

Celebrating our cultural heritage  
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[www.mlanorthwest.org.uk](http://www.mlanorthwest.org.uk)

A five year strategy *for*  
**Museums & Galleries**  
*in* England's Northwest



# Celebrating *our* cultural heritage: Investing *in* *a future for all*

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**RENAISSANCE NORTH WEST**  
museums for changing lives

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## Foreword



From Romans to Pre-Raphaelites, from Tall Ships to tanks, from Wordsworth to World Heritage, the museums and galleries of England's Northwest house some of the country's most exceptional and diverse collections, offering an amazing array of experiences to thrill and delight all ages.

The rich treasure troves in our museums and galleries are a great source of civic pride, connecting us to who we are and where we came from, helping us engage with our present and explore the opportunities that our future holds. Museums and galleries also have a significant role in the region as powerhouses of learning opportunities, through the development of education resources at all levels. To realise the potential of this remarkable legacy, we need to take a co-ordinated and strategic approach to the development of our museums and galleries over the coming years.

The Department of Culture, Media and Sport has recognised the importance of regional museums and galleries in the cultural life of the country and is supporting a major programme of investment, Renaissance in the Regions. The Museums, Libraries and Archives Council manages this programme to create new opportunities for museums and for audiences. Each of the English regions now has a Regional Agency, which is developing an effective infrastructure for the

sector, and a Museums' Hub, a partnership of key venues, which is developing centres of excellence and promoting best practice in the sector.

The North West Museums' Hub\*, Museums, Libraries and Archives North West, Culture Northwest, the North West Federation of Museums and National Museums Liverpool have put this strategy together through extensive consultation, research, and subsequent analysis.

I recommend this strategy to you as a clear way forward to making the museums and galleries of England's Northwest not just leaders in their field, but an ever-enriching part of all our lives.

*Rt Hon Estelle Morris MP  
Minister for the Arts  
House of Commons  
Westminster*

*September 2004*

*\*see page 30 for a comprehensive list of partners*





CONTENTS

A FIVE YEAR  
STRATEGY FOR  
MUSEUMS AND  
GALLERIES IN  
ENGLAND'S  
NORTHWEST

A STRATEGY FOR  
THE FUTURE

A WEALTH  
OF CULTURE

THE CULTURAL  
LANDSCAPE

7

9

12

THE CURRENT  
POSITION

THE PLAN

PARTNERS FOR  
ACTION

AREAS FOR  
ACTION

14

16

18

20

CHAMPIONING  
REGENERATION

UNLOCKING  
LEARNING  
OPPORTUNITIES

CONNECTING  
WITH EXISTING  
AND NEW  
AUDIENCES

MAXIMISING  
IMPACT

22

24

26

28

PARTNER AND  
CONTACT DETAILS

APPENDIX:  
THE ECONOMIC  
IMPACT OF OUR  
MUSEUMS  
AND GALLERIES

30

32





NORTH WEST MUSEUMS AND GALLERIES RECEIVE 1.5 MILLION EDUCATIONAL VISITS PER YEAR\*



THE NORTH WEST IS THE 3RD MOST POPULOUS ENGLISH REGION, WITH 6.9 MILLION RESIDENTS\*\*



OVER £340 MILLION OF LOTTERY FUNDING HAS BEEN INVESTED IN NORTH WEST MUSEUMS AND GALLERIES REGENERATION OVER THE LAST 20 YEARS\*



THE NORTH WEST HAS MORE NATIONALLY-FUNDED MUSEUMS AND GALLERIES THAN ANY OTHER REGION OUTSIDE LONDON\*

THE NORTH WEST MUSEUMS' HUB HAS SECURED £2.46 MILLION THROUGH THE RENAISSANCE IN THE REGIONS FUNDING PROGRAMME

## A strategy for the future



This strategy's mission is to put the museums and galleries of England's Northwest at the leading edge of cultural life in the United Kingdom. Our aim is to promote our region's exceptional sector as one of the most vibrant and innovative in Europe, for the benefit of residents and visitors.

Through this strategy, Museums, Libraries and Archives North West, the North West Museums' Hub and the museums and galleries in the region will work together with other partners to maximise the benefits that our remarkable cultural assets can bring to people who live in and visit the region.

Achievements such as the 2002 Commonwealth Games and Liverpool's successful bid to be European Capital of Culture in 2008 have demonstrated what we can achieve by working in partnership with other agencies to maximise opportunities. Recent capital investment has shown how the sector can have a significant impact on the image of the region. This strategy acknowledges the remarkable track record of achievement to date in making our museums and galleries thought-provoking, educational, accessible and fun, whilst recognising the challenges and opportunities that we face in the future. With support from partners and the Renaissance in the Regions funding programme, we aim to develop a sector that is coherent, confident and well-connected, outward looking and culturally aware, focusing on learning and enjoyment for all, working with excluded groups and building new audiences.

\*Evidence Towards a Regional Strategy for Museums and Galleries in England's Northwest, L&R Consulting 2004

\*\*Regional Trends 35, Office for National Statistics 2000



EACH YEAR THERE ARE 8.2 MILLION VISITORS TO NORTH WEST REGISTERED MUSEUMS\*



THE CULTURAL SECTOR IN THE REGION EMPLOYS 393,000 PEOPLE – ALMOST 12% OF THE WORKFORCE\*\*



OVER £340 MILLION OF LOTTERY FUNDING HAS BEEN INVESTED IN NORTH WEST MUSEUMS AND GALLERIES REGENERATION OVER THE LAST 20 YEARS\*

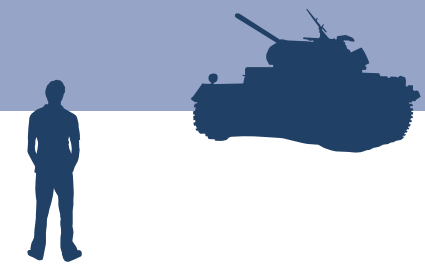


THERE ARE OVER 160 MUSEUMS AND GALLERIES IN THE NORTH WEST

NORTH WEST MUSEUMS AND GALLERIES ARE RUN BY A VARIETY OF ORGANISATIONS, INCLUDING LOCAL AUTHORITIES, CHARITABLE TRUSTS, UNIVERSITIES AND VOLUNTARY GROUPS



## A wealth of culture



Our museums and galleries are both a window on our past and a significant tool for improving our future.

### OUTSTANDING COLLECTIONS

The North West is enriched with material culture of international importance, comprising world class works of art, outstanding historical artefacts and unique scientific objects, housed in both magnificent historical and striking contemporary buildings, in rural and urban locations.

These valuable assets are an exceptional resource for the region. They underline the North West's distinctive sense of place as well as playing a vital part in the region's cultural, educational and economic life.

### CATALYSTS FOR REGENERATION

Over the last 20 years many of our museums and galleries have been transformed by over £340 million lottery investment in capital and regeneration projects, including a total of almost £80 million awarded for major initiatives in Manchester and Liverpool. This in turn has attracted significant local, national and European investment. The North West's museum infrastructure is the envy of many other areas, contributing to the region's image and appeal to investors and visitors from outside the region. The 'trailblazing' cities are well placed to show the public benefit that cultural facilities can achieve.

\*Evidence Towards a Regional Strategy for Museums and Galleries in England's North West, L&R Consulting 2004  
\*\*RIU 2003



THE NEW OPPORTUNITIES FUND HAS AWARDED £1.5 MILLION FOR THE DIGITISATION OF REGIONAL COLLECTIONS OVER THE LAST 4 YEARS\*\*



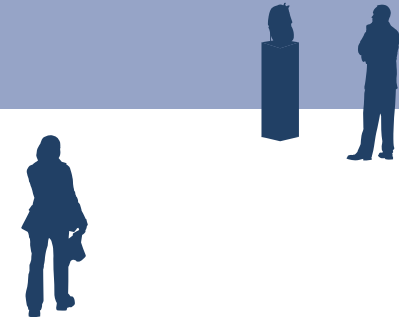
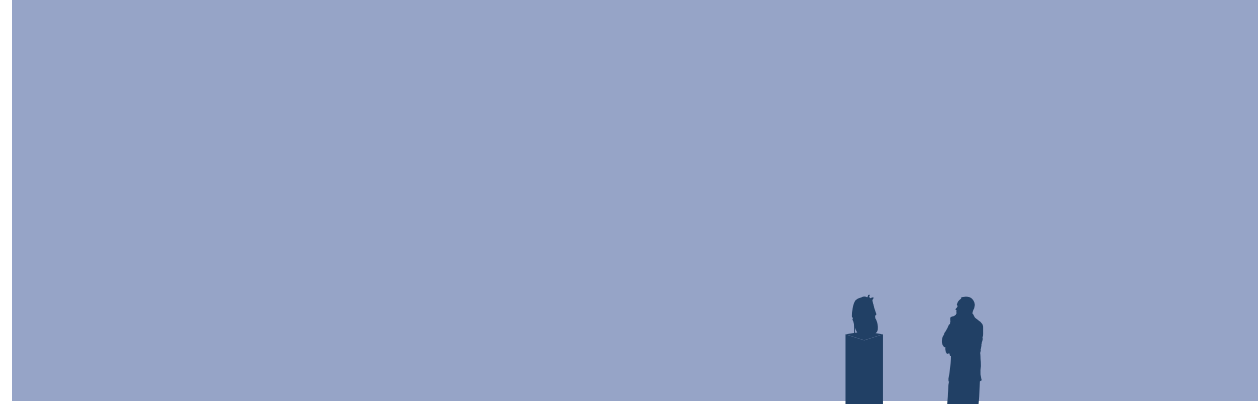
VOLUNTEERS CONTRIBUTE 22,000 DAYS OF SUPPORT EVERY YEAR TO THE REGION'S MUSEUMS AND GALLERIES\*



80% OF MUSEUMS ARE HOUSED IN LISTED BUILDINGS\*



NATIONAL MUSEUMS AND GALLERIES IN THE REGION RECEIVE OVER £22 MILLION OF EXCHEQUER FUNDING EVERY YEAR\*



### RESOURCES FOR LEARNING

Many of the region's museums and galleries have a well-established practice of innovative and inventive approaches to learning, with people placed at the heart of planning and delivery of services. Our museums and galleries are uniquely placed to create comprehensive learning opportunities for people of all ages, to empower individuals and groups, and to help generate social change.

With the largest concentration of universities in Europe and a leading research base, the region's university museums contribute groundbreaking academic research, scholarship and training that develop care and understanding of our heritage.

### WORKING IN PARTNERSHIP

Museums and galleries in the North West are forging effective new partnerships, such as the North West Museums' Hub. Many organisations have faced up to the challenges of recent years by

becoming innovative in thinking and practice, efficient and outward looking, recognising that the needs and aspirations of visitors are integral to service planning and delivery. Partnerships and joint working have underpinned important new ventures, helping to maximise the benefits of inward investment and international ambition.

### INTERNATIONAL NETWORKS

Productive relationships are developing between the North West's key venues and agencies and a range of major cultural institutions internationally. These facilitate a level of cultural exchange that showcases North West heritage across the world and enables the region to bring back the best the world has to offer. International relationships have also been developed to reflect the region's cultural profile, focusing on the Commonwealth and supporting new relationships with the region's diverse communities. More North West residents and visitors than ever before are now enjoying and participating in the rich programmes that result.

\*Evidence Towards a Regional Strategy for Museums and Galleries in England's Northwest, L&R Consulting 2004  
 \*\*New Opportunities Fund 2003

## The cultural landscape



The North West's history is reflected in, and characterised by, its wide range of museums and galleries. The number, scale and variety of these assets is spread across the region.

England's Northwest is home to over 12% of the UK's inhabitants, with a population of nearly 7 million habitants, more than the populations of Finland and Denmark and more than the population of Ireland and Wales combined. It is the geographical centre of the British Isles with a market of over 60 million people.\*

The diversity of its environments, from the two major metropolitan centres of Liverpool and Manchester with their impressive clusters of major museums and galleries, to some of the UK's most remote and beautiful rural environments, give the region a breadth and scope which is evidenced in the richness and variety of its cultural heritage.



### 1. CUMBRIA

Registered museum sites 32

From the World Heritage Site of Hadrian's Wall at Carlisle to the romantic genius of Wordsworth in the Lake District, Cumbria's remarkable social and natural history and heritage is celebrated and interpreted in its museums and galleries. Their international reputation complements the region's unique tourist offer.

### 2. LANCASHIRE

Registered museum sites 42

The textile wealth of the 19th century helped create not just magnificent collections but also iconic museum buildings. A range of historic textile mill buildings preserve the rich heritage of this industry. The economic, cultural and social impact of the region's immigrant populations are also celebrated in galleries, activities and collections exploring South Asian culture.

### 3. MERSEYSIDE

Registered museum sites 22

The North West is where municipal museums began. In Liverpool, major collections were founded on the wealth generated by its international trade, which forged strong links with Africa, South Asia and the Caribbean. Today Liverpool boasts more national museums and galleries than any other UK city outside London, housed in iconic historic buildings.

### 4. GREATER MANCHESTER

Registered museum sites 43

The city region's museum and gallery collections reflect its history of liberal philanthropy and industrial wealth. The worldwide reach of the city is reflected in collections and institutions of international importance. The city's 21st century regeneration has seen significant investment in key museums and galleries and the creation of some of the UK's most remarkable new facilities.

### 5. CHESHIRE

Registered museum sites 21

From the remains of Deva, the Roman city that stood on the site of modern day Chester, Cheshire offers some of the best possible insights into Roman Britain that exist in the UK. Around the county, history and heritage are celebrated through historic houses, industrial museums of water transport, salt and silk manufacture and medieval priories.

\*www.englandsnorthwest.com



## The current position

In 2004, North West museums and galleries are at an important point in their history. Recent successes have been delivered through vision, determination and collaboration. Now is the time to take stock and set new expectations of what can be achieved if we grow our capacity to deliver excellence, securing the funding and developing the partnerships to sustain it.

### OUR STRENGTHS

The North West's museums and galleries are well placed to make a significant input into the region's social and economic agenda, with:

- Collections of world-class quality and international scope
- Established practice of innovative and inventive approaches to learning
- High levels of curatorial knowledge and expertise
- Internationally recognised centres of academic research and scholarship
- Innovation in cultural engagement through ICT
- Reputation for working with and celebrating diverse communities

### OUR ACHIEVEMENTS

The impressive track record of expansion and development over the last 20 years has demonstrated what the region's museums and galleries can achieve, making a powerful contribution to regeneration, learning and economic initiatives.

- Currently over 8 million visits to registered museums per year
- Currently 1.5 million educational visits per year
- 30% increase in visitor numbers since 1995
- Over £340 million lottery investment in capital and regeneration projects



### THE OPPORTUNITIES WE HOLD

The North West has a history of successful collaboration. The vibrant cultural programme developed for the 2002 Commonwealth Games showed what can be achieved with extensive cross-venue co-operation and partnership. The region's museums and galleries, supported by the North West Museums' Hub, have the experience and determination to maximise the benefits of a number of key strategic opportunities for the sector in the coming years, including:

- Liverpool European Capital of Culture 2008
- Manchester: Knowledge Capital
- Preston: England's Newest City
- Hadrian's Wall World Heritage Site
- Liverpool Waterfront World Heritage Site
- Development of further World Heritage Sites in Manchester/Salford and the Lake District
- Largest concentration of universities in Europe and leading research base
- The Northern Way growth strategy

### THE CHALLENGES WE FACE

North West museums and galleries are committed to addressing energetically and imaginatively the issues that result from the region's contrasting urban/rural polarities, its culturally diverse communities and its areas of high deprivation. Considerable progress has been made in these areas through a wide range of projects. More investment is needed in order to deliver services based on social relevance and equality of opportunity, and to consolidate and sustain engagement with the widest possible range of audiences through:

- Securing further Renaissance in the Regions funding
- Increasing resources for developing learning provision for all ages
- Continuing programme of strategic capital investment
- Increasing access to collections – real and virtual
- Putting people at the heart of service planning and delivery
- Developing the sector's workforce



A five year strategy for  
Museums & Galleries  
in England's Northwest

## *the* PLAN



The strategy for North West museums and galleries is driven by the compelling need to ensure that the sector develops as coherent, confident and well-connected, outward looking and culturally aware, with a core focus on learning and enjoyment for all, working with excluded groups and building new audiences.

This plan details the actions and partnerships that are needed in order to achieve our objectives at a local and regional level. It provides a framework for advocacy and support at a regional and national level.



## Partners for Action

With a wealth of partners, all committed to developing and reinforcing the role of culture in the region, we have the structures in place to ensure integrated approaches to planning and delivery, so that the place of museums and galleries is recognised, valued and supported.

### THIS STRATEGY WILL BE DELIVERED BY MUSEUMS, LIBRARIES AND ARCHIVES NORTH WEST (MLA North West)

MLA North West is a strategy and advocacy organisation working to raise the profile of museums and galleries across the North West and to deliver Renaissance in the Regions, an ambitious national funding programme to create outstanding, innovative and inclusive museums.

As a regional agency, MLA North West develops cohesive strategy by consultation with venues and agencies through a network of regional fora. It implements policy to lead the sector forward and is responsible for setting and monitoring standards for improving practice.

### WORKING IN PARTNERSHIP WITH NORTH WEST MUSEUMS' HUB (NW Museums' Hub)

The NW Museums' Hub is a partnership of North West museums and galleries that works to promote excellence and lead museum best practice, funded by the Renaissance in the Regions programme and led by Manchester City Galleries.

The NW Museums' Hub works with MLA North West to help set the agenda and deliver strategy for museums in the region.

In the formulation and delivery of this strategy, MLA North West and its partners will work with the North West's 160 registered museums and galleries, its 42 local authorities and the following bodies at regional and national level:

ARTS COUNCIL ENGLAND NORTH WEST	CULTURE NORTHWEST	DEPARTMENT OF CULTURE, MEDIA AND SPORT	ENGLISH HERITAGE
GOVERNMENT OFFICE NORTH WEST	HERITAGE LOTTERY FUND	LEARNING AND SKILLS COUNCILS	MUSEUMS, LIBRARIES AND ARCHIVES COUNCIL
NORTHWEST DEVELOPMENT AGENCY	NORTH WEST MUSEUMS' FEDERATION	NORTH WEST REGIONAL ASSEMBLY	SUB-REGIONAL TOURIST BOARDS

## Areas for Action

On the following pages, the strategy for North West museums and galleries breaks down into a number of key themes:

### Theme 1: Championing regeneration

Our museums and galleries, alongside cultural events and festivals, play a vital part in shaping a positive image for the North West, raising its profile as a place to live, learn, work and visit. Our aim is to maximise the impact that the sector can make on the image and quality of life of the region, working with tourism and regeneration partners to improve promotion and delivery of services and programmes. We will prioritise new developments to capitalise on the regeneration benefits that museums can bring.

### Theme 2: Unlocking learning opportunities

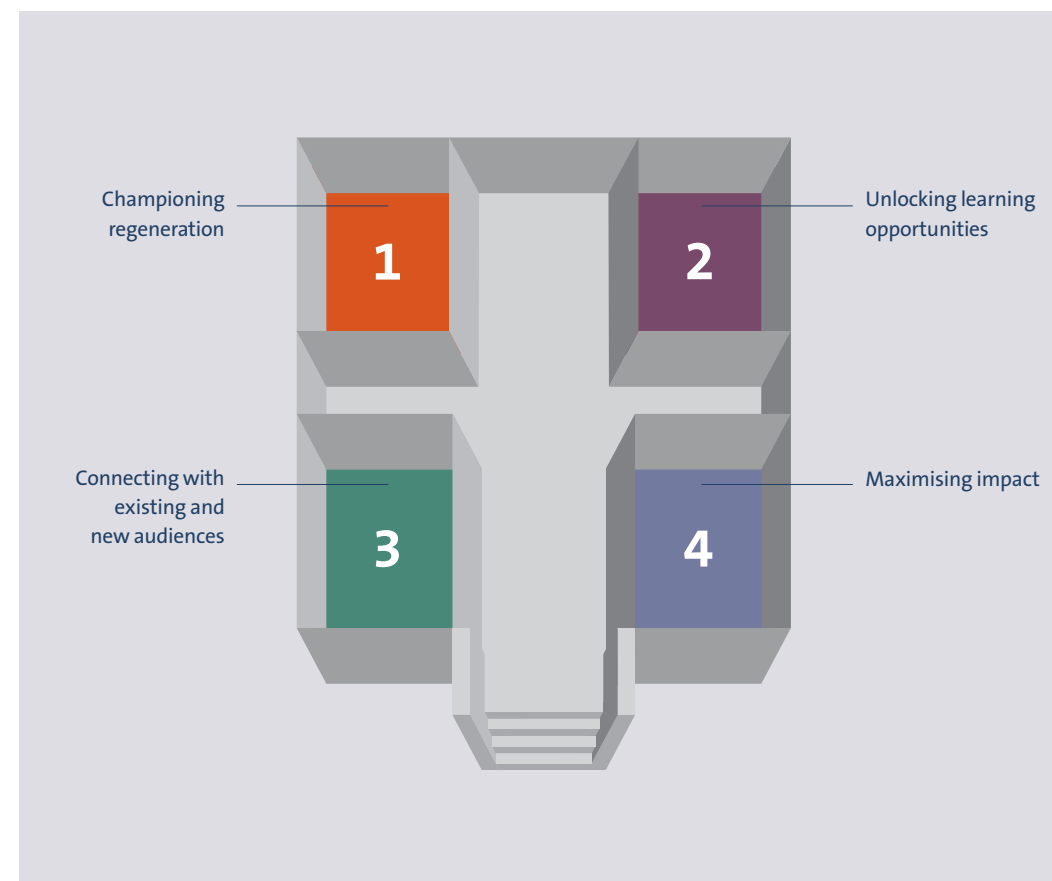
We aim to increase the quality, scope and depth of the learning experience available to everyone in the region. Our museums and galleries are places where visitors and staff can learn and develop personally and professionally. We intend to invest in professional development and increase access to learning opportunities to meet national and regional agendas for education. We will do this by working with formal education and further education sectors, training and skills agencies and through integrated use of digital media, utilising the Museums, Libraries and Archives Council's national learning framework, Inspiring Learning For All.

### Theme 3: Connecting with existing and new audiences

Continuing evaluation and modernisation of services in consultation with current and potential visitors will underpin audience development strategies. Using Inspiring Learning For All we will analyse and respond to visitor needs and trends, maximising opportunities for reaching priority communities and new audiences, making our museums and galleries agents of social cohesion and successful visitor attractions.

### Theme 4: Maximising impact

North West museums and galleries play a substantial role in the cultural and economic life of the region. However, the true impact of that role is only partially understood and poorly quantified. We plan to collect data and marshal evidence of the significance of the sector so that we can more effectively improve and develop services, make the case to funders, opinion formers and politicians and attract future investment.



THEME 1	THEME 2	THEME 3	THEME 4
Championing regeneration	Unlocking learning opportunities	Connecting with existing and new audiences	Maximising impact
to maximise the impact that the sector makes on the image and quality of life of the region and to attract additional investment from tourism and regeneration partners	to increase the quality, scope and depth of the learning experience provided by our museums and galleries, and make this experience available to everyone in the region	to maximise connections with priority communities, reaching new audiences and making museums and galleries agents of social cohesion	to raise the profile of the sector and awareness of its impact in order to attract and target future investment



## Theme One: Championing Regeneration



**Purpose:** to maximise the impact that the sector makes on the image and quality of life of the region and to attract additional investment from tourism and regeneration partners

### OBJECTIVE 1:

To contribute to strategic regional marketing and tourism development

#### THIS WILL INVOLVE

- ▶ Working in partnership with the region's five Tourist Boards and other regional agencies and frameworks to capitalise on existing strengths and cultural gems
- ▶ Working with key agencies to gain recognition for the heritage, prestige and value represented by regional collections
- ▶ Reinforcing the England's Northwest brand to stimulate and sustain cultural tourism

#### OUTPUTS AND TIMESCALE

- ▶ Value-added themed product and programming developed to attract audiences from outside the region  
**Ongoing**
- ▶ Successful projects profiled to champion opportunities for cultural investment  
**From September 2005**
- ▶ Strategic priorities agreed with the Northwest Development Agency and Culture Northwest for investment in cultural tourism  
**By March 2006**
- ▶ Strategic development plans for tourism, reflecting the richness of regional museum collections and experience  
**By March 2008**
- ▶ Attack brands reflecting the region's cultural assets developed for the Regional Tourism Strategy  
**By March 2008**

### OBJECTIVE 2:

To create a consistently high quality of experience for the museum visitor

#### THIS WILL INVOLVE

- ▶ Working with Tourist Boards, Sector Skills Councils and Learning and Skills Councils to implement consistent standards of visitor welcome
- ▶ Supporting regional networks in sharing best practice in visitor services, exhibition programming and collections' interpretation
- ▶ Developing high quality programming through national and international partnerships to attract new audiences from within the region and beyond

#### OUTPUTS AND TIMESCALE

- ▶ Standards of visitor services developed with Sector Skills Councils and North West Tourism Skills Network  
**By March 2008**
- ▶ Welcoming, accessible venues across the region, nationally recognised for the consistent quality of visitor experience  
**By March 2009**

### OBJECTIVE 3:

To raise the profile of the contribution of museum developments to successful regeneration

#### THIS WILL INVOLVE

- ▶ Working in partnership with the Northwest Development Agency and key agencies to raise awareness of museums' contribution to urban and rural regeneration
- ▶ Prioritising development planning in partnership with the Northwest Development Agency, stakeholders and agencies through development, rationalisation and sustainability plans for each of the region's main collection strengths
- ▶ Prioritising capital investment in partnership with Culture Northwest, regional networks and major capital funders

#### OUTPUTS AND TIMESCALE

- ▶ Recognition for the role of museums in regeneration initiatives, as a result of mapping current, future and potential capital development projects  
**Ongoing**
- ▶ Secured investment to develop and care for the region's significant heritage sites and buildings  
**Ongoing**

### OBJECTIVE 4:

To play an active role in The Northern Way growth strategy

#### THIS WILL INVOLVE

- ▶ Increasing understanding and acknowledgement by Regional Development Agencies of culture as a factor in economic regeneration
- ▶ Articulating the potential economic impact of this partnership across the North of England
- ▶ Developing measures to increase the economic, social and cultural impact of this partnership

#### OUTPUTS AND TIMESCALE

- ▶ A development programme implemented by cross-sector multi-agency partnerships and led by the Regional Development Agencies  
**From April 2005**
- ▶ Increased capacity of the NW Museums' Hub by securing additional investment  
**By March 2006**
- ▶ A museums and galleries 'Growth Corridor' from Newcastle/Gateshead to Merseyside  
**By January 2009**

## Theme Two: Unlocking learning opportunities

**Purpose:** to increase the quality, scope and depth of the learning experience provided by our museums and galleries, and make this experience available to everyone in the region



### OBJECTIVE 1:

To expand the impact of museums' educational development programmes

#### THIS WILL INVOLVE

- ▶ Utilising Inspiring Learning For All, the national framework for learning, to inform the planning and delivery of programmes
- ▶ Implementing and evaluating the region's Education Programme Delivery Plan (EPDP)
- ▶ Extending the EPDP into a regional Learning and Access Action Plan
- ▶ Being responsive to learning agendas and the educational needs of communities
- ▶ Investing in the development of resources and facilities for learning that meet curriculum needs
- ▶ Developing a partnership approach to cultural and creative entitlement

#### OUTPUTS AND TIMESCALE

- ▶ Increased number of contacts and quality of learning experience with children through school programmes and outreach  
**From March 2005**
- ▶ Best practice and impact evidence collected and disseminated to regional museums and galleries through advocacy materials and events  
**From March 2006**
- ▶ Museums' education programmes embedded into regional learning policies  
**By March 2009**

### OBJECTIVE 2:

To maximise museums' contribution to learning in the formal education, FE and HE sectors

#### THIS WILL INVOLVE

- ▶ Increasing awareness across the educational sector of the potential of museum collections for delivering learning
- ▶ Strengthening the sector's responsiveness to future trends in education through research and consultation

#### OUTPUTS AND TIMESCALE

- ▶ Relationships with the education sector created and strengthened  
**From March 2005**
- ▶ Best practice and research findings collected from the sector and disseminated to Department for Education and Skills (DfES) and other key agencies nationally  
**From March 2006**
- ▶ Comprehensive research and evaluation across all areas of formal and informal learning  
**By March 2008**
- ▶ National recognition by DfES and other key agencies for innovative learning across all ages delivered by the region's museums  
**From March 2009**
- ▶ Learning placed at the heart of all aspects of the work of the region's venues  
**From March 2010**

### OBJECTIVE 3:

To open up museum collections by increasing user-focused digital access

#### THIS WILL INVOLVE

- ▶ Developing effective learning resources for Basic Skills and for the National Curriculum
- ▶ Developing strong links with communities through greater virtual access to museums
- ▶ Reaching new audiences and new markets

#### OUTPUTS AND TIMESCALE

- ▶ Comprehensive regional digital strategy and network developed  
**By March 2008**
- ▶ Effective online collection of information, images and interpretation developed in partnership with regional and national agencies and with target communities  
**By March 2008**
- ▶ Increased number of visits to regional collections' websites  
**By March 2008**

### OBJECTIVE 4:

To support increased access by strengthening standards of stewardship and collections' care

#### THIS WILL INVOLVE

- ▶ Working with regional and national partners to ensure that collections are cared for, exhibited and developed to fulfil their potential for education and enjoyment
- ▶ Promoting national standards for care and development of collections

#### OUTPUTS AND TIMESCALE

- ▶ Support for scholarship and interpretation to maximise the resources represented by museum collections  
**From March 2005**
- ▶ Support for increasing the availability of conservation resources and expertise  
**From March 2005**
- ▶ Implementation of MLA's Museums' Registration scheme which sets nationally recognised standards  
**From March 2005**
- ▶ Increased provision for collections' care and support for innovative practice in collections' management and interpretation  
**From March 2006**



## Theme Three: Connecting *with* existing *and* new audiences



**Purpose:** to maximise connections with priority communities, reaching new audiences and making museums and galleries agents of social cohesion

### OBJECTIVE 1:

To maximise the relevance of collections, displays and exhibitions to the lives of visitors and residents

#### THIS WILL INVOLVE

- ▶ Utilising the national framework for learning, Inspiring Learning For All, to inform the planning and delivery of programmes
- ▶ Empowering communities so that their views and experiences help to inform the work of museums and galleries
- ▶ Partnerships with regional, national and international venues and agencies to champion consultation-based interpretation initiatives

#### OUTPUTS AND TIMESCALE

- ▶ Support for research, consultation and evaluation with targeted participants  
**Ongoing**
- ▶ Successful outreach and community identity initiatives supported and promoted to key partners and stakeholders  
**By March 2006**
- ▶ Community cohesion maximised through partnerships with museums  
**From March 2008**

### OBJECTIVE 2:

To improve our understanding of existing and potential audiences for museums

#### THIS WILL INVOLVE

- ▶ Working in partnership with agencies to research visitor trends and the needs of existing and potential audiences
- ▶ Increasing responsiveness to visitor needs and trends through extensive research
- ▶ Identifying and disseminating examples of best practice in audience-focused provision

#### OUTPUTS AND TIMESCALE

- ▶ Audience Development plan researched, developed and implemented  
**By March 2006**
- ▶ Successful audience development initiatives supported and promoted  
**From March 2006**
- ▶ Museum planning informed by in-depth understanding of visitor trends  
**By March 2008**
- ▶ Sustainable growth in numbers of new visitors from target areas  
**By March 2008**

### OBJECTIVE 3:

To maximise opportunities for reaching priority communities

#### THIS WILL INVOLVE

- ▶ Reflecting and being relevant to the social make up of the region, through collections' interpretation, development and programming
- ▶ Developing the regional workforce to reflect the demographic profile of the region
- ▶ Prioritising investment to strengthen the infrastructure for increasing access
- ▶ Collaborating with key agencies to develop integrated audience development strategies

#### OUTPUTS AND TIMESCALE

- ▶ Audit of region's workforce and Action Plan developed  
**By March 2006**
- ▶ Best practice in contribution to social cohesion, community partnerships and renewal, identified and shared  
**From March 2006**
- ▶ Increased profile for the sector's work with communities in deprived areas  
**From March 2006**
- ▶ Support for initiatives to promote cultural integration  
**From March 2006**
- ▶ Needs of priority audiences embedded within the core work of regional venues and agencies  
**By March 2010**

## Theme Four: Maximising Impact



**Purpose:** to raise the profile of the sector and awareness of its impact in order to attract and target future investment

### OBJECTIVE 1:

To develop the evidence base demonstrating the impact of museums on people's lives

#### THIS WILL INVOLVE

- ▶ Working in partnership with regional and national research agencies
- ▶ Standardising procedures for audience research and data collection based on shared methodologies
- ▶ Sharing audience data and examples of good practice

#### OUTPUTS AND TIMESCALE

- ▶ Comprehensive, robust, consistent data and information about audiences and impact that informs services, planning and programming  
**From March 2006**
- ▶ Data on the impact of the sector published annually on the MLA NW website  
**From March 2006**
- ▶ Creation of a strong research base for the sector in partnership with the Culture Northwest Research Management Group  
**By March 2008**

### OBJECTIVE 2:

To contribute to the region's strategic plans for capital investment, tourism and economic regeneration

#### THIS WILL INVOLVE

- ▶ Developing a robust and relevant research and evidence base to measure the value of the sector
- ▶ Collaborating with regional and national agencies to develop an advocacy strategy for the sector

#### OUTPUTS AND TIMESCALE

- ▶ Strengthened relationships with external agencies to increase recognition of the value and contribution of the sector  
**Ongoing**
- ▶ Strong regional impact and legacy of major events and initiatives such as Liverpool Capital of Culture 2008 and Manchester Knowledge Capital  
**Ongoing**
- ▶ Review implementation of the Regional Strategy on 3-year cycle  
**By March 2007**

### OBJECTIVE 3:

To raise the profile of the museums' sector regionally, nationally and internationally

#### THIS WILL INVOLVE

- ▶ Delivering an advocacy campaign targeted at key regional and national agencies and supported by regional champions
- ▶ Linking with national lobbying work by Museums, Libraries and Archives Council and other agencies
- ▶ Maximising opportunities for collaboration with international partners by building on existing partnerships and utilising key events

#### OUTPUTS AND TIMESCALE

- ▶ Additional investment secured from the Renaissance in the Region's funding programme  
**By March 2006**
- ▶ Increased awareness across decision makers and stakeholders of the wider contribution of the region's museums  
**From March 2006**
- ▶ Increased support from trusts, foundations, private individuals and collectors  
**From March 2006**
- ▶ Good practice from the region's museums collected and disseminated to economic, tourism and education sectors  
**From March 2007**
- ▶ An increased international role for venues based on collections, exhibitions, scholarship and publishing  
**By January 2009**

### OBJECTIVE 4:

To strengthen leadership of the sector by developing effective and visionary management

#### THIS WILL INVOLVE

- ▶ Developing a leadership network and training opportunities
- ▶ Equipping the leaders and future leaders of the region's museums and galleries with strategic planning tools to drive future development of museum venues in order to maintain a leading role nationally and internationally

#### OUTPUTS AND TIMESCALE

- ▶ The implementation of a regional Workforce Development Strategy to enable long-term success of the profession  
**From September 2005**
- ▶ A professional development programme for the region's museum leaders  
**By March 2007**



For additional copies or further information about this strategy and its delivery please contact: ▶

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Email: jon.finch@mlanorthwest.org.uk

■ Emma Anderson, Project Manager, North West Museums' Hub, Manchester Art Gallery, Mosley Street, Manchester M2 3JL  
Telephone: 0161 235 8822  
Email: e.anderson@notes.manchester.gov.uk

This strategy has been developed following a major study by L & R Consulting. The full text of this study (Evidence Towards a Regional Strategy for North West Museums and Galleries) will be available to download from the MLA North West website, [www.mlanorthwest.org.uk](http://www.mlanorthwest.org.uk), from November 2004.

## Delivering *the* strategy Partner *and* contact details

### MUSEUMS, LIBRARIES & ARCHIVES NORTH WEST

■ Museums, Libraries & Archives North West  
The Malt Building  
Wilderspool Park  
Greenalls Avenue  
Warrington WA4 6HL  
Telephone: 01925 625 050  
Email: [info@mlanorthwest.org.uk](mailto:info@mlanorthwest.org.uk)  
Website: [www.mlanorthwest.gov.uk](http://www.mlanorthwest.gov.uk)

### NORTH WEST MUSEUMS' HUB VENUES

- Manchester City Galleries (lead partner)  
Mosley Street  
Manchester M2 3JL  
Telephone: 0161 235 8888  
Website: [www.manchestergalleries.org](http://www.manchestergalleries.org)
- Bolton Museum, Art Gallery and Aquarium  
Le Mans Crescent  
Bolton  
Lancashire BL1 1SE  
Telephone: 01204 332 211  
Enquiries: [museum.customerservices@bolton.gov.uk](mailto:museum.customerservices@bolton.gov.uk)  
Website: [www.boltonmuseums.org.uk](http://www.boltonmuseums.org.uk)
- Harris Museum and Art Gallery  
Market Square  
Preston  
Lancashire PR1 2PP  
Telephone: 01772 258 248  
Enquiries: [harris.museum@preston.gov.uk](mailto:harris.museum@preston.gov.uk)  
Website: [www.visitpreston.com](http://www.visitpreston.com)
- Manchester Museum (University of Manchester)  
Oxford Road  
Manchester M13 9PL  
Telephone: 0161 275 2634  
Website: [www.museum.man.ac.uk](http://www.museum.man.ac.uk)
- Tullie House Museum and Art Gallery  
Castle Street  
Carlisle  
Cumbria CA3 8TP  
Telephone: 01228 534 781  
Enquiries: [enquiries@tullie-house.co.uk](mailto:enquiries@tullie-house.co.uk)  
Website: [www.tulliehouse.co.uk](http://www.tulliehouse.co.uk)
- Whitworth Art Gallery (University of Manchester)  
Oxford Road  
Manchester M15 6ER  
Telephone: 0161 275 7450  
Enquiries: [whitworth@man.ac.uk](mailto:whitworth@man.ac.uk)  
Website: [www.whitworth.man.ac.uk](http://www.whitworth.man.ac.uk)

### NORTH WEST MUSEUMS' HUB FIRST PARTNERS

First partners are those major museum venues and services that work with the North West Hub in delivering the Renaissance in the Regions programme, particularly in providing a comprehensive service to schools and developing new audiences.

- Museum of Science and Industry in Manchester  
Liverpool Road  
Castlefield  
Manchester M3 4FP  
Telephone: 0161 832 2244  
Enquiries: [marketing@msim.org.uk](mailto:marketing@msim.org.uk)  
Website: [www.msim.org.uk](http://www.msim.org.uk)
- People's History Museum  
The Pump House  
Left Bank  
Bridge Street  
Manchester M3 3ER  
Telephone: 0161 839 6061  
Enquiries: [info@peopleshistorymuseum.org.uk](mailto:info@peopleshistorymuseum.org.uk)  
Website: [www.peopleshistorymuseum.org.uk](http://www.peopleshistorymuseum.org.uk)
- Lancashire County Museums Service  
Stanley Street  
Preston PR1 4YP  
Telephone: 01772 264 061  
Enquiries: [information.museums@mus.lancscc.gov.uk](mailto:information.museums@mus.lancscc.gov.uk)  
Website: [www.lancsmuseums.gov.uk](http://www.lancsmuseums.gov.uk)

### OTHER REGIONAL PARTNERS

- Culture Northwest  
Giants Basin  
Potato Wharf  
Castlefield  
Manchester M3 4NB  
Telephone: 0161 817 7421  
Enquiries: [culture.northwest@nwda.co.uk](mailto:culture.northwest@nwda.co.uk)  
Website: [www.englandsnorthwest-culture.com](http://www.englandsnorthwest-culture.com)
- National Museums Liverpool  
Liverpool Museum  
William Brown Street  
Liverpool L3 8EN  
Telephone: 0151 478 4399  
Enquiries: [themuseum@liverpoolmuseums.org.uk](mailto:themuseum@liverpoolmuseums.org.uk)  
Website: [www.liverpoolmuseums.org.uk](http://www.liverpoolmuseums.org.uk)
- Imperial War Museum North  
The Quays  
Trafford Wharf  
Trafford Park M17 1TZ  
Telephone: 0161 836 4000  
Enquiries: [info@iwm.org.uk](mailto:info@iwm.org.uk)  
Website: [www.iwm.org.uk](http://www.iwm.org.uk)
- National Football Museum  
Sir Tom Finney Way  
Deepdale  
Preston PR1 6RU  
Telephone: 01772 908 442  
Enquiries: [enquiries@nationalfootballmuseum.com](mailto:enquiries@nationalfootballmuseum.com)  
Website: [www.nationalfootballmuseum.com](http://www.nationalfootballmuseum.com)
- Tate Liverpool  
Albert Dock  
Liverpool L3 4BB  
Telephone: 0151 702 7400  
Enquiries: [liverpoolinfo@tate.org.uk](mailto:liverpoolinfo@tate.org.uk)  
Website: [www.tate.org.uk/liverpool](http://www.tate.org.uk/liverpool)
- North West Federation of Museums and Art Galleries  
Website: [www.nwfed.org.uk](http://www.nwfed.org.uk)

## Appendix: The Economic Impact of our Museums & Galleries

The direct benefits – educational, cultural and social – that the North West’s museums and galleries bring to the region are readily accepted, but much less is known about the associated economic benefits. However, recent research by the DCMS is beginning to shed some light on how significant these benefits can be\*.

Nationally, the impact of our museums is substantial. Together, UK museums\*\* are estimated to deliver:

- An annual turnover of £715 million
- Visitor spending of £565 million
- A total economic impact of between £1.83 and £2.07 billion (2003/4)

Given the scale of this impact on the UK economy it is important to understand the economic impact that museums have in the North West. The NW Museums’ Hub partners and national museums in the North West are estimated to have an annual turnover of £40 million, with the NW Hub Museums alone generating visitor spending of over £10.5 million.

### HOW DO THE NORTH WEST’S MUSEUMS GENERATE ECONOMIC IMPACTS?

There are 4 broad ways in which museums generate economic impacts. These are:

- **Direct effects** – museums can be significant employers; the Hub museum partners and national museums in England’s Northwest together employ nearly 1200 staff
- **Indirect effects** – spending on goods and services by the museum supports wealth generation and employment elsewhere in the supply chain
- **Induced effects** – direct and indirect effects help to boost the local and regional economies
- **Catalytic effects** – although hard to measure, a strong ‘cultural infrastructure’ supports a higher quality of life and is often a factor in many relocation decisions

### ESTIMATES OF ECONOMIC IMPACT

Although detailed figures are not available for the overall economic impact of North West museums, recent research has given an indication of the levels of impact different types of museums have on the regional economy and these are illustrated in the accompanying table.

### ECONOMIC IMPACTS AND CORE BUDGETS

It is possible to relate our estimates of economic impact to the ‘core budgets’ received by the larger facilities examined. This provides an indication of the wider economic impacts associated with support for key museums in the region.

There are many factors that might determine the economic impact of a museum. However, three particularly important and related factors are:

- **Visitor numbers** – high visitor numbers help to drive overall economic impact
- **Visitor spending** – spending by visitors in and outside the museum is a key source of impact and we estimate that each £80,000 per annum of visitor expenditure outside the museum supports the creation of 1 Full-Time Equivalent job
- **Museum as destination** – the extent to which a museum is a ‘destination’, i.e. a museum which can attract a significant number of visitors from beyond the local area or region, will have a particularly large impact since average spend per visitor is much higher

The table below shows the scale and nature of impacts that have been estimated at sample museums across the North West region:\*\*\*

NORTH WEST MUSEUM TYPE	EXAMPLE PROFILE	ANNUAL ECONOMIC IMPACTS
Local Authority – small non-Metropolitan Managed by the local authority museums service, with a small core staff. Typically in non-metropolitan areas but may also be found in metropolitan districts	Visitors 30,000 Annual Income £230,000 Visitor Spend £377,900 Employs 12 FTE	▶ Direct expenditure £607,900 supporting approx 16.7 FTE ▶ Indirect expenditure up to £304,000, supporting up to 3.8 FTE ▶ Up to £912K regional income
Independent Outside the framework of local and central government control, typically run as a small charitable company or trust, operated by volunteers and/or a small core staff	Visitors 103,000 Annual Income £381,000 Visitor Spend £619,000 Employs 24 FTE	▶ Direct expenditure £1,050,000 supporting approx 32 FTE ▶ Indirect expenditure up to £525,000 supporting up to 6.6 FTE ▶ Up to £1.6m regional income
Local Authority – medium Metropolitan Managed by the local authority and typically located in or near the centre of a Metropolitan district	Visitors 232,000 Annual Income £1,500,000 Visitor Spend £1,355,000 Employs 41 FTE	▶ Direct expenditure £2,885,000 supporting approx 16.9 FTE ▶ Indirect expenditure up to £1,442,500 supporting approx 18 FTE ▶ Up to £4.3m regional income
Local Authority – large Metropolitan Managed by the local authority museums service, with a larger core staff. Typically located within Metropolitan districts	Visitors 336,000 Annual Income £4,900,000 Visitor Spend £3,183,000 Employs 90 FTE	▶ Direct expenditure £8,083,000 supporting approx 129.8 FTE ▶ Indirect expenditure up to £4,042,000 supporting up to 50.5 FTE ▶ Up to £12m regional income
Large Independent Outside the framework of local and central government control, typically run as a charitable company or trust. Likely to have a larger staff and well developed commercial operations	Visitors 530,000 Annual Income £2,810,000 Visitor Spend £5,200,000 Employs 66 FTE	▶ Direct expenditure £8,010,000 supporting approx 131 FTE ▶ Indirect expenditure up to £4,005,000 supporting up to 50.1 FTE ▶ Up to £12m regional income

#### Colophon:

Design Hemisphere. Print Gyroscope. Photography Jan Chlebek. With thanks to The Boat Museum, Ellesmere Port; Blackburn Museum & Art Gallery; Deva Roman Experience, Chester; Hall i’th’ Wood Museum, Bolton; Harris Museum & Art Gallery, Preston; Huyton Gallery; Imperial War Museum North, Trafford; Lady Lever Art Gallery, Port Sunlight; Manchester Art Gallery; Manchester Museum; Museum of Liverpool Life, Liverpool; Norton Priory Museum, Runcorn; The People’s History Museum, Manchester; Touchstones Rochdale; Tullie House Museum & Art Gallery, Carlisle; The Walker, Liverpool; The Whitworth Art Gallery, Manchester; The Wordsworth Trust, Grasmere.

\*Source – Valuing Museums - a report by the London School of Economics for the DCMS, March 2004

\*\*UK Museums relates to those that are members of the National Museum’s Director’s Conference (NMDC)

\*\*\*Source: North West Museums Economic Impact – a report for MLA North West by Regeneris, 2004