

Ripon Museum Trust

Forward Plan

2009-15

Updated 9.12.09

RIPON LAW & ORDER TRAIL

From Anglo-Saxon times when the King granted a Charter to the Archbishops of York and created the Estate and Liberty of Ripon, the city enjoyed an independence within the West Riding of Yorkshire for the maintenance of law and order. Until 1888 Ripon had to provide its own services of peace keeping and is fortunate in the survival of most of the buildings associated with law and order over several centuries. These buildings can be seen in a short stroll about the city.

WORKHOUSE MUSEUM (currently undergoing a complete restoration)
After restoration the workhouse should reopen in the summer. It invites you to walk in the steps of the Victorian paupers who were interviewed in the Board of Guardians' room, 'received' into the House after a bath, 'dehoused' if necessary, changed into workhouse uniform and introduced to laundry work, wood chopping, stone breaking and garden work.

WORKHOUSE GARDEN
Throughout the year work is underway to bring back into use the former workhouse kitchen garden. Plant varieties in use 100 years ago will feature in this exciting project.

COURTHOUSE MUSEUM
The Georgian Courthouse is virtually unchanged since it was built in 1830. With the closure of the court in 1998 it was opened as a museum a year later. Stand in the dock and be sentenced, learn about the 18th century King's Proclamation against Vice and watch the audio-visual presentation of cases heard in its opening session. Find out about people who were transported to Australia for stealing as little as a pair of boots and see a cat o'nine tails as used on the transport ships in the exhibition "One Way to Botany Bay".

PRISON & POLICE MUSEUM
The complex of buildings in St Marygate served Ripon as the House of Correction for vagrants (1686-1816), as the Liberty Prison (1816-1878) and as the Police Station (1887-1956). Sit in a prison cell, hear the door slam shut and imagine the harsh conditions of Victorian prison regimes. Try on prison uniforms, imagine the horror of being in the pillory, strapped in a restraint chair or hanging in chains. Turn the crank, carry out shot drill or work the treadmill. The history of policing is traced through the displays of uniforms and artefacts from the Trust's extensive collections of police memorabilia.

DEBTORS' PRISON (1847-1859)
Horseflower sets the watch at 9pm daily at the Obelisk.

RIPON CATHEDRAL (including MEDIAEVAL SANCTUARY & CONSISTORY COURT) and THORPE PREBEND HERITAGE CENTRE

LOCK UP (1808/7)

TOWN HALL (1890)

OBELISK (1703)

COACH PARK

BUS STATION

WORKHOUSE MUSEUM

COURTHOUSE MUSEUM

PRISON & POLICE MUSEUM

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Ripon Museum Trust Forward Plan 2009-15

This paper contains:

- 1. A historical background to the five years 2009-15**
- 2. Its Statement of Purpose**
- 3. A statement of the Trust's Aims and also its Specific Objectives.**
- 4. A SWOT analysis**
- 5. A "smart" Action and Spending plan showing how the Specific Objectives itemed above will be met.**

The Operating Budget appears as Appendix A.

1. Historical Background

The Museum Trust was created in 1984 to rescue and restore the old Georgian prison at Ripon (which had later been Ripon police station) after which the Trust turned it into a museum of imprisonment and policing.

Much the same happened twelve years later at the workhouse, where the Trust took possession of the old vagrant wards and created a museum of Yorkshire Poor Law, and then three years later, when Ripon Magistrates' Georgian courthouse closed, where the Trust created a courthouse museum .

Because these buildings were much in their original condition, and listed buildings, the prison having been re-furbished in 2003-4, and the workhouse in 2009, and because they represent not only themselves, but also the cooperation between the historic users of those buildings, the Trust manages and interprets them together. Though on three sites, the most popular ticket sold is the three- in- one, which enables that joint interpretation to work well.

In 2008 the Trust was offered by North Yorkshire County Council the waste land to the north-east of the workhouse site, which had been the workhouse kitchen garden. The Trust decided to restore it to its late 19th century condition.

The Town Hall, where most of the reserve collection is housed in its cellar, is another listed building. It is appropriate therefore that the Forward Plan should be a plan for the three museums, and incorporate the town hall cellar.

The Trust has always interested itself in research and in publication. In 2008, after it took possession of the workhouse, it invited the Ripon Local Studies Research Centre (an off-shoot of Ripon Historical Society) to become a tenant within the west wing of the museum. This group will be an important partner in our development, and is mentioned in the plan.

2009 was a key year for the Trust, for it marked the completion of the Workhouse Museum restoration, largely financed by a grant from the Heritage Lottery Fund. It has not only brought us a larger workhouse museum, but new offices, a new shop, a new education suite, and a 4 year funded learning and access post. In addition the Workhouse Garden project

has landscaped the original garden site and the first crops have been harvested from the site. The trust also completed its accreditation application. The Ripon Local Studies Group have taken up residence in the Workhouse west wing, providing archive and studies services to the Trust and to the public.

2. Statement of Purpose

The Trust is a registered charity whose constitution says:

“The Trust’s objects are the provision and maintenance of a Museum or Museums in or near Ripon for the exhibition to the public of articles of literary, artistic, scientific, cultural or historic interest.”

Over time this general museum remit has evolved to reflect the realities of the Trust’s buildings and collections. A more accurate statement of purpose is now:

The Ripon Museum Trust exists to present to the widest possible audience the regional story of law and order and the treatment of the poor; and what lessons these have for the future, interpreted through the three museums and collections.

3. Aims and Objectives

a) Aims

1. To build a reputation as the regional centre for promoting and understanding the history of law and order.
2. To enhance access for all audiences, to learn from and to enjoy the museums and their collections.
3. To achieve consistent national standards of documentation and conservation for the museum buildings and their collections.
4. To contribute to the cultural life of Ripon
5. To develop a sustainable future for the Trust by the growth of a properly resourced organisation, working in partnership with those who share our objectives.

b) Objectives

The main actions to achieve these goals, shown linked to the appropriate aim(s), are:

Governance and Museum Management Objectives:

1. To review and revise the constitution, organisational structure and governance of the Trust by April 2010 to make it fit for future purpose. *Aim 5.*
2. To strengthen links with organisations in the city and region, and nationally to form partnerships to increase the scope of the Trust’s work. *Aims 1,2,3,4, and 5.*
3. To apply for and obtain at least two nationally-recognised

awards for the Trust's activities. *Aims 1,2, and 4.*

4. To build up the financial reserves of the Trust. *Aim 5*

5. To establish a Friends/ Guardians organisation to increase participation, support and regular funding. *Aims 4 and 5.*

6. To increase the proportion of non-ticket income from visitors to at least £2 per head and to develop a wider range of sales in the e-commerce field. *Aim 5*

User Services Objectives:

7. To provide a range of activity and events programmes to suit formal and informal learners and families *Aim 2*

8. To develop outreach services including community projects, education outreach, loans boxes, digital collections of photographs and collections and web based resources. *Aims 1,2 and 4*

9. To increase the diversity of our audience by planning to work with as many different local groups as possible. *Aims 2 and 4.*

10. To make collections and associated documentation more accessible to researchers. *Aims 1,2, 3 and 5.*

Visitor Facilities Objectives:

11. To develop the workhouse garden to enhance the visitors' and volunteers' experience of the Workhouse site, *Aims 2, 4 and 5.*

12. To achieve a quality standard for visitor management by 2011. *Aims 2 and 5*

13. To establish a programme of regular inspection and planned maintenance of all the Trust's buildings. *Aim 3*

Collections Management Objectives:

14. To improve the physical storage of collections – packaging materials, shelving environmentally-controlled storage for the Trust's reserve collection. *Aim 3.*

15. To continue to review the undocumented items to accession or disposal as appropriate. The Curators to decide if any deaccessions are necessary. in line with the Acquisition & Disposal Policy. *Aim 3*

16. To accession backlog material and digitally catalogue the Trust's accessioned collection by 2013 *Aim 3*

4. SWOT

Strengths:

A growing volunteer pool, with much broadly-based talent.

A visible momentum of development and improvement to exploit.

An income fed by a low-price ticket strategy, but with opportunities to widen the income base.

A history of cautious incremental growth based on financial prudence.

Weaknesses:

Too small a body to promise a fast business expansion

None of the sites has space for a cafe or a larger retail outreach unless more of the site becomes available at the workhouse or courthouse.

Storage space is limited and impedes the growth of the collections.

Opportunities:

Growth of morale and expertise, specially with the workhouse development project.

A Learning and Access Officer is now employed, largely financed by the Heritage Lottery Fund grant.

The Welcome to Yorkshire tourism authority identifies a significant tourist expansion probability for North Yorkshire.

Threats:

The economic downturn has unpredictable consequences.

Road transport to Ripon has improved but that is still not matched by anything approaching an adequate parking facility in the city.

The Trust has to operate in an area with large and comparatively well-funded organisations at Fountains Abbey, Newby Hall and Ripon Cathedral.

5. ACTION AND SPENDING PLAN

Numbering relates to the 16 objectives listed at 3b above

2009

- This is a key year for the Trust, for it marks the completion of the Workhouse restoration, largely at the cost to the Heritage Lottery Fund. It will not only bring us a larger workhouse museum, but new offices, a new shop and a new education suite.
- It will also mark an important development with staffing in that a second full-time employee will join us to develop Access and Learning. 1. **COMPLETED**
- The last two will enable us further to enlarge our volunteer numbers, and to add deputy curators to the three museums, and other specialist volunteers in collections management, and buildings maintenance. 1. **COMPLETED**

Governance and Museum Management Objectives:

- The Ripon Local Studies Group will take up residence in the Workhouse west wing, providing archive and studies services to the Trust. 2. **COMPLETED**
- All remaining policies and programmes required for accreditation will be completed. 3.

User Services Objectives:

- We plan at least two initiatives for young people to contribute to the Trust, one being the preparation of replica food **COMPLETED** and another with film-making. Grants are available. 9.
- Equip new education suite 7.

Visitor Facilities Objectives:

- The workhouse garden will grow its first crops. The workhouse garden team we hope to enlarge. 11. **COMPLETED**

Collections Management Objectives:

- Extra storage spaces will be available in the workhouse, to help diversify the storage away from the town hall cellar to better climate-controlled spaces. (This programme will continue in early 2010). 14
- CCTV will be installed in both the Prison and Police museum **COMPLETED** and the workhouse. Improved exterior lighting will help improve security of buildings, collections and people. 13

2010

Governance and Museum Management Objectives:

- A new constitution will be implemented. 1.
- Achieve "Investing in Volunteers". 3.
- A professionally- advised marketing strategy will be introduced for

shop sales, and e-commerce options will be explored. 6.

- Review membership and consider the development of a Friends Group along with a lecture and events programme. At the head of the Friends there will be contributory Guardians who will bring an additional income to the Trust. The first Guardians' Xmas dinner will be held in the Guardians' room. At least 20 Guardians to be enrolled. 5,6

User Services Objectives:

- The Learning and Access Officer will begin training the volunteers in guiding roles. 7.
- Mini exhibitions will be held in the Workhouse Guardians' Room, with contributions invited from local groups such as the Ripon Civic Society and Ripon Local Studies Group. 7.

Visitor Services Objectives:

- Establishment of a visitor programme for the workhouse garden, to contribute to sustainability. First significant sales of produce. 11.

Collections Management Objectives:

- Improvements in storage at the Town Hall, with the old "safe" chamber fitted out for better climate-control. 14.
- The Senior Curator starts the recruitment and training of volunteers to help with the accessioning of the collections backlog. 16.
- Acquisition of environmental monitoring equipment and training of further volunteers for collections care and documentation 14.

2011

Governance and Museum Management Objectives:

- The five year budget, at Appendix A, suggests that in this year a third full-time member of staff will be available to us. 1.
- The Trust will be looking to create an honorary Director, who will also be the senior Curator. 1.
- Double-manning to be introduced in the Workhouse and if possible elsewhere. 1.

User Services Objectives:

- Further development to the Friends and Guardians group, and their events programmes will happen. 5, 6
- To provide a range of activity and events programmes to suit formal and informal learners and families 7.

Visitor Facilities Objectives:

- Apply for grants to renew interpretation of the Courthouse Museum 10.
- Further outreach in education will occur, with more loan boxes made available. 6, 8.
- Further training of volunteers , again in costumed guiding. 7.
- The workhouse garden now selling both produce and its own seed. 11.

Collections Management Objectives:

- The start to the digitalisation of the Trust's records with the cooperation of the Ripon Local Studies Group 16. 2.

2012

Governance and Museum Management Objectives:

- Trustee training introduced. 1.
- If not already achieved, introduction of double-manning in the Prison and Police Museum. 1.
- Programme started to raise money from legacies 6.
- Entry for a major award, such as the Sandford Award for Education 3.

User Services Objectives:

- development in digitalised products for sale, eg., videos, archives and collections photographs. 8.
- To make collections and associated documentation more accessible to researchers 10.

Visitor Facilities Objectives:

- Cultivation of new links with higher education, and teacher training. Further cultivating the interests of young people in work-experience schemes 9.

Collections Management Objectives:

- The start of the disposal of collection items unwisely taken on in previous decades.15.

2013

Governance and Museum Management Objectives:

- in September of this year the Heritage Lottery support for the Access and Learning officer ceases. The budget suggests that the Trust will be able to continue to pay for this post. 1.
- A fresh review of the whole shop and marketing strategy. 6.
- Preparation to appoint, at the start of the next five year spell, a professional Director/Curator. 1.

User Services Objectives:

- Completion of the drive to take on contributory Guardians. Expect to have 30 to 50 Guardians in place. 6. 5.

- To develop outreach services including community projects, education outreach, loans boxes, digital collections of photographs and collections and web based resources. 10, 8.

Visitor Facilities Objectives:

- Further development of digitalised archive and collection photographs. 10,8.

Collections Management Objectives:

- This year a substantial effort will be made to bring the Accession backlog up to date.16.

2014

Governance and Museum Management Objectives:

- Appoint a professional Director/Curator. 1.
- Achieve White Rose Award (Welcome to Yorkshire) 3.

User Services Objectives:

- To increase the diversity of our audience by planning to work with as many different local groups as possible 9.
- To make collections and associated documentation more accessible to researchers 10.

Visitor Facilities Objectives:

- Restore the old public gallery in the Courthouse for public access if the opportunity arises following relocation of the Cathedral office. 13.

RMT Action and Spending Plan 2009 – 15

Numbering relates to the 16 objectives listed at 3b in the plan

	Objective	Who?	Approx Cost	Human & Non Financial resources	Measurement
2009 3.	Prepare all remaining policies and manuals for accreditation	Museums Manager (MM) & Curators		Professional advisor MLA	Submission Nov 2009
	Entirely refurbish the Workhouse	RMT	£1,000,000.00	HLF granted	Successful opening 2009
11.	Complete preparation of the Workhouse kitchen garden	Workhouse garden curator and team	£20,000.00	Yorkshire Gardens Trust grant aided	Opening Summer 2009 Ticketed 2010
1.	Employment of a second officer - Learning and Access	RMT	£2,000.00	HLF grant aided	Appointment Sept 2009
13.	Installation of CCTV system in Workhouse and Prison and Police Museums	RMT & curators + C24	£1,200.00	Advice from Leda Co Leeds	Installation Oct 2009
14.	Install space for environmentally correct storage in Workhouse	curator + architect + curatorial advisor	£500.00	RMT architect	Installation December 2009
7.	Equip new education suite to best Achieve Aim 2 of the plan	curator + education + Learning and Access Officer (LAM)	part of HLF award	LAM time	Complete 2009

2010					
1.	Implement new constitution	RT	£0.00	None	New constitution adopted by Board of Trustees
3.	Achieve "Investing in Volunteers".	MM and volunteer leaders		MM manager and volunteer time	Achieve 2012
6.	A marketing strategy will be introduced for shop sales, and e-commerce options will be explored.	MM		MM time	Spend per head up from 50p to £1.50 with eventual aim of £2.50
5,6	Review membership and consider developing a friends group	RMT and MM		MM time	
7.	Develop volunteers training in education, visitor services roles	MM, LAM curator	£1,000.00	Curatorial advisor, LAM, 20% of MM's time,	50% of all volunteers done dedicated training and 15% increase in total volunteer force
7.	Develop temporary exhibition facilities in the Workhouse and begin to timetable exhibitions	LAM and curator	£2,000 grant funded	Curatorial advisor	At least one temporary exhibition and programme for 2011
11.	Establish a visitor programme for the Workhouse Garden	LAM + Garden Curator	marketing to be included with main leaflet	LAM time	General visitors + 4 public events and 10 pre-booked group visits
14.	Acquisition of environmental monitoring equipment and training of further volunteers for collections care and documentation	MM and curator	£1,800.00	MDO advice	Environmental programme fully operational and documentation staffing at full strength by end of year

2011					
1.	Employment of an additional, part-time member of staff	Curators	£10,000.00	MDO advice	Post filled by end of year
5,6	Further appointment of Guardians, patrons and Friends with a programme of events	RMT		Friends group	approx 20 Guardians appointed
6,8	Development of school outreach programme including loan boxes	LAM	1500 grant funded	N Yorks LEA advice	
10	Major changes in interpretation at Courthouse Museum	Curators	£500 + grant	MDO advice	renewed displays by end of year
16, 2	First phase digitalisation of Trust's Archive held with RLSRG	Curators + documentation volunteers		Co-operation with RLSRC	One of three collections digitalised
1.	recruit and train volunteers to allow double manning in all museums	MM and RMT	Advice £500	Input from Investors in People Programme	double manning possible in all museums by end of year

2012					
6.	Introduce scheme to raise funds from legacies	Treasurer		Development of Friends team	started by summer 2012
1.	Start trustee training	MM		Help from MDO and Curatorial Advisor	Programme in place and started by end of year
3.	Entry for a further major award eg Sandford	LAM and MM			Award applied for within the year
6, 8.	Start scheme to sell digitalised products eg archive and photograph collections	Curator and LAM	5000 grant funded	Help from NYCRO and RLSRC + E13	80% archive material copied and products beginning to sell
10.	Provide research facilities to make collections and documentation accessible to researchers	LAM and MM		LAM time ,consultation with RLSRC	Publicised research access programme
9.	Begin to make links with higher education institutions and work experience schemes	LAM and curators		LAM time	Links explored with all local HE institutions and programme planning underway
15.	Consider items for de-accessioning	Curators		Curatorial Advisor	Items beginning process of de-accessioning by end of year

2013					
6.	Review shops and marketing strategy	MM	£2,000.00	consultant employed	expectation for future annual £30% growth
1.	Preparation to appoint a professional Curator/Museum Director	RMT		Advice from MDO/Curatorial advisor	Expectation to appoint in 2014
1.	Continue to Pay for LAM after September	Treasurer/RMT	£6,000.00		
10,8.	Further develop outreach services including community projects, education outreach, digitalisation and web-based resources.	LAM + curators	2000grant funded		Outreach income covering costs
5,6.	Further development of Friends and Guardians scheme increasing members, income and programme of events	MM		Self help from Friends	30 - 50 Guardians in place
16.	Substantial effort to complete documentation backlog plan	curators		Volunteer documentation assistants	at least 80% of backlog dealt with

1

2014					
1.	Appoint a professional Director/curator	RMT	£38,000.00	Advice from curatorial advisor	successful appointment by end of year
3.	Achieve White Rose Award (Welcome To Yorkshire)	MM	£300.00	Liaise with Yorkshire tourist board	Achieve award by end of year
9.	Increase the diversity of audiences by working with many different local groups	LAM	£2,000.00	Education volunteers time and expenses	Increase visits from diverse groups (see RMT audience matrix)
13.	restore the old public gallery in the Courthouse for visitor access	RMT, architect, curators	£5,000.00	Volunteer time and expenses	Increased visits to Courthouse due to improved and enlarged facilities (esp. group visits)

Appendix A

Operating Budget £'000	2008		2009		2010	2011	2012	2013	2014	2015
Costs										
Staffing										
	Management	£ 18	£ 24	£ 47	£ 50	£ 50	£ 60	£ 65	£ 75	
	Other staff			£ 6	£ 10	£ 10	£ 12	£ 15	£ 17	
Office / Premises costs		£ 15	£ 12	£ 18	£ 30	£ 35	£ 35	£ 40	£ 40	
Volunteers / Trustees		£ 1	£ 1	£ 1	£ 5	£ 5	£ 5	£ 5	£ 5	
Museum Activity (as per A/Cs)		£ 14	£ 7	£ 17	£ 35	£ 40	£ 45	£ 45	£ 45	
Fundraising		£ 0	£ 2	£ 1	£ 3	£ 3	£ 4	£ 4	£ 5	
Contingency costs		£ 9	£ -	£ 5	£ 10	£ 15	£ 20	£ 25	£ 25	
Total Costs		£ 57	£ 46	£ 95	£ 143	£ 158	£ 181	£ 199	£ 212	
Income										
Admissions incl Groups		£ 43	£ 31	£ 50	£ 65	£ 70	£ 78	£ 83	£ 88	
Fundraising		£ 1	£ 2	£ 1	£ 5	£ 5	£ 6	£ 7	£ 8	
Shop		£ 6	£ 4	£ 5	£ 7	£ 8	£ 9	£ 12	£ 12	
Membership										
	Members	£ 1	£ 1	£ 1	£ 1	£ 1	£ 1	£ 1	£ 1	
	Friends	£ -	£ -	£ -	£ 2	£ 3	£ 4	£ 5	£ 5	
	Patrons	£ -	£ -	£ 1	£ 12	£ 15	£ 17	£ 20	£ 20	
	Corporate	£ -	£ -	£ 1	£ 3	£ 5	£ 7	£ 9	£ 10	
Grants		£ 4	£ -	£ -	£ 10	£ 15	£ 15	£ 17	£ 18	
HLF Revenue funding		£ -	£ 2	£ 38	£ 35	£ 35	£ 10	£ -	£ -	
Gift Aid		£ 7	£ 9	£ 15	£ 22	£ 25	£ 28	£ 31	£ 32	
Outreach		£ -	£ -	£ -	£ 10	£ 10	£ 10	£ 13	£ 15	
Other (eg E-commerce, Research)		£ 9	£ -	£ -	£ 4	£ 5	£ 5	£ 6	£ 7	
Hire / Events		£ -	£ -	£ -	£ 5	£ 5	£ 5	£ 5	£ 7	
Legacies						£ -	£ -	£ -	£ -	
Total Income		£ 69	£ 48	£ 111	£ 181	£ 202	£ 195	£ 209	£ 223	
Profit / Loss		£ 13	£ 2	£ 16	£ 38	£ 44	£ 14	£ 10	£ 11	

