

**Leicestershire County Council
Community Services**

HERITAGE SERVICES

**COMMUNITY MUSEUMS
STRATEGY**

2004-2009

COMMUNITY MUSEUMS STRATEGY 2004-2009

CONTENT	PAGE
1. EXECUTIVE SUMMARY	1
2. SERVICE VISION:	2
3. BACKGROUND	3
4. INDEPENDENT MUSEUMS FORUM	4
5. THE NATIONAL, REGIONAL AND LOCAL CONTEXT	5
The National Agenda	5
The Regional Agenda	5
The Local Agenda	6
6. PROFILE OF INDEPENDENT MUSEUMS IN LEICESTERSHIRE	7
Registration	7
Constitution	7
Museum Type	7
Locations of Leicestershire Voluntary and Independent Museums	7
Volunteers	8
Audience	8
Finance	8
Constitution	9
7. AREAS OF DEVELOPMENT	10
8. OBJECTIVES	11
APPENDIX A	15
Proposed Measurable PIs	15
Standards	15
Museum Excellence	15
Audience Development	15
Sustainability	15
Learning	15
Advocacy	15
APPENDIX B	16
‘Love Leicestershire’ - Cultural Strategy	16

APPENDIX C	18
Constitution of the Leicestershire and Rutland Museums Forum	18
APPENDIX D	23
Leicestershire and Rutland Museums Forum Forward Plan 2004-2009	23
APPENDIX E	24
Forum Membership 2004	24
APPENDIX F	25
List of Abbreviations	25

1. **EXECUTIVE SUMMARY**

This strategy identifies the priorities for the County Council in its support of Leicestershire's independent museums over the next five years.

With over forty members of the Forum of Independent Museums, over 1,000 local people regularly volunteering at the Forum museums, and at least 300,000 visitors each year, the independent museums sector represents a significant cultural resource demonstrating tourism, educational, social and regeneration benefits.

This strategy sets out the County Council's objectives and targets in the areas of Standards, Excellence, Audience Development, Sustainability, Learning and Advocacy. The County Council demonstrates action and commitment to the sector, and recognises the importance of effective partnerships in this strategy.

2. **SERVICE VISION:**

'From the past, now and for the future. Together we shall preserve Leicestershire's heritage, care for our environment and encourage creativity, inspiration and delight'

Leicestershire's independent museums, the majority of which are run solely by volunteers, have a significant part to play in sustaining and celebrating the cultural identity of the county. These museums contribute to the social, educational, cultural and economic welfare of the county, whether they have grown from a community initiative or as a privately funded scheme.

The independent and voluntary museums in Leicestershire look to the County Council for leadership and direction in delivering quality services for both local audiences and tourists. EMMS (East Midlands Museum Service) stated in 'Facing the Future' – a Museum Strategy for the East Midlands 2002-7, the need to "support advice, training and other means of stimulating volunteer involvement and to sustain the voluntary sector as effective museums providers".

3. **BACKGROUND**

The Service (formerly Leicestershire Museums, Arts and Records Services) established a Community Museums function to formally liaise with the independent museums sector in Leicestershire in 1988. The Community Museums section is now part of the Arts and Outreach team in the Environment and Heritage Service of the Community Services Department. The Section comprises one full-time Community Museums Officer and a small grants budget.

The section is concerned with the development of voluntary and independent museums in the county. The key activities of the section fall into four main themes:

- **Development of individual museums:** Provision of professional advice and support to assist museums to achieve and maintain nationally recognised standards of museum governance and collections management (Museum Registration); encouraging best practice; development of key operational policies; forward planning and sharing of best practice.
- **Development of museum excellence:** The development of leadership and management skills, Continuous Professional Development (CPD) and training opportunities across the sector.
- **Development of participation:** Audience development, visitor numbers and social mix, participation in local/regional/national initiatives e.g. market towns regeneration, or as partners working with other sections of the community.
- **Development of museums infrastructure:** Development of museums compliance with the Disability Discrimination Act (DDA) capacity building, volunteers, Friends, facilities for visitors, exhibitions, marketing, funding opportunities.

In addition, the section:

- Administers the County Council Shire Grants programme for Independent Museums.
- Encourages joint working between the independent sector and the County Council Museums Service.
- Co-ordinates the annual Leicestershire County Council Heritage Awards event.
- Identifies appropriate opportunities at local, regional and national level. Strong links are forged with Leicestershire Rural Partnership (LRP), East Midlands Museums Hub, East Midlands Museums Libraries and Archives Council (EMMLAC), East Midlands Museums Service (EMMS), Heritage Lottery Fund (HLF), Association of Independent Museums (AIM) and Museums, Libraries and Archives Council (MLA).

The section seeks to measure performance in this area in the following six main policy areas:

- **Standards**
- **Museum Excellence**
- **Audience Development**
- **Sustainability**
- **Learning**
- **Advocacy**

Appendix A describes PIs in place to measure performance.

4. **INDEPENDENT MUSEUMS FORUM**

The Leicestershire and Rutland Museums Forum (originally known as the 'Leicestershire Consultative Forum on Museums' was created in 1987 by Leicestershire County Council in response to recommendations of the Museums & Galleries Commission (MGC) Drew report entitled: "Framework for a system of Museums".

The Forum is a networking body for all museums across the counties of Leicestershire and Rutland, but primarily for the independent museums. In 2003, it had 41 members, 38 of which were from the voluntary or independent sector (membership includes Rutland County Council, Leicestershire County Council and Leicester City Council). The Forum is run independently of the County Council with its own programme of events, a newsletter, leaflet and website. An Executive Committee of ten representatives from independent museums meets throughout the year, as does the full forum. The Community Museums Officer attends Forum meetings as well as Committee meetings and contributes to Forum planning and events management. See Forum Constitution - Appendix C, Forum Forward Plan – Appendix D, List of Forum Members – Appendix E.

5. THE NATIONAL, REGIONAL AND LOCAL CONTEXT

The National Agenda

Renaissance in the Regions, published in 2001, recognised the Museums Service's work with community museums. The report and resulting action plan is already making its mark on the museum domain and as part of the report, local authority museums are encouraged to forge partnerships and provide support to independent museums in their patch. As a member of the East Midlands Museums Hub, Heritage Services is ensuring that the role of community museums is not excluded from Hub strategy.

Museum Registration continues to grow as a scheme to ensure publicly accountable museums meet basic standards in the way they manage and care for their museums and the collections. Over a quarter of all independent museums in the county are fully registered. Non-participation is due to museums being privately owned or otherwise ineligible. In some cases, it is a conscious decision of the governing body not to take part. The Service encourages all eligible museums to achieve and maintain the standards of Registration and provides Curatorial Advisers where necessary from the County Council's professional staff.

The Regional agenda

Independent museums across the county have a part to play in the wider regional strategy led by East Midlands Development Agency (EMDA) to improve tourism opportunities. The East Midlands Tourism Strategy refers to 'Changing Times' and a significant shift in the medium to long term towards a reliance on day visitors where "value for time is as important as value for money". It is important that the position of the independent museums as part of a network of heritage and cultural attractions is recognised, and in partnership with other leisure attractions, these museums can help deliver comprehensive day-visit packages to visitors.

The strategy also identifies the growing importance of the Internet in terms of tourism "making it easier for people to trace their ancestors, and stimulating genealogical tourism". Here, community museums in villages and towns across the county are already serving this niche market by providing access to family records and archives via the Internet and thereby encouraging follow-up visits to the area.

Leicestershire has a significant number of museums that have grown directly out of the community. EMDA aspires to a future when the region will be known for "the quality of its community events that are deeply entrenched in local tradition". Many local museums help communities to recognise and celebrate local traditions, including Hallaton's Hare Pie Scrambling and Bottle Kicking, Wigston and Hinckley's framework knitting and Castle Donington's basket making heritage.

The Community Museums Section recognises the aims and objectives of EMMLAC (East Midlands Museums, Libraries and Archives Council) and supports the Museums Development Officer to improve participation in local and regional partnerships and networking, as well as encouraging participation in the Museum Registration scheme, which is administered locally by EMMLAC. The Section is regularly consulted on matters that impact on the small independent museums sector and contributes to regional strategy.

The Section also works closely with EMMS (East Midlands Museums Service) and SID (East Midlands Group for Small Independent Museums) ensuring the voice of the small museums is heard regionally.

The Local agenda

Leicestershire County Council's Medium Term Strategy 2001-5 states a willingness to "seek opportunities for the continuing delivery of quality museums services in light of changing national and regional agenda".

Leicestershire's Community Strategy has been the framework for the development of this strategy, supporting the themes and objectives of the Leicestershire Cultural Strategy (see Appendix D for specific objectives) and recognising the opportunity for local museums to contribute to "thriving market towns and village centres" to help build "strong communities" and to give "more opportunities for all sections of society to participate in leisure, arts, culture and heritage". Heritage groups and local museums are encouraged to be part of the Leicestershire Rural Partnership vision to improve "access to a range of services and facilities" in rural communities. The strategy also applauds the aim to "assist village communities in identifying their own priorities". The Service has worked closely with the multi agency development in Fleckney; assisting the local history group to record, digitise and make publicly accessible via the Internet, a large collection of local photographs. It is anticipated that further developments of this kind will be encouraged in the future.

6. **PROFILE OF INDEPENDENT MUSEUMS IN LEICESTERSHIRE**

Trends in new independent museum development:

According to the EMMS strategy: "Facing the Future", the major area of growth in museums development since 1980 has been in the independent sector, based on local interest rooted in local communities or specialist enthusiasm for certain types of material"

Number of new independent museums in Leicestershire from 1998 to 2004

Castle Donington Museum
Blaby Heritage Group
Fleckney History Group
Sir John Moore Foundation, Appleby Magna

Total of independent member museums in Museums Forum as at October 2003: 38

(includes museums in Leicester and Rutland and excludes Sharpes' Pottery, Swadlincote as an Associate Member)

Independent and voluntary museums located within administrative boundaries of Leicestershire - 28
in Leicester city - 8
in Rutland - 2

Registration:

Total of Registered Museums -12
Total of others eligible for Registration - 11
Total ineligible for Registration - 15

Constitution:

Museums with charitable status - 19
Companies with charitable status - 3
Company museums - 6
Private museums - 5
University museum - 1
Museum groups without building - 3

Museum Type:

Specialist subject museums - 21
Local town or village community museums - 12
Heritage railway museums - 5

Locations of Leicestershire voluntary and independent museums:

Number of museum located in Loughborough town centre - 5
Museums located in market towns - 5
Museums located in villages or rural settings - 19
Museum located in Leicester city centre - 7
Museums in Rutland - 2

Volunteers

Over 1000 local people regularly volunteer their time at a Forum museum.

Audience

Collectively, Forum museums attract over 300,000 visitors a year. Based upon EMMS research (2001), approximately 77% of visits are by local residents and 83% have travelling for less than an hour. Of the Forum museums, the Great Central Railway/Mainline Steam Trust attracts the most visitors. Of the community museums Ashby de la Zouch Museum attracts the largest number (2,500) annually. Opening hours significantly affect these numbers as the majority of community museums are only open seasonally and part-time. For example, Ashby Museum is only open from Easter to the end of September Monday to Friday for four hours a day, and for six hours on a Saturday. 13 schools visited the museum in 2003. Other visits out of hours, can be arranged by appointment.

Finance

All Forum museums rely heavily on donations and/or admission charges to raise revenue. A small number have established low level commercial operations through which a small income can be derived. Private and company museums rely on associated commercial operations to help support the museum function.

All charitable institutions are restricted on the type of material they can offer on sale to the public. A number of museums publish books, booklets, local interest calendars and postcards which are a valuable source of revenue.

For most, rent and other running costs are met through income raised at specific fundraising events or through the shop, admissions and donations. For some, the Museum Friends group is specifically responsible for fundraising.

The majority of museums receive no regular funding from any one source although a small number of museums receive invaluable annual grants towards revenue costs from parish, town, and district or borough councils.

Grants towards special projects particularly curatorial or buildings work, are more difficult to achieve. LCC provides project grants to independent museums (to a maximum of £500 per applicant per annum c. 2004) as part of the Shire Grants programme. These grants particularly fund curatorial developments in line with Registration requirements e.g. collections management, educational resources, display and access improvements. Museums seeking significant funding for capital projects rely on making applications to local trusts, national charitable grant-awarding bodies and the Heritage Lottery Fund. EMMLAC also provides small grants which are a valuable source of funding encouraging improved standards and new initiatives.

It is recognised that without the invaluable contribution of over 1,000 volunteers across all these museums, very few would exist. Of the 38 voluntary and independent museums in 2004, only 8 employ staff who have direct responsibility for the museum.

Constitution:

Museums with charitable status - 19

Companies with charitable status - 3

Company museums - 6

Private museums -5

University museum - 1

New museum group -1

Museum groups without building - 3

7. **AREAS OF DEVELOPMENT**

The purpose of this strategy is to define the County Council's objectives and priorities in its work with the independent museums of Leicestershire. These areas for development provide a recognised framework for museums generally and acknowledgement must be made of the voluntary nature of the independent museums in particular. These areas are:

- **Standards** - support for continued improvement, recognition of core work, Registration.
- **Museum Excellence** - leadership and management skills, CPD and training across the sector – liaison with EMMLAC and SID, MA and mda.
- **Audience Development** – visitor numbers and audience development (partnerships, Museums and Galleries Month, Market Towns regeneration)
- **Sustainability**
 - Ensuring user needs are met
 - Creating quality digital content in museums
 - Ensuring museums think broadly in planning partnerships
 - Helping museums to respond to changing regional and national agenda
 - Addressing the need for increased funding
 - Supporting the workforce –need for specialist skills
 - Volunteer support; training, policy and recruitment
 - Capacity building
- **Learning** – Helping museums to develop significant improvements in learning and access
- **Advocacy** – recognising role of independent museums

8. OBJECTIVES

Standards		
Objective	Action	Outcomes
Recognition of the importance of core work to enable museums to achieve other objectives	Ensure funding bodies recognise importance of core work as the foundation for public benefit. Assist museums with funding applications.	Increased number of museums to benefit from externally funded projects. Improved museums capacity.
Ensure continuous improvement at museums	Help museums to achieve new Registration standard (to be introduced Summer 04)	All currently registered museums to be re-registered by 2008. Eligible museums (where willing) to be part of the scheme by 2008
Development of network of Curatorial Advisers in Leicestershire	Maintain network in county and enlarge group to include other CAs in Leics. and Rutland. Work with EMMLAC to develop CAs network	More Leicestershire Museums staff adopted as Curatorial Advisers to independent museums. museums.
Maintain LCC project grants programme	Encourage museums to apply for developmental projects	Improved museum standards, services and facilities

Developing Museum Excellence		
Objective	Action	Outcomes
Provide training programme	Maintain and develop training programme with SID and Forum. Liase with EMMLC Workforce Development Officer	Increased number of participating museums in training. Programme that meets museum needs. Provide more CPD opportunities.
Raise awareness of independent sector and encourage partnership working	Develop and maintain links with EMMLAC, EMMS, SID, HLF, RCC, LRP, DCs, MLA, AIM	Raised profile of independent museums in Leicestershire. More partnership working.

Audience Development		
Objective	Action	Outcomes
Museums become user-centred; understanding and responding to audience need.	Initiate method of consultation with users/ non-users and audience research at independent museums. Liase with EMMLAC Audience Development Officer re. Audience research and Hub re. Data collection. Refer to Inspiring Learning for All framework.	Improved audience baseline data.
Increased access to museum collection	Assist museums to improve collections care through regular audits and advice. Ensure museums have access to appropriate advice re. creation of quality digital content – make links with Community Services Resources section.. Pursue open storage possibilities with museums. Investigate links to Resource Box to help independent museums to create loan boxes. Liase with Hub re. Loans boxes regional project.	Museums meeting national standards. Audience development and wider methods of access for visitors.

Sustainability		
Objectives	Action	Outcome
Indep. museums to be strong players in potential partnerships	Identify opportunities for joint-working and partnerships	Raised independent museum profile
Local networks to develop and strengthen	Continue to maintain and support Forum. Review tasks and role in relation to Forum co-ordination.	Raised Forum profile. Sustainable Forum.

Museums to celebrate, share and promote good practice	Maintain and develop Heritage Awards Work with EMMLAC to expand scheme across region Contribute to Hub good practice case studies	Better museums profile. Recognition of value of independent museums sector within County Council and with local partners.
Volunteer community to be valued, developed and sustained	Ensure majority of museums have volunteer policy and recruitment procedure. Make strong link to Heritage/Museum Studies courses to recruit student volunteers/ placements. Explore opportunities for CPD for volunteers	Majority of museums to have volunteer policy by 2008. More volunteers in indep. museums
Museums to work towards a shared purpose as part of a strong community	Maintain and review Museums Forum as network for communication	Improved and more efficient Museum Forum
Develop strong links with Regional Hub	Link closely to MDO at EMMLAC. Initiate partnership projects with Hub museums.	Effective opportunities for joint working and mutual benefit
Museum volunteers/employees to develop skills and knowledge	Conduct audit of skills gap Provide appropriate training. Encourage CPD.	Action plan in place Better equipped volunteers Informed training programme Better links with Hub/ EMMLAC.

Advocacy		
Objective	Action	Outcomes
Recognise value of indep. museums as community resource as part of a learning society.	Help museums to improve and develop learning potential, profile and relevance in community.	Better links forged with community groups and local bodies. Education policies in place at participating museums. Increased and new audiences.

Respond and influence national agenda	Work with MLA and AIM to pursue national Museums Development Service Maintain active membership of MANN Liase with AIM and MA	MLA to establish nationally recognised Museums Development Service by 2006.
Respond and influence regional agenda	Maintain dialogue with EMMLAC, particularly via the MDO. Undertake training in Inspiring Learning For All. Explore market initiative with EMMLAC. Identify opportunities to work with EMDA where appropriate. Explore links to Learning and Skills Council.	Museums feel empowered to maintain dialogue with range of organisations where appropriate. Influence Hub and EMMLAC agenda.
Respond and influence local agenda	Contribute to local plans Meet BV PIs and CMO local Museum Development PIs. Improve links with District and Borough Councils.	Independent museums to be more closely integrated into local communities.

Learning		
Objective	Action	Outcomes
Learning, access and enjoyment central aim for all museums	Pursue implications of Inspiring Learning for All. Development of Museum Education post to work with Forum museums. Assist and encourage museums to develop education plans. Link to Hub regional learning strategy. Refer to Heritage Services Learning and Access Strategy. Consult with EMMLAC Audience Development Officer and Education/ Learning staff.	Employment of Education post to work with Forum museums by Dec 2004 in partnership with Forum and external funding bodies. Participating museums to have education plans by end of 2007 New audiences, better links with schools. Influence development of regional learning strategy.
Encourage museums to explore different interpretative approaches	Training	New audiences including young people and broader community groups and family learning groups.

APPENDIX A

Proposed Measurable PIs:

Standards

- 1 a) Number of grants awarded
- 1b) Total value of grants awarded
- 1c) Total cost of projects supported

- 2a) Number of enquiries handled
- 2b) Number of advisory visits made

- 3a) Number of museums fully registered
- 3b) Percentage of eligible museums in county fully registered

- 4a) Number of Curatorial Advisers provided by LCC
- 4b) Number of museums with Curatorial Advisers provided by LCC
- 4c) Number of LCC Curatorial Advisers meetings per year

Museum Excellence

- 5a) Adoption by museum governing bodies of forward plan
- 5b) Number of Museums with volunteer policy

Audience Development

- 6a) Number of visitors to all museums

Sustainability

- 7a) Number of museums belonging to county forum
- 7b) Number of forum meetings held per year
- 7c) Number of museums represented at forum meetings
- 7d) Number of voluntary museums run in Leicestershire and Rutland
- 7e) Number of museums with Friends groups
- 7f) Number of paid staff in independent museums
- 7g) Number of volunteers in independent museums

Learning

- 8a) Number of training seminars held
- 8b) Number of museums attending training development
- 8c) Total number of participants at training seminars
- 8d) Number of school visits to independent museums
- 8e) Number of museums with an education policy

Advocacy

- 9a) Number of Forum events held (excl. Heritage Awards)
- 9b) Numbers of museums attending events

APPENDIX B

'Love Leicestershire' - Cultural Strategy (extracts)

Strengthening communities			
Strategic Aim	Key Actions	Milestones	Outputs
1. Support and market the sue of museums as active centres for participatory use by all communities – and for developing lifelong formal and informal learning	Establish Temporary post to assist independent museums to improve access to collections and services by schools and lifelong learners	Apply for funding by Sep 2003 Programme plan complete by 2003 Assess applicant museums by Jan 04 Appoint project officer Feb 04	All selected registered independent museums to have an education policy by end 2004 Collections information to be more accessible at participating museums Participating museums to have additional educational resource material available to schools and local groups All participating museums to have established links to local schools and increased current attendance by 25% in 05/06 over 2003/4 levels
5. Provide more support to encourage volunteers in the cultural sector	Provide training to independent museums in volunteer management and recruitment	Dec 2004 Training delivered By March 2008	65% (25) of all independent museums to have received training 7% increase in volunteer recruitment to independent museums
Celebrating Leics.			
6. Involve local people in identifying and preserving what is special and important	Community Museums Strategy	Review support to independent museums in light of EMLLAC MDO in Autumn 2003	Strategy in place which provides complimentary approach to regional development by 2004
8. Recognise and celebrate individual and community achievements in the fields of culture	Review Heritage Awards outside 'independent'	Review/ consultation by March 2004 Assess marketing/promotion by 2004	Heritage Awards scheme in place 2004 Greater promotion 2004

Improving Lifestyles and Health			
6. Encourage amateur sports, heritage and arts organisations to work in partnership to enhance health, learning and well-being through culture	Include independent museums in PCT and related health initiatives where appropriate	Evidence for first pilot 2004/5	Independent museums provide activities and/or outreach (as appropriate) to meet health agenda

Integrated regional strategy	Community Museums Strategy Objective		Targets
Ensure the delivery of a wide range of lifelong learning opportunities	Maximise the potential of museums in lifelong learning by leading projects and initiatives to benefit the sector	Work with EMMLAC / HLF to develop education project to develop education resources at group of museums Support museums to develop education strategies and resources as part of Registration	By March 2006 – museum education project to be All registered museums to have education policy in place by
Support the development and growth of social capital across communities of the region	Support, advise and provide training to sustain voluntary sector as effective museum providers	Lead the development of market research project at 50% of museums to	Participating museums to have knowledge of current audiences and devise strategies for developing audiences by June 2006
Create a climate for investment in which success breeds success – providing the right conditions for the region.	Encourage governing bodies of museum to provide clear directions and leadership and pan the deployment of resources to achieve high-quality outcomes in line with published strategy		75% of eligible museums to participate in training 90% of eligible museums to participate in Registration scheme LHS to provide CAs where applicable to volunteer-run museums
To empower communities to create solutions that meet their needs – ensuring everyone in the region has the opportunity to benefit from, and contribute to,	Maintain sufficient capacity to support volunteer-run museums, esp. those in market towns and rural areas	Provide access to collections management, curatorial, funding, strategic development and Registration to independent museums Oversee and support new museum developments	100% of volunteer-run museums to take advantage of the service All registered museums to benefit from service

APPENDIX C

Constitution of the Leicestershire and Rutland Museums Forum

1. Introduction

The name of the organisation shall be the Leicestershire and Rutland Museums Forum (“the Forum”).

2. Area of Benefit

The work of the Forum shall be conducted within the administrative areas of Leicestershire County Council, Leicester City Council and Rutland County Council.

3. Purposes

The purposes of the Forum shall be:

- a) To promote and represent the interests of Forum museum members within Leicestershire and Rutland.
- b) To encourage continuation and improvement of liaison and support from statutory authorities.
- c) To maintain a Forum network of contacts and to encourage co-operation amongst Forum members.
- d) To ensure consistency of disposal policies with the aim of retaining objects in the public domain within the area of benefit.
- e) To promote the improvements in the standards of care and management of museums collections.
- f) To assist in the identification of funding opportunities for the benefit of members.
- g) To develop partnerships between Local Authority and independent museums.
- h) To promote access to collections and associated information for all inhabitants and visitors to the area of benefit.

To attain the aforesaid purposes but not further or otherwise the Forum shall have the following powers:

- (i) To bring together in conference representatives of independent museums and of statutory authorities and individuals engaged in the provision and support of museums in the area and to provide them with a corporate voice on issues affecting the area.
- (ii) To arrange and provide for either alone or with others the holding of exhibitions, meetings, lectures, classes, seminars or training courses.
- (iii) To collect and disseminate information on all matters relating to its purposes and to exchange such information with other bodies having similar purposes whether in the United Kingdom or elsewhere.
- (iv) To purchase, take on, lease or in exchange hire or otherwise lawfully acquire such property or other rights and privileges as may be necessary for the promotion of its purposes and to construct, maintain or alter the same subject to the provisions of Clause 16 hereof.
- (v) To make regulations for the proper supervision, control and management of any property which may be so acquired.
- (vi) To sell, let, mortgage, charge, dispose of or turn to account all or any of its property or assets.
- (vii) To raise money by means of affiliation fees and subscriptions from participating organisations, statutory authorities, other organisations and individuals, donations, legacies, deeds of covenant, grants in aid from statutory authorities and other sources.
- (viii) To receive money on deposit or loan in such manner as the Forum may think fit.
- (ix) To invest money not immediately required for its purposes in or upon such investments, securities or property as the Forum may think fit subject nevertheless to such conditions (if any) as may for the time being be imposed by law.
- (x) To do all such other lawful things as shall further the purposes of the Forum.

4. Membership of the Forum

Members of the Forum shall be those organisations, whether corporate or unincorporated, which are involved in the provision and support of museums within the area of benefit and which have paid the annual subscription as laid down from time to time by the Executive Committee and as are in one of the following categories:

- (a) Statutory authorities engaged in the provision of museums within Leicestershire, the city of Leicester and Rutland (“Statutory Members”).
- (b) Other organisations, individuals or corporations whose purposes include the provision and promotion of museums (see Note - *Museums Association Definition of a Museum*) with suitable policies on disposal of collections which are accessible to the public in Leicestershire and Rutland (“Independent Members”).

An up to date list of all members of the Forum shall be kept by the Secretary.

The Forum may from time to time exclude from membership any individual, authority, organisation or corporation for non payment of subscription or which does not fulfil the conditions of membership for the time being in force.

5. Associates of the Forum

Organisations which are not eligible for membership of the Forum and individuals which support its objects shall be eligible to become associates of the Forum subject to such conditions as it may from time to time determine.

6. Subscriptions

All members shall pay to the Forum an annual subscription the amount of which shall from time to time be determined by the Executive Committee provided that the same rate of subscription shall be payable by both statutory and independent members. The fees shall be paid directly to the Treasurer or other authorised honorary officer of the Forum and no individual, organisation, statutory authority, corporation nor its representative shall be entitled to vote on the business of any meetings of the Forum until such time as the annual subscription has been paid.

7. General Meetings of the Forum

- (a) General meetings shall consist of
 - (i) One representative of each independent member.
 - (ii) One representative of each statutory member operating in part or the whole of the area of benefit.
 - (iii) The Honorary Officers of the Forum elected in accordance with Clause 8 hereof.
 - (iv) Persons elected to membership of any Executive Committee established by the general meeting.

Voting rights shall be in accordance with Clause 12 hereof.

Associate members of the Forum shall also be invited to General Meetings but shall not have any voting rights.

The General Meeting may co-opt as advisers without power to vote persons having special knowledge or experience.

General Meetings shall be convened at least four times a year, one of which meeting shall be the Annual General Meeting as referred to below.

- (b) Annual General Meeting

Once in each year normally in the month of April an Annual General Meeting of the Forum shall be held at such time and place as the General Meeting or any Executive Committee it may have appointed shall determine, being not more than 15 months after the holding of the preceding Annual General Meeting or the adoption of this Constitution. At least 28 days notice shall be given by the Secretary to members.

The business of each Annual General Meeting shall be

- (i) To consider the annual report of the Forum on its works and its activities during the preceding year.
 - (ii) To approve the audited accounts for the Forum.
 - (iii) To elect the Honorary Officers of the Forum in accordance with Clause 8 hereof.
 - (iv) To elect a maximum of 10 representatives of member organisations to serve on the Executive Committee. In addition to the maximum, the Committee can include up to 2 co-opted representatives with voting rights.
 - (v) To appoint an independent auditor or independent auditors for the coming year.
 - (vi) To consider and vote on proposals to alter this Constitution in accordance with Clause 17 hereof.
 - (vii) To consider any other business of which due notice has been given.
- (c) Special General Meeting
The Chair of the Forum may at any time at his or her discretion and the Secretary shall within 35 days of receiving a written request so to do signed on behalf of not less than five member organisations and giving reasons for the request, call a special general meeting of the Forum to consider the business specified on the notice of meeting and for no other purpose. Such notice shall be given in writing to all member organisations and associates of the Forum 28 days in advance of the special general meeting.

8. Honorary Officers

- (a) The Honorary Officers of the Forum shall consist of a Chair, a Vice Chair, a Treasurer and such other officers such as a Secretary as its general meeting may from time to time determine. Candidates for election as Honorary Officers must be members, paid officers or authorised representatives of organisations and individuals in membership of the Forum as independent members. Nomination of such candidates shall be received in writing by the Forum Secretary 14 days before the Annual General Meeting, but, in the event of no such nomination being received for one or more officers, the person presiding at the Annual General Meeting shall call for nominations from the floor.
- (b) The Honorary Officers of the Forum shall serve in their respective capacities as officers of the Executive Committee and may also be appointed members of any sub-committees established in accordance with Clause 10.
- (c) Vacancies among the Honorary Officers which occur during the year may be filled until the next Annual General Meeting by decision of a General Meeting or by any Executive Committee it may have established.

9. Executive Committee

The policy and general management of the affairs of the Forum shall be directed by an Executive Committee which shall meet not less than four times a year and shall comprise,

- (a) The Honorary Officers elected under Clause 8 hereof.
- (b) The representatives of member organisations elected by the Annual General Meeting in accordance with Clause 7 hereof.
- (c) Up to two persons co-opted individually by the Executive Committee without the power to vote to serve on the Executive Committee until the conclusion of the next Annual General Meeting.

No more than two members of the Executive Committee as defined above shall belong to the same member organisation.

The proceedings of the Executive Committee shall not be invalidated by any failure to elect or any defect in the election, appointment, co-option or qualification of any member.

No person under the age of 18 shall be member of the Executive Committee or of any sub-committee of the Forum.

Members of the Executive Committee will be ejected automatically and no longer entitled to attend and vote at its meetings after three consecutive non-attendance of Executive Committee meetings.

The Executive Committee shall present a written report quarterly of its business to all members via a newsletter and shall present an annual report at the Annual General Meeting.

The Honorary Treasurer shall present a financial report to each Executive Committee meeting.

10. Subcommittees

Subcommittees may be established by the Executive Committee for the organisation of a particular activity or service. In each such case:

- (a) The Executive Committee shall define the terms of reference of the sub-committee and may also determine its composition and the duration of its activities.
- (b) The majority of the members of the sub-committee shall be members of the Executive Committee.
- (c) All acts and proceedings of the sub-committee shall be reported back to the Executive Committee as soon as possible.

11. Paid Officers

The Forum shall have power to appoint and dismiss a paid Secretary and such other employees of the Forum as it may from time to time determine. No such paid officer shall be eligible for election as an Honorary Officer nor as a member of the Executive Committee or any sub-committee.

The Forum may determine which (if any) persons employed or seconded to it shall be invited in a non-voting capacity to attend meetings of the Forum, the Executive Committee and such other committees as may have been established.

The Executive Committee of the Forum and such other committees as may have been established shall require members of its staff invited to its meetings to withdraw during discussion of their remuneration or other conditions of service.

12. Rules of Procedure at all Meetings

- (a) Voting
 - (i) At general meetings of the Forum each member organisation shall have one vote.
 - (ii) At committee meetings each member present and entitled to vote shall have one vote.
 - (iii) In the case of an equality of votes the Chair at all meetings shall have a second or casting vote.
- (b) Quorum
 - (i) General Meetings: A quorum at general meetings of the Forum shall be when at least 20% of the membership is represented or ten independent members whichever is the smaller. In the event that no quorum is present at an Annual General Meeting of the Forum the meeting shall stand adjourned and be reconvened 14 days later and those representatives of members at that meeting shall be deemed to form a quorum.
 - (ii) Committee meetings: one third of the members shall form a quorum at all committees of the Forum.
- (c) Minutes

Minute books shall be kept by the General Meeting and all committees of the Forum and the appropriate Secretary shall enter therein a record of all proceedings and resolutions.

13. Standing Orders

The Executive Committee shall have power to adopt and issue standing orders consistent with this Constitution for the conduct of Forum business. Such standing orders shall come into operation immediately, provided always that they shall be subject to review by the General Meeting.

14. Finance

- (a) All monies raised by or on behalf of the Forum shall be applied to further the purposes of the Forum and for no other purpose provided that nothing herein contained shall prevent the payment in good faith of reasonable and proper remuneration to any employee of the Forum nor the repayment of reasonable and proper out-of-pocket expenses.

- (b) An account shall be opened in the name of the Forum with the HSBC bank or with such other financial institution as the Forum or any Executive Committee it may have established shall from time to time decide. The Forum shall authorise in writing the Treasurer, the Chair and up to two other Honorary Officers to sign cheques on behalf of the Forum. All cheques must be signed by not less than two of the authorised signatories.
- (c) The Honorary Treasurer shall keep proper accounts of the finances of the Forum.
- (d) The Forum's financial year shall be from 1st January to 31st December. At least once in every year the accounts of the Forum shall be audited by one or more independent auditors elected by the Annual General Meeting, and the audited statement submitted to the Annual General Meeting.

15. Trust Property

The Executive Committee may appoint a Custodian Trustee, or not less than three nor more than four named individuals (not being members of the Executive Committee) to hold any real or personal property held by or in trust for the Forum. In the event of the resignation, death or disqualification of an individual trustee, the Executive Committee shall be empowered to appoint a replacement.

16. Dissolution

The Forum may at any time be dissolved by a resolution passed by a two thirds majority of those representatives of member organisations present at a meeting of the Forum of which meeting at least 28 days notice shall have been sent to all members and associates of the Forum.

A meeting to consider the dissolution of the Forum shall normally be convened by its officers, but in the event that the Forum ceases to have functioning officers, such a meeting may be convened by any of the statutory members.

Any assets held by or in the name of the Forum after the satisfaction of all debts and liabilities shall be transferred to the statutory members in equal proportions and shall be applied towards purposes similar to those of the Forum for the benefit of the inhabitants of the area of benefit.

17. Alterations to the Constitution

A resolution proposing to alter this Constitution shall be received by the Secretary of the Forum at least 28 days before the Annual or other General Meeting at which it is to be considered. Twenty-eight days notice of the General Meeting shall be given in writing by the Secretary to all member organisations and associates of the Forum, and such notice shall specify the alteration or alterations proposed. An alteration shall require the approval of a two thirds majority of those representatives of member organisations present and voting at a General Meeting.

Note

The Museums Association definition of a museum is as follows:

"Museums enable people to explore collections for inspiration, learning and enjoyment. They are institutions that collect, safeguard and make accessible artefacts and specimens that they hold in trust for society."

APPENDIX D

Leicestershire and Rutland Museums Forum Forward Plan 2004 -2009

Position Statement

Leicestershire and Rutland Museums Forum (LRMF) is a self-help group of 39 museums in Leicestershire, Leicester and Rutland. Membership includes both the independent museums and the local authority museum services. LRMF is an organisation that is independent of local authority control and is not just an organisation of independent museums.

LRMF is self funding, mostly relying on membership subscriptions. A granting scheme funded by Leicestershire County Council (Shire Grants) is available to individual independent museums within the LCC area.

The Leicestershire Heritage Services Community Museums Officer supports LRMF. Part of this officer's role is to maintain a watching brief over LRMF.

Mission Statement

Leicestershire and Rutland Museums Forum supports the museums community in Leicestershire, City of Leicester and Rutland achieve the highest possible standards. It is an organisation where museums can work with each other (whilst still maintaining their independence) to exchange skills, information and ideas and can celebrate success and high standards.

Key Aims

Leicestershire and Rutland Museums Forum aims to support member organisations by:

- ◆ Being an advocacy tool for all museums in the Leicestershire, City of Leicester and Rutland area. Advocacy will be via, advertising, maintaining a web site, developing promotional material, holding a joint annual exhibition, and maintaining a dialogue with other museum organisations.
- ◆ Maintaining communications between member organisations via regular meetings and newsletters.
- ◆ Maintaining contacts with outside bodies including, where appropriate, local authorities, EMLLAC, EMMS, SID, other county museums forums, and MLA.
- ◆ Promoting improvements in collections management and care by such mechanism as training, information giving and information sharing.
- ◆ Identifying funding opportunities for the benefit of members both individually and as a group.
- ◆ Initiating and maintaining projects that will benefit all members, especially those that meet local and national priorities. (Web site project and the Education Project)
- ◆ Working with members to improve the visitor experience.

Adopted by the Executive of the Leicestershire and Rutland Museums Forum 4th March 2004. To be reviewed annually.

APPENDIX E

Forum Membership 2004

Ashby de la Zouch Museum
Bellfoundry Museum, Loughborough
Blaby Area Museum Society
Cadeby Light Railway and Brass Rubbing Centre
Castle Donington Museum Trust
Donington Grand Prix Collection
Fleckney History Group
Foxton Canal Museum (FIPT)
Grace Dieu Priory Trust
Great Central Railway
Guru Nanak Sikh Museum, Leicester
Hallaton Village Museum
Hinckley and District Museum
Kegworth Museum
Leicester City Fire Brigade Museum Society
Leicester City Football Club
Leicester City Museums
Leicester Royal Infirmary History Museum
Leicestershire County Cricket Club
Leicester University Collection of Musical Instruments
Lightning Preservation Group, Bruntingthorpe
Loughborough War Memorial Museum
Lutterworth Museum & Historical Society
Mainline Steam Trust/GCR
Measham Museum
Moiria Furnace Museum Trust
National Gas Museum Trust
Normanton Church Museum , Rutland Water
Old Rectory Museum, Loughborough
Queen's Royal Lancers Museum, Belvoir Castle
Railway Vehicle Preservations Ltd.
Rutland County Museum
Rutland Railway Museum
Shackerstone Railway Society Ltd.
Sir John Moore School Heritage Centre, Appleby Magna
Sharpe's Pottery, Swadlincote (Associate member)
Stanford Hall
Stonehurst Family Farm and Museum
Swannington Heritage Trust
Wigston Framework Knitters Museum
Wigston Magna Folk Museum
William Carey Museum, Leicester
Leicestershire County Council is an honorary member as a partner in the organisation.

APPENDIX F

List of Abbreviations

AIM	Association of Independent Museums
BV	Best Value
CMO	Community Museums Officer
CPD	Continuous Professional Development
DCs	District Councils
DDA	Disability Discrimination Act
EMDA	East Midlands Development Agency
EMMLAC	East Midlands Museums, Libraries and Archives Council
EMMS	East Midlands Museums Service
HLF	Heritage Lottery Fund
LCC	Leicestershire County Council
LRP	Leicestershire Rural Partnership
MA	Museums Association
MDO	Museums Development Officer
MLA	Museums, Libraries and Archives Council
PIs	Performance Indicators
RCC	Rural Community Council
SID	East Midlands Group of Small Independent Museums