Liskeard & District Museum Forward Plan 2024 – 2028



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Governing Body: Liskeard Town Council

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VISION

A vibrant, forward-looking heritage hub for South East (SE) Cornwall, driven by local community and acknowledged across the county. A trusted resource for all things Liskeard & District – related.

MISSION

To serve our local community, by collecting, preserving and sharing the artefacts, documents and material of Liskeard and District in a manner that is responsible, educational and appealing for all ages.

OUR VALUES

Kindness

Togetherness

Responsibility

Inclusivity

Courage

Enjoyment

We are responsible custodians of all things Liskeard and local area related. We work closely with our local community, collaborate with other local establishments and strive to positively represent Liskeard's past, present, and future. We spark curiosity in visitors of all ages. We provide resources for research and make all enquirers feel welcome in an organised and easily obtainable facility.

History

In the early 1980s, an exhibition of local historical memorabilia and information was staged in the town's Guildhall. Following much investigation and discussion, including a public meeting, Liskeard Town Council (LTC) endorsed plans and provided the funds to set up a one room Museum on the ground floor of the town's Public Hall. Under the guidance of two local historians and former Town Mayors, Jack Haworth and Ron George, interesting documents, old posters, photographs and objects were labelled, organized and displayed.

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

In the late 1990s, the Town Council started looking for more spacious premises to enable the Museum to continue its growth. The derelict, 19th century Henry Rice building in Pike Street, known locally as Foresters Hall, was purchased by the Town Council (with the support of regional and national funding) and converted into the present Liskeard & District Museum. The reception room and shop are shared with the town's Tourist Information Centre.

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

Management & Governance

Liskeard & District Museum is owned and governed by Liskeard Town Council (LTC) and overseen by the Communications & Engagement Committee (C&E).

Museum Management Team (two volunteers - elected by the museum team annually; Museum Manager and Museum Mentor) manages the museum and makes recommendations to the C&E Committee.

The day to day running of the museum is conducted by a team of volunteers and Museum Manager. A list of volunteer roles can be found in the appendix.

STAKEHOLDERS

Liskeard Town Council

Maintenance and operating costs of the building, financial support, general advice, hosting museum events and meetings

Councillors

Museum advocates, who offer support to the Management Team, assist with fundraising and contacts, and provide a strategic overview

Museum Manager

Oversees the team of volunteers, ensures a healthy, inclusive working environment, seeks out opportunities for museum and people development, builds partnerships

Volunteers

Everyday running of the museum and its activities; museum ambassadors in the community

Liskeard Tourist Information Centre (TIC)

First point of contact for the visitors, provide introductory information about the museum, shared duty of care of Foresters Hall, ticket sales for museum events, occasionally assist museum volunteers

Museum Mentor (Museum Development Officer for Cornwall) – part of the Museum Management Team, advises on all museum-specific matters, accreditation, signposts to relevant opportunities

Visitors – Engage with the museum, exhibitions, staff, and volunteers; participate in activities; provide feedback

PARTNERS

CURRENT:

Schools (staff & students) – Participate in museum activities, engage with museum's learning strands, utilize museum resources to support the curriculum

Organisations (Story of Emily, The Box, SE Cornwall Museums Forum, Cornwall Heritage Trust) – allow for mutual learning and support, signposting, enhancement of exhibitions and increased opportunities for showcasing the collection beyond our area

POTENTIAL:

Local businesses – opportunity for signposting, sponsorship and mutual support

Members of the Liskeard Culture Collective (Liskeard Library, Liskerrett Centre, Stuart House, Sterts Theatre, Workshed Liskeard, Market Makers, others) – mutual support, learning, joint planning and marketing strategy, project collaboration

What's here

Liskeard & District Museum is the 'go to' place for information and evidence of Liskeard's past.

The Museum has four main galleries named after local historic personalities. John Allen wrote 'The History of the Borough of Liskeard and its Vicinity' in 1856, which is still an essential resource for students of local history today. His gallery presently houses an exhibition of vintage toys and maps.

Henry Rice was the Architect that designed over 100 fine Victorian buildings, many of which can still be seen today as evidence of Liskeard's prosperity during the 19th century Caradon copper boom. He is the architect behind Foresters Hall, the home of our museum. His gallery is dedicated to Liskeard's mining past.

John Rapson was a prolific photographer and recorder of events in Liskeard in the 20th century. This gallery currently houses a tribute to Emily Hobhouse, a display of vintage clocks, and a temporary display space.

Daniel Gumb built and lived in a large cave under the Cheesewring on Bodmin Moor in the 18th century and earned a modest wage as a Stonemason and Land Surveyor. This large and attractive gallery holds museum's most recent major exhibition 'Threads: capturing memories woven in fabric', as well as the children's corner.

In the Jeanne Rees' room (museum's office) research and reference collection can be accessed by the volunteers and the public.

There are also three storerooms.

Entry to the museum is free, and visitors with dogs are welcome. There is a disabled access via lift to all floors. Public toilets are available, including accessible facilities.

SWOT (Strengths, Weaknesses, Opportunities, Threats)

Strengths

- · Accredited Museum
- Town Council funding & support
- · Manager role
- Dedicated team of volunteers
- Incorporates Tourist Information Centre
- Volunteers open to training opportunities
- Large volunteer/research space
- Located in an attractive, listed, suitable building
- Information, Communications and Technology (ICT) facilities & support
- Museum collection
- Collection criteria
- Some processes & systems in place
- Town centre location
- Easy transport links
- Accessible facilities
- Social media & website
- Family & local history research
- Free entry
- Dog Friendly

Weaknesses

- · Location is difficult for disability due to a slope
- Lack of designated parking
- Some vital volunteer roles unfilled (i.e. Project Coordination, Communications & Engagement)
- Skills gaps in the volunteer team
- Limited volunteer numbers open to outreach
- Display cabinets not all museum standard
- Incomplete inventory and cataloguing descriptions
- Poor signage
- · Marketing not reaching far enough

Opportunities

- Promising partnerships (Story of Emily, The Box, Cornwall Heritage Trust, Liskeard Library, other)
- Underfunded area
- Continuing support network through SE Cornwall Museums Forum
- New volunteer with exceptional digital skills
- Healthy reserves, thanks to BBC hosting
- Promising track record of successful funding bids with Museum Development South West (MDSW).

Threats

- Change in LTC funding and support
- Loss of paid position
- Loss of volunteers
- Loss of experience in the volunteering team
- More competition for grants



AIMS, OBJECTIVES, TARGETS AND ACTIONS

AIM 1: To bring freshness and innovation to the museum's profile, exhibitions, and facilities

OBJECTIVES	TARGETS	ACTIONS
Embed the use of technology in everyday running of the museum to simplify processes, facilitate learning and allow for more efficient	New logo, consistent graphics and signage in place. ThreeRings used as a central information system for all volunteers	 Logo design and overall style to be developed by Museum Manager and Digital Enhancement Volunteer (DEV) Collect volunteers' feedback and respond; obtain approval from LTC C&E committee Design a museum information booklet and new signage (introductory boards at entry to all galleries, sign in the lift, museum map in the lobby, 'Free Entry' sign at the Tourist Information Centre (TIC), banner to hang by the original Foresters Hall entrance, sign by the outside display cabinet – investigate whether permissions needed); designer's fee: £720 Send the designs to the printers (Phoenix, Bodmin); cost: £575 New external display cabinet to allow space for Museum/TIC signage ~ £300 (estimate) Make ThreeRings a space for information handover Create ThreeRings accounts for all existing volunteers Schedule in ThreeRings annual
monitoring – by the end of 2025 .		refresher training sessions

	Consistent use of Microsoft Forms and Doodle (voting, surveys, feedback), Canva (communications and engagement) by the whole team; Consider use of Trello (group work progress monitoring) and Mural (brainstorming ideas)	 Introductory session to Trello and Mural to be included in the first whole team meeting of 2025 (January/February) Send invites to specific project volunteers to join Trello and Mural Recruit a Communications & Engagement volunteer Schedule in refresher training sessions on all applications in use (once a year)
	Advanced equipment available to museum team to allow for easy production of in-house marketing materials, and expansion of unique community service - by Summer 2026	 Purchase Cricut 3 (£479.99)* 3D scanner for museum artefacts (£799)* Schedule in training sessions with DEV Recruit a new volunteer/assign existing member of team to offer 3D object scanning service to members of the community (by Summer 2026) *Possibility of having pieces of equipment donated to the museum indicated by and to be investigated with DVE.
Redevelop John Rapson gallery by the end of 2025.	Essential structural works in the gallery complete. New display dedicated to John Rapson and John Coath	 Engage a contractor to look at leakage issues; repair, repaint, redecorate (LTC Facilities Team) Gallery closed for the period of 2 months Create project team (Research & Exhibition) Interpretation boards (concept and design: £300) Print interpretation boards (£440) Purchase 1 new cabinet to display John Coath's collection (~£3,000 –grants/reserves) Adapt existing museum screens to display a selection of John Rapson photography; explore

New display	interactive features to allow choice for the viewer (DEV) • Photographic negatives chandelier – arts installation (apply to FEAST for a grant - work with a local artist/maker; estimate: £1,000) • Conservation of Lady
New display 'Peacemakers' (working title), dedicated to Emily Hobhouse and Catherine & Leonard Courtney, in collaboration with the Story of Emily, complete by end of 2025 Semi-permanent exhibit dedicated to Emily	 Conservation of Lady Catherine's portrait by Sarah Allen: total of £6,500 – MDSW 'On Display!' grant (£2,500), the Story of Emily (£3,000), museum reserves (£1,000) Collaborative Research (Research Volunteer and Elsabé Brits from the Story of Emily) Interpretation boards: concept and design (£180); printing costs (£160) Display written acknowledgment of the Story of Emily support Story of Emily conservator to photograph both portraits – allow access Move Lord Courtney's portrait to John Rapson gallery and display both portraits following conservator's recommendations – LTS Caretakers to assist Launch event (Autumn/Winter 2025) to include McDougall Trust representatives (donors of the portraits) cutting the ribbon Agree a mutually convenient launch date
Hobhouse, sponsored by the Story of Emily – Autumn/Winter 2025	 Provide support and access to the Story of Emily team when needed Suggest an exhibit review date Discussion on joint marketing and organised signposting

	John Rapson's collection digitisation - framework established by the end of 2025	 Meeting with The Box media archivist to agree the logistics of accessing the collection (November 2024) Collection condition assessment with Lux & Livre (£1,200 – apply to Cornwall Council Small Grants for Museums) – must complete by 31st March 2025 Digitisation team formed; targeted volunteer recruitment – Summer 2025 Lux & Livre: training for the project team on working with the collection (£600) – by October 2025 Seek cataloguing advice from The Box Purchase KODAK Digital Film Scanner (£169.99) – DEV to deliver training on how to use Media campaign to cover the progress of the project – linked with the launch of the new Rapson exhibition. 4 boxes digitised per year / 16 boxes complete by end of Summer 2028
Refresh and redevelop the museum lobby by the end of 2026.	The lobby area between the TIC and the museum adapted as an 'Introduction to the museum' area.	 Paint and decorate (£300 estimate) Interactive map of Liskeard and District showcasing the area covered (DEV) New boards telling the history of the museum (design: £300; print cost: £300) Attractive donations box, design inspired by museum collection, or mining heritage

Redevelop John Allen gallery by end of 2027.	Essential structural works in the gallery complete.	 Engage a contractor to repaint and redecorate the gallery (agree budget with LTC Facilities Manager in the Autumn 2026; cost TBC)
	New exhibition 'Growing up in Liskeard & District' (working title)	 Form project team (Research, Exhibition) Research new museum standard display cabinets (cost TBC) Vintage toys loaned collection review Interpretation boards (Design and print estimate: £1,300)





AIM 2: To develop and solidify museum volunteer team.			
OBJECTIVES To order volunteer recruitment and retention process by Summer 2026.	TARGETS Volunteer recruitment cycle in place. All roles filled.	 ACTIONS Study the MDSW recruitment cycle template and adapt to suit our setting Review volunteer induction Fast-tracked induction for project-based volunteers Host a taster day once a year Create attractive role profiles with 	
		 comprehensive descriptions Advertise using museum's media platforms Targeted recruitment using platforms such as Volunteer Cornwall and Reach Volunteering) 	
Enhance the appeal of the volunteer opportunity	Attractive incentives in place.	 Cornish Volunteers Heritage Scheme cards for all interested volunteers Free entry to museum events 1 group trip per year to a relevant museum/landmark/heritage site (£150) 4 whole team meetings per year with refreshments/buffet (£220) £5/£10 allowance for half day /full day museum outreach events Free training opportunities available Valuable experience for anyone looking for employment in heritage Annual one-to-ones with Museum Manager Discount in the TIC shop to be investigated with the TIC Manager 	
Optimise volunteer management approaches by Summer 2026.	Volunteering Fit for the Future programme (MDSW) - completed by March 2025	 1-1 meeting with Eleanor Moore (October 2024) Read, consider and discuss Eleanor's report and recommendations Attend online surgery sessions as relevant (January/February 2025) Develop a draft Action Plan (February 2025) 	

	Volunteer action plan implemented by Summer 2026.	 Follow up on Eleanor's comments on the plan and finalize it (March 2025) If appropriate, apply to MDSW Small Grants to support fulfilling the plan (Spring 2025 – Summer 2026)
Develop sustainable, viable, and supportive working methods, to build confidence within the team.	Processes and procedures in place by end of 2025	 Recruit Museum Documentation volunteer Create a Volunteer Procedural Manual (a 'go to' physical folder with clear instructions and support in all areas of museum work)
	Number of volunteers on the rota increased by 50% (change from 6 to 10) by end of 2026	 Active recruitment Museum Opening & Closing procedures to be regularly reviewed, updated and accessible to all volunteers Communicate shift flexibility to existing volunteers and in museum communications (full days or half days available) Request for ThreeRings to be filled in two weeks in advance
	Rolling training in place by end of 2026	 More robust training log developed Training resources easily accessible in a volunteer folder, regularly reviewed and updated with new opportunities. In-house skills sharing sessions led by volunteers to ensure sustainability Create a list of external training providers Include mini-training sessions on specific topics in 2 out of 4 whole team meetings per year

AIM 3: To raise the profile of Liskeard & District Museum across Cornwall.		
OBJECTIVES	TARGETS	ACTIONS
Embrace the 'district'	Active partnerships with history groups from Liskeard district	 Offer designated display space to history groups from Liskeard district on rotation Ensure museum presence at events in the district (i.e. Quethiock Heritage Days) Set up an annual meeting with Liskeard district history groups, with the view to form a forum in the future
	'Museum on the peripheries' (working title; outreach travelling project taking the collection to the peripheries of our district) - up and running by Summer 2028	 Apply for funding to cover workshop content development, resources, and /or freelancer's wages (if not volunteer run) Identify suitable destinations within the district Consider loaning artefacts out (accredited sites only) New travelling display cases (~£200) Recruit volunteers/appoint a freelancer for the project
	Increased awareness of the district area covered by the museum	 New museum logo design to indicate equal importance of 'Liskeard' and 'District' (same colour font and size) Interactive map in the museum lobby to visualise the district
Liskeard & District Museum to be acknowledged as a heritage destination across Cornwall	Communications & Engagement strategy developed and implemented by end of 2025	 Strategy developed by Museum Manager with support from DEV and/or external professionals Recruit Communications & Engagement Volunteer Focus on museum collection in social media posts Listings in Blackbird Pie, What's On, Cornwall 365 All exhibitions, events and activities planned in time to meet publishing deadlines for the above platforms Create a list of local journalists, radio stations with up-to-date contacts

Museum virtual tour to be completed by the Summer 2025	 DEV to create the tour Add interactive features that support online learning, collecting feedback, and volunteer recruitment Create a stand-alone virtual tour with a focus on accessibility: DEV and Equity, Diversity, Inclusion (EDI) volunteers to collaborate Promote the tour on museum platforms
Active partnerships with colleagues from central and west Cornwall museums and heritage centres	 Participation in county-wide forums Participation in MDSW workshops and programmes Consider project collaboration with one museum from outside of SE Cornwall by Summer 2028



AIM 4: To develop the educational strand of museum's work			
OBJECTIVES	TARGETS	ACTIONS	
Redevelop children's corner in Daniel Gumb gallery.	Attractive, thoughtful, interactive and educational children's area in place by the Summer 2026.	 Bespoke children's workstations (estimate: £1,000; apply for a grant, i.e. FEAST, and work with a local contractor/artist) Create activities with content that links to museum exhibitions and collections (Learning & Research Volunteer) Mural depicting a Liskeard scene (i.e. Daniel Gumb's stone house); estimate: £1,000 - apply for a grant, i.e. FEAST, and work with a local artist Augmented reality sandbox (free: courtesy of Museum Digital Enhancement volunteer; RRP ~ £4,500) 	
Re-establish relationships with local primary and secondary schools.	Loan boxes back on offer and in regular circulation by September 2026.	 Survey on desired loan boxes content sent to local schools (September 2025) Review existing loan boxes and create new ones based on collected responses (Learning Volunteer) Promote loan boxes on museum's media platforms Designated Learning volunteer to manage the loan boxes and communications with schools 	
	Varied programme of school workshops on offer from September 2027	 Young person focused tours – Research/Exhibition/Learning Volunteers to collaborate Training given to Learning Volunteers to deliver the tours Establish main contacts in schools and advertise the tours Adapt the 'Awesome Objects' curatorial workshop to suit larger groups of students and deliver at schools, especially those on the peripheries of our district 2 new themed workshops to be developed and advertised per year – from school year 2027/2028 	

Term-time preschoolers club up and running (ticketed weekly creative play session inspired by museum exhibits) - from January 2028

- Recruit a freelancer or train a Learning Volunteer
- Create an online booking system via museum website/Eventbrite/similar
- Plan session content for the term ahead
- Purchase resources needed (cost TBC)
- Develop a marketing strategy focusing on youngest learners



2025/2026 BUDGET

LTC Museum Budget 2025/2026	Proposed	Contributing grants and match funding	Forward Plan adjustment
Advertising	New external poster display cabinet: £300 (estimate) Museum booklet, internal and external signage, banner: £720 design Printing costs of signage and booklets (Phoenix Bodmin): £575		
	TOTAL: £1,595		
Subscriptions & Membership	Association of Independent Museums (AIM): £71 Museums Association (MA): £86 Harwell: £86.40 TOTAL: £243.40		
Equipment	Augmented reality sandbox: £4,500	£4,500 - support in	
• •		kind (DEV)	
	Cricut 3 Everything Bundle: £479.99		
	KODAK digital scanner: £169.99		_
	TOTAL: £649.98		1
Office Supplies	£400		
77.1 4 73	TOTAL: £400		
Volunteer Expense	Team meetings buffet: £220 Group trip: £150 Travel expenses & events allowance: £200 TOTAL: £570		
Conservation & Collection Care	Conservation of Lady Catherine Courtney's portrait: £6,500	£2,500 – MDSW 'On Display!' (confirmed); £3,000 – Story of Emily (confirmed) £1,000 – see museum reserves	
	John Rapson collection condition audit: £1,200	£1,000 – Cornwall Council Small Grants for Museums (pending)	
	Workshop on digitisation and negatives' collection care with Lux & Livre - £600 TOTAL: £800	, ,	
Collection Enhancement	See: Museum reserves		
Exhibitions & Displays	Hobhouse/Courtneys interpretation boards: £180 (design)		

Hobhouse/Courtneys interpretation boards: £160 (printing costs)					
	TOTAL: £340				
Learning Bespoke workstations for the children's corner: £1,000 (estimate)		Grant - £1,000 TBC			
	Artistic mural depicting Liskeard scene: £1,000 (estimate)	Grant - £1,000 TBC			
	TOTAL: £0				
Activities and	School holiday programme: £500				
Events					
	TOTAL: £500				
GRAND TOTAL: 25 008 38					

GRAND TOTAL: £5,098.38

(grants and 'support in kind' confirmed: £10,000; grants pending: £3,000)

MUSEUM RESERVES £12,257.22 (July 2024)	Proposed	Contributing grants and match funding	Forward Plan adjustment
	Conservation of Lady Catherine Courtney's portrait: £1,000		
	3D scanner: £799	Support in kind (DEV) - £799 TBC	
Chandelier arts installation in John Rapson gallery - £1,000		FEAST - TBC	
	John Rapson - interpretation boards: £300 (design)		
	John Rapson – interpretation boards: £440 (printing costs)		
	New display cabinet for John Coath's collection: £3,000 (estimate)	Grant - TBC	
	Archival boxes for negatives and slides storage: £550		

GRAND TOTAL: £2,290 (£7,089*)

*Total without the grants or support in kind. Activities to be reconsidered on an individual basis if unsuccessful with grants/support in kind.

Additionally, Liskeard & District Museum team plan on increasing the revenue as part of the Forward Plan 2024-2028 by doing the following:

Ticketed	talks	workshops	and events

'Peek into Liskeard's Past' and 'More Peeks into Liskeard's Past' book sales

Sales of old book stocks (i.e. 'Liskeard Bygones', 'Looking Glass')

Sales of museum merchandise produced in-house with Cricut 3 (suggested donations; managed by volunteers)

Attractive new donations box in the lobby with clear signage and advice on ways to donate

Investigate option to donate via museum website

Apendix

Volunteer roles' descriptions (For 'activities', 'useful skills' and 'recommended training' please go to <u>Volunteer roles..docx</u>)

ENVIRONMENTAL/HOUSEKEEPING

Purpose: To ensure the museum environment is maintained according to the Collections Care & Conservation Plan.

MUSEUM DATA

Purpose: To record and catalogue the main collection, archive, reference collection. Photographing artefacts, scanning documents, photographs and negatives. Maintain the database following SPECTRUM processes.

MUSEUM DOCUMENTATION

Purpose: To ensure processes and procedures in place, documented and followed according to SPECTRUM recommendations

RESEARCH

Purpose: To develop and maintain a research facility accessible to staff, volunteers and public.

EDI

Purpose: To provide constructive feedback and guidance to ensure our museum has Equity, Diversity and Inclusion at its heart.

HANDYPERSON

Purpose: Design & construct safe and suitable display structures, monitor their condition and repair as necessary.

EXHIBITIONS

Purpose: Plan and develop exhibitions in accordance with the Museum's Vision, Mission and Purpose

DIGITAL ENHANCEMENT

Purpose: To support museum's efforts in improving digital engagement, enriching the visitors' experience and expanding access to our collections

COMMUNICATIONS AND ENGAGEMENT

Purpose: To support museum's efforts to communicate museum's Vision, Mission and Purpose to our community, promote events, and enhance visitors' experience.

COLLECTION

Purpose: To develop the collection according to the Collections Development Policy, following SPECTRUM recommendations with regards to accessions, disposals, storing, exhibiting and loaning of artefacts.

FUNDRAISING

Purpose: To assist with our fundraising efforts and raise funds for museums' projects, exhibitions and community outreach

PROJECT COORDINATION

Purpose: To plan, oversee and deliver a range of museum projects, i.e. community engagement, educational programmes, supporting new exhibitions, and working with partners.

LEARNING

Purpose: To assist in developing and delivering educational programmes and resources/activities that enhance the visitor experience, in line with museum's Mission and Vision.

EVENTS

Purpose: To plan and develop museum's inhouse events (talks, etc.). Also, to represent the museum at external happenings.

Additionally, all volunteers present at the museum perform the duties of a **STEWARD**.









