

**SCRUTINY SUB-COMMITTEE FOR
LEARNING AND LEISURE IN CROYDON
9th March 2004**

Wards: All

Agenda Item No: 13

Subject: REVIEW OF CROYDON'S HERITAGE

Lead Officer: Head of Policy and the Executive Office

1 RECOMMENDATIONS

- 1.1 The Sub-Committee is asked to note the progress and agree the recommendations of this review.

2 SUMMARY

- 2.1 This review was identified and agreed by the Sub-Committee for Learning and Leisure in Croydon on 24th June 2003. A working party comprising Councillors Butler, Karen Jewitt, Sohoye, Storey, Udell and Ward was formed and Terms of Reference for the review were subsequently signed off at the meeting of the 2nd September 2003.
- 2.2 This report sets out the working party's draft recommendations.

3 DETAIL

- 3.1 After an initial meeting on 21st August 2003 a presentation was given by Mark Homer, Assistant Director for Arts & Community Development, who outlined the role his department plays in heritage related activity. Members also collected material from other museums and cultural complexes e.g. Edinburgh and Greenwich.
- 3.2 A further briefing was given to the Working Party on 2nd September 2003, by Eimear Murphy, Principal Urban Designer from the Planning and Transportation Department. This included the pivotal role of liaising between professions and people who affect the shape of the built environment and public open spaces. They work to promote Croydon's heritage while accommodating change which is seen as a tool to enable cultural diversity and differences to be harnessed and celebrated when designing and creating better places to live, work and play.

- 3.3 On 28th October 2003 Members received a presentation from Isabel Wilson and Rebecca Lim, who job share as Acting Head of Museum Services. They focused on their current work regarding the 'Lifetimes' gallery.

Opened in the Clocktower complex in 1995, it used what was then very innovative, interactive multimedia. A recent evaluation has highlighted its strengths and weaknesses eight years on.

- 3.4 The section's aim is to create a new museum to display the collections in an interactive way, provide a flexible framework for updating the displays, and to work with groups around the borough as part of a policy of outreach and 'inreach'. To finance this proposed development an application has been made to the Heritage Lottery Fund (HLF) which have been successful at Stage 1. Stage 2 of the application process is scheduled for the summer in 2004.
- 3.5 If Stage 2 of the HLF bid is successful, the physical redevelopment of the Lifetimes Gallery will involve its closure for about a year. During this period it is intended that additional oral history and items are collected through community interaction in a variety of community locations. Improvements to public access, including remote access, direct physical access between the Museum, the Memory Room and the Local Studies Library & Archive and a fully accessible Activities Centre for schools and other groups are also included in the proposed development. In preparing the HLF bid, officers have specifically looked at successful Cultural Heritage projects elsewhere.
- 3.6 A consultation exercise with Croydon residents to prepare for this developmental work was to have begun in January but has had to be deferred due to the Council's recent budgetary control measures. Working Party Members were keen to learn what residents of the borough consider important to their own heritage and their perceptions of local Heritage generally so that a new museum of Croydon can reflect this. The planned consultation work will be re-submitted for agreement in the new financial year. Consultation with existing service users has been on-going for some time and the views and opinions expressed by them have been considered in the planning exercises to date.
- 3.7 An Outreach Policy has been drafted, which is attached as **Appendix A**, and describes the concept as well as giving some detail of the development plans.
- 3.8 Members were concerned that the vestibule known as Clocktower Court, through which the gallery is currently accessed, offers an attractive approach and makes more of an impact in actively promoting the 'Lifetimes' gallery. At present there is no single venue manager for this public space, although section heads do meet on a monthly basis to discuss forthcoming developments.
- 3.9 Members are very positive about the Clocktower and acknowledge that it is a cultural flagship of which Croydon can be proud. The working party is anxious that the borough's only museum is able to obtain full benefit from available funding sources and fully support the proposals for the new Museum. Their recommendations from this review are set out below:

- R1 To promote involvement in cultural activities, draw people into the new museum complex and to direct them towards places of interest and local groups:
- that the vestibule in the Clocktower is managed as a whole entity by being allocated as the responsibility of a single manager
 - that improved signage and arrangements for temporary exhibitions and displays on the ground floor (subject to health & safety clearances), are used to provide attractive promotion of new events, places to visit in conjunction with the Tourist Information Centre, exhibitions and space for local groups e.g. Croydon Airport Society, to set up stalls on a pre-booked basis
 - to consider improved signage, promotion and visual integration of Space C (the previous shop area) which is used for community art projects by various groups
 - to consider in future developments of cultural facilities, locating alongside agencies offering help and advice to the public. This could bring into cultural settings sections of the community who are not current users of cultural services and demonstrate a more inclusive and interactive approach by the Council.
- R2 To use the proposed outreach and 'in reach' work, described in the museum project plan, to keep the exhibits refreshed and focused on issues of interest to local people.
- R3 That the outreach and in reach work includes the collection of experiences of local people and their heritage and that this is recorded in the production of a book. Sponsorship should be sought so that it can be made widely and inexpensively available for educational and public use.
- R4 That at a future date, after the decision of the National Lottery Heritage Fund bid is known, and if successful the implementation work has been completed, consideration is given to providing a direct entrance to the Museum from Fell Road to admit people with mobility problems. This was not considered when the bid and plans were being drawn up and cannot be pursued mid-way in the process without making changes which could impact on the bid. A ramp is already in position to this entrance which is opposite existing disability parking bays. Funding could be applied for to cover the installation of an entry buzzer and a CCTV link between this door and the main Clocktower entrance.

4 FINANCIAL CONSIDERATIONS

4.1 There are no financial considerations arising from this report.

5 LEGAL CONSIDERATIONS

5.1 There are no legal considerations arising from this report.

6 PERSONNEL CONSIDERATIONS

6.1 There are no personnel considerations arising from this report.

7 EQUALITIES CONSIDERATIONS

7.1 The Council is committed to providing services which reflects, and is fully accessible to, its diverse community. This Scrutiny Review makes recommendations for celebrating Croydon's rich heritage and which may contribute to community cohesion and therefore improvements in the quality of life for those who live and work in the borough.

8 ENVIRONMENTAL CONSIDERATIONS

8.1 There are no environmental considerations arising from this report.

9 CRIME AND DISORDER CONSIDERATIONS

9.1 There are no crime and disorder considerations arising from this report.

10 HUMAN RIGHTS CONSIDERATIONS

10.1 There are no human rights considerations arising from this report.

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Background Documents: None

Introduction

The purpose of this '**Outreach Policy**' is to provide a rationale and framework for the school and community projects which will take place largely beyond the confines of Croydon Clocktower from 2004. This policy should be viewed in conjunction with our '**Outreach Action Plan**' which will describe in detail the individual projects which will be delivered. Together these two documents form our '**Outreach Strategy**' for Jan 2004 – Dec 2006 when the strategy will be due for revision. Within this 3 year period are 3 main phases of activity:

- Phase 1:** Front-end and formative evaluation, planning and piloting. Jan '04 – Dec '04
Phase 2: Full implementation of all projects identified in Action Plan. Jan '05 – Dec '05
Phase 3: Summative evaluation and continuing outreach programme. Jan '06 onwards

What do we understand by the term 'Outreach'?

Outreach is any activity involving both individuals and groups from the Museum Service working in collaboration with external individuals or groups, which engages a wider audience in the work of the museum and results in a positive change for both parties.

Why do 'Outreach'?

"Croydon Museum Service aims to improve the quality of life for everyone in Croydon: to promote a sense of place and a feeling of belonging, local pride and to enhance Croydon's image regionally, nationally and internationally."

Croydon Museum Service Mission Statement

Outreach is central to achieving the above aim of the Museum Service. If we are to improve the quality of life for everyone in Croydon, we must seek to work beyond the physical and intellectual confines of our gallery and exhibition space, and with individuals, groups and communities who do not see themselves as already involved in the work of the Museum Service.

The Outreach Strategy will also play a key role in delivering Croydon Council's six Strategic Themes, principally: Education and Life-Long Learning; Regenerating the Borough and Providing Better; and Fairer Access.

Croydon Museum Service's galleries and exhibition spaces are currently located in *The Clocktower*, which is Croydon's cultural venue. This is currently also the focus for almost all of the Museum Education Service's work, with handling sessions, talks / lectures and workshops taking place in the Museum Activity Room (MAR) adjacent to *Lifetimes*. As a result of the HLF funded re-development of *Lifetimes* this gallery and MAR will be closed for 1 year during 2005. *Lifetimes* and the adjoining Activity Room will be closed while the physical rebuild takes place. The temporary exhibition gallery will also be closed due to the need for secure and environmentally controlled storage of the objects in our collection. During the period of closure the physical context for the work and exhibitions of the Museum Service will therefore be: *The Riesco Gallery*, which houses the Chinese ceramics collection, *The Clocktower*, including the court, *Café Opera* and *Space C*; and various public venues around the borough, which may include schools, libraries, youth clubs, health services institutions and a variety of council run and private venues.

Objects and content from *Lifetimes*, *The Riesco Collection* and the museums handling and other collections will be available as resources to support the Outreach programme.

In addition the Museum Service seeks to develop its use of Information Technology to reach out to a wider audience both within and beyond Croydon. This may take the form of virtual exhibitions and access to our collection via the internet, the development of specific resources distributed on CD-ROM and the use of stand-alone multi-media units in various locations around the borough.

What are the Aims of 'Outreach' work?

- Develop an Outreach programme which actively engages both users and non-users in the re-development of the museum.
- Encourages greater understanding of the importance of museums and their role in representing local communities.
- Provide museum services to groups outside the physical confines of the museum.
- Actively seek to work with audiences who consider themselves to be 'outside' the scope of the museum.
- Enables local individuals and groups to engage in, and benefit from, cultural activity.
- Provides a context for learning to take place on an individual, group and community level.
- Work with Croydon people to develop services which involve them and seek to represent their histories as a long term resource for the museum.
- Provide a forum which fosters improved communication between, and understanding of, different groups.
- Change the way the Museum works in order to better represent the communities it serves.

'Outreach' and 'Inreach'

The purpose of 'Outreach' work should be to engage people in the work of the Museum in a way that changes their lives, and the work of the museum, for the better. Outreach is not something that the Museum does for other groups; but is a process whereby the museum and the community it serves work and learn together.

Ideally, outreach work should result in a growing understanding of the purpose and relevance of visiting museums, as well as positive change within the museum as an institution. This could be reflected in: an increase in the number of people visiting the museum, particularly from its target audiences; changes in the museums collections, and the way they are interpreted; diversification of the programmes which the museum undertakes and the ways in which the museum works.

The achievement of these outcomes is what we understand by the term 'Inreach'.

Examples of Outreach work:

- Working with local people to evaluate our existing collections, displays and provision.

- Holding community workshops to create new content for display in the galleries.
- Using the museum's collections as a stimulus for Basic Skills learning.

'Outreach and Off-site Services'

Genuine outreach is not just doing what we do now in another location. During the period of closure, however, we will need to maintain a level of service for our existing users (e.g. conducting Object Handling Sessions in local schools, rather than the Clocktower). This does not necessarily constitute 'Outreach' and is better defined as an 'Off-site Service'.

Examples of Off-site Services:

- Providing a loans service to allow local students to learn from objects from the handling collection in their classrooms.
- Running workshops for Family Learning Weekend which take place outside the physical context of the Clocktower.

Audiences:

The intended audiences for the new exhibition are, in priority order:

Main Audience: Croydon people, family groups, primary schools

Secondary Audience: Teenagers

Target: Unders 8s, Over 60s, People with disabilities, People from ethnic minority communities

The Museum Service will provide Off-site Services for our main audience, particularly Primary Schools, and Outreach projects which focus on developing our target audiences: that is those individuals and groups who we believe are under-represented in our current audience.

How do we measure positive gains?

The success of the Outreach Strategy will be judged on the extent to which it meets its stated aims and, for individual projects within the strategy, objectives. Some of these may be quantifiable, such as the number of students taking part in handling sessions. Others will be qualitative judgements made by participants, project leaders and external evaluators. In both cases we will attempt to establish a clear baseline from which to judge the success of individual projects and the strategy as a whole.

Evaluation will inform, guide and assess the success of the overall strategy and, where appropriate, individual projects within it. The three main types will be:

- **Front-end evaluation** will be used to establish the needs of target audiences and the development of each project proposed within the strategy.

- **Formative evaluation** will guide the projects as they progress and seek to identify strengths and weaknesses and rapidly overcome problems as they arise.
- **Summative evaluation** will establish the success of the individual projects and the overall strategy by identifying value added from baseline assessments.

Baseline assessments and summative evaluation will seek to establish the extent to which learning, in its broadest sense, has taken place. When talking about and attempting to identify learning we will take into account the framework provided by Resource's *Learning Impact Research Project*. This identifies a set of Generic Learning Outcomes against which learning can be planned for and assessed. In short these are:

1. Knowledge and understanding
2. Skills
3. Values, attitudes and feelings
4. Creativity, inspiration and enjoyment
5. Behaviour

Where possible the objectives of the individual projects within the Action Plan will reflect this framework and the Action Plan as a whole will be mapped to ensure complete coverage.

We recognise that not all of the project outcomes will be anticipated or easily measurable. We will strive to accommodate, recognise and measure outcomes which arise spontaneously during the programme, and also evaluate the effectiveness of the *LIRP* framework for our purposes.

Partnerships

We seek to work with a variety of individuals and formal and informal groupings, which together make up the local community. These may be within the Council, non-Governmental organisations at local and national level, community and special interest groups and organisations, as well as individuals with their own unique interests.

We will actively seek to work in partnership with individuals and groups representing communities who we believe are under-represented in our visitors. We will work in a way which recognises that people are complex individuals who may or may not have allegiance to specific groupings within society.

What resources do we need to implement an effective outreach programme?

The Museum Education Service is currently comprised of 2 full-time staff: Rob Shakespeare (Museum Education Manager) and Jana Cameron (Museum Education Officer). Together they manage, co-ordinate and deliver all Museum Education Services at Croydon Clocktower. A budget of £18 000 is allocated to deliver the key services of: Handling Sessions for schools and community groups; and a public events programme, made up of talks / lectures, workshops, gallery enactments.

During Phase 1 of the 'Outreach Strategy' in 2004, the staff and budget will be split 50:50 to free up sufficient time and resources for the planning and piloting of the strategy, while continuing with our Clocktower programme prior to closure. During

Phase 2, 100% of staff time and the budget will be dedicated to the Outreach Strategy. A decision will be made following the summative evaluation in Phase 3 as to the amount of time and resources to dedicate to Outreach.

In addition to these resources we will investigate the employment of Front of House Gallery Assistants and freelance staff and use our contacts in the Community Development Team to support our work.

While we recognise that adequate resources are required to implement an effective programme, we will never use lack of resources as an excuse for poor services. We will work creatively within our existing budgets to create a rich and varied programme which meets the needs of our audiences. We will work in partnership with other service providers to ensure that our services compliment and add to, rather than duplicate, existing work and we will actively seek external funding where it is cost-effective, appropriate and available.

Conclusion.

The HLF bid and resultant re-development of *Lifetimes* is a major opportunity for Croydon Museum Service to re-establish itself as a leading local authority museum. By re-visiting and up-dating the original purposes and methodologies which made *Lifetimes* successful in the 1990's, we can connect with our core audiences in a way that is meaningful to them today.

The Outreach Programme will seek to expand this core audience by actively involving our target audiences in the re-development process. Through this we aim to demonstrate and develop the value and potential of museums to deliver unique ways of learning and enjoyment, and provide a meaningful context for their leisure, work and learning.

Author: Rob Shakespeare, Museum Education Manager