APPENDIX FIVE

A5   Surveys and stakeholder consultation

A5.1   Approach & methodology

Leicester City Museums carries out regular consultation with the following groups:
- Museum visitors
- Visitors to specific exhibitions
- Leicester residents (users/non-users)
- Staff
- Teachers' advisory panel

The table below summarises the consultation undertaken for this Best Value Review:

Group	Membership	Consultation carried out
CSNR DMT & SMT	Directorate & Senior Management Team.	Scoping Stage Interim Report
Museums Staff	Museums Management Team All Staff All staff	All Museums Management Team Meetings Special Best Value Fundamental Challenge Meeting for all Museum Middle Managers 10th July 2002. Meetings for all staff meetings at museum sites by end July. Museums staff including Museum Assistants are on Best Value Task Groups Circulars consulting Museums Staff on specific points as part of the work of the Task Groups:
Museums Trades Union Liaison Group	2 Management representatives and 5 Trades Union Representatives	Standing Item on agenda
Elected members	Members Best Value Briefing Group Cabinet Lead (Nigel Holden) Scrutiny (Cllrs Clair, Bunce, Scuplak)	Scope Interim Report Scope Interim Report Scope Interim Report
Black Workers Group	Black Employees in all departments with Business Units scoped in.	Meeting arranged to consult on the Interim Report on 18th July 2002.y
External Consultees Critical 'Friends'	Parbinder Singh David Fraser Adrian Babbidge Rosemary Ewles	Scoping Interim Report Meeting on 20th August 2002
Museum Supporters Group	Museums Related Groups (45 Members)	Carried out at Scoping stage on 12th July 2002. Further consultation on interim report planned for 23rd July 2002.
Cultural Strategy Partnership	50 Groups representing Voluntary Sector, Business Sector, Education and Public Sector.	Carried out at Scoping stage on 13th March 2002. Carried out re Interim Report 22nd July 2002.
Schools	All primary & secondary schools in the City.	Completed 26th July 2002.
Citizens Panel	Targeted questionnaire to: Asian People African Caribbean People Disabled people White People under 35	Completed July 2002.
Non Users	Telephone survey – 456 non-users.	Week commencing 15th July. Results 2nd August.
English Heritage	Chief Executive for East Midlands	Sent copy of Interim Report

A5.2   User/Non-user consultation

A5.2.1 Museums Service non-users telephone survey, 2002

The purpose of this survey was:
- to identify reasons why people are not using the Museums Service
- to establish a profile of non-users

Methodology:
1500 residents were telephoned as part of screening for the sample; 456 non-users were interviewed.

Summary of responses
33% of the sample had visited museums elsewhere, of these:
- 48% visited museums in London
- 29% museums beyond the East Midlands
- 8% museums in the East Midlands
- 15% other museums nationally and internationally

Reasons for non-use:
- 33% no time
- 21% no interest
- 8% lack of transport/too far away
- 6% not aware/new to Leicester
- 5% never thought about it
- 4% kids now grown up/too old
- 22% other miscellaneous reasons

Perceptions of museums:
- 38% education
- 29% history
- 14% general interest
- 8% for children
- 11% don't know

Encouragement of change:
61% would visit museums if obstacles removed and in answer to the question 'What would encourage you to use City museums?' replied as follows:
- 50% tell me what's on offer/show me things that interest me
- 20% improve facilities/wide museums' appeal
- 30% nothing/no answer

Asked to say what they as non-users would want from museums in order to visit, the results were as follows:

Facilities/environment
- 18% improved access for disabled people
- 15% more seating
- 12% staff for guided tours
- 10% improved parking

- 10% better/more refreshments
- 10% more inviting and friendly
- 5% improved/more toilets/baby rooms
- 5% improved shops
- 5% different opening hours
- 10% other (more transport, seating, older/younger appeal)

Exhibitions:
- 20% just more interesting
- 14% change exhibitions more regularly
- 11% more cultural exhibitions
- 9% more hands-on exhibitions
- 9% more educational exhibitions
- 5% more about the present
- 7% more about local things
- 8% exhibitions where I can experiment
- 6% workshops where I can make things
- 3% more temporary art exhibitions

Marketing/advertising
- 37% better advertising
- 29% more information
- 28% Information leaflets
- 6% other things

Lack of interest in museums is a primary reason why people do not visit them or make time in their family schedule to do so. Such people may have gone in the past, but have 'seen it, done that' and therefore need their interests reawakening. The educational message carried by museums is a powerful and positive one that needs to be built on. The traditional image of fossils and history may carry negative connotations for people who think history tedious, not about their culture or 'the same as they have always been'. The major conclusion from this survey is the need for more effective marketing and advertising and for innovative exhibitions

A5.2.2 Museums Service Postal user and non-user survey with members of the Citizens Panel, July 2002

Leicester City Council has recently introduced a 'Citizens Panel'. This is a pool of City residents who are willing to be consulted on a variety of issues. Questionnaires were forwarded to the selected target group:
- 11 questionnaires distributed to people who described themselves as having a disability
- 30 questionnaires distributed to people who described their ethnic origin as Asian or Asian British
- 30 questionnaires distributed to people who described their ethnic origin as White
- 10 questionnaires distributed to people who described their ethnic origin as Black or Black British

The above sample was selected as they are recognised as groups that are low users of museums. The sample size represents the total number of people held on the Citizens

Panel database meeting those particular criteria. Self-completion questionnaires were posted to Panel members with a reply-paid envelope. No incentive was issued. Twenty-six completed questionnaires were returned.

Please note - Only a small sample has been used. Therefore when responses are quoted as percentages they can seem significant but in reality the figure is likely to relate to the responses of only a few people.

Aims

Non-users
- To establish reasons for non-attendance
- To identify actions that may encourage attendance
- To understand general areas of interest
- Users
- To establish levels of usage, regularity of visits and reasons for attendance
- To identify actions that would may increase attendance
- All respondents
- Establish if respondents visit museums outside Leicester
- Establish interest in
  - Supporting museums on a voluntary basis
  - Neighbourhood level service delivery
  - Discovering neighbourhood and local history

Results
Of the twenty-six respondents to the survey 73% stated that they visit museums in Leicester and 27% did not.

Profile
- 70% of male respondents used a museum and 75% of females
- All respondents who described themselves as either Black or as having a disability said they visited a museum. 67% of Asian respondents and 54% of white respondents also stated that they visit museums in Leicester.
- All of the respondents who described themselves as either, retired, disabled/long term sick, unemployed or a volunteer worker visited museums. 75% of those who were non-working, employed full-time and part-time visited museums along with 50% of students and 33% of self-employed people.
- The likelihood of visiting a museum appears to increase with age. None of the respondents aged 16-24 visited a museum but 69% of 25-44 years, 83% of 45-54 year olds and 100% of those 55+ all stated that they visited a museum.
- Of the 73% who visit museums in Leicester, 37% also visit museums in other cities. Of the 27% of respondents who don't visit museums in Leicester, 28% do visit museums in other cities. A list of the museums in other cities people visited is listed in Appendix 1.

Museum Users

Which museums have you visited in the last year?
New Walk	79%
Abbey Pump. Station	37%
Belgrave Hall	37%

Jewry Wall	26%
Newarke House	31%
Guildhall	26%

There was considerable interest in museum services delivered at a neighbourhood level amongst existing museum users.

Why do you visit a museum?
Seeing the displays and exhibitions was by far the most popular reason to visit a museum for all our target groups, with 68% visiting to see new temporary exhibitions and 47% to see permanent displays. A further 16% attended family centred events and 10% an event or exhibition.

What would encourage you to attend a museum more often?
Respondents were provided with a list of areas from which they could select factors that may encourage them to attend more often.

Responses were as follows:
- More for children   44%
- More for families   44%
- Improved parking   44%
- Exhibitions to experiment 44%
- Better advertising   44%
- More cultural exhibitions 39%
- More educational exhibs.   39%
- More local things   33%
- Better refreshments   28%
- Improved access   28%
- Workshops to make things 28%
- Hands-on exhibitions   28%

Non-users

Why do you not visit a museum in Leicester?
A lack of time due to work was the main reason for not visiting a museum, stated by 28% of non-users. Other reasons included:
- No interest
- Not fun
- No personal transport
- No time due to family
- Too expensive
- Lack of knowledge about museum content
- Not family orientated
- Studying away

All respondents

Do you think museums should deliver a service to you in your neighbourhood?
61% felt that museums services should be provided at a neighbourhood level, with visits to schools being the most popular suggestion as to how this should happen.

- Visits to schools   75%
- Touring exhibition bus   56%
- Guided tours of local places of   50%
- historical & cultural interest
- Touring displays in community centres,   44%
- Libraries/sports centres
- Access to info./virtual museum on   19%
- the Internet
- Funday on a local park   6%

(The level of respondents' access to the Internet is not known and may have influence on the response to this question.)

The results of the survey show that there is a strong core of semi-regular visitors offering considerable scope to increase usage by encouraging more repeat visits.

The profile of users indicates that there are specific groups that appear under represented such as students and 16–24 year olds. It may be that by understanding and meeting their needs better, supported by targeting of promotional activities, increasing usage by people within these groups can be achieved.

New Walk was the museum most users had visited and was also the one that non-users were most likely to have heard of. Jewry Wall and the Guildhall were visited by a slightly smaller number of people and Newarke House was the museum that the least number of non-users had heard of.

Those who visited museums felt that providing more for children (44%) and families (44%) would encourage them to visit more often. Non-users also felt that this may encourage them to visit (Families 43% and children 28%) but for most increased advertising and information were most likely to encourage attendance, indicating an opportunity for awareness raising and increasing knowledge of the service. Both non-users and users felt that improvements could be made to exhibitions by making them more experimental/hands-on and educational. Non-users would like to see the exhibitions change more regularly and for there to be more nationally touring exhibitions. Users wanted to see more cultural and local exhibitions.

It is interesting that 86% of non-users are interested in the environment and geography both of which are exhibited at New Walk Museum – the site that 100% of non-users had heard. Other areas of interest include industrial history and music and dance again displayed at museums that at least 43% of respondents had heard of. This again provides scope for us to change passive interest and awareness into the desire to visit.

There was considerable interest in museum services being delivered at a neighbourhood level but this was mainly amongst existing museums users with only 33% of non-users stating that they would be interested in this. Of those who thought it was a good idea the majority wanted to see information taken to schools, which continues the emphasis on children that has appeared in other questions. Other responses included touring exhibition buses and exhibitions in community venues as well as guided tours of local places of cultural and historical interest. This last point supports the interest shown by the 61% of respondents who indicated that they would like to find out more about their neighbourhood heritage and history. These respondents wanted to see the Council provide a

focus/starting point and more information and guided tours could provide a starting point for people.

A5.2.3 Museums in Leicester and Leicestershire User & Non-user Survey 2001

(City and county residents: 1200 responses from random 8000 sample size)

People visit museums as follows:

0-10%	Harborough, Melton, Rutland County, Normanton, eco-house, Charnwood, Donnington le Heath
11-20%	Bosworth, Jewry Wall, Newarke Houses, Belgrave Hall, Guildhall, Abbey Pumping Station, NSC, City Gallery, Conkers
21-30%	Snibston (25%), Great Central Railway (23%), Twycross Zoo (27%)
31-40%	New Walk Museum (39%) De Montfort hall (33%)
51-60%	Bradgate Park (57%)

Only 1 site – Bradgate Park recorded a more than 50% response. New Walk was one of the 5 with more then a 20% visiting rate.

People are interested in:

0-10%	African and Caribbean history (9.6%)
11-20%	Asian History, Europe and world history, modern history and culture
21-30%	Art and Art History, Geology, Social history, Military History, archaeology, industrial history,
31-40%	Fashion and clothing
41-50%	
51-60%	The environment, historic buildings and gardens
61-70%	Local History (67%)

The subjects which emerged as being of the highest interest were local history, the environment and historic buildings and gardens, almost certainly a reflection of the ethnic balance of the sample.

People visit Leicestershire Museums:

Once a month	7.9%
3 months	9.2%
6 months	17.9%
Once a year	17.1%
2 years	….12.5%
Rarely	20%
Never	2.9%

What people think about museum:

Boring	86% disagree
Educational	95% agree
Young People	88% agree
Enjoy	86.7% agree
Important	65.7% agree
Proud of heritage	68.5% agree
Quality of life `	57% agree

As can be seen, from the above:-
- Nearly all disagreed with the statement that museums are 'boring'
- Nearly all agreed that they were 'educational'.
- Nearly all disagreed with the statement that museums are 'only for children'; whilst nearly all agreed that they were 'entertaining', 'interesting', and 'something that they enjoyed doing'.
- Most agreed that the museums were 'important to me/my family' and that they were 'fun' places.
- Museums are clearly seen as contributing to a sense of identity in the community.
- They are seen as good places for young people, that generally add to the quality of life in the County.

In overview, the results of these attitude statements are highly supportive of the work of the museum service and its place in the community.

Profile:
41.3% male
58.7% female

Fewer 16-24 and 25-34, but fairly equal otherwise

27% have children in households

87%   white
4%   black and other
9%   Asian

As this was a County Survey, the proportional results in terms of ethnicity are reflective of the County's Population, however not in terms of the City's demographics.

A5.2.4 Schools Survey July 2002

A postal survey was sent out to all Primary and Secondary Schools in the City. The aim of the survey was to:-

- Identify levels of awareness of the service.
- Barriers to usage.
- Identify the need for services to be provided at a neighbourhood level.
- Ability/Willingness to pay for service.

We had ten survey responses back from primary schools out of the 86 primary schools, 22 secondary schools and 13 special schools that we mailed out to.

The responses are indicated in the table below:

Heritage Services Best Value Review Schools Survey July 2002			
Awareness of Museums Education Services offered to Schools ?			
	Number of schools aware of service	Number of schools not aware of services	% of schools aware of service
Active Learning Sessions	9	1	90%
Independent Visits	7	3	70%
Artefact Boxes	7	3	70%
Usage of Education Services?			
	Number of schools using the services	Number of schools not using the services	% of schools using the service
Active Learning Sessions	4	6	40%
Independent Visits	4	6	40%
Artefact Boxes	4	6	40%
Are there any barriers to you using the services?			
	Number of schools indicating there are barriers to using the services	Number of schools indicating there are no barriers to use of the services	% of schools indicating that barrier exist to use of service
Barriers	7	3	70%
Barriers identified (%s given here are for responses commenting that barriers existed only)			
	Number of schools indicating this barrier		% for the schools that thought barriers existed
Transport	5		71%
Cost	6		86%
Not targeted at the schools needs	1		14%
Doesn't cover curriculum areas needed	0		0%
Logistics of organising a visit	0		0%
Would you find it valuable for the following services to be provided at your school?			
	Number of schools which liked the idea	Number of schools which didn't like the idea	% of schools liking idea
Artefact boxes to take into schools	8	2	80%
On-line delivery of services	7	3	70%
Willing to pay the estimated £100 for an outreach session in their school?			
	Number of schools willing to pay	Number of schools not willing to pay	
Paying for outreach	6	4	60%
Comments on ways that we could improve our service to schools			
	Number of schools suggesting the improvement		
More copies of artefact lists to circulate to staff	2		
More information available earlier	1		
A catalogue listing services available to schools	1		
By making resources less expensive	3		

Summary of Findings

The key findings were:

90% of respondents were aware of the formal educational programme provided by the service (Active Learning Sessions).
70% were aware of provision of artefact boxes and independent visits.

80% used both the formal education programme and independent visits.
40% used the artefact boxes.
70% of sample felt that there were barriers to using the service. Out of that group:

- 84% felt that the cost was a barrier.
- 71% felt that transport was an issue.
- 14% felt that it was not targeted at their needs.

80% would like to see a service delivered at their school.
70% would like to see services delivered on-line.
60% would be willing to pay for the service.

Out of the four schools that commented on how we could improve the service 75% indicated better marketing/information for schools.

A5.2.5MORI Satisfaction Survey 2000
Postal survey sent to 2200 Leicester residents - 56% of respondents were satisfied with museums and galleries, higher than the aggregate from overall MORI/LGA survey but lower than 1998 survey. The survey recorded the following usage levels of museums:
- 1% at least once per week
- 7% about once per month
- 19% within last 6 months
- 16% within last year
- 26% longer ago
- 32% never used

This shows that over a third of Leicester residents <u>never</u> use Museums.

A5.2.6Inclusion issues survey, Black Managers and Professionals, 2001

Telephone interviews with 7 black managers and professionals re access, inclusion and barriers in Leicester City Museums Service identified the following issues:
- Lack of collecting relating to black communities over the last 50 years
- Lack of continuity in terms of black projects/events/exhibitions, perceived as "one offs"
- Lack of outreach work with black communities. This would be a key marketing tool in developing use by black groups at museums
- Lack of role models – unrepresentative workforce

A5.2.7Inclusion survey, Minority and Socially excluded groups, October 2000

Face to face group interviews with eight minority and socially excluded groups, aimed to:
- Identify perceptions of the Service

- Identify customer need
- Identify barriers to use of the Service

Identified the following issues:
- Need to improve access, and where possible, explore other ways of making activities/exhibitions accessible through outreach work.
- Involve specific minority groups in the conception, design, development and implementation of museum services and exhibits.
- Embed social inclusion into the fabric of the museum service's vision and purpose.

A5.2.8A Life Divided Visitor Survey, 2001

31,000 people visited this exhibition, making it the most popular art exhibition at New Walk Museum. A total of 370 questionnaires were completed over a seven-month period commencing March 2001. The survey was conducted via a mixture of self-completion forms and, during special events, face-to-face interviews. The later was conducted using a simple random basis methodology, the interviewer asking 'the next person' to pass' if they were willing to participate with interviews. This allowed for both residents and non-residents of Leicester to be equally consulted. The survey had the following aims:

- To establish the origins of the visitors.

- To establish a profile of visitors to the exhibition with regards to ethnicity, age and gender.

- To establish an understanding of the level of awareness regarding the exhibition, including sources of information.

- To establish visit information including expectation and satisfaction levels.

The following issues were identified:

- 95% of the sample were White/European, 3% Asian, 1% Afro- Caribbean and 1% Black mixed race.

- 21% of the sample were aged between 10-15 and 51-65 years of age, followed by 10%16-21 and 22-30 years, 11% 31-40, 15% 41-50 years and 12% 65 years and over. 69% of the sample were aged 21 years or above.

- 66% of the sample were female, 34% male.

- 72% of the sample were from Leicestershire. 38% were from Leicester City, 34% from the County.

- 29% of the sample were from the LE2 area of Leicester followed by 18% for LE3.

- 64% of the sample said that visiting the exhibition was the main reason for their visit.

- 17% were visiting the museum as part of a family day out, 11% were just passing and 8% were visiting another exhibition.

- 19% of the sample were first time visitors to New Walk Museum. 81% had previously visited the museum.

- 73% of the sample were aware of the exhibition before they visited.

- 25% of the sample cited The Leicester Mercury as the main source of information relating to the exhibition, closely followed by 'word of mouth' (22%).

- 79% of the sample thought that the exhibition was 'excellent', 17% thought that it was 'good', 4% said it was 'adequate'. In total, 96% thought the exhibition was either excellent or good.

This survey shows that only 38% of sample were from the city of Leicester; it confirms other surveys in showing that low proportions of visitors from ethnic minority backgrounds visit Museums, though the subject matter of the exhibition is obviously part of the reason.

A5.2.9 Discovery Room Survey, 2001

To assist with the proposed Heritage Lottery Fund application to part fund both the re-design and re-location of the current Discovery Room, 100 questionnaires were completed over a one- week period during July 2001. The survey was a combined mixture of face interviews and self-completion forms.

A total of 100 questionnaires were completed over a one-week period during July 2001. The survey was conducted via a mixture of self-completion forms and, for two days, face-to-face interviews. The later was conducted using a simple random basis methodology, the interviewer asking 'the next person' to pass' if they were willing to participate with interviews. This allowed for both residents and non-residents of Leicester to be equally consulted. The survey aimed to:

To establish visitor perceptions with relation to popularity, conditions, content and the proposed re-location of the Discovery Room to Gallery 1.

- To establish a profile of visitors to the Discovery Room.

- To establish the potential level of new and repeat visits.

The following issues were identified:

- 82% of the sample were White/European, 11% Asian, 2% Afro-Caribbean and 5% 'Others'.

- 60% of children were aged eight or under, 32% were aged between 3-5, 28% were aged between 6-8 years. 48% were male and 53% female.

- 44% of the sample live in Leicester City, 33% Leicestershire and 13% 'other UK.'

- 43% of the sample had visited the Discovery Room before whilst 57% were first time visitors.

- 41% of the sample thought that the Discovery Room was excellent, 49% good and 10% adequate.

- 24% said that the Discovery Room was far better than expected, 20% a little better than expected, 32% as expected, 7% not as good as expected, 3% far from expected and 14% no exception.

- 35% of the children said that dressing up was their favourite part of the Discovery Room, followed by 16% hands-on, 15% skulls, 13% colouring in, 9% car, 7% geology, 3% building bricks, 1% pottery and 1% biology.

- 74% of the sample said that the content and themes of the Discovery Room are good but could developed and expended further, 22% said that that the themes were about right and needed no further development while 4% said that the content and theme of the gallery was poor and needs developing as soon as possible.

- 53% of the sample said that the closure of the Discovery Room on certain days because of other museum activities was inconvenient and needed to be addressed. However, 45% said that they did not see the closure of the gallery as a problem.

- 89% of the sample said that the introduction of events and workshops that linked into the theme of the Discovery Room was a development in which they would support while 4% did not support the introduction of events and workshops.

- 92% of the sample said that the re-location of the Discovery Room to Gallery 1 was a positive development and one in which they would support while 4% said it was unnecessary.

This survey shows that certain subject areas and ways of interpreting museums objects lead to higher proportions of people from Asian and Afro-Caribbean backgrounds visiting. A higher proportion compared with the Koelz exhibition sample were from the city of Leicester, the latter was attracting a more regional audience. This survey shows that 'hands-on', activity-based exhibitions with 'low-tech' interactives can be extremely effective.

A5.2.10   Reader survey on' Link' magazine

200 readers responded to a reader survey carried out in the first of the new look editions of

Link. 71% of respondents said that they would like to see features on different areas of

the City.

A5.3   Staff consultations

*The following points, relevant to the principle and argument of this Review (see **1.2** above), were made by staff at consultation meetings; staff unable to attend meetings submitted answers to the same questions on a questionnaire :*

A5.3.1   *'Old Town' museums meeting*

- Leicester's Museums and collections were clearly identified as not relevant to all Leicester's people
- However, there is insufficient resources to be 'all things to all people'

- Need to consult more widely
- Need to market more effectively and raise awareness of museums among Leicester people: some people don't know where museums are or if they exist
- Review opening hours: look at link between leisure time and opening hours
- Take objects out to the people of Leicester
- More outreach needed but concern expressed that more outreach could mean reduction of in-house museum provision
- Transport and parking problems a major barrier for museum users

A5.3.2 New Walk Museum

- Museums\collections not relevant to all (some staff)
- 'All relevant' (other staff)
- Can't be 'all things to all people', need to target different audiences for different museum sites
- Different communities/cultures have different ways of accessing/retrieving information; we have not cracked how to do this yet
- Marketing is a major issue, needs to be more effective (e.g. children bring parents into museums)
- Need to invest in site refurbishments
- Need more block-buster exhibitions with 'wow' factor
- Need hall to promote wide ranging programme of concerts/performance
- Need to promote sense of ownership of museums among Leicester's people
- People beyond the political boundaries of Leicester feel part of it
- Need more outreach
- Transform exhibition spaces
- Maintain and increase present number of museums
- More resources
- Advertise museum services through libraries, shops and stores, neighbourhood centres
- Take exhibits out to places where people will see them using replicas and handling collections
- Communities could have displays locally that link with displays in museums
- Need to look for sponsorship more partnerships, for example a supermarket could sponsor an exhibition case
- Marketing leaflets could be distributed in hospitals, offices – also benefits offices
- Invest in refurbishments to make rooms for suitable for commercial lets
- Improve facilities for disabled visitors
- Provide handling materials for people with visual disabilities
- Provide more children's activities
- City gallery needs to be part of the Museums Service
- A radical thought would be to build a fully accessible new museum for all the collections in the cultural quarter with a pathway through time
- Internet needs to be paying a major role, promoting the service, on-line galleries and collections – opens up collections to people with disabilities who cannot visit and provides an impetus for people to visit
- New Walk Museum should be 'beacon' with larger Egyptians collection, art and natural history

A5.3.3 Riverside museums

- Museums/collections partly relevant to all, science and technology are relevant to all and transcend cultural boundaries, but people's preferences and interests vary
- People's perceptions and awareness can be changed – for instance they are awestruck by the beam engines in steam
- Attract children and they will retain an interest in later life
- Provide a bus to bring people to the museum
- Contemporary collecting – need to update Collecting Policy
- Retain the six museums – their diversity is their strength and bases are needed for outreach
- Make use of partnerships and networks
- Redefine priorities – traditional museums like New Walk Museum are 'dinosaurs'
- Need hands-on and interactive displays
- Leicester City Museums' funding is only sufficient for a local museums service only, yet it has a regional and national collection to look after
- Don't ghettoise the heritage of Leicester's ethnic minority groups
- Leicester's industrial history has been diverse but its stories need to be told
- People have different perspectives on Leicester's past depending on what a person's background and personal heritage is
- Lack of advertising
- Offer talks to highlight Museums services for ethnic minority groups
- Offer public access to stores but advertise the facility – no point in what we do unless we advertise

A5.3.4 Cultural Services & Neighbourhood Renewal Senior Management Team

Issues/comments were:

- Museums should explain about the making of Leicester; high educational value
- How many museums Leicester has should be determined by what those museums set out to do
- Heritage of ethnic minorities – need to look at how people's heritages are presented in Museums
- More outreach needed
- Support for ICT access to collections information via digitisation projects
- Need to re-examine collections, review collecting policy, present collections in different, more inclusive ways; look at contemporary collecting
- Look at key projects that promote integration
- Museum buildings are a big turn-off to people who do not use Museums, they are not perceived as relevant – need to develop a different image for the buildings
- Tell key stories
- Interactives are important, children bring other children into Museums
- Issues around promotion and marketing
- Integrate themes together rather than in traditional disciplines and grooves
- Balance between visual impact learning and interactives
- Cannot afford to be everything to everybody – need to take a position
- Explore links, e.g. Parks and archaeology; natural history with Watermead Park/Riverside
- Balance between scholarship and interpretation

- Get it right for Leicester and it gives a regional impact too!
- Develop use of existing sites rather than a separate centre. Increase perception and understanding of intercultural city through whole of museum service
- Central to museums is access to collections, but you can kill them off in the way they are presented - make them boring
- Temporary exhibitions need to take objects out of context and present in different way
- Portico a problem at de Montfort Hall - developed a side entrance. Use portico for appropriate concerts only
- Need to concentrate more at New Walk Museum on natural science and reduce art space to give critical mass?
- Do contemporary things
- Everyone has different view of what they want from a museum- people want to experience heritage differently

A5.3.5 Black Workers Groups

Black Workers Groups from Departments with Business Units scoped into the Review were invited to a consultation meeting.

Issues raised were:

- Museums Services <u>not</u> relevant to Leicester's communities, but do we need to be relevant to all? Better to target and engage specific communities
- Lack of awareness of museums
- Nearly all museums staff are white
- More consultation with ethnic minority groups needed
- Explore secondments, positive action traineeships and similar means to address problem of lack of ethnic minority staff
- Need satellite museums or exhibits in the communities, but must not be tokenistic
- Include Black Workers Group in all user/non-user museum consultation
- Market museums internally, there is a huge market within the City Council itself
- Mainstream ethnic minority heritage where appropriate, be representative not segregating, but some areas of display could be dedicated to ethnic minority heritage
- More 'Roots of the Future' and 'Meeting God' type of exhibitions
- More qualitative development work is required to boost outreach to communities and engage them
- Reach out to families
- Information on holiday activities should be sent out to schools so that it is given to pupils at the beginning of the holidays (example of using existing networks)
- Some interest in forming a 'Black Museums Supporters Group'

A5.3.6 Trade Unions

Trades Unions representing staff in Business Units scoped into the Review were consulted via the regular Museums liaison meetings, and by completing the 'fundamental challenge' questionnaire used for all consultations in this Review.

- Leicester must modernise itself with a new museum building, a modern museum with a modern message; could justify closing 1-3 of the old buildings if staff were

transferred to new one; do a survey in *Link* to assess popularity of doing this to get a new museum - especially for cultural diversity. Raise profile of this idea through TV, locate it near canal side in city centre or could be extension to New Walk Museum?

- Pleased with equalities emphasis of Review
- Staff to explain and introduce exhibitions
- Point visitors to exhibits of special interest to black visitors

A5.3.7 Staff in Education Department

- Need for Museums to do awareness raising work – for instance attend Lifelong Learning management team meeting to give presentation; heritage work fits lifelong learning priorities in strategic plan- especially the widening participation agenda.

- Lifelong learning is being more rigorous with targeting specific groups in communities

- Could have day conference for city heritage workers

- Could concentrate on language development- e.g. promote Punjabi classes for English people, could build on creative writing traditions

- Any thoughtful society that has reached a certain level values museums and art galleries. They enable a mature society to reflect on what it is and why. Maintaining them is part of being a thoughtful, reflective and civilised society. Also enable us to look at other cultures and learn from them. In museums cultural heritages are accessible and tangible.

- Remit of museums is spreading. Since last war growth of interest in demotic culture as well as elite. Recognition of the value of all classes and looking at the people who created wealth by their work.

- Number of museums neither here nor there- the buildings should enable broader aims. Criteria for keeping or reducing would be- are they doing more of the same or do they each provide a different perspective.

- A reflective society needs to be able to explore its roots through a good range of cultural activities showing different people and their roles.

- Need to find out who does not come to Museums, do they all need to be encouraged to come? Need to analyse why some traditional subjects attract Asian participants but others do not. We make too much of why young people don't come- do we make too much of this - they come back when they are older with families

- New Walk Museum cannot close because it is an icon for Leicester; could be extended

- Does Leicester need any more visitor attractions? Number of attractions guided by what does Leicester want to be. If it wants visitors then it needs attractions. Birmingham has done a great deal with sea life centre, canals, bars etc

Develop a handling bank of objects for outreach

- How could lifelong learning courses be integrated with museums? Through family learning projects to develop links with museums and similar projects

- Next Adult Learning Plan could have more about heritage in it

A5.4   Other stakeholder groups

The following comments were made and issues relevant to the principle and argument of this Review identified by other stakeholder groups.

A5.4.1 Cultural Strategy Partnership

Two meetings with the Cultural Strategy Partnership were held, one specifically to consult on the scope including definitions of heritage, and one on the Interim Report. Comments during both meetings are relevant to the argument of this Review

March 2002 meeting
- Heritage must not be bland
- What happened last month is as important as what happened in 1066
- Relevance depends on the value communities set on heritage
- Need a critical mass of attractions in Leicester, the Space Centre in isolation won't do it, but the Cultural Strategy and Cultural Quarter could provide critical mass
- Vital that Cultural Quarter has an impact across the city and includes everyone
- Important not to be problem-driven – need a Vision
- Heritage is about momentum and resources, not about nostalgia
- Places in the world where there is cohesion and drive have a view on heritage and on how it is taught (e.g. Scotland)
- Inter-cultural events needed – putting things side-by-side is often part of celebrations and fun
- Balance required to reflect culturally diverse heritages including those of indigenous populations
- Trust and openness in decision making needed
- Affordable housing and transport in the city centre
- Old and young need to share, for example retired hosiery workers could speak to primary school children

July 2002 meeting

- Museums\collections not relevant to all of Leicester's communities, but they are improving
- Must not be tokenistic or 'one-off'; do not stereotype
- Need to build on links, maintain and sustain
- Audit existing displays, some such as 'Wildspace' are relevant to all but people can't link to others so readily, for example the Victorian gallery
- Buildings and staff can seem threatening
- How can relevance be measured? Via focus groups
- Take objects out to schools
- Broad collections

- Forge links with Further Education vocational courses, e.g. textiles, tourism
- Museum must go out to the people
- Sustain dialogues with communities through people who liaise with communities
- Need interactives and handling materials in exhibitions
- Advertise through the community
- Collect objects in partnership with communities
- Skill sharing – communities have objects, museums know how to look after them – collections should stay in communities
- Incomers to Leicester have different perspectives on the wider world

A5.4.2 Museum Supporters Group

The Museums Supporters Group comprises representatives from the Friends of Leicester and Leicestershire Museums, the Literary Philosophical Society, Leicestershire Historical & Archaeology Society and a number of other groups across all subject areas covered by the Museums Service. Two meetings with the Museums Supporters Group were held, one specifically to consult on the scope including definitions of heritage, and one on the Interim Report. Comments during both meetings and in correspondence with people unable to attend are relevant to the argument of this Review

- Need to aim high, further than Museums provision as it stands
- Don't dilute 'heritage'
- Wider collections enrich the city
- Important to curate collections and enhance them
- Responsibility to practice stewardship and pass things on to future
- Pass on concepts and ideologies associated with objects as well as the objects
- Museums should keep up traditions of scholarship and academic research
- Contemporary collecting: Museums should invest in current works of art for the future
- Museums services are relevant to all, but how do we let people know: more publicity required
- Displays should always include elements designed to interest children and young people and stimulate their interest in the arts and sciences
- Use of word 'museum' is off-putting to some
- Need to improve physical access
- All museum sites have value and should continue
- Use internet access to collections related information
- Divert Education Department monies to museums education provision
- Link old and new with Contemporary Arts facility and museums
- Have curator's column in *Leicester Mercury* or *Link*
- Balance between noisy and quiet spaces in museum galleries
- Heritage of the succession of ethnic minorities should be mainstreamed and not segregated
- Willing to consider helping promote fine art to wider audience

A5.4.3 Technology Trust Committee

- Science and technology are relevant to all
- We don't tell the story of people the past 50 years with people from Asia coming to Leicester – textiles and transport are especially relevant and we do hold the collections

- Advertise on the radio and in the Shires shopping centre
- Advertise beyond Leicester's boundaries, some people beyond Leicester's boundaries look to it has their nearest museums service
- Abbey Pumping Station has a loyal events visitor base
- Museums have the potential to be totally inclusive to people on low incomes since they are free at point of entry
- Target and develop outreach
- Provide bus to bring groups to Museums
- Link with other initiatives e.g. Cultural Quarter
- Do not close sites as all are historic buildings/sites covering 2000 years

A5.4.4 East Midlands Oral History Archive

- Purpose of Museums service is to care for collections held by it 'in trust'
- Collecting policy needs to reflects social change and try to anticipate future needs and interests.
- Need to make collections as accessible as possible to different audiences.
- Nothing will be relevant to everyone. Diversity is a strength in terms of the city's heritage and culture but can hinder effective and meaningful services if you try to please 'all of the people all of the time'
- Outreach services are crucial – but there has to be an understanding that they are a long-term investment rather than a quick fix; the County's Open Museum seems to be an effective model.
- A collections facility with public access to reserve stores this could be very useful, provided it's not seem as an **alternative** to museum sites, i.e. achieved at the expense of closing one or more sites.
- New Walk Museum - social history element should not be diminished any further – people expect a major visitor attraction to provide some insight into the history of the City and the historical context of the museum's other collections.
- Limit to what can be done to give the 'Heritage Quarter' a coherent identity while the underpass continues to sever its component parts

A5.5 Elected Members

The following comments relevant to the principle and argument of this Review were made:

- Need to improve retail and commercial performance, to what extent do other local authorities benefit from this- what is the maximum realistic amount that retail could be increased by and would it really be that significant in the overall picture? Would like to see the detailed comparison of retail performance with other services.
- Praise for museum's recent cultural diversity work- especially Meeting God, popular locally and regionally
- Comprehensive consultation strategy very important
- Problem inherited from 30 years ago with expanding museums concept; people now have 30 years or so of loyalties to a site- e.g. Wygston's House- difficult to cease operations. Rationalisation of sites would be OK as long as it was done clearly for service improvement and people understood this e.g. by having fewer, bigger sites
- Need to collect 20th and 21st century
- Underlying problems of service are very hard to solve.

- Concern when people talk about heritage and museums in same breath because heritage goes deeper than museums- they are only what physically remains- stories, legends and traditions are also heritage.
- With museums if you are not one of the initiated you are left in the dark, however, in a multicultural society things in museums are important for educational reasons - there are cellars full of stuff not looked at, schools could be using it
- Quality of service should not be judged by the quantity of sites- need for consolidation- but this should not be forced by budgetary pressures. More money may have to be provided for consolidation that improves services.
- Sites should provide a time justification for visits, New Walk Museum gives a full visit experience but some of the others are so small that they do not.
- There is likely to be fierce opposition from the public if we were to consider closing any sites.
- Provision of outreach services is important. Need to explore avenues of funding to support this work. Look at the possibilities of employing a self-financing inward investment officer.
- Investigate volunteer support in the running of the shop at New Walk Museum through the Friends
- Look at income generation- corporate hospitality; investigate costs of improvements to rooms/meeting spaces
- Don't put things in compartments. – e.g. 'Elements of Asia' is not just for Asian People, the Victorian Gallery is not just for White People.
- Museums Service is accountable to the citizens of Leicester but Museums are for Leicester and the World.
- Can't keep six museums going with existing budget
- Would like city-specific archive provision; a council archivist to deal with council records and look after them in the City; there is no official council historian
- Heritage buildings have a double role as museums but are too concentrated on certain styles and periods
- Purpose of service is to inform people about how we got to where we are today. Must lead people in a particular direction- have a flow. Art is social document with place in museums but art as act of creativity needs to be kept separate.
- Whatever we do has to have enough of a theme or a story - needs a critical mass- like Roman history, regimental history.
- If concentrate on the histories of all the peoples then danger of spreading too thinly - better to concentrate on the history of how people came to Leicester.
- Eastern European community is larger as a whole than African Caribbeans but fragmented into small groups.
- Need to change what is on display in museums more regularly; museums need a part that is changed regularly.
- Having children gets you going to museums - need play areas in each museum.
- 6 or 4 sites? The importance is the totality of the service not any individual museum
- Could we charge admission? A token payment might be acceptable to people.
- Would not regard it as a major service reduction if all museums were not open for the full 12 months.
- Could reduce opening hours at Belgrave Hall to pay for making the gardens better; if had to choose one museum to close completely it would be Belgrave hall
- One Councillor "had not been to Jewry wall for years" - has 4 year old, not old enough yet to go. Museum has such a narrow focus. Do we need to keep changing exhibitions? Could save money be doing it up well once but not changing exhibitions. Is very important- has the Icons of Leicester in it, but would not loose

out by not being open all the time. Could never envisage closing it completely. So important for a Roman city to have its museum - but preserve the Roman theme

- New Walk Museum is the generalist museum - others have a more specific focus. However New Walk Museum has far too much art and it takes up too much space. Could rotate the pictures more and so have a smaller space. Likes the dinosaurs, wild space and mummies. Stuffed animals need to be rotated to see new ones. Falls between two stools - not small and not large. A problem for identity; restaurant needs to be made more of.

- Guildhall - there is so little at the Guildhall, nice but more of an adjunct to the cathedral. Best to use for performance since has so little to offer. No need to do exhibitions there - concentrate on events

- Outreach services- not a high priority for him, not as important as the core facilities. Does not see it as major aspect of service's role.

A6   Independent Consultees of this Review

Commented as follows:

- Needs to be clear that Museums are about Past, Present and Future
- 'Champion' for heritage should be based in Cultural Services and Neighbourhood Renewal Department
- Buildings are assets for reminiscence
- How can we make Leicester proud of itself?
- Importance of formal and informal networks
- Importance of consultation
- Importance of communication with Education Department
- "Think inside out" – provide a service led by communities and neighbourhoods
- Change of emphasis required to reflect Leicester's communities, cross-cultural connections
- All staff to do cultural mosaic or equivalent training
- Need outward looking, customer-focussed staff
- Use positive action traineeships, bursaries etc. to raise levels of ethnic minority staff
- Build on progress after 'Elements of Asia' exhibitions
- Review opening hours
- Support revising Mission Statement to make relevant to Museums' purpose
- In favour of Leicester Building Preservation Trust