structure
- Appendix 3: Museum Service Budget 2014-2015
- Appendix 4: Analysis of Current and Potential Customers

1.0 Statement of Purpose

1.1 Executive Summary

The strategic vision outlined in this Forward Plan is to enhance the contribution the North Lincolnshire Museums Service makes to making North Lincolnshire a better place to live, work and visit while improving value for money for local people. Using our knowledge of our current customers, opportunities for development and opportunities for external funding we have identified the focus for each part of the service.

The focus for North Lincolnshire Museum will be to improve the offer for local people and communities while leading on the emerging commissioning initiatives. There will also be a role for attracting more people to the area in the medium term with exhibitions of regional significance.

The focus for Normanby will be improving the offer for local people which at the same time will make the attraction a more viable proposition for the day visit market from outside the area. We already know that tourists are 12% of the visitors to Normanby. These tend to be people interested in Historic Houses and Gardens. We also know that tourists spend more than local people during their visit. In addition day visitors contribute in the region of £400,000 to the North Lincolnshire economy. If we can increase the number of tourists it will increase income generation and so provide better value for local people, as well as help the local economy.

The Forward Plan describes the management and staffing arrangements and products and services within the Museums and Heritage Section. The plan clearly shows a high level of understanding of the current and potential customer base. We have professional marketing staff in post with the necessary skills and expertise to use this market intelligence to attract more customers.

Key to attracting more customers to both services are the planned and potential product improvements outlined in section 5, improved promotion of all services, and greater freedom for staff to use their commercial skills and judgement to respond quickly and effectively to opportunities and the rapidly changing leisure landscape.

The service faces stiff competition for the leisure pound of local people and tourists in a fast changing commercial market. If staff are to be able to act with agility within this framework they will need the freedoms and flexibilities within council policies outlined in section 1.2 below.

If this strategic vision is successful it will enable the service to make an increasingly significant contribution towards making North Lincolnshire a better place to live work and visit and improve value for money for local council tax-payers and pride in the area in which they live.

1.2 North Lincolnshire Museums Service Statement of Purpose

This Forward Plan explores ways in which the North Lincolnshire Museums Service can increase its contribution to making North Lincolnshire a better place to live, work and visit, while improving value for money for local people.

The North Lincolnshire Museum Service consists of two Accredited Museums, the North Lincolnshire Museum in Scunthorpe and Normanby Hall Country Park. The Museum Service also operates a Shared Service arrangement with North East Lincolnshire Council to provide collections management and an exhibitions programme at the Fishing Heritage Centre in Grimsby. Along with Hull Museums and East Riding of Yorkshire Museum Service, North Lincolnshire Museum Service also forms part of the Humber Museums Partnership. The consortium successfully bid for ACE Strategic funding for 2013 – 2015, and Major Partner Museum funding for 2015 – 2017 under the Joining Up the Humber banner.

The purpose of the North Lincolnshire Museum Service is to:

- **Collect and Display, Entertain and Enjoy, Inspire and Inform**

For the users of the service this would mean:

- **Collect and Display** – collect and preserve objects and information to enable people to discover the story of North Lincolnshire and its residents through innovative display techniques.
- **Entertain and Enjoy** – providing an accessible environment in which using the collections for learning will be a pleasant and fun experience.
- **Inspire and Inform** – use the collections in innovative, creative and accessible ways to inspire and inform visitors about their heritage, their future and make a positive contribution to their quality of life.

1.3 North Lincolnshire Council Sport, Leisure and Culture Mission Statement

The aim of Sport, Leisure and Culture is to support NLC in achieving its vision of:

- A dynamic high-performing, customer focused council, giving the best possible value for money and changing outcomes for all people living and working in the area.

In order to achieve this vision, the NLC 2014-2017 Strategy sets out that the Council priorities will be:

- Excellence in customer service.
- Make our communities safer and stronger.
- Provide value for taxpayers' money.
- Regenerate our area and increase prosperity.

NLMS will support NLC in the achievement of these priorities by:

- **Excellence in customer service:** Providing high quality customer focused services. Responding in a timely manner to customer requirements. Listening to our customers and providing them with value for money.

- **Make our communities safer and stronger:** Ensure children, young people and vulnerable adults feel safe and are safe in our venues. Raise aspirations and empower young people by creating a sense of pride in North Lincolnshire's history and heritage. Encourage volunteering within our service and support appropriate community projects.
- **Provide value for taxpayers' money:** Managing our finances and balancing our budget. Managing our collections in the interests of the community. Ensuring services remain viable, effective and value for money.
- **Regenerate our area and increase prosperity:** Providing voluntary, work experience and apprentice placements to assist in creating employment opportunities for all ages.

2.0 Summary Review of the Forward Plan 2006-2011

Full details of progress against all the aims and objectives of the Forward Plan 2006-2011 are contained in Appendix 1.

2.1 Major Achievements Summary

The major achievements of the last five year plan can be summarised as follows:

- Purchase of a new store for the reserve collection. This enabled us to vacate Chalk Barn, a very unsuitable storage location, for a specially adapted industrial unit. We also began a programme of rationalisation of the collection.
- A full-service review was undertaken and a new staffing structure implemented in January 2008. This structure is now embedded and working well.
- Programme of refurbishment of the North Lincolnshire Museum, Normanby Hall and the Farming Museum. The new Archaeology Gallery and Local History Galleries opened at the North Lincolnshire Museum, the Servants' Room was opened in the Hall and the Farming Museum was redisplayed.
- The Heritage Lottery funded 'Museums on the Move' project was successfully completed, opening up the School Loans Collection to a whole new community audience.
- Visitor numbers to the North Lincolnshire Museum doubled during this period.

2.2 Summary of Projects Not Achieved

Projects that did not come to fruition during this period were as follows:

- A feasibility and funding study for a new museum as part of a Cultural Quarter in Scunthorpe was completed in 2006. This project did not progress

at this point due to funding. The new museum remains an aspiration for the service.

- The timescale for the submission of a bid to Heritage Lottery Fund for improvements to physical and intellectual access at Normanby Hall was revised due to problems experienced over planning permission.

3.0 Analysis of Environment in which the Forward Plan Exists

Local Authorities are facing difficult economic times, with reducing budgets forcing them to take tough decisions around the funding of non-statutory services. Pressures from demographic changes and an increasing need to care for an aging population must also be taken into account in this plan.

The Museums Service has been experiencing a reducing budget for a number of years, as show in the following table:

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
Total Museum Service Budget	735,510	681,980	671,120	621,560	602,560	579,560

The Aims in this Forward Plan reflect the need to increase usage of the North Lincolnshire Museum Service and maximise income generation opportunities. The North Lincolnshire Museum Service has an important part to play in making North Lincolnshire a better place to live and work and in attracting people to visit the area. Visitors to the area make a significant contribution to the area's economy.

4.0 Consultation and Analysis of Views

4.1 North Lincolnshire Museum Service Visitor Mapping

The majority of North Lincolnshire Museum Service visitors reside in North Lincolnshire (88% of Normanby Hall Country Park's visitors and almost 100% of North Lincolnshire Museum's visitors)

NHCP visitors come from all over North Lincolnshire, with Burton and Winterton being the wards from where people visit most often due to proximity. Visitors from outside the area come from a variety of places, even abroad, but with Yorkshire and Nottinghamshire being the most popular.

NLM visitors mainly come from DN15 (24%), DN16 (25%) and DN17 (24%) postcodes. The remaining 25% of visitors reside outside Scunthorpe, but still in the North Lincolnshire catchment, with only a handful of visitors coming from outside the county.

After mapping the postcodes against North Lincolnshire Council social segments, the people most likely to visit NHCP were found to be 'well qualified young families in owner-occupied terraces' followed by 'comfortably off married families living in established communities approaching retirement. Those visiting NLM were found to be 'residents of

older owner-occupied terraces on moderate incomes' followed by 'comfortably off families living in semi-detached housing in suburban neighbourhoods'.

Details of the research that has been carried out into visitors to NHCP and NLM can be found in Appendix 4.

4.2 Consultation and Analysis of Views

We regularly consult with our users on the services we offer and ways that we can improve our services. We are keen to ensure we retain existing users so that they will continue to engage with us in the future. We consult with our users through a variety of methods including:

- Customer Satisfaction Survey
- Visitor postcode data
- Visitor Comment Cards
- Exhibition feedback
- Activity evaluation e.g. craft activities and reminiscence
- School workshop evaluation
- Access audit e.g. wheelchair, dementia and special education needs
- Social media feedback and interaction

We act on all feedback we receive and implement changes where possible. An example of this is in 2013 when we had an additional handrail fitted on the stairs as a result of the following comment:

"I visited your Museum and was unable to go upstairs as I don't like going in lifts and your stair case only has a hand rail along one side. It's very difficult for some people to climb stairs with just one hand rail, and my eyes are not good anymore so I had to miss out."

5.0 Action Plan: Key Aims, Objectives and Resources

5.1 Key Aims

The key aims of North Lincolnshire Museum Service are:

- Aim 1: To improve the quality of our buildings and displays to better meet the needs of our customers.
- Aim 2: To increase usage of our service by offering engaging learning experiences for all.
- Aim 3: To make better use of our collections and resources by controlling expenditure and maximising income generation.

5.2 Aim 1: To Improve the Quality of Our Buildings and Displays to Better Meet the Needs of Our Customers

- NLMS Mission Statement: Collect and Display / Entertain and Enjoy / Inspire and Inform
- NLC 2014-2017 Strategy: Excellence in Customer Service

Strategic Objective 1.1: To implement a programme of redisplay of permanent galleries in the North Lincolnshire Museum and at Normanby Hall Country Park.

Key Task	How we will achieve our objective	Timescale	Resources	Budget
Farming Museum Re-display Snagging List, NHCP	<ul style="list-style-type: none">• Research, commission and install Introduction graphic panels and image wall for the Blacksmith's area.	February 2015	CASH	£2,000 from NLMS Exhibitions Budget
Re-display Normanby Hall Nursery Corridor, NHCP (Strategic Bid project)	<ul style="list-style-type: none">• Commission new conservation grade costume case and mannequins.• Research, commission and install replacement graphic panels telling the history of Normanby Hall and the Sheffield family.	March 2015	CADA	£10,900 from Strategic Bid funding

	<ul style="list-style-type: none"> • Decorate the corridor. 		Maintenance Services	
Normanby Hall Morning Room Display, NHCP (Strategic Bid project)	<ul style="list-style-type: none"> • Purchase and install a chandelier to replace non-period lighting. • Research, commission and install graphic panels showing Normanby Hall when lived in by the Sheffield Family. • Decorate the Morning Room. • Install smoke detector and emergency lighting. 	March 2015	CADA Maintenance Services	£9,000 from Strategic Bid funding
Normanby At War Second World War gallery updates, NHCP (Strategic Bid project)	<ul style="list-style-type: none"> • Research, commission and install graphic panels telling the story of the use of Normanby Hall during the Second World War as a base for soldiers working on the Duplex Tank project. 	March 2015	CADA / ERA	£2,000 from Strategic Bid funding
Framed - City is a Gallery (MPM project)	<ul style="list-style-type: none"> • Contribute to the delivery of City is the Gallery MPM project, which is to be led by HM project staff. 	March 2016	CADA	Share of £40,000 total project costs from MPM funding
Replace current Steel Gallery with a Post War Gallery, NLM (MPM project)	<ul style="list-style-type: none"> • Remove existing displays with objects going into storage. • Commission replacement build elements including cases and plinth barrier through Maintenance Services. • Bid to NLC Capital Fund if additional funding required. • Research, commission and install graphic panels telling the story of North Lincolnshire in the post 	March 2016	CM / CASH / LM / VSM Maintenance Services	£27,213 from MPM funding £22 From NELC Shared Service fee

	<p>war period up to 1970.</p> <ul style="list-style-type: none"> • Select and display objects from the collection to illustrate the story. • Collect objects to fill any collection gaps. • Arrange conservation for any display objects requiring attention. 			Some funding may be needed from NLC Capital Fund
Replace current Natural Sciences Gallery with new Natural Sciences and Steel Galleries, NLM (MPM Project)	<ul style="list-style-type: none"> • Remove existing displays with objects going into storage. • Design and commission replacement build elements through Maintenance Services including new cases, a mounted specimen display wall, display sets and new Go Wild learning area. • Bid to NLC Capital Fund if additional funding required. • Research, commission and install graphic panels on the geology of North Lincolnshire. • Research, commission and install graphic panels telling the story of the iron and steel industry in North Lincolnshire. • Select and display objects from the collection for both gallery areas. • Recruit project Collections Assistant for 2 years, Apr 2016 – Mar 2018. 	March 2017	CM / CASH / LM / VSM / CA Maintenance Services	£101,213 from MPM funding £44,000 from MPM funding for CA Some funding may be needed from NLC Capital Fund

Strategic Objective 1.2: To implement a programme of improving the learning offer at North Lincolnshire Museum and Normanby Hall Country Park.

Key Task	How we will achieve our objective	Timescale	Resources	Budget
Deliver community reminiscence session	<ul style="list-style-type: none"> • Work in partnership with Adult Services to provide free reminiscence sessions in the community in 	March 2015	LM, LO, LAs	£4,750 from Adult

	Hubs, Museums, Libraries and Children's Centre • Source funding to continue the project in 2015/16.			Services
Deliver Arts Project for adults with a Learning Disability	<ul style="list-style-type: none"> Work in partnership with Arts Development and 20-21 Visual Arts Centre to deliver range of sessions for adults with a Learning Disability. Source funding to continue the project in 2015/16. 	March 2015	LM, LO, LAs	£1,700 from Learning Disability fund
School Programme – Story of the Humber (MPM)	<ul style="list-style-type: none"> Update school workshops in line with New National Curriculum and consultation of USPs with strategic partnership of Hull & ER. 	March 2018	LM, LO,	£6,000 from Strategic Bid funding £3,000 per year from MPM funding
Create new programme for under 5s (MPM Project)	<ul style="list-style-type: none"> Recruit under 5s Learning Officer and Learning Officer to backfill Learning Manager in project for 3 years. Appoint consultant to review existing services and collections. Consult with non-users, existing users and partners. Work in partnership with ER and Hull learning teams to develop programme of activities. 	March 2018	LM, LO under 5s, LAs	£46,000 for staffing from MPM funding £6,300 operational budget each year from MPM funding
Extend and Improve Learning Zone 2, NLM (MPM Project)	<ul style="list-style-type: none"> Consult with families with under 5s Extend the size of the room and make space accessible to under 5s. 	March 2017	LM, LO under 5s Maintenance Services	£97,000 from MPM funding

Storey Education Room Improvements, NHCP (MPM project)	<ul style="list-style-type: none"> • Consult with families with under 5s • Make space accessible to under 5s 	March 2018	LM, LO under 5s Maintenance Services	£51,000 from MPM funding
Arts Award & Arts Mark	<ul style="list-style-type: none"> • Work in partnership with ER and Hull learning teams to market existing arts offer to schools 	March 2018	LM, LO	£6,000 a year from MPM funding

Strategic Objective 1.3: To improve facilities and interpretation for all visitors.

Key Task	How we will achieve our objective	Timescale	Resources	Budget
Open the Normanby Hall lift for disabled visitors, NHCP	<ul style="list-style-type: none"> • Liaise with NLC insurers to agree use of lift. • Bid to NLC Capital Fund for full funding. • Remove dividing wall between Nursery Corridor and Lift Staircase. • Amend lift as required by insurer and in agreement with Sheffield Estate. • Produce risk assessment and operating manual. • Train NH staff. • Recruit and train volunteer lift assistants. 	January 2016	MM / VSM / CADA Maintenance Services	£200,000 from NLC Capital Fund
Improve NLM Reception	<ul style="list-style-type: none"> • Bid to NLC Capital Fund for full funding. • Liaise with Maintenance Services. • Discuss install dates and any potential venue disruptions to service. • Produce a detailed plan. 	January 2016	VSM	£25,000 from NLC Capital Fund
Improve Normanby	<ul style="list-style-type: none"> • Source and install replacement reception counter. 	January	VSM	£4,000 from

Hall reception, NHCP		2015		NLC Capital Fund
Install Wi-fi at NLM	<ul style="list-style-type: none"> Bid to NLC Capital Fund for full funding. Liaise with IT services Agree install dates Purchase the relevant IT equipment Promote this new service to visitors and other groups to improve and generate more visitors via group online learning sessions. 	June 2015	VSM IT Services	£7,000 from NLC Capital Fund
Provide a play area at NHCP for disabled visitors	<ul style="list-style-type: none"> Consult with families with disabled children who are users & non users. Work with partners such as St Hugh's SEN school, NLC Disabled Children's Services & Learning Disability Partnership Board. Explore funding opportunities Bid to NLC Capital Fund for full funding. Install play area 	December 2015 June 2016	LM, VSM Maintenance Services	£tbc from NLC Capital Fund and other funding bodies
Continue to improve the paths around site at Normanby Hall Country Park.	<ul style="list-style-type: none"> Extend the woodland paths to include the duck pond area Repair existing pathways around the park to make the area safer and more visitor friendly. 	January 2015 to March 2016	PB, Maintenance Services	NLC Capital Fund and planned maintenance
Continue with the restoration of the ornamental fruit garden at Normanby Hall Country Park	<ul style="list-style-type: none"> As the transformation of this area takes shape, interpretation or plant/tree labelling will be needed. 	April 2015	PB	Gardening budget
New signage at Normanby Hall Country Park	<ul style="list-style-type: none"> To continue with the roll out of new signage across the NHCP site to better reflect the current branding and provide clearer instructions to 	January 2015	VSM	NLC Capital Fund

	visitors.			
Normanby Hall Country Park café improvements	<ul style="list-style-type: none"> Purchase parasols to offer shelter for the outside seating area. Install a barrier around the perimeter of the outdoor seating area at the café to give diners more privacy and to improve the look of the stableyard area. 	March 2015 March 2016	ED	NLC Capital Fund
Launch of accessible bike at Normanby Hall Country Park	<ul style="list-style-type: none"> Start hiring out the accessible bike to visitors with disabilities to coincide with the disability day. 	January 2015	VSM	

Strategic Objective 1.4: Acquire an additional storage facility for the reserve collection.

Key Task	How we will achieve our objective	Timescale	Resources	Budget
Explore funding opportunities for acquisition of industrial unit for storage of reserve collection	<ul style="list-style-type: none"> Investigate costs for hiring / purchasing an industrial unit near Unit 10. Source funding to purchase and fit out an industrial unit. 	On-going	MM / CA Property Services	To be determined, bid to NLC Capital Fund and other funding bodies

5.3 Aim 2: To increase usage of our service by offering engaging learning experiences for all

- NLMS Mission Statement: Entertain and Enjoy / Inspire and Inform

- NLC 2014-2017 Strategy: Excellence in Customer Service / Make Our Communities Safer and Stronger

Strategic Objective 2.1: To increase participation.

Key Task	How we will achieve our objective	Timescale	Resources	Budget
Implement a programme of high quality temporary exhibitions at NLM (some Strategic Bid and MPM projects)	<ul style="list-style-type: none"> ‘Landowners, Bishops and Singers: the Story of the Elwes Family’. Middle Gallery. 13 Jan 2015 – 14 June 2015 ‘There and Back Again: Travelling Stories from Local People’. Main and Middle Gallery. 30 Jun 2015 – 28 Feb 2016 2016 – 2017 Programme including: ‘Animated’ under 5’s main gallery exhibition, 2016 MPM exhibition and ‘Folklore of the Isle’ middle gallery exhibition, 2016. 2017 – 2018 programme including ‘Our Street’, 2017 MPM exhibition 	January 2015 June 2015 2016 – 2017 2017 - 2018	CM / APA CASH / LM / VSM VSM / LM / CM / CASH / CADA	Annual NLMS Exhibitions Budget plus MPM funding
Implement a programme of high quality temporary exhibitions at NHCP	<ul style="list-style-type: none"> WI Centenary Exhibition in the Farming Museum. 2015 Costume Exhibition in NH, ‘After the Blitz, Here Comes the Ritz’. 29 Mar 2015 – 27 Sep 2015. 2016 Costume Exhibition in NH, title TBC. 2017 Costume Exhibition in NH, title TBC. 	March 2015 March 2015 March 2016 March 2017	CASH CADA CADA CADA	Annual NLMS Exhibitions Budget
Produce a programme of events and holiday	<ul style="list-style-type: none"> To produce a programme of events around school holiday times. 	September 2015	VSM, LM,	Annual NLMS

activities at NLM based on the collections	<ul style="list-style-type: none"> To work alongside the Collections and Learning teams to programme events around exhibition opening times based on our Collections, and including learning outcomes. 			Events Budget
Produce a programme of events and activities at NHCP.	<ul style="list-style-type: none"> To produce a programme of events Work with partners such as Library Service and external partners to deliver events To work alongside the Learning team to programme events which include learning outcomes. To work alongside the Gardening, Rangers and Collections teams to programme events around exhibition opening times and tours and talks relating to the collections, house, grounds and natural habitat of the Park 	VSM,		Annual NHCP Events Budget
School visits	<ul style="list-style-type: none"> Provide high quality workshops and resources for foundation to KS3. Consult with teachers. Attend Teaching School Alliance partnership. Facilitate Primary History Co-ordinators meeting and attend Secondary Heads History meetings. Provide Inset training for teachers. Market to schools through leaflets, social media and blog. 	On-going	LM, LO, LA	Annual NLMS Education Budget
A History of the Humber in a 100 Objects (MPM project)	<ul style="list-style-type: none"> Contribute to the delivery of the regional History of the Humber project, project to be led by ERYMS. Select NLMS elements for the exhibition / trail. Host the exhibition at NLM. 	Launch in 2016	CM, CADA, CASH	£10,000 in YR 1, £50,000 in YR2, and £10,000 in YR 3 shared

				between MPM partners
Interns (MPM project)	<ul style="list-style-type: none"> Contribute to the delivery of the Interns scheme, project to be led by HM project staff. Host interns for placements as part of the three year programme. Liaise with Independents which NLMS staff mentor to arrange Intern placements. 	March 2018	MM, CM, CADA, CASH	£10,200 in YR1, £16,320 in Yr 2, and £24,480 in Yr 3 shared between MPM partners
Volunteers	<ul style="list-style-type: none"> Advertise project opportunities through Do-It Website. Attend VANL Volunteer Managers Meeting. Work in partnership with Schools & FE Colleges to provide work placement opportunities. Provide Takeover Day opportunities. 	On-going	LM, CM, CADA, CASH	No budget needed
Ensure Museum Service is accessible to all	<ul style="list-style-type: none"> Continue work on Communication and Interaction Charter Mark. Become a Dementia Champion and train staff regular as Dementia Friends. Continue work on Dementia Action Alliance partnership. Continue access consultation with users/non users 	On-going	LM, VSM's, LO	NLMS core budgets as required

Strategic Objective 2.2: To improve the marketing of the North Lincolnshire Museum Service.

Key Task	How we will achieve our objective	Timescale	Resources	Budget
New website for NLM	<ul style="list-style-type: none"> • Work with IT services and publications to produce and maintain a visual and interactive website. • Family friendly branded which showcases our exciting events and activity programme and interactive gallery areas. • To maintain the website and generate new content to keep this website fresh and current. 	2015	VSM	£8000 from NLC Capital Fund
Working in partnership with ERYMS and HM for JUTH (MPM project)	<ul style="list-style-type: none"> • Take advantage of opportunities for cross promotion. • Supply event and exhibition information to the MPM Audience Development Team for inclusion on the JUTH website and promotional material. 	March 2018	VSM's	MPM funding and NLMS core budgets
To improve digital marketing across the service.	<ul style="list-style-type: none"> • To work with the Council as a pilot for the GovDelivery digital marketing initiative. • Develop cost effective ways of increasing online and digital presence in order to increase visitor numbers. 	March 2015	VSM	TBC

5.4 Aim 3: To make better use of our collections and resources by controlling expenditure and maximising income generation.

- NLMS Mission Statement: Collect and Display / Entertain and Enjoy / Inspire and Inform
- NLC 2014-2017 Strategy: Provide Value for Tax-payers Money

Strategic Objective 3.1: Increase income generation

Key Task	How we will achieve our objective	Timescale	Resources	Budget
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Image Archive	<ul style="list-style-type: none"> Continue to add photographs from the collection to the Image Archive website. Actively promote new additions to the Image Archive. 	On-going	CADA	No budget needed.
NHCP New Water Play Area	<ul style="list-style-type: none"> Seek planning permission and liaise with Normanby Estate Company. Appoint contractors. Liaise with Maintenance Services. Promote new water play area. 	May 2015	MM, VSM Maintenance Services	£300,000 from NLC Capital Fund
NHCP Caravan and Camping Area	<ul style="list-style-type: none"> Seek planning permission and liaise with Normanby Estate Company. Appoint contractors. Liaise with Maintenance Services. Promote new Caravan and Camping area. 	May 2015	MM, VSM Maintenance Services	£70,000 from NLC Capital Fund
Increase wedding bookings at Normanby Hall Country Park	<ul style="list-style-type: none"> Produce, promote and distribute the new wedding brochure and the NHCP website Undertake targeted advertising. Continue to invest in the wedding facilities to include new furniture for Sheffield Lounge. 	February 2015	VSM	NLC Capital Fund

Strategic Objective 3.2: Continue to develop the collections and improve their care

Key Task	How we will achieve our objective	Timescale	Resources	Budget
On-going Care and Conservation of the Collections	<ul style="list-style-type: none"> Implement the new NLMS Care and Conservation Plan and to ensure the basic standard as set out in this document is met in all areas. 	December 2015	CM / CASH / CADA	Annual NLMS Collections

	<ul style="list-style-type: none"> Complete Condition Survey's, Risk Assessments, Conservation Plans and Operating Manuals for the larger and working collection items which are on display. Notify the CM of any changes in the condition of any object for action. Complete Collections Condition Audits for those areas of the collection which have not had an audit in the last three years. Complete the re-boxing of the Costume and Social History Collections in conservation grade packaging materials. 	December 2015 On-going December 2017 December 2017	CASH CM / CASH / CADA CM / CASH / CADA CASH / CADA	Budget No budget needed No budget needed Collections 5799 code, £750 in 2014-15 Collections 5001 code, £1,600 in 2014-15
Improve collections through collecting and rationalisation in line with the NLMS Collections Development Policy	<ul style="list-style-type: none"> Acquire by purchase significant North Lincolnshire items identified through the Treasure process. Use of local media and social media for dynamic collecting of material to fill gaps in the collection for specific exhibitions. Disposal List 5 	On-going On-going December 2015	CM CM / VSM / CASH / CADA CADA / CASH	Collections 5004 code, £1,600 in 2014-15, plus grants No budget needed Any income to CSM201

Appendix 1: Review of Forward Plan 2006-2011

Aim 1	NLMS Mission Statement Entertain and Enjoy
To improve the infrastructure and quality of the NLMS to meet the needs of its customers	Leisure Mission Statement Quality Services/Better Value

Strategic Objective 1.1: To implement the Options Appraisal on a New Museum for North Lincolnshire

Key Task	Progress to Date	Owning Officer
Feasibility and Funding Study Timescale: 2006-07	Completed 2006.	Project Manager
Seek approval for and implement findings Timescale: 2007-11	Council Capital Programme revised in light of reducing receipts from asset sales. Awaiting agreement of Town Centre Masterplan.	Project Manager

Strategic Objective 1.2: To improve customer facilities at NHCP

Key Task	Progress to date	Owning Officer
Upgrade playground facilities to meet customer needs Timescale: 2006-07	Successful capital bid for £38,000 meant that the new playground area for under fives could be installed. Work was completed in October 2008.	Museums & Heritage Manager
Prepare and submit a bid to HLF for physical and intellectual access improvements to NHCP Timescale: 2006-07	Collections Conservation Management Plan for the Hall and Social History Collections was completed in September 2006. Failure to obtain planning permission for the physical access improvements has delayed the submission of the bid to HLF.	Museums & Heritage Manager
Implement physical and intellectual access improvements to NHCP Timescale: 2007-10	This timescale has had to be revised because of the problems in obtaining planning permission. More realistically looking at submitting a bid to HLF during 2013 with the work beginning on site in 2014.	Museums & Heritage Manager

Aim 2	NLMS Mission Statement Collect and display
To collect, care for and interpret items relating to North Lincolnshire	Leisure Mission Statement Quality Services

Strategic Objective 2.1: To develop a new external storage facility in Scunthorpe

Key Task	Progress to date	Owning Officer
Purchase Store Timescale: 2006-07	Store purchased in 2006.	Principal Keepers
Alterations to building including insertion of mezzanine floor Timescale 2006-07	Work completed on upgrade of building in September 2006.	Principal Keepers
Move reserve social history collection, archaeology bulk storage and school loans into new store Timescale 2006-07	Move completed in October/November 2006.	Keepers
Initiate dynamic collection of Post WWII social history specimens to meet need as identified by customer consultation Timescale 2006-10	Two new Collections Assistants for Social History and Decorative Arts were appointed in August 2008. They began work on actively collecting in the areas identified. The first exhibition to show this material will be held at NLM from October 2009 to February 2010 – ‘Absolutely Prefabulous’ looking at Scunthorpe in the 1940s, 50s and 60s.	Collections Team
Develop the School Loans collection for community use including bid to HLF Timescale: 2006-09	Bid to HLF was successful and a Loans Officer was appointed on a fixed term contract, ending Sept 2009, to develop the school loans collection for community use.	Learning Manager

Aim 3	NLMS Mission Statement Entertain & Enjoy/Inspire & Inform
To increase usage of the NLMS by North Lincolnshire people and in particular those from priority groups	Leisure Mission Statement More People

Strategic Objective 3.1: To increase participation in NLMS activities by priority groups as defined in the DCMS PSA3 target

Key Task	Progress to Date	Owning Officer
Prepare Marketing and Audience Development Plans for the NLMS Timescale: 2006-08	Work on the plans was delayed due to staff changes and vacancies. The Audience Development Plan due for completion in March 2010 with work on the Marketing Plan beginning immediately after that.	Learning Manager & Visitor Services Manager
Access Audit for Exhibition and Education programmes Timescale: 2006-07	Completed December 2008.	Learning Manager
Develop the School Loans collection for community use including bid to HLF Timescale: 2006-09	Very successful project completed in September 2009.	Learning Manager Loans Officer
Make contact with community gatekeepers Timescale: 2006-08	This work began in 2008 following the appointment of a Community Learning Officer and is now being carried out by the Precious Cargos Project Officer.	Project Officer
Increase use of play activities by marginalized groups of children Timescale: 2007-09	Still establishing contact with target groups. Programme will come on line in 2010-11.	Learning Manager

Strategic Objective 3.2: To increase audience participation in NLMS activities by continuing Community Access projects like CAP whilst extending the concept into other subject areas.

Key Task	Progress to Date	Owning Officer
Form links to Community Groups (CGs) Timescale: 2006-08	This work began in 2008 following the appointment of a Community Learning Officer and is ongoing.	Community Learning Officer
Consult with stakeholders Timescale: 2006-08	This work began in 2008 following the appointment of a Community Learning Officer and is ongoing.	Community Learning Officer

Continue the Portable Antiquities Scheme & CAP Timescale: 2006-08	Funding secured to continue Portable Antiquities Scheme until 2012. CAP scheme came to an end in 2007. To date no further funding has been secured.	Collections Manager & Learning Manager
Take part in the South Humber Bank Wildlife & People Project Timescale: 2006-10	Yes, we continue to make an important contribution towards this project. Field-walking and subsequent find processing continues as part of this project. Information added on to SMR.	Collections Manager
Social History & Natural Sciences to develop access to collections Timescale: 2007–09	Collections Assistant appointed specifically for the Social History collection. Increased number of volunteers working with collection and researchers can now have access to collection. Volunteer work on Natural Sciences collection has improved packaging of collection so it can now leave the store. Exhibits repaired and are now suitable for display. New 'Go Wild' area in the Museum has improved access to the Natural Sciences collection.	Collections Manager Collections Assistants
Bid to HLF for SMR Access Project & successor to CAP Timescale: 2009-11	Funding secured for on-line access to SMR. To date no funder identified for a successor to CAP.	Collections Manager

Aim 4 To fully embrace ILFA standards	NLMS Mission Statement Inspire & Inform Leisure Services Mission Statement Quality Services
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Strategic Objective 4.1: To prepare and implement a new Lifelong Learning Policy including service-wide generic learning objectives (GLOs)

Key Task	Progress to Date	Owning Officer
Develop a Basic Skills Manual for NLM for Basic Skills Tutors to use Timescale: 2006-07	This project was not carried out because the Library Service implemented a similar project and there was no point duplicating this work.	Learning Manager

Prepare GLOs for Exhibition and Education programmes Timescale:2006-07	Yes, completed and ongoing for future exhibitions.	Learning Manager
Prepare new Lifelong Learning Policy Timescale: 2007-08	Work was begun on this in 2007 by the previous postholder. This policy will follow from the detailed research work being undertaken for the Audience Development Plan.	Learning Manager
Extend GLOs to remainder of service Timescale: 2007-10	All workshops at Normanby have GLOs. Work still to be carried out on displays in Farming Museum and Hall.	Learning Manager
Develop a range of play/holiday activities for children Timescale: 2007-10	Range of play and holiday activities already developed for NLM. To come on line at Normanby in 2010.	Learning Manager

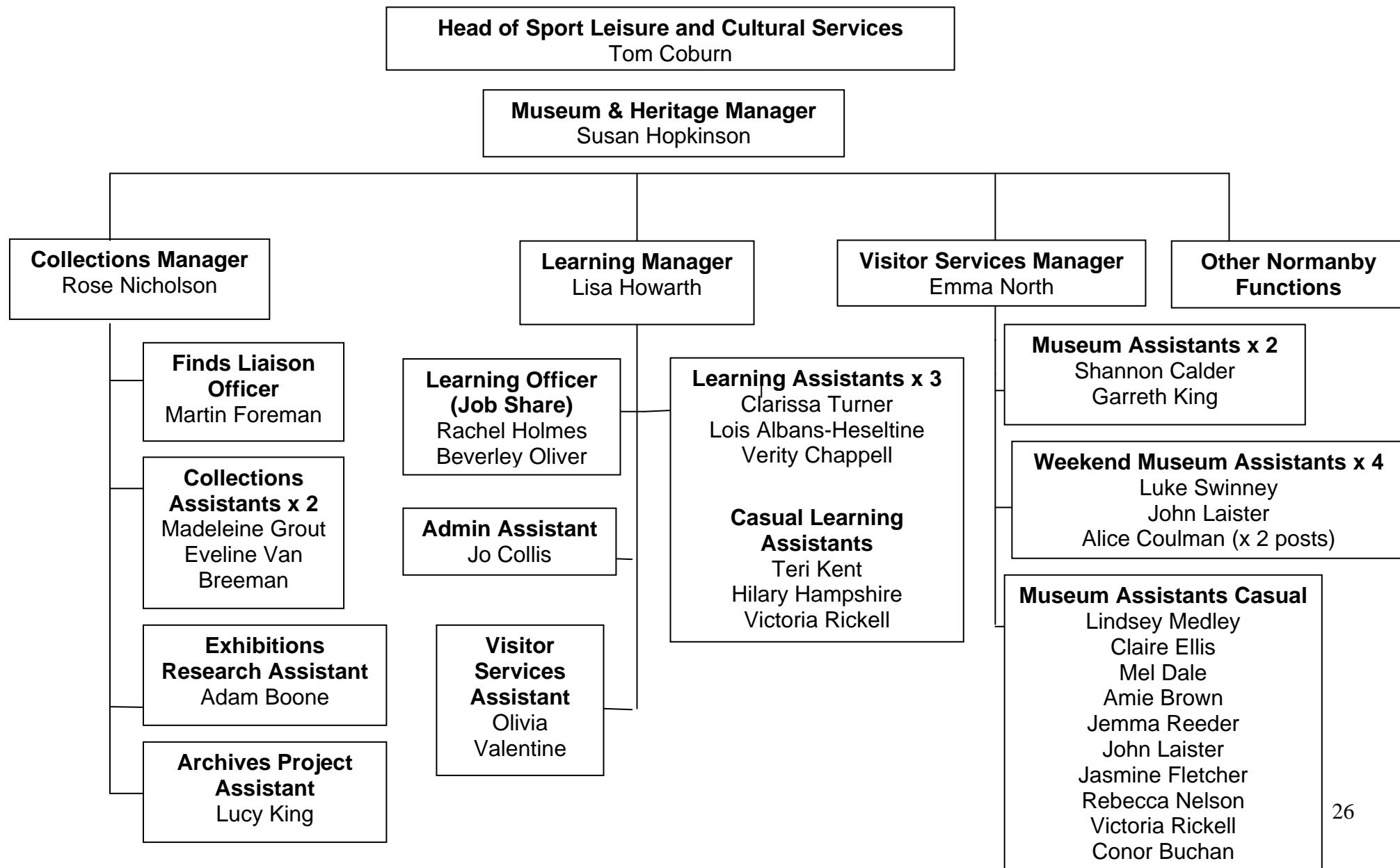
Aim 5 To make better use of existing resources to fulfil the mission statement	NLMS Mission Statement Collect & Display/Entertain & Enjoy/Inspire & Inform Leisure Services Mission Statement Better Value
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Strategic Objective 5.1: To restructure the NLMS to deliver the mission statement and vision

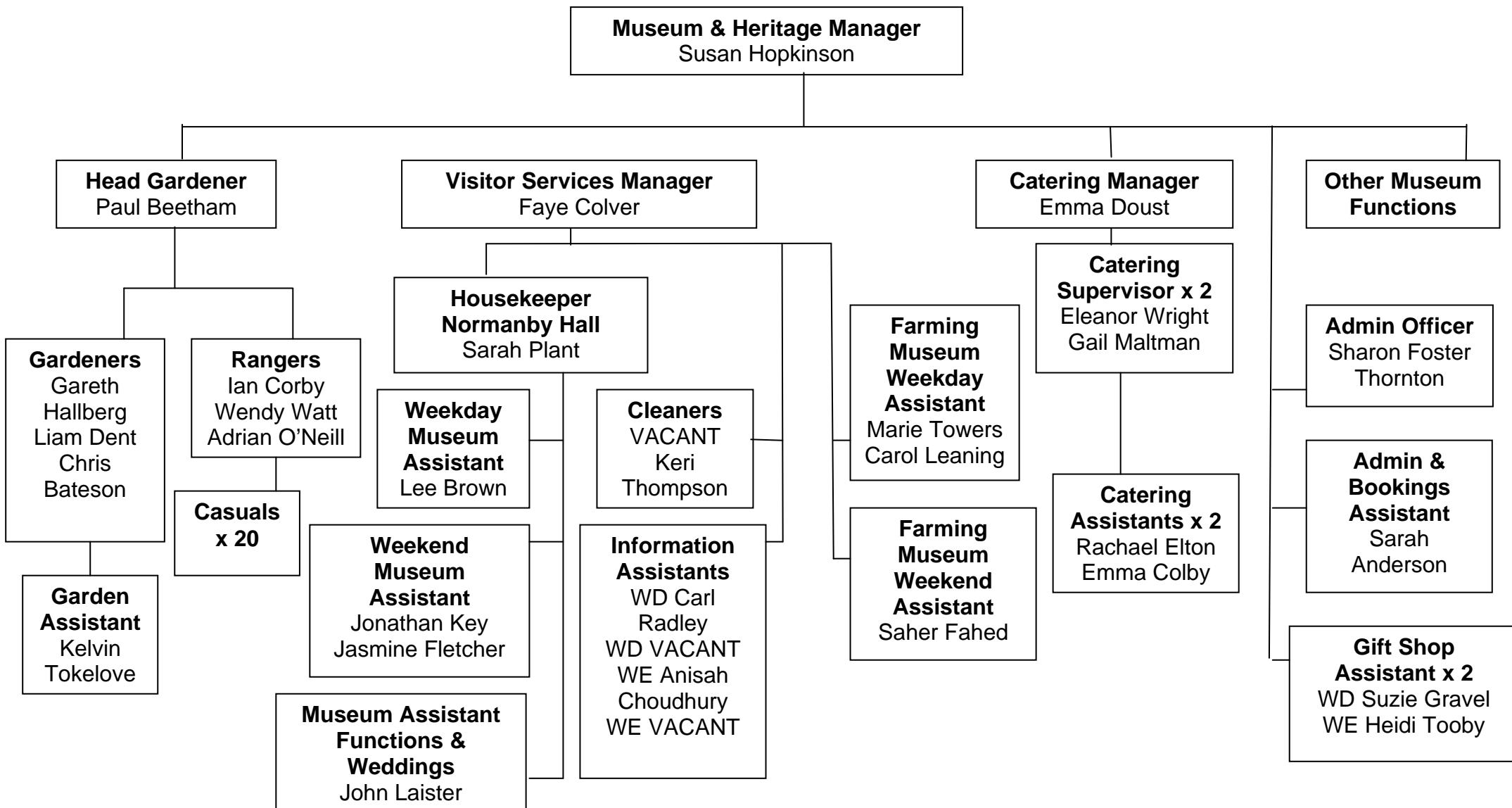
Key Task	Progress to Date	Owning Officer
Review NLMS staff structure requirements Timescale: 2006-07	Full Service Review undertaken during 2006/07.	Head of Cultural Services
Review NLMS budget Timescale: 2006-07	Base budget exercise undertaken for NLMS 2007/08.	Head of Cultural Services
Implement structural changes Timescale 2006-08	New staffing structure implemented with effect from 1 January 2008.	Head of Cultural Services

Appendix 2: North Lincolnshire Museums Service Staffing Structure

Cultural Services: North Lincolnshire Museums Service: North Lincolnshire Museum



Cultural Services: North Lincolnshire Museum Service: Normanby Hall Country Park



Appendix 3: Museum Service Budget 2014-2015

Core Budget

Cost Centre	Cost Centre Description	Approved Budget
CSC001	Normanby Hall	-£35,000
CSC002	Normanby Catering/Café	-£37,000
CSG001	Normanby Park	-£51,000
CSG002	Normanby Walled Garden	£132,000
CSG006	Normanby Hall Tractor Train	-£15,000
CSM001	Museum Administration	£131,000
CSM002	Museum Visitor Services	£20,000
CSM003	Museum Trading Account	-£5,000
CSM201	Museum Collections	£103,000
CSM401	Museum Education Service	£67,000
CSN001	Museum and Social History	£68,000
CSN002	Normanby Retail Operation	-£11,000
CSN003	Normanby Park Administration	£201,000
NET EXPENDITURE		£568,000

Grant External Funded

Cost Centre	Cost Centre Description	Grant Awarded
CSM202	Shared Service	£22,000
CSM251	Portable Antiquities Scheme	£31,159.00 NLC Contribution: £2,000
CSM301	JUTH Image Archive	£32,950
CSM302	JUTH First World War Exhibitions	£73,200

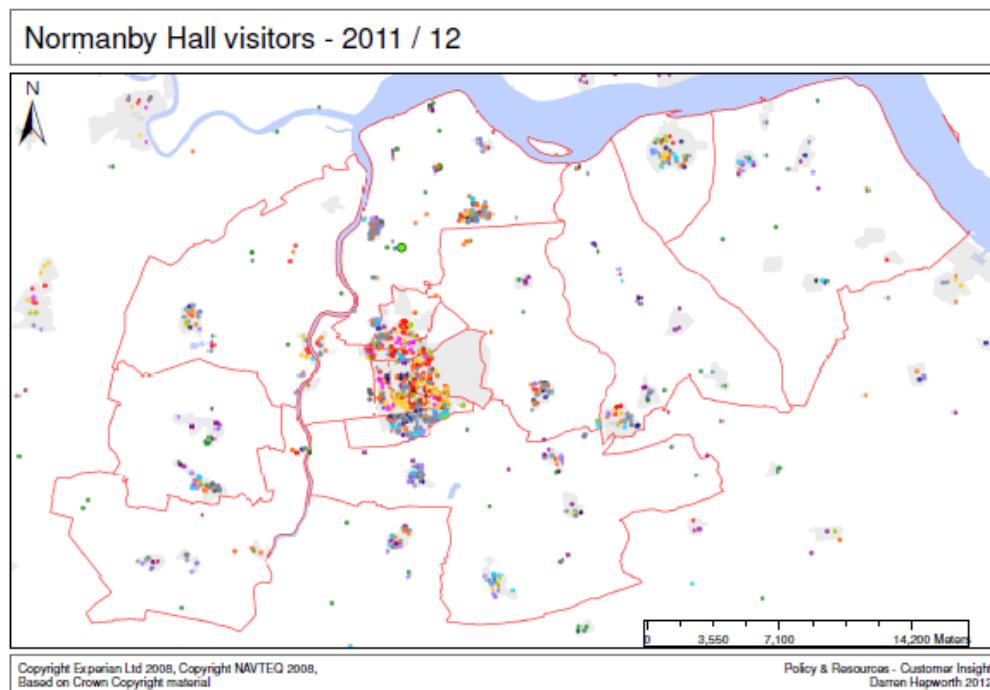
Appendix 4: Analysis of Current and Potential Customers

Normanby Hall Country Park Current and Potential Customers

Currently approximately 88% of our visitors reside in North Lincolnshire. By using their postcodes, you can see below the pattern of which social segments our visitors fit in to. (Please note that this information was put together using the postcodes of 1000 people visiting the park on random days throughout 2012)

North Lincolnshire Segments	Target	%	Base	%	Per. %	Index
1 Affluent empty nesters living in large detached houses in semi-rural locations	55	6.10	4,039	5.58	1.36	109
2 Wealthy middle aged families engaged in successful careers	52	5.76	3,872	5.35	1.34	108
3 Older middle aged couples living in large houses in rural locations	40	4.43	4,453	6.15	0.90	72
4 Comfortably off married couples living in established communities approaching retirement	229	25.39	11,462	15.84	2.00	160
5 Middle aged couples living in owner occupied semi-detached housing	118	13.08	6,989	9.66	1.69	135
6 Residents of older owner-occupied terraces on moderate incomes	78	8.65	4,518	6.24	1.73	138
7 Comfortably off families living in semi-detached housing in suburban neighbourhoods	50	5.54	3,029	4.19	1.65	132
8 Well qualified young families in owner-occupied terraces	75	8.31	3,383	4.68	2.22	178
9 Young transient singles and cohabiting couples in town centre terraces	56	6.21	5,587	7.72	1.00	80
10 Lone parents living on council estates with high benefit need	20	2.22	6,837	9.45	0.29	23
11 Single people of retirement age living on council estates receiving benefits	10	1.11	4,946	6.84	0.20	16
12 Older people of modest means with some health concerns	36	3.99	2,890	3.99	1.25	100
13 Older couples living in traditional communities on former council estates	77	8.54	8,618	11.91	0.89	72
14 Elderly people living in social housing or care homes reliant on state support	6	0.67	1,727	2.39	0.35	28
Total	902	100	72,350	100	1.25	100

The map below shows us where the visitors are coming from. This is for both 2011 & 2012 and shows a fair spread of visitors across the region (NH is shown by a larger green dot), but getting less as we get further away.



This is shown more clearly by the ward visitor totals below:

	2011	2012
Ashby	77	45
Axholme Central	45	38
Axholme North	46	25
Axholme South	34	10
Barton	52	21
Bottesford	98	91
Brigg & Wolds	57	28
Broughton & App	51	26
Brumby	63	23
Burring & Gunn	28	10
Burton & Winterton	301	166
Crosby & Park	93	84
Ferry	30	6
Frodingham	49	22
Kingsway & LG	96	50
Ridge	60	56
Town	38	18
	1218	719

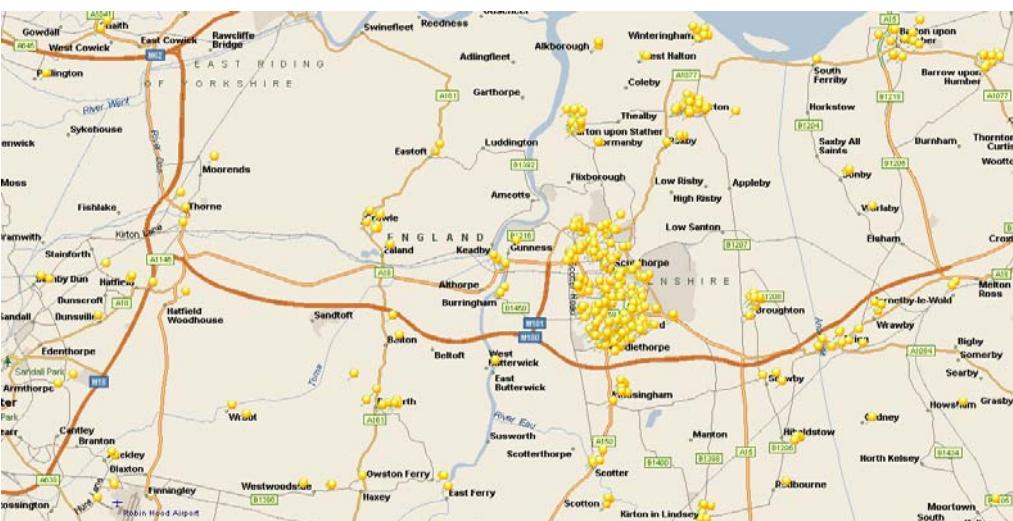
In both years, approximately 25% of visitors are from Burton upon Stather and Winterton. A large proportion of Crosby and Park visitors all come from DN15 8JJ, this may be a group booking but this isn't clear at the moment.

The following table shows us the wards with the largest population of Segments 4, 5, 6, 7 & 8 as these are the segments currently visiting. (HH = Number of Households)

	4 HHs	5 HHs	6 HHs	7 HHs	8 HHs	TOTAL
Ashby	490	162	355	66	438	1511
Axholme Central	607	266	38	103	163	1177
Axholme North	523	494	178	86	116	1397
Axholme South	613	291	44	95	41	1084
Barton	705	470	410	177	354	2116
Bottesford	1992	685	197	528	331	3733
Brigg & Wolds	791	425	215	182	240	1853
Broughton & Appleby	595	478	177	261	276	1787
Brumby	338	234	271	113	36	992
Burringham & Guinness	255	219	214	29	77	794
Burton & Winterton	1393	800	164	250	329	2936
Crosby & Park	569	314	500	100	48	1531
Ferry	479	586	149	222	197	1633
Frodingham	112	114	412	30	9	677
Kingsway & Linc Gdns	451	450	502	460	141	2004
Ridge	1261	703	75	191	271	2501
Town	232	212	595	129	301	1469

This shows potential opportunities from Bottesford, Barton and Ridge wards.
Kingsway & Lincoln Gardens is also a possible target.

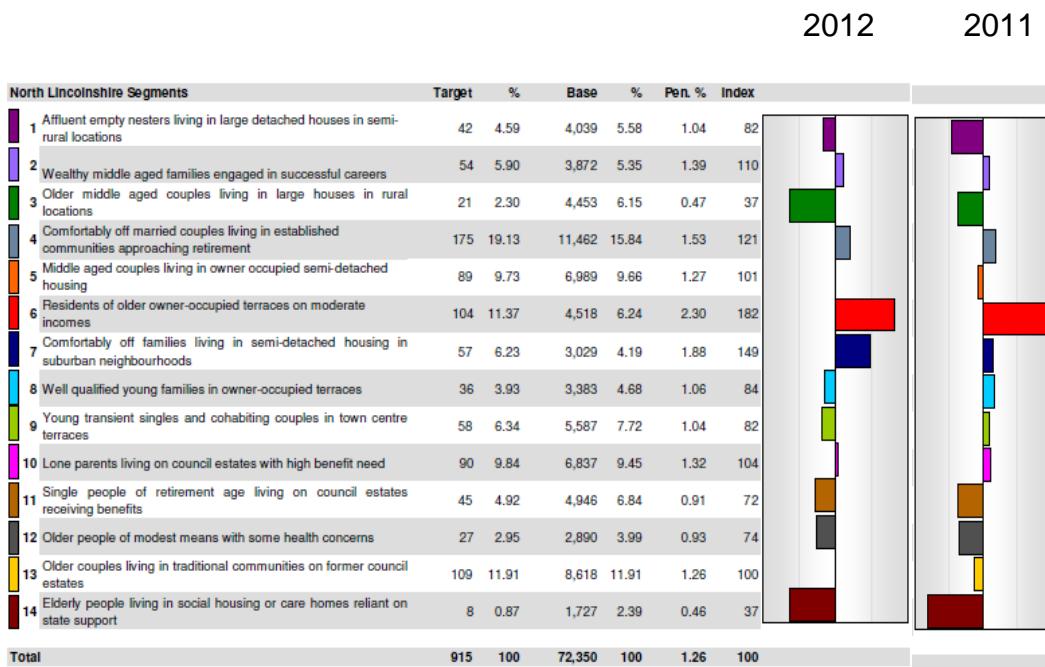
Normanby Hall and Country Park Postcode Data 2014



North Lincolnshire Museum Current and Potential Visitors

Over 900 valid Museum visitor postcodes from 2012 were analysed in this report.

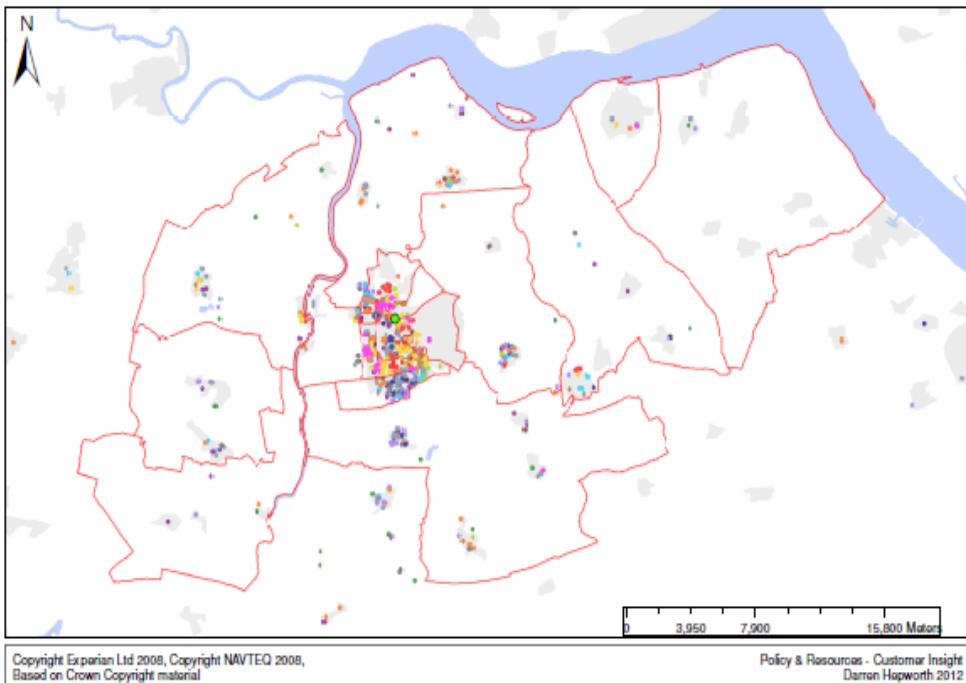
The index chart below shows which segments are over represented (bar to the right) and which segments are under represented (bar to the left) in the visitor's data. As in 2011, 6 of the top 7 oldest segments are under represented in the Museum visitors. Only segment 4 (4th oldest) is over represented out of the 7 oldest groups.



There has been an increase in segment 1 but a decrease in segment 3 from the rural areas. There are noticeably more 7's attending too.

The map below shows which areas of North Lincolnshire the visitors have come from. Ferry ward to the East and A什holme South to the south west are clearly showing less visitors.

Museum Visitors - 2012 Data

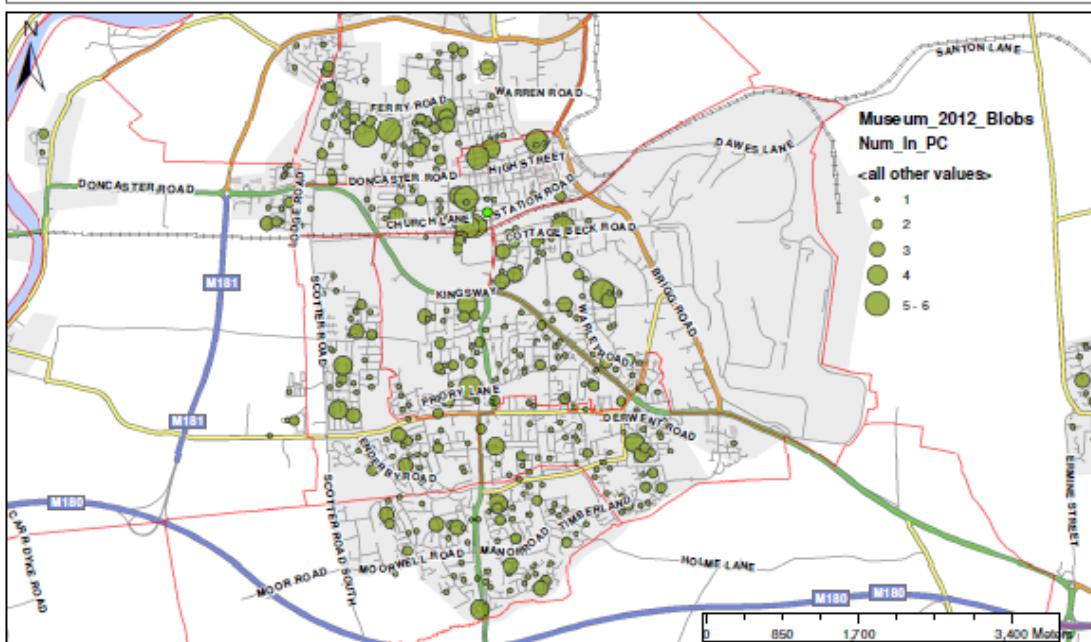


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Darren Hepworth 2012

Below shows us where multiple visitors have come from the same post code area, highlighted by the larger circles.

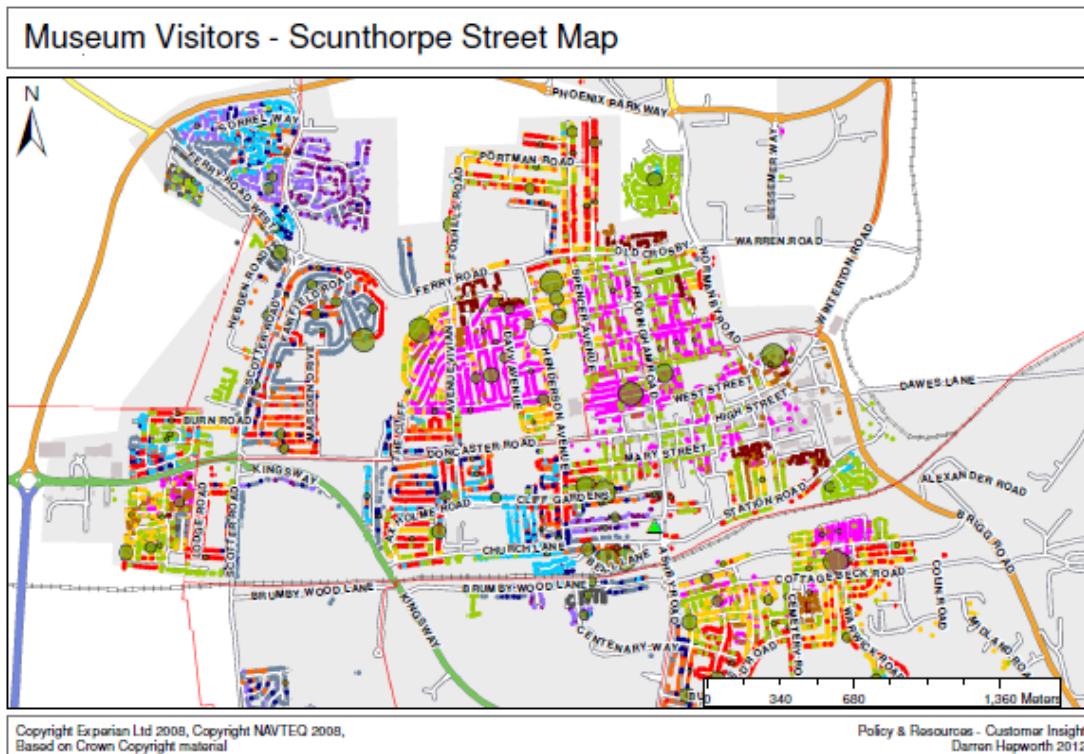
Museum Visitors - Scunthorpe Area



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The map below shows a smaller area in Scunthorpe just as an example, with the Museum marked with a green triangle (just below right of centre). This shows a few larger spots of visitors, and highlights which areas aren't visiting.



This information seems to be suggesting that distance is a barrier and also age.

Ward visitors:

	2011	2012
Ashby	42	72
Axholme Central	2	20
Axholme North	13	28
Axholme South	6	5
Barton	6	7
Bottesford	44	92
Brigg & Wolds	11	23
Broughton & Appleby	13	32
Brumby	38	71
Burringham & Gunness	14	24
Burton upon Stather & Winterton	35	44
Crosby & Park	50	107
Ferry	2	5
Frodingham	38	69
Kingsway & Lincoln Gardens	42	94
Ridge	24	48
Town	22	69
	402	810

North Lincolnshire Museum Postcode Data 2014

